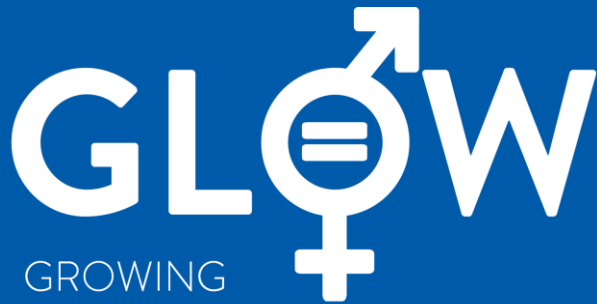




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Best practices for renewable energy 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., solar module installer helper, substation helper) in the renewable energy industry in India
- Covers construction/ installation (e.g., building solar energy plants, erecting wind turbines, laying transmission networks), fixed-site O&M (e.g., maintaining a solar energy plant), and field O&M (e.g., maintaining transmission lines)



Audience

- Leaders (e.g., CEOs, CHROs) and senior managers (e.g., EPC Project Heads, O&M Heads, HR Heads) at renewable energy companies across construction/ installation, fixed-site O&M, and field O&M



Scope

- Key challenges faced by renewable energy 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 19 industry stakeholders¹), learnings from 20+ company engagements², and primary interviews with 6,000+ women³

Acronyms: O&M – Operations and Maintenance; CEO – Chief Executive Officer; CHRO – Chief Human Resources Officer; EPC – Engineering, Procurement, and Construction; HR – Human Resources | 1. Stakeholders include 4 industry leaders, 10 managers, and 5 experts; 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 | Renewable energy industry

Workforce composition and gender diversity	• Renewable energy generation employs ~1.28 Mn workers¹, while storage, transmission, and distribution together employ ~1.8 Mn workers² • Women likely account for <10% of the renewable energy workforce³ • Construction/ installation offers multiple entry-level roles open to 10th/ 12th pass candidates, while O&M roles require technical skills in most cases
Business benefits	• Hiring more women in the industry can lead to a better work culture, lower attrition, and higher productivity
Key challenges	• Unconscious biases, limited infrastructure, and technical qualification criteria are key barriers to employing women
Gender diversity opportunity	• Unskilled construction (e.g., brick laying helper) and upkeep roles (e.g., grass cutting worker) offer the highest potential to hire women with minimal investments • Skilled roles (e.g., technicians) offer limited potential due to higher entry barriers and lower workforce volumes
Best practices for gender diversity	• Project owners can strengthen oversight of on-site practices (e.g., workforce data reporting) and nudge contractors towards inclusivity (e.g., preferential contracts) • Contractors can adopt inclusive hiring practices (e.g., community partnerships for hiring, gender diversity shortlisting targets) and support mechanisms (e.g., safety provisions) • Ecosystem players can improve the pipeline of skilled women workers, nudge companies towards inclusivity, and establish gender-disaggregated data tracking mechanisms
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: O&M – Operations and Maintenance; Mn – Million | 1. IRENA, Renewable Energy and Jobs: Annual Review 2025; 2. IEA, World Energy Employment 2025. Figure covers renewable and non-renewable; 3. FSG's estimate based on workforce diversity data from academic reports and leading companies

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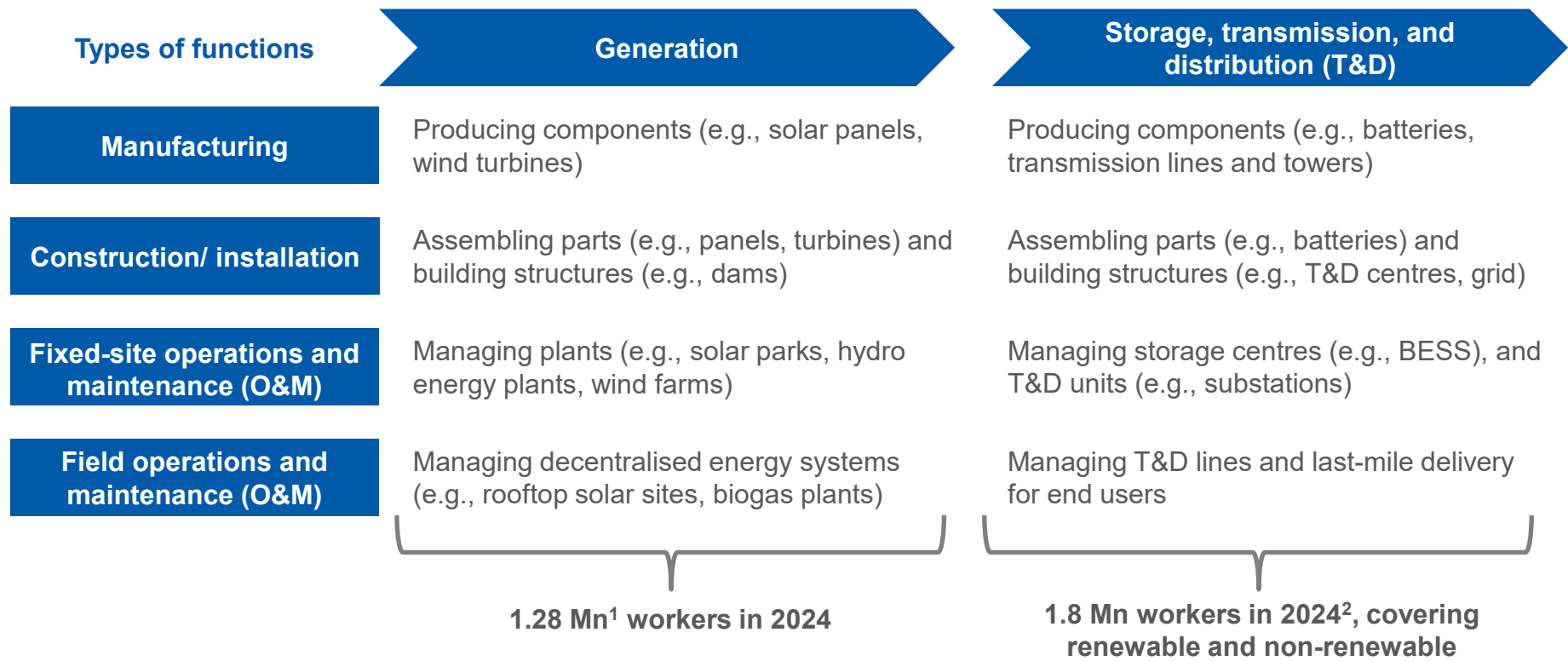
Details of 17 interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Workforce split by renewable energy technology

The renewable energy (RE) industry covers four functions across generation, storage, transmission, and distribution

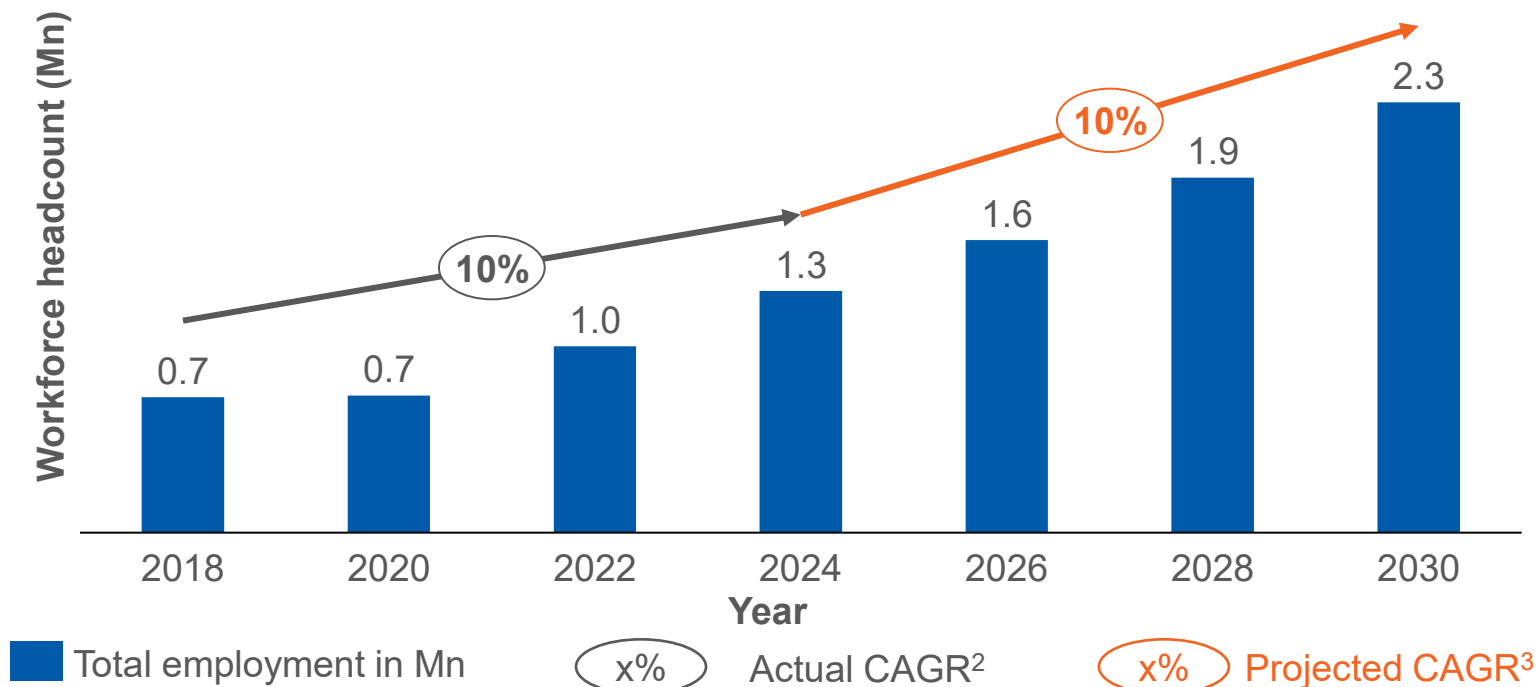


RE technologies include a) hydropower, b) solar photovoltaic (PV)³ and thermal, c) bioenergy⁴, d) windpower, and e) green hydrogen. Nuclear energy is not included as it involves distinct job roles (e.g., radiation safety specialists) and is not classified under RE in standard industry frameworks (e.g., IRENA)

Acronyms: RE – Renewable Energy; T&D – Transmission and Distribution; O&M – Operations and Maintenance; BESS – Battery Energy Storage System; PV – Photovoltaic; Mn – Million; IRENA – International Renewable Energy Agency | 1. [IRENA, Renewable Energy and Jobs: Annual Review 2025](#). Employment estimates include direct and indirect jobs where available. [IRENA](#) estimates the workforce by technology as: hydropower 39%, solar 31%, bioenergy 24%, and wind 5%; 2. [IEA, World Energy Employment 2025](#); 3. Solar PV includes both decentralised (e.g., rooftop, streetlight) and utility-scale systems; 4. Bioenergy includes decentralised and utility-scale systems, waste collection for generation, and generation through ethanol

Headcount in generation of RE is expected to grow at a CAGR of 10%, from 1.3 million in 2024 to 2.3 million in 2030

Employment in generation of renewable energy¹, 2018-2030 (# in Mn, CAGR in %)



Above figures are directional estimates based on available data and are subject to change based on external developments (e.g., policy changes, macroeconomic factors)

Acronyms: RE – Renewable Energy; CAGR – Compound Annual Growth Rate; Mn – Million | 1. This analysis does not include green hydrogen due to the absence of reliable data, and excludes the storage, transmission, and distribution workforce; 2. Source for past headcount: [IRENA Annual Review 2019](#), [IRENA Annual Review 2021](#), [IRENA Annual Review 2023](#) and [IRENA Annual Review 2025](#); 3. Source for future headcount: CAGR calculated using growth from 2018 to 2024, and applied to estimate headcount in 2026, 2028, and 2030

Gender diversity is low across functions and technologies, and likely to be <10% for the overall renewable energy industry

Available gender diversity (GD) data for RE industry	Our assumptions
Industry estimates: • Pan-India studies estimate ~11% or lower GD across different functions (e.g., manufacturing, deployment) of solar and wind energy sectors^{1,2} • Participation is particularly low in deployment, field, and technical roles (e.g., 7% in wind deployment)¹	• In entry-level roles, solar and wind have higher GD compared to most other technologies (e.g., bioenergy, green hydrogen) • Reported figures include white-collar/ office-based roles, where GD is higher compared to entry-level roles (on-site/ field) • GD of most mid/ small RE companies is lower than the figures reported by top companies
Firm reports: • Reported GD by top companies varies from 5% to 15%³ • Women are mostly present in corporate/ fixed-site roles; construction and field roles have ~0% GD in many cases⁴	

Gender diversity is likely to be <10% for the overall RE industry across different functions of generation, storage, transmission, and distribution

Acronyms: RE – Renewable Energy, GD – Gender Diversity | 1. [CEEW, Driving Energy Transition, 2026](#); 2. [CEEW, Women Working in the Rooftop Solar Sector, 2019](#); 3. Firm reports (between 2023-2026): [ReNew](#) – 16%, [Adani Green Energy](#) – 3.3%, [JSW Energy](#) – 5.7%, [Waaree Energies Limited](#) – 7.8%, [Mahindra Susten](#) – 17%, [Greenko Group](#) – 6.3%, [Avaada](#) – 26%, [Powergrid](#) – 8.43%; 4. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts. This depends on function and workforce definition (employees/ workers/ permanent workforce)

This document targets owners and contractors of renewable energy generation, storage, transmission, and distribution

 Audience for this deck

	Types of players	Roles of the players	Indicative companies ¹
Owner	Asset owner	Owns and oversees renewable energy assets throughout their lifecycle	• Generation and storage (BESS): ReNew, Avaada, ACME, TATA Power Renewable Energy • Transmission and distribution: PGCIL, STUs, DISCOMs • ReNew, ACME, NTPC Renewable Energy, Reliance Industries
	Project owner/ developer	Develops project before construction and oversees construction of the site	
	IPP	Owns, operates, and sells electricity generated from renewable energy assets	
Contractor	EPC contractor	Delivers renewable energy projects from design through commissioning	• Utility-scale: Larsen & Toubro, Sterling & Wilson, Svaryu Energy • Distributed: SolarSquare, Orb Energy • In-house by large developers (Tata Power Solar O&M, ReNew) • In-house by utilities (PGCIL, STUs, DISCOMs) • Third-party (Mitarsh Energy, Svaryu Energy)
	O&M contractor	Manages and optimises plants, or storage/ distribution/ transmission units	
	Equipment supplier/ manufacturer*	Supplies equipment and components for renewable energy projects	• Tata Power, Adani Solar
Sub-Contractor	EPC sub-contractor	Works under EPC for specialised construction activities	• Regional contractors, specialised installation firms (Voltech Group, Energo)
	Staffing sub-contractor	Provides workforce for O&M and EPC	• Aarvi Encon, Mitarsh Energy

*Manufacturing shows significant opportunity to improve gender diversity. Refer to [Best practices to improve gender equity – Assembly line and heavy mfg.](#) for specific roles, barriers, and interventions

Acronyms: IPP – Independent Power Producer; EPC – Engineering, Procurement, and Construction; O&M – Operations and Maintenance; BESS – Battery Energy Storage System; PGCIL – Powergrid Corporation of India Limited; STUs – State Transmission Utilities; DISCOMs – Distribution Companies; Mfg – Manufacturing | 1. Companies may play more than one role

Construction/ installation offers multiple roles for 10th/ 12th pass candidates, while most O&M roles require technical skills (1/2)

	Role categories	Indicative entry-level roles ¹	Typical requirements ¹	Typical monthly salary ¹
Construction/ installation	Unskilled general construction labour	- Labourers (site cleaning, brick laying) - Solar module installation helper - Tower erection helper	8th/ 10th pass - Physically fit for outdoor work	INR 6,500 – 19,500
	Skilled/ specialised construction labour	- Assistant electrician - Mechanical/ Pipe fitter - Earthwork machine driver - Tractor driver - Rooftop solar installer	10th/ 12th pass with some on-the-job experience - ITI certificate/ diploma for some roles (e.g., electrician) - Driving license for some roles (e.g., tractor driver)	INR 13,000 – 30,000
Fixed-site operations and maintenance (O&M)	Site upkeep and support	- Solar panel cleaner - Grass-cutting worker - Security - Feedstock collector	8th pass for cleaners 10th/ 12th pass for other roles (e.g., substation helper)	INR 12,000 – 18,000
	Technical operations and maintenance	- Solar PV technician - Electrician - Battery technician - Turbine technician - Substation operator	- ITI certificate/ diploma - Basic computer literacy for oversight and supervisory roles	INR 18,000 – 28,000

Variations in wages are due to type of work, experience levels, and geography

Acronyms: O&M – Operations and Maintenance; ITI – Industrial Training Institutes; PV - Photovoltaic | 1. Based on sector skill councils, job postings on job portals (e.g., Indeed, Naukri), and conversations with industry players

Construction/ installation offers multiple roles for 10th/ 12th pass candidates, while most O&M roles require technical skills (2/2)

	Role categories	Indicative entry-level roles ¹	Typical requirements ¹	Typical monthly salary ¹
Field operations and maintenance (O&M)	Line and corridor operations	• Fitter • Assistant lineman • Transmission helper • Site surveyor	• ITI certificate/ diploma for most roles • 10th/ 12th pass for some roles (e.g., transmission helper)	INR 19,000 – 30,000
	Customer-end operations	• Meter reader • Meter installer • New connection helper • Fault repair helper • Solar panel cleaner (for decentralised unit) • Solar panel quality auditor (for decentralised unit)	• 8th/ 10th pass for some roles (e.g., meter reader) • ITI certificate/ diploma for some roles (e.g., meter installer)	INR 16,000 – 22,000

Variations in wages are due to type of work, experience levels, and geography

Acronyms: O&M – Operations and Maintenance; ITI – Industrial Training Institutes | 1. Based on sector skill councils, job postings on job portals (e.g., Indeed, Naukri), and conversations with industry players

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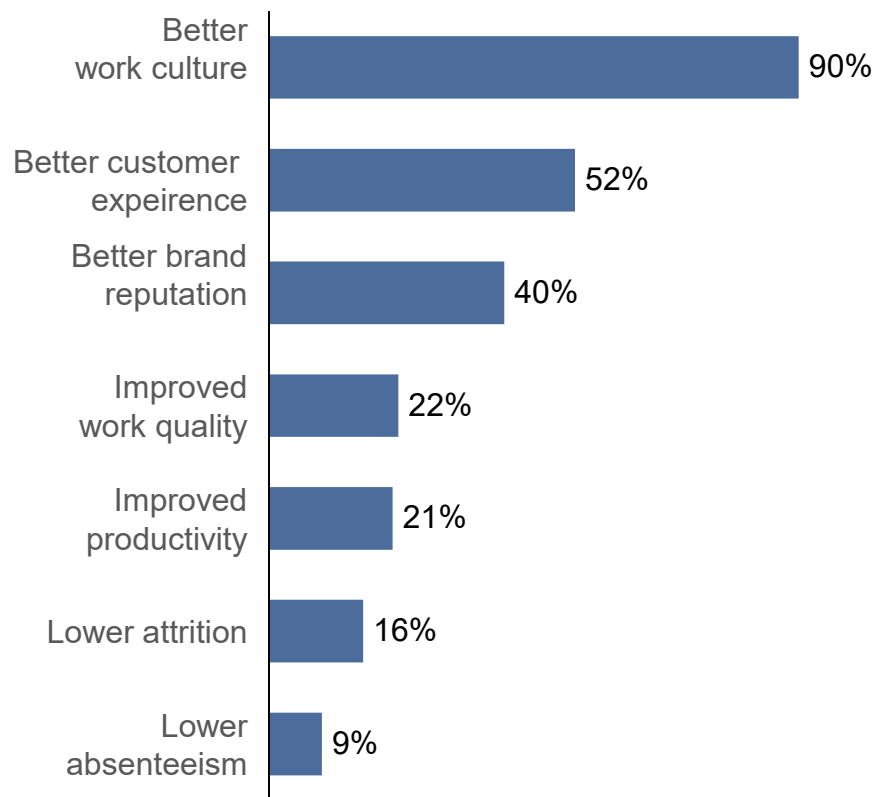
Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Workforce split by renewable energy technology

Hiring more women in the renewable energy industry can lead to a better work culture, lower attrition, and higher productivity

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



Quotes from industry interactions²

"Women are more target-oriented and complete the same task in less time"

- HR head, Electronics components mfg. firm

"There is currently a shortfall of skilled workers. If women are trained for specific skill sets (e.g., reinforcement work), they could fill this gap"

- MD, Regional contractor

"Women have a sharp eye, that's why they become better visual inspectors"

- Plant head, Electronics components mfg. firm

"Attrition of the blue-collar women workforce is 40% less than that of men"

- CEO, Flexi Staffing company

Acronyms: HR – Human Resources; Mfg. – Manufacturing; MD – Managing Director; CEO – Chief Executive Officer | 1. Based on findings from FSG's digital survey on 'What are your industry peers doing to diversify the talent pool?' with 8 responses from Banking, Financial Services, and Insurance (BFSI), 21 responses from Food and Beverage services, 14 responses from Retail, and 15 responses from other industries (including mfg.). In addition, ~5% respondents cited other benefits such as diverse perspectives; 2. Based on FSG's interactions with 100+ leaders and managers across industries

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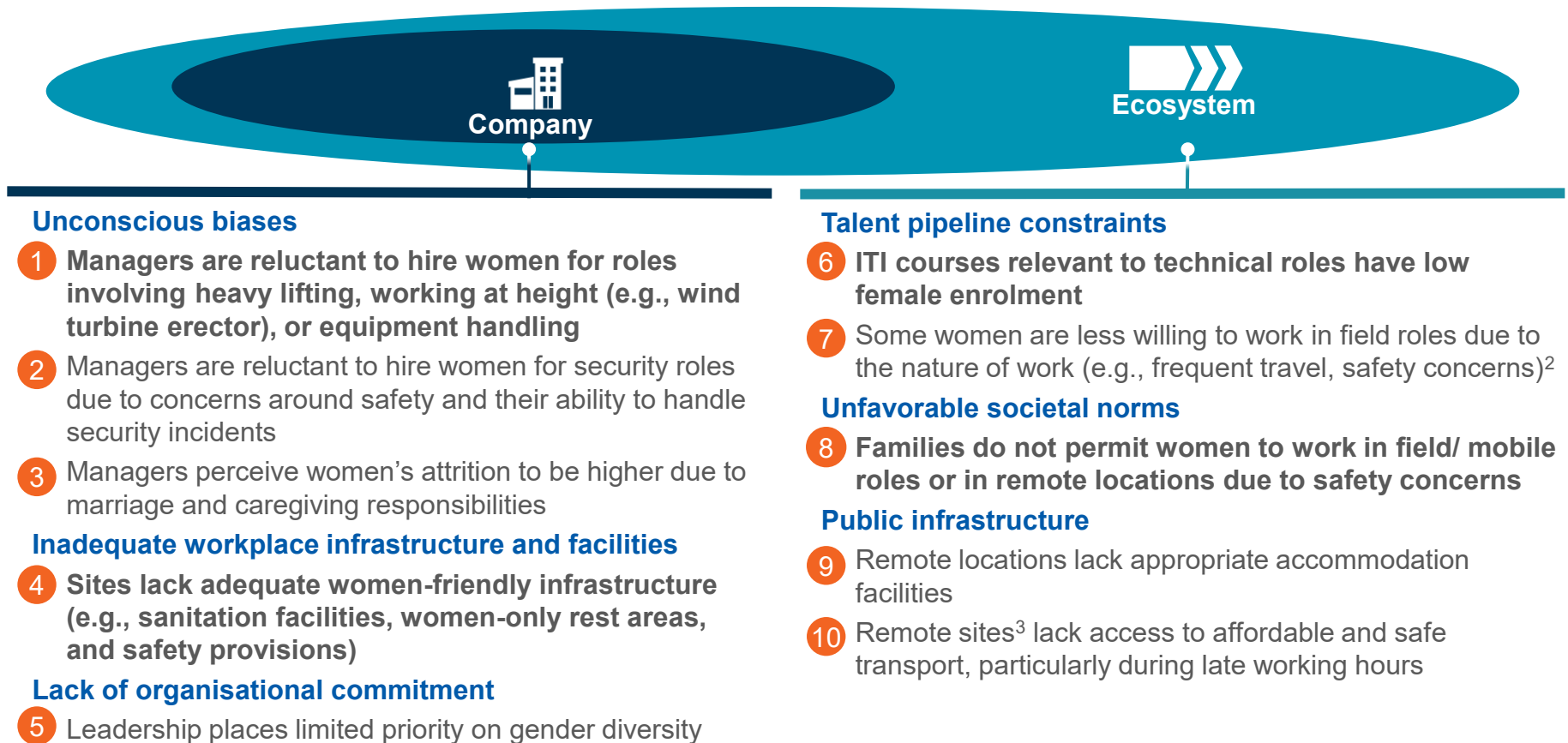
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Unconscious biases, limited infrastructure, and technical qualification criteria are key barriers to employing women¹



Legend: **High priority barriers**

1. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts; 2. Based on primary interviews with 6,000+ women, only 22% are willing to work in a job that requires them to go from door to door; 3. Remote sites include energy generation or storage sites (e.g., wind farms or rooftop solar installations in rural areas), transmission substations or lines, and distribution units located in rural, peri-urban, or isolated areas

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Unskilled construction and upkeep/ helper roles offer the highest potential to hire women with minimal investments (1/2)

	Role categories	Entry barriers for women	Opportunity size (based on number of jobs)
Construction/ installation	Unskilled general construction labour ¹ (e.g., brick laying labour, solar module installation helper)	Medium - Open to 8th/ 10th pass - Work site is mostly fixed, may be remote - Managers have performance bias (e.g., women can't carry heavy loads)	High - Construction accounts for a large portion of RE roles (e.g., >70% of roles in solar power value chain are construction roles¹) - Within construction, 70-80% are unskilled while 20-30% are skilled
	Skilled/ specialised construction labour (e.g., assistant electrician, tractor driver)	High - ITI/ diploma/ on-the-job experience required for most roles - Managers have performance bias (e.g., women can't operate heavy equipment or work at heights)	
Fixed-site O&M	Site upkeep and support ¹ (e.g., solar panel cleaner, grass-cutting worker)	Low - Open to 8th/ 10th pass - Work site is fixed, may be remote - Involves moderate physical work	Medium - O&M accounts for a relatively small portion of RE roles (e.g., ~24% of roles in a solar power value chain¹) - Data from industry conversations: - At an O&M site, 70-75% roles are in site upkeep and support, and 25-30% are in technical O&M - At a typical substation, 20-30% roles are in support and 70-80% are in technical operations
	Technical operations and maintenance (e.g., electrician, battery technician)	High - ITI/ diploma required - Work site is fixed, may be remote - Involves limited physical work	

- Unskilled general construction labour, and fixed site upkeep and support roles have the highest impact potential
- Skilled/ specialised construction labour roles have medium impact potential, while fixed site technical O&M roles have the least impact potential, given the high entry barriers and small workforce size

Acronyms: RE – Renewable Energy; O&M – Operations and Maintenance; ITI – Industrial Training Institutes | | 1. [CEEW, Driving Energy Transition, 2026](#): Construction roles consistently have the highest concentration of low-skilled jobs across solar, wind, and small hydropower plants; O&M is another major source of low- and semi-skilled employment, offering longer-term and more stable opportunities than construction

Unskilled construction and upkeep/ helper roles offer the highest potential to hire women with minimal investments (2/2)

	Role categories	Entry barriers for women	Opportunity size (based on number of jobs)
Field O&M	Line and corridor operations (e.g., fitter, assistant lineman)	High • ITI/ diploma/ higher technical qualification required • Mobile roles across remote and dispersed locations • Involves climbing towers and strenuous outdoor work • Managers have safety concerns (e.g., it is not safe for women to patrol remote corridors)	Low Line and corridor operations have small team sizes (e.g., ~25-member team for a 220 KV line between 50-100 kms¹)
	Customer-end operations (e.g., meter reader, fault repair helper, solar panel quality auditor)	Medium • Open to 8th/ 10th pass for some roles; ITI/ diploma required for others • Mobile roles across urban/ peri-urban locations • Involves some physical work • Managers have safety concerns (e.g., it is not safe for women to make solo visits to consumer premises)	High • Operations for the grid network employ large number of meter readers • Decentralised solar energy systems are more labour-intensive than utility-scale projects (e.g., rooftop solar generates ~44x more jobs/ MW than utility-scale solar²)

Line and corridor operations roles have the least impact potential given the high entry barrier and small workforce size, while customer-end operations offer medium potential to add women

Acronyms: O&M – Operations and Maintenance; ITI – Industrial Training Institutes; KV – Kilovolt; MW – Megawatt | 1. [Himachal Pradesh State Electricity Board Limited job posting 2020](#); 2. [CEEW, Driving Energy Transition, 2026](#)

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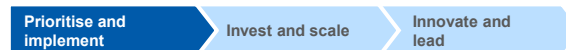
Renewable energy companies can roll out 17 interventions to hire and retain more women (1/4)¹

Legend: ✓ Applies to contractor | ✓ Applies to project owner | — Not applicable

	Interventions	Construction/ installation ²	Fixed-site O&M ³	Field O&M ^{4,5}
Prioritise and implement (Month 1-6) ⁶	1 Role prioritisation	✓	✓	✓
	2 Community partnerships for hiring	✓	✓	—
	3 Mandatory women washroom	✓	✓	—
	4 Workforce data reporting	✓	✓	✓
	5 Labour card awareness	✓	—	—
	6 Women-only induction session	✓	✓	✓
Invest and scale (Month 6-12) ⁶	7 Gender sensitisation session	✓	✓	✓
	8 Contractual diversity expectations	✓	✓	—
	9 Recruitment posters for women	✓	✓	—
	10 Photo audits	✓	✓	—
	11 Safety provisions	—	—	✓
	12 Grievance POC	✓	✓	✓
Innovate and lead (Month 12-24) ⁶	13 Gender diversity targets in shortlisting	—	✓	✓
	14 In-house upskilling for women	✓	✓	✓
	15 Transportation support	✓	✓	✓
	16 Preferential contracts	✓	✓	—
	17 Business benefits dissemination	—	✓	✓

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts; 2. Construction of fixed sites (e.g., solar farm, storage unit, substation) and grid network; 3. Maintenance of all fixed sites; 4. Maintenance of grid (transmission and distribution) network; 5. In many field O&M projects, the project owner and contractor are the same entity; 6. Timelines are indicative

Renewable energy companies can roll out 17 interventions to hire and retain more women (2/4)¹

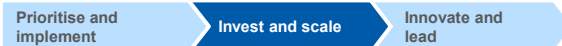


Relevant stakeholder	Intervention name	Intervention description
Contractor	1 Role prioritisation	Prioritise hiring women in select easy-to-fill roles with low manager bias and minimal investment requirements to accelerate improvements in gender diversity
Contractor	2 Community partnerships for hiring	Partner with local organisations/ individuals (SHGs, community leaders, etc.) to hire women from surrounding villages for unskilled and semi-skilled roles
Project owner	3 Mandatory women washroom	Mandate contractors to ensure washroom access for women at every site, regardless of current women headcount
Project owner	4 Workforce data reporting	Mandate contractors to report worker attendance by gender, along with worker-level labour card status for construction workers in weekly progress reports
Contractor	5 Labour card awareness	Include a briefing on labour card application process and benefits as part of worker induction
Contractor	6 Women-only induction session	Add a ~20-minute women-only segment in worker induction to inform about facilities and support available for women

Further details on each intervention can be found in the Annex

Acronyms: SHGs – Self-help Groups | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts

Renewable energy companies can roll out 17 interventions to hire and retain more women (3/4)¹

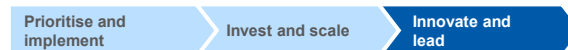


Relevant stakeholder	Intervention name	Intervention description
Contractor	7 Gender sensitisation session	Add a ~20-minute gender sensitisation module to existing safety drills every month, covering unconscious biases (e.g., task allocation) and acceptable workplace behaviour
Project owner	8 Contractual diversity expectations	Include non-binding gender diversity expectations in contracts to expand the talent pool, improve worker retention, and strengthen compliance with laws/ standards
Contractor	9 Recruitment posters for women	Display posters advertising open roles for women, highlighting salary and benefits, and encouraging referrals and walk-ins for women
Project owner	10 Photo audits	Mandate contractors to submit timestamped photos of worker facilities on-site (e.g., washrooms) in monthly progress reports
Contractor	11 Safety provisions	Invest in infrastructure (e.g., CCTV), emergency support (e.g., SOS feature), and/ or safety trainings
Contractor	12 Grievance POC	Assign site/ regional office safety officers to address worker grievances (e.g., facility issues, workplace conflicts) and conduct weekly facility audits

Further details on each intervention can be found in the Annex

Acronyms: CCTV – Closed-circuit Television; SOS – Emergency Distress Signal; POC – Point of Contact | 1. Based on FSG’s secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts

Renewable energy companies can roll out 17 interventions to hire and retain more women (4/4)¹



Relevant stakeholder	Intervention name	Intervention description
Contractor	13 Gender diversity targets in shortlisting	Set minimum gender diversity targets (e.g., 10%) for shortlisting stages for each opening
Contractor	14 In-house upskilling for women	Introduce structured skilling pathways for women by pairing them with existing skilled workers (e.g., 6 months on-the-job training for solar module installation)
Contractor	15 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
Project owner	16 Preferential contracts	Include women workforce share and inclusive workplace practices as part of contractor selection and renewal criteria
Project owner	17 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

1. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts

Ecosystem stakeholders can explore 5 interventions to improve gender diversity in the renewable energy industry¹

Intervention theme	Intervention name	Intervention description
Improving skilled labour pipeline	1 Women-focused technical skilling	Expand women-focused renewable energy skilling through scholarships, targeted outreach, and placement-linked training programs
	2 Strengthen women's ITI partnerships	Set targets for women participation for non-traditional courses (e.g., electrician) across ITIs (e.g., 20% of seats in non-traditional courses in ITIs reserved for women)
Measuring progress	3 Gender data capture	Establish norms for annual gender-disaggregated workforce data collection across the renewable energy sector
Creating market incentives	4 Subsidise inclusive infrastructure	Provide grants or concessional funding to project developers to invest in infrastructure (e.g., dedicated women's washrooms)
	5 Investor/ ESG gender disclosure requirements	Integrate gender diversity targets and reporting requirements into investor ESG/ ESH frameworks and financing criteria for renewable energy projects

Acronyms: ITI – Industrial Training Institute; ESG – Environmental, Social, and Governance; ESH – Environment, Safety, and Health | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts

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Objectives and context

- **Objectives:** This tool is designed to score project owners and contractors on their performance on gender equity in entry-level roles (across construction/ installation, fixed-site O&M and field O&M), 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 construction/ installation and O&M sites involved in renewable energy generation, storage, transmission, and distribution
 - Can be used effectively by a medium or large project owner/ contractor
- **Common terms used:**
 - **Worker:** Refers to any entry-level worker (on-roll, off-roll, casual labour) employed at construction/ installation or O&M (fixed-location/ field) sites regardless of the employer (e.g., project owner, contractor, sub-contractor)

How to use this tool

Whom to interview to score the organisation

- Interview someone at the head office who has:
 - Data (e.g., headcount, gender diversity) on all construction/ installation or O&M (fixed-location/ field) sites operated by the project owner/ contractor
 - Information about hiring policies of their contractors/ sub-contractors, and about facilities and practices of all construction/ installation or O&M (fixed-location/ field) sites
- Ideally interview the head of HR or projects, but in some cases, you could also interview the senior project managers (for large-scale project owners/ contractors)

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 and enter the calculated score in the “Final score” column. For example,
 - If for the parameter “Comfort and mobility”, 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 in construction/ installation roles”, 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
- 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/ scores to calculate the total score

Gender Equity Readiness Scorecard (GERS) for renewable energy roles – Outcome

Parameter	Score A	Score B	Score C	Score D	Final score
Women in construction/ installation roles ¹	What % workers in construction/ installation roles (includes on-roll, off-roll, casual labour), across all your sites, are women?				(# of ticks x 3)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	
Women in fixed-site O&M roles ²	What % of workers in fixed-site O&M roles (includes on-roll, off-roll, casual labour), across all your sites, are women?				(# of ticks x 3)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	
Women in field O&M roles ³	What % of workers in field O&M roles (includes on-roll, off-roll, casual labour), across all your sites, are women?				(# of ticks x 3)
	Tick if >0%	Tick if >=3%	Tick if >=6%	Tick if >=10%	

Note: Please tick all applicable columns for each parameter above (i.e., for the parameter “Women in construction/ installation roles”, if the % of women workers is 10%, please tick both “score A” and “score B”)

Acronyms: O&M – Operations and Maintenance | 1. Select NA if you do not have any construction/ installation related roles; 2. Select NA if you do not have any fixed-site O&M roles; 3. Select NA if you do not have any field O&M roles

Gender Equity Readiness Scorecard (GERS) for renewable energy roles – Accountability

Parameter	Score A	Score B	Score C	Score D	Final score
Diversity data and targets	Do you include non-binding gender diversity expectations (e.g., reasonable efforts towards 10% diversity) in your construction/ installation or O&M contracts? ¹	In the last quarter, have all your sites conducted an audit of wage payment records to check for any gender-based wage gap for same roles?	Have you mandated/ taken a gender diversity target (e.g., 15%) for all your project sites?	Do you assign a defined weightage (e.g., 5%) to gender diversity when awarding contracts? ¹	(# 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 documented the qualitative benefits of hiring women in entry-level roles, and shared with site heads/ regional safety managers/ sub-contractors?	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 (via website/ annual report/ news article)?	Have you estimated the quantitative benefits of hiring women (e.g., safety incidents), and shared the findings with site heads/ regional safety managers/ sub-contractors?	(# of ticks x 2)
	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	

Acronyms: O&M – Operations and Maintenance | 1. Select 'NA' if you do not have any formal contractors/ sub-contractors for construction/ installation or O&M functions

Gender Equity Readiness Scorecard (GERS) for renewable energy roles – Facilities and support

Parameter	Score A	Score B	Score C	Score D	Final score
Comfort and mobility	Do all your sites and staff reporting locations (e.g., substations) have separate toilets for women?	Do all your sites arrange transportation for women workers travelling to remote sites or working outside standard hours (e.g., shifts ending post 7 pm)?	Do all transport vehicles provided to women have at least one of the following: an SOS/ emergency button, security guard, GPS tracker, or CCTV?	Do all your sites provide accommodation for migrant workers? 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>	
Workplace safety and support	Do all your sites and staff reporting locations (e.g., substations, regional offices) provide CCTV coverage at critical points (e.g., staff entry/ exit points)?	In the last quarter, have all your sites conducted at least one safety drill for workers, covering immediate response to safety-related accidents?	Do you provide emergency mechanisms for all women field employees (e.g., mobile SOS, emergency helpline)? ²	Do all your workers have access to a grievance redressal channel (e.g., dedicated POC, suggestion box, feedback form) to report workplace issues?	(# 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: O&M – Operations and Maintenance; POC – Point of Contact | 1. Select NA if you do not have any migrant workers; 2. Select NA if you do not have any field O&M roles

Gender Equity Readiness Scorecard (GERS) for renewable energy roles – Inclusive hiring and onboarding

Parameter	Score A	Score B	Score C	Score D	Final score
Inclusive hiring and upskilling	Do all your sites and regional offices display recruitment posters that advertise open roles for women, and highlight key benefits (e.g., fixed timings, transport)?	For roles open to women, do all your sites explicitly mention women/ ask for women on different hiring channels (e.g., mentioning 'women can apply' in job ads)?	For roles open to women, do all your sites share written guidelines with hiring partners (e.g., sub-contractors) to provide a minimum share of women (e.g., 20% or 10 women)?	Do all your sites have a formal on-the-job skilling pathway for women to help them progress into skilled roles?	(# of ticks x 2)
	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	<i>Tick if yes</i>	
Induction and sensitisation	Do all your sites and regional offices display non-POSH posters highlighting Do's/ Don'ts (e.g., "No abusive language or shouting")?	Do all your sites and regional offices conduct a mandatory induction session for workers, covering workplace facilities, wages, and grievance-redressal mechanisms?	Do all your sites and regional offices conduct a separate induction session for women, covering women-centric facilities and support?	In the last/ current financial year, have all your sites conducted a gender-sensitisation session for all workers and supervisors, covering unconscious bias and acceptable workplace behaviour?	(# 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 72)¹

Acronyms: O&M – Operations and Maintenance; POSH – Prevention of Sexual Harassment; POC – Point of Contact; FY – Financial Year | 1. Total possible score would be lower if 'NA' is selected as the response for some questions

Table of contents | Renewable energy 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 17 interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Workforce split by renewable energy technology

Renewable energy companies can roll out 17 interventions to hire and retain more women¹

Legend: ✓ Applies to contractor | ✓ Applies to project owner | — Not applicable

	Interventions	Construction/ installation ²	Fixed-site O&M ³	Field O&M ^{4,5}
Prioritise and implement (Month 1-6) ⁶	1 Role prioritisation	✓	✓	✓
	2 Community partnerships for hiring	✓	✓	—
	3 Mandatory women washroom	✓	✓	—
	4 Workforce data reporting	✓	✓	✓
	5 Labour card awareness	✓	—	—
	6 Women-only induction session	✓	✓	✓
Invest and scale (Month 6-12) ⁶	7 Gender sensitisation session	✓	✓	✓
	8 Contractual diversity expectations	✓	✓	—
	9 Recruitment posters for women	✓	✓	—
	10 Photo audits	✓	✓	—
	11 Safety provisions	—	—	✓
	12 Grievance POC	✓	✓	✓
Innovate and lead (Month 12-24) ⁶	13 Gender diversity targets in shortlisting	—	✓	✓
	14 In-house upskilling for women	✓	✓	✓
	15 Transportation support	✓	✓	✓
	16 Preferential contracts	✓	✓	—
	17 Business benefits dissemination	—	✓	✓

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact | 1. Based on FSG's secondary research and interactions with 4 industry leaders, 10 managers, and 5 experts; 2. Construction of fixed sites (e.g., solar farm, storage unit, substation) and grid network; 3. Maintenance of all fixed sites; 4. Maintenance of grid (transmission and distribution) network; 5. In many field O&M projects, the project owner and contractor are the same entity; 6. Timelines are indicative

Role prioritisation (1/2)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

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 workforce data by roles
- Document restrictions for hiring women based on:
 - Role requirements
 - Site characteristics (e.g., remote area, difficult terrain)
 - Shift timings

B

Prioritise roles where women can be hired immediately

- Prioritise roles with:
 - Minimal resistance from supervisors and women
 - No operational change requirements
 - No investment requirements
- Examples of such roles:
 - Brick laying labour
 - Site cleaner
 - Solar panel cleaner
 - Grass-cutting worker

C

Invest in support to open more roles for women

- Invest in operational changes to reduce bias and support supervisors/ women workers
Examples:
 - Gender sensitisation sessions
 - In-house upskilling for women
- Examples of additional roles:
 - Assistant electrician
 - Security
 - Meter reader
 - Fitter
 - Site surveyor

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

Role prioritisation (2/2) | Sample¹

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Construction of a 100MW solar plant					
Role category	Indicative roles	Men	Women	Total	Restrictions in hiring women
Unskilled general construction labour	Brick laying labour, site cleaner, installation helper	242	8	250	Remote sites and physically demanding tasks
Skilled/ specialised construction labour	Solar panel installer, module technician	30	0	30	Limited female talent pipeline
	Electrician	12	0	12	Limited female talent pipeline

O&M of a 100MW solar plant					
Role category	Indicative roles	Men	Women	Total	Restrictions in hiring women
Site upkeep and support	Security	6	0	6	Remote sites and concerns about women's ability to handle issues
	Grass-cutting worker	4	0	4	Remote sites and physically demanding tasks
Technical O&M	Technician	6	0	6	Limited female talent pipeline

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

Acronyms: O&M – Operations and Maintenance; MW – Megawatt | 1. Illustrative example, list of roles is not exhaustive

Community partnerships for hiring

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- Field O&M

Partner with local organisations/ individuals (SHGs, community leaders, etc.) to hire women from surrounding villages for unskilled and semi-skilled roles

Rationale

- Companies lack the local networks and resources (e.g., time) to effectively identify and engage women candidates in nearby communities
- Women living near project sites often have limited awareness of employment opportunities, making trusted community organisations critical to mobilise women and build family confidence

Identifying potential partners

- Identify communities surrounding project sites
- Partner with organisations with strong local reach (e.g., SHGs, Gram Panchayats, NGOs focusing on skill-development/ employment for women, local influencers, community leaders)

Role

Contractor's role

- Identifying and onboarding the community partners
- Sharing recruitment pitch and sample responses to FAQs
- Providing incentives for partners (e.g., INR 300 per woman retained for 30+ days)

Community partner's role

- Identifying the target women basis location, age, education
- Reaching out to the target women via existing networks (e.g., SHGs)
- Sharing information on salary, benefits, and role characteristics
- Addressing women's/ families' concerns

Acronyms: O&M – Operations and Maintenance; SHGs – Self-help Groups; NGO – Non-governmental Organisation; FAQs – Frequently Asked Questions

Mandatory women washroom

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- Field O&M

Mandate contractors to ensure washroom access for women at every site, regardless of current women headcount

Benefits

- Mandating washroom access at every site creates the basic conditions required to hire women in any on-site role and improves compliance¹

Role of project owners

- Add a mandatory women washroom-provision clause to contracts
- Task site safety officers with periodic checks on access, safety (e.g., lockable, well-lit), and hygiene

Options to enable washroom access

- Project owners can share the following options with contractors to address their cost concerns of providing separate washrooms:
 - Allocate washrooms within the building under construction for women's use
 - Designate an existing worker washroom as a gender-neutral washroom in sites with <5 women and as a women-only washroom in sites with >5 women
 - Install a portable washroom for women

Acronyms: O&M – Operations and Maintenance | 1. The [Occupational Safety, Health and Working Conditions Code, 2020](#) mandates employers to provide “sufficient arrangement for latrine and urinal accommodation to male, female and transgender employee separately and maintaining hygiene therein”, as may be prescribed by the central government

Workforce data reporting (1/2)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Mandate contractors to report worker attendance by gender, along with worker-level labour card status for construction workers in weekly progress reports

Benefits

- Provides a record of days worked, making minimum wage shortfalls visible when pay is compared to daily wage rate and days worked
- Informs facility planning for women by tracking the number of women workers employed
- Helps identify whether construction workers access the labour card¹ welfare benefits funded by project owners' cess contributions

Data to be collected

- Daily attendance of every worker, by gender and skill type
- Labour card¹ registration status of construction workers

Implementation guidelines for project owners

- Require contractors to maintain one attendance register per site, and submit daily worker attendance to the project owner as part of weekly progress reports
- Designate an on-site/ regional office staff to spot check the register at least once every quarter
- Suggest contractors to track attendance digitally (e.g., swiping identification card) to improve reliability and reduce manual effort
- Suggest contractors to capture labour card status of construction workers at the time of induction, and recheck status every week

Refer to sample template for weekly worker attendance on the next slide

Acronyms: O&M – Operations and Maintenance | 1. 'Labour card' is a document issued by state Building and Other Construction Workers (BOCW) welfare boards under the Code on Social Security, 2020, providing registered construction workers access to welfare benefits (e.g., pension); earlier under the BOCW Act, 1996

Workforce data reporting (2/2)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Mandate contractors to report worker attendance by gender, along with worker-level labour card status for construction workers in weekly progress reports

Sample template for reporting weekly worker attendance¹

Week: July 5–11, 2026						
Name	Skill-level	Gender	Has a valid labour card? (Only for construction workers)	Attendance		
				July 5	July 6	...
<worker 1>	Skilled	Male	Yes	✓	✓	
<worker 2>	Unskilled	Female	No	X	✓	
<worker 3>	Semi-skilled	Male	No	✓	✓	
<worker 4>	Unskilled	Male	No	✓	✓	

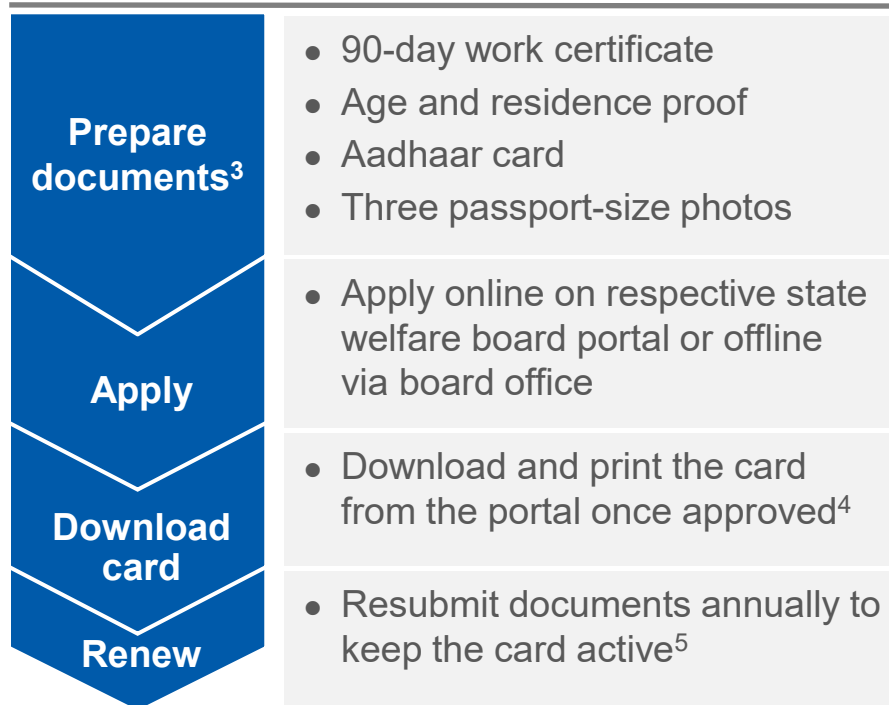
Acronyms: O&M – Operations and Maintenance | 1. Template is indicative and shows two days only for illustration

Labour card awareness (1/2)

- ✓ Construction/ installation
- Fixed-site O&M
- Field O&M

Include a briefing on labour card¹ application process and benefits as part of worker induction

Share application process for labour card²



Highlight benefits of labour card⁶

	Education assistance for two children of INR 2,500-1,00,000/ year, based on the course
	Housing support of up to INR 6,00,000 as loan or INR 2,00,000 as grant
	Marriage assistance of INR 30,000 for self and INR 51,000 for one daughter
	Disability compensation of INR 2,00,000
	Natural death compensation of INR 2,00,000
	Accidental death compensation of INR 5,00,000

Brief workers on labour card during induction and address their queries; refer to FAQs on next slide

Acronyms: O&M – Operations and Maintenance; FAQs – Frequently Asked Questions | 1. 'Labour card' is a document issued by state BOCW welfare boards under the Code on Social Security, 2020, providing registered construction workers access to welfare benefits; earlier under the BOCW Act, 1996; 2. Process is as per BOCW Welfare Board portals of [Maharashtra](#) and [Delhi](#). Refer to concerned state's BOCW Board portal for the latest process; 3. Documentation requirements are indicative and vary by state. Some states may require additional documents (e.g., bank passbook copy); 4. Some states may allow offline collection of cards from board offices; 5. A few states (e.g., Karnataka) accept renewal every three years. Source: [Government of India portal](#); 6. Benefits are as per [Maharashtra BOCW Welfare Board](#). Benefits are not exhaustive and vary by state. Refer to concerned state's BOCW welfare board portal for the latest benefits

Labour card awareness (2/2)

- ✓ Construction/ installation
- Fixed-site O&M
- Field O&M

FAQs regarding labour card

- **What counts as a 90 day work proof?**
 - You need a certificate of 90+ days' construction work in the last year from your employer/ contractor (some states also accept self-declaration, trade-union proof, or MGNREGA days)
- **Are women eligible? What special benefits do women have?**
 - Yes, women are also eligible
 - Women-specific benefits may include maternity assistance, although exact schemes vary by state
- **Do I need to register individually, or as a family?**
 - Registration is individual under the worker's name; family members working in construction can each register separately
- **How much does registration cost?**
 - You pay a small, state-set fee (e.g., INR 1 each for registration and renewal in MH; INR 20 and INR 5 respectively in Delhi)
- **Do I need a bank account? Do I have to pay any agent?**
 - Yes, you need an Aadhaar-linked bank account, as benefits are directly paid into it
 - You do not need any agent; you can register directly online or at the board office
- **How long does it take to get the card?**
 - The duration is not officially specified and varies by state; workers may receive the card within a few weeks of application
- **How do I avail individual benefits once I have the card?**
 - You apply scheme-by-scheme, online or at the board office, with supporting documents
 - Once approved, the benefit is transferred directly to your bank account
- **I am a migrant. Am I eligible? What happens if I move states?**
 - You are eligible if you are aged 18-60, have worked 90+ days in construction in the last year, and currently work in the state
 - If you move states, please re-register in the new state to avail benefits, as benefits may not be portable across states¹

Acronyms: O&M – Operations and Maintenance; FAQs – Frequently Asked Questions; MGNREGA – Mahatma Gandhi National Rural Employment Guarantee Act; MH – Maharashtra | Source: Indicative responses as per [Maharashtra](#) and [Delhi](#) State BOCW Welfare Board portals. For updated information, please check the respective state BOCW portals | 1. The Code on Social Security, 2020 (governing law for labour cards) allows inter-state portability of welfare benefits, but implementation is still transitional

Women-only induction session

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Add a ~20-minute women-only segment in worker induction to inform about facilities and support available for women

Rationale

- Women are often unaware of available on-site facilities and support, as male-dominated workplaces limit information channels
- Women do not have a separate forum to raise sensitive concerns (e.g., safety issues)

Content for the session

- Share information about the following:
 - Facilities available (e.g., washroom, transport, rest area)
 - Grievance redressal mechanisms (e.g., POC name and contact number)
 - Site-specific safety protocols (e.g., PPE usage, restricted zones)
 - Safety provisions (e.g., emergency contact number, SOS facility) for field roles
 - Minimum wages and overtime practices
 - Maternity benefits via labour card¹ for construction labour
- Reserve 10 minutes at the end of the session for women to clarify their doubts

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact; PPE – Personal Protective Equipment; SOS – Emergency Distress Signal | 1. Many states (e.g., Karnataka, Delhi) offer maternity benefits via labour card. Actual benefit amount depends on the state. Source: [Delhi BOCW welfare board portal](#), [Karnataka BOCW welfare board portal](#)

Gender sensitisation session (1/4)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Add a ~20-minute gender sensitisation module to existing safety drills every month, covering unconscious biases (e.g., task allocation) and acceptable workplace behaviour

Session objectives

- Help supervisors recognise and address unconscious gender biases (e.g., assigning only unskilled tasks to women due to ability and safety concerns)
- Share practical tips to reduce inappropriate behaviour (e.g., harsh language) that can affect women's motivation and participation in the workplace
- Highlight the importance of having an inclusive workplace (e.g., improved culture, more stable workforce)

Content for the session

- Open the session by sharing its purpose and benefits of an inclusive workplace (1 min)
- Remind participants of workplace norms (5 mins)
- Facilitate gender sensitisation discussion using case studies or real-life scenarios (13 mins)
- Close the session with two key learnings (1 mins)

Implementation guidelines for contractors

- Conduct the session for all workers, and supervisors
- Assign experienced on-roll staff (e.g., safety officer) to facilitate the session as part of monthly safety drills
- Conduct the session in languages that most workers are comfortable in
- Restrict each session to a maximum of ~25 participants for better engagement

 Detailed on the next two slides

Acronyms: O&M – Operations and Maintenance

Gender sensitisation session (2/4)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Add a ~20-minute gender sensitisation module to existing safety drills every month, covering unconscious biases (e.g., task allocation) and acceptable workplace behaviour

Remind participants of workplace norms



Do not shout or use abusive language



Treat all workers with respect, regardless of gender



Assign tasks based on skills and roles; do not discriminate based on gender



Report any harassment or unsafe behaviour immediately to the site safety officer

Gender sensitisation session (3/4)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Add a ~20-minute gender sensitisation module to existing safety drills every month, covering unconscious biases (e.g., task allocation) and acceptable workplace behaviour

Facilitate gender sensitisation discussion using case studies or real-life scenarios

Type of discussion	Facilitation guidance	
	Format	Indicative content
Case studies discussion	Share real examples of women in construction/ transmission/ field-roles and their experiences via media (e.g., video, audio) or first-hand accounts	- Share examples such as: - Experiences of women working in skilled roles - Perceived benefits of hiring women across roles - Challenges faced by women at work - Best practices to support women at work
Q&A based on real-life scenarios	Facilitate an open discussion on gender bias scenarios, inviting workers to share their views	- Share common scenarios that occur on site/ field such as: - Task allocation: Woman with electrical certification assigned data entry while male peer handles fault repair - Equal pay: Two helpers do identical work, but the woman helper is paid INR 100 less - Skilling access: A woman asks to learn a skilled trade but is told that it is “not for women” - Ask questions about scenarios: “Is it fair? Why/ why not?”

Refer to the next slide for sample content to facilitate gender sensitisation discussions

Gender sensitisation session (4/4)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Add a ~20-minute gender sensitisation module to existing safety drills every month, covering unconscious biases (e.g., task allocation) and acceptable workplace behaviour

Sample content to facilitate gender sensitisation discussions

Topic	Content sourced through free media channels (e.g., YouTube) ¹
Case studies	• Women in construction: https://www.habitat.org/ap/stories/story-women-empowerment • Women masons in Indore: https://www.hindustantimes.com/indore/indore-doughty-women-script-change-free-masonry-from-male-grip/story-MHU39pmjd2ilyx0YJGY4ZL.html • Women as meter readers: https://smestreet.in/sectors/cpdl-introduces-women-field-staff-for-meter-reading-duties-10968262 • Training women as meter readers: https://www.tatapower.com/community/abha • Training women in rooftop solar installation and maintenance: https://energy.economictimes.indiatimes.com/news/renewable/pdeu-launches-rooftop-solar-training-academy-for-women-boosting-green-workforce-in-india/132238016 • Challenges of women workers in renewable energy: https://www.downtoearth.org.in/energy/with-men-driving-indias-renewable-energy-push-what-role-do-women-play
Gender toolkits	• A toolkit to engage boys and men for gender equality: – English version: https://www.icrw.org/wp-content/uploads/2026/07/From-Reflection-to-Action-A-Toolkit-for-Engaging-Men-and-Boys-for-Gender-Equality.pdf – Hindi version: https://www.icrw.org/wp-content/uploads/2026/07/From-Reflection-to-Action-A-Toolkit-for-Engaging-Men-and-Boys-for-Gender-Equality-Hindi.pdf

Acronyms: O&M – Operations and Maintenance | 1. Examples and scenarios can be sourced through public content (e.g., case studies), learnings from peers, and experiences from own site

Contractual diversity expectations

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- Field O&M

Include non-binding gender diversity expectations in contracts to expand the talent pool, improve worker retention, and strengthen compliance with laws/ standards

Sample diversity guidelines for contracts

Indicative section in contracts	Suggested gender diversity guidelines
Safety and labour	• The Contractor shall comply with the Owner's guidelines on gender diversity and fair, non-discriminatory employment practices at the site • The Contractor shall ensure that all third parties engaged by the Contractor adhere to these guidelines • The Contractor shall use reasonable efforts to ensure that at least 10%¹ of the site workforce (<i>includes on-roll, off-roll, casual labour</i>) are women
Statutory compliance	• The Contractor shall comply with all applicable laws relating to the welfare and protection of women workers, including the POSH Act, Maternity Benefit Act, Code on Wages, OSH code, and Code on Social Security
Termination and new contracts	• At the time of empanelment or award of future projects, the Owner may consider the Contractor's past adherence to safety and labour standards including guidelines on gender diversity and employment practices

Inclusive work practices can lead to stronger ESG credentials, better regulatory compliance, and more stable site-workforce for the project owner

Acronyms: O&M – Operations and Maintenance; POSH – Prevention of Sexual Harassment; OSH – Occupational Safety, Health and Working Conditions | 1. Targets are indicative and should be adapted based on company context

Recruitment posters for women

For contractors

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- Field O&M

Display posters advertising open roles for women, highlighting salary and benefits, and encouraging referrals and walk-ins of women candidates

Poster benefits

- Signals to existing workforce that company actively hires women, normalising their presence on-site
- Highlights tangible benefits that address common concerns women have before joining
- Builds a referral pipeline by encouraging workers to mobilise women from their families/ communities

Poster guidelines

- **Placement:** High visibility areas such as site entry gate, rest areas, washrooms at all sites
- **Language:** Hindi and local language

Sample poster

Hiring women workers for solar module cleaner, technician, and security roles



Earn INR 12,000 – 20,000 per month

Fixed timings:
9:00AM- 5:00PM

Provident fund,
leave encashment

Entry-level job for
10th/ 12th pass,
and ITI holders

Transport and
canteen facilities
available



Call: +91 XXXXX XXXX

Share with friends and family

Photo audits

- For project owner
- ✓ Construction/ installation
 - ✓ Fixed-site O&M
 - Field O&M

Mandate contractors to submit timestamped photos of worker facilities on-site (e.g., washrooms) in monthly progress reports

Indicative checklist for audit¹

Site facilities:

- ☐ Separate washrooms for men and women
- ☐ Drinking water stations
- ☐ Shaded rest areas
- ☐ First aid/ medical point
- ☐ Accommodation

On-site signage:

- ☐ Minimum wage display boards
- ☐ Grievance POC name and contact number

Sample photograph to submit for audit



Contractor staff
name, designation
and signature

Site name and
location

Project owners can verify submissions by spot-checking at least half of the checklist

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact | Image source: Generated using AI | 1. The list of provisions mentioned are indicative, and can be customised by the project owner to their site

- Construction/ installation
- Fixed-site O&M
- ✓ Field O&M

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

Safety infrastructure and protocols

- Provide CCTV coverage at staff reporting locations (e.g., substations, regional offices, staff entry/ exit points)
- Implement mandatory cell phone check-in/ check-out protocols to monitor employee safety during travel to remote work sites

Emergency response support

- Provide the following resources for all employees to tackle emergency situations:
 - Emergency contact details of police/ woman helpline numbers, site supervisor, medical, and security-in-charge
 - Mobile SOS feature (button/ app) that enables employees to raise an alert and share GPS location with concerned authorities/ people
 - Safety kits (e.g., pepper spray) to women to ensure safe commute

Safety trainings

- Conduct personal safety training for women employees travelling to remote sites (e.g., situational awareness)
- Train all employees on emergency response protocols and use of SOS mechanisms
- Share practical guidelines with managers on planning safe field deployments for women employees (e.g., travel planning, buddy systems)

Acronyms: O&M – Operations and Maintenance; CCTV – Closed-circuit Television; SOS – Emergency distress signal; GPS – Global Positioning System

Grievance POC (1/3)

For contractors

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Assign site/ regional office safety officers to address worker grievances (e.g., facility issues, workplace conflicts) and conduct weekly facility audits

Benefits of appointing grievance POC

- Builds trust and psychological safety for workers
- Helps identify and proactively address workers' concerns
- Improves quality of workplace facilities

Role of grievance POC

- Conduct two 5-minute check-ins with new workers during the first 1 month to surface concerns and share solutions
- Resolve concerns directly where possible, and relay severe issues to superiors (e.g., site supervisor/ regional office managers)
- Conduct weekly audits of facilities (e.g., washrooms, drinking water) on-site/ at staff reporting locations

Appointing grievance POC

- Appoint an experienced on-roll on-site employee as grievance POC
- Where possible, assign a woman as the grievance POC

 Detailed on the next two slides

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact

Grievance POC (2/3)

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Assign site/ regional office safety officers to address worker grievances (e.g., facility issues, workplace conflicts) and conduct weekly facility audits

Sample questions for check-ins with new workers

- A How are you?
- B How has your experience been so far?
- C Are you facing any challenges at work?
- D Are other workers and supervisors supportive?
- E Do you need any additional support from us?

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Assign site/ regional office safety officers to address worker grievances (e.g., facility issues, workplace conflicts) and conduct weekly facility audits



Grievances that POCs can address directly¹

- Sanitation (e.g., washroom access, cleanliness)
- Basic amenities (e.g., drinking water, first aid)
- PPE (e.g., non-issuance, wrong-sized gear)
- Transport and commute issues (e.g., missed pickup, unsafe vehicle)
- Information requests (e.g., labour card benefits, minimum wages)
- Minor inter-worker disputes
- Accommodation (e.g., water supply, repairs)



Grievances that POCs need to escalate to superiors¹

- Harassment of any kind
- Serious injury
- Safety hazards (e.g., scaffolding issues)
- Wage related issues (e.g., delays, payment less than minimum wage)
- Customer-facing difficulties (e.g., verbal abuse during meter reading)

Acronyms: O&M – Operations and Maintenance; POC – Point of Contact; PPE – Personal Protective Equipment | 1. List is indicative, not exhaustive

Gender diversity targets in shortlisting

- Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

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



Communicate targets



Track compliance

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

- Communicate shortlisting targets to project/ site manager, and staffing contractors
- Share good practices (e.g., using women worker referrals, partnering with community mobilisers, or training institutes) to meet targets during project reviews

- Review compliance (e.g., random quarterly checks, standing agenda item in reviews) of the targets
- Require a quarterly documented justification from project/ site manager, and staffing contractors in case targets are unmet

Acronyms: O&M – Operations and Maintenance | 1. <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

Introduce structured skilling pathways for women by pairing them with existing skilled workers (e.g., 6 months on-the-job training for solar module installation)

Role of contractors

- Identify skilled roles with lower entry barriers for women (e.g., solar module helper, fitter) and assign experienced workers as trainers
- Pair women trainees with trainers for the required duration of on-the-job training (e.g., 3-6 months)
- Conduct weekly supervisor check-ins with trainers and trainees to identify and address issues early
- Transition trained women into their new roles with a skilling certificate; extend training duration if required

Benefits for contractors

- Builds an internal skilled-worker pipeline, expanding the talent pool and reducing reliance on external hiring
- Improved retention of women workers through promotion opportunities

Mitigation measures for potential challenges

- Reduce trainer bias through gender sensitisation sessions before the training begins
- Ensure trainees do hands-on skilled work instead of only observing
- Provide trainers small incentives (e.g., INR 200–300 or a half-day off) to recognise their effort

Acronyms: O&M – Operations and Maintenance

Transportation support

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

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: - Remote sites (e.g., wind/ solar parks) with no public transport - Employees in late shifts/ emergency maintenance teams - Employees travelling to isolated substations/ O&M sites
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 transport providers familiar with remote project locations	- Prioritise transport partners who provide GPS-enabled vehicles - Explore the below options to reduce cost: - Coordinate pooled rides with nearby sites - Recover a portion of the transportation cost from employee’s salary

Acronyms: O&M – Operations and Maintenance; GPS – Global Positioning System

- ✓ Construction/ installation
- ✓ Fixed-site O&M
- Field O&M

Include women workforce share and inclusive workplace practices as part of contractor selection and renewal criteria

Benefits for project owners

- Incentivises contractors to invest in gender diversity as a sustained practice, by linking workforce outcomes to contractor selection and renewal decisions
- Supports ESG and supplier diversity objectives by embedding gender diversity into procurement decisions
- Expands the long-term skilled talent pipeline by broadening access to an underutilised segment of the workforce

Implementation steps for project owners

- Include gender diversity criteria in tender documents and contractor agreements
- Assign a predefined weightage (e.g., 5–10%) to gender diversity criteria during contractor evaluation
- Collect and review contractor gender-disaggregated workforce data throughout project execution
- Consider contractor performance on gender diversity when awarding repeat contracts or renewals

Indicative criteria and benefits to communicate to contractors

Criteria	Benefits
• Maintain a minimum gender diversity (e.g., 10%) for on-site roles, include casual/ contract labour • Demonstrate or commit to provision of gender-friendly workplace facilities (e.g., women toilets, accommodation) • Conduct annual gender-sensitisation training for supervisors	• Preference during tender evaluation • Inclusion in a preferred contractor panel which entails benefits such as exclusive contracts, faster payment terms, and repeat contracts • Public recognition or awards

Acronyms: O&M – Operations and Maintenance; ESG – Environmental, Social, and Governance

17 Business benefits dissemination (1/2) | Steps to collect and disseminate

For project owners

- Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

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

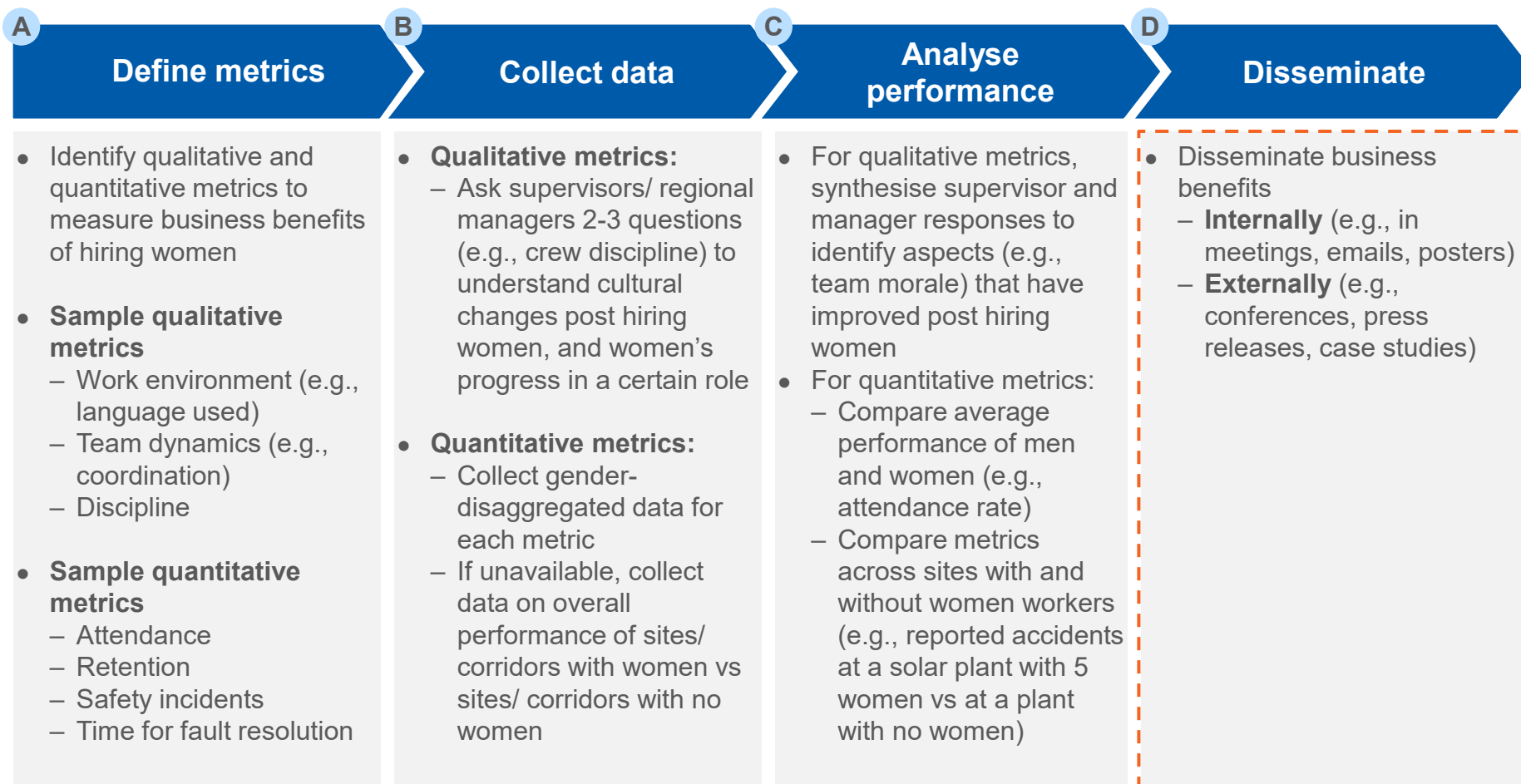


 Illustration in subsequent slide

Acronyms: O&M – Operations and Maintenance

- Construction/ installation
- ✓ Fixed-site O&M
- ✓ Field O&M

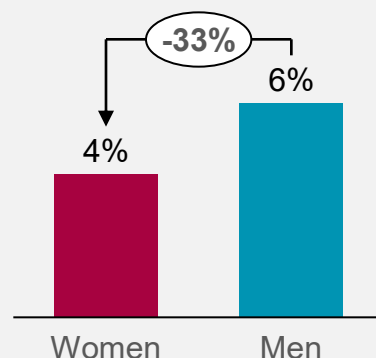
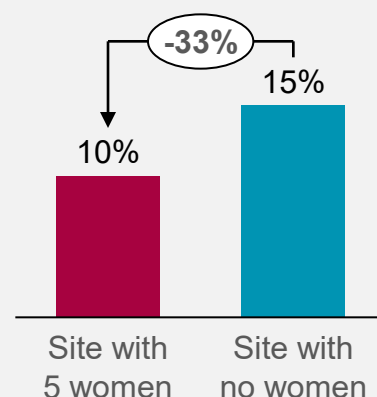
Sample insights for dissemination internally and externally¹Workers who took
uninformed leaves (%)Safety incident rate
(%)

Photo Credit: Shutterstock

“Meena joined as a module cleaning operator at a solar park in 2024. The supervisor noted her reliability and willingness to learn and trained her on basic inverter fault detection. She now assists the O&M technician, taking a higher-skilled role”

“Since we added women to the site upkeep team, unplanned absenteeism has dropped. They show up more reliably than the male crew we had before”
- Site manager

“We hired and trained women as there is currently a shortfall of skilled workers. They have filled this gap”
- EPC contractor

“Our female technicians complete safety checklists more thoroughly compared to men”
- HSE lead

“Our South Indian corridors with women have observed faster resolution times compared to rest of India”
- Regional manager

Acronyms: O&M – Operations and Maintenance; EPC – Engineering, Procurement, and Construction; HSE – Health, Safety, and Environment | 1.
These figures and quotes are hypothetical and provided solely for illustrative purpose

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- 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 17 interventions to hire and retain more women

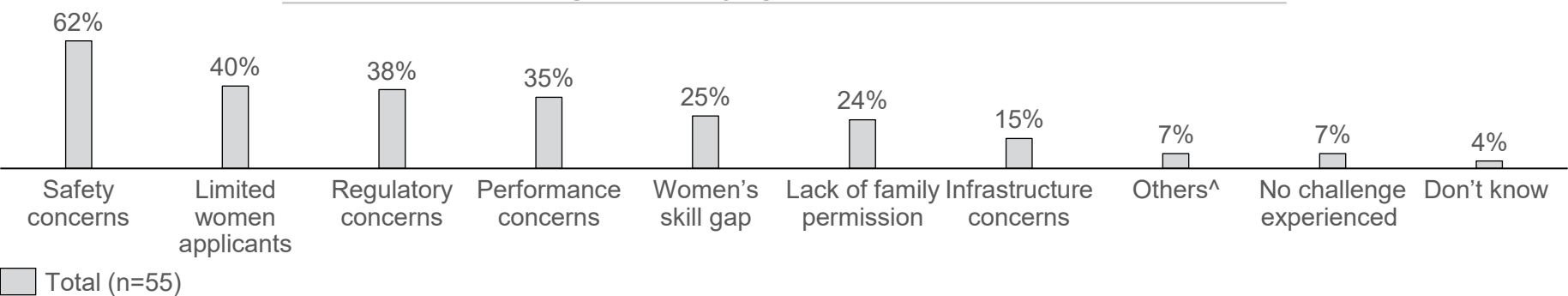
Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

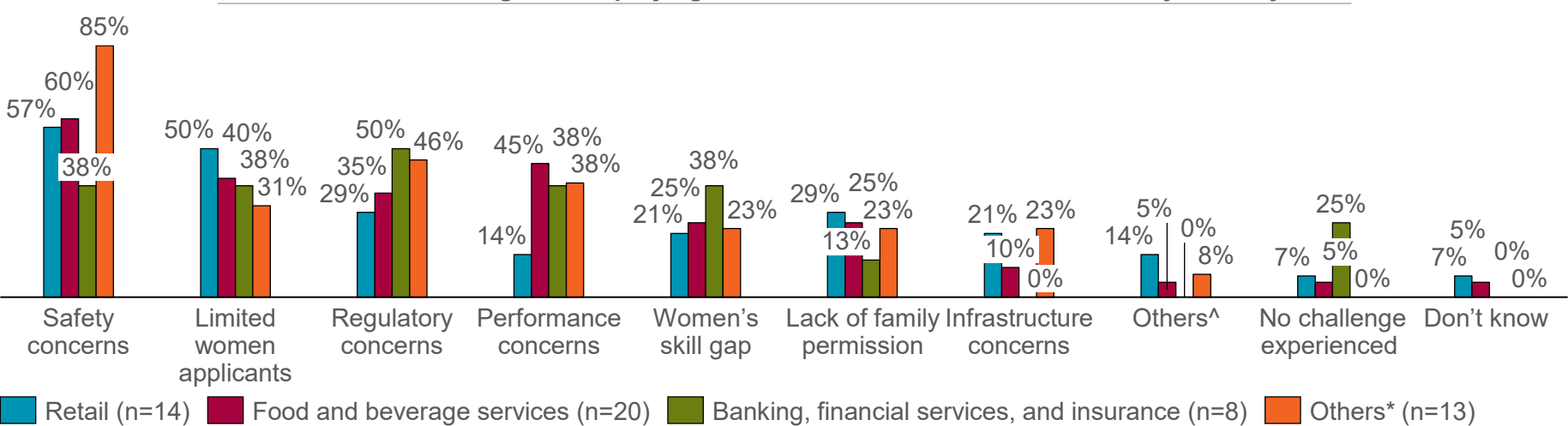
Workforce split by renewable energy technology

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



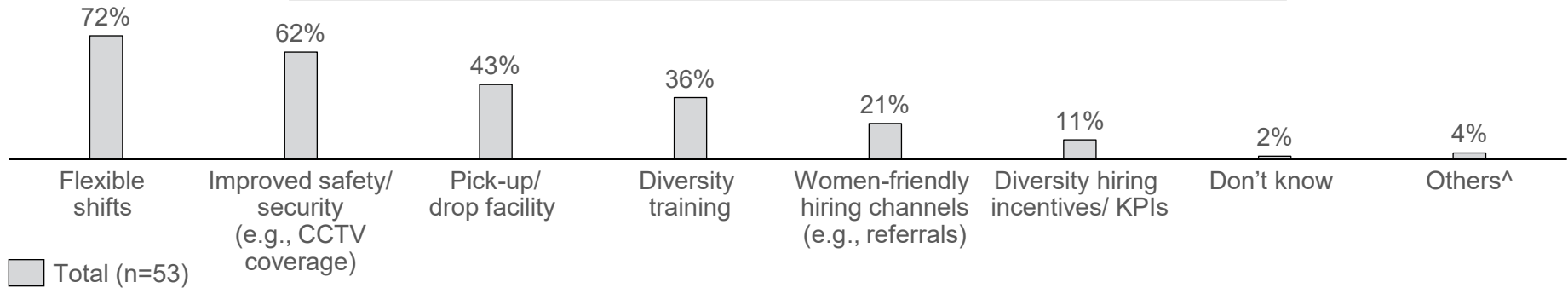
^ Includes preference to work near family residence

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

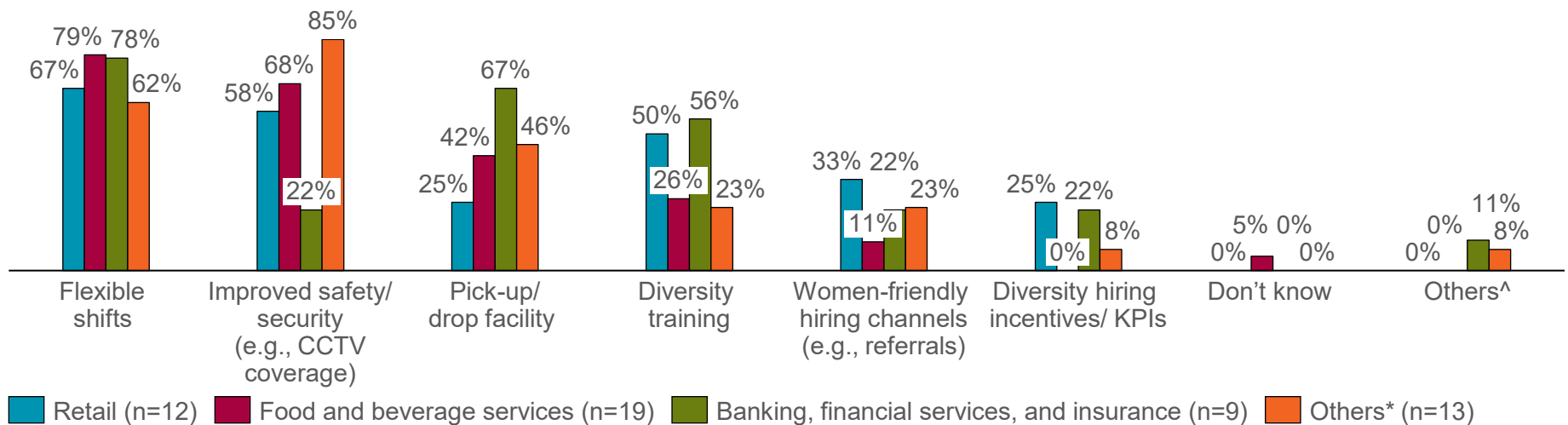
Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

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



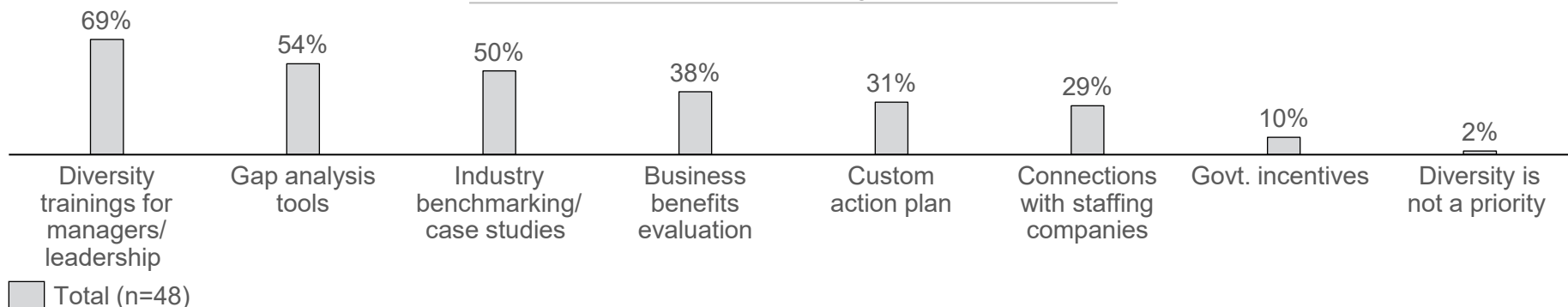
^ Includes Inclusive infrastructure and policies, and counselling sessions

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

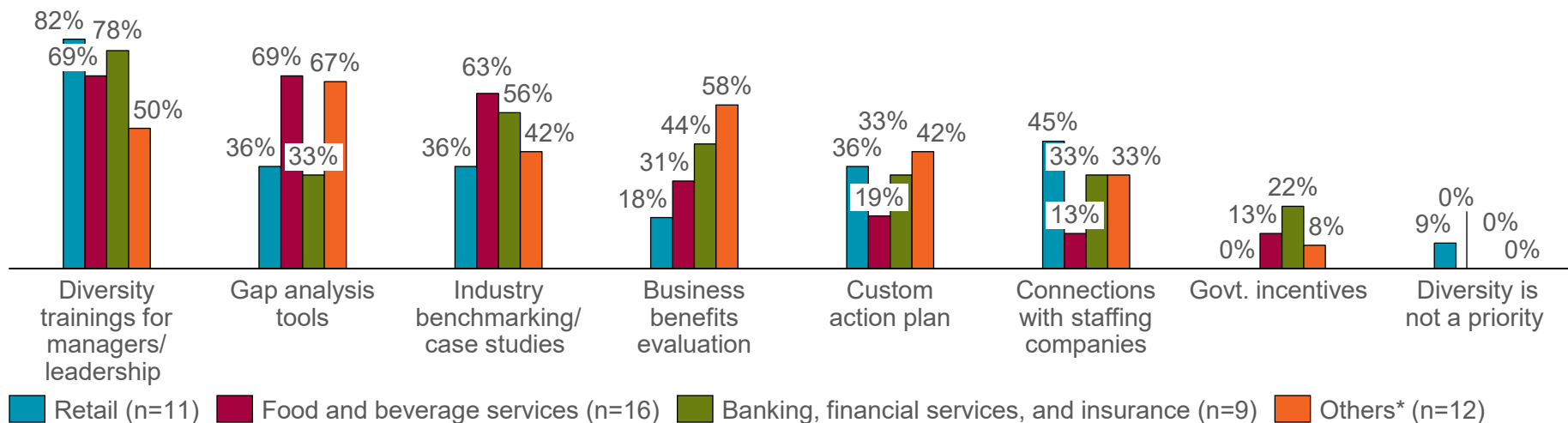
Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

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

Support needed to diversify the workplace



Support needed to diversify the workplace by industry



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

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

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Details of 17 interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Workforce split by renewable energy technology

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

Industry deep-dive

-  **Secondary research** (e.g., IRENA and IEA data, news articles, company/ academic reports) to map roles, headcount/ diversity status, and industry trends
-  **Interviews with 10 managers** in the renewable energy industry to understand workplace practices and challenges, and validate potential interventions
-  **Consultations with 4 leaders and 5 experts** in the renewable energy industry to understand industry priorities, best practices, and validate interventions

Cross-industry learnings

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

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

Acronyms: IRENA – International Renewable Energy Agency; IEA – International Energy Agency | 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

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Workforce split by renewable energy technology

RE generation employs 1.28 million workers, with hydropower and solar accounting for ~70% of employment

Category	Technology	Workforce ¹ (2024)
1 Hydropower		503,000
2 Solar	Solar photovoltaic (PV) ²	385,000
	Solar thermal (heating and cooling) ²	17,000
3 Bioenergy	Solid biomass	58,000
	Liquid biofuels	165,000
	Biogas	85,000
4 Windpower		67,000
5 Green hydrogen		Unavailable
Total:		1,281,000

Acronyms: RE – Renewable Energy | 1. Workforce figures are from 2024. The technology breakdown (hydropower 39%, solar 31%, bioenergy 24%, and wind 5%) is sourced from [IRENA](#). Employment estimates include direct and indirect jobs where available; 2. Solar PV converts sunlight directly into electrical energy using solar cells. Solar thermal uses sunlight to produce heat for water heating, space heating, or power generation



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