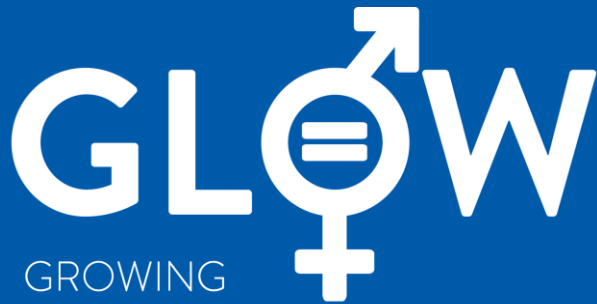




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Best practices for retail companies to improve gender equity

August 2026

Overview of this document



Objective

- Provide a roadmap for improving gender diversity in entry-level outlet-based roles (e.g., retail store associate) and field roles (e.g., roaming merchandiser) in the organised retail industry in India



Audience

- Leaders (e.g., CEO, CHRO) and senior managers (e.g., senior HRBP) at companies (i.e., retailers, brands, and distributors) operating in the retail industry



Scope

- Key challenges faced by retail companies in improving gender diversity
- Business benefits of employing more women in entry-level roles
- Phased roadmap of 15 interventions to improve women's hiring and retention
- ~20-minute questionnaire to assess progress on gender equity



Methodology

- Industry immersion (secondary research, interactions with 31 industry stakeholders¹), learnings from 20+ company engagements², and primary interviews with 6,000+ women³

Acronyms: CEO – Chief Executive Officer; CHRO – Chief Human Resources Officer; HRBP – Human Resources Business Partner | 1. Stakeholders include 7 leaders and experts, 17 managers and 7 entry-level women employees; 2. FSG, through its [GLOW](https://www.fsg.org/program/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 | Retail industry

Workforce composition and gender diversity

- Organised retail industry employed ~4.1 Mn workers in non-auto segments and ~2.0 Mn workers in auto segment in 2025¹
- Organised retail industry (excluding auto retail) has a gender diversity of ~28%
- Organised retail has many entry-level outlet-based roles and field roles with minimum educational requirements

Business benefits

- Hiring more women in retail industry can lead to better work culture, customer experience, brand value, and productivity

Key challenges

- Safety and compliance risks in shifts ending late evening and low diversity focus in certain roles limit women's participation in retail

Gender diversity opportunity

- In organised retail, opportunity to add more women lies in shifts ending late evening, field roles, and specific products (e.g., household articles, fuel)

Best practices for gender diversity

- Targeted hiring (e.g., role/ outlet prioritisation) and incentives (e.g., for staffing companies) can help kickstart change and improve diversity in talent pipeline
- Investments in infrastructure (e.g., transport support) and support (e.g., flexible working hours) can provide a conducive work environment and boost retention
- Diversity-focused trainings (e.g., gender sensitisation) and targets/ KPIs can help build manager capability and 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: KPI – Key Performance Indicator | 1. Source: Estimated as per Annual PLFS Report 2025 and [Retailers Association's Skill Council of India \(RASCI\) report](#); 2. Source: As per [IJRR journal paper](#) and industry interactions

Table of contents | Retail 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 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

This document focuses on entry-level outlet and field roles hired by retailers, brands, and distributors

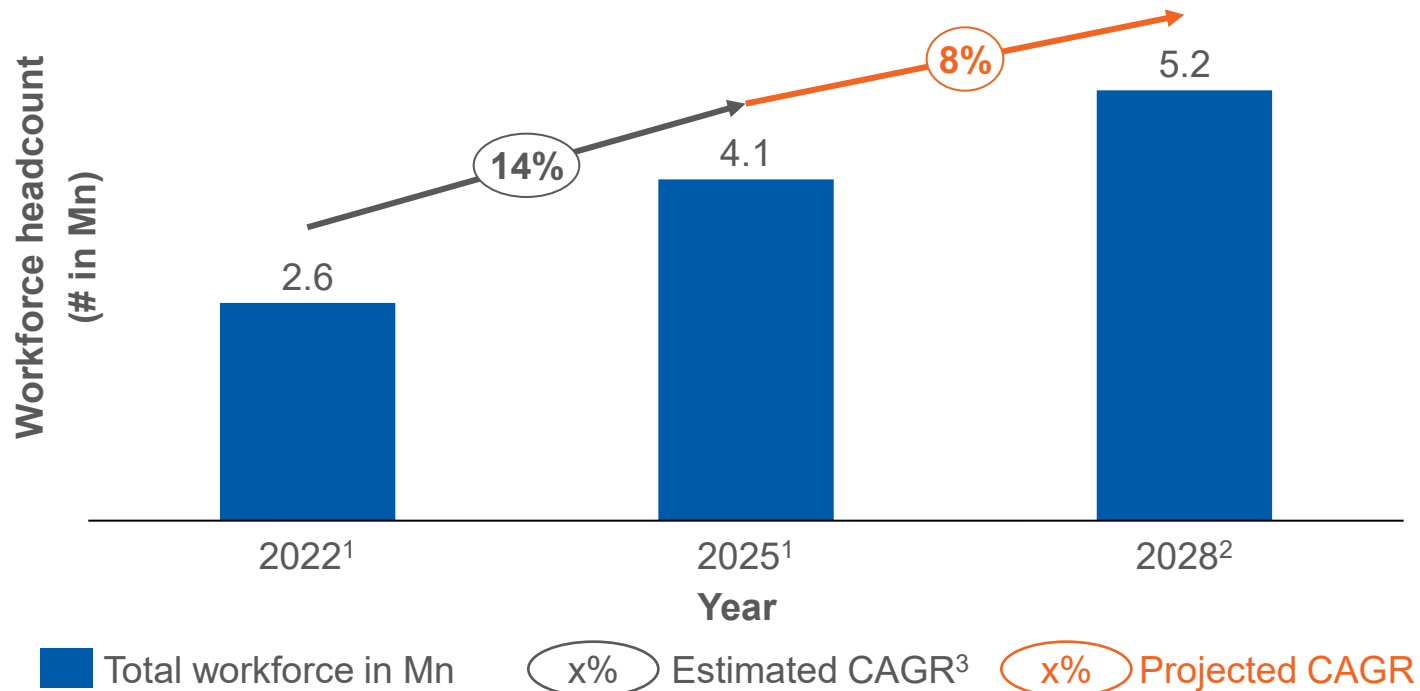
Retail trade covers sale of..		This document is relevant for..		
• Food and grocery • Jewellery and watches • Apparel and accessories • Mobile • Furniture and furnishing • Pharmacy • Consumer durables and appliances • Beauty and personal care • Footwear and others • Fuel • Automotive/ Auto			Companies	Typical entry-level roles
		Retailing	• Retailers – Mid-to-large retail chains – Authorised auto dealerships – Oil marketing companies, dealers	• Outlet-based roles – Customer-facing – Auto support – Housekeeping and support
			• Brands (e.g., FMCG companies, electronics manufacturers) • Distributors	• Outlet-based roles – Promoter – In-store merchandiser • Field roles – Sales – Roaming merchandiser

- Organised retail has ~4.1 Mn employees in non-auto segments and ~2.0 Mn employees in auto segment^{1,2}
- This document does not cover roles related to traditional/ unorganised retail (~45.9 Mn employees in non-auto and ~4.0 Mn in auto segments) and roles in e-commerce, warehousing, and manufacturing^{1,2}

Acronyms: FMCG – Fast Moving Consumer Goods | 1. Total retail headcount and total automotive retail headcount are as per Annual PLFS Report 2025. Total retail headcount is split into organised and unorganised headcount based on the [Retailers Association's Skill Council of India \(RASCI\) report](#); 2. Non-auto organised retail headcount is estimated by splitting the PLFS' total retail headcount (excluding e-commerce) based on the proportional organised and unorganised split as per [RASCI report](#). Organised automotive retail headcount is estimated by splitting PLFS headcount of motor-vehicle wholesale and retail based on assumptions about new versus used vehicle sales and the organised–unorganised presence across sales of parts and accessories and motor-vehicle repair

Workforce in non-auto organised retail is expected to grow at a CAGR of 8%, from 4.1 million in 2025 to 5.2 million in 2028

Workforce in organised retail (non-auto), 2022-2028 (# in Mn, CAGR in %)¹

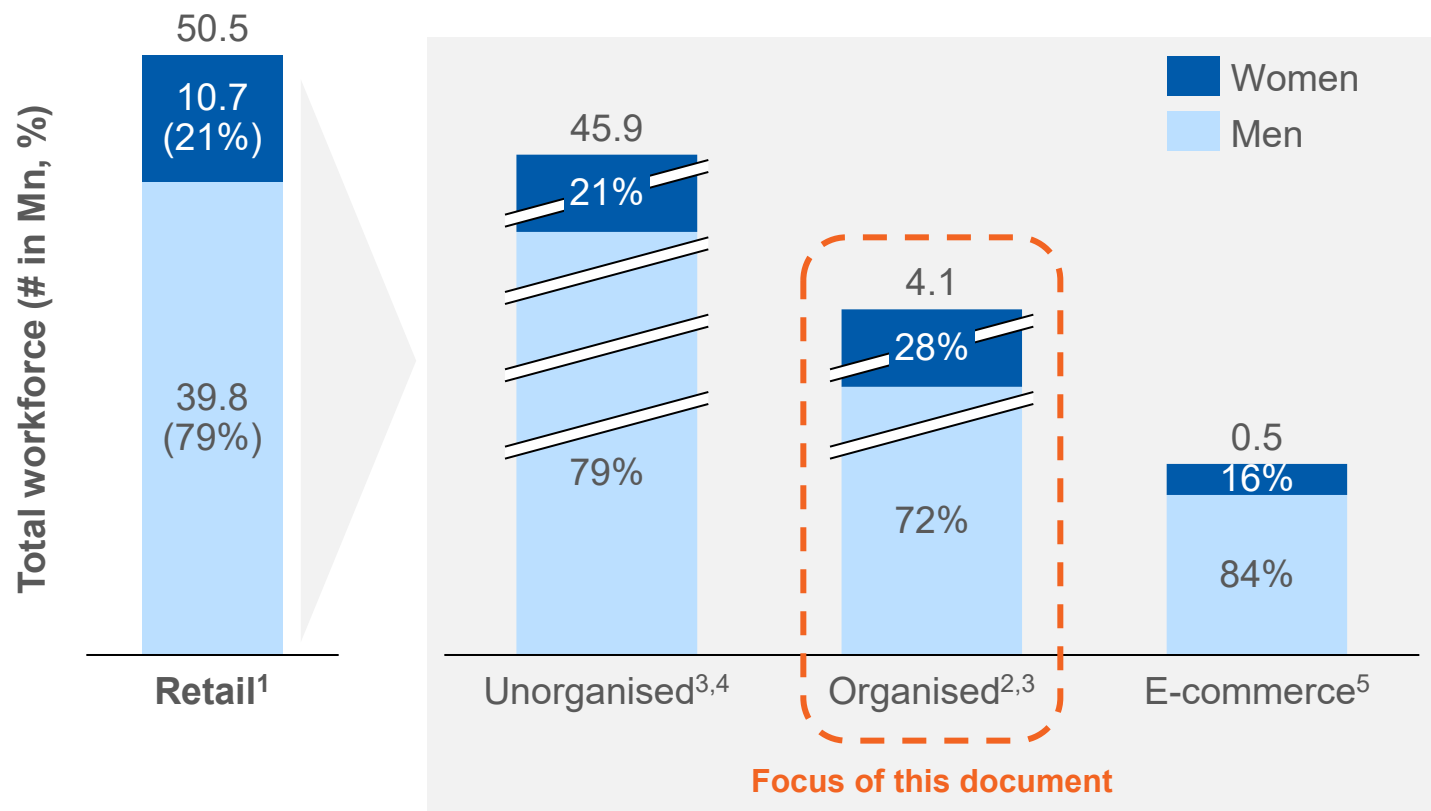


- The past trend is only indicative, as PLFS 2025 methodology differs from PLFS 2022
- Figure for 2028 is a directional estimate based on historic data and is subject to change based on external developments (e.g., policy changes, macroeconomic factors)

Acronyms: CAGR – Compounded Annual Growth Rate | 1. Source: As per annual PLFS reports and [Retailers Association's Skill Council of India \(RASCI\) report](#), page 9. Total retail workforce (excluding automotive trade) for 2022 and 2025 is as per PLFS reports, while the organised–unorganised split is derived from the RASCI report; 2. Projected using growth rate in organised retail workforce from FY22 to FY26, as per the [RASCI report](#); 3. Estimated CAGR is calculated over 3.5 years since the year 2022 refers to the PLFS reporting period of July 2021 to June 2022 and the year 2025 refers to the PLFS reporting period of January to December 2025

Non-auto retail employed ~10.7 Mn women in 2025¹ with ~28% diversity in the organised segment²

Gender diversity by sub-sectors in retail (non-auto), 2025 (# in Mn, %)



1. As per Annual PLFS Report 2025; 2. Gender diversity in organised retail (excluding auto retail) is assumed to be 28% as per the [IJRR Journal paper](#) (range mentioned is 25-30%) and industry conversations; 3. Headcount for organised and unorganised retail is estimated by splitting the PLFS' total headcount (excluding e-commerce and auto retail) based on the proportional sub-sector split as per [RASCI report](#); 4. Gender diversity in unorganised retail is triangulated based on (i) overall gender diversity in retail as per PLFS 2025, and (ii) gender diversity within organised retail as per the [IJRR journal paper](#) and industry interactions; 5. E-commerce headcount is the same as the headcount of PLFS code 4791 (Sale via mail order houses or via Internet). However, the total e-commerce headcount is likely to be higher as certain job functions may fall under other PLFS classifications (e.g., division 52: warehousing and support activities for transportation). Gender diversity for e-commerce is also as mentioned in PLFS 2025 for PLFS code 4791

Organised retail has many entry-level outlet-based roles and field roles with minimum educational requirements¹

	Entry-level role	Common role names	Typical requirements
Outlet-based roles	Customer-facing	- Retail store associate - Customer service associate	12th pass
		Promoter	12th pass
		Cashier	12th pass, experience preferred
		Picking and bagging assistants	10th pass preferred
		Pump/ air operator	No formal education required
	Auto support	Motor vehicle service worker	Auto-related ITI course required
		Test drivers	Relevant experience preferred
	Housekeeping and support	- Cleaners - Car washer	No formal education required
		Security	10th pass preferred
Field roles	In-store merchandiser	In-store merchandiser	12th pass
	Salesperson	Market executives	10th/ 12th pass
	Roaming merchandiser	Roaming merchandiser	10th/ 12th pass

Employed by brands and distributors, not by retailers

- 60%-65% roles in organised retail (non-auto) are likely to be entry-level roles suitable for non-graduates²
- Salary for entry-level roles in organised retail typically varies between INR 12k – 20k per month¹

Acronyms: ITI – Industrial Training Institute | 1. Based on conversations with industry players and job postings; 2. Source: [Retailers Association's Skill Council of India](#) (RASCI) report. Percentage of entry-level roles is assumed to be the share of roles that require diploma or lower qualifications in the organised retail

Table of contents | Retail 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

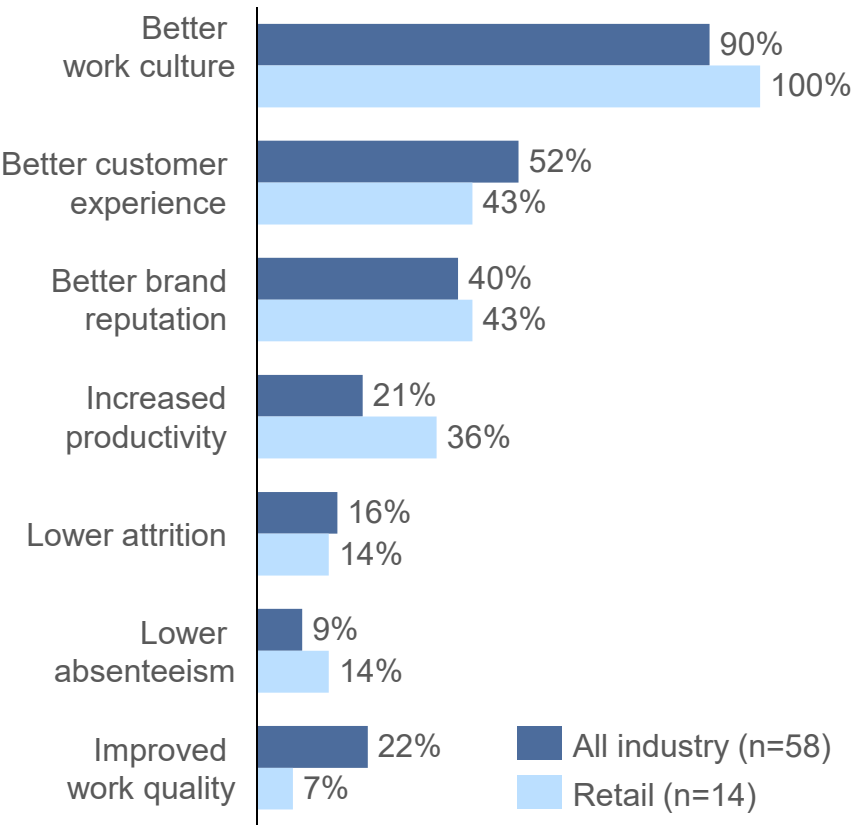
Details of 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Hiring more women in retail industry can lead to better work culture, customer experience, brand value, and productivity

Top benefits of workplace diversity cited by managers in retail and other industries¹



Quotes from retail industry interactions²

- “Sales conversion of women is higher, because male customers value a woman’s perspective”
– *CXO, Youth apparel chain*
- “Customers behave better in the presence of woman employees, and work culture improves”
– *Dealer, Fuel pump outlet*
- “Women have better productivity. They make lesser mistakes, listen more and are sincere”
– *Manager, Supermarket chain*
- “Women customers feel women employees understand their requirements better”
– *HR Manager, Jewellery outlet*
- “Female employees on average stay for longer, compared to male employees”
– *Lead HR, Mobile retail chain*

Acronyms: HR – Human Resources | 1. Based on findings from FSG’s digital survey on ‘What are your industry peers doing to diversify the talent pool?’ with 14 responses from retail, 21 responses from F&B services, 8 responses from BFSI 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

Table of contents | Retail industry

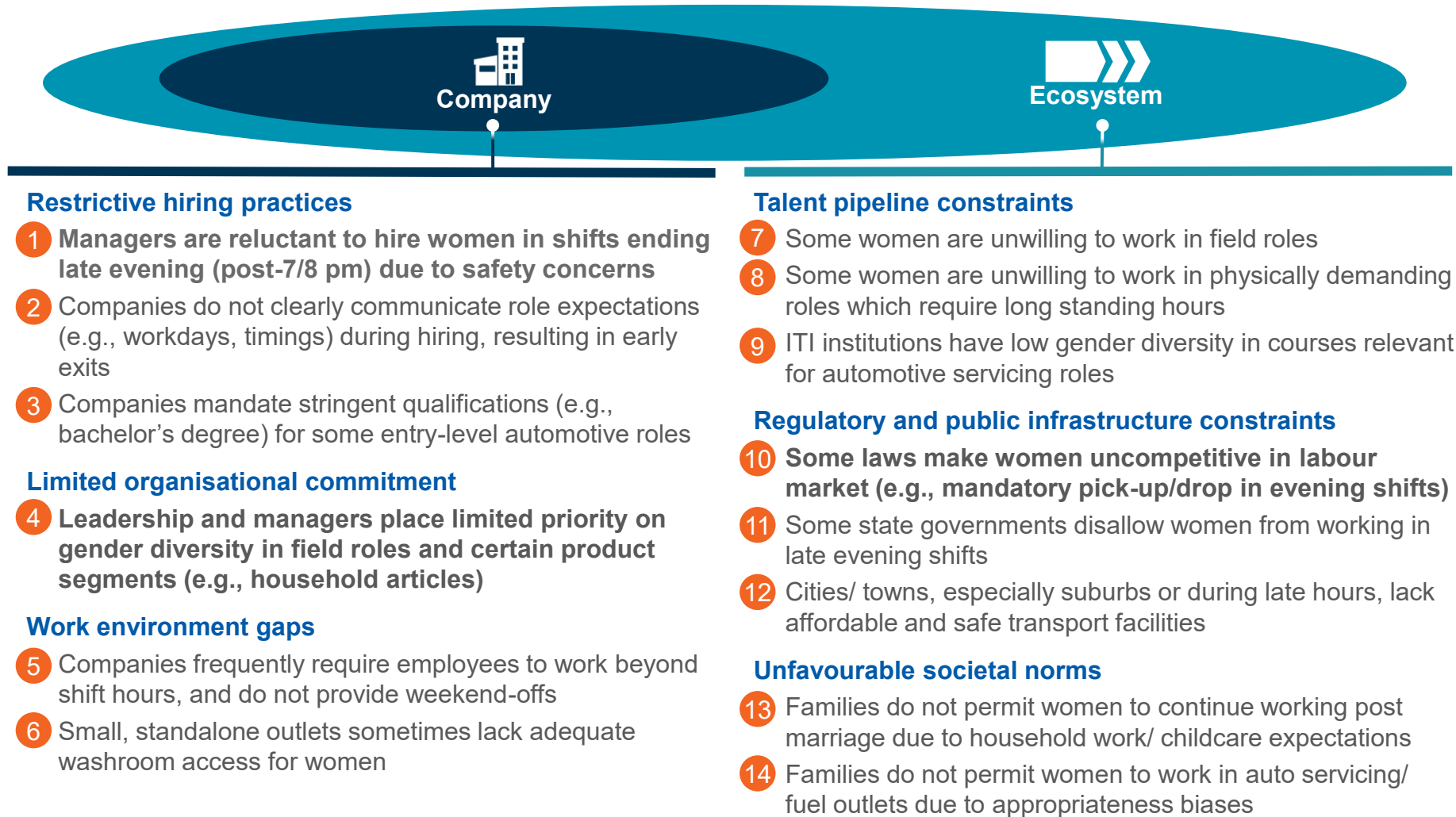
- 1 Workforce composition and gender diversity
 - 2 Business benefits of employing women
 - 3 Challenges in hiring and retaining women**
 - 4 Opportunities to employ more women
 - 5 Interventions to hire and retain more women
 - 6 Scorecard to assess progress on gender equity
 - 7 Annex
-

Details of 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Safety and compliance risks in late shifts and low diversity focus in certain roles limit women's participation in retail¹



Legend: Bold indicates high-priority barriers

Acronyms: ITI – Industrial Training Institute | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 3 experts, 17 managers, 7 women in entry-level roles, and 10 field visits

Table of contents | Retail 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

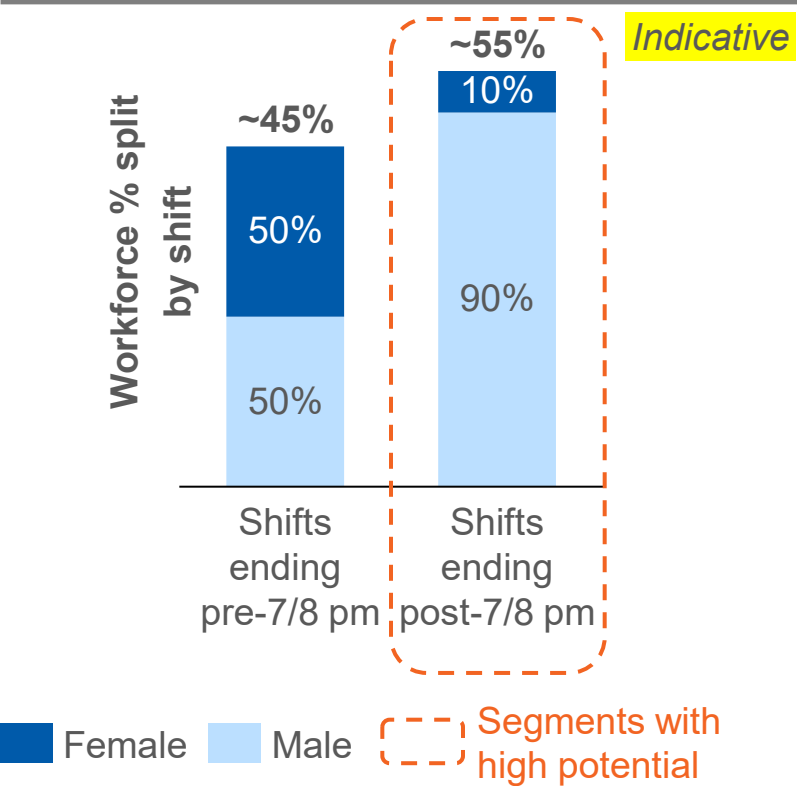
Details of 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

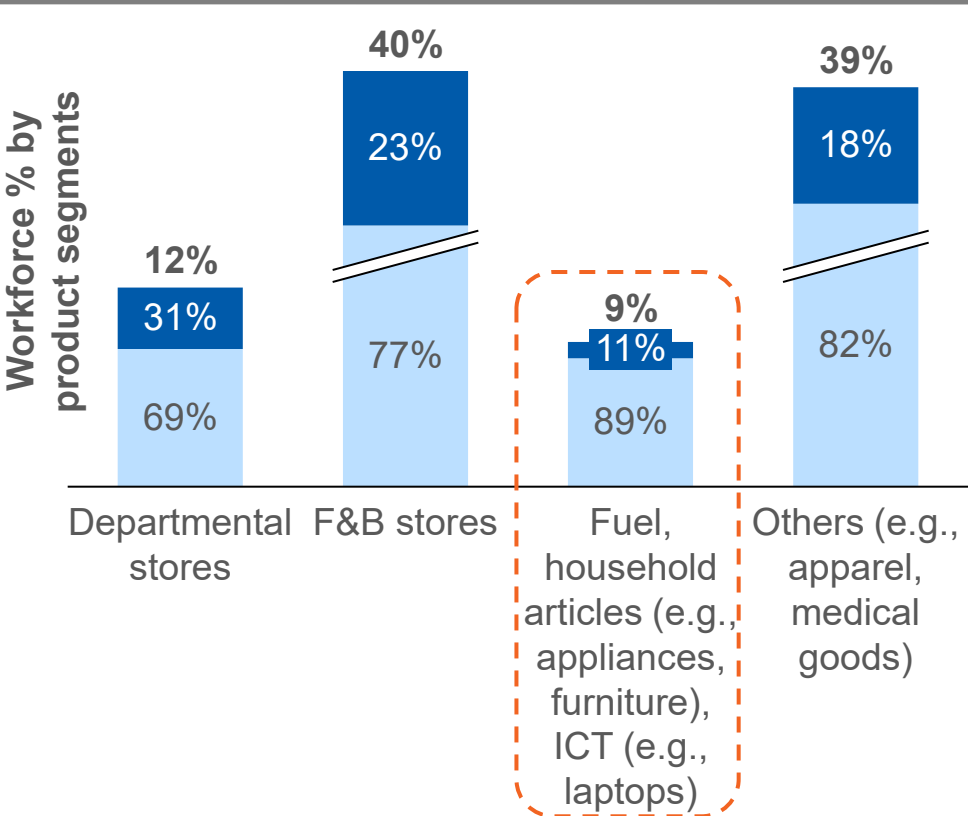
Methodology used for arriving at insights

In organised retail, opportunity to add more women lies in shifts ending late evening, field roles, and specific products

Estimated workforce and gender diversity across shifts in organised retail (non-auto)¹



Workforce and gender diversity by product segment in organised and unorganised retail (non-auto)^{2,3}



Further, within roles hired by brands and distributors, there is opportunity to hire more women in field roles, as current gender diversity is low (<5%) in field roles compared to outlet-based roles (>25%)¹

Acronyms: F&B – Food and Beverage; ICT – Information and Communication Technology | 1. Estimated based on limited interactions with industry players and field visits; 2. As per Annual PLFS Report 2025; 3. Product categories are classified as per the classification under PLFS. PLFS codes for each product category listed are: Departmental stores – 471, F&B stores – 472, Fuel – 473, ICT – 474, household articles – 4759, All others – 4751, 4752, 4753, 476, 477, 478, 479

Table of contents | Retail industry

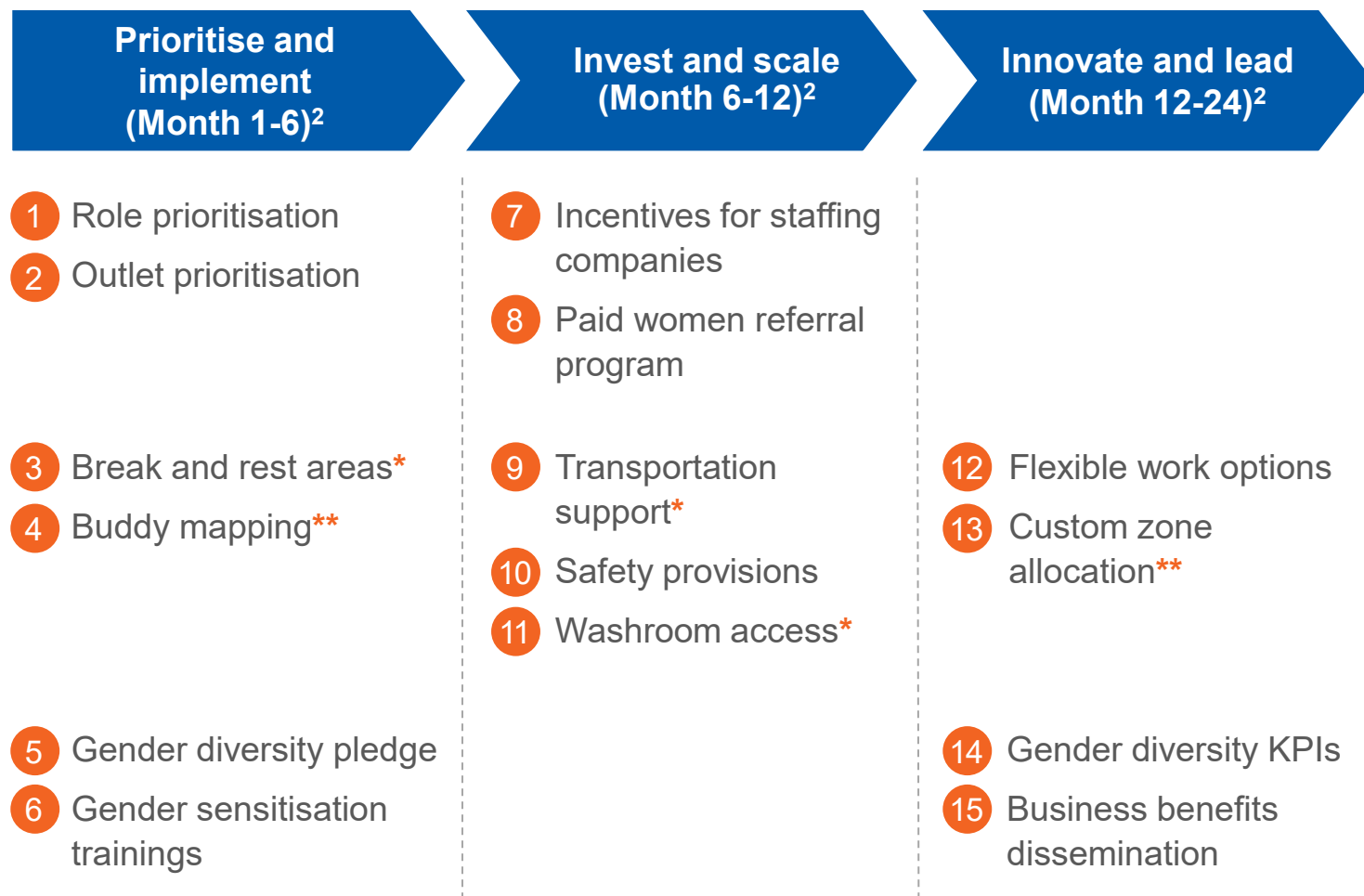
1	Workforce composition and gender diversity
2	Business benefits of employing women
3	Challenges in hiring and retaining women
4	Opportunities to employ more women
5	Interventions to hire and retain more women
6	Scorecard to assess progress on gender equity
7	Annex

Details of 15 company interventions to hire and retain more women

Managers’ perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Retailers, brands and distributors can roll out 15 interventions to hire and retain more women (1/4)¹



Legend: * Interventions for retailers only | ** Interventions for brands and distributors only | Other interventions apply to all

Acronyms: KPI – Key Performance Indicator | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 3 experts, 17 managers, 7 women in entry-level roles, and 10 field visits; 2. Timelines are indicative

Retailers, brands and distributors can roll out 15 interventions to hire and retain more women (2/4)¹

Prioritise and implement

Invest and scale

Innovate and lead

Intervention theme	Intervention name	Intervention description
Hiring guidelines and incentives	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 Outlet prioritisation	Prioritise outlets that are easier to implement, such as those in safer areas, with reliable transport access and supportive outlet managers, to hire women for shifts ending late evening
Infrastructure and support	3 Break and rest areas	Provide scheduled breaks and access to a designated resting area for all employees to reduce fatigue from long standing hours in customer-facing roles
	4 Buddy mapping	Assign existing women field employees to guide and motivate new joiners by providing ad-hoc support, sharing tips, enabling new joiners to shadow them, and clarifying queries during the first 30 days
Organisational commitment	5 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
	6 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 4 industry leaders, 3 experts, 17 managers, 7 women in entry-level roles, and 10 field visits

Retailers, brands and distributors can roll out 15 interventions to hire and retain more women (3/4)¹

Prioritise and implement

Invest and scale

Innovate and lead

Intervention theme	Intervention name	Intervention description
Hiring guidelines and incentives	7 Incentives for staffing companies	Incentivise staffing companies to recruit women candidates, especially in difficult-to-hire roles/ shifts, through additional per hire fee and preferential terms and conditions
	8 Paid women referral program	Offer a referral bonus of INR 300 for each successful referral of a woman candidate, especially in difficult-to-hire roles/ shifts, who completes at least 30 days of employment
Infrastructure and support	9 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
	10 Safety provisions	Invest in infrastructure (e.g., CCTV), emergency support (e.g., SOS feature), and/ or safety trainings
	11 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

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 4 industry leaders, 3 experts, 17 managers, 7 women in entry-level roles, and 10 field visits

Retailers, brands and distributors can roll out 15 interventions to hire and retain more women (4/4)¹

Prioritise and implement

Invest and scale

Innovate and lead

Intervention theme	Intervention name	Intervention description
Infrastructure and support	12 Flexible work options	Offer flexible work options such as part-time shifts and sick/ personal leaves to boost hiring and retention, especially in roles that involve long working hours
	13 Custom zone allocation	Train managers to plan routes and schedules that account for women field employees' safety and mobility constraints without penalising performance
Organisational commitment	14 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
	15 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: KPI – Key Performance Indicator; HR – Human Resources | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 3 experts, 17 managers, 7 women in entry-level roles, and 10 field visits

Table of contents | Retail 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 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Objectives and context

- **Objectives:** This tool is designed to score organised retail companies/ franchisees on their gender equity performance in entry-level outlet roles, 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 retail outlets directly operated by a retail company/ franchisee
 - 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 retail company/ franchisee
- **Common terms used:**
 - **Employee:** Refers to both on-roll and off-roll employees working in outlets
 - **Outlet:** Refers to outlets directly operated by a retail company/ franchisee

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 outlets directly operated by the retail company/ franchisee
 - 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 retail companies/ franchisees) or senior HR manager (for large retail companies/ franchisees)

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 “Hiring incentives”, 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 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 parameters/ scores that do not apply to you. Parameters/ scores that allow ‘NA’ are indicated with a number
- Add the “Final score” across all parameters to calculate the total score

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

Gender Equity Readiness Scorecard (GERS) for retail 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 >=10%	Tick if >=25%	Tick if >=35%	Tick if >=45%	
Women employees in shifts ending post-8 pm	What % of employees (on-roll and off-roll) working in shifts ending post-8 pm, 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 30%, please tick both “score A” and “score B”)

Gender Equity Readiness Scorecard (GERS) for retail outlet-based roles – Infrastructure and support

Parameter	Score A	Score B	Score C	Score D	Final score
Safety support	Do all your outlets have these safety measures? • Adequate lighting at entry/ exit points, and immediate approach path outside outlet • CCTV coverage at entry/ exit points and across the outlet	Do you provide at least one of the following emergency resources for employees? • In-house emergency contacts (e.g., central helpline) • SOS feature to send alert with location	In the last/ current financial year, have you audited safety support measures across all outlets and shared an audit report with senior leadership?	Do you offer pick-up and/ or drop support (common point/ doorstep) for women employees leaving post-8 pm in at least 50% of your outlets?	(# of ticks x 2)
	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	
Wellness	What % of your outlets have washroom access for women within 5 minutes of walking?		Do you have a defined break schedule for all employees that is displayed inside all your outlets?	Do at least 75% of your medium and large outlets (i.e., >10 employees) have a designated rest area for employees? ¹	(# of ticks x 1)
	<i>Tick if >=60%</i>	<i>Tick if >=90%</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	

1. Select 'NA' if you only have outlets with <10 employees

Gender Equity Readiness Scorecard (GERS) for retail outlet-based roles – Policies and 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 guidance to recruiters/ staffing companies on communicating details to women candidates (e.g., shift details, benefits)?	In the last/ current financial year, have you conducted gender sensitisation trainings to address managers' biases?	In the last/ current financial year, have you trained recruiters/ managers on inclusive hiring practices (e.g., objective assessment, pitch for women candidates)?	(# of ticks x 1)
	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	
Hiring incentives	Do you specify gender diversity requirement (e.g., >10% women profiles) to recruiters/ staffing companies?	Do you provide a higher per-hire reward to employees for referring women candidates (on-roll/ off-roll) compared to men?	Do you offer non-monetary incentives (e.g., longer lead time) to recruiters/ staffing vendors for sourcing and hiring women candidates in shifts ending post-8 pm?	Do you offer monetary (e.g., additional sourcing fee) incentives to recruiters/ staffing vendors for sourcing and hiring women candidates in shifts ending post-8 pm?	(# of ticks x 1)
	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	
Timing and flexibility	Do you offer at least 10 sick/ personal leaves a year for all your employees?	Do you offer the option of part-time shifts to all your employees?	Do you offer flexibility in shift timings (e.g., 2-hours off) for emergency delays to all your employees with more than one month of tenure?	In the last/ current financial year, have you documented reasons for repeat overtime occurrences (at a cluster/ region level) and discussed in operations reviews?	(# of ticks x 1)
	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	

Gender Equity Readiness Scorecard (GERS) for retail outlet-based roles – Accountability

Parameter	Score A	Score B	Score C	Score D	Final score
Diversity targets and KPIs	Have you defined gender diversity targets at company level for all employees (on-roll and off-roll)?	In the last 6 months, have you conducted at least one leadership meeting to review progress against gender diversity targets?	Have you defined gender diversity targets for shifts ending post-8 pm?	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 of hiring women in entry-level outlet roles for your company, and shared them with your managers?	In the last two years, have you externally published content on your gender diversity progress or initiatives for entry-level outlet roles (via news articles, blogs)?	In the last two years, have you published your gender diversity numbers externally (e.g., website, report)?	Have you estimated the quantitative benefits of hiring women (e.g., sales target achievement 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>	

Total score: (out of 56)¹

Acronyms: KPI – Key Performance Indicator | 1. Upon selecting 'NA' where it is an option, the final score will be calculated out of a reduced total score of 55

Table of contents | Retail 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
-

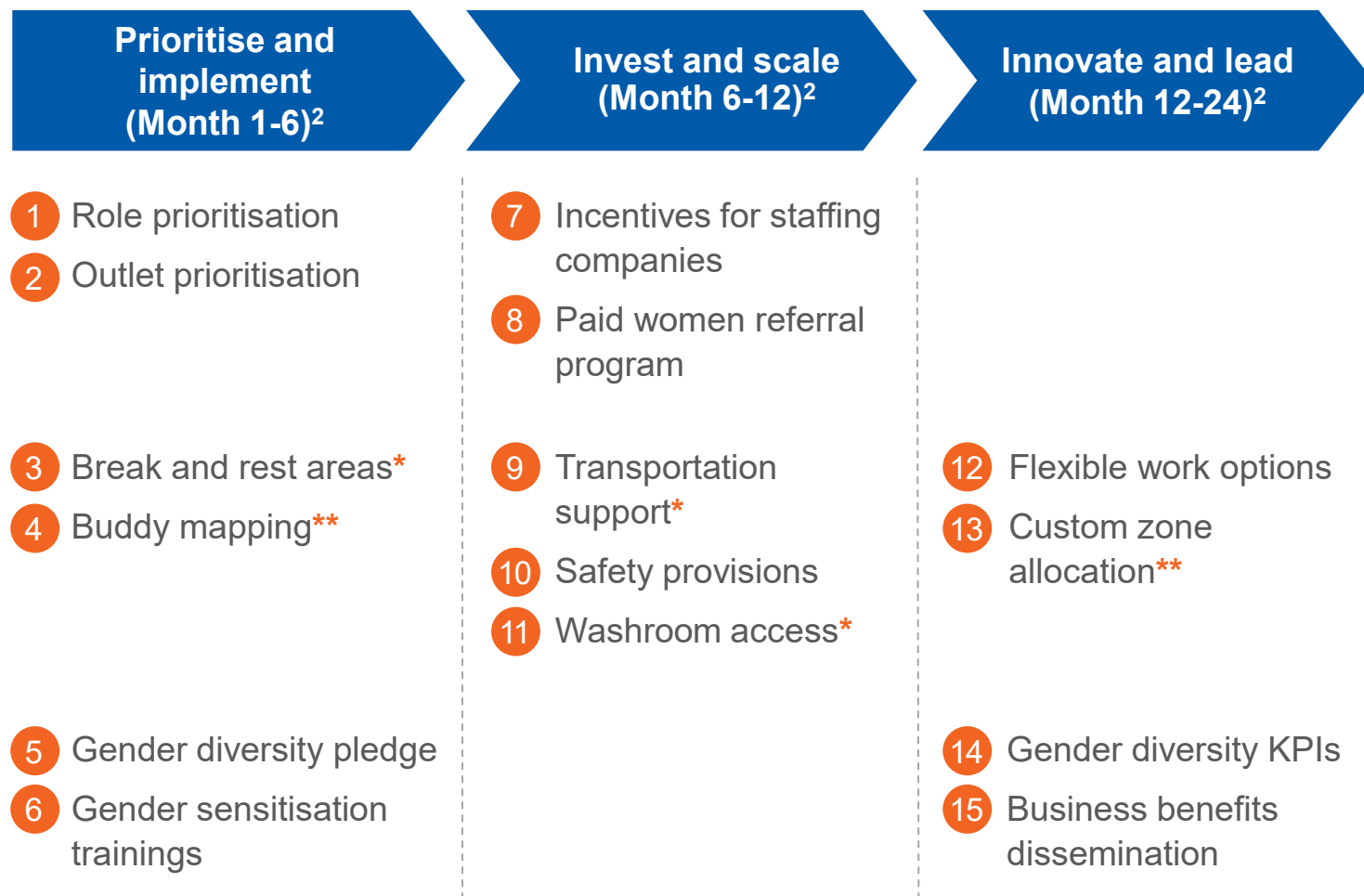
7 Annex

Details of 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Retailers, brands and distributors can roll out 15 interventions to hire and retain more women¹



Legend: * Interventions for retailers only | ** Interventions for brands and distributors only | Other interventions apply to all

Acronyms: KPI – Key Performance Indicator | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 3 experts, 17 managers, 7 women in entry-level roles, and 10 field visits; 2. Timelines are indicative

1 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
 - Outlet location
- Document restrictions for hiring women based on:
 - Shift timings
 - Roles
 - 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:
 - Promoter roles in shifts ending pre-7/8 pm
 - Retail store associate roles in shifts ending pre-7/8 pm
 - Cashier roles in shifts ending pre-7/8 pm

C

Invest in support to open more roles for women

- Invest in operational changes to reduce bias and support managers/ women workers. Examples:
 - Drop service
 - Safety provisions
 - Part-time shifts
- Examples of additional roles:
 - Retail store associate in shifts ending post-7/8 pm
 - Salespersons
 - Motor vehicle service workers

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

1

Role prioritisation (2/2) | Sample

Legend:	
	Roles where women can be hired immediately
	Roles where women can be hired after introducing operational changes

Role	First shift headcount (10 am - 8 pm)			Second shift headcount (12 pm - 10 pm)			Restrictions in hiring women
	Men	Women	Total	Men	Women	Total	
Roles relevant for retail outlets							
Retail store associate	4	6	10	15	0	15	Frequent overtime and safety concerns in the second shift
Cashier	1	1	2	3	0	3	
Packing assistant	1	1	2	3	0	3	
Pump operator ¹	5	3	8	8	0	8	Safety concerns in the second shift
Motor vehicle service worker	8	0	8	Second shift not applicable for this role			Low number of women enrolled in ITI
Roles relevant for brands/ distributors							
Promoter	10	10	20	Second shift not applicable for these roles			Lack of access to two-wheelers and washrooms
Salesperson	9	1	10				
Merchandiser	15	5	20				

Acronyms: ITI – Industrial Training Institute | 1. The first shift for pump operator in fuel outlets is typically 6 am to 2 pm and second shift is typically 2 pm to 10 pm

2 Outlet prioritisation

Prioritise outlets that are easier to implement, such as those in safer areas, with reliable transport access and supportive outlet managers, to hire women for shifts ending late evening

Shortlist outlets that satisfy at least 3 out of these 5 criteria:

- 1 Outlet has access to transport through one of the following:
 - Accessible public transport (bus/ metro/ rail connectivity) near closing time
 - Company-assisted pickup/ drop options
- 2 Outlet has at least one post-8 pm shift that ends latest by 10 pm
- 3 Outlet is in a safe location (e.g., shopping mall, shopping street, high-footfall road)
- 4 Outlet manager is willing to hire women in shifts ending post-8 pm
- 5 Outlet has at least 3 employees working at the time of outlet closure

3 Break and rest areas

Provide scheduled breaks and access to a designated resting area for all employees to reduce fatigue from long standing hours in customer-facing roles

Guidelines for scheduling breaks

- Provide ~10-minute breaks every 3-4 hours in each shift¹
- Stagger breaks to minimise operational disruptions:
 - Large outlets (>10 employees): Stagger breaks by role to maintain minimum coverage (e.g., at least xx cashiers and yy sales associates on the floor)
 - Smaller outlets: Stagger breaks across all employees to maintain baseline outlet coverage
- Create a simple break schedule and display it in staff-only areas (e.g., pantry)

Key considerations for resting area

- **Location:**
 - Allocate a staff-only, non-customer-facing space (e.g., pantry/ back-office area)
 - Ensure the resting area is within the outlet premises for easy access
- **Basic features:**
 - Chairs
 - Fans/ ventilation
 - Adequate lighting
 - Drinking water
- **Additional features:**
 - Charging points
 - First-aid box and basic medicines

1. This is in addition to existing lunch breaks

4 Buddy mapping

Assign existing women field employees to guide and motivate new joinees by providing ad-hoc support, sharing tips, enabling new joinees to shadow them, and clarifying queries during the first 30 days

Rationale

- Without clear guidance and ongoing support, new joinees miss out on informal learning that typically happens through peers in work environments. This is even more significant for women employees who don't have access to a network that usually their male counterparts have

Guidelines for buddy allocation

- Assign a senior/ experienced woman field employee (i.e., salesperson, roaming merchandiser) working in the same or adjacent zone
- Allow the identified field employee to accept/ reject being a "buddy"

Buddy responsibilities

- Allow new field employees to shadow her (the "buddy") for ~1-2 days
- Answer queries and guide new employees on an ad-hoc basis
- Proactively check in with new woman employee at least once a week for the first 2 months for higher retention. Check-in questions can include:
 - Are there any locations, outlets, or timings where you are feeling unsafe or unsupported?
 - Are there any blockers during your outlet visits where you would like my help?
- Share tips on day-to-day activities (e.g., planning daily routes, identifying safe touchpoints, and handling common customer objections in the field)

Potential incentives for the buddy

- Include a financial incentive for women buddies under the incentive structure
- Pay a bonus of INR 1,000 to the woman buddy for each new employee supported, of which INR 300 is paid within the first week, and INR 700 is paid after the new joinee completes 4 months on the job

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 on-roll and off-roll roles), especially in shifts ending post-7/8 pm and field 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 – better work culture, customer experience, brand value, and productivity*
- *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

Gender sensitisation trainings

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

Objectives

- Help managers (e.g., cluster HR manager, outlet managers) 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: Cluster HR managers, outlet managers and other supervisors/ managerial staff in the outlet



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

Acronyms: HR – Human Resources; L&D – Learning & Development

Video: Types of unconscious bias at the workplace



What are your main takeaways from this video?

<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 work long hours*

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

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>

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., roaming merchandisers, salespersons*)



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., promoter 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

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 conversion, 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

Incentives for staffing companies

Incentivise staffing companies to recruit women candidates, especially in difficult-to-hire roles/ shifts¹, through additional per hire fee and preferential terms and conditions

Rationale

- Staffing companies may not have considered filling mandates with women
- Sourcing women employees for difficult-to-hire roles/ shifts¹ may involve additional costs/ effort due to:
 - Targeted sourcing requirements (e.g., partnership with NGOs/ local mobilisers)
 - Additional effort to convince women and their families

Potential incentives for staffing companies

- Companies can offer one or more of the following incentives for hiring women candidates:
 - Incentives for hiring women in **difficult-to-hire roles/ shifts¹**:
 - Offer longer lead time (e.g., 5-6 days) for hiring mandates with diversity requirements
 - Pay an additional sourcing fee of ~INR 200-350 per woman hired, upon completion of 1 month of employment
 - Incentives for hiring women in **any roles and shifts**:
 - Recognise gender equitable staffing companies through “preferred partner” tag and social media mentions
 - Offer priority to the staffing companies with “preferred partner” tag in new mandates and contract terms (e.g., exclusive contracts, faster payment)

Acronyms: NGO – Non-Governmental Organisation | 1. Includes field roles, and roles in shifts ending post-8 pm

Paid women referral program (1/3)

Offer a referral bonus of INR 300 for each successful referral of a woman candidate, especially in difficult-to-hire roles/ shifts, who completes at least 30 days of employment

Process

- A** Finalise roles and shifts eligible for the referral program
- B** Announce the program via meetings, WhatsApp messages, or posters in all outlets
- C** Track women candidates hired through referrals in each outlet every quarter
- D** Give an INR 300 voucher to employees whose referred candidates complete 30 days of employment
- E** Announce the top 3 referrers every quarter through meetings, WhatsApp messages, or posters
- F** 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 for difficult-to-hire roles and shifts. 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, security; 2. Only includes women employees who completed at least 30 days in the role

Poster for announcing the program

**Refer your women friends for
roles and earn INR 300!**



*Photo of a
woman*

**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 sales-based
incentives

*Benefits for
women*

Work in a professional and
safe environment

Receive ESI/ health
insurance coverage

*Clear call to
action*

Logo



+91 XXXXX XXXXX

9 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: - Outlets where public transport hubs are located >1 km away - Employees working in shifts ending late evening
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 outlets - Recover a portion of the transportation cost from employee’s salary

10 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 post-8 pm and field roles:
 - Personal self-defence sessions
 - Situational awareness and conflict de-escalation training
 - Emergency protocol session (e.g., using SOS)

11 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 the 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, retail companies can assign responsibility to the outlet manager for arranging washroom access via informal tie-ups

12 Flexible work options

Offer flexible work options such as part-time shifts and sick/ personal leaves¹ to boost hiring and retention, especially in roles that involve long working hours

	Flexible work options		
	Emergency flexibility	Sick/ personal leave	Part-time work
Flexibility benefits/ schedule	- Up to 2 hours off on a regular workday - Can be availed up to twice per month	At least 10 sick/ personal leaves per year for both on-roll and off-roll employees	Part-time work with reduced working hours (e.g., 6 half working days, 3 full working days)
Eligibility	Employees with >1 month tenure	All employees	All employees
Applicable outlets	Outlets with >5 employees	All outlets	All outlets
Governance guidelines	Employees to apply 1 day in advance, or find another employee to cover during their absence	- Except for unplanned emergencies, employees to apply 3 days in advance - Unused leaves expire at the end of the calendar year	Existing employees to apply 2-3 weeks in advance for part-time shifts

1. This is in addition to weekly offs, government-mandated maternity leave, and any such existing benefits

13 Custom zone allocation

Train managers to plan routes and schedules that account for women field employees' safety and mobility constraints without penalising performance

Rationale

- Unsafe, unfamiliar travel routes may negatively impact women salespersons' / roaming merchandisers' performance, increase attrition, and lead to an overall drop in the company's productivity

Allocation guidelines

Implement at least 2 of the following 5 guidelines, for the first 3 months of a new hire:

- Prioritise areas with access to safe public transport, preferably within walking distance (e.g., neighbourhoods near metro stations or bus stops)
- Assign areas that are relatively close to the woman employee's residence, ideally with a commute of no more than one hour
- Focus on high-density areas that require minimal travel within the zone (e.g., busy shopping streets)
- Avoid assigning risk-prone areas such as narrow by-lanes, isolated stretches, or poorly lit alleys
- Balance safety with business potential when allocating zones (e.g., do not assign non-commercial but safe areas to roles such as salespersons that require retail outlet density)

Communication guidelines

- Share zone allocation guidelines with all team members during onboarding to ensure clarity and consistency
- Rotate the allocations periodically to provide equal opportunity to all team members
- Transparently communicate the potential business opportunities (based on qualitative estimates) available in each assigned zone so team members perceive the allocation as fair

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 location-specific limitations (e.g., lack of public transport)
- Set KPIs related to both efforts and outcomes, to encourage managers to take actions related to improving diversity
- Revise KPIs for different clusters/ regions annually to incorporate the impact of internal/ external circumstances (e.g., increased competition for local talent) 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

14 Gender diversity KPIs (2/2)

Sample gender diversity KPIs for cluster HR managers

Parameters	% Weightage (of GD bonus)	Criteria for bonus eligibility			
		25% bonus	50% bonus	75% bonus	100% bonus
A % of job roles in the cluster with gender-neutral job ads	30%	30% to 50%	51% to 75%	76% to 90%	>90%
B % women interviewed in the last month	30%	15% to 25% of candidates interviewed are women	26% to 35% of candidates interviewed are women	36% to 45% of candidates interviewed are women	>45% 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 A and B (% gender neutral job ads, % women interviewed) mgrs. to self report data and HR to conduct spot checks; for parameters C and D (# women hired, % women retained), HR to use payroll data

Acronyms: GD – Gender Diversity; HR – Human Resources; KPI – Key Performance Indicator; Mgrs. – Managers

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

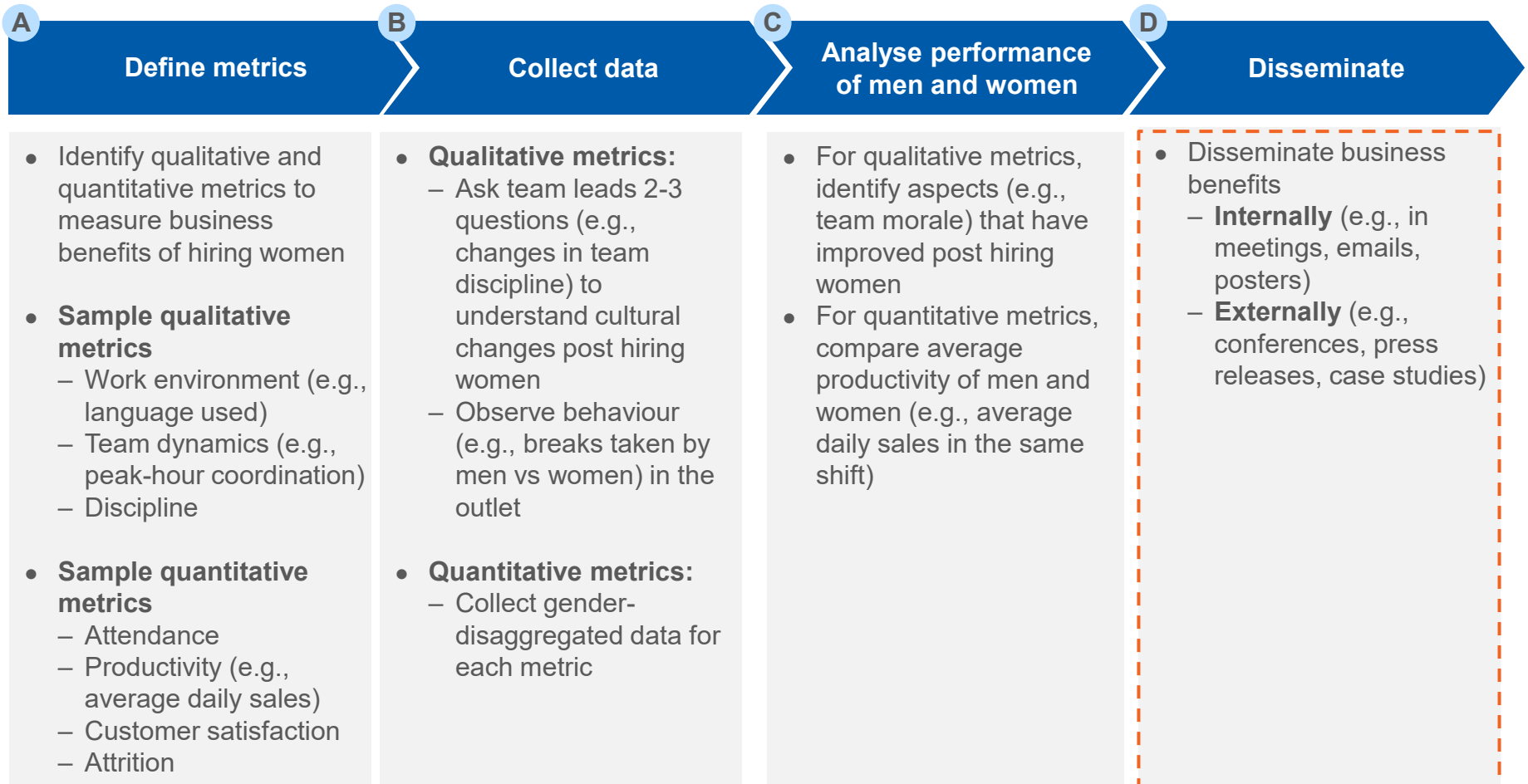
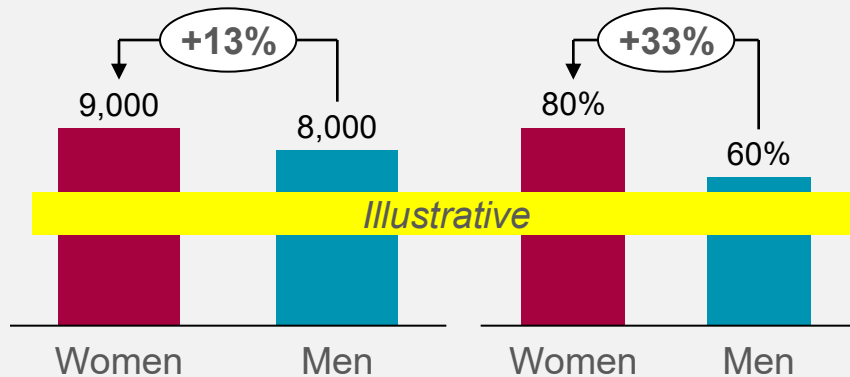


 Illustration in subsequent slide

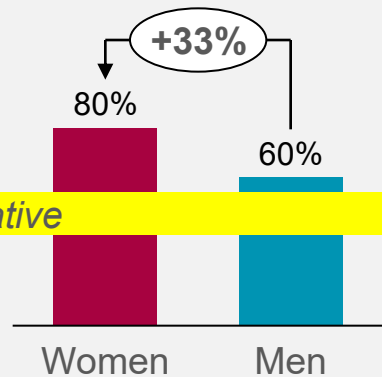
Business benefits dissemination (2/2) | Dissemination – Illustration

Sample insights for dissemination internally and externally

Average daily sales in the same shift (INR/ day)¹



Average customer satisfaction score (%)¹



“Sales conversion of women is higher, because male customers value a woman’s perspective”

– CXO, Youth apparel chain

“Women customers feel women employees understand their requirements better”

– HR Manager, Jewellery outlet

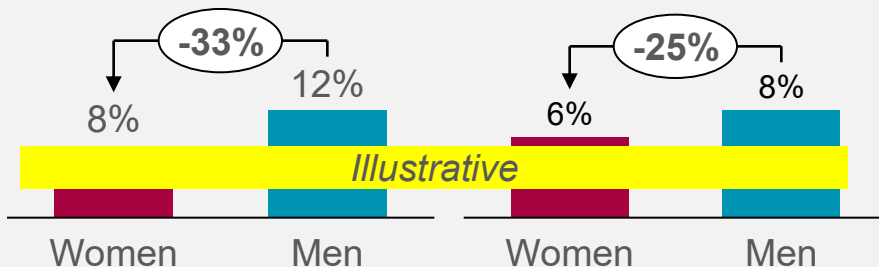
“Women have better productivity. They make lesser mistakes, listen more and are sincere”

– Manager, Supermarket chain

“Female employees on average stay for longer, compared to male employees”

– Lead HR, Mobile retail chain

Employees who left within a month (%)¹



Employees who took uninformed leaves (%)¹

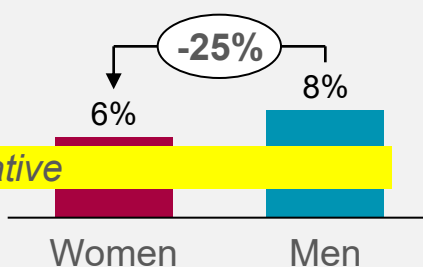


Table of contents | Retail industry

- 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

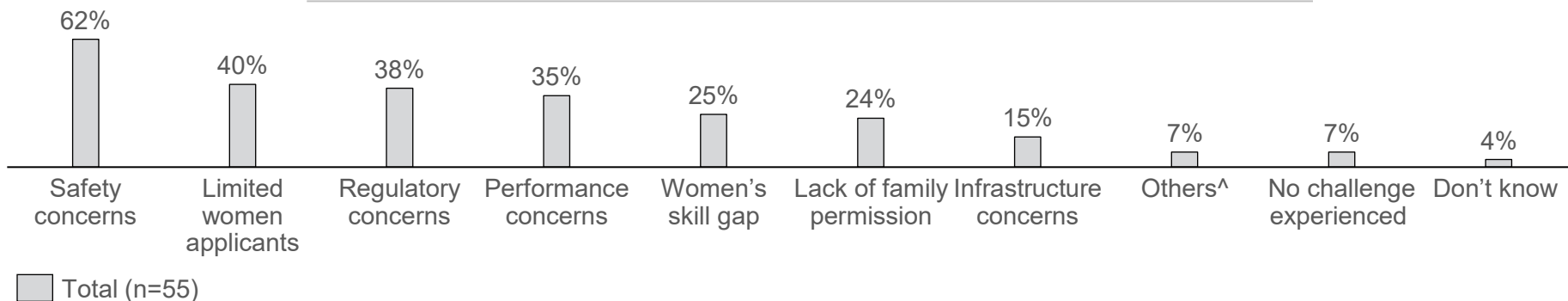
Details of 15 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

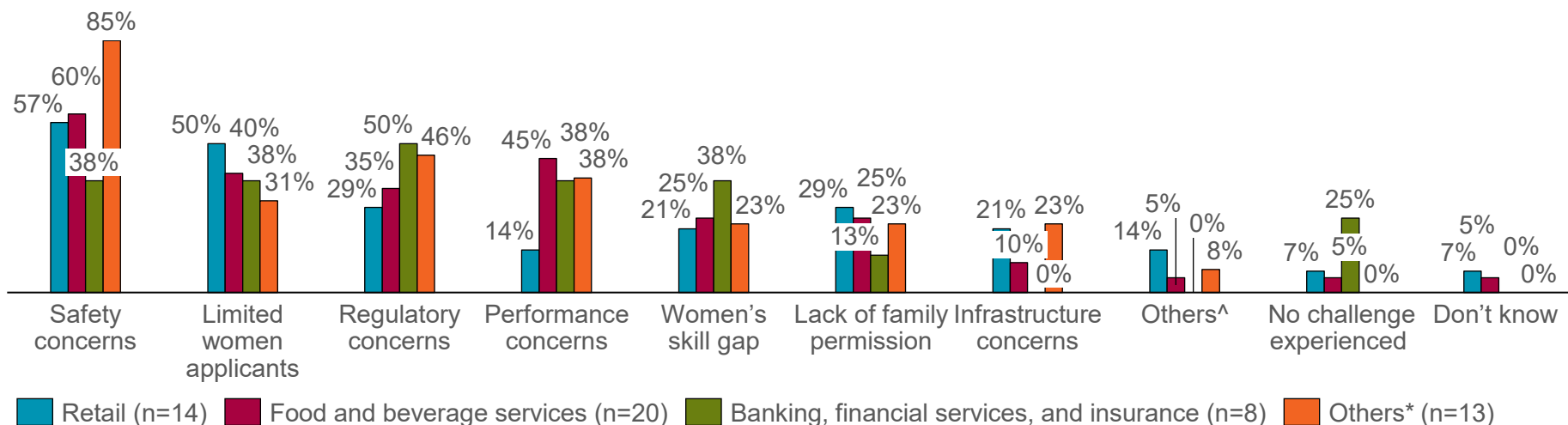
Methodology used for arriving at insights

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

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



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



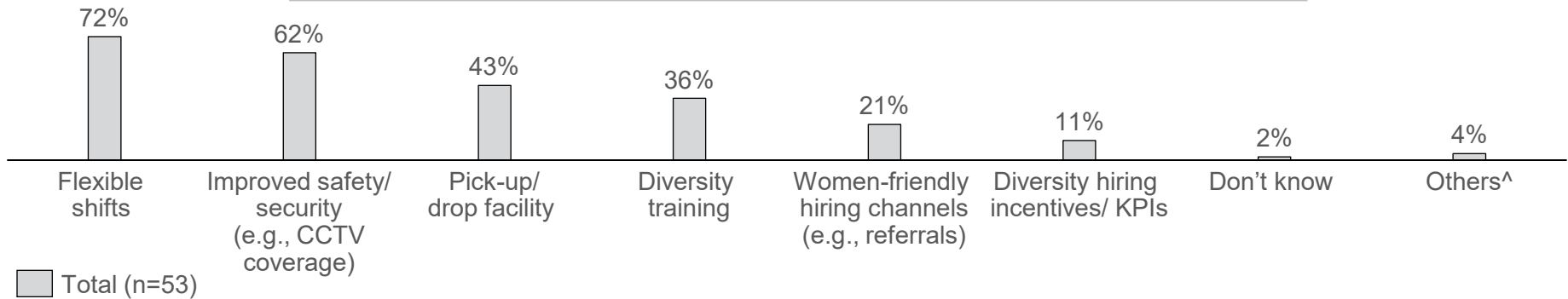
* Includes Manufacturing, Information Technology, Hospitality, Facilities Management, Logistics

^ Includes preference to work near family residence

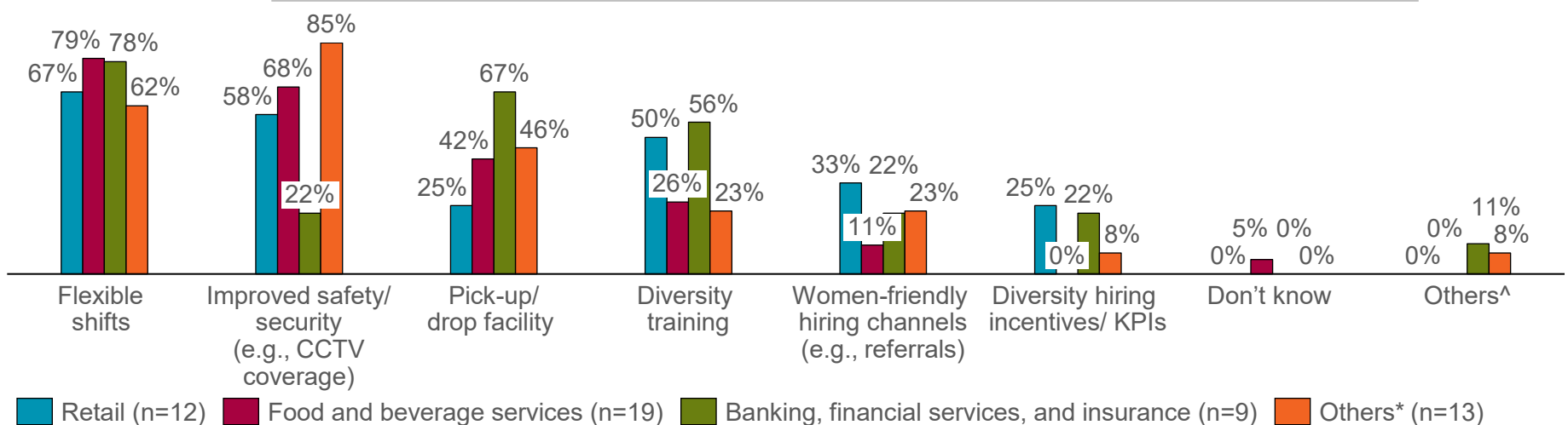
Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

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

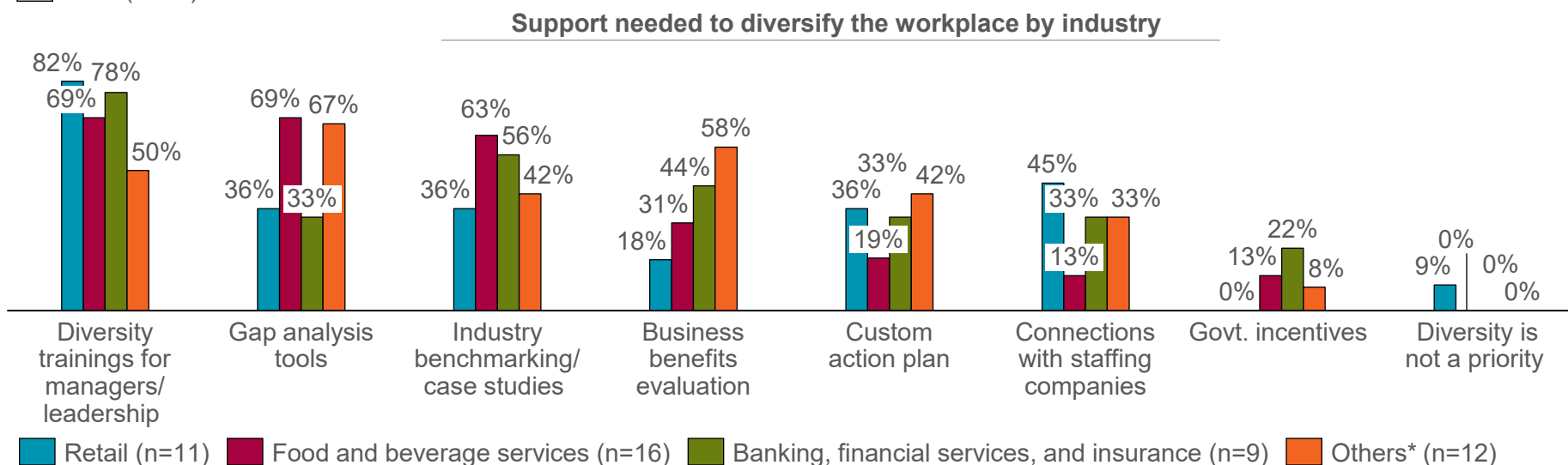
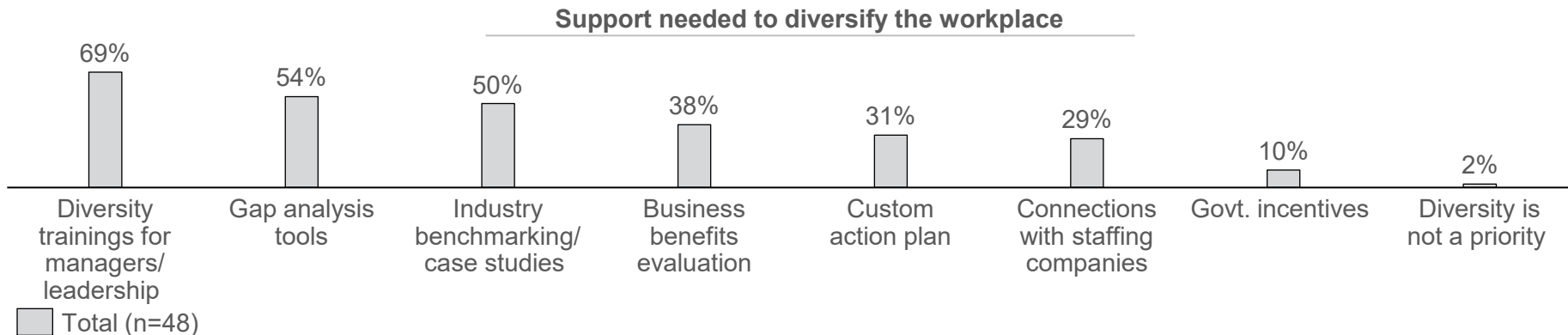


* Includes Manufacturing, Information Technology, Hospitality, Facilities Management, Logistics

^ 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

Table of contents | Retail 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 15 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 17 managers and 7 women** in retail to understand workplace practices and challenges, and test interventions
-  **Field visits to 10 retail outlets** to observe available infrastructure, and understand roles and processes
-  **Consultations with 4 industry leaders and 3 experts** in retail 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, 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 preference) 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 retail industry in this document

Product segment	Related PLFS codes	PLFS code description ¹
Automotive trade	451	Sale of motor vehicles
	452	Maintenance and repair of motor vehicles
	453	Sale of motor vehicle parts and accessories
	454	Sale, maintenance and repair of motorcycles and related parts and accessories (includes 2-wheelers and 3-wheelers)
Retail trade	471	Departmental stores
	472	Food and beverage (not for immediate consumption)
	473	Fuel
	474	Computers, peripherals, software and telecommunications equipment, audio and video equipment
	475	Textiles, hardware, paints, glass, rugs, wall and floor coverings, electrical household appliances, furniture, lighting equipment, other household articles
	476	Books, newspapers, stationery, music and video recording equipment, sporting equipment, toys, games
	477	Clothing, footwear, leather, pharmaceutical and medical goods, cosmetics, toiletries, jewellery, watches, optical goods, flowers, pets, souvenirs, second-hand goods
	478	Sale of retail goods via stalls and markets
	479	Sale of retail goods not via stores, stalls or markets (e.g., via mail order, internet)

The above PLFS codes do not cover field sales roles employed by retail brands and distributors

1. As per NIC classification 2008



Disclaimer

This report has been prepared by FSG solely for the dissemination of information. The reader shall not use this report for any other purpose and in particular, shall not use this report in connections with the business decisions of any third party and advisement purposes.

The report contains analyses that are intended to provide high-level information on the subject and are not an exhaustive treatment of the issues. The analyses in the report are limited by the study conducted, geographies surveyed, the time allocated, information made available to FSG, and are dependent on the assumptions specified in this report.

FSG accepts no responsibility or liability to any party in respect to this report. It is not intended to be relied upon as a basis for any decision and the reader should take decisions only after seeking professional advice and after carrying out their own due diligence procedures, as well as detailed analysis to assist them in making informed decisions. This report is not and should not be construed in any as giving investment advice or any recommendation by FSG to the reader or any other party. The reader shall be solely responsible for any and all decisions (including implications thereof) made by them on the basis of this report. FSG shall not be responsible for any loss whatsoever sustained by any person who relied on this material.



This work, except for the images used in the report, is licensed under the Creative Commons Attribution – NonCommercial-ShareAlike 3.0 Unported License. This copyright allows the copying, distribution, and display of material except for the images – and the ability to make derivative works out of it – if credit is given to the authors, indicating if changes were made, not using the material for commercial purposes and if those derivatives are distributed under a similar agreement.

To view a copy of this license, visit:
<https://creativecommons.org/licenses/by-nc-sa/3.0/>