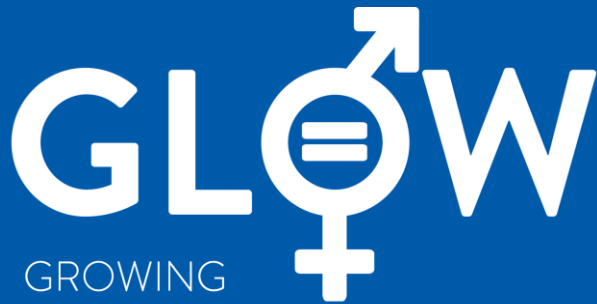




REIMAGINING SOCIAL CHANGE



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FOR WOMEN

Best practices for Food & Beverage (F&B) services 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., chef, guest service) in the Food and Beverage (F&B) services industry in India



Audience

- Leaders (e.g., CEO, CHRO) and senior managers (e.g., cluster/ regional head, head of operations) at companies operating F&B outlets (e.g., restaurants, cafes, cloud kitchens) or providing catering services (e.g., canteens, events)



Scope

- Key challenges faced by F&B services companies in improving gender diversity
- Business benefits of employing more women in entry-level roles
- Phased roadmap of 17 interventions to improve women's hiring and retention
- ~20-minute questionnaire to assess progress on gender equity



Methodology

- Industry immersion (secondary research, interactions with 23 industry stakeholders¹), learnings from 20+ company engagements², and primary interviews with 6,000+ women³

Acronyms: CEO – Chief Executive Officer, CHRO – Chief Human Resources Officer | 1. Stakeholders include 5 leaders and experts, 12 managers and 6 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 | F&B services industry

Workforce composition and gender diversity

- Food and Beverage services (F&B) industry employs ~12.1 Mn employees across F&B outlets (e.g., dining restaurants, QSRs) and catering services¹
- In 2025, F&B industry had ~2.6 Mn women employees with ~22% overall gender diversity¹
- F&B industry has many entry-level roles in kitchen (e.g., cook) and non-kitchen (e.g., crew trainee, barista, server), that are suitable for women with 10th/ 12th pass qualification

Business benefits

- Hiring more women in F&B industry can lead to improved customer experience, brand value, and work culture

Key challenges

- Managers' unconscious biases, and limited focus on gender diversity are the key barriers to adding more women in F&B industry

Gender diversity opportunity

- In F&B industry, opportunity to add more women in entry-level roles lies in dining restaurants and evening shifts in QSRs

Best practices for gender diversity

- Inclusive hiring practices (e.g., objective assessment) and initiatives (e.g., women video testimonials, family visits) can build trust and help hire more women
- Gender-sensitisation (e.g., workplace conduct posters, trainings) and workplace support (e.g., washroom access, part-time work options) can help improve the work environment and boost retention
- Gender diversity pledge (e.g., company-level target) and diversity guidelines for franchisees can help bring focus to gender diversity and kickstart change

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: QSR – Quick Service Restaurant | 1. Annual PLFS (Periodic Labour Force Survey) Report 2025

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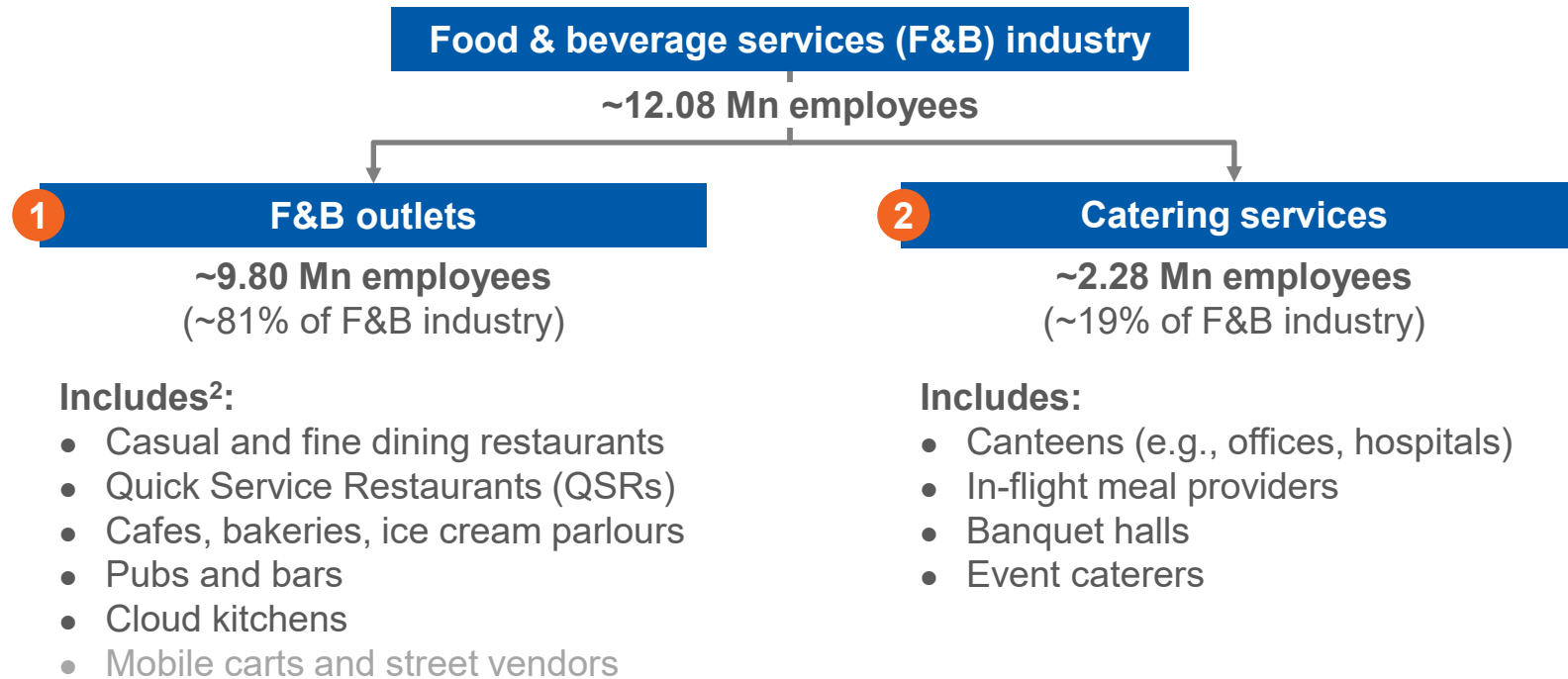
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Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Food and Beverage services (F&B) industry employs ~12.1 Mn employees across F&B outlets and catering services¹

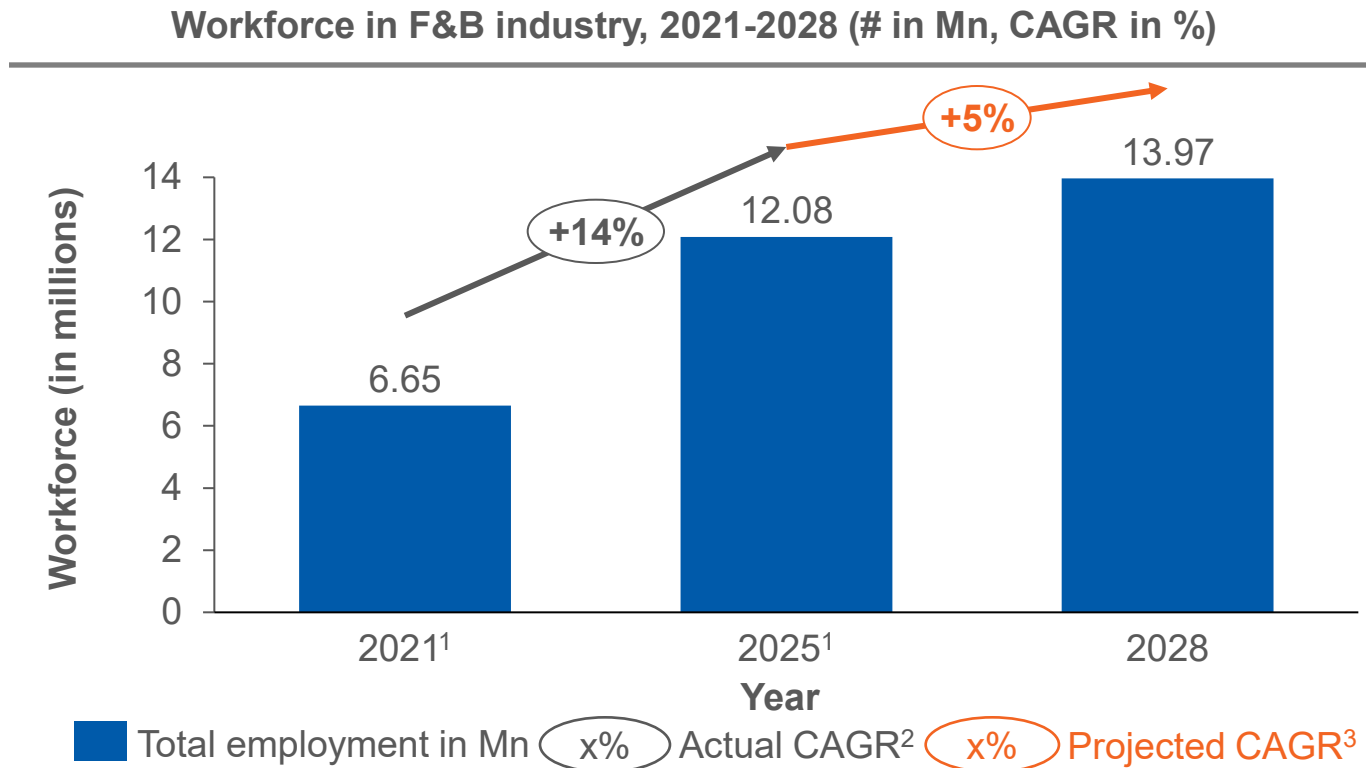


Legend: Not covered in this document

- F&B services does not include manufacturing and processing of food and beverages
- F&B services includes both company-operated and franchisee-operated outlets (predominant model)
- 12.08 Mn employees include 35.8% regular wage/ salaried employees, 54.5% self-employed employees, and 9.7% casual labour³

1. As per Annual PLFS (Periodic Labour Force Survey) Report 2025, Division 56, [refer for PLFS mapping](#); 2. Convenience stores providing F&B services, and dairies selling ice cream are covered in retail industry; 3. Percentages are as per the combined workforce split of Accommodation and F&B services industry in PLFS Report 2025

Workforce in F&B industry is expected to grow at a CAGR of ~5% from ~12.1 Mn in 2025 to ~14.0 Mn in 2028

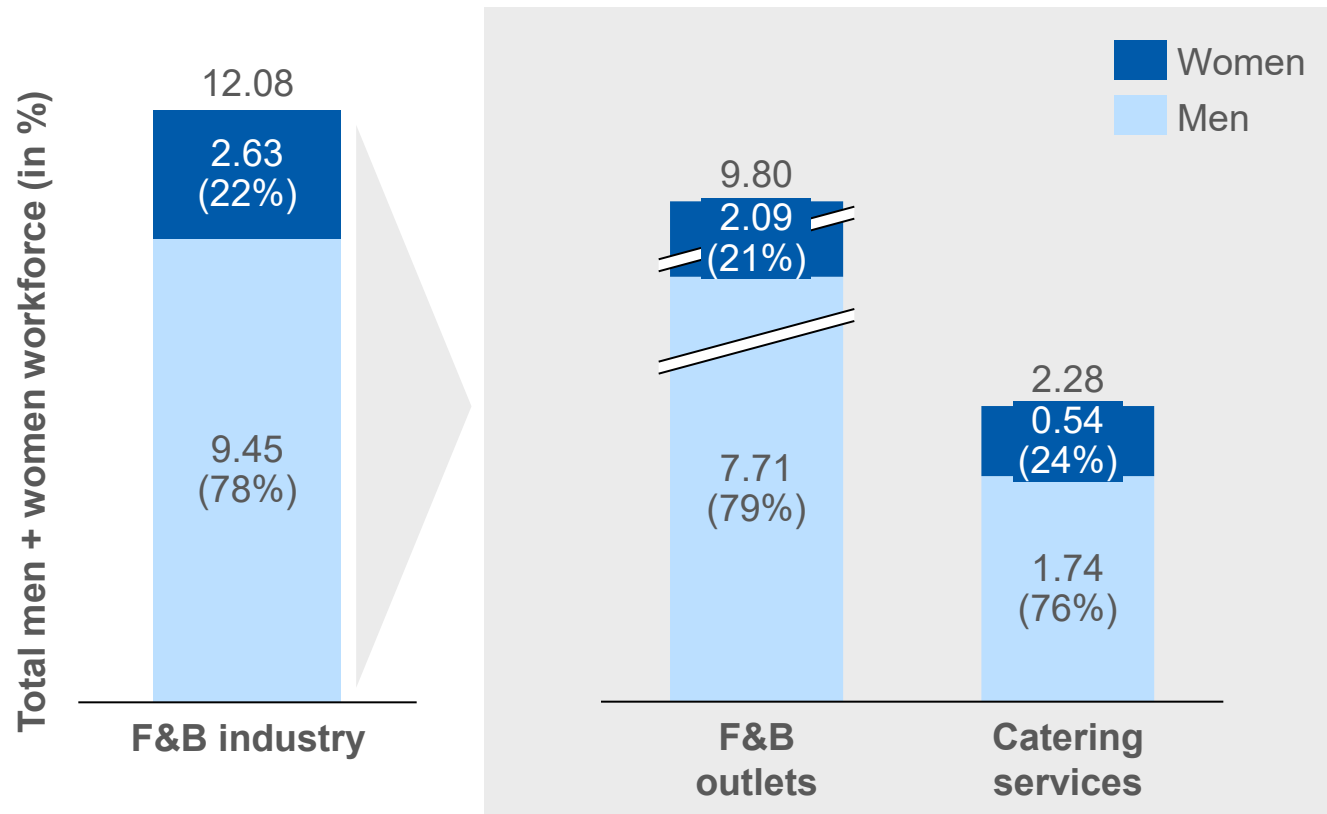


- The past trend is only indicative, as PLFS 2025 methodology differs from PLFS 2021
- Figure for 2028 is a directional estimate based on available data and is subject to change based on external developments (e.g., policy changes, macroeconomic factors)

Acronyms: PLFS – Periodic Labour Force Survey, CAGR – Compound Annual Growth Rate | 1. Workforce data for 2021 and 2025 as per Annual PLFS Reports of 2020-21 and 2025, respectively; 2. Actual CAGR is calculated over ~4.5 years since year 2021 refers to the PLFS reporting period of July 2020 to June 2021 and year 2025 refers to the PLFS reporting period of January to December 2025; 3. Projected CAGR as per [NRAI \(National Restaurant Association of India\) newsletter \(April-June 2024\)](#), though F&B outlets workforce as per NRAI is significantly lower compared to PLFS data for the base year (2024). For catering services sub-sector, CAGR for next 3 years (2025-2028) is assumed to be same as the CAGR for F&B outlets sub-sector since a) workforce growth data for catering is unavailable, b) F&B outlets account for ~81% of the F&B industry workforce, c) catering services has grown at ~22% compared with the F&B outlets that grew at ~13% between 2021 and 2025 as per PLFS

In 2025, F&B industry had ~2.6 Mn women employees with ~22% overall gender diversity

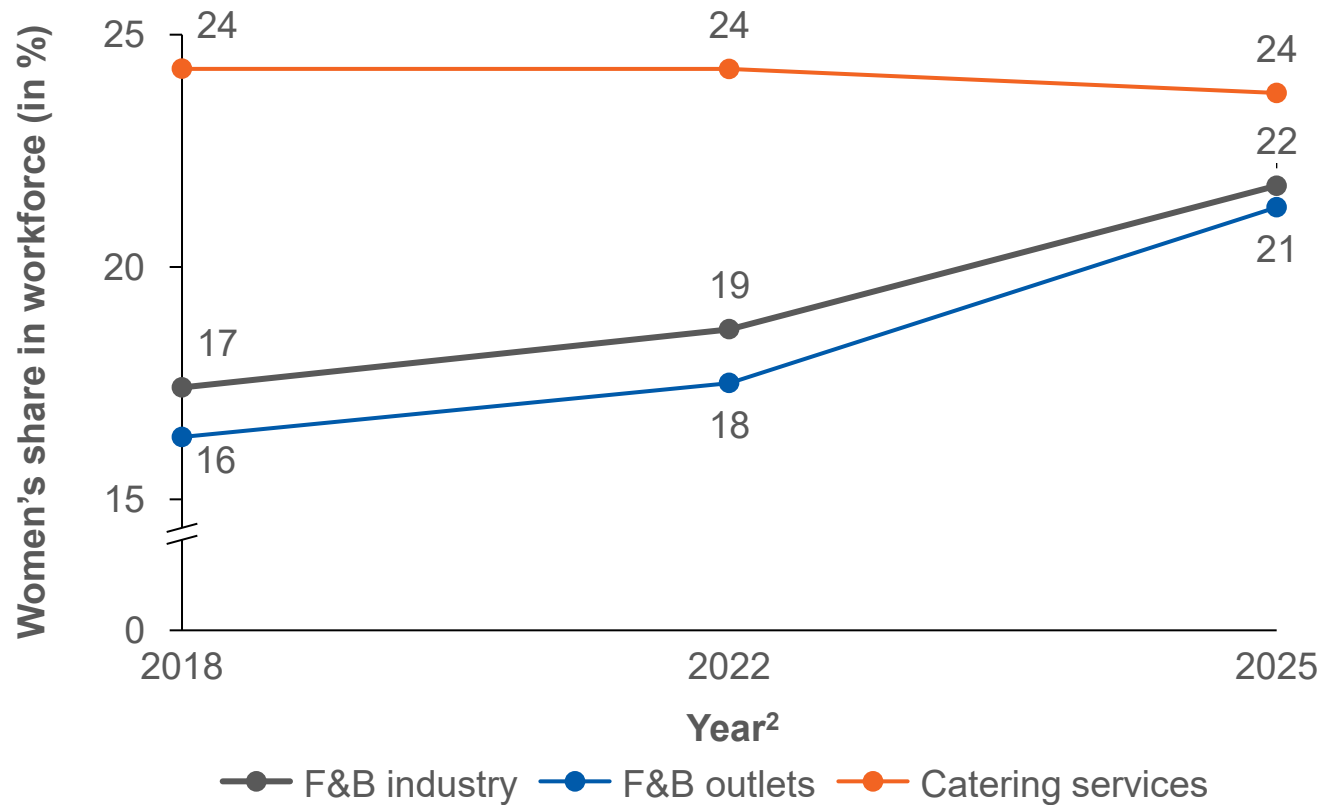
Gender diversity by sub-sectors in F&B industry, 2025 (# in Mn, %)¹



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

Gender diversity in F&B industry increased from ~17% in 2018 to 22% in 2025

Gender diversity trend in F&B industry and its sub-sectors, 2018-2025 (in %)¹



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

Acronyms: PLFS – Periodic Labour Force Survey | 1. Workforce data for all years is based on the 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 the PLFS reporting period of January to December 2025

F&B industry has many entry-level kitchen and non-kitchen roles suitable for women with 10th/ 12th pass qualification¹

	Entry-level role	Common role names	Typical requirements
Kitchen	Chef	• Cook (e.g., Tandoor cook) • Commis chef • Pastry chef/ Baker	• No formal education required • 10th pass with relevant craft course preferred in some restaurants
	Kitchen cleaner	• Dishwasher/ Steward	• No formal education required
	All rounder	• Crew trainee • Barista	• 12th pass with English skills preferred
Non-Kitchen	Guest service	• Hostess • Server/ Waiter • Counter sales staff/ Cashier	• 12th pass with English skills preferred
	Support	• Multi-task/ Catering assistant • Cleaner • Security guard • Valet	• No formal education required, 10th pass preferred in some roles

- 60%-70% roles in F&B outlets sub-sector are likely to be entry-level, suitable for non-graduates²
- Salary for entry-level roles in F&B industry typically varies between INR 12K-25K per month¹

1. Based on National Skill Development Corporation, job postings on job portals (e.g., Naukri) and conversations with industry players; 2. % of entry-level roles assumed based on a) Business Responsibility and Sustainability Reports of two large companies ([Jubilant FoodWorks](#), [Sapphire Food India](#)) and b) [Demand and Skill Gap Study \(Tourism & Hospitality skill council\) 2024](#). Data unavailable for % of entry-level roles in catering sector

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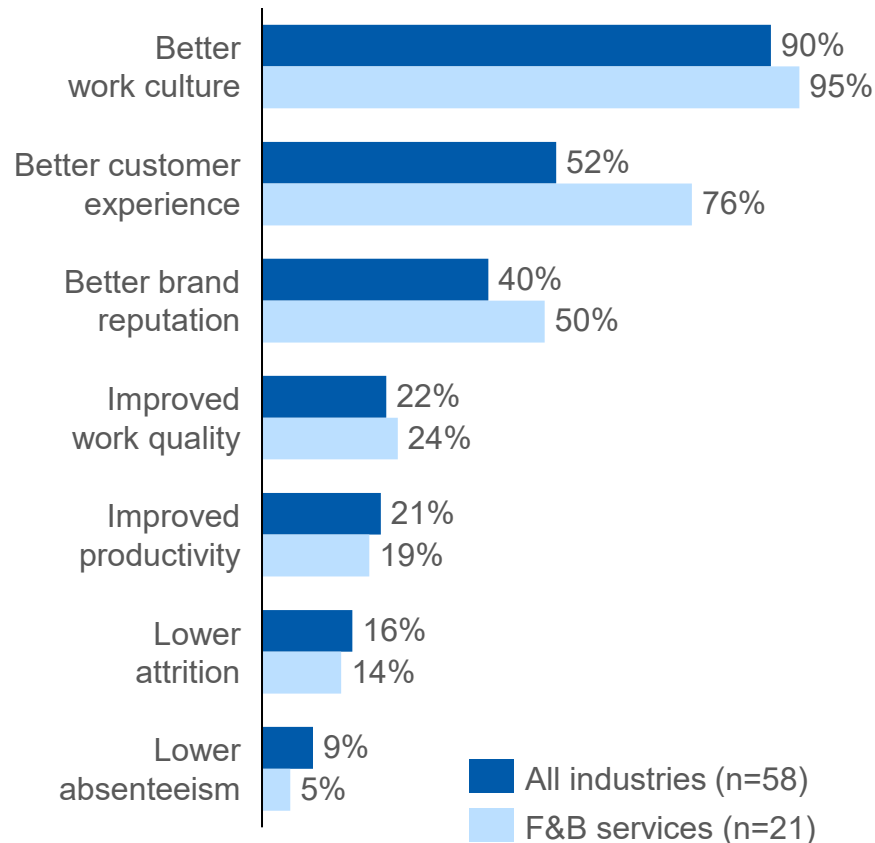
Details of 17 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Hiring more women in F&B industry can lead to improved customer experience, brand value, and work culture

Top benefits of workplace diversity cited by managers in F&B and other industries¹



Quotes from F&B industry interactions²

“Customer experience is better with women employees as they tend to be warm to people.”

—Director, Casual dining restaurant

“Women do their jobs genuinely and do not get involved in malpractices such as lying/stealing. They also maintain better hygiene and cleanliness at workplace.”

—Manager, Cloud kitchen chain

“We prefer women employees as they are more loyal, disciplined, and have lower attrition. Men will shift to a different outlet for a monthly increase of INR 500-1000 in salary.”

—Manager, Cafe

1. Based on findings from FSG's digital survey on 'What are your industry peers doing to diversify the talent pool?' with 21 responses from F&B services, 14 responses from retail, 8 responses from BFSI (Banking, financial services, and insurance) and 15 responses from other industries (e.g., 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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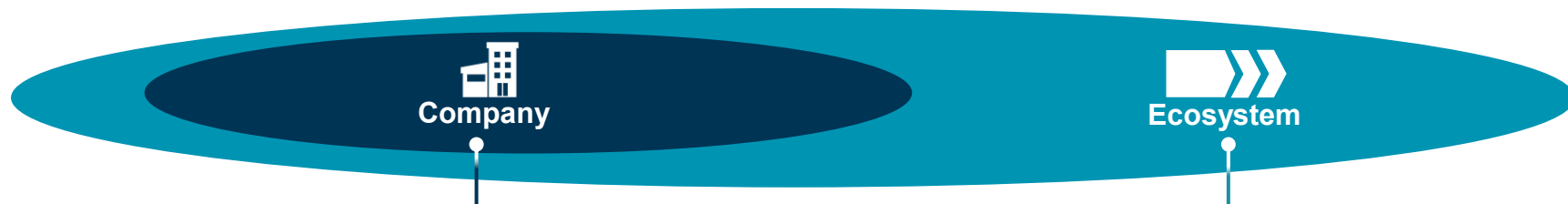
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Details of 17 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Unconscious biases and limited focus on gender diversity are the key barriers to adding more women in F&B industry¹



Unconscious biases

- 1 Managers perceive kitchen roles as inappropriate for women due to heavy lifting, fast-paced work, high-heat and potential resistance to authority from men**
- 2 Managers perceive roles in dining restaurants as inappropriate for women due to long shifts and male-dominated work environments**
- 3 Managers are reluctant to hire women in shifts ending late evening (post~7-8 PM) due to safety concerns**

Lack of organisational commitment

- 4 Brands and franchisees place limited priority on gender diversity**

Inadequate workplace infrastructure

- 5 Some outlets lack adequate women-friendly infrastructure (e.g., washrooms, changing rooms, break/rest areas)**

Talent pipeline constraints

- 6 Skilling/ training programs for culinary/ chef roles have low gender diversity**

Regulatory and public infrastructure constraints

- 7 Some laws make women uncompetitive in labour market (e.g., mandatory pick-up and drop for night shifts, maternity benefits act)**
- 8 Some state governments disallow women from working in alcohol-serving outlets**
- 9 Cities/ towns, especially suburbs or during late hours, lack affordable and safe transport facilities**

Unfavourable societal norms

- 10 Families do not permit women to work due to societal biases regarding women's role (e.g., childcare) and appropriateness biases in certain roles (e.g., server)**

Legend: Bold indicates high-priority barriers

1. Based on FSG's secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits

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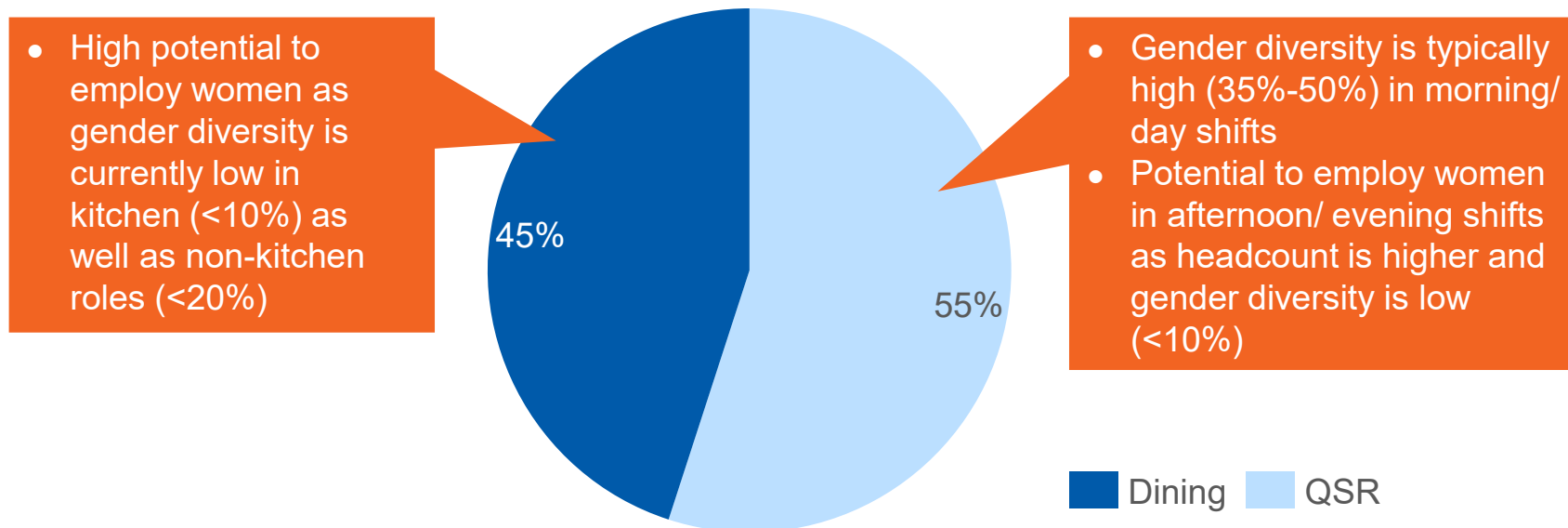
Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

In F&B, opportunity to add more women in entry-level roles lies in dining restaurants and evening shifts in QSRs

Workforce split and gender diversity trends in Dining and QSR F&B outlets¹

Indicative



Apart from Dining and QSR outlets, cloud kitchens, pubs/ bars, central kitchens (e.g., used for event catering) have potential to employ women across all roles

Acronyms: QSR – Quick Service Restaurant | 1. Workforce split across Dining (Casual dining and fine dining) and QSRs in F&B outlets, estimated based on a) Number of outlets for FSR (Full-Service Restaurants) and QSR channel as per [Devyani International's Red Herring Prospectus 2021](#), b) Average employee count of 25 per dining outlet and 5 per QSR outlet based on industry conversations and field visit observations

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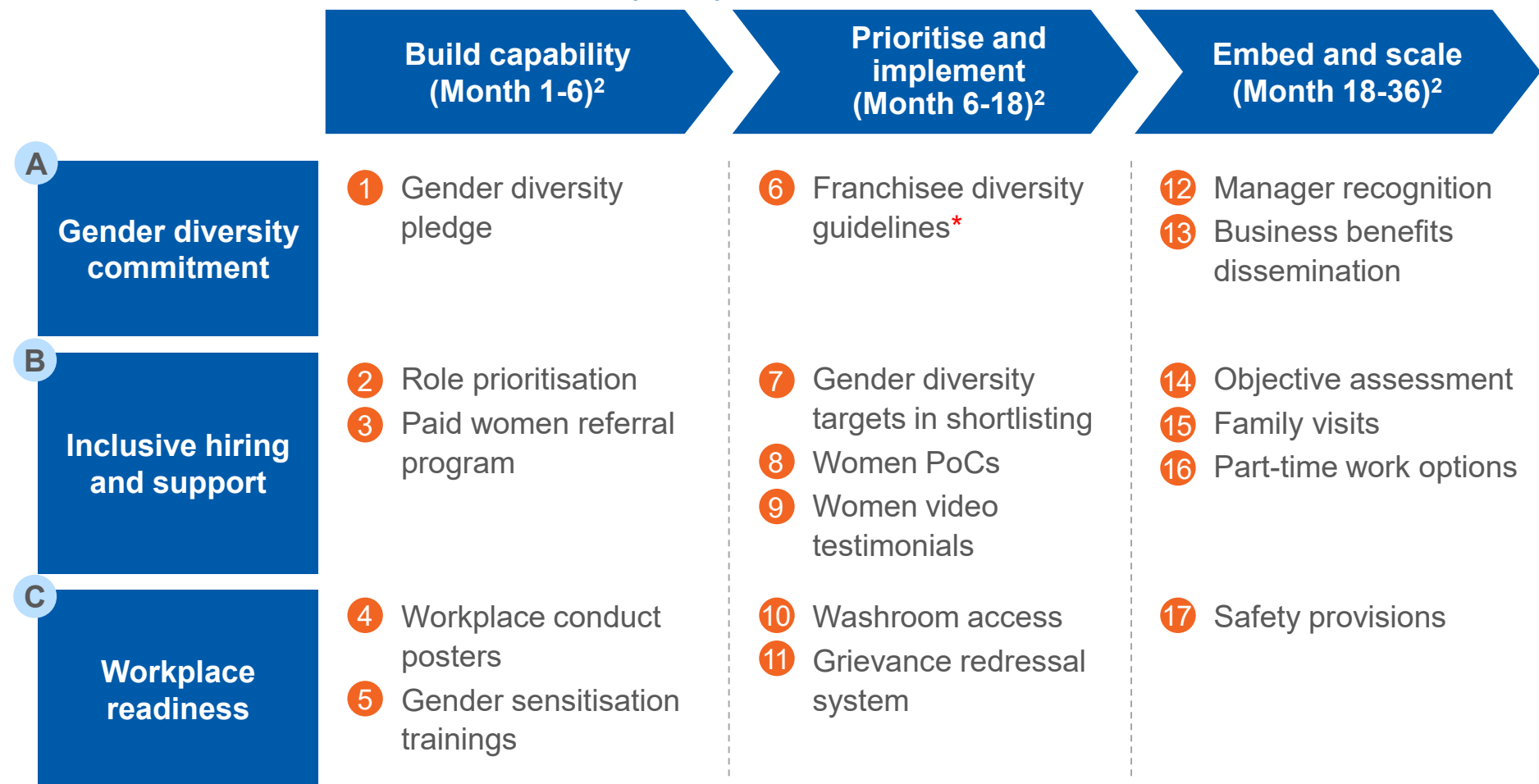
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Details of 17 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

F&B services companies can roll out 17 interventions to hire and retain more women (1/5)¹



Legend: * Intervention applicable only to companies that have franchisees

Acronyms: PoC – Point of Contact | 1. Based on FSG's secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits; 2. Timelines are indicative

F&B services companies can roll out 17 interventions to hire and retain more women (2/5)¹

Build capability

Prioritise and implement

Embed and scale

Intervention theme	Intervention name	Intervention description
Gender diversity commitment	① Gender diversity pledge	Commit to a company-level gender diversity goal for entry-level roles, and reinforce it across the organisation through leadership communication and regular progress reviews
Inclusive hiring support	② 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
	③ 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
Workplace readiness	④ Workplace conduct posters	Display posters at work sites highlighting employee behaviour norms that support a respectful, safe, and fair working environment
	⑤ Gender sensitisation trainings	Conduct training workshops to help managers and recruiters recognise and overcome unconscious gender biases

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits

F&B services companies can roll out 17 interventions to hire and retain more women (3/5)¹

Build capability

Prioritise and implement

Embed and scale

Intervention theme	Intervention name	Intervention description
Gender diversity commitment	6 Franchisee diversity guidelines	Include gender diversity guidelines in franchisee contracts to nudge franchisees toward inclusive workplace practices, as it can lead to better customer experience, stronger brand reputation, and more stable staffing
Inclusive hiring support	7 Gender diversity targets in shortlisting	Set minimum gender diversity targets (e.g., 10%) for shortlisting stages for each opening
	8 Women PoCs	Assign at least one-woman PoC from HR/ Operations department to serve as an official medium for all women employees to share their concerns
	9 Women video testimonials	Share short videos of existing women employees through different channels (e.g., social media), boosting visibility of women and benefits in entry-level roles

Further details on each intervention can be found in the Annex

Acronyms: PoC – Point of Contact, HR – Human Resources | 1. Based on FSG's secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits

F&B services companies can roll out 17 interventions to hire and retain more women (4/5)¹



Intervention theme	Intervention name	Intervention description
Workplace readiness	10 Washroom access	Establish informal partnerships with nearby large outlets or other establishments to provide washroom access for women in small, standalone outlets, addressing a key requirement for hiring women
	11 Grievance redressal system	Set up a multi-channel grievance redressal system, including anonymous options, to enable timely and fair resolution of workplace issues

Further details on each intervention can be found in the Annex

1. Based on FSG’s secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits

F&B services companies can roll out 17 interventions to hire and retain more women (5/5)¹

Build capability

Prioritise and implement

Embed and scale

Intervention theme	Intervention name	Intervention description
Gender diversity commitment	12 Manager recognition	Recognise managers with high women's representation and strong quarter-on-quarter progress
	13 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
Inclusive hiring support	14 Objective assessment	Conduct hands-on assessment to minimise unconscious gender biases, reduce hiring errors, and improve retention in entry-level roles
	15 Family visits	Allow managers to offer optional workplace visits for families of candidates who have cleared the hiring process to build trust and address family concerns about the workplace
	16 Part-time work options	Offer part-time work options to employees, especially women, to expand the hiring pool, improve retention, and strengthen staffing coverage during peak hours
Workplace readiness	17 Safety provisions	Invest in infrastructure (e.g., CCTV), emergency support (e.g., SOS feature), and/ or safety trainings

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits

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Objectives and context

- **Objectives:** This tool is designed to score F&B services companies on their gender equity performance in entry-level roles in outlets (including central kitchens), 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 F&B outlets directly operated by a F&B services company
 - Does not include scores on parameters mandated by law (e.g., creche facilities, maternity leave)
 - Can be used effectively by a medium or large organised F&B services company operating one or more of the following: QSRs, dining restaurants, cafes, bakeries, ice cream parlours, pubs, bars, cloud kitchens
- **Common terms used:**
 - **Outlet:** Refers to outlets (including central kitchens) directly operated by a F&B services company
 - **Employee:** Refers to both on-roll and off-roll entry-level employees working in outlets

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) of all outlets directly operated by the F&B services company
 - Information about hiring policies (e.g., recruiter incentives) and key HR policies (e.g., KPI)
- Ideally interview the HR Head of the company, but in some cases, you could also interview the CEO (for medium F&B services companies) or senior HR manager (for large F&B services 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 “Diversity sensitisation and skilling”, 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 employees”, the number of ticks is 3 and multiplier is 3, write 9 (=3x3) in the “Final score”
- Continue the scoring in a similar manner for other parameters
- Add the “Final score” across all parameters to calculate the total score
- Select ‘NA’ for parameters/ scores that do not apply to you. Parameters/ scores that allow ‘NA’ are indicated with a number

Acronyms: HR – Human Resources, KPI – Key Performance Indicator, CEO – Chief Executive Officer, NA – Not Applicable

Gender equity readiness scorecard (GERS) for F&B outlet-based roles – Outcome

Parameter	Score A	Score B	Score C	Score D	Final score
Women employees	What % of employees (on-roll and off-roll), across all shifts and all outlets, are women?				(# of ticks x 3)
	Tick if >=5%	Tick if >=10%	Tick if >=20%	Tick if >=30%	
Women employees in evening shifts	What % of employees (on-roll and off-roll) working in shifts ending post ~7 PM, across all outlets, are women?				(# of ticks x 2)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	
Women employees in kitchen	What % of employees (on-roll and off-roll) working in kitchen, across all outlets, are women?				(# of ticks x 2)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	

Note: Please tick all applicable columns for each parameter above (i.e., for the parameter “women employees”, if the % of women employees is 15%, please tick both “score A” and “score B”)

Gender equity readiness scorecard (GERS) for F&B outlet-based roles – Awareness and accountability (1/2)

Parameter	Score A	Score B	Score C	Score D	Final score
Diversity sensitisation and skilling	In the last/ current financial year, have you conducted any non-POSH gender sensitisation training to address managers'/ employees' biases?	Do at least 50% of your outlets display workplace conduct posters (e.g., Do's/ Don'ts for respectful and fair behaviour at work)?	Is gender sensitisation (beyond POSH training) included in the onboarding module of new entry-level employees?	In the last/ current financial year, have you trained recruiters/ managers on inclusive hiring practices (e.g., objective assessment)?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
Diversity guidelines/ incentives	In the last/ current financial year, have you recognised (e.g., via social media, internal newsletters) recruiters/ managers who hire and retain more women compared to their peers?	Do you offer monetary rewards (e.g., cash vouchers) to recruiters/ managers who hire and retain more women compared to their peers?	Do you provide a higher per-hire reward to employees for referring women candidates (on-roll and off-roll) compared to men?	Do you include gender diversity guidelines in your franchisee contracts? ¹	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Acronyms: POSH – Prevention of Sexual Harassment | 1. Select 'NA' if you don't have franchisee

Gender equity readiness scorecard (GERS) for F&B outlet-based roles – Awareness and accountability (2/2)

Parameter	Score A	Score B	Score C	Score D	Final score
Diversity targets and KPIs	Have you pledged and announced (via internal email, newsletter) a company-level gender diversity target (e.g., x% women) for both on-roll and off-roll entry-level roles?	Have you set gender diversity targets (e.g., x% women) for both on-roll and off-roll entry-level roles at outlet/ cluster level?	In the last 6 months, have you reviewed progress against gender diversity target with your leadership and identified initiatives to improve?	Have gender diversity KPIs been linked to the performance reviews and incentives of leaders and managers?	(# of ticks x 2)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
Diversity data publication	Have you internally documented the qualitative benefits (e.g., improved customer experience) of hiring women for entry-level roles, and shared with managers?	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)?	In the last two years, have you published your gender diversity numbers externally (e.g., website, report)?	In the last two years, have you estimated the benefits of hiring women (e.g., % attrition of men vs women) using your data, and shared the findings internally?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Acronyms: KPI – Key Performance Indicator

Gender equity readiness scorecard (GERS) for F&B outlet-based roles – Workplace practices

Parameter	Score A	Score B	Score C	Score D	Final score
Inclusive hiring	Do you use gender-neutral language (e.g., both men and women can apply) in your recruitment collaterals (e.g., job ads)?	Have you shared written guidelines to recruiters (in-house/ external) on communicating relevant job details to women candidates (e.g., shift options, showing workplace videos/ photos)?	Have you set a minimum criteria for number of women profiles shortlisted (e.g., at least 2 women profiles for kitchen roles) for any hiring requirement?	Do you share existing women employees' testimonials and/ or offer workplace visits for selected candidates' family, to build trust and address concerns?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
Onboarding and support	Do you inform candidates/ new hires about career pathways for entry-level roles (e.g., skills required, indicative timelines for promotions)?	Do you offer at least 10 personal/ sick leaves a year for all your employees?	Do you have a standard practice of assigning a woman PoC (e.g., supervisor, experienced employee) for entry-level women employees to share their concerns on workplace issues?	Do you provide part-time work options to employees (e.g., 4-5 hours shift instead of full 8-9 hours shift)?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Acronyms: PoC – Point of Contact

Gender equity readiness scorecard (GERS) for F&B outlet-based roles – Infrastructure

Parameter	Score A	Score B	Score C	Score D	Final score
Facilities and support	Do at least 80% of your outlets have washroom access (e.g., outlet owned or in-partnership) for women employees within 5 minutes of walking?	Do at least 80% of your outlets provide women employees access to safe and private spaces (e.g., changing areas, rest/ break areas, lactation room)?	Do at least 50% of your outlets offer pick-up and/ or drop support (e.g., common point, door-step) for women employees in late evening (post ~7-8 PM) shifts?	Do you provide accommodation and/ or travel (e.g., 2-weeks stay, train tickets) support to women employees migrating for work? ¹	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
Safety provisions	Do all your outlets have adequate lighting and CCTV coverage at key outlet areas (e.g., kitchen, service counters, entry/ exit points)?	Do you have a standard practice to inform employees about safety escalation process to follow to report an issue (e.g., aggressive customer)?	Do you provide resources (e.g., 24x7 employee helpline, SOS button) for employees to raise alert in emergency situations?	In the last/ current financial year, have you conducted any safety trainings (e.g., self-defence, conflict deescalation) for women employees?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Total score (out of 64²)

1. Select 'NA' if you don't employ migrant women; 2. Total possible score would be lower if 'NA' is selected as the response for some questions

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 - 6 Scorecard to assess progress on gender equity
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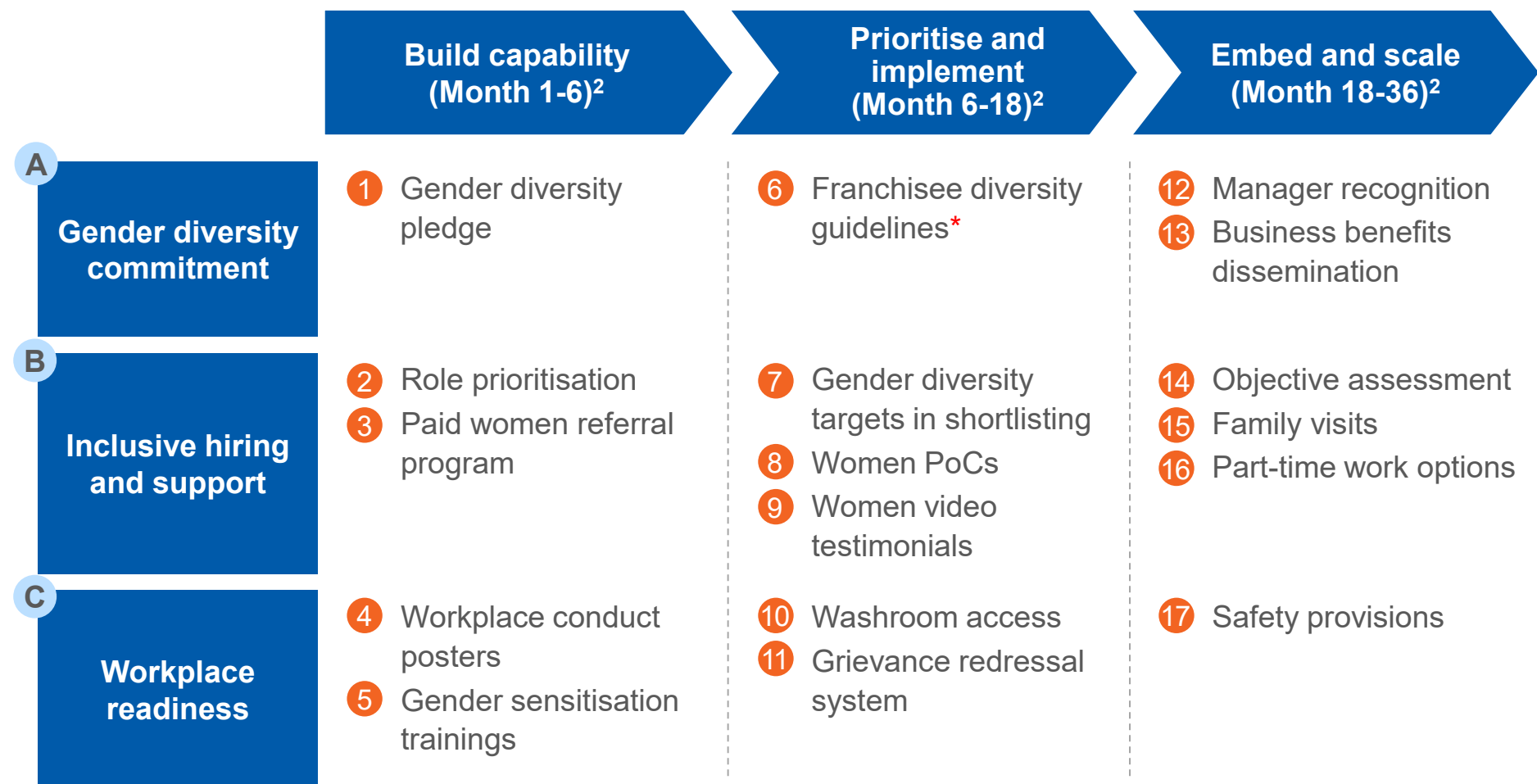
7 Annex

Details of 17 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

F&B services companies can roll out 17 interventions to hire and retain more women¹



Legend: * Intervention applicable only to companies that have franchisees

Acronyms: PoC – Point of Contact | 1. Based on FSG's secondary research and interactions with 3 industry leaders, 2 experts, 12 managers, 6 women in entry-level roles, and 8 field visits; 2. Timelines are indicative

Gender diversity pledge

Commit to a company-level gender diversity goal for entry-level roles, and reinforce it across the organisation through leadership communication and regular progress reviews

Steps for gender diversity pledge

- **Define** clear gender diversity target for entry-level roles (including outsourced roles) and specify the time for achieving it
- **Communicate** the pledge through
 - Leadership emails
 - Leadership meetings
 - Townhalls
 - Internal newsletters
- **Discuss** progress on gender diversity regularly (e.g., quarterly), and include gender diversity as a standing topic in workforce planning discussions

Key messages for communication

- *We are committing to improve gender diversity in entry-level roles across the organisation from 15% to 25% over the next 18-24 months¹*
- *We do not want to miss on the benefits of gender diversity – improved customer experience, better retention, enhanced brand reputation and better workplace culture, as suggested by growing research on industry²*
- *We encourage teams to explore ways to hire more women and to share ideas and initiatives by writing to us at [email] or reaching out to the gender diversity lead*

1. Targets and timelines are indicative and should be adapted based on company context and baseline; 2. Source 1: Blog on ['Diversity in Hospitality Industry' by Les Roches](#), Source 2: Blog on ['Diversity wins: How Inclusion matters' by McKinsey & Company](#)

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:
 - Roles
 - Shifts
 - Outlet location
- Document restrictions for hiring women based on:
 - Roles
 - Shift timings
 - Government restrictions

B

Prioritise roles where women can be hired immediately

- Prioritise roles with:
 - Minimal resistance from managers
 - No operational change requirements
 - No investment requirements
- Examples of such roles:
 - All rounder roles in morning shifts
 - Guest service roles in morning shifts
 - Kitchen cleaner roles in morning shifts

C

Invest in support to open more roles for women

- Invest in operational changes to reduce bias and support managers/ women employees. Examples:
 - Gender sensitisation trainings
 - Safety provisions
 - Women PoCs
 - Women video testimonials
- Examples of additional roles:
 - Chef roles in morning shifts
 - All rounder roles in afternoon shifts
 - Guest service roles in afternoon shifts

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

Acronyms: PoC – Point of Contact

Role prioritisation (2/2) | Sample¹

Illustrative

Legend:	
	Roles where women can be hired immediately
	Roles where women can be hired after investing in support

QSRs and Cafes							
Role ²	Morning shift head count 8 AM to 4 PM			Afternoon shift head count 2 PM to 10 PM			Restrictions in hiring women
	Men	Women	Total	Men	Women	Total	
Crew trainee/ Barista	3	2	5	7	2	9	Govt. requirements (e.g., transport) and safety concerns in afternoon shift
Dining restaurants							
Role ²	Morning shift head count 11 AM to 8 PM			Afternoon shift head count 4 PM to 12 AM			Restrictions in hiring women
	Men	Women	Total	Men	Women	Total	
Guest service	5	2	7	10	2	12	Lifting heavy equipment in hot kitchens (chefs); Govt. requirements and safety concerns in afternoon shift
Chefs	9	1	10	17	0	17	
Kitchen cleaners	2	1	3	2	0	2	

Acronyms: QSR – Quick Service Restaurant, Govt. – Government | 1. These figures are hypothetical and provided solely for illustrative purposes; 2. List of roles is indicative and not exhaustive

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 outlet
- B** Track women candidates hired through referrals in each outlet monthly
- C** Give an INR 300 voucher to employees whose referred candidates complete 30 days of employment
- D** Announce the top 3 referrers at the cluster or company level every quarter through meetings, WhatsApp messages, or posters
- 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 employees, including housekeeping and security 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 employees, including housekeeping and security can participate; 2. Only includes women employees who have 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: SolStock from Getty Images

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 7 PM on most days
- Receive ESI/ health insurance coverage

Logo   **+91 XXXXX XXXXX**

Photo of a woman

Benefits for women

Clear call to action

Acronyms: ESI – Employees' State Insurance

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 safe and conducive work environment
- Reduces attrition due to poor work culture issues (e.g., abusive language)

Poster guidelines

- **Placement:** Near/ inside kitchen and staff-only areas in all outlets
- **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 closeness



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**

Gender sensitisation trainings

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

Objectives

- Help managers (e.g., HR manager, restaurant/ outlet manager) 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, cluster heads, restaurant/ outlet managers and shift managers



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

Video¹: Types of unconscious bias at the workplace



What are your main takeaways from this video?

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

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 employee cannot lift heavy weights without checking her abilities*



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

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

5

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., *kitchen roles*)



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

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., restaurant host*)



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

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., customer experience, 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

Franchisee diversity guidelines

Include gender diversity guidelines in franchisee contracts to nudge franchisees toward inclusive workplace practices, as it can lead to better customer experience, stronger brand reputation, and more stable staffing

Sample diversity guidelines for franchisee contracts

Sections in franchisee contracts	Suggested gender diversity guidelines
Operational Manual	• The Franchisee shall comply with the brand's guidelines on gender diversity • The Franchisee 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 • The Franchisee shall use reasonable efforts to ensure that at least 10%¹ of outlet workforce (<i>includes both on-roll and off-roll employees</i>) are non-male
Training and Assistance	• The Franchisor may provide training (e.g., gender sensitisation trainings), tools (e.g., workplace conduct posters), and guidance to the Franchisee and its personnel on inclusive workplace practices
Termination and Renewal	• At the time of renewal, the Franchisor may consider the Franchisee's adherence to operational standards including guidelines on gender diversity

1. Targets are indicative and should be adapted based on company context

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 role/ cluster/ region as required (e.g., higher target for customer-facing roles)
- Recalibrate targets and applicable roles annually based on outcomes



Communicate targets

- Communicate shortlisting targets to managers (e.g., cluster/ regional heads, HR heads) and staffing vendors
- Share tips to meet targets (e.g., ask women employees 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/ cluster/ regional 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>

Women PoCs (1/2)

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

Benefits of appointing women PoCs

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

Role of women PoCs

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

Appointing women PoCs

- Appoint women HR/ other experienced women based out of cluster/ region (e.g., restaurant managers, shift managers, experienced women employees) as PoCs
- If needed, assign multiple clusters/ regions to 1 woman PoC

 Detailed on the next slide

Acronyms: PoC – Point of Contact, HR – Human Resources

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

Conduct weekly check-ins with new women employees for first 1-2 months and ask 5 questions to understand their challenges

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

Women video testimonials

Share short videos of existing women employees through different channels (e.g., social media), boosting visibility of women and benefits in entry-level roles



Benefits

- Sharing short videos of existing women employees can help in:
 - Boosting visibility of women in F&B roles (e.g., kitchen trainee)
 - Highlighting benefits of working in F&B roles (e.g., fast growth path)
 - Proactively addressing concerns related to the role (e.g., workplace safety)



Guidelines for video creation

- **Format:** 1-2-minute videos featuring existing women employees (e.g., working mothers, non-graduate women) across roles (e.g., kitchen trainee)
- **Scale:** 1-2 videos per region (e.g., zone/ cluster, state)
- **Language:** English and local language
- **Recording:** Through smartphones. Professional shoot is optional
- **Prompts for video:**
 - How has this job helped you?
 - What do you like about this job?
 - Do you feel safe and supported at workplace?
 - What does a typical day at work look like for you?



Channels for dissemination

- Add links in the job posts
- Share on social media channels (e.g., LinkedIn, Instagram)
- Play on TV screens, if available, within the outlets
- Host on company website/ careers page

Washroom access

Establish informal partnerships with nearby large outlets or other establishments to provide washroom access for women in small, standalone outlets, addressing a key requirement for hiring women

Partner selection criteria

- Located within a 5-minute walk of the outlet
- Located in a well-lit and safe area
- Open till late evening (e.g., 11 PM)
- Has clean washrooms

Potential partners

- Large retail outlets
- Restaurants and hotels
- Petrol pumps
- Commercial buildings

Role of Company

- Outlet managers to:
 - Identify relevant partners and establish informal tie-ups to allow washroom access
 - Communicate about washroom access to new women hires during onboarding
- *(Optional)* Offer a monthly fee for washroom maintenance and provide essential supplies (e.g., sanitary pads)

- In outlets without washrooms, currently either employees tend to arrange washroom access via informal arrangements or managers tend to not hire women in such outlets
- To make washrooms accessible across all outlets and standardise implementation, F&B services companies can assign responsibility to the outlet manager for arranging washroom access via informal tie-ups

Grievance redressal system

Set up a multi-channel grievance redressal system, including anonymous options, to enable timely and fair resolution of workplace issues

	Potential redressal channels ¹			
	Letter box	HR PoC	Employee helpline	Digital reporting
Description	• Submit anonymous written notes	• Share issues 1:1 with HR (in-person, or over call)	• Report issues on a dedicated line	• Report issues via app/ WhatsApp/ dedicated email ID/ online portal
Issue type	• Any type of issue	• Any type of issue	• Sensitive or urgent issues	• Routine complaints (e.g., infra, payroll)
Expected resolution time ²	• Slow • Depends on when the box is checked	• Medium • Depends on follow-up/ investigation	• Fast • Immediate action	• Medium • Depends on review and escalation
Trust/ Comfort	• High	• Low • Fear of exposure	• High	• Medium • Doubt on anonymity of submissions
Overall cost	• Low • One-time cost of the box	• Medium • HR's time commitment	• Medium • Dedicated phone line monitoring	• Medium • Channel setup/ maintenance

Multiple channels accommodate diverse employee preferences (e.g., anonymous, digital vs. face-to-face) and match specific scenarios (e.g., urgent issues via helpline), maximising reporting rates and resolution effectiveness

Acronyms: PoC – Point of Contact, HR – Human Resources | 1. This is in addition to legal and regulatory requirements (e.g., POSH compliance); 2. All channels should have defined timelines to ensure timely acknowledgement and resolution

Manager recognition (1/3)

Recognise managers with high women’s representation and strong quarter-on-quarter progress

Suggested process

- A** Announce the initiative to all outlet managers¹ via emails, meetings, and messaging channels (e.g., WhatsApp)
- B** Track and record current women representation (%) and QoQ percentage point change
- C** At the end of each quarter, identify
 - Gender diversity champion (Top team)
 - Gender diversity champion (Rising team)
- D** Announce winners internally (via emails/ messaging channels) and recognise them externally (via social media)

Eligibility for recognition

- All outlet managers¹ are eligible for both categories
- Each manager can be recognised a maximum of 3 times per year
- In case of a tie, both managers can be recognised equally

Recognition categories (Quarterly per region)

- Outlets can be grouped into four regions geographically: North, South, East, and West
- Each region can recognise two Diversity Champions per quarter:
 - Gender diversity champion (Top team): Outlet with the highest % of women employees
 - Gender diversity champion (Rising team): Outlet with the highest QoQ increase in % of women employees

Quarterly recognition helps drive manager accountability and sustain momentum

Acronyms: QoQ – Quarter-on-Quarter | 1. In place of outlet managers, this initiative can also be implemented with cluster heads

Manager recognition (2/3)

Sample format to collect quarterly data

Region	Outlet	Period	Prev. Qtr. Women %	Current women %	QoQ change	Manager
North	Outlet 1	Q3 '25	12%	14%	+2%	Manager 1
South	Outlet 2	Q3 '25	17%	21%	+4%	Manager 2
South	Outlet 3	Q3 '25	9%	7%	-2%	Manager 3
West	Outlet 4	Q3 '25	23%	23%	+-0%	Manager 4
East	Outlet 5	Q3 '25	15%	17%	+2%	Manager 5

Winner of the rising team²

Winner of the top team¹

Acronyms: QoQ – Quarter-on-Quarter | 1. Outlet manager with the highest percentage of women employees in the region for the quarter; 2. Outlet manager with the highest quarter-on-quarter increase in the percentage of women employees in the region

Manager recognition (3/3)

Sample recognition message for internal and external communication¹

Gender diversity champion (Top team)

Congratulations to our diversity champion for the quarter!

Photo of the manager

**Name,
Designation,
Outlet location**

Under your leadership, [X]% of your team are women. Thank you for fostering an inclusive and welcoming workplace!

Gender diversity champion (Rising team)

Congratulations to our diversity champion for the quarter!

Photo of the manager

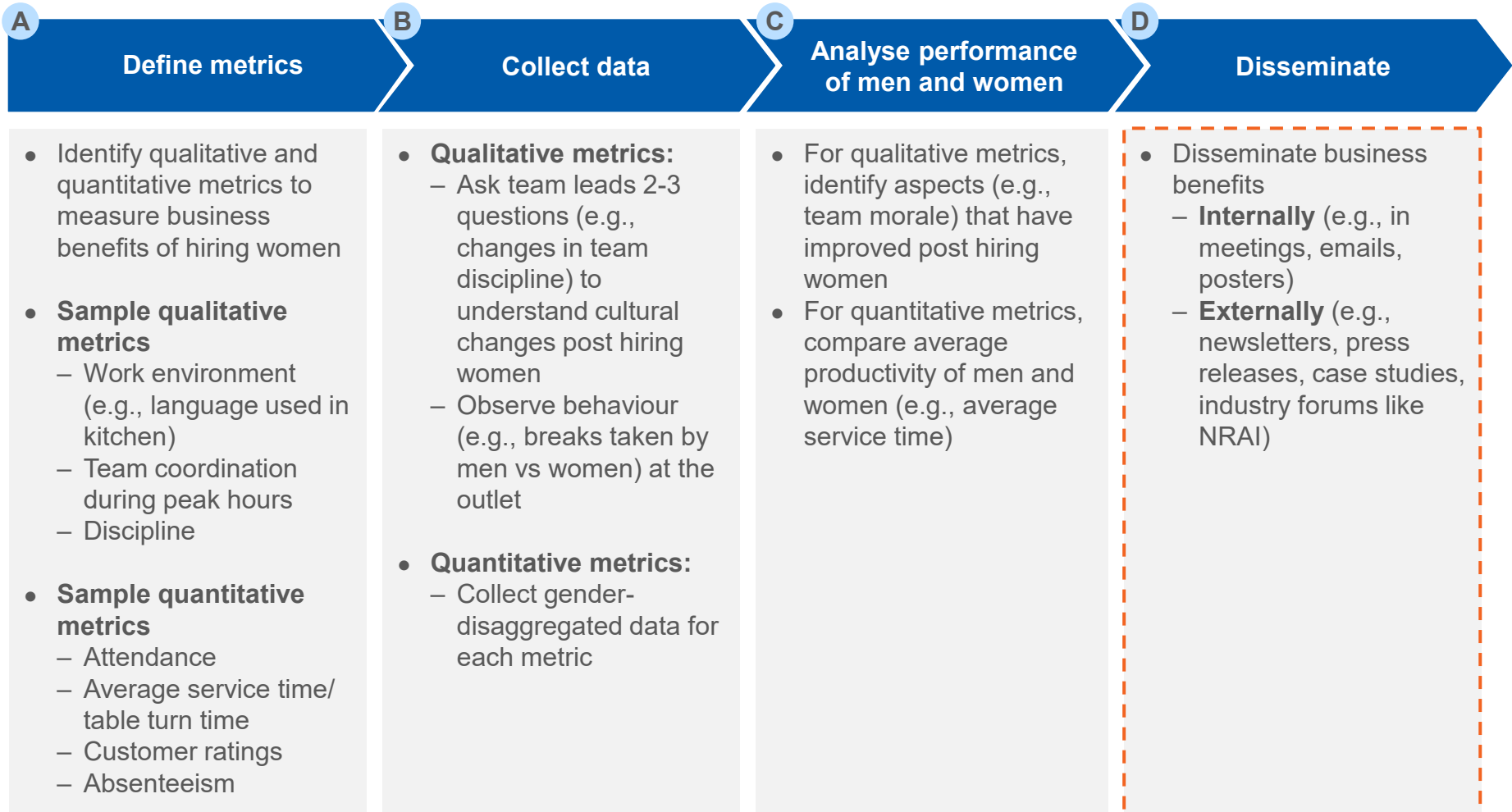
**Name,
Designation,
Outlet location**

Under your leadership, your outlet achieved the highest increase in women's representation. Thank you for driving meaningful progress toward a more inclusive workplace!

1. For external communication, the percentage of women on the team can be anonymised to maintain confidentiality

13 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

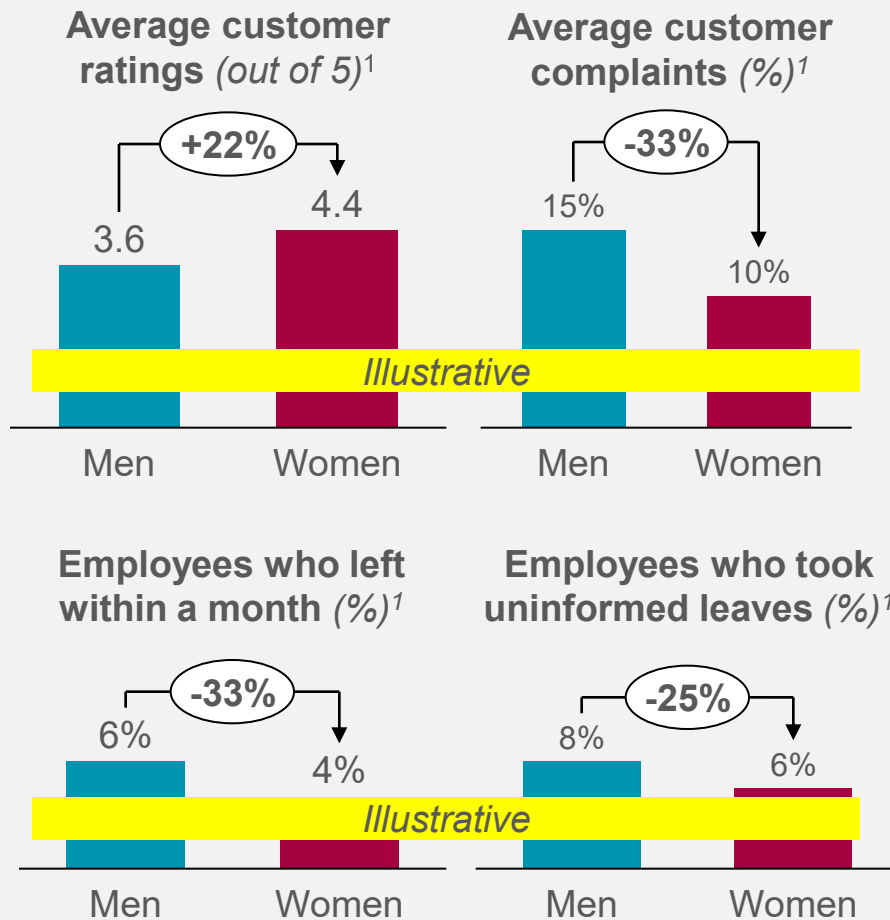


Acronyms: NRAI – National Restaurant Association of India

 Illustration in subsequent slide

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

Sample insights for dissemination internally and externally



"We've seen lower early attrition among women hires, which has improved staffing"
- Operations Manager, Casual Dining Restaurant Chain

"Women staff follow hygiene and food safety protocols more consistently"
- Regional Manager, Cloud Kitchen Chain

"Women staff show higher attendance and fewer unplanned absences"
- Regional Manager, Cloud Kitchen Chain

"Women staff have helped improve overall customer experience at our outlets"
- Director, Casual Dining Restaurant Chain

1. These figures are hypothetical and provided solely for illustrative purposes

Objective assessment

Conduct hands-on assessment to minimise unconscious gender biases, reduce hiring errors, and improve retention in entry-level roles

Recruitment process

Generate leads



Screen applications



Evaluate candidates



Hire candidates

Conduct short hands-on assessment in select scenarios

Assessment format

- Invite candidates for half-a-day assessment at the outlet after shortlisting
- Have candidates work alongside an experienced staff to simulate actual work conditions

Indicative hiring scenarios

- Traditionally male-dominated roles (e.g., kitchen roles)
- Freshers applying to small, high-volume outlets with fast-paced operational demands
- Customer facing roles (e.g., hostess, cashier) where people skills are required

Evaluation metrics

- Ability to follow instructions and standard operating procedures (SOPs)
- Adherence to hygiene and safety standards (e.g., food handling, personal hygiene)
- Ability to communicate clearly with customers and colleagues

Fair assessment guidelines

- Communicate tasks, expectations, and evaluation criteria before the assessment
- Take familiarity with workplace/ tasks into account while defining the expected assessment output
- Use a simple, standard checklist to assess all candidates

Hiring decisions post assessment

- Offer roles to candidates who meet pre-defined benchmarks
- Consider candidates with partial fit for alternative entry-level roles (e.g., counter support, helper, steward)

Family visits

Allow managers to offer optional workplace visits for families of candidates who have cleared the hiring process to build trust and address family concerns about the workplace

Sample model for family visit

Duration: 15-20 minutes visit

Facilitated by: Shift manager

Date & time: After the candidate is selected, during lean hours (e.g., 10-11 AM)

Agenda:

- Introduction to company/ brand
- Tour of the outlet including staff facilities (e.g., washrooms, staff area)
- About the role and responsibilities
- Benefits (e.g., health insurance, leave available)
- Workplace safety measures (e.g., CCTV, emergency contacts)

FAQs for family members

Frequently asked questions

1. Will my family member be safe?

- We value our employees' safety and have security mechanisms:
 - We have CCTV coverage in our outlets
 - Employees can report any safety concerns, including incidents involving customers. We take strict action
 - We have a sexual harassment committee for redressal of any incident
 - We provide emergency resources (e.g., helpline number) for raising alerts, including during commute

2. Will my family member be treated with respect?

- We also educate our staff about appropriate workplace behaviour and treating everyone with respect
- We take pride in our staff and communicate it through our brand including uniform and messages shared in the outlet

3. What is the future in this job?

- We provide fast growth opportunities. For example, they start working as a 'Silver Trainee'. If they perform well in this role, they can write the exams for the next role after 6-months and become a 'Gold Trainee'

In job descriptions and during the interview process, companies can mention the availability of optional family visits

Part-time work options

Offer part-time work options to employees, especially women, to expand the hiring pool, improve retention, and strengthen staffing coverage during peak hours

The full-time shift model may not work...

- Some employees, especially women, may find full-day shifts difficult to manage alongside personal and domestic responsibilities
- Returning mothers may find 6-day full-day shifts challenging due to post-maternity caregiving and recovery needs

Sample part-time work model

- **Suggested part-time options:**
 - Part-time shifts: Offer 4-5 hours shift per day aligned to peak business hours (e.g., lunch)
 - Part-time week: Offer full-day shifts on 3-4 days per week, scheduled on peak demand days (e.g., weekends)
- **Eligibility:** All employees
- **Remuneration:** Pro-rated pay
- **Communication:**
 - New employees: Mention in job description *“Part-time work options are available”*
 - Existing employees: Through email or internal newsletters
- **Governance guidelines:**
 - Existing employees should apply for part-time work options ~2-3 weeks in advance
 - New employees should discuss part-time work requirements at the time of hiring

Safety provisions

Invest in infrastructure (e.g., CCTV), emergency support (e.g., SOS feature), and/ or safety trainings

Safety infrastructure

- Provide CCTV coverage at all entry/ exit points and across the outlet floor
- Maintain adequate lighting at outlet entrance, pick-up/ drop point, and immediate approach path outside outlet

Emergency response support

- Provide the following resources for all employees to tackle emergency situations:
 - Emergency contact card (police/ woman helpline numbers, outlet manager, security-in-charge contacts)
 - SOS feature (button/ app) to raise an alert and share GPS location with concerned authorities/ people
- Provide safety kits (e.g., pepper spray) to women to ensure safe commute

Safety trainings

- Conduct the following trainings/ sessions every 6 months for all women employees, particularly women in shifts ending late evening and field roles:
 - Personal self defence sessions
 - Situational awareness and conflict de-escalation training
 - Emergency protocol session (e.g., using SOS)

Table of contents | F&B services 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

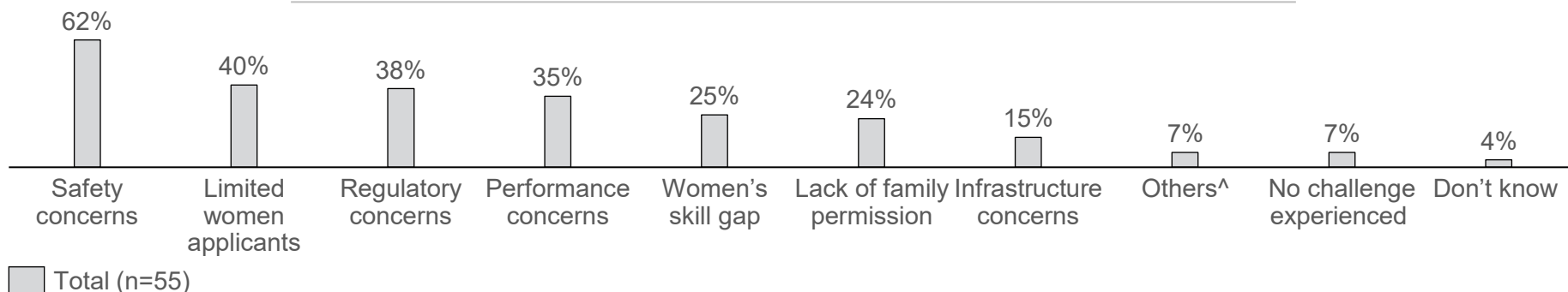
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Managers' perspectives on gender diversity from digital survey

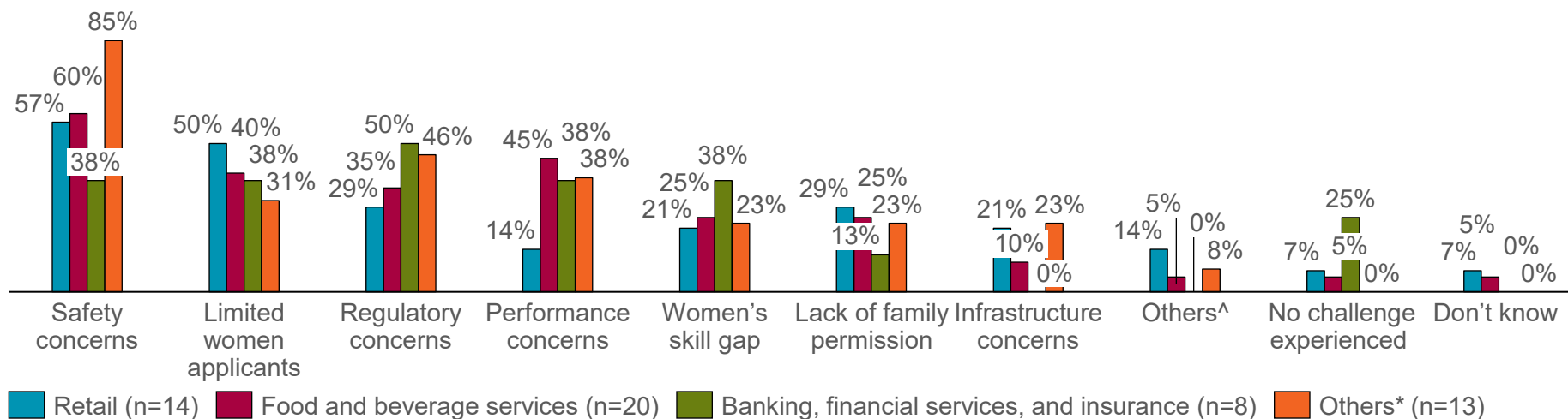
Methodology used for arriving at insights

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

Perceived challenges in employing women in frontline/ blue-collar roles



Perceived challenges in employing women in frontline/ blue-collar roles by industry

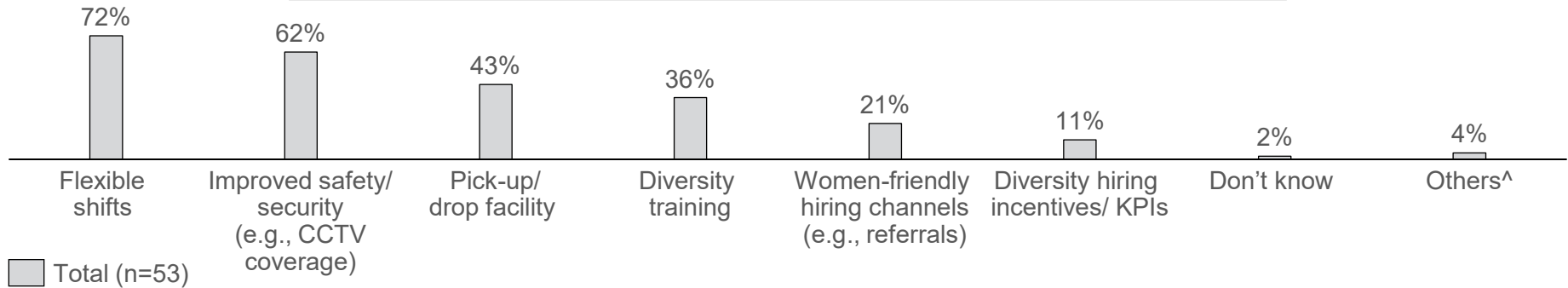


^ Includes preference to work near family residence

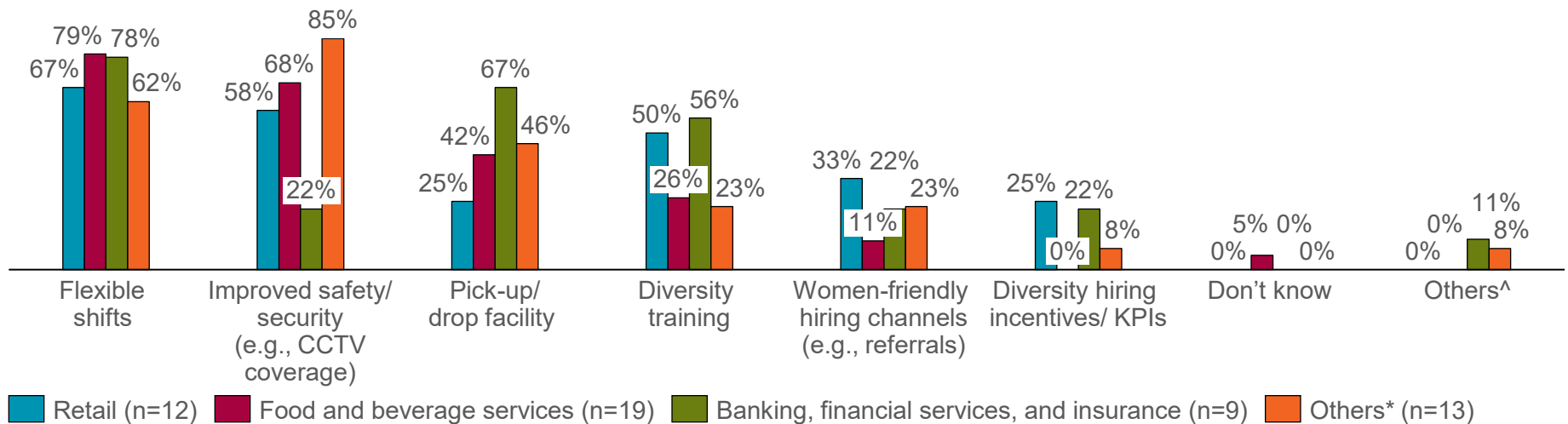
* Includes Manufacturing, Information Technology, Hospitality, Facilities Management, Logistics Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

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

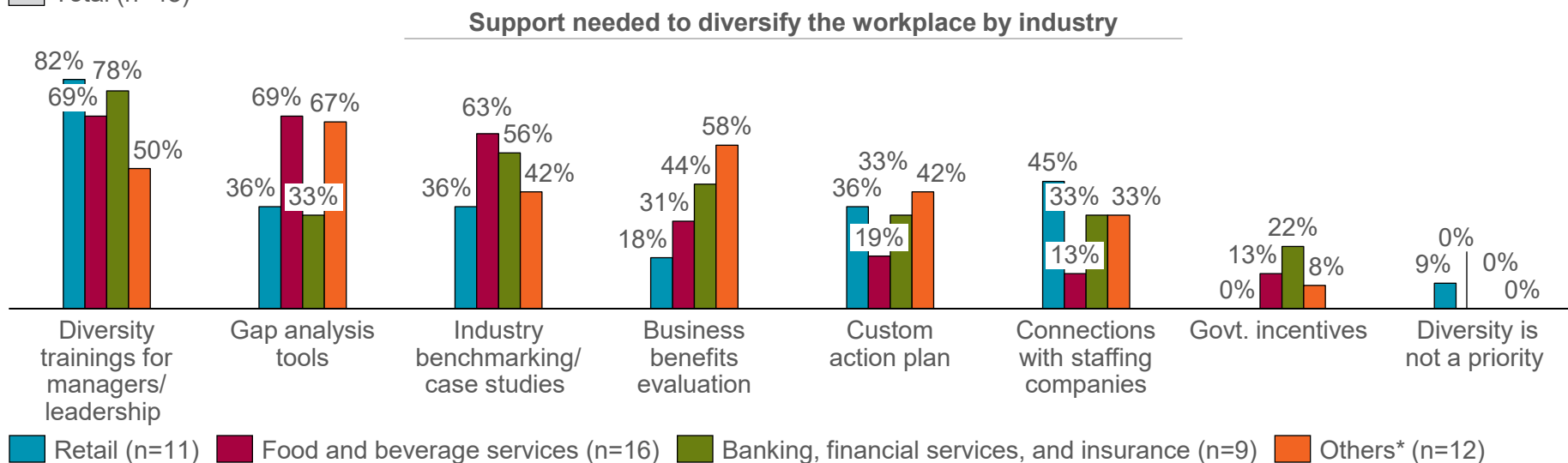
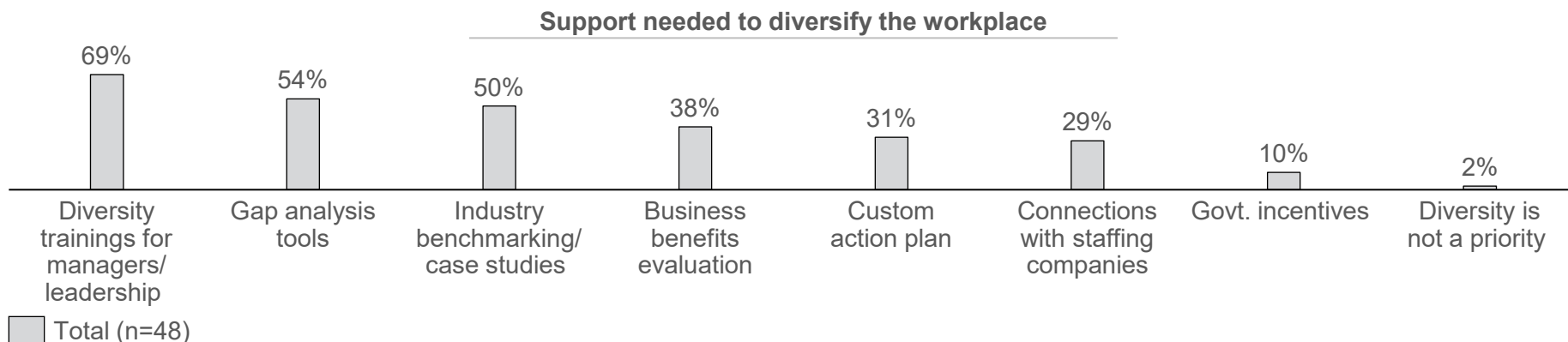


Perceived practices that help employ women in frontline/ blue-collar roles by industry



^ Includes Inclusive infrastructure and policies, and counselling sessions * 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

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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7 Annex

Details of 17 company 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 12 managers and 6 women in entry-level roles** in F&B outlets to understand workplace practices and challenges, and test interventions
-  **Field visits to 8 F&B outlets** to observe available infrastructure and understand roles and processes
-  **Consultations with 3 industry leaders and 2 experts** in F&B outlets 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 F&B services industry in this document

Sub-sector	Related PLFS codes	PLFS code description ¹
1 F&B outlets	56101	Restaurants without bars
	56102	Cafeterias, fast-food restaurants and other food preparation in market stalls
	56103	Ice cream mobile vendors, mobile food carts
	56104	Restaurant and bar activities connected to transportation, when carried out by separate units
	56301	Bars and Restaurants with bars
	56302	Tea/coffee shops
	56303	Fruit juice bars
	56304	Mobile beverage vendors
2 Catering services	56210	Event catering
	56291	Activities of food service contractors (e.g., for transportation companies)
	56292	Operation of canteens or (e.g., for factories, offices, hospitals or schools) on a concession basis

Acronyms: PLFS – Periodic Labour Force Survey | 1. As per NIC (National Industrial Classification) 2008



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