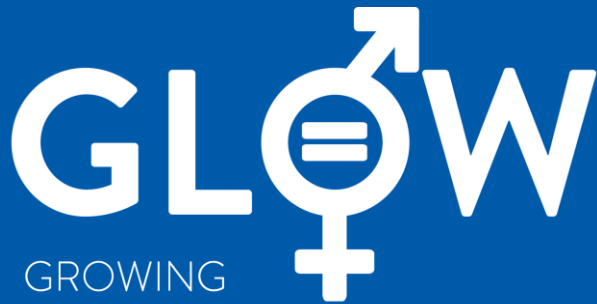




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Best practices for accommodation 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., front office, F&B) in the accommodation (also referred to as the hospitality) industry in India



Audience

- Leaders (e.g., CEO, CHRO) and senior managers (e.g., property heads, department heads) at companies operating accommodation properties (e.g., hotels, student hostels)



Scope

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



Methodology

- Industry immersion (secondary research, interactions with 17 industry stakeholders¹), learnings from 20+ company engagements², and primary interviews with 6,000+ women³

Acronyms: F&B – Food and Beverage, CEO – Chief Executive Officer, CHRO – Chief Human Resources Officer | 1. Stakeholders include 4 leaders and experts, 9 managers and 4 entry-level women employees; 2. FSG, through its [GLOW](#) program, has provided multi-year support to 20+ companies in logistics and flexi-staffing industries to hire and retain more women in entry-level roles; 3. <https://www.fsg.org/resource/creating-a-gender-equitable-workforce-in-india/>

Executive summary | Accommodation industry

Workforce composition and gender diversity

- As per PLFS data, accommodation industry employs ~1.4 Mn workers across commercial and institutional accommodation¹
- The industry employed ~0.3 Mn women in 2025, with 14% gender diversity in commercial and 57% in institutional accommodation¹
- The industry has a range of entry-level roles in front office, guest support, F&B, housekeeping, and facilities management

Business benefits

- Employing more women can improve customer experience and behaviour, reduce attrition, and boost productivity

Key challenges

- Unconscious biases, low priority, and restrictive laws are the key barriers to hiring and retaining more women

Gender diversity opportunity

- More women can be employed across roles in unorganised sector and in F&B, guest support, and facilities management roles in organised sector

Best practices for gender diversity

- Gender diversity pledge (e.g., company-level target) and contractual diversity expectations can increase organisational priority and accountability for gender diversity
- Inclusive hiring practices (e.g., gender inclusive job ads, diverse hiring channels) can help target and hire more women
- Gender sensitisation (e.g., workplace conduct posters) and workplace support (e.g., safe service practices, guest conduct protocols) can improve women's safety and retention

Gender equity scorecard

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

Acronyms: PLFS – Periodic Labour Force Survey, F&B – Food and Beverage | 1. Annual PLFS Report 2025

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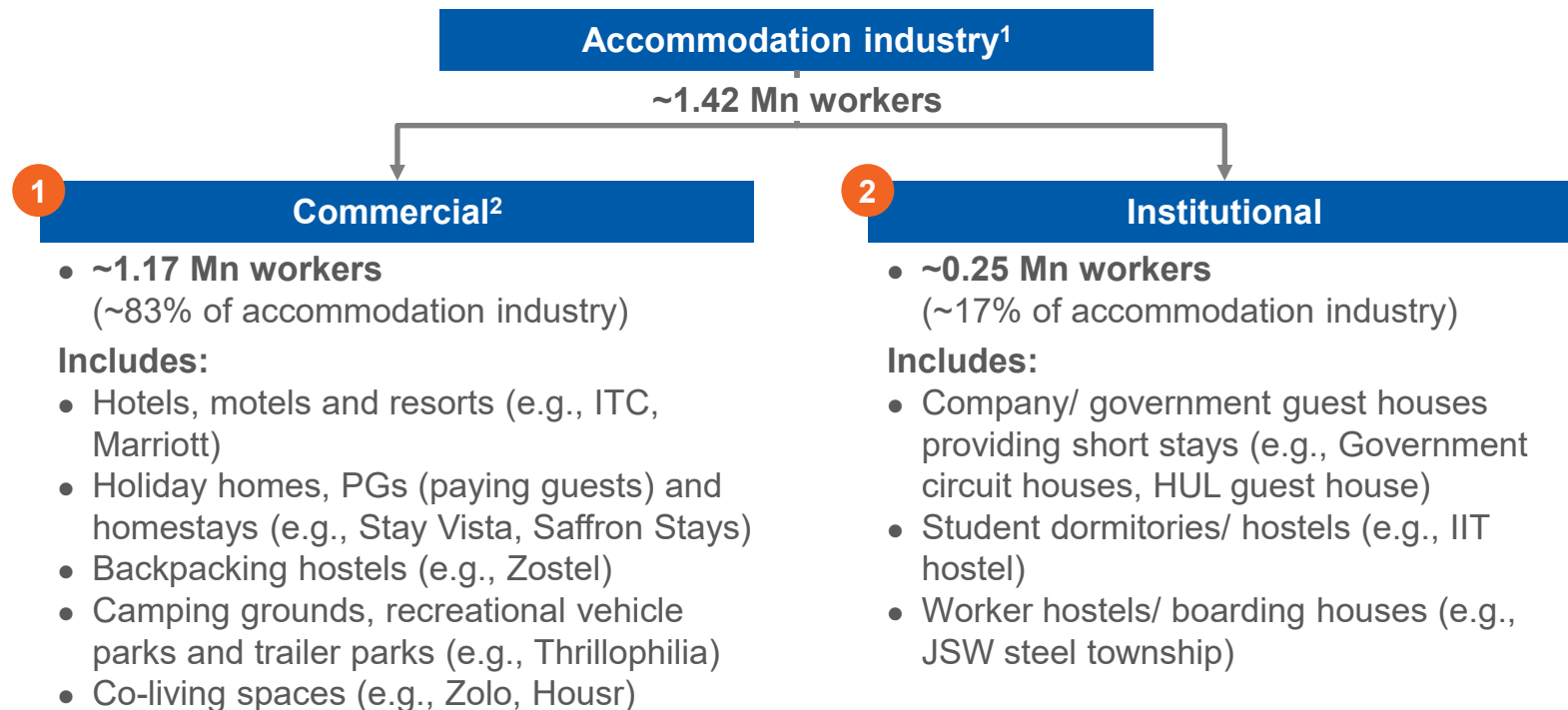
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Details of 16 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

As per PLFS data, accommodation industry employs ~1.4 Mn workers across commercial and institutional accommodation

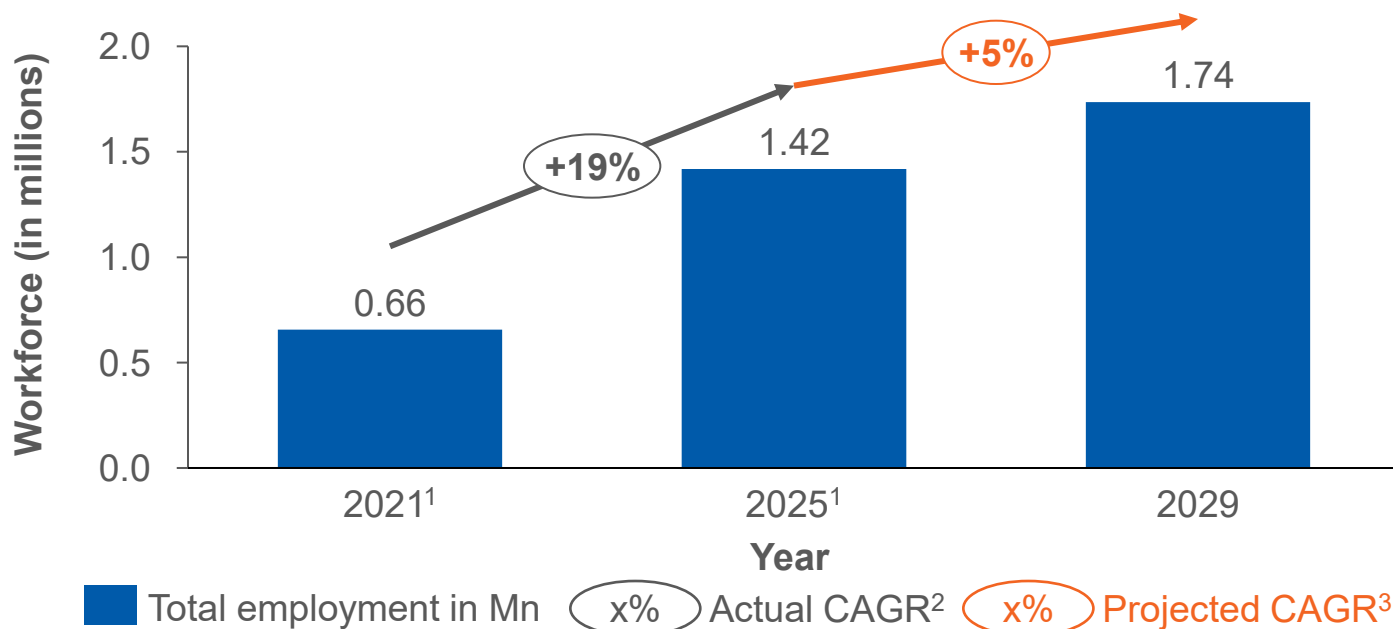


- This industry excludes travel agency/ booking platforms and long-term rental/ residential activities in apartments
- Workforce data from PLFS could be under-reported, as some industry reports³ estimate over 2 Mn workers
- ~73% of commercial workforce is estimated to be in the unorganised segment and ~27% in the organised segment⁴

Acronyms: PLFS – Periodic Labour Force Survey | 1. As per Annual PLFS Report 2025, Division 55; 2. 'Company/ government guest houses providing short stays' are classified under institutional due to similarities in type of companies, but their headcount is included within commercial since PLFS includes them under commercial without separate reporting of workers; 3. [Hotelivate's Sizing up Indian hospitality report, 2024](#); 4. a) Estimated by multiplying number of rooms in each segment as per [HVS Anarock India Hospitality Report May 2025](#) with employee-to-room ratios for each segment as per 'Ministry of Tourism's report on Study to Assess the Requirement of Manpower in Hospitality and Travel Trade Sector, 2012', b) Organised segment includes branded, aggregators, and quality independent hotels, and unorganised segment includes guest houses, motels, homestays, dharmshalas, clubs, and other informal and largely unregulated accommodations

Workforce in accommodation industry is expected to grow at a CAGR of ~5% from ~1.4 Mn in 2025 to ~1.7 Mn in 2029

Workforce in accommodation industry, 2021-2029 (# in Mn, CAGR in %)

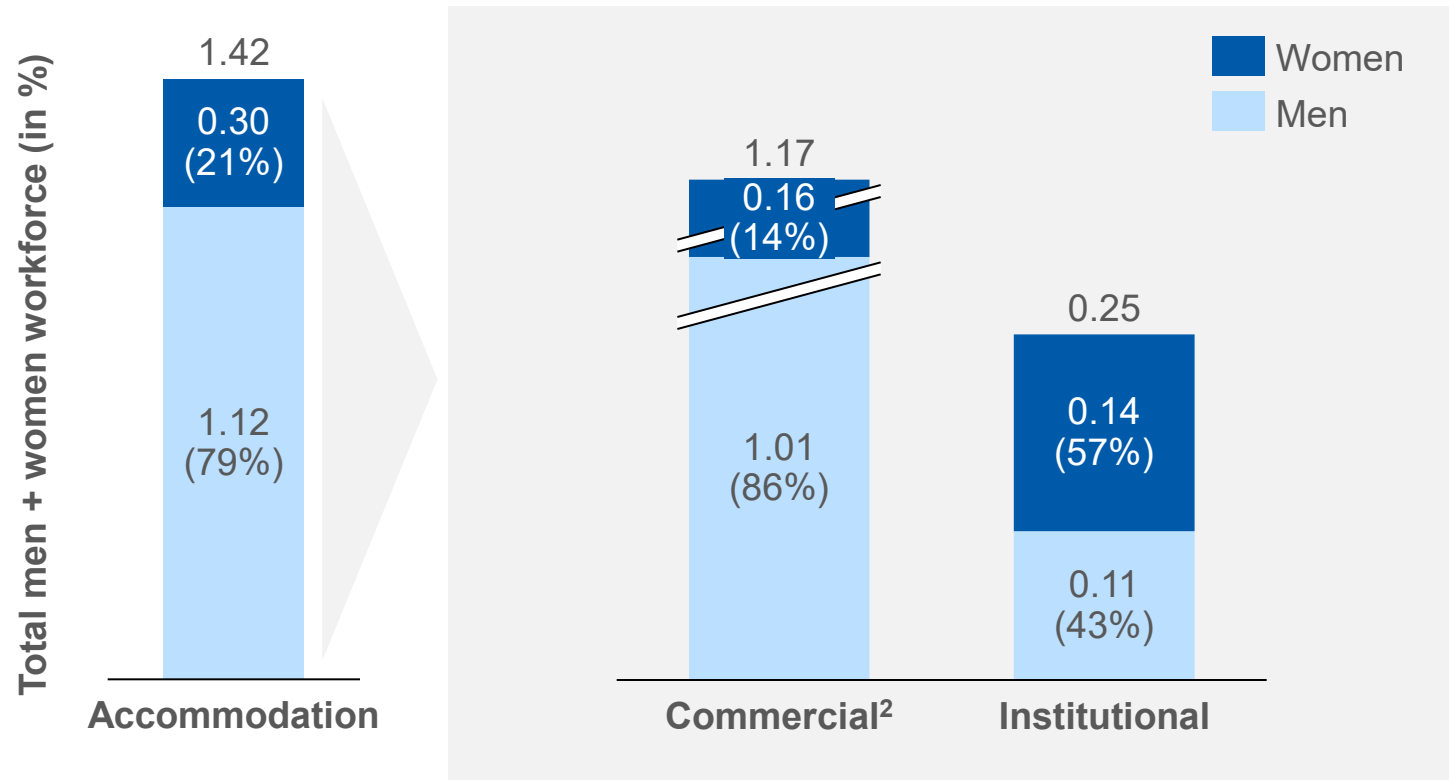


- The past trend is only indicative, as PLFS 2025 methodology differs from PLFS 2021
- Figure for 2029 is a directional estimate based on available data and is subject to change based on external developments (e.g., policy changes, macroeconomic factors)

Acronyms: PLFS – Periodic Labour Force Survey, CAGR – Compound Annual Growth Rate | 1. Workforce data for 2021 and 2025 is based on the Annual PLFS Reports for 2020-21 and 2025, respectively; 2. Actual CAGR is calculated over ~4.5 years since year 2021 refers to the PLFS reporting period of July 2020 to June 2021 and year 2025 refers to the PLFS reporting period of January to December 2025; 3. Projected CAGR (2025-2029) for commercial accommodation as per [Hotelivate's Sizing up Indian hospitality report, 2024](#); CAGR for institutional accommodation is assumed to be same as the CAGR for commercial accommodation since a) workforce growth data for institutional accommodation is unavailable, b) commercial accommodation accounts for ~83% of the accommodation industry workforce

Accommodation employed ~0.3 Mn women in 2025, with 14% gender diversity in commercial and 57% in institutional

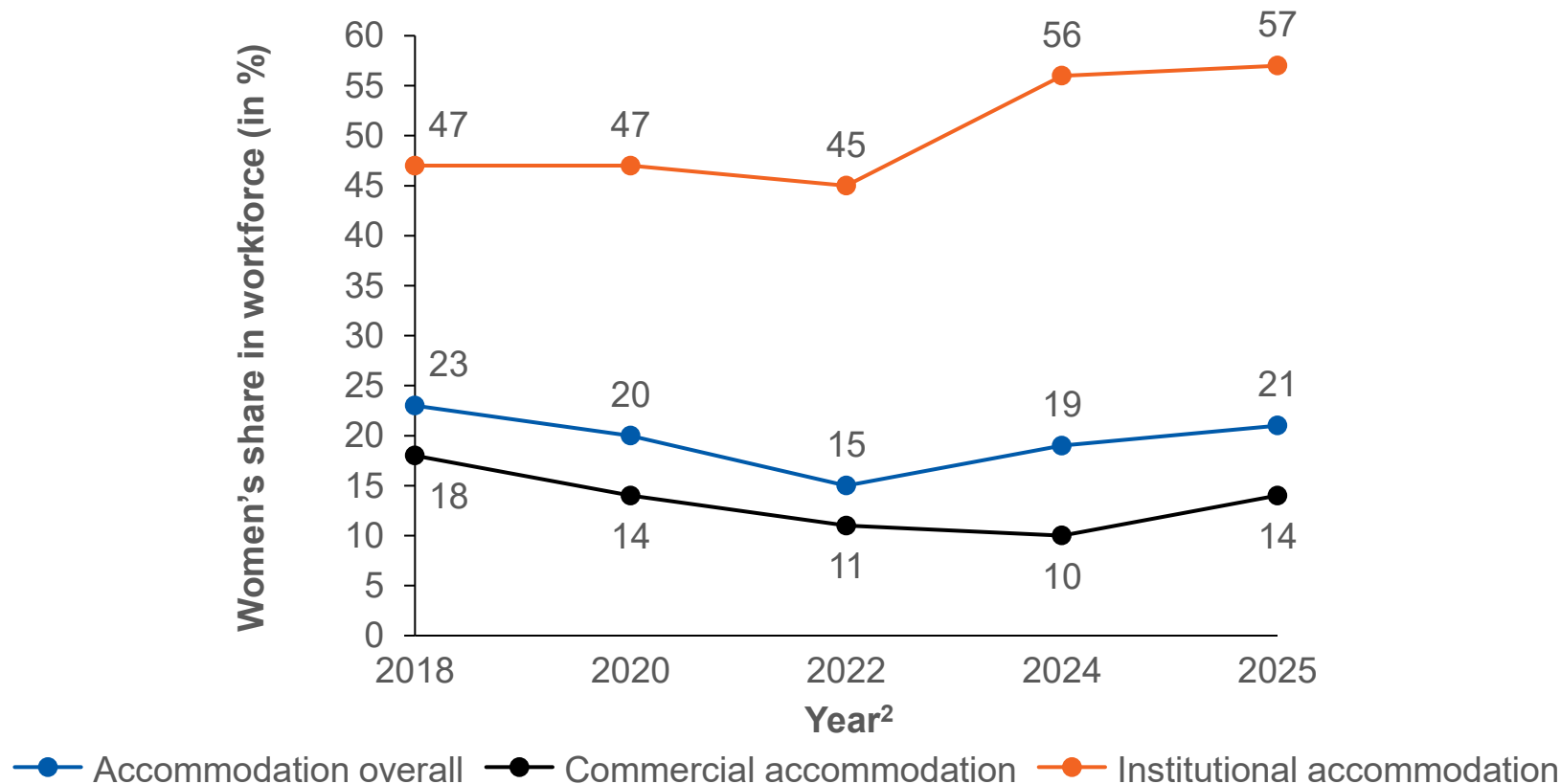
Gender diversity by sub-sectors in accommodation, 2025 (# in Mn, %)¹



1. As per Annual PLFS Report 2025, Division 55. This includes all types of employees i.e., self-employed, casual labour, regular wage/ salaried workforce; 2. 'Company/ government guest houses providing short stays' are classified under institutional due to similarities in type of companies, but their headcount is included within commercial since PLFS includes them under commercial without separate reporting of workers

Gender diversity in accommodation industry fell from 23% in 2018 to 15% in 2022, recovering partially to 21% by 2025

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



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

Acronyms: PLFS – Periodic Labour Force Survey | 1. Workforce data for all years is based on the respective Annual PLFS Reports; 2. All years refer to PLFS reporting periods of July to June (e.g., 2018 refers to the PLFS reporting period of July 2017 to June 2018), except 2025 which refers to the PLFS reporting period of January to December 2025

Accommodation has a range of entry-level roles in front office, guest support, F&B, housekeeping, and facilities management¹

Role groups	% of total roles ²	Indicative roles	Typical requirements	Typical salary (INR/ month)
Front office	~19%	Receptionist/ Concierge	• 12 th pass with English skills, hotel management diploma/ degree preferred	12k-25k
		Reservation associate	• 12 th pass with English skills	15k-25k
Guest support	~8%	Door/ Bell desk attendant	• No formal education required, 10 th / 12 th pass preferred by some companies	8k-15k
		Security guard	• No formal education required	10k-20k
		Pool attendant	• 10 th / 12 th pass with relevant certification	15k-20k
		Spa therapist	• 10 th / 12 th pass, hospitality diploma/ relevant degree preferred	20k-28k
F&B (Food and Beverage)	~45%	F&B service	• 12 th pass, English skills preferred	12k-18k
		Chef/ Cook/ Baker	• 10 th / 12 th pass, relevant course or prior experience preferred	12k-25k
		Kitchen helper	• No formal education required	10k-18k
Housekeeping	~24%	Room/ Laundry attendant	• No formal education required, 10 th / 12 th pass preferred by some companies	10k-20k
Facilities management	~4%	Maintenance staff (Plumber, Electrician)	• 10 th / 12 th pass, relevant trade diploma or prior experience preferred	10k-25k
		Gardener	• No formal education required	10k-18k

- As per a 2019 report², ~50% of entry-level roles in commercial accommodation sub-sector are contractual staff
- Key hiring channels in accommodation industry are 3rd party agencies, referrals, job portals and college placements

1. Based on National Skill Development Corporation, job postings on portals (e.g., Naukri), and industry conversations; 2. Ministry of Tourism's report on Study on employment level and skill gap analysis in hospitality and allied sectors, 2019

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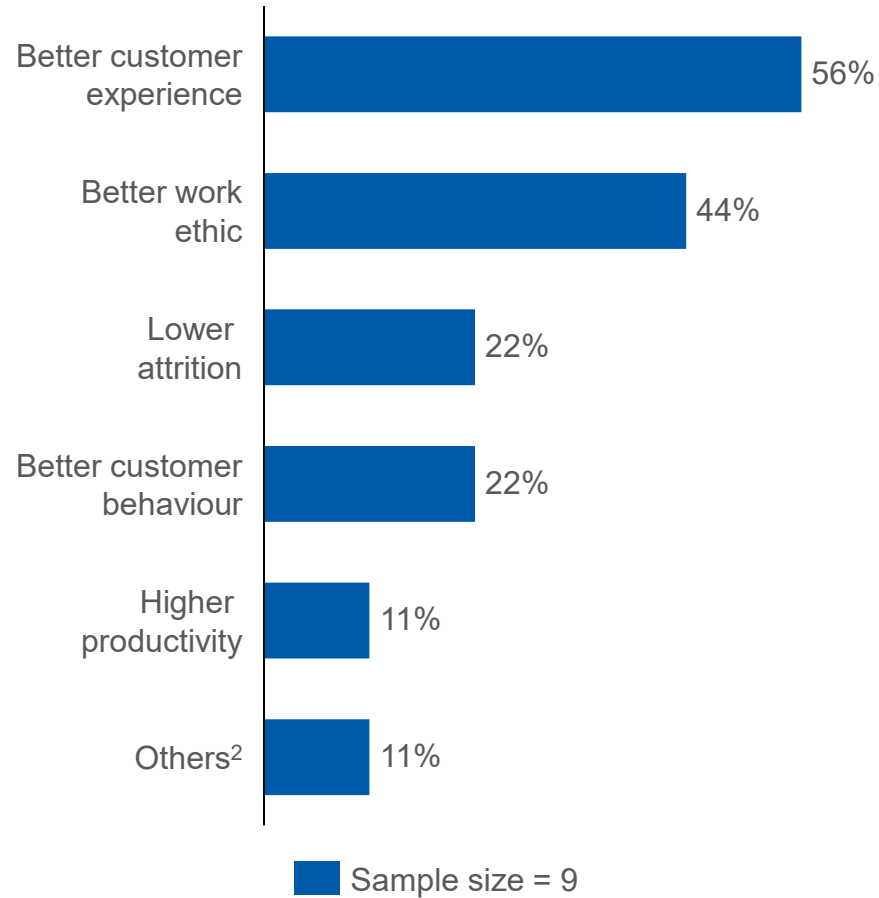
Details of 16 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Employing more women can improve customer experience and behaviour, reduce attrition, and boost productivity¹

Top benefits of workplace diversity cited by leaders and managers in accommodation industry



Quotes from industry interactions: Business benefits by roles

“Women in front office roles are warm and polite. They can convince customers with ease”
—Hotel Manager, Budget hotel chain

“Women in F&B service roles tend to be warm, which enhances the overall customer experience”
—Director, Restaurant chain

“Hiring women in kitchen roles has improved the overall kitchen work environment”
—Head HR, Facilities management company

“Women housekeeping staff are perfectionists, and their quality of work is superior compared to men”
—Housekeeping Manager, Budget hotel chain

Acronyms: F&B – Food and Beverage, HR – Human Resources | 1. Based on FSG’s interactions with industry leaders and managers; 2. ‘Others’ refers to higher empathy and better skills as ‘mixologists’

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Methodology used for arriving at insights

Unconscious biases, low priority, and restrictive laws are the key barriers to hiring and retaining more women¹



Unconscious biases

- 1 **Managers perceive F&B roles as inappropriate for women due to heavy lifting, fast-paced work, high-heat in kitchens, and long hours in service roles**
- 2 **Most hotels do not allow women to work in night shifts due to safety concerns**
- 3 Managers perceive facilities management roles as inappropriate for women, citing physically demanding and technical/ outdoor work
- 4 Gendered job posts (e.g., bellboy) reinforce the perception that some roles are inappropriate for women

Inadequate workplace support

- 5 Hotels provide limited support to women in guest-facing roles with high harassment-risk (e.g., room attendant)

Limited organisational commitment

- 6 **Companies place limited priority on gender diversity**

Talent supply constraints

- 7 Some women are unwilling to work in remote hotels/ resorts due to mobility and relocation constraints
- 8 Skilling/ training programs for F&B kitchen roles (e.g., chef) have low gender diversity

Regulatory constraints

- 9 **Some laws make women uncompetitive in labour market (e.g., mandatory pick-up and drop for night shifts, maternity benefits act)**
- 10 Some state governments do not permit women to work in F&B roles (e.g., bartender) in alcohol serving hotels

Inadequate public infrastructure

- 11 Cities/ towns, especially suburbs or during late hours, lack affordable and safe transport facilities

Legend: Bold indicates high-priority barriers

Acronyms: F&B – Food and Beverage | 1. Based on FSG's secondary research and interactions with 1 industry leader, 3 experts, 9 managers, 4 women in entry-level roles, and 7 field visits

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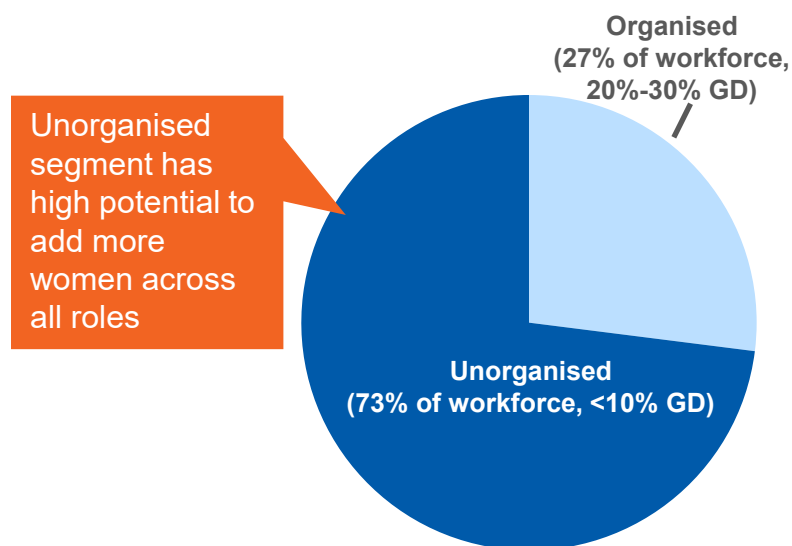
Methodology used for arriving at insights

More women can be employed across roles in unorganised and in F&B, guest support, and facilities mgmt. roles in organised

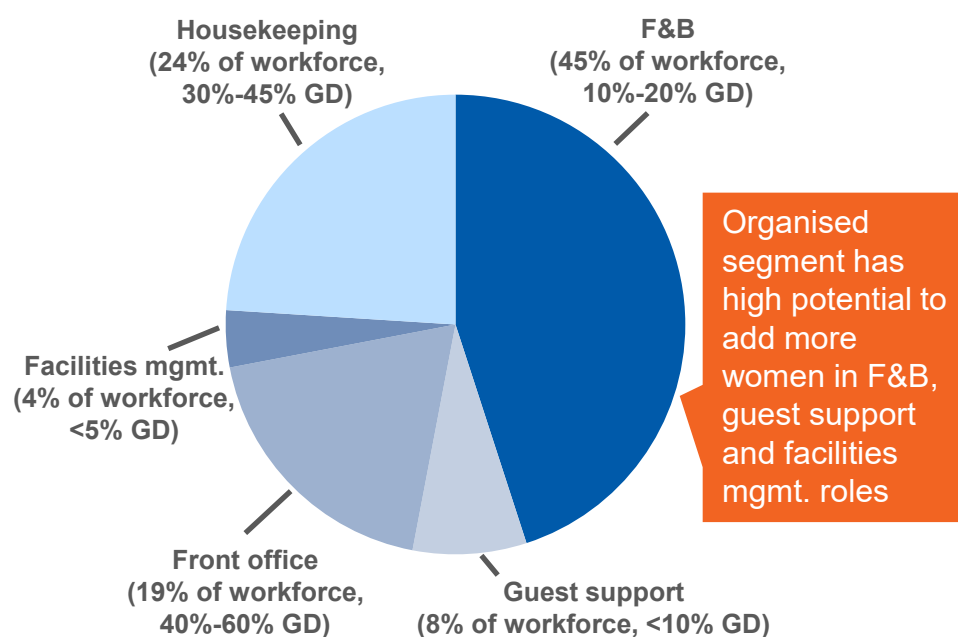
Workforce split and gender diversity (GD) % in commercial accommodation

Indicative

I. By nature of industry^{1,2}



II. By role group in organised segment^{3,4}



Acronyms: GD – Gender diversity, mgmt. – management, F&B – Food and Beverage | 1. Split of workforce in organised (which includes branded, aggregators, and quality independent hotels) and unorganised (which includes guest houses, motels, homestays, dharmshalas, clubs, and other informal and largely unregulated accommodations) estimated based on [HVS Anarock India Hospitality Report May 2025](#) and 'Ministry of Tourism's report on Study to Assess the Requirement of Manpower in Hospitality and Travel Trade Sector, 2012'; 2. Gender diversity % estimated based on industry interactions and few companies' BSR (Business Responsibility and Sustainability Reporting) data; 3. Split of workforce into role groups based on 'Ministry of Tourism's report on Study on employment level and skill gap analysis in hospitality and allied sectors, 2019'; 4. Gender diversity % estimated based on FSG's industry interactions

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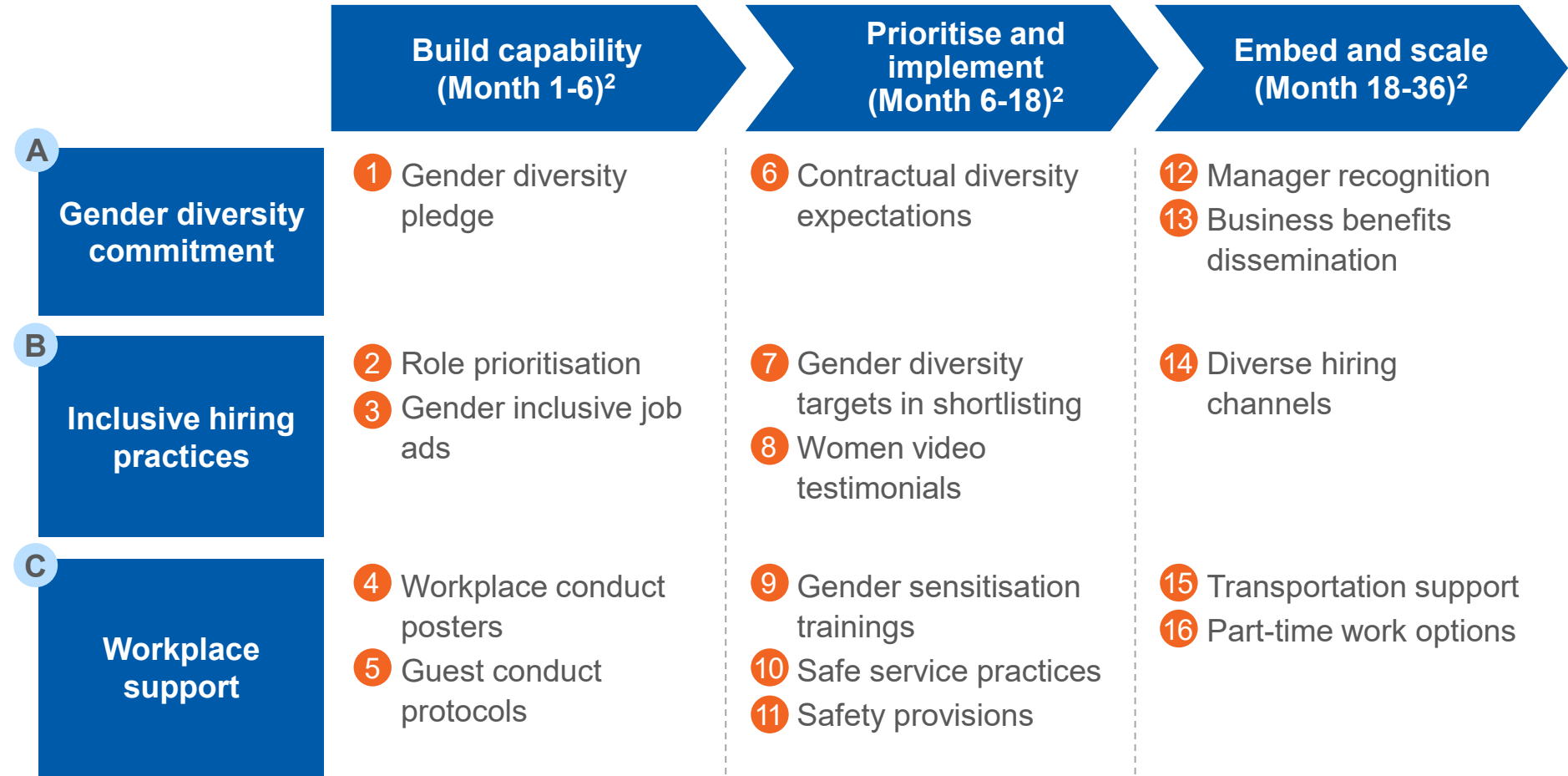
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Details of 16 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Accommodation companies can roll out 16 interventions to hire and retain more women (1/4)¹



1. Based on FSG's secondary research and interactions with 1 industry leader, 3 experts, 9 managers, 4 women in entry-level roles, and 7 field visits;

2. Timelines are indicative

Accommodation companies can roll out 16 interventions to hire and retain more women (2/4)¹

Build capability

Prioritise and implement

Embed and scale

Intervention theme	Intervention name	Intervention description
Gender diversity commitment	① Gender diversity pledge	Commit to a company-level gender diversity goal for entry-level roles, and reinforce it across the organisation through leadership communication and regular progress reviews
Inclusive hiring practices	② Role prioritisation	Prioritise hiring women in select easy-to-fill roles with low manager bias and minimal investment requirements, to accelerate improvements in gender diversity
	③ Gender inclusive job ads	Use gender-neutral job titles, explicitly mention women's eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, and available support/ benefits
Workplace support	④ Workplace conduct posters	Display posters at work sites highlighting employee behaviour norms that support a respectful, safe, and fair working environment
	⑤ Guest conduct protocols	Display posters at the property highlighting expected guest behaviour and zero tolerance for misconduct against staff

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 1 industry leader, 3 experts, 9 managers, 4 women in entry-level roles, and 7 field visits

Accommodation companies can roll out 16 interventions to hire and retain more women (3/4)¹

Build capability

Prioritise and implement

Embed and scale

Intervention theme	Intervention name	Intervention description
Gender diversity commitment	6 Contractual diversity expectations	Include non-binding gender diversity expectations in contracts to improve customer experience, stabilise staffing, and strengthen brand reputation
Inclusive hiring practices	7 Gender diversity targets in shortlisting	Set minimum gender diversity targets (e.g., 10%) for shortlisting stages for each opening
	8 Women video testimonials	Share short videos of existing women employees through different channels (e.g., social media), boosting visibility of women and benefits in entry-level roles
Workplace support	9 Gender sensitisation trainings	Conduct training workshops to help managers and recruiters recognise and overcome unconscious gender biases
	10 Safe service practices	Adopt practices to limit women's exposure to unsafe situations in customer-facing roles and during night shift
	11 Safety provisions	Invest in infrastructure (e.g., CCTV), emergency support (e.g., SOS feature), and/ or safety trainings

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 1 industry leader, 3 experts, 9 managers, 4 women in entry-level roles, and 7 field visits

Accommodation companies can roll out 16 interventions to hire and retain more women (4/4)¹



Intervention theme	Intervention name	Intervention description
Gender diversity commitment	12 Manager recognition	Recognise managers with high women’s representation and strong quarter-on-quarter progress
	13 Business benefits dissemination	Document data on qualitative and quantitative benefits of hiring women and share these within and outside the firm to increase buy-in from leadership and managers and improve adoption of gender-diversity initiatives
Inclusive hiring practices	14 Diverse hiring channels	Introduce 1-2 new hiring channels (e.g., partnership with NGOs) to reduce reliance on traditional channels that may filter out women candidates
Workplace support	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
	16 Part-time work options	Offer part-time work options to employees, especially women, to expand the hiring pool, improve retention, and strengthen staffing coverage during peak hours

Further details on each intervention can be found in the Annex

Acronyms: NGO – Non-Governmental Organisation | 1. Based on FSG’s secondary research and interactions with 1 industry leader, 3 experts, 9 managers, 4 women in entry-level roles, and 7 field visits

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Methodology used for arriving at insights

Objectives and context

- **Objectives:** This tool is designed to score accommodation companies on their gender equity performance in entry-level roles across properties, 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 accommodation properties directly operated by an accommodation company
 - Does not include scores on parameters mandated by law (e.g., creche facilities, maternity leave)
 - Can be used effectively by a medium or large accommodation company operating in one or more segments (e.g., hotels, resorts, co-living spaces, company guest houses, student hostels)
- **Common terms used:**
 - **Property:** Refers to a single establishment operated by an accommodation company
 - **Employee:** Refers to both on-roll and off-roll entry-level employees working at a property
 - **Guest:** Refers to any customer or resident (e.g., student) staying at the property

How to use this tool

Whom to interview to score the organisation

- Interview someone in the corporate team who has:
 - Data (e.g., headcount, gender diversity) of all properties directly operated by the accommodation company
 - Information about hiring policies (e.g., recruiter incentives) and key HR policies (e.g., KPI)
- Ideally interview the HR Head of the company, but in some cases, you could also interview the CEO (for medium accommodation companies) or senior HR manager/ property manager (for large accommodation companies)

How to score the organisation

- For each parameter, give a tick for each of the scores from Score A to Score D where conditions/ criteria are met for that score
- Count the number of ticks for the parameter, multiply by the applicable multiplier (if any) and enter the calculated score in the “Final score” column. For example,
 - If for the parameter “Diversity sensitisation and skilling”, the number of ticks is 3, write 3 in the “Final score”
 - If you have not given any ticks for the parameter, write 0 in the “Final score”
 - If for the parameter “Women employees”, the number of ticks is 3 and multiplier is 3, write 9 (=3x3) in the “Final score”
- Continue the scoring in a similar manner for other parameters
- 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 accommodation 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 properties, are women?				(# of ticks x 3)
	Tick if >=5%	Tick if >=10%	Tick if >=20%	Tick if >=30%	
Women employees in night shifts	What % of employees (on-roll and off-roll) working in night shifts (ending post ~8 PM), across all properties, are women?				(# of ticks x 2)
	Tick if >=5%	Tick if >=10%	Tick if >=15%	Tick if >=20%	
Women employees in F&B roles	What % of employees (on-roll and off-roll) working in F&B (service and kitchen) roles, across all properties, are women? ¹				(# of ticks x 2)
	Tick if >=5%	Tick if >=10%	Tick if >=20%	Tick if >=30%	

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

Gender equity readiness scorecard (GERS) for accommodation roles – Awareness and accountability (1/2)

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

Acronyms: POSH – Prevention of Sexual Harassment

Gender equity readiness scorecard (GERS) for accommodation roles – Awareness and accountability (2/2)

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

Acronyms: KPI – Key Performance Indicator

Gender equity readiness scorecard (GERS) for accommodation roles – Inclusive hiring and flexibility

Parameter	Score A	Score B	Score C	Score D	Final score
Inclusive hiring practices	Do you use gender-neutral job titles (e.g., 'security guard' instead of 'watchman') and language (e.g., both men and women can apply) in your recruitment collaterals (e.g., job ads)?	Have you shared written guidelines to recruiters (in-house/ external) on communicating relevant job details to women candidates (e.g., shift options, showing workplace videos/ photos)?	Do you share existing women employees' testimonials (e.g., videos via social media, website) to attract women candidates?	Have you established a formal partnership with at least one women-focused hiring channel (e.g., women-focused NGOs, sector skill council)?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
Flexibility and support	Do you offer at least 10 personal/ sick leaves a year to all employees?	Do you have a defined overtime pay matrix for employees working beyond their shift timings?	Do you have a standard practice of assigning a woman PoC (e.g., supervisor, experienced employee) for entry-level women employees to share their concerns on workplace issues?	Do you provide part-time work options to employees (e.g., 4-5 hours shift instead of full 8-9 hours shift)?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Acronyms: NGO – Non-Governmental Organisation, PoC – Point of Contact

Gender equity readiness scorecard (GERS) for accommodation roles – Safety and infrastructure

Parameter	Score A	Score B	Score C	Score D	Final score
Safety protocols/ practices	Do you have a standard practice to inform employees about the escalation process for safety issues (e.g., aggressive/ intoxicated guests)?	Do at least 50% of your properties display guest conduct protocols (e.g., expected guest behaviour, consequences of misconduct)?	Do all your properties follow at least one of these protocols to ensure employee safety? • Open-door service with trolley in the way • Room service in pairs at night • Service deferral by employees if at risk	In the last/ current financial year, have you audited safety measures across all properties and shared an audit report with senior leadership?	(# of ticks x 2)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	
Safety infrastructure and resources	Do all your properties have sufficient lighting and CCTV coverage in isolated areas (e.g., staff pick-up area), back-office areas (e.g., stairwells), and corridors?	Do you provide resources (e.g., SOS button in corridors/ utility areas, uniform-attached panic button) for employees to raise alert in emergency situations?	Do at least 50% of your properties offer pick-up and/ or drop support (e.g., reimbursement, common point or door-step) for women employees?	In the last/ current financial year, have you conducted any safety trainings (e.g., self-defence, conflict deescalation) for women employees?	(# of ticks x 1)
	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	<i>Tick if Yes</i>	

Total score (out of 68¹)

1. Total possible score would be lower if 'NA' is selected as the response for some questions

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 - 6 Scorecard to assess progress on gender equity
-

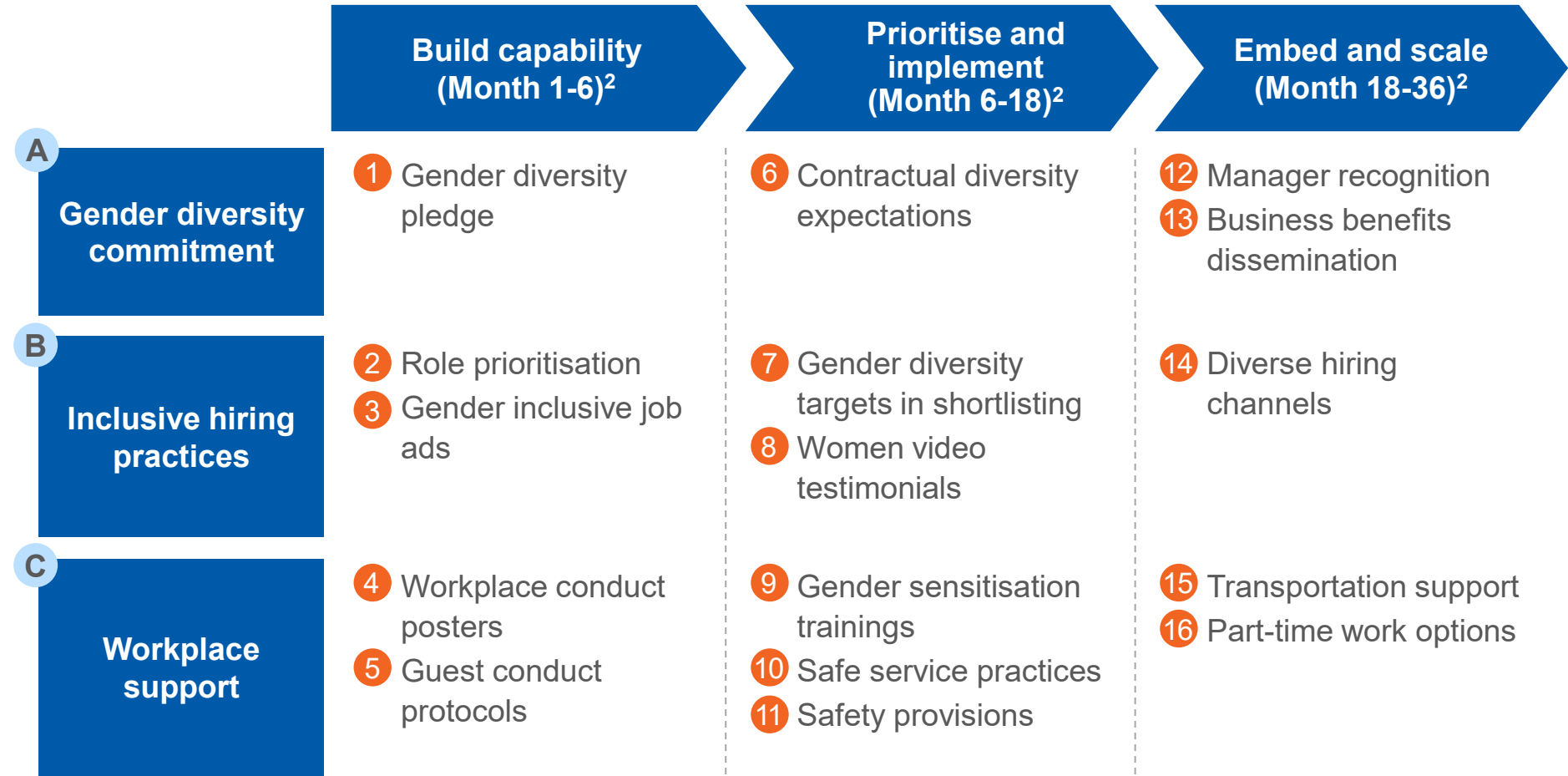
7 Annex

Details of 16 company interventions to hire and retain more women

Managers' perspectives on gender diversity from digital survey

Methodology used for arriving at insights

Accommodation companies can roll out 16 interventions to hire and retain more women¹



1. Based on FSG's secondary research and interactions with 1 industry leader, 3 experts, 9 managers, 4 women in entry-level roles, and 7 field visits;

2. Timelines are indicative

Gender diversity pledge

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

Steps for gender diversity pledge

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

Key messages for communication

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

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

Role prioritisation (1/2)

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

A

Collate workforce data and document restrictions

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

B

Prioritise roles where women can be hired immediately

- Prioritise roles with:
 - Minimal resistance from managers
 - No operational change requirements
 - No investment requirements
- Examples of such roles:
 - Front office roles
 - Housekeeping roles in day shifts
 - F&B service roles in day shifts

C

Invest in support to open more roles for women

- Invest in operational changes to reduce bias and support managers/ women employees. Examples:
 - Gender sensitisation trainings
 - Safety provisions
 - Transportation support
 - Gender diversity targets in shortlisting
- Examples of additional roles:
 - Facilities management roles
 - F&B kitchen roles in day shifts
 - Housekeeping roles in night shifts

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

Acronyms: F&B – Food and Beverage

Role prioritisation (2/2) | Sample¹

Illustrative

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

Role ²	Day shifts head count ³			Night shifts head count ³			Restrictions in hiring women
	Men	Women	Total	Men	Women	Total	
F&B service (e.g., waiter)	10	3	13	5	0	5	No restrictions
F&B kitchen (e.g., chefs)	16	2	18	9	0	9	Hot working environment, requires lifting weights
Guest support (e.g., bell desk attendant)	4	1	5	3	0	3	No restrictions
Housekeeping	12	8	20	4	0	4	Harassment risks from guests
Front office (e.g., receptionist)	5	7	12	5	2	7	No restrictions
Facilities management	3	0	3	1	0	1	Limited availability of women candidates

All roles in night shift require additional support (e.g., mandatory pick up and drop) by law

Acronyms: F&B – Food and Beverage | 1. These figures are hypothetical and provided solely for illustrative purposes; 2. List of roles is indicative and not exhaustive; 3. Day shifts refer to shifts that start during daylight and end before late evening (~8-9 PM), whereas night shifts refer to shifts that involve working after late evening hours (~8-9 PM)

Gender inclusive job ads (1/2)

Use gender-neutral job titles, explicitly mention women's eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, and available support/ benefits

Sample job advertisement

Bell desk attendant (Woman/ Man)

Hotel name

 Mumbai, Maharashtra
 ₹15,000 fixed per month

 **Other benefits:**
PF, ESIC, meals and uniform

 On-site

 No prior experience

 Full-time

 EN Basic English

 **Employment type:**
Full time

 **Shift:**
Day shift (8 AM to 6 PM)

Job requirements

 **Experience**
Any experience

 **Skills**
Basic guest interaction, luggage handling

 **Regional language**
Hindi

 **Education**
10th Pass

 EN **English level**
Basic

 **Gender**
Any gender

Use gender-neutral job title to indicate role is open to all

Include guaranteed monthly salary to set expectations

Include minimum experience requirement to reduce self-selection by women

Include mandatory skills so women can assess fit

Include language expectations

Indicate that women can also apply in the headline

Include benefits especially relevant for women

Include expected work timings

Include minimum education requirement to reduce self-selection by women

Indicate that any gender can apply

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

Gender inclusive job ads (2/2)

Use gender-neutral job titles, explicitly mention women's eligibility in all job posts/ collaterals, and include details of salary structure, timings, skills, and available support/ benefits

Sample WhatsApp poster/ status¹

Job opportunity!
Earn ₹15,000 per month working as Bell Desk Attendant in Mumbai, Maharashtra



Women and men are welcome to apply!
NO CHARGES, APPLY NOW!
Call/ WhatsApp: +91 XXXXX XXXXX

Sample WhatsApp message

Job opportunity! Earn ₹15,000 per month!

Wanted Woman/ Man Bell Desk Attendant in Mumbai, Maharashtra

- Job role: Bell Desk Attendant
- Shift: Full-time, day shift (8 AM to 6 PM)
- Qualification: 10th Pass
- Language: Hindi, basic English
- Benefits: PF, ESIC, meals and uniform

Call or WhatsApp on +91 XXXXX XXXXX. Forward this message to others interested or in need!

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

Workplace conduct posters

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

Poster benefits

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

Poster guidelines

- **Placement:** Staff-only areas in all properties (e.g., housekeeping areas, kitchen, back-office areas)
- **Language:** English and local language

Sample poster

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



Treat everyone with respect, regardless of gender



Use respectful language – no shouting or abusive words



Maintain clear physical boundaries – no unwanted touch or closeness



Do not make comments or insults about any gender



Assign roles and tasks fairly, regardless of gender

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

Guest conduct protocols

Display posters at the property highlighting expected guest behaviour and zero tolerance for misconduct against staff

Poster benefits

- Discourages use of abusive language and harassment from guests
- Sets a clear standard of acceptable guest behaviour and emphasises consequences of bad behaviour
- Reduces employee attrition due to guest harassment issues

Poster guidelines

- **Placement:** Common areas in all properties (e.g., lobby, reception area, check-in desk, lift)
- **Language:** English and local language

Sample poster

How can you help us create a safe workplace for our team?



Treat all staff with respect, regardless of gender



Use respectful language – no shouting or abusive words



Maintain physical boundaries – no unwanted contact



Do not make unsafe or inappropriate requests to staff

Misconduct against staff can result in strict action!

Contractual diversity expectations

Include non-binding gender diversity expectations in contracts¹ to improve customer experience, stabilise staffing, and strengthen brand reputation

Sample diversity guidelines for contracts¹

Indicative sections in contracts ¹	Suggested gender diversity guidelines
Brand Standards/ Operating Guidelines	• The Operator shall comply with the Company's guidelines on workforce gender diversity • The Operator shall provide equal opportunity and not discriminate in hiring, promotion, or termination based on gender, marital status, or any other characteristic protected under applicable laws • The Operator is encouraged to maintain a minimum of 20%² women across entry-level roles
Training and Support	• The Operator is encouraged to participate in trainings (e.g., gender sensitisation) provided by the Company on inclusive workplace practices
Statutory compliance	• The Operator shall comply with all applicable laws relating to the welfare and protection of women employees, including the POSH Act and Maternity Benefit Act
Termination and Renewal	• At the time of renewal, the Company may consider the Operator's adherence to operational standards including guidelines on gender diversity

Acronyms: POSH – Prevention of Sexual Harassment | 1. Contracts refer to agreements between a company (e.g., franchisor, aggregator, brand) and the operator of properties (e.g., franchisee, small owner); 2. Targets are indicative and should be adapted based on company context

Gender diversity targets in shortlisting

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

Why set targets?

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

What to do?



Set targets

- Set minimum shortlisting target (at least 2 women candidates) for each opening
- Customise targets by role/ property/ region as required (e.g., higher target for front office, housekeeping roles)
- Recalibrate targets and applicable roles annually based on outcomes



Communicate targets

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



Track compliance

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

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

Women video testimonials

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



Benefits

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



Guidelines for video creation

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



Channels for dissemination

- Add links in the job posts
- Share on social media channels (e.g., LinkedIn, Instagram)
- Host on company website/ careers page

Gender sensitisation trainings

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

Objectives

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

Training checklist



Attendees: All managerial staff (e.g., property/ HR managers, regional heads)



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



Duration: ~1.5 hours



Mode: In-person/ virtual



Frequency: Every 6 months



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

Indicative content is shared in the subsequent slides

Video¹: Types of unconscious bias at the workplace



What are your main takeaways from this video?

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

Fast thinking, although essential, is often the cause of unconscious gender bias

Fast thinking – Intuition, feelings, and pattern recognition that act as mental shortcuts and help us navigate our complex everyday lives



For example, fast thinking helps to:

Slam the brakes quickly when needed while driving

Recognise hesitant body language and react encouragingly

Take routine decisions like choosing a weather-appropriate outfit

However, fast thinking also leads to unconscious gender bias by causing us to:

Hold on to pre-existing beliefs despite evidence to the contrary. *E.g., if we believe women are poor drivers, we overlook competent women drivers*

Assign behaviours to groups instead of individuals. *E.g., one man's angry behaviour makes us believe all men behave that way*

Fail to question assumptions, thus reinforcing stereotypes. *E.g., we assume that a woman employee cannot lift heavy weights without checking her abilities*

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

9 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>

9 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., *electrician*)



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 towards 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

9 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., receptionist*)



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

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



**Lower
efficiency**

- Missed opportunities for improvement in business metrics (e.g., customer experience, absenteeism), if not hiring women



**Lower
workforce
stability**

- Higher average attrition rates when hiring men only



**Smaller
candidate
pool**

- Smaller candidate pool to hire from if excluding women

Unconscious gender bias can lead to poor workplace culture

Safe service practices

Adopt practices to limit women's exposure to unsafe situations in customer-facing roles and during night shift

Practice	Effort
A Mandate open-door service with trolley in doorway, and doorstep delivery for small items (e.g., toiletries, water)	
B Prioritise assigning women employees to room service for women-only guests, wherever feasible	
C Pair women employees with a male colleague for room service/ cleaning if the standard operating procedure allows working in pairs	
D Authorise staff to defer service when guest appears intoxicated or aggressive	
E Pair women employees with another colleague in front office roles during night shifts	

Legend:  Low  Moderate

Safety provisions

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

Safety infrastructure

- Provide CCTV coverage in isolated and back-office areas (e.g., kitchens, utility areas, staff entry/ exit points)
- Maintain adequate lighting in back-office areas, corridors, staff entrances, and immediate approach path outside the property

Emergency response support

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

Safety trainings

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

Manager recognition (1/3)

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

Suggested process

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

Eligibility for recognition

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

Recognition categories (Quarterly per region)

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

Quarterly recognition helps drive manager accountability and sustain momentum

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

Manager recognition (2/3)

Sample format to collect quarterly data

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

Winner of the rising team²

Winner of the top team¹

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

Manager recognition (3/3)

Sample recognition message for internal and external communication¹

Gender diversity champion (Top team)

Congratulations to our diversity champion for the quarter!

Photo of the manager

**Name,
Designation,
Property location**

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

Gender diversity champion (Rising team)

Congratulations to our diversity champion for the quarter!

Photo of the manager

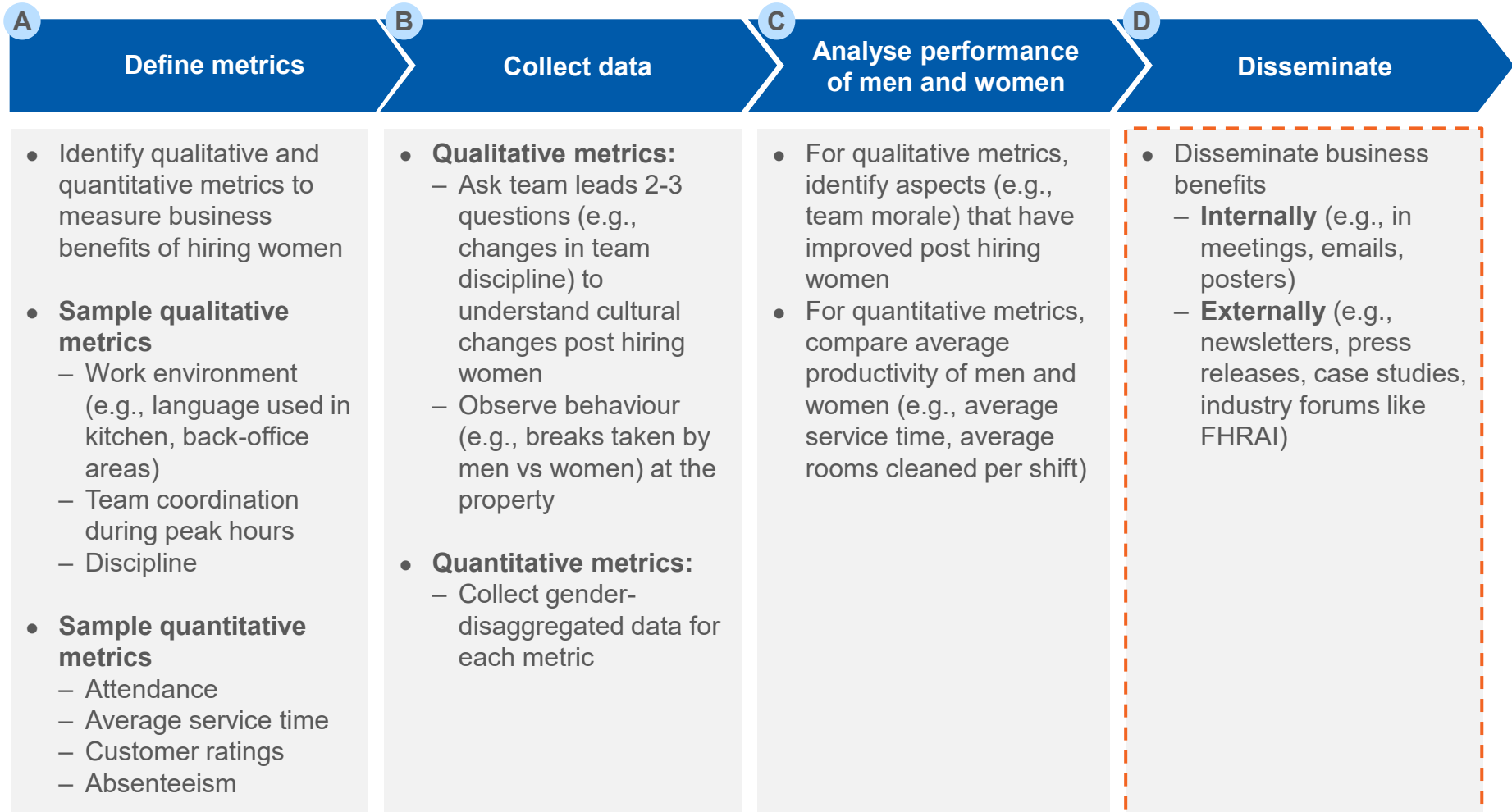
**Name,
Designation,
Property location**

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

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

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

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

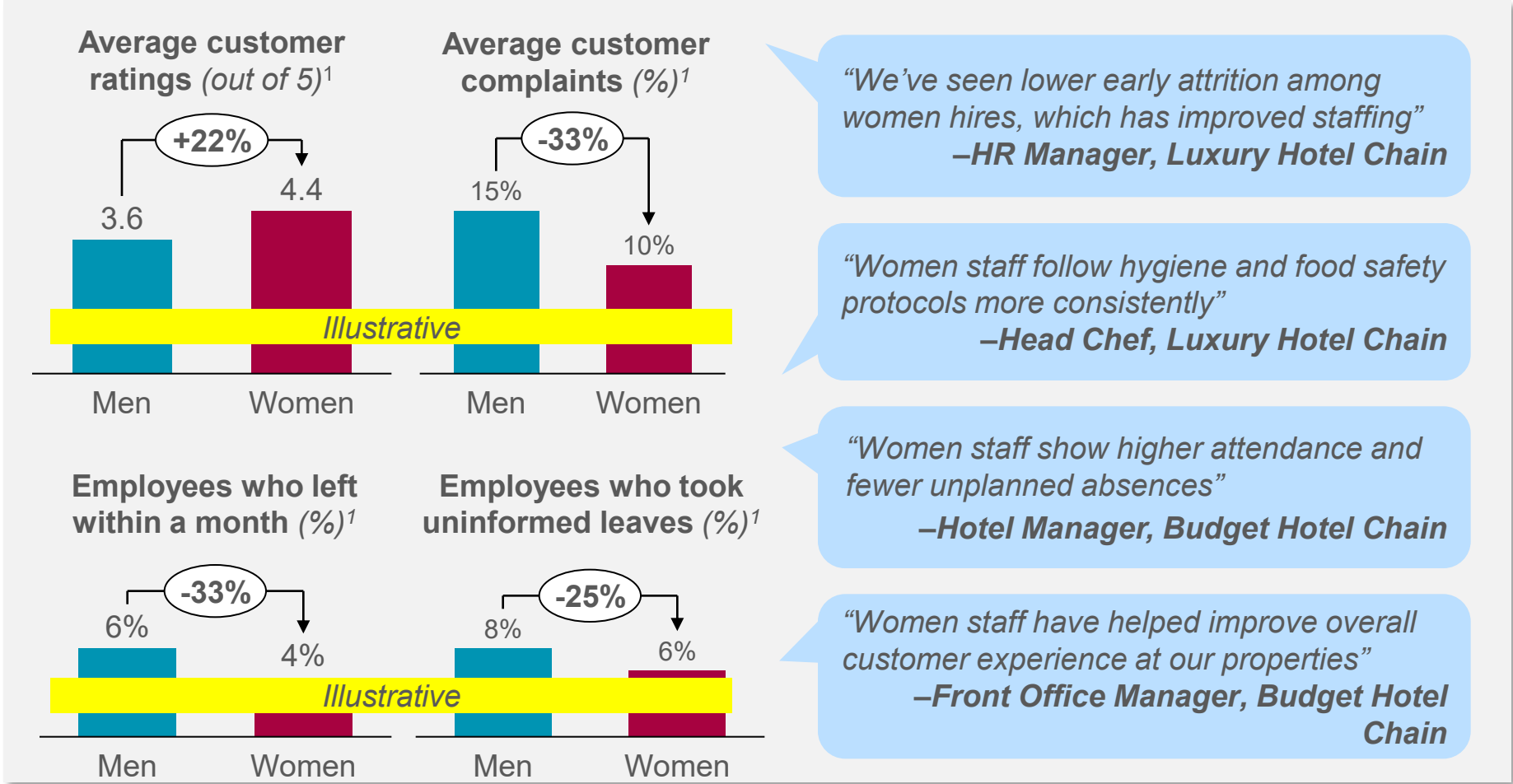


Acronyms: FHRAI – Federation of Hotel & Restaurant Associations of India

Illustration in subsequent slide

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

Sample insights for dissemination internally and externally



Acronyms: HR – Human Resources | 1. These figures are hypothetical and provided solely for illustrative purposes

Diverse hiring channels

Introduce 1-2 new hiring channels (e.g., partnership with NGOs) to reduce reliance on traditional channels that may filter out women candidates

Channel	Rationale
A Women-focused NGOs	Provides access to skilled women beyond tier-1 cities
B Sector skill councils and government schemes (e.g., THSC, DDU-GKY, PMKVY)	- Provides trained and certified women at scale - Offers additional support in hiring (e.g., schemes may provide migration support in post placement benefits)
C Hotel management institutes (e.g., IHMs with strong gender diversity)	Provides formally trained women who are interested in a career in the hospitality industry
D Women referrals	Activates existing employees' network for access to women candidates who tend to rely on referrals

Acronyms: NGO – Non-Governmental Organisation, THSC – Tourism & Hospitality Skill Council, DDU-GKY – Deen Dayal Upadhyaya-Grameen Kaushalya Yojana, PMKVY – Pradhan Mantri Kaushal Vikas Yojana, IHM – Institute of Hotel Management

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: – Properties 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 properties – Recover a portion of the transportation cost from employee’s salary

Part-time work options

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

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

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

Sample part-time work model

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

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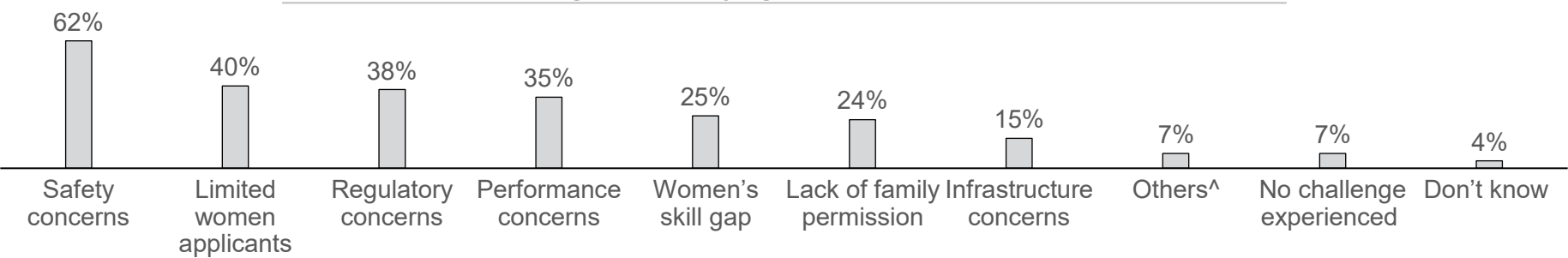
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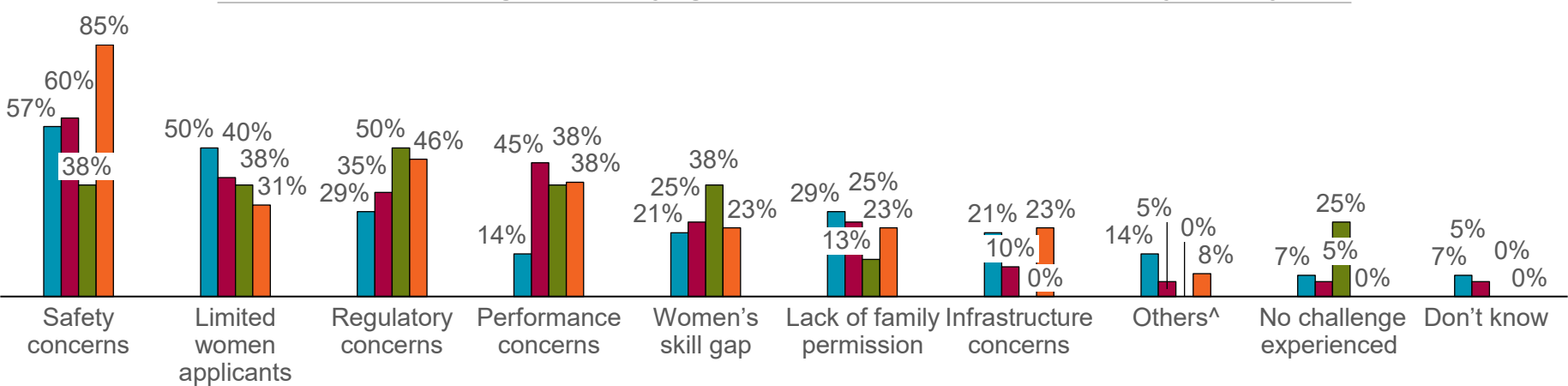
Most managers cited three key challenges in hiring women: safety, limited applicants, and regulatory concerns

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



Total (n=55)

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



Retail (n=14) Food and beverage services (n=20) Banking, financial services, and insurance (n=8) Others* (n=13)

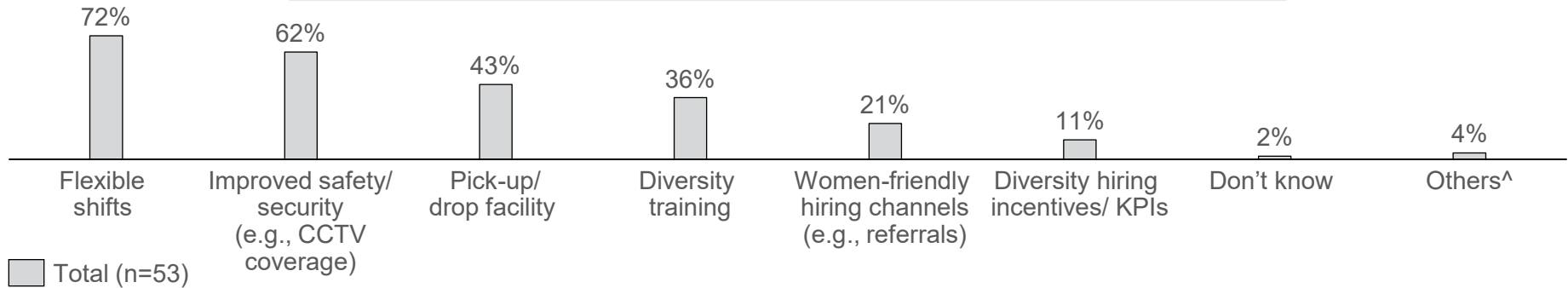
^ Includes preference to work near family residence

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

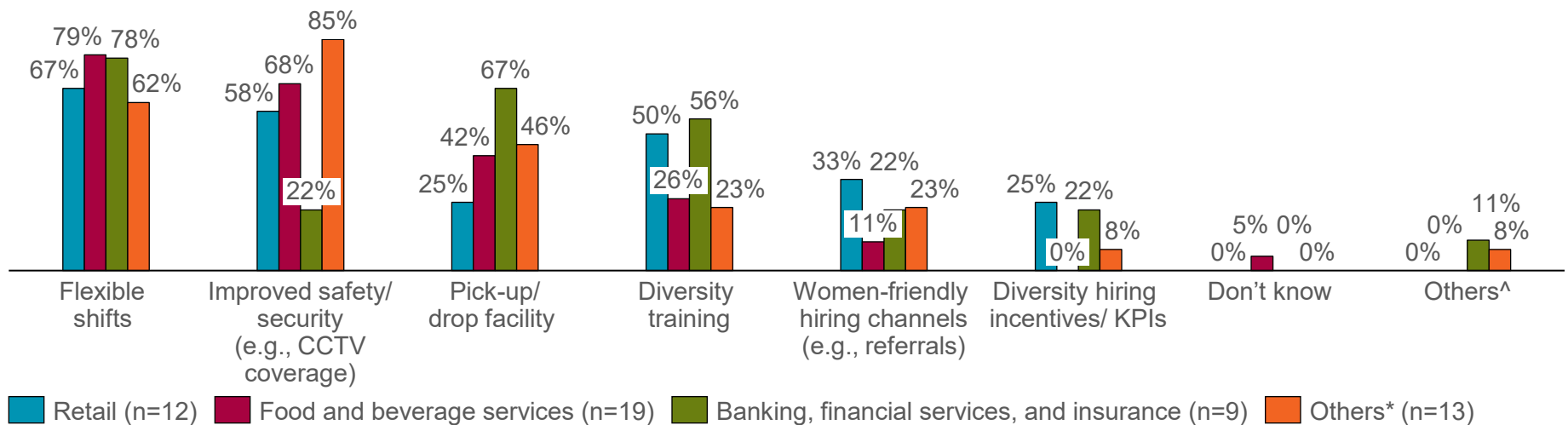
Source: Based on FSG's digital survey to understand managers' perspectives on diversifying the talent pool in frontline/ blue-collar roles

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

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



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

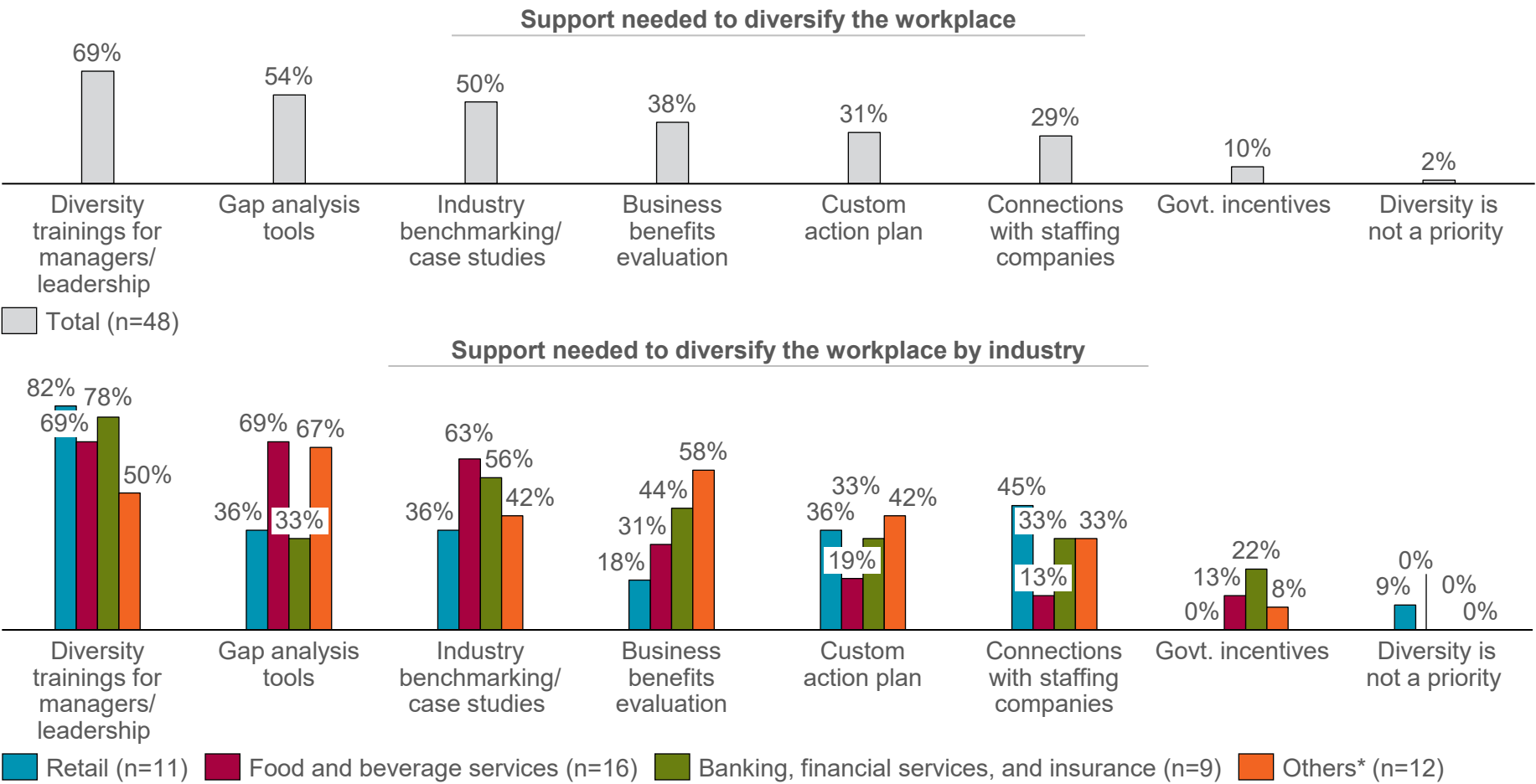


^ Includes Inclusive infrastructure and policies, and counselling sessions

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

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

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



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

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

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Details of 16 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 9 managers and 4 women in entry-level roles** in accommodation industry to understand workplace practices and challenges, and test interventions
-  **Field visits to 7 properties** to observe available infrastructure and understand roles and processes
-  **Consultations with 1 industry leader and 3 experts** in accommodation industry to understand industry priorities, best practices, and validate interventions

Cross-industry learnings

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

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

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

PLFS codes covered under accommodation industry in this document

Sub-sector	Related PLFS codes	PLFS code description ¹
1 Commercial	55101	Hotels and Motels, inns, resorts providing short term lodging facilities; includes accommodation in house boats
	55109	Provision of short stay accommodation n.e.c. (e.g., holiday homes, private guest houses, etc.)
	55200	Camping grounds, recreational vehicle parks and trailer parks
2 Institutional²	55102	Provision of short-term lodging facilities to members of a particular organisation such as govt. guest houses, company guest houses, circuit houses and similar establishments
	55901	Accommodation provided by student residences, school dormitories
	55902	Worker hostels and boarding houses

Acronyms: PLFS – Periodic Labour Force Survey | govt. – Government, n.e.c – Not elsewhere classified | 1. As per NIC (National Industrial Classification) 2008; 2. All properties under ‘55102’ are classified as institutional due to similarities in type of companies, but their headcount is included within commercial since PLFS includes them under commercial without separate reporting of workers



REIMAGINING SOCIAL CHANGE

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