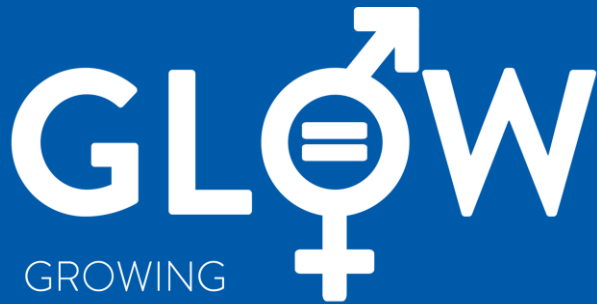




REIMAGINING SOCIAL CHANGE



GROWING  
LIVELIHOOD OPPORTUNITIES  
FOR WOMEN

# Best practices for construction companies to improve worker experience and gender equity

August 2026

# Overview of this document



## Objective

- Provide a roadmap for improving worker experience and gender diversity in on-site entry-level roles (e.g., unskilled helpers, masons) in the construction industry in India



## Audience

- Leaders (e.g., directors, chairpersons) and senior managers (e.g., project heads) at companies (i.e., project owners, contractors) operating in the construction industry
- Ecosystem stakeholders (e.g., government, funders) looking to improve worker experience and gender diversity in the construction industry



## Scope

- Business benefits of improving worker experience and gender diversity
- Key challenges in improving worker experience and gender diversity
- Phased roadmap of 17 interventions for project owners and contractors
- Interventions for ecosystem stakeholders (e.g., governments, funders)
- ~20-minute questionnaire to assess progress on worker experience and gender equity



## Methodology

- Industry immersion (secondary research, interactions with 32 industry stakeholders<sup>1</sup>), learnings from 20+ company engagements<sup>2</sup>, and primary interviews with 6,000+ women<sup>3</sup>

1. Stakeholders include 9 industry leaders and experts, 12 managers, and 4 female and 7 male entry-level workers; 2. FSG, through its [GLOW](https://www.fsg.org/resource/creating-a-gender-equitable-workforce-in-india/) 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 | Construction industry

|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Workforce composition</b>                                            | <ul style="list-style-type: none"><li>• Construction industry employs ~74 Mn workers across buildings, infrastructure and industrial facilities, and specialised activities<sup>1</sup></li><li>• Construction industry employed ~9.2 Mn women with ~12% gender diversity in 2025<sup>1</sup></li><li>• Most on-site entry-level roles in construction require minimal education and some on-the-job experience</li><li>• ~80% of the workforce is casual labour<sup>1</sup>, consisting predominantly of migrant workers; women work largely in unskilled roles</li></ul>                                       |
| <b>Business benefits</b>                                                | <ul style="list-style-type: none"><li>• Improving worker experience and gender diversity can boost worker productivity and retention, and expand talent pool</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Key challenges</b>                                                   | <ul style="list-style-type: none"><li>• Informal employment, limited organisational priority, and unfavourable work environment affect worker experience and women's participation</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Gender diversity opportunity</b>                                     | <ul style="list-style-type: none"><li>• More women can be employed in buildings construction sub-sector, and in unskilled and some skilled roles</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Best practices to improve worker experience and gender diversity</b> | <ul style="list-style-type: none"><li>• Project owners can strengthen oversight of on-site practices (e.g., workforce data reporting) and nudge contractors towards inclusivity (e.g., inclusive workplace guidelines)</li><li>• Contractors can improve worker support mechanisms (e.g., grievance POC) and adopt inclusive hiring practices (e.g., work-as-couple posters, women-only induction session)</li><li>• Ecosystem players can improve pipeline of skilled women workers, boost workers' access to benefits (e.g., labour card), and nudge companies towards inclusivity and formalisation</li></ul> |
| <b>Scorecard to assess progress</b>                                     | <ul style="list-style-type: none"><li>• Regular assessment of outcomes and organisational readiness (e.g., practices and infrastructure) can help track progress and identify areas for improvement</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                    |

Acronyms: POC – Point of Contact | 1. Source: Annual PLFS Report 2025

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*Details of 17 interventions for companies*

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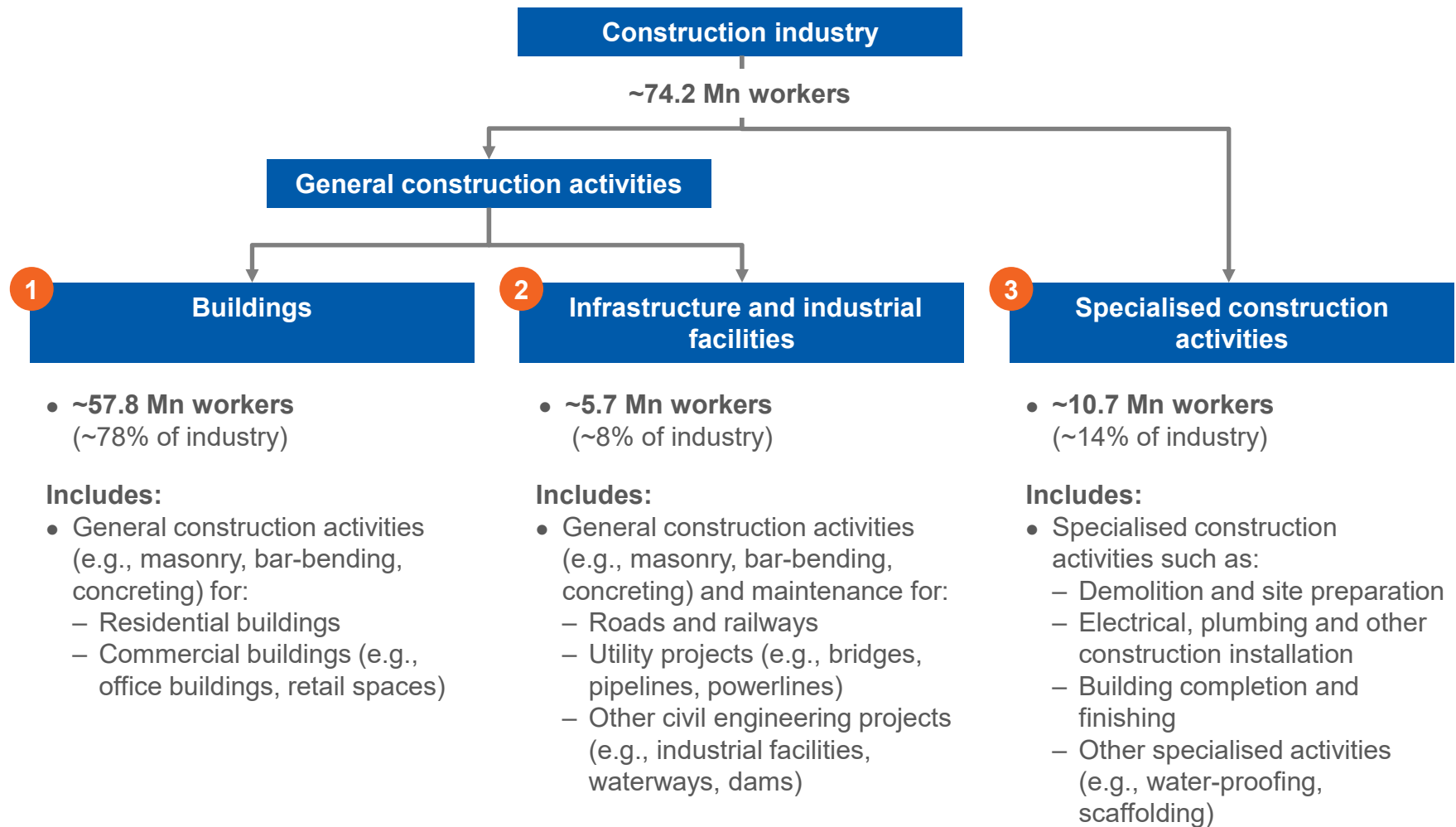
*Details of 2 interventions for ecosystem stakeholders*

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*Methodology used for arriving at insights*

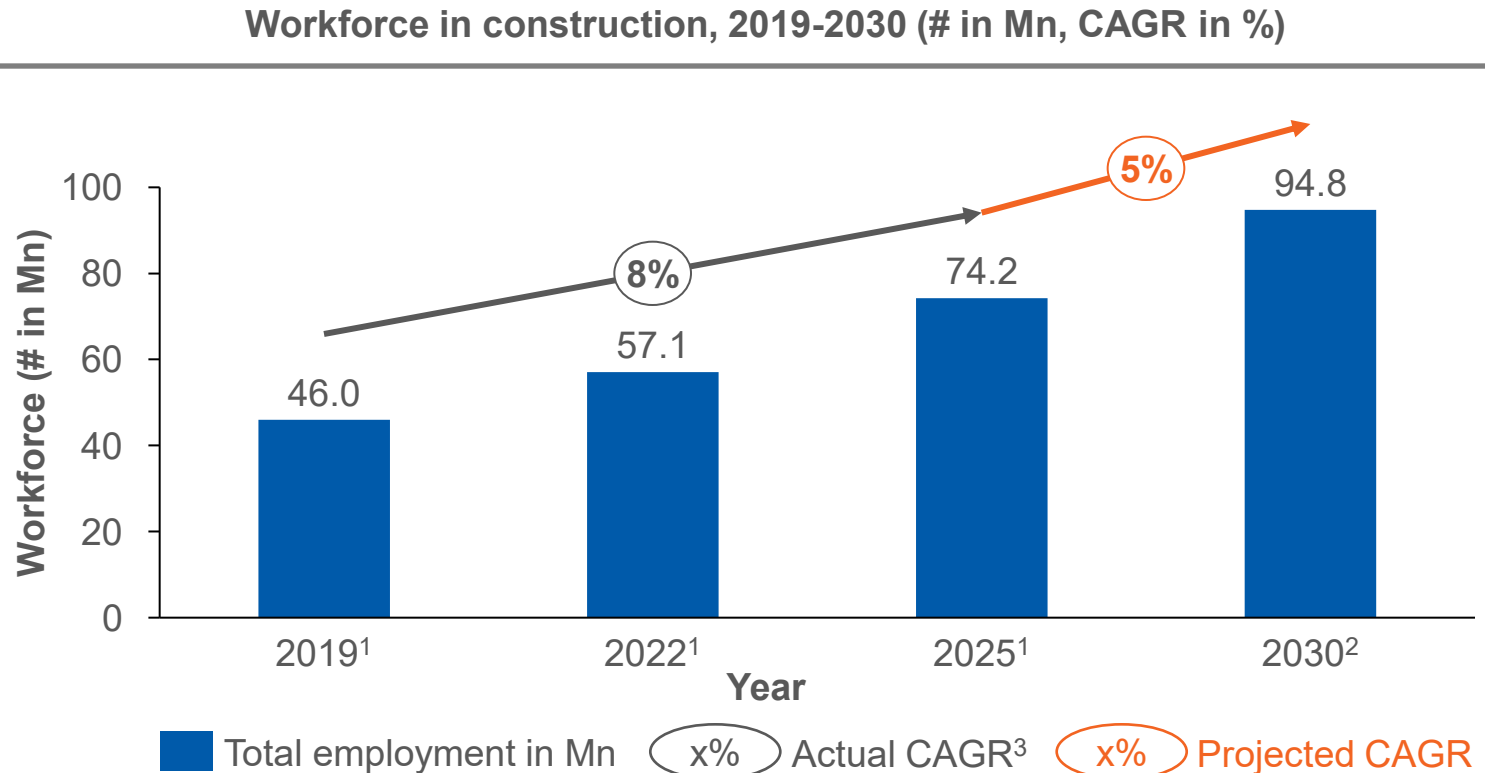
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# Construction industry employs ~74 Mn workers across buildings, infrastructure and industrial, and specialised activities<sup>1</sup>



1. Source: As per Annual PLFS Report 2025, sub-divisions 41, 42 and 43

Workforce in the construction industry is expected to grow at a CAGR of ~5%, from ~74 Mn in 2025 to ~95 Mn in 2030

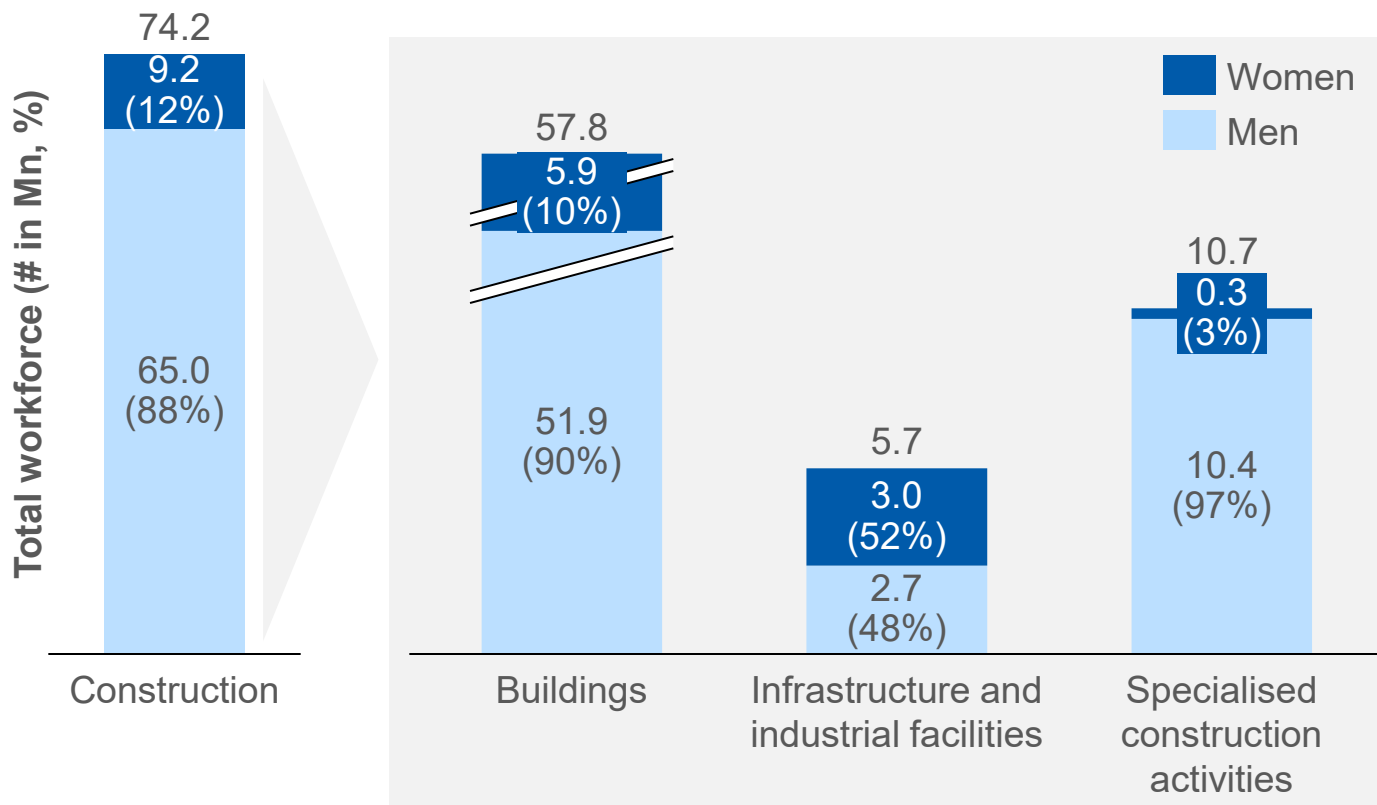


- The past trend is only indicative, as PLFS 2025 methodology differs from earlier years
- Figure for 2030 is a directional estimate based on available data and is subject to change based on external developments (e.g., policy changes, macroeconomic factors)

Acronyms: CAGR – Compounded Annual Growth Rate; PLFS – Periodic Labour Force Survey | 1. Source: As per annual PLFS reports; Workforce data includes all types of employees i.e., self-employed, casual labour, regular wage/ salaried; 2. Source: Projected using growth rate based on workforce projections from 2023 to 2030 as estimated in the [Knight Frank report](#); 3. Actual CAGR is calculated over ~6.5 years since the year 2019 refers to the PLFS reporting period of July 2018 to June 2019 and the year 2025 refers to the PLFS reporting period of January to December 2025

# Construction industry employed ~9.2 Mn women with ~12% gender diversity in 2025<sup>1</sup>

Gender diversity by sub-sectors in construction, 2025 (# in Mn, %)<sup>2</sup>

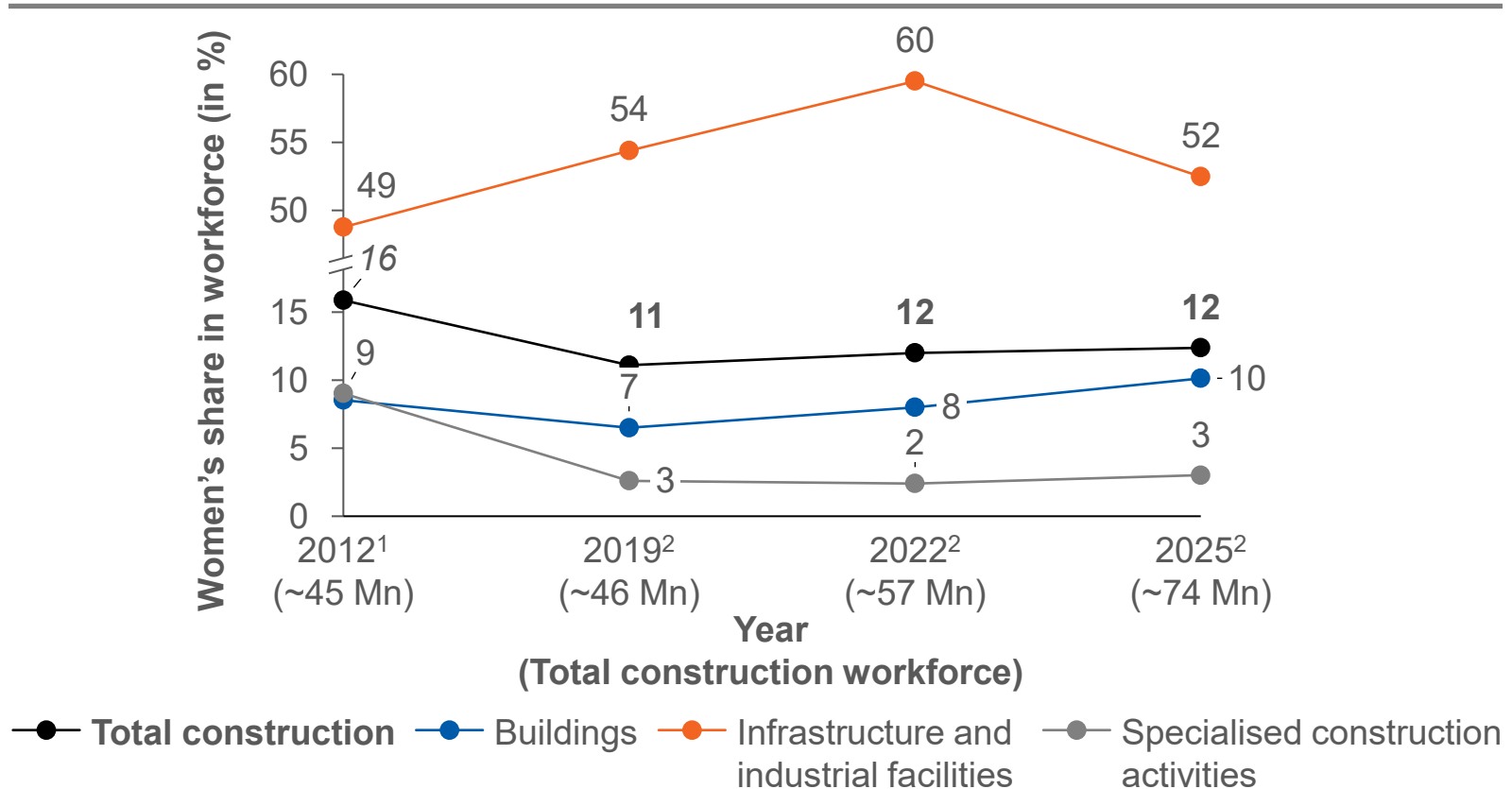


The reason for high gender diversity in the “infrastructure and industrial facilities” sub-sector is unclear; a contributing factor could be significant women’s participation in construction-related work under MGNREGA<sup>3</sup>

Acronyms: MGNREGA – Mahatma Gandhi National Rural Employment Guarantee Act | 1. Source: Annual PLFS Report 2025; 2. Workforce data includes all types of employees i.e., self-employed, casual labour, and regular wage/ salaried; 3. Based on FSG’s secondary research and industry conversations

# Gender diversity in construction has declined significantly, from ~16% in 2012 to 11-12% since 2019

Gender diversity trend in construction industry and its sub-sectors, 2012-2025 (in %)

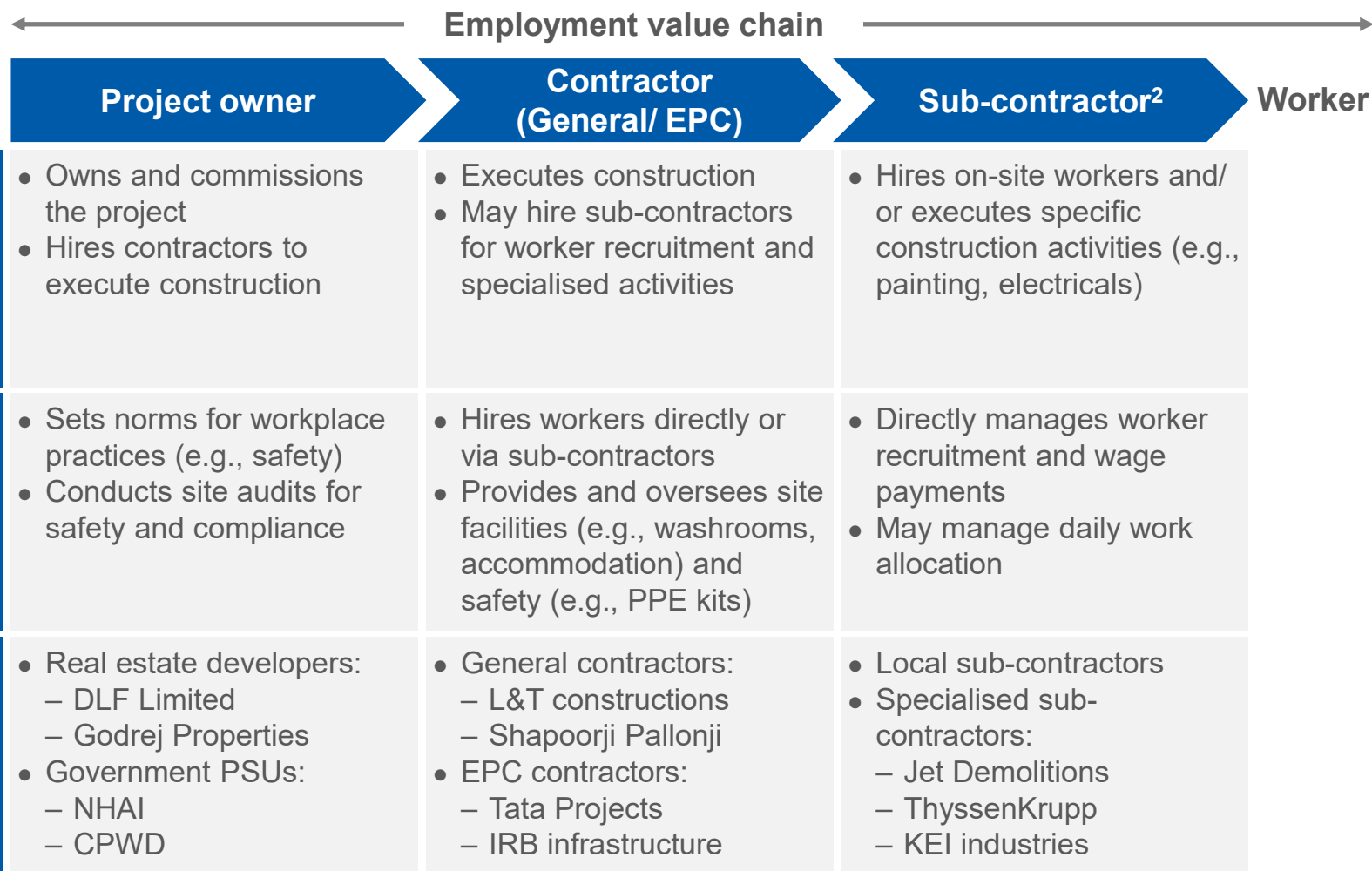


- This comparison is only indicative, as the methodology differs across sources and years
- The overall decline in gender diversity in construction may be partly driven by mechanisation, which reduces demand for unskilled work, where women are predominantly represented<sup>3</sup>

1. Source: As per National Sample Survey 2012 (i.e., July 2011 – June 2012); 2. As per annual Periodic Labour Force Survey reports. All years refer to reporting periods of July to June (e.g., 2019 refers to the PLFS reporting period of July 2018 to June 2019), except 2025 which refers to the PLFS reporting period of January to December 2025; 3. Source: Based on FSG's industry conversations



# Construction value chain comprises four key actors: project owner, contractor, sub-contractor, and worker<sup>1</sup>



Acronyms: EPC – Engineering, Procurement and Construction; PPE – Personal Protective Equipment; PSU – Public Sector Undertaking; NHAI – National Highways Authority of India; CPWD – Central Public Works Department | 1. Source: Based on FSG's secondary research and industry conversations; 2. Some projects (e.g., small-scale residential construction) may not involve sub-contracting

# Most on-site entry-level roles in construction require minimal education and some on-the-job experience<sup>1</sup>

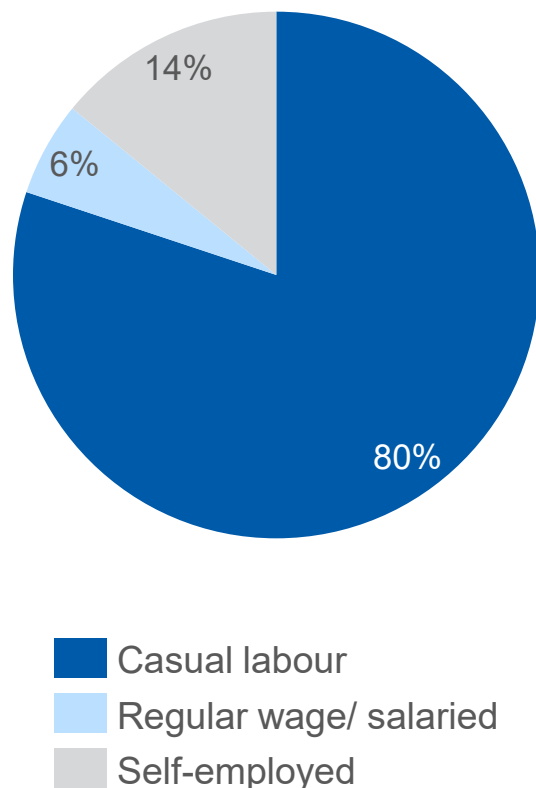
| Category                                                    | Trade type                                             | Roles                                                                                                                                          | Typical requirements                                                                                                                                                                             | Daily wages <sup>2</sup> |
|-------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Unskilled</b><br>(~60% of roles) <sup>3</sup>            | Unskilled workers                                      | <ul style="list-style-type: none"> <li>Cleaners</li> <li>Brick layers</li> <li>Helpers to skilled workers</li> </ul>                           | <ul style="list-style-type: none"> <li>No formal requirement</li> </ul>                                                                                                                          | INR 250–750              |
| <b>Semi-skilled/skilled</b><br>(~40% of roles) <sup>3</sup> | Machine operators <sup>4</sup>                         | <ul style="list-style-type: none"> <li>JCB operators</li> <li>Tower crane operators</li> </ul>                                                 | <ul style="list-style-type: none"> <li>Licensing required</li> </ul>                                                                                                                             | INR 500–1,000            |
|                                                             | Foundation work                                        | <ul style="list-style-type: none"> <li>Piling workers</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>1-6 months of on-the-job training</li> </ul>                                                                                                              |                          |
|                                                             | Masonry                                                | <ul style="list-style-type: none"> <li>Masons (plastering, finishing)</li> </ul>                                                               |                                                                                                                                                                                                  |                          |
|                                                             | Structural concrete, steel and formwork                | <ul style="list-style-type: none"> <li>Bar-benders</li> <li>Shuttering carpenters/ fitters</li> <li>Scaffolding/ staging workers</li> </ul>    |                                                                                                                                                                                                  |                          |
|                                                             | Mechanical, Electrical and Plumbing (MEP) <sup>4</sup> | <ul style="list-style-type: none"> <li>Electricians</li> <li>Plumbers</li> <li>Lift installers</li> <li>HVAC installers</li> </ul>             | <ul style="list-style-type: none"> <li>Licensing required for lead MEP workers (e.g., head electrician)</li> <li>1-6 months of on-the-job training for MEP support roles</li> </ul>              |                          |
|                                                             | Other finishing trades                                 | <ul style="list-style-type: none"> <li>Tilers</li> <li>Painters</li> <li>Woodwork carpenters</li> <li>ACP cladding, glazing workers</li> </ul> | <ul style="list-style-type: none"> <li>1-6 months of on-the-job training</li> <li>Highly specialised trades (e.g., glazing, steel work for bridges) may require additional experience</li> </ul> |                          |
|                                                             | Other infrastructure-specific trades                   | <ul style="list-style-type: none"> <li>Tunnel Boring Machine crew</li> <li>Bitumen and paver operators</li> <li>Pipeline welders</li> </ul>    |                                                                                                                                                                                                  |                          |

- Typical hiring channels for on-site entry-level roles are informal networks of sub-contractors and referrals of workers
- Additional entry-level on-site roles include engineering (e.g., quantity surveyor) and supervisory (e.g., site supervisor) roles, but these typically require higher education qualification (e.g., diploma)

Acronyms: HVAC – Heating, Ventilation, and Air Conditioning; ACP – Aluminium Composite Panel | 1. Source: Industry conversations; 2. Variations in wages are due to type of work, experience levels, and geography; 3. Proportion of roles is as per the [Skilling India: Construction sector demand and supply report by CSDC, 2022](#); 4. Typically hired on-roll by contractors or sub-contractors and paid monthly

# ~80% of the workforce is casual labour, consisting mainly of migrant workers; women work largely in unskilled roles

Split of construction workforce by nature of employment, 2025<sup>1</sup>



Typical worker profile and workplace practices<sup>2</sup>

## Worker origin:

- Most workers in mid/ large sites working in buildings construction are migrant men from labour surplus states<sup>3</sup>
- Workers involved in specialised construction activities are often local

## Typical workplace practices:

- Contractors pay sub-contractors based on output; sub-contractors pay workers daily/ weekly via cash or digitally
- Workers work 6-7 days a week and frequently work overtime, often by choice
- Migrants usually live in company-provided shared accommodation, with separate rooms for families
- Unskilled workers become skilled mainly through informal on-the-job training

## Women worker profile:

- Women work largely in unskilled roles (e.g., site cleaning, helpers to skilled workers)
- Women migrate mostly with family members

1. Source: Based on Annual PLFS Report 2025; 2. Source: Based on FSG's secondary research and industry conversations; 3. Based on FSG's secondary research, field visits, and industry conversations, labour surplus states typically include Bihar, Jharkhand, Uttar Pradesh, Odisha, West Bengal and Assam

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# Improving worker experience and gender diversity can boost worker productivity and retention, and expand talent pool<sup>1</sup>

## Quotes from industry interactions on benefits of improving worker experience

“Once workers experience the company’s living conditions, ~80% appreciate it and stay”

– MD, Regional contractor

“I have been within this company for over 25 years. The company pays wages on time, and facilities are good. Workers’ families can also stay in the accommodation provided”

– Female sub-contractor

“I have been here for over a year because I get regular work, unlike my home state, and all the facilities including accommodation, water, washrooms are very good”

– Female migrant worker

## Quotes from industry interactions on benefits of improving gender diversity

“People leave in 3-4 months. But if you hire as a family, retention is better”

– Manager, Developer

“There is currently a shortfall of skilled workers. If women are trained in specific skills (e.g., reinforcement work), they could fill this gap”

– MD, Regional contractor

“Terrace waterproofing has been done by all-women teams in the past; their work is very neat and much better”

– VP, Buildings contractor

Acronyms: MD – Managing Director; VP – Vice President | 1. Source: Based on FSG's interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits

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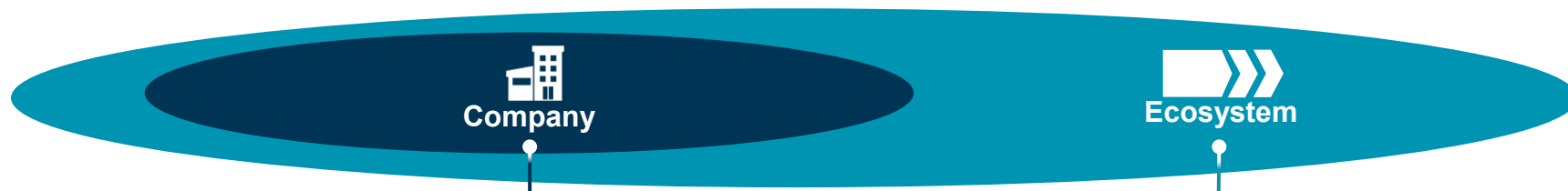
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# Informal employment, limited org. priority and unfavourable work environment affect worker experience and women's participation<sup>1</sup>



## Limited organisational priority

- 1 Companies place limited priority on improving worker experience due to competing business priorities
- 2 Companies place limited priority on gender diversity due to low perceived business benefits\*

## Informal employment and gender biases

- 3 Companies hire entry-level workers as casual labour without defined terms/ contract (e.g., leaves, benefits)
- 4 Companies do not maintain wage payment records, leaving below-minimum-wage payments undetected
- 5 Sub-contractors typically pay women less than men due to biases around women's productivity\*
- 6 Sub-contractors in urban areas hire through informal networks of largely male migrant workers\*

## Unfavourable work environment

- 7 Women do not progress into skilled roles due to limited access to male-dominated on-the-job training\*
- 8 Many contractors find it expensive to provide women-friendly facilities (e.g., separate toilets, dormitories)\*

## Nature of work and sectoral headwinds

- 9 Some construction roles are physically challenging for women (e.g., steel work involving heavy lifting)\*
- 10 High mechanisation in urban areas reduces unskilled work demand, affecting women employed in unskilled roles\*

## Limited access to worker benefits

- 11 Many workers do not have labour cards<sup>2</sup> due to low awareness and lack of documents (e.g., work proof)
- 12 Workers with labour cards<sup>2</sup> struggle to claim benefits due to documentation barriers and slow claim verification

## Unfavourable societal norms

- 13 Families do not allow women to migrate for construction work, especially unaccompanied by male family members\*
- 14 Women do not opt for skilled roles due to internalised gender norms that deem skilled roles unsuitable for them\*

**Legend:** \* Refers to barriers affecting women's participation

Acronym: Org. – Organisational | 1. Source: Based on FSG's interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits; 2. '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

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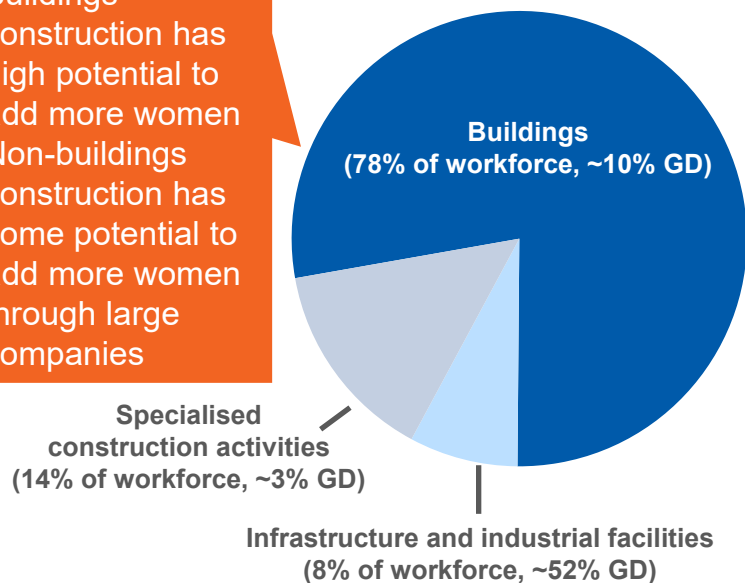


# More women can be employed in buildings construction, and in unskilled and some skilled roles

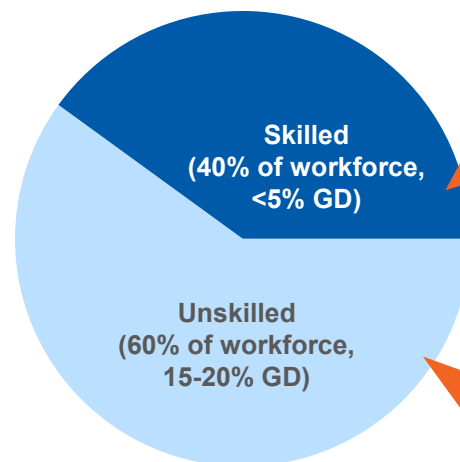
## Workforce split and gender diversity (GD) % in construction

### I. By sub-sector<sup>1</sup>

- Buildings construction has high potential to add more women
- Non-buildings construction has some potential to add more women through large companies



### II. By role<sup>2</sup>



Some skilled roles (e.g., tiling) have high potential to add more women due to lower physical barriers

Unskilled roles have high potential to add more women due to low barriers to entry (e.g., supervisor reluctance, skills)

Additionally, more women can be employed in on-site roles requiring higher qualifications (e.g., site supervisor or quantity surveyor which may require a diploma), but these roles likely account for <5% of the on-site workforce<sup>2</sup>

Acronyms: GD – Gender Diversity | 1. Source: As per Annual PLFS Report 2025; 2. Source: Split of roles is as per the [Skilling India: Construction sector demand and supply report by CSDC, 2022](#). Gender diversity in roles is estimated based on FSG's field visits, industry conversations, and data from Annual PLFS Report 2025

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# Improving worker experience and gender diversity requires collective efforts of companies and ecosystem stakeholders

## Why improving worker experience and gender diversity is difficult

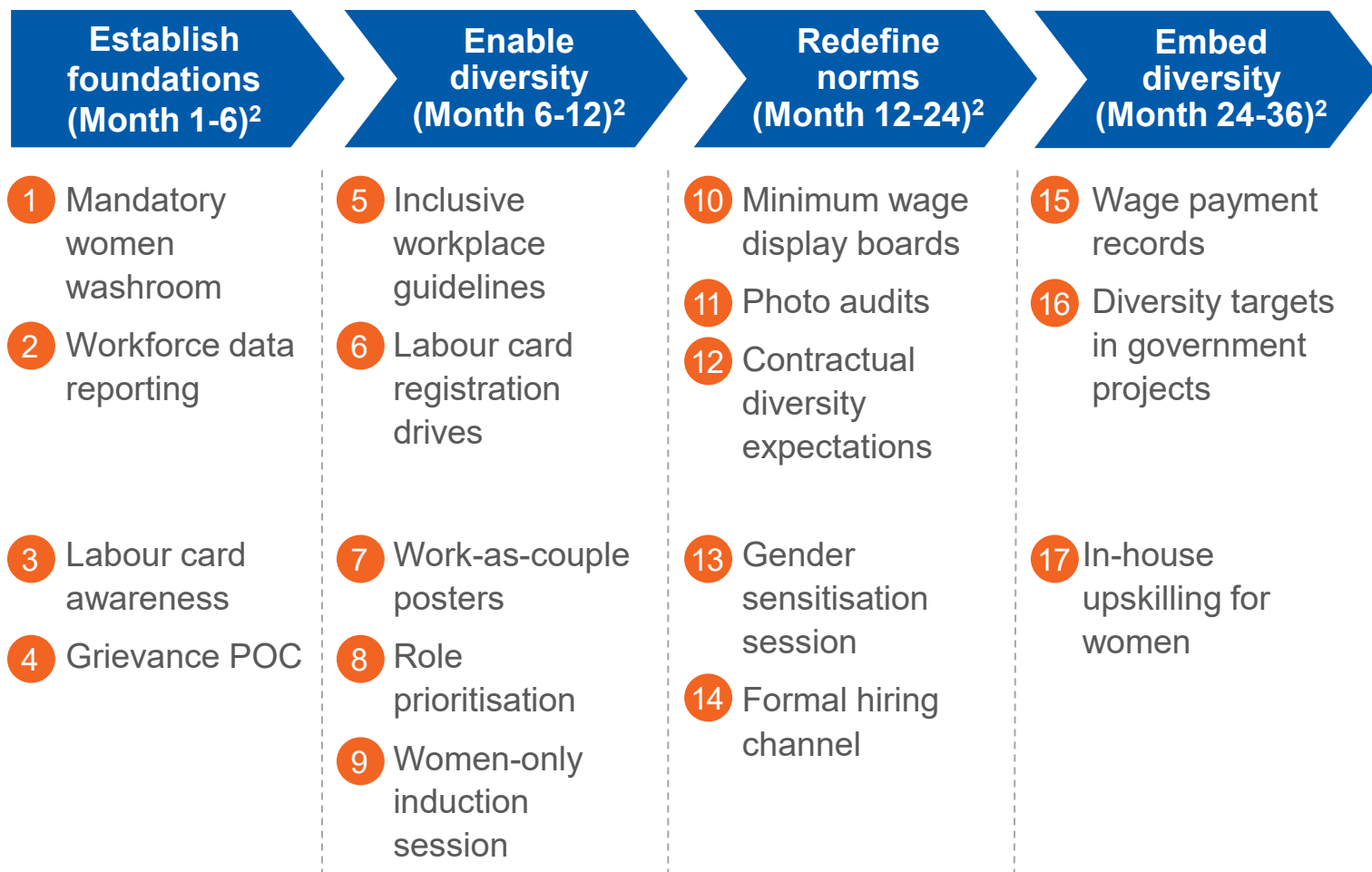
- Project owners and contractors find it difficult to improve worker experience and gender diversity due to:
  - Unknown business case
  - Competing business priorities
  - Awareness/ capability gaps (e.g., unconscious biases, limited awareness of easy-to-implement practices)
  - Factors outside their direct control (e.g., societal norms, public safety)

## How to address worker experience and gender diversity barriers

- Project owners and contractors can:
  - Strengthen oversight of on-site practices
  - Improve workplace infrastructure, systems, and norms
  - Prioritise low-cost/ low-effort interventions, and gradually increase investments
- Ecosystem stakeholders (e.g., governments, funders) can play an enabling role by:
  - Improving skilled women-worker pipeline
  - Improving access to worker benefits
  - Building the business case for improving worker experience and gender diversity
  - Improving workplace conditions via disclosures

Improving on-site worker experience can act as an enabler for increasing gender diversity in entry-level roles in construction

# Project owners and contractors can roll out 17 interventions to improve worker experience and gender diversity (1/5)<sup>1</sup>



Acronyms: POC – Point of Contact | 1. Based on FSG's secondary research and interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits; 2. Timelines are indicative

# Project owners and contractors can roll out 17 interventions to improve worker experience and gender diversity (2/5)<sup>1</sup>



| Relevant stakeholder | Intervention name                 | Intervention description                                                                                                                      |
|----------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Project owner        | 1 <b>Mandatory women washroom</b> | Mandate contractors to ensure washroom access for women at every site, regardless of current women headcount                                  |
|                      | 2 <b>Workforce data reporting</b> | Mandate contractors to report worker attendance by gender, along with worker-level labour card <sup>2</sup> status in weekly progress reports |
| Contractor           | 3 <b>Labour card awareness</b>    | Include a briefing on labour card <sup>2</sup> application process and benefits as part of worker induction                                   |
|                      | 4 <b>Grievance POC</b>            | Assign site 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: POC – Point of Contact | 1. Based on FSG's secondary research and interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits; 2. '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

# Project owners and contractors can roll out 17 interventions to improve worker experience and gender diversity (3/5)<sup>1</sup>

Establish  
foundations

Enable diversity

Redefine norms

Embed diversity

| Relevant stakeholder | Intervention name                        | Intervention description                                                                                                                                            |
|----------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project owner        | <b>5 Inclusive workplace guidelines</b>  | Share quarterly emails comprising a list of low-cost practices (e.g., women-only induction session) that contractors can adopt to make the workplace women-friendly |
|                      | <b>6 Labour card registration drives</b> | Conduct labour card <sup>2</sup> registration drives on-site, every six months, to improve workers' access to worker benefits                                       |
| Contractor           | <b>7 Work-as-couple posters</b>          | Display posters featuring couples working together and highlighting family benefits, to encourage male workers to refer their spouses                               |
|                      | <b>8 Role prioritisation</b>             | Prioritise hiring women in select easy-to-fill roles with low supervisor bias and minimal investment requirements, to accelerate improvements in gender diversity   |
|                      | <b>9 Women-only induction session</b>    | Add a ~20-minute women-only segment in worker induction to inform about facilities and support available for women on-site                                          |

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits; 2. '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

# Project owners and contractors can roll out 17 interventions to improve worker experience and gender diversity (4/5)<sup>1</sup>



| Relevant stakeholder | Intervention name                            | Intervention description                                                                                                                                                   |
|----------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project owner        | <b>10 Minimum wage display boards</b>        | Mandate contractors to display government-notified minimum wage and overtime rates, by skill level, on-site                                                                |
|                      | <b>11 Photo audits</b>                       | Mandate contractors to submit timestamped photos of worker facilities on-site (e.g., washrooms) in monthly progress reports                                                |
|                      | <b>12 Contractual diversity expectations</b> | Include non-binding gender diversity expectations in contracts to expand the talent pool, improve worker retention, and strengthen compliance with laws/ standards         |
| Contractor           | <b>13 Gender sensitisation session</b>       | Add a ~20-minute gender sensitisation module to existing safety drills every month, covering unconscious biases (e.g., task allocation) and acceptable workplace behaviour |
|                      | <b>14 Formal hiring channel</b>              | Hire workers via 1-2 formal channels (e.g., flexi-staffing firms) to expand talent pool and reduce burden of compliance                                                    |

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits

# Project owners and contractors can roll out 17 interventions to improve worker experience and gender diversity (5/5)<sup>1</sup>

Establish  
foundations

Enable diversity

Redefine norms

Embed diversity

| Relevant stakeholder | Intervention name                                  | Intervention description                                                                                                                                                 |
|----------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project owner        | <b>15 Wage payment records</b>                     | Mandate contractors to maintain wage payment records, along with proof of payment (e.g., bank transfer record) and attendance records, to verify minimum wage compliance |
|                      | <b>16 Diversity targets in government projects</b> | Include a minimum gender diversity target (e.g., 15%) <sup>2</sup> for on-site roles, including casual labour, in government project contracts                           |
| Contractor           | <b>17 In-house upskilling for women</b>            | Introduce structured skilling pathways for women by pairing them with existing skilled workers (e.g., 6 months on-the-job training for interior painting)                |

Further details on each intervention can be found in the Annex

1. Based on FSG's secondary research and interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits; 2. Targets are indicative



# Ecosystem stakeholders can explore 8 interventions to improve worker experience and gender diversity in construction<sup>1</sup>

| Intervention theme                                       | Intervention name and description                                                                                                                                                                                                            |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A Improving skilled women-worker pipeline</b>         | <b>1 Skilling programs:</b> Fund or facilitate women's skilling in construction trades (e.g., plumbing, masonry), tied to verified job placements                                                                                            |
|                                                          | <b>2 “Women in construction” campaigns:</b> Run awareness campaigns across mass and digital media (e.g., radio) on success stories of women working in construction, especially in skilled roles                                             |
|                                                          | <b>3 Diversity targets in ITI courses:</b> Include gender diversity targets for construction-related courses at ITIs                                                                                                                         |
| <b>B Improving workplace conditions</b>                  | <b>4 RERA disclosures:</b> Mandate project owners to disclose gender-disaggregated workforce data and on-site facilities as part of existing quarterly reporting through the RERA portal <sup>2</sup>                                        |
| <b>C Improving access to worker benefits<sup>3</sup></b> | <b>5 Labour card awareness campaigns:</b> Run awareness campaigns across mass media (e.g., radio) on labour card benefits and registration requirements                                                                                      |
|                                                          | <b>6 Labour card access simplification:</b> Simplify requirements (e.g., 90-day employment certificate) and streamline processes (e.g., renewal frequency) for labour card registration, renewal, and access to benefits                     |
|                                                          | <b>7 Labour card registration drives:</b> Fund or facilitate drives to help construction workers register for labour cards                                                                                                                   |
| <b>D Strengthening the business case</b>                 | <b>8 Business benefits of gender diversity and formalisation:</b> Fund/ conduct pilots to build evidence on the business benefits of (a) hiring women (e.g., better work quality) and (b) formalising the workforce (e.g., higher retention) |

Further details on improving workplace conditions and access to worker benefits can be found in the Annex

Acronyms: ITI – Industrial Training Institute; RERA – Real Estate Regulation Authority | 1. Based on FSG's secondary research and industry conversations; 2. Under the Real Estate (Regulation and Development) Act, 2016, project owners of registered real-estate projects already file mandatory quarterly reports on construction and financial progress on the state RERA portal; 3. Source: [Indus Action article](#), [Indus Action whitepaper](#), [Haqdarshak article](#), expert calls

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# Objectives and context

- **Objectives:** This tool is designed to score project owners and contractors on their performance on worker experience and gender equity in entry-level on-site roles, and identify areas of improvement
- **Context:** This tool
  - Is designed to be used by either the companies themselves or independent evaluators
  - Is recommended to be used annually/ bi-annually to track progress
  - Has been designed to evaluate all construction sites owned or operated by a project owner/ contractor
  - 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 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 sites operated by the project owner/ contractor
  - Information about hiring policies of their contractors/ sub-contractors, and on-site facilities and practices
- 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 “Inclusive hiring and upskilling”, 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 on-site 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

Acronyms: HR – Human Resources; NA – Not Applicable

# Worker experience and gender equity scorecard for on-site construction roles – Outcome

| Parameter                           | Score A                                                                                                         | Score B                                                           | Score C                                                               | Score D                                                                | Final score       |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------|-------------------|
| Women in on-site roles              | What % of workers (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 >=20%                                                         | Tick if >=30%                                                          |                   |
| Women in skilled/ supervisory roles | Do women work in skilled roles in at least 10% of all your sites?                                               | Do women work in skilled roles in at least 30% of all your sites? | Do women work in supervisory roles in at least 10% of all your sites? | Do women represent at least 10% of your total skilled trade workforce? | ( # of ticks x 2) |
|                                     | Tick if yes                                                                                                     | Tick if yes                                                       | Tick if yes                                                           | Tick if yes                                                            |                   |
| Labour card access                  | What % of workers (includes on-roll, off-roll, casual labour) across all your sites have an active labour card? |                                                                   |                                                                       |                                                                        | ( # of ticks x 2) |
|                                     | Tick if >=10%                                                                                                   | Tick if >=30%                                                     | Tick if >=50%                                                         | Tick if >=70%                                                          |                   |

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

# Worker experience and gender equity scorecard for on-site construction roles – Accountability

| Parameter                  | Score A                                                                                                     | Score B                                                                                                                                   | Score C                                                                            | Score D                                                                                                | Final score       |
|----------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------------|
| Diversity data and targets | Do you collect/ maintain data on worker attendance by gender in weekly progress reports for all your sites? | Do you include non-binding gender diversity expectations (e.g., reasonable efforts towards 10% diversity) in your contracts? <sup>1</sup> | Have you mandated/ taken a gender diversity target (e.g., 25%) for all your sites? | Do you assign a defined weightage (e.g., 5%) to gender diversity when awarding contracts? <sup>1</sup> | ( # of ticks x 2) |
|                            | <i>Tick if yes</i>                                                                                          | <i>Tick if yes</i>                                                                                                                        | <i>Tick if yes</i>                                                                 | <i>Tick if yes</i>                                                                                     |                   |

1. Select 'NA' if you do not have formal contractors/ sub-contractors for construction work on any of your sites

# Worker experience and gender equity scorecard for on-site construction roles – Employment practices

| Parameter              | Score A                                                                                                  | Score B                                                                                                                             | Score C                                                                                                                                                | Score D                                                                                                                                    | Final score      |
|------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Wage payment practices | Do all your sites display minimum wage and overtime rate information by skill level?                     | Do all your sites maintain records of daily attendance and wage payment (e.g., UPI screenshots, signed wage slips) for all workers? | In the last quarter, have all your sites conducted an audit of attendance and wage payment records to check minimum wage and overtime rate compliance? | 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? | (# of ticks x 2) |
|                        | <i>Tick if yes</i>                                                                                       | <i>Tick if yes</i>                                                                                                                  | <i>Tick if yes</i>                                                                                                                                     | <i>Tick if yes</i>                                                                                                                         |                  |
| Formal employment      | Do all your sites maintain photocopies of at least one government-issued identity proof for all workers? | Do all your sites provide 1-day weekly off to all workers?                                                                          | Do all your sites provide written job contracts with all necessary details (e.g., simple language covering salary, duration, benefits) to all workers? | Is at least 20% of your entire on-site workforce hired on payroll (on-roll, off-roll)?                                                     | (# 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: UPI – Unified Payments Interface

# Worker experience and gender equity scorecard for on-site construction roles – Inclusive hiring and onboarding

| Parameter                        | Score A                                                                                                                                                           | Score B                                                                                                                                                                         | Score C                                                                                                                                                                                        | Score D                                                                                                                    | Final score      |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------|
| Inclusive hiring and upskilling  | Do all your sites display posters encouraging male workers to refer their spouses for work?                                                                       | Do all your sites share written guidelines with hiring partners (e.g., sub-contractors) to provide a minimum share of women workers (e.g., 20% or 10 women) in unskilled roles? | Do all your sites share written guidelines with hiring partners (e.g., sub-contractors) to provide a minimum share of women workers (e.g., 10% or 5 women) in any skilled role (e.g., tiling)? | Do all your sites have a formal on-the-job skilling pathway for women to help them progress into skilled roles?            | (# of ticks x 1) |
|                                  | <i>Tick if yes</i>                                                                                                                                                | <i>Tick if yes</i>                                                                                                                                                              | <i>Tick if yes</i>                                                                                                                                                                             | <i>Tick if yes</i>                                                                                                         |                  |
| Induction and benefits awareness | Do all your sites conduct a mandatory induction session for workers, covering workplace facilities, wages, grievance-redressal mechanisms, and a safety briefing? | In the last six months, have all your sites conducted at least one labour card awareness session for workers?                                                                   | Do all your sites conduct a separate induction session for women workers, covering women-centric facilities and support?                                                                       | In the last six months, have you organised/ facilitated labour card registration drives in at least 20% of all your sites? | (# of ticks x 1) |
|                                  | <i>Tick if yes</i>                                                                                                                                                | <i>Tick if yes</i>                                                                                                                                                              | <i>Tick if yes</i>                                                                                                                                                                             | <i>Tick if yes</i>                                                                                                         |                  |



# Worker experience and gender equity scorecard for on-site construction roles – Workplace facilities and support

| Parameter                                             | Score A                                                                | Score B                                                                                                                                            | Score C                                                                                                                                                                                              | Score D                                                                                                                                                           | Final score      |
|-------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Accommodation and transportation support <sup>1</sup> | Do all your sites provide accommodation for migrant workers?           | Do all your sites provide transport for migrant workers whose accommodation is more than 1 km from the site?                                       | In the last quarter, have all your sites verified that accommodation has functional facilities (e.g., toilets), via on-site audits and/ or time-stamped, geo-tagged photos submitted by contractors? | Do all your sites provide separate, private accommodation for migrant women workers and workers with families?                                                    | (# of ticks x 1) |
|                                                       | <i>Tick if yes</i>                                                     | <i>Tick if yes</i>                                                                                                                                 | <i>Tick if yes</i>                                                                                                                                                                                   | <i>Tick if yes</i>                                                                                                                                                |                  |
| Site infrastructure                                   | Do all your sites provide shaded rest areas for workers?               | Do all your sites have at least one lockable, functional toilet for every 25 workers?                                                              | Do all your sites have separate toilets for women?                                                                                                                                                   | Do all your sites provide crèche facilities?                                                                                                                      | (# 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 have a designated safety POC to oversee site safety? | In the last quarter, have all your sites conducted at least one safety drill for workers, covering immediate response to safety-related accidents? | Do all your sites provide customised PPE to suit workers of different body types (e.g., adjustable helmets)?                                                                                         | Do all your sites conduct a quarterly 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>                                                                                                                                                |                  |

Acronyms: PPE – Personal Protective Equipment; POC – Point of Contact | 1. Select 'NA' for all scores if you do not employ migrant workers who require accommodation; 2. Upon selecting 'NA' where it is an option, the final score will be calculated out of a reduced total score ranging from 64 to 72

**Total score (out of 72)<sup>2</sup>**

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- 

## **7 Annex**

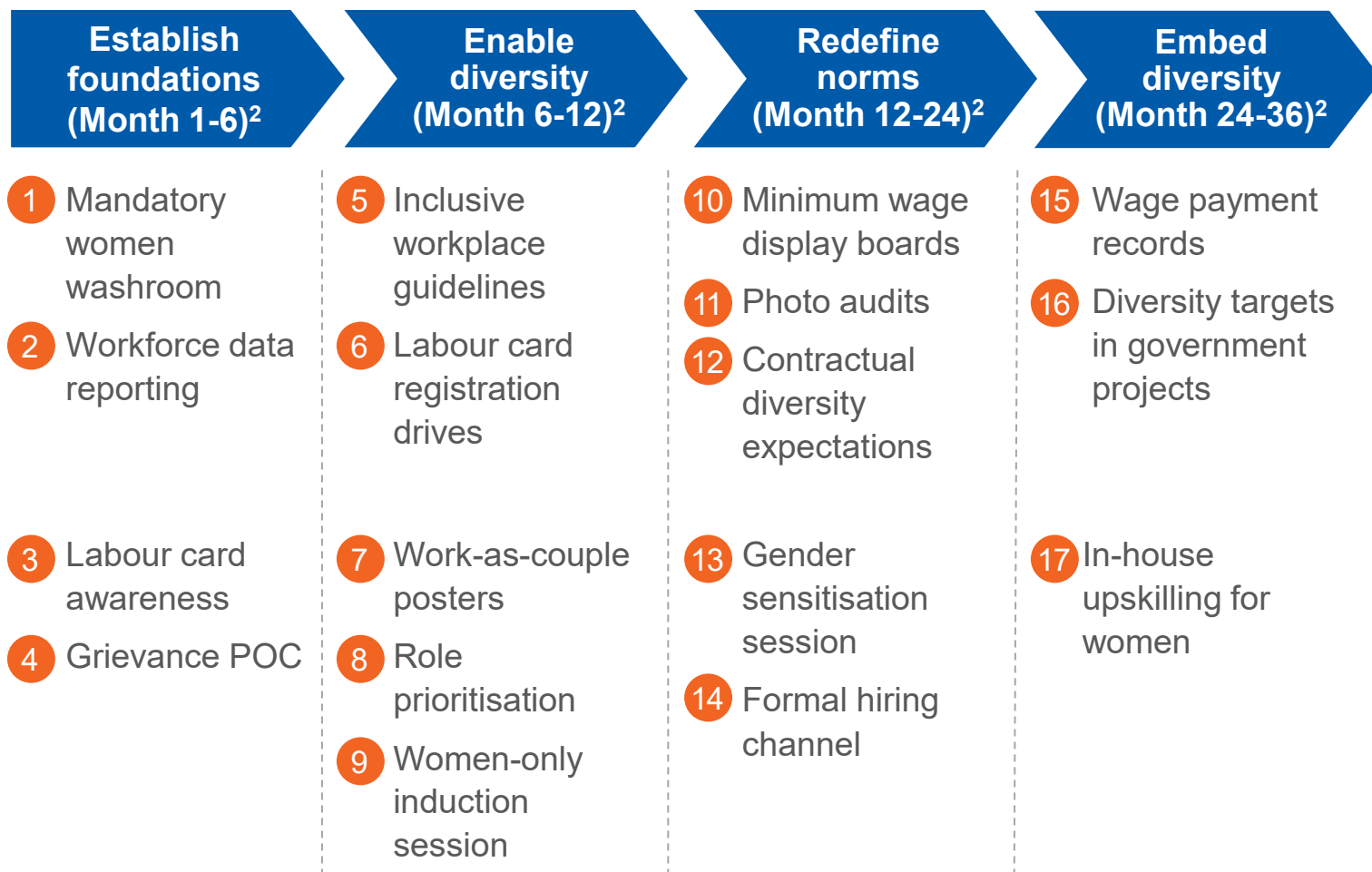
### ***Details of 17 interventions for companies***

*Details of 2 interventions for ecosystem stakeholders*

*Methodology used for arriving at insights*

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# Project owners and contractors can roll out 17 interventions to improve worker experience and gender diversity<sup>1</sup>



Acronyms: POC – Point of Contact | 1. Based on FSG's secondary research and interactions with 9 industry leaders and experts, 12 managers, 4 women and 7 men in entry-level roles, and 5 field visits; 2. Timelines are indicative

# 1 Mandatory women washroom

For project owners

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 compliance<sup>1</sup>

## 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

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

## 2 Workforce data reporting (1/2)

For project owners

Mandate contractors to report worker attendance by gender, along with worker-level labour card<sup>1</sup> status in weekly progress reports

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benefits                                     | <ul style="list-style-type: none"><li>Provides a record of days worked, making minimum wage shortfalls visible when pay is compared to daily wage rate and days worked</li><li>Informs facility planning for women by tracking the number of women workers on-site</li><li>Helps identify whether workers access the labour card<sup>1</sup> welfare benefits funded by project owners' cess contributions</li></ul>                                                                                                                                                                                   |
| Data to be collected                         | <ul style="list-style-type: none"><li>Daily attendance of every worker, by gender and skill type</li><li>Labour card<sup>1</sup> registration status of every worker</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Implementation guidelines for project owners | <ul style="list-style-type: none"><li>Require contractors to maintain one attendance register per site, and submit daily worker attendance to the project owner as part of weekly progress reports</li><li>Designate an on-site staff to spot check the register at least once a month</li><li>Suggest contractors in large sites to track attendance digitally (e.g., swiping identification card) to improve reliability and reduce manual effort</li><li>Suggest contractors to capture labour card<sup>1</sup> status of workers at the time of induction, and recheck status every week</li></ul> |

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

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

## 2 Workforce data reporting (2/2)

For project owners

Mandate contractors to report worker attendance by gender, along with worker-level labour card<sup>1</sup> status in weekly progress reports

Sample template for reporting weekly worker attendance<sup>2</sup>

| Week: July 5–11, 2026 |              |        |                                        |            |        |     |
|-----------------------|--------------|--------|----------------------------------------|------------|--------|-----|
| Name                  | Skill-level  | Gender | Has a valid labour card <sup>1</sup> ? | 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                                     | ✓          | ✓      |     |
|                       |              |        |                                        |            |        |     |
|                       |              |        |                                        |            |        |     |
|                       |              |        |                                        |            |        |     |
|                       |              |        |                                        |            |        |     |
|                       |              |        |                                        |            |        |     |

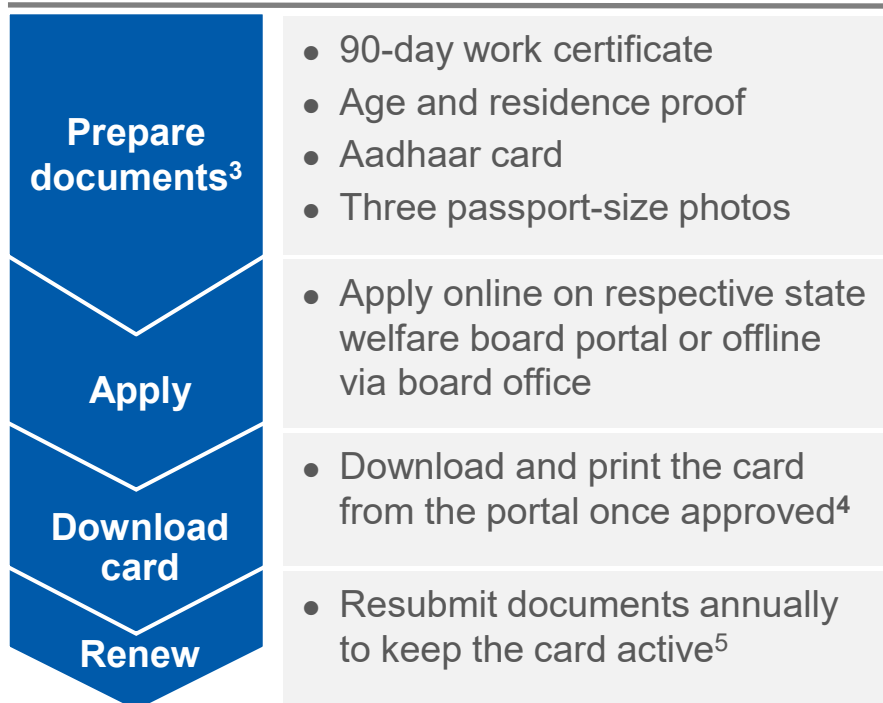
1. 'Labour card' is a document issued by state Building and Other Construction Workers (BOCW) welfare boards under the Code on Social Security, 2020, providing registered construction workers access to welfare benefits (e.g., pension); earlier under the BOCW Act, 1996; 2. Template is indicative and shows two days only for illustration

### 3 Labour card awareness (1/2)

For contractors

Include a briefing on labour card<sup>1</sup> application process and benefits as part of worker induction

#### Share application process for labour card<sup>2</sup>



#### Highlight benefits of labour card<sup>6</sup>

|                                                                                      |                                                                                        |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
|   | 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<sup>1</sup> during induction and address their queries; refer to FAQs on next slide

Acronyms: FAQ – Frequently Asked Question | 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 latest benefits

### FAQs regarding labour card<sup>1</sup>

- **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 states<sup>2</sup>
- **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

Acronyms: FAQ – Frequently Asked Question; MGNREGA – Mahatma Gandhi National Rural Employment Guarantee Act; MH – Maharashtra | 1. Source: Indicative responses as per [Maharashtra](#) and [Delhi](#) State BOCW Welfare Board portals. For updated information, please check the respective state BOCW portals; 2. The Code on Social Security, 2020 (governing law for labour cards) allows inter-state portability of welfare benefits, but implementation is still transitional



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

| Benefits of appointing grievance POC                                                                                                                                                                                              | Role of grievance POC                                                                                                                                                                                                                                                                                                                                                                                                                                      | Appointing grievance POC                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Builds trust and psychological safety for on-site workers</li><li>• Helps identify and proactively address workers' concerns</li><li>• Improves quality of workplace facilities</li></ul> | <div><ul style="list-style-type: none"><li>• Conduct two 5-minute check-ins with new workers during the first 1 month to surface concerns and share solutions</li><li>• Resolve concerns directly where possible, and relay severe issues to superiors (e.g., site supervisor)</li></ul></div> <ul style="list-style-type: none"><li>• Conduct weekly audits of facilities on-site and at worker accommodation (e.g., washrooms, drinking water)</li></ul> | <ul style="list-style-type: none"><li>• Appoint an experienced on-roll on-site employee as grievance POC</li><li>• Where possible, assign a woman as the grievance POC</li></ul> |

 Detailed in subsequent slides

Acronyms: POC – Point of Contact

Assign site 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 working at this site been so far?
- C Are you facing any challenges at the site or at your accommodation facility?
- D Are other workers and supervisors supportive?
- E Do you need any additional support from us?

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



### Grievances that POCs can address directly<sup>1</sup>

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



### Grievances that POCs need to escalate to superiors<sup>1</sup>

- Harassment of any kind
- Serious injury
- Safety hazards (e.g., scaffolding issues)
- Wage related issues (e.g., delays, payment less than minimum wage)

Acronyms: POC – Point of Contact; PPE – Personal Protective Equipment | 1. List is indicative, not exhaustive

Share quarterly emails comprising a list of low-cost practices (e.g., women-only induction session) that contractors can adopt to make the workplace women-friendly

### Key details for email

- **Sender:** Project owner – Leadership (e.g., chairperson, director)/ senior management
- **Recipient:** Contractor – HR/ project head
- **Frequency:** Every 3 months
- **Main content:**
  - Company's commitment to improving on-site gender diversity
  - List of 2-3 low-cost practices that contractors can adopt to make the workplace women-friendly

### Indicative list of low-cost practices to share with contractors<sup>1</sup>

- Provide washroom access for women at sites, irrespective of headcount
- Display work-as-couple posters on sites, highlighting family benefits, to encourage male workers to refer their spouses
- Explicitly communicate to sub-contractors and hiring partners (e.g., flexi-staffing companies) that on-site roles are open to both men and women
- Prioritise hiring women in select easy-to-fill roles (e.g., unskilled helper, tiling) with low supervisor bias and minimal investment requirements
- Conduct women-only induction sessions to share information about facilities and support available for women
- Check that PPE provided to women workers is available in appropriate sizes and meets their needs
- Assign a grievance POC to address common issues faced by women (e.g., washroom access, payment less than minimum wage)
- Conduct gender sensitisation session every month to increase awareness of unconscious biases and share acceptable workplace norms

Acronyms: HR – Human Resources; PPE – Personal Protective Equipment; POC – Point of Contact | 1. List is indicative, not exhaustive

Conduct labour card<sup>1</sup> registration drives on-site, every six months, to improve workers' access to worker benefits

### Benefits

- Improves utilisation of cess already paid by project owners, much of which remains unclaimed<sup>2</sup>
- Improves worker experience and retention at low cost
- Unlocks worker benefits (e.g., pension, maternity, accident cover)

### Role of project owners and contractors

- Project owners can :
  - Organise registration drives on-site
  - Support workers with document collection and verification
  - Submit applications on workers' behalf
- Contractors can:
  - Ensure workers' participation in the drive
  - Track application status on workers' behalf
  - Download and print cards for workers

### Implementation guidelines

- Organise the first drive 90 days after work commences on-site to ensure most workers are eligible<sup>3</sup>
- Organise successive drives every 6 months to enrol new joiners and renew cards<sup>4</sup> for existing cardholders
- Partner with an organisation/ NGO experienced in labour card registration if needed

Acronyms: NGO – Non-Governmental Organisation | 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. Source: [IDR article](#); 3. Workers become eligible after 90 days of construction work in the preceding 365-day period. Source: [Press Information Bureau](#); 4. Labour cards require renewal every year. Some states (e.g., Karnataka) allow renewal every 3 years. Source: [Government of India portal](#)

## 7 Work-as-couple posters

For contractors

Display posters featuring couples working together and highlighting family benefits, to encourage male workers to refer their spouses

### Sample poster to encourage male workers to refer their spouses

### Earn as a couple! Refer your spouse!



Photo of a family

Separate accommodation for families

Creche for children below 6 years

Daily wages of INR 850–950 per day<sup>1</sup>

Gloves and helmets to ensure safety

Benefits for women and families

Logo WhatsApp +91 XXXXX XXXXX

Contact details for referral

Image source: [Getty images](#) | 1. Indicative minimum wages (including basic wage and dearness allowance) for Zone I in Maharashtra as per [Dearness Allowance January to June 2026, Commissioner of Labour, Government of Maharashtra](#) (refer to this [link](#) for English version). The wage range reflects variation by skill-level

## 8 Role prioritisation (1/2)

For contractors

Prioritise hiring women in select easy-to-fill roles with low supervisor 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
  - Site location
- Document restrictions for hiring women based on:
  - Roles
  - 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:
  - Cleaners
  - Helpers to skilled workers
  - Brick layers
  - Tilers

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:
  - Interior painters
  - Masons
  - Machine operators
  - Carpenters
  - Electricians
  - Plumbers

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

Sample template for collating workforce data

Illustrative

| Buildings <sup>1</sup> |     |       |       |                                                                        |
|------------------------|-----|-------|-------|------------------------------------------------------------------------|
| Roles <sup>2</sup>     | Men | Women | Total | Restrictions in hiring women                                           |
| Cleaners               | 6   | 4     | 10    | Women migrate only with family                                         |
| Unskilled helpers      | 16  | 4     | 20    |                                                                        |
| Tilers                 | 8   | 2     | 10    | Few women work in this role                                            |
| Masons                 | 10  | 0     | 10    | Physical demands are high, and women usually don't take up these roles |
| Interior painters      | 10  | 0     | 10    |                                                                        |

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

1. Includes roles within both general and specialised construction activities; 2. List of roles is indicative and not exhaustive



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

## Rationale

- Women are often unaware of facilities and support available on-site, as they largely work with their family members and often rely on men
- 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 on-site (e.g., washroom, creche, rest area)
  - Grievance redressal mechanisms (e.g., POC name and contact number)
  - Minimum wages and overtime practices
  - Independent access to wages, not a combined pay through family members
  - Maternity benefits via labour card<sup>1</sup>
- Reserve 10 minutes at the end of the session for women to clarify their doubts

Acronyms: POC – Point of Contact | 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](#)

Mandate contractors to display government-notified minimum wage and overtime rates, by skill level, on-site

Display board benefits

- Strengthens compliance with laws and improves worker retention by promoting:
  - Transparent wage information
  - Fair wage practices
  - Worker feedback and grievance reporting

Guidelines to share with contractors

- **Wage data:** Display latest government-notified construction rates (daily, monthly, overtime) for the state and location
- **Wage practices:** Share regular working hours, payment frequency and grievance POC details<sup>3</sup>
- **Placement:** Install at visible locations on the site (e.g., entrance, worker assembly point) and near workers’ accommodation
- **Language:** Use English, Hindi and local/ migrant workers’ languages

Sample template to share with contractors

| MINIMUM WAGE [As on 4 <sup>th</sup> Feb, 2026]                               |                           |                       |                 |
|------------------------------------------------------------------------------|---------------------------|-----------------------|-----------------|
| Particulars                                                                  | Skilled                   | Semi-skilled          | Unskilled       |
| Roles <sup>1</sup>                                                           | JCB operator, Electrician | Tiler, Glazing worker | Cleaner, Helper |
| Minimum wage/ month <sup>2</sup>                                             | INR 24,689                | INR 23,174            | INR 22,094      |
| Minimum wage/ day <sup>2</sup>                                               | INR 950                   | INR 891               | INR 850         |
| Overtime (OT) rate/ hour <sup>3</sup>                                        | INR 237                   | INR 223               | INR 212         |
| Applies to all workers                                                       |                           |                       |                 |
| Regular working hours <sup>3</sup> : 8 hours per day, 48 hours per week      |                           |                       |                 |
| Payment frequency (as per project): Every Saturday                           |                           |                       |                 |
| For queries or concerns, reach out to grievance POC <Name, +91 22 XXXX XXXX> |                           |                       |                 |

Acronyms: POC – Point of Contact | 1. Roles classification is indicative as per [Government of Karnataka](#); 2. Includes basic wage and dearness allowance. Indicative minimum wage/ month shown for Maharashtra, ‘Zone I’, as per [Dearness Allowance January to June 2026, Commissioner of Labour, Government of Maharashtra](#) (refer to this [link](#) for English version). Calculated minimum wage/ day assuming 26 working days per month; 3. Data as per [The Code on Wages \(Central\) Rules, 2025](#). Overtime rate per hour calculated as 2 times the hourly wage rate

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

## Indicative checklist for audit<sup>1</sup>

### Site facilities:

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

### On-site signage:

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

## Sample photograph to submit for audit<sup>2</sup>



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: POC – Point of Contact | 1. The list of provisions mentioned are indicative, and can be customised by the project owner to their site; 2. Image source: Generated using AI

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                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Safety and labour</b>             | <ul style="list-style-type: none"> <li>• The Contractor shall comply with the Owner's guidelines on gender diversity and fair, non-discriminatory employment practices at the site</li> <li>• The Contractor shall ensure that all third parties engaged by the Contractor adhere to these guidelines</li> <li>• The Contractor shall use reasonable efforts to ensure that at least 10%<sup>1</sup> of the site workforce (<i>includes on-roll, off-roll, casual labour</i>) are women</li> </ul> |
| <b>Statutory compliance</b>          | <ul style="list-style-type: none"> <li>• 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</li> </ul>                                                                                                                                                                                                                              |
| <b>Termination and new contracts</b> | <ul style="list-style-type: none"> <li>• 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</li> </ul>                                                                                                                                                                                                                                |

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

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 and head mistris<sup>1</sup> recognise and address unconscious gender biases (e.g., assigning only unskilled tasks to women due to ability/ safety concerns)
- Share practical tips to reduce inappropriate on-site 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 min)

## Implementation guidelines for contractors

- Conduct the session for all workers, head mistris<sup>1</sup> 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 in subsequent slides

1. 'Head Mistri' refers to a worker who allocates work to other workers

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

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          | <ul style="list-style-type: none"> <li>Share real examples of women in construction and their experiences via media (e.g., video, audio) or first-hand accounts</li> </ul> | <ul style="list-style-type: none"> <li>Share examples such as:               <ul style="list-style-type: none"> <li>Experiences of women working in skilled roles</li> <li>Perceived benefits of hiring women across roles</li> <li>Challenges faced by women at work</li> <li>Best practices to support women at work</li> </ul> </li> </ul>                                                                                                                                                                                                                           |
| Q&A based on real-life scenarios | <ul style="list-style-type: none"> <li>Facilitate an open discussion on gender bias scenarios, inviting workers to share their views</li> </ul>                            | <ul style="list-style-type: none"> <li>Share common scenarios that occur on-site, such as:               <ul style="list-style-type: none"> <li>Task allocation: An experienced woman is given only carrying work, while a less-experienced man is assigned skilled work</li> <li>Equal pay: Two helpers do identical work, but the woman helper is paid INR 100 less</li> <li>Skilling access: A woman asks to learn a skilled trade but is told that it is “not for women”</li> </ul> </li> <li>Ask questions about scenarios: “Is it fair? Why/ why not?”</li> </ul> |

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

Acronyms: Q&A – Questions and Answers

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 discussion

| Topic                  | Sample content from publicly available sources <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Case studies</b>    | <ul style="list-style-type: none"> <li>• Women in construction: <a href="https://www.habitat.org/ap/stories/story-women-empowerment">https://www.habitat.org/ap/stories/story-women-empowerment</a></li> <li>• Women masons in Indore: <a href="https://www.hindustantimes.com/indore/indore-doughty-women-script-change-free-masonry-from-male-grip/story-MHU39pmjd2ilyx0YJGY4ZL.html">https://www.hindustantimes.com/indore/indore-doughty-women-script-change-free-masonry-from-male-grip/story-MHU39pmjd2ilyx0YJGY4ZL.html</a></li> <li>• Training women as masons: <a href="https://swachhindia.ndtv.com/international-womens-day-inspiring-story-sunita-devi-constructs-toilets-jharkhand-31677/">https://swachhindia.ndtv.com/international-womens-day-inspiring-story-sunita-devi-constructs-toilets-jharkhand-31677/</a></li> <li>• Working with husband in construction: <a href="https://habitatindia.org/amrapalis-construction-triumph-building-dreams-with-nirmanshree/">https://habitatindia.org/amrapalis-construction-triumph-building-dreams-with-nirmanshree/</a></li> <li>• Challenges of women workers in construction: <a href="https://cdn.ncw.gov.in/wp-content/uploads/2025/01/Women-Workers-in-Construction-Industry.pdf">https://cdn.ncw.gov.in/wp-content/uploads/2025/01/Women-Workers-in-Construction-Industry.pdf</a></li> </ul> |
| <b>Gender toolkits</b> | <ul style="list-style-type: none"> <li>• A toolkit for engaging men and boys for gender equality:               <ul style="list-style-type: none"> <li>– English version: <a href="https://www.icrw.org/wp-content/uploads/2026/07/From-Reflection-to-Action-A-Toolkit-for-Engaging-Men-and-Boys-for-Gender-Equality.pdf">https://www.icrw.org/wp-content/uploads/2026/07/From-Reflection-to-Action-A-Toolkit-for-Engaging-Men-and-Boys-for-Gender-Equality.pdf</a></li> <li>– Hindi version: <a href="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">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</a></li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

1. Check the validity of links and relevance of content before using them in discussion



## 14 Formal hiring channel

For contractors

Hire workers via 1-2 formal channels (e.g., flexi-staffing firms) to expand talent pool and reduce burden of compliance

| Channel                                               | Rationale                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1 Flexi-staffing firms</b>                         | <ul style="list-style-type: none"><li>• Enable pan-India sourcing while reducing reliance on multiple sub-contractors across trades and sites</li><li>• Ensure statutory compliance and minimum-wage payment, reducing project owners'/ contractors' compliance burden</li></ul>                                                                                                                         |
| <b>2 Blue-collar job portals</b>                      | <ul style="list-style-type: none"><li>• Help reach skilled workers (e.g., electrician) who are often excluded from traditional informal networks</li><li>• Enable access to workers from new locations beyond contractors' existing sourcing networks</li></ul>                                                                                                                                          |
| <b>3 Partnerships with skilling programs and ITIs</b> | <ul style="list-style-type: none"><li>• Enable access to workers trained in specific trades (e.g., masonry) to address skilled labour requirements</li><li>• Offer the opportunity to shape training curriculum to match on-site job needs</li><li>• Offer the opportunity to hire workers on short-term engagements (e.g., paid apprenticeship) and convert to full-time based on performance</li></ul> |

Acronyms: ITI – Industrial Training Institute

Mandate contractors to maintain wage payment records, along with proof of payment (e.g., bank transfer record) and attendance records, to verify minimum wage compliance

## Benefits

- Helps verify minimum wage compliance, protecting workers from underpayment
- Reduces compliance risks for companies
- Creates a verifiable record to resolve wage-related disputes

## Role of project owners

- Require contractors to submit wage payment records with supporting proof and a self-declaration on minimum wage payment compliance every month
- Conduct quarterly checks of the wage payment records and number of days worked via the attendance register, to ensure minimum wage compliance
- Tie a percentage of contractor bill payments to submission and verification of wage payment records

## Guidance to share with contractors

- Acceptable proof of payments include<sup>1</sup>:
  - Bank transfer records
  - UPI transaction screenshots showing the account details for digital payments
  - Signed pay/ wage slips from each worker for cash payments
- Invalid proofs of payment include<sup>1</sup>:
  - Lump-sum payments to head mistris<sup>2</sup> without proof of payment to workers
  - Any other record without worker acknowledgement

Acronyms: UPI – Unified Payments Interface | 1. List is indicative, not exhaustive; 2. 'Head Mistris' refers to a worker who allocates work to other workers

Include a minimum gender diversity target (e.g., 15%)<sup>1</sup> for on-site roles, including casual labour, in government project contracts

### Why set targets?

Government is one of the largest project owners in construction, and setting diversity targets can establish a precedent for sector-wide adoption of gender inclusive hiring practices

## What to do?



### Set targets

- Set minimum diversity target for on-site roles, including casual labour
- Customise target by project/ region as required (e.g., lower targets for projects in remote site locations)



### Communicate targets

- Communicate diversity targets to contractors in tenders for government projects
- Support awarded contractors with practical guidance (e.g., women-only induction) to make the workplace women-friendly



### Track compliance

- Monitor compliance through periodic site inspections and workforce records (e.g., attendance data)
- Require contractors to submit a documented justification and improvement plan in case targets are unmet

1. Targets are indicative and should be adapted based on project/ region context

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

## Role of contractors

- Identify skilled roles with lower entry barriers for women (e.g., interior painting, tiling) 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
- Improves gender diversity by opening skilling pathways that do not currently exist for women

## 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

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- 

## **7 Annex**

*Details of 17 interventions for companies*

***Details of 2 interventions for ecosystem stakeholders***

*Methodology used for arriving at insights*

---

# Ecosystem stakeholders can explore 8 interventions to improve worker experience and gender diversity in construction<sup>1</sup>

| Intervention theme                                       | Intervention name and description                                                                                                                                                                                                            |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A Improving skilled women-worker pipeline</b>         | <b>1 Skilling programs:</b> Fund or facilitate women's skilling in construction trades (e.g., plumbing, masonry), tied to verified job placements                                                                                            |
|                                                          | <b>2 “Women in construction” campaigns:</b> Run awareness campaigns across mass and digital media (e.g., radio) on success stories of women working in construction, especially in skilled roles                                             |
|                                                          | <b>3 Diversity targets in ITI courses:</b> Include gender diversity targets for construction-related courses at ITIs                                                                                                                         |
| <b>B Improving workplace conditions</b>                  | <b>4 RERA disclosures:</b> Mandate project owners to disclose gender-disaggregated workforce data and on-site facilities as part of existing quarterly reporting through the RERA portal <sup>2</sup>                                        |
| <b>C Improving access to worker benefits<sup>3</sup></b> | <b>5 Labour card awareness campaigns:</b> Run awareness campaigns across mass media (e.g., radio) on labour card benefits and registration requirements                                                                                      |
|                                                          | <b>6 Labour card access simplification:</b> Simplify requirements (e.g., 90-day employment certificate) and streamline processes (e.g., renewal frequency) for labour card registration, renewal, and access to benefits                     |
|                                                          | <b>7 Labour card registration drives:</b> Fund or facilitate drives to help construction workers register for labour cards                                                                                                                   |
| <b>D Strengthening the business case</b>                 | <b>8 Business benefits of gender diversity and formalisation:</b> Fund/ conduct pilots to build evidence on the business benefits of (a) hiring women (e.g., better work quality) and (b) formalising the workforce (e.g., higher retention) |

 Detailed in subsequent slides

Acronyms: ITI – Industrial Training Institute; RERA – Real Estate Regulation Authority | 1. Based on FSG's secondary research and industry conversations; 2. Under the Real Estate (Regulation and Development) Act, 2016, project owners of registered real-estate projects already file mandatory quarterly reports on construction and financial progress on the state RERA portal; 3. Source: [Indus Action article](#), [Indus Action whitepaper](#), [Haqdarshak article](#), expert calls

## B Improving workplace conditions via RERA disclosures

Mandate project owners to disclose workforce data and on-site facilities as part of existing quarterly reporting through the RERA portal<sup>1</sup> to improve workplace conditions and worker experience

### Why RERA disclosures

RERA disclosures are mandatory and public; including data on gender and on-site facilities can improve accountability and nudge companies to prioritise worker experience and inclusion

#### Proposed additional RERA disclosures for project owners<sup>1</sup>

| Proposed disclosures                                                          | Rationale for mandating disclosure                                                                                           |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 1 Share of women in on-site roles                                             | Establishes a baseline on women's participation, making under-representation visible and incentivising project owners to act |
| 2 Share of workers with active labour cards <sup>2</sup>                      | Reveals gaps in workers' access to benefits, nudging companies to improve labour card coverage                               |
| 3 Access to separate washrooms for women at each site                         | Enforces compliance with legally required washroom provisions, ensuring women have safe and private access on-site           |
| 4 Availability of worker accommodation, drinking water, rest areas and creche | Ensures availability of basic facilities required to improve day-to-day working conditions for workers                       |
| 5 Safety metrics (e.g., work-related fatalities, injury frequency rate)       | Increases accountability for worker safety                                                                                   |

Acronyms: RERA – Real Estate Regulation Authority | 1. Under the Real Estate (Regulation and Development) Act, 2016, project owners of registered real-estate projects already file mandatory quarterly progress reports on the state RERA portal (currently covering construction and financial progress). RERA applies to buildings only, and not infrastructure and industrial facilities; 2. '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); previously under the BOCW act 1996. 'Active labour cards' refer to labour cards that have been applied or renewed as per the state's guidelines (e.g., within 3 years in Karnataka. Source: [Government of India portal](#)) and are necessary to avail welfare benefits

# c Improving access to worker benefits via Labour card<sup>1</sup>

Fund and facilitate labour card awareness campaigns and registration drives, and simplify registration/ renewal requirements and processes to improve access to worker benefits

| Stages in workers' labour card journey |                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | Awareness                                                                                                                                                                                                                | Registration and renewal <sup>2</sup>                                                                                                                                                                                                                                                          | Benefits access                                                                                                                                                                                                                                                                                                                                            |
| Barriers                               | <ul style="list-style-type: none"><li>Many workers are unaware of labour card and its benefits</li><li>Companies rarely educate workers about the labour card, as workers are expected to self-register by law</li></ul> | <ul style="list-style-type: none"><li>Some documentation is hard to obtain (e.g., 90-day work proof, migrant address proof)</li><li>Varying requirements and process across states hinder registration</li><li>Annual renewal requires repeating entire documentation</li></ul>                | <ul style="list-style-type: none"><li>Inter-state migrant workers must re-register to access benefits currently<sup>3</sup></li><li>Workers may move states before the eligibility waiting period ends<sup>4</sup></li><li>Claiming some benefits is costly and documentation-heavy</li><li>Slow claim verification delays benefits disbursement</li></ul> |
| Interventions                          | <ul style="list-style-type: none"><li>Run awareness campaigns across mass media (e.g., radio) on labour card registration requirements and benefits</li></ul>                                                            | <ul style="list-style-type: none"><li>Allow workers to self-certify work duration in construction</li><li>Standardise requirements and process across states</li><li>Reduce renewal frequency/ documentation requirements</li><li>Fund or facilitate labour card registration drives</li></ul> | <ul style="list-style-type: none"><li>Accelerate implementation of inter-state benefits portability</li><li>Review and reduce waiting period for benefits eligibility</li><li>Simplify documentation requirements for claims</li><li>Link existing information (e.g., birth registrations) to simplify claim verification</li></ul>                        |

1. Source: [Indus Action article](#), [Indus Action whitepaper](#), [Hagdarshak article](#), expert conversations; 2. Labour cards require renewal every year. Some states (e.g., Karnataka) allow renewal every 3 years. Source: [Government of India portal](#); 3. Inter-state portability of benefits has been introduced through policy, but implementation is still underway, requiring migrant workers to re-register. Source: [Indus Action Whitepaper](#), expert conversations; 4. Some states require a waiting/ continuous-membership period before certain benefits can be claimed (e.g., 3 years for marriage assistance in Delhi. Source: [Delhi BOCW portal](#)). Workers who migrate to new states within this period become ineligible for benefits



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## 7 Annex

*Details of 17 interventions for companies*

*Details of 2 interventions for ecosystem stakeholders*

***Methodology used for arriving at insights***

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

## Industry deep-dive

-  **Secondary research** (e.g., PLFS data, news articles, reports) to map roles, headcount/diversity status, and industry trends
-  **Interviews with 12 managers, and 4 women and 7 men in entry-level roles** in construction sites to understand workplace practices and challenges, and test interventions
-  **Field visits to 5 construction sites** to observe available infrastructure and understand roles and processes
-  **Consultations with 6 industry leaders and 3 experts** in construction industry to understand industry priorities, best practices, and validate interventions

## Cross-industry learnings

-  **Interviews with 6k+ women** across urban India to understand women's employment-related needs, preferences, and challenges<sup>1</sup>
-  **Learnings from supporting 20+ companies** on hiring and retaining women to understand internal hurdles (e.g., lack of priority, limited resources) and tailor interventions<sup>2</sup>

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

Acronyms: PLFS – Periodic Labour Force Survey | 1. <https://www.fsg.org/initiatives-programs/growing-livelihood-opportunities-for-women/>; 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

# PLFS codes covered under construction industry in this document

| Segment                                           | Related PLFS codes | PLFS code description <sup>1</sup>                                                                               |
|---------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------|
| <b>1 Buildings</b>                                | 410                | Construction of residential and commercial buildings                                                             |
| <b>2 Infrastructure and industrial facilities</b> | 421                | Construction of roads and railways                                                                               |
|                                                   | 422                | Construction of utility projects (e.g., pipelines, communication lines)                                          |
|                                                   | 429                | Construction of other civil engineering projects (e.g., industrial facilities like refineries, dams, waterways)  |
| <b>3 Specialised construction activities</b>      | 431                | Demolition of buildings and other structures and site preparation (e.g., clearing of building sites, excavation) |
|                                                   | 432                | Electrical, plumbing, and other construction installation activities                                             |
|                                                   | 433                | Building completion and finishing (e.g., plastering, tiling, painting)                                           |
|                                                   | 439                | Other specialised construction activities (e.g., foundation work, water-proofing, steel erection)                |

Acronyms: PLFS – Periodic Labour Force Survey | 1. Source: As per NIC classification 2008



REIMAGINING SOCIAL CHANGE

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