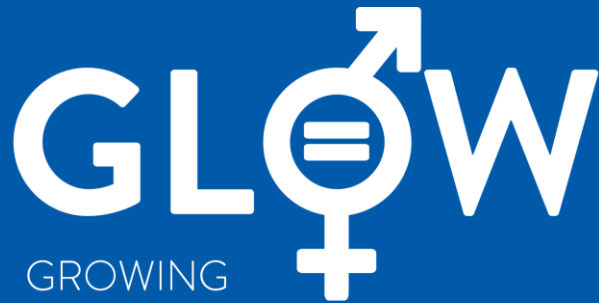




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Recruiter training: Recruiter pitch

July 2024

Glossary of terms (1/2)

- **Delivery agent (DA):** Professionals working to pick up and deliver packages to end consumers
- **Flexi-staffing:** Provision of temporary and trained semi-skilled employees (e.g., sales) to large companies
- **Growing Livelihood Opportunities for Women (GLOW):** Program that aims to increase women's employment, participation, and fair treatment
- **High potential industries:** Industries that have the potential to create a) large number of jobs, b) leverage women's capabilities, and c) align with women's employment needs. Home healthcare, last mile delivery and flexi-staffing have been identified as high potential industries
- **Household (HH):** Group of persons who normally live together and take their meals from a common kitchen unless the exigencies of work prevent any of them from doing so¹
- **Household with low-income:** Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below
- **Job:** Activity performed in exchange for income through wages
- **Last mile delivery (LMD):** Final leg of a delivery where the parcel is delivered to the end-consumer
- **Labour force participation rate (LFPR)²:** Percentage of 15-59 year-olds that are a) employed, or b) are unemployed but seeking work, or c) have expressed willingness to work
- **Logistics:** Transport and storage of the parcel from the seller to the end-consumer. Roles in the logistics industry include delivery agent, warehouse packer and sorter etc.

1. Ministry of Home Affairs: [Census terms](#) | 2- PLFS 2017-18; While PLFS 2017-18 defines WPR across all age-groups, we have referred to this as WPR for 15-59 year olds only

Glossary of terms (2/2)

- **New Consumer Classification System (NCCS):** Method of classifying consumers by their propensity to spend using two variables – education of the chief wage earner and the number of consumer durables owned by the household from a predefined list
- **National Family Health Survey (NFHS):** Large-scale, multi-round survey conducted in a representative sample of households throughout India to provide demographic and health database
- **Partners:** Companies collaborating with GLOW to increase women's recruitment and retention
- **Period Labour Force Survey (PLFS):** Quarterly and annual surveys conducted by Ministry of Statistics and Programme Implementation (MOSPI) for measurement of key indicators pertaining to employment (e.g., labour force participation) by demographic variables (e.g., urban vs, rural, gender)
- **Self-employed:** A person who a) operates own farm or non-farm enterprise, or b) is engaged independently in a profession or trade, or c) is working in their household/family-run enterprise
- **Unemployment rate (UR):** $(LFPR - WPR) / LFPR$
- **Urban:** A settlement with at least 100,000 inhabitants with density of 400 people per sq. km or more, and at least 75% of male working population engaged in non-farm activities¹
- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income² in urban³ India
- **Worker population ratio (WPR)⁴:** Percentage of 15-59 year olds that are employed

1. Defined as settlements of at least 5,000 inhabitants with density of 400 people per sq. km or more, and at least 75% of male working population engaged in non-farm activities, by Ministry of Home Affairs | 2. Households belonging to A3 to E3 NCCS categories | 3. Population of more than 100,000 based on RBIs definition of urban centers | 4. Source: PLFS 2017-18; While PLFS 2017-18 defines WPR across all age-groups, we have referred to this as WPR for 15-59 year olds only

Table of Contents

1 Recruiter training: recruiter pitch

2 About FSG and GLOW

Goals of training

Goal

- Share 4-5 key messages to use in pitches, including 2-3 messages for female candidates
- Share 3-4 questions to screen candidates and prepare them for interviews
- Share 4-5 common questions asked by candidates and suggested responses

Flow of training (~1.5 hours)

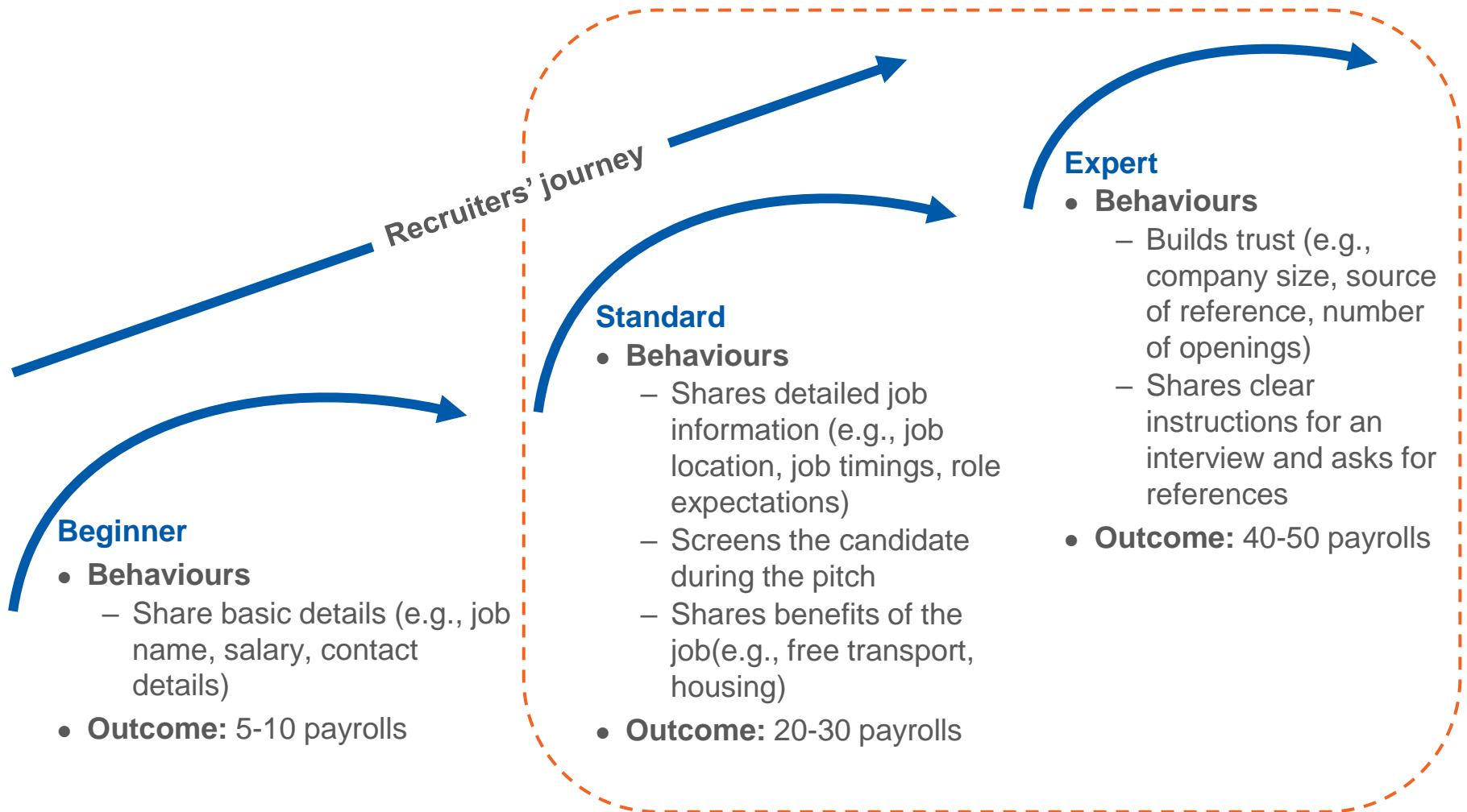
- Introductions (5 min)
- Explain how to move from standard to expert recruiter (10min)
- Practice pitch by 3-4 participants followed by a group discussion on what went well and what could be improved (~20 min per pitch)
- Share the ideal flow of the pitch and checklist for a good pitch (5 min)
- Ask for feedback (10 min)

Mode

Zoom or in-person

Objective of the training

Build the skills to move from a standard to an expert recruiter



Instructions for practice pitch 1: Call

Setting

- You are pitching a housekeeping role over the phone to a 22 year old woman candidate
- You got the candidate's number via Apna
- The job pays INR 12,000 per month

Instructions for the recruiter

- Manager / GLOW member who will act as the candidate
- You have to convince the 22-year-old candidate for an interview with the client

Instructions for the audience

- Observe the pitch and write down
 - What are 3 things that went well in the pitch?
 - What are 3 areas of improvement in the pitch?

Do you have any questions before we begin?

As you listen to the pitch, think about two things



What went well?



What could be improved?

Group discussion on pitch

Pitch made by	What went well	What could be improved
Recruiter 1	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 2	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 3	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 4	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>

Instructions for mock pitch 2: Field

Setting

- You are pitching a retail sales associate role on the field to an associate in a competitor's store
- The job pays INR 12,000 per month

Instructions for the recruiter

- Pitch the job to the manager / GLOW member who will act as the candidate
- You have to line up the candidate for an interview with the client

Instructions for the audience

- Observe the pitch and write down
 - What are 3 things that went well in the pitch?
 - What are 3 areas of improvement in the pitch?

Do you have any questions before we begin?

As you listen to the pitch, think about two things



What went well?



What could be improved?

Group discussion on pitch

Pitch made by	What went well	What could be improved
Recruiter 1	<ul style="list-style-type: none"><li data-bbox="440 297 581 325">• <XX>	<ul style="list-style-type: none"><li data-bbox="1166 297 1307 325">• <XX>
Recruiter 2	<ul style="list-style-type: none"><li data-bbox="440 536 581 565">• <XX>	<ul style="list-style-type: none"><li data-bbox="1166 536 1307 565">• <XX>
Recruiter 3	<ul style="list-style-type: none"><li data-bbox="440 776 581 805">• <XX>	<ul style="list-style-type: none"><li data-bbox="1166 776 1307 805">• <XX>
Recruiter 4	<ul style="list-style-type: none"><li data-bbox="440 1016 581 1045">• <XX>	<ul style="list-style-type: none"><li data-bbox="1166 1016 1307 1045">• <XX>

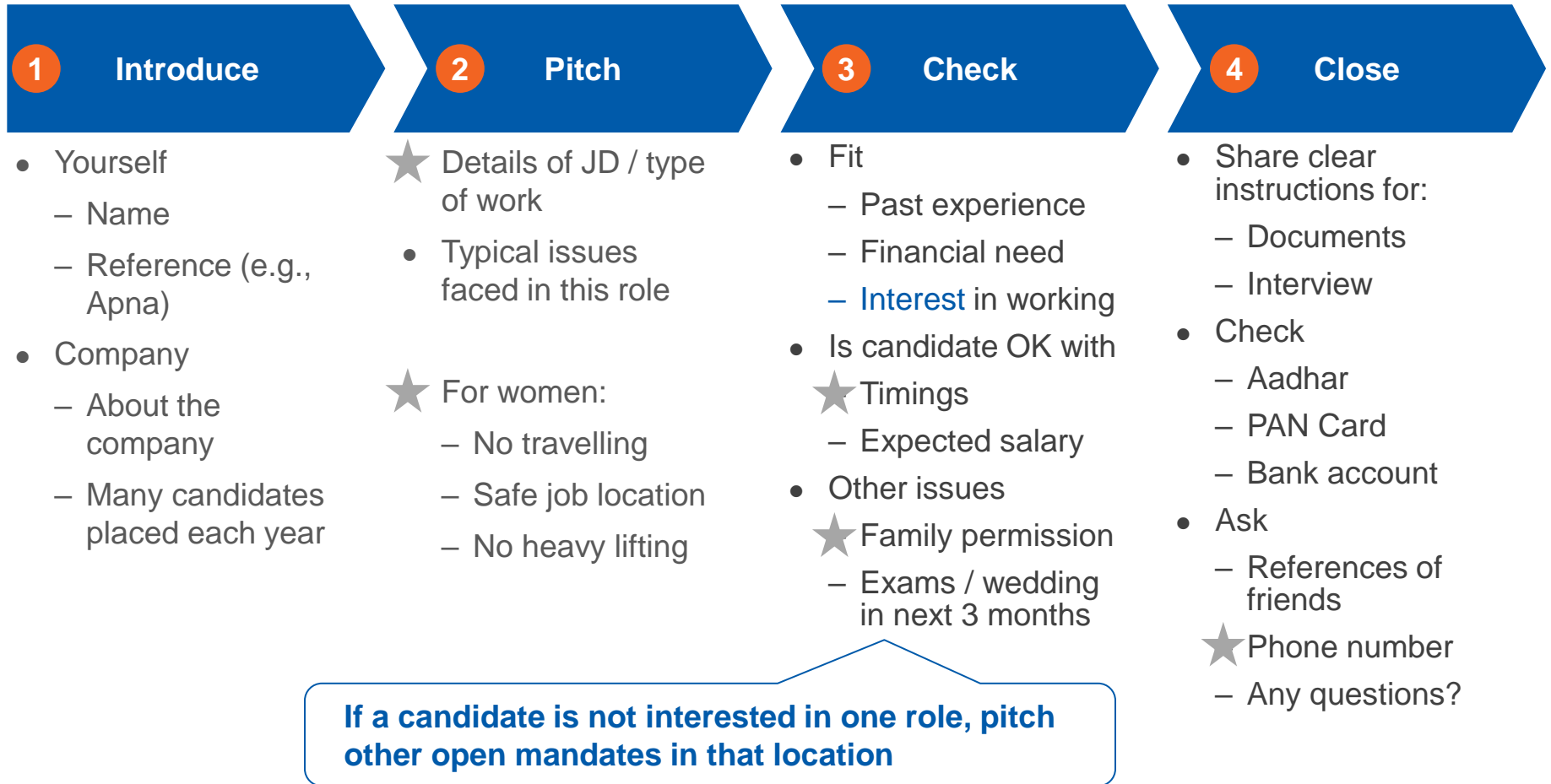
There are 4 key steps to an effective pitch



Are there any other important steps?

Checklist for recruiters when pitching to candidates

Preliminary



★ Key points for a short pitch

3 tips before sending a candidate to an interview

Preliminary

- Video call the candidate on interview day:
 - Ensure that the candidate is **neatly dressed**
 - Ensure that the candidate has **taken the required documents**
 - **Encourage them** before the interview
- Train the candidate on **common questions** from clients, such as:
 - Can you stand for 8 hours of the shift?
 - What are your expected work hours?
 - Can you work overtime?
- **Conduct practice interviews** if the employer has a high rate of rejection

Do you want to share any other tips?

What are 1-2 learnings you will implement from today's training?

Tips for trainers

Before the training

- Remind everyone that the goal of this training is to learn how to become an expert recruiter and achieve 50 payrolls
- If training is over Zoom, ask everyone to switch on their videos

During the training

Engage participants

- Ask people who are quiet to share their views (For example, you can say, “Neha, please tell the recruiter what went well”)
- Stop the pitch if the candidate is too polite
- Ask for “what went well” first. If someone starts giving areas of improvement before sharing what went well, stop them immediately
- Ask recruiters to look at the person they are sharing feedback about with

Facilitate discussions

- Add new points only after others have shared. Do not share all your new feedback after the first pitch
- Type the responses as and when the recruiter is sharing
- Share a practical example with each tip to show its importance
- Do not reject recruiters’ feedback, even if it is incorrect
- Include your manager in the training to share more experiences

After the training

- Ask “What are the top 1-2 learnings for you from this training?”
- Take immediate feedback (e.g., can you share a rating on a scale of 1-5)

Table of Contents

1 Recruiter training: Job advertisement development

2 About FSG and GLOW

FSG aims to create sustainable impact by demonstrating the profitability of offering inclusive products, services, or practices

Mission

To improve **opportunities, agency, and choice for families with low-income** by working with companies to serve families as customers (and not with non-profits to serve them as beneficiaries)

Vision

To demonstrate **profitability of offering inclusive products, services, or practices** (e.g., housing, education, employment) that benefit families with low-income

Approach

- **Run multiyear programs to address barriers** that prevent companies from offering inclusive products, services or practices
- **Talk to thousands of families to understand their needs**, aspirations, and challenges
- **Talk to hundreds of CXOs and managers to understand their business**, ecosystem, regulatory and operational challenges
- **Co-create, pilot and rollout solutions with companies** to address barriers and profitably scale inclusive products, services, or practices
- **Publish and disseminate public goods** (e.g., primary research, best practices, business model) to get more companies to offer the product, service or practice
- **Address ecosystem barriers** (e.g., policy suggestions) to make the market more conducive

GLOW's Vision, Mission and Goals



Vision

- **Improve gender equity in India** by economically empowering women



Mission

- **Sustainably place 1m+ women** from households with low-income¹ in jobs **by shifting companies' mindset and practices**



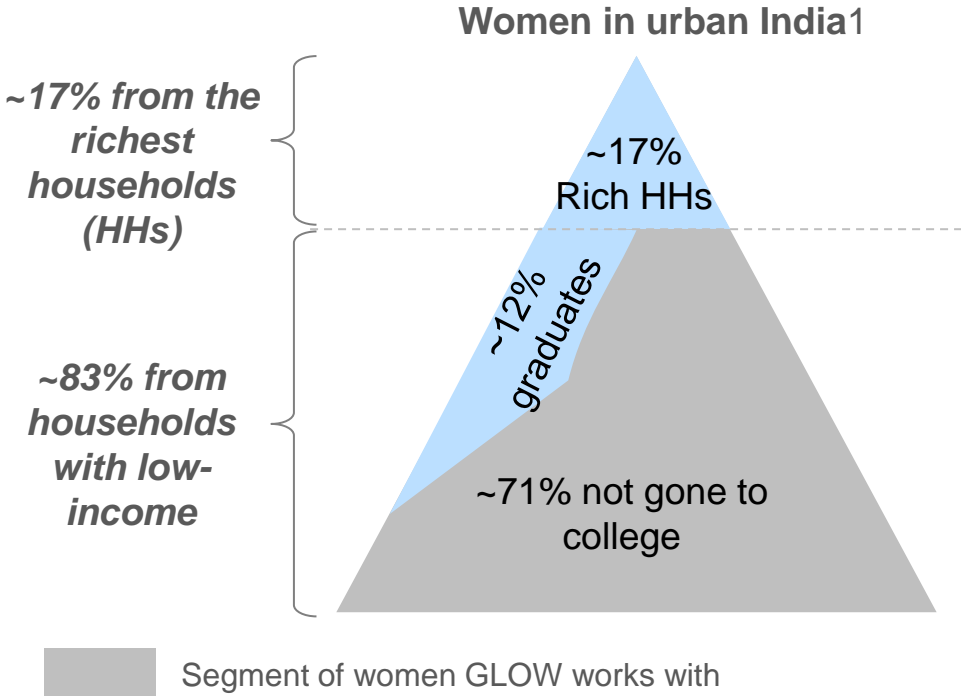
Goals

In 6 years:

- **Place 100,000 women in jobs** across 2-3 high-growth industries
- **Make it easier and less risky for these industries to increase women's workforce participation** by publishing best practices and demonstrating the business benefits of employing women

1 – Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below

2 of 3 women in urban India come from low-income and low-education backgrounds



To meaningfully increase women’s workforce participation, women from low-income and low-education backgrounds need to be employed

1. Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below

Family and societies restrict women from taking up employment opportunities

Primary insight

Supporting insights

1 84% of women need to secure permission to work

- A** 84% of women need to secure permission prior to deciding to work
- B** For 1 in 3 women that are neither working nor seeking a job, lack of permission or precedence is the primary reason for not working

2 Family attitudes are progressive in theory, not in practice

- A** While >90% decision makers believe it is important for women in society to work and that it brings pride to the family...
- B** ...1 in 4 prefer if women in their households did not work at all
- C** 69% of key decision makers firmly believe that the main role of a woman is to take care of the home and children

3 Most families prefer entrepreneurship but, most women prefer jobs

- A** 3 in 4 decision makers in the family prefer that women work from home or start a business so they can also manage house work
- B** 2 of 3 aspiring-to-work women prefer jobs over entrepreneurship
- C** 93% women want fixed salaries over daily wages

4 11% of women are willing to use paid day care services

- A** Both women and key decision makers believe child care is primarily the mother's and families responsibility
- B** 51% of women are aware of paid day care services, 11% are willing to use services and only 1% have used the services
- C** Of the 15% women that cited lack of affordability as a reason for not using paid day-care services, ~50% are willing to use Anganwadi services¹

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India. 1. Anganwadis are government-run child care and development centers set up under the Integrated Child Development Services Scheme of the Central Government of India. Provision of Anganwadi service is free.

Despite this, women in urban India want to work in jobs and are confident in their abilities to do these jobs

Primary insight

5

1 in 2 women in urban India want to work in jobs

Supporting insights

- A** Women in urban India want to be in jobs; 1 in 2 women are either working in a job or seeking one
- B** 88% of women believe a mother could work outside the house
- C** Women with children >6 years and those that know other working women are among the most likely to be in a job
- D** 72% of women strongly believe that they should not prioritize children and household over thinking about working

6

Women want to work to be self reliant and are confident in their abilities

- A** 64% of women strongly agree that for a woman to be self-reliant it is important to work
- B** Supporting own and family expenses is the key reason for >90% women to start seeking jobs
- C** 87% of women are optimistic about their ability to pick up new skills

7

Some women are willing to work in non-traditional and male dominated workplaces (e.g., warehouses)

- A** Some segments of women are more amenable to be in a job (e.g., women with low education levels, strong working culture and child >6 years are most willing to work in warehouses)
- B** 70% believe they would be comfortable talking to strangers (including men)
- C** 1 in 2 women are comfortable working in an environment that is 90% male

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India.

~1m women can be brought into the workforce by increasing women's participation in high-growth industries from 8% to 24%

Last-mile delivery



Hyperlocal delivery agent⁴



Last-mile delivery agent

Warehousing



Warehouse packer



Warehouse sorter⁵

Flexi-staffing



Retail sales associate⁶

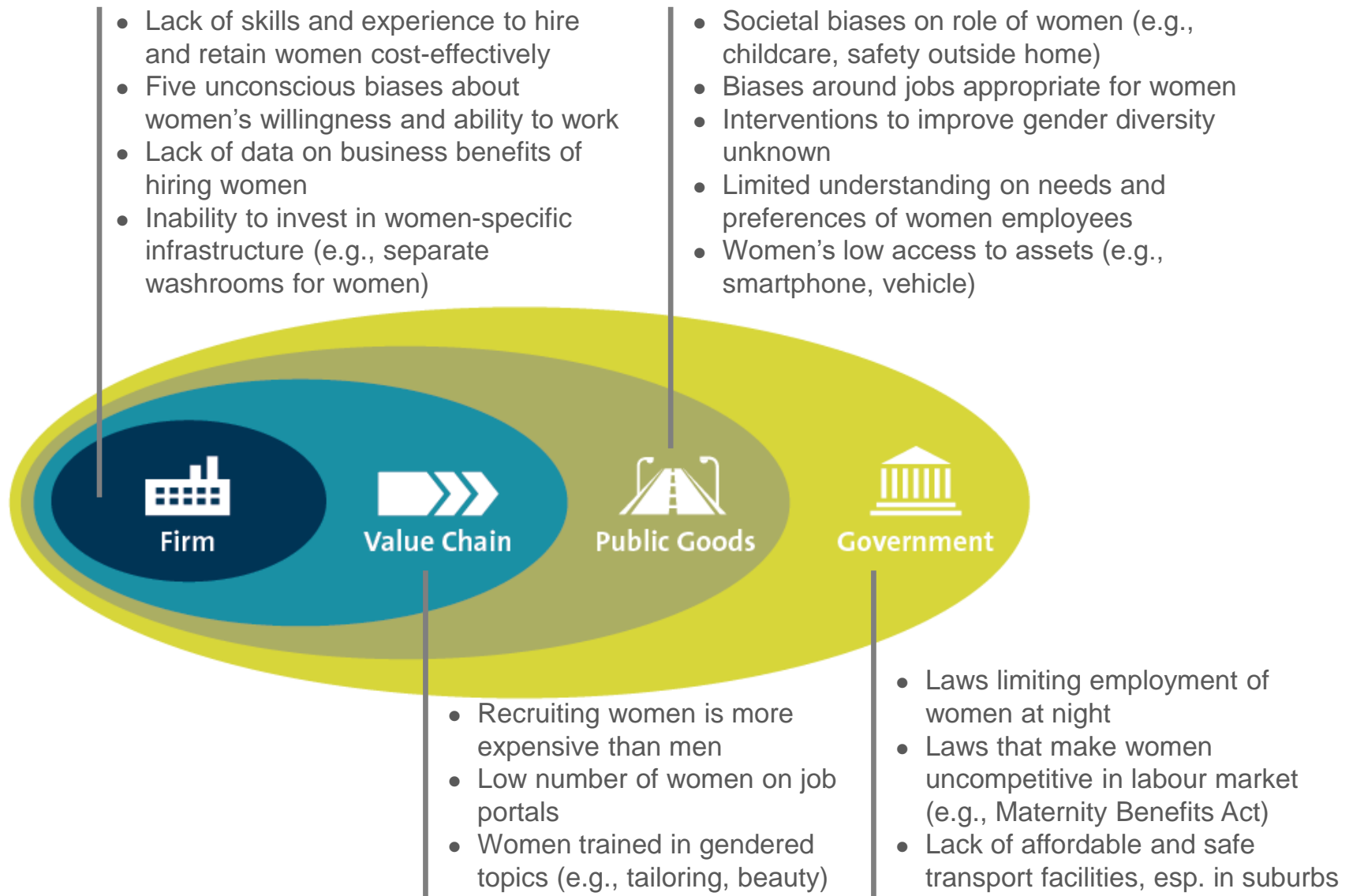


Tele calling agent⁷
and more...

- High-growth industries (e.g., Last-mile delivery, warehousing, and flexi-staffing) employed ~1.2 million workers in 2020, of which ~8% were women¹
- Many jobs (e.g., delivery agent, warehouse packer) in these industries need basic education (i.e., 10th grade completed) and on-the-job training²
- Increasing women's participation from 8% to 24% by 2030 can add 1m+ additional women in jobs³

1 – PLFS 2019-20, Indian Staffing Federation Report 2018 , 2020 and 2021 | 2 – Based on FSG's interviews with Logistics and Flexi-staffing companies | 3 – Assuming Logistics and Flexi-staffing industries could employ ~3.8 million workers by 2030 | 4-MONEY SHARMA / AFP via Getty Images | 5-Metamorworks/Shutterstock.com | 6- [IndianFaces/Shutterstock.com](#) | 7- moodboard/Brand X Pictures via Getty Images

Barriers preventing companies from increasing women's workforce participation



Most of these barriers cannot be addressed effectively by firms themselves

Firms will not address barriers because...

- **Insufficient risk-adjusted return** (e.g., lack of data on business benefits of hiring women, cost of research to understand women's needs and preferences when impact on gender diversity is unclear, cost of spending team's time when there is low confidence in returns)
- **Availability of lower cost alternatives** reduces willingness to try new strategies (e.g., cost of hiring women for delivery agent (DA) roles is 3x that for men)
- **Free rider problem** creates risks to investments in gender equity (e.g., risk of competitors poaching women from firms that invest in finding and recruiting women)
- **Competitive instinct** reduces willingness to co-operate to solve common issues (e.g., low willingness to cooperate to convince families that field roles are appropriate for women)

Firms cannot address barriers because...

- **Lack of capacity and capability** limit ability to adopt gender-equitable practices (GEPs) (e.g., designing GEPs, sequencing GEPs into a low-risk and low-cost roadmap, inability to invest in infrastructure)
- **Lack of networks** constrains ability to solve ecosystem issues (e.g., with impact investors, skilling organizations, clients willing to pay more for women)
- **Lack of neutrality** limits capability to influence stakeholders (e.g., government is less likely to change policy if firm petitions vs. if a neutral party like FSG explains the need to allow women in night shifts)
- **Biases** make it difficult to hire female talent (e.g., Societal biases on role of women or on jobs appropriate for women, five unconscious biases within firms about women's willingness and ability to work)

As an industry facilitator, GLOW is making it desirable, viable, and feasible for companies to improve gender diversity

GLOW's role

Details

1

Sign up companies

- Identify, convince and sign-up 18 companies as '*partners*'

2

Increase desirability

- Share data that women (a) want to take up jobs, (b) are comfortable working in an environment that is 90% male, (c) are willing to learn new skills in jobs

3

Increase viability

- Document and share business benefits of hiring women (e.g., higher accuracy, greater retention)

4

Increase feasibility

- Create public goods (e.g., roadmap to reduce effort, risk, and cost of implementing gender equitable practices)

5

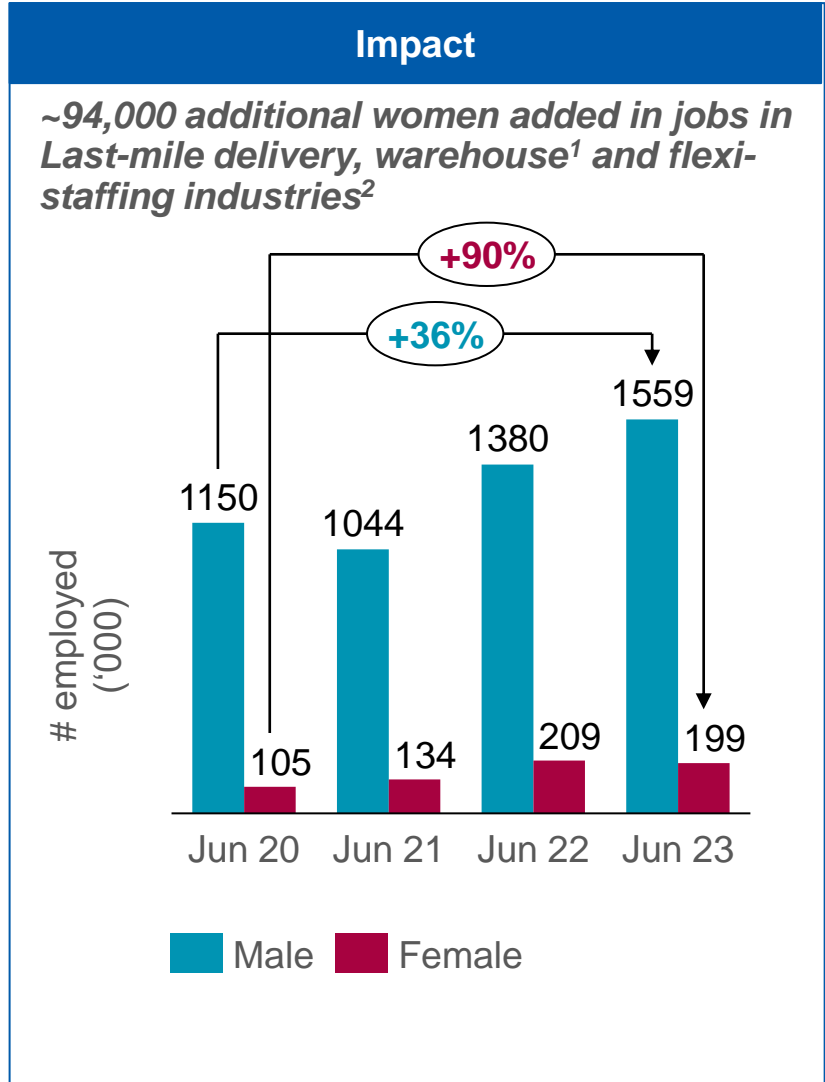
Create an enabling support system

- Develop policy suggestions to make it easier and cost-effective to employ women

Between 2020 and 2023, GLOW industries have nearly doubled the number of women in jobs from ~105K to ~200K

Partners signed up

At sign-up, partners employed ~500,000 people, and less than 1% were women



• 1- Logistics: PLFS report 2020,2021,2022 and 2023 | 2-Flexistaffing: Total workforce triangulated from ISF Annual Report- 2021, 2022 and 2023 | 3- Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI and Industrials



REIMAGINING SOCIAL CHANGE

Disclaimer

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

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

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



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

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