



LEVELLING THE PLAYING FIELD

***Delhivery's Efforts to Deliver
Gender Diversity***

About

Through our Women in India Inc. project, in partnership with the Bill and Melinda Gates Foundation and the Center for Economic Data and Analysis (CEDA), we are spotlighting organisations that have demonstrated excellence in gender representation. This series of case studies focuses on selected private-sector organisations that have recently emerged as positive outliers in their respective sectors. The goal is to document gender-inclusive practices in the workplace by unpacking their gender-inclusive hiring, retention, and advancement practices and policies, inspiring others to adopt similar systematic approaches to bridge the gender gap.

The Udaiti Foundation

The Udaiti Foundation (TUF) is building data-backed evidence to accelerate Women's Economic Empowerment (WEE) in India. Udaiti focuses on improving the availability and accessibility of quality work for women, addressing barriers to women's work and entrepreneurship, and strengthening enablers that can create impact. We aim for every Indian woman to achieve her full economic potential as it will be a critical lever to help India become a \$10 trillion economy in the next decade.

Centre for Economic Data and Analysis

The Centre for Economic Data and Analysis (CEDA) has been set up by the Economics Department of Ashoka University with the primary objective of facilitating informed and data-driven discussion about key socio-economic developments in India. CEDA's in-house data portal hosts data from various administrative and official surveys covering fields including demography, employment, public finance, food prices and high frequency macroeconomic indicators. The data is supplemented with deep-dive analysis covering various dimensions of critical issues relating to the Indian economy. In addition to these, CEDA is currently working on an ambitious project to understand and find ways to overcome the demand-side barriers that are keeping women out of the workforce.

Women in India Inc.

'Women In India Inc.' (WIIn) is a collaboration between CEDA and TUF as a part of a larger CEDA project on women's economic empowerment. With the support of the Bill and Melinda Gates Foundation, CEDA has embarked on a wide-ranging project to understand and find ways to overcome the demand-side barriers that keep women out of the workforce. To achieve this, we at CEDA are taking a three-pronged approach – Inform, Investigate, Intervene – in order to enable women's entry, retention and progression in India's workforce. Visit <https://ceda.ashoka.edu.in/womens-economic-empowerment/> for more details.

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Levelling the Playing Field

Delhivery's Efforts to Deliver Gender Diversity

As the night shift ends at Delhivery's Tauru warehouse in Haryana, a group of women workers walk to the waiting office van that will drop them back to their homes. 28-year-old Ankita Choka¹ enters the van and is greeted with a chorus of cheers from her colleagues—she has just been promoted to the role of Team Lead. In a conversation with us, she recalls the joy of this day and her experience working at Delhivery.

“

“Seven years back when I shifted from my hometown in Madhya Pradesh to join Delhivery, I could not imagine working in a factory, let alone being out at night after 8 pm. But Delhivery is different; it feels safe.”

For the last few years, Delhivery, a leading integrated logistics player from India, has been making efforts to grow its women workforce strength. Since FY20, the headcount of women has increased by more than 7.6x, from 728 to 5,594, with a bulk of the increase in the Operations function.

On International Women's Day (March 8th) 2024, Delhivery announced that it had turned its Moga facility in Punjab into an all-women hub². At this 5,800 sq.ft. facility, 23 women handle end-to-end operations, from loading and unloading to driving battery-operated pallet trucks (BOPTs) and inventory management. At their Jaipur Gateway, the women participation ratio in processing centre operations has touched 100% while at their Mega Gateway in Tauru, where Choka works, the number is at 90%.

Bringing more women into its ranks has helped Delhivery achieve better productivity, retention and lower absenteeism. We delve into how the company has adopted an asset mindset to execute its diversity mandate.

¹ Worker names and personal identifiers have been anonymized for their privacy and marked with an asterisk

² Infra. 2024. 'Delhivery's Moga facility becomes 'all-woman-run' logistics hub'

In particular, the Under-the-Roof (UTR) facilities have seen significant improvement of the gender diversity ratio from 10.2% in March 2023 to 16.5% by March 2024 among off-roll employees at their Under-The-Roof (UTR) facilities such as Gateways, Fulfilment Centres, Return Processing Centres and Service Centres across India. The integrated logistics player, which went for an IPO in 2022, recently turned profitable and registered a 20% revenue growth from Q3FY23 to Q3FY24.³

Performance of Key Operating Metrics

	FY2019	Q4 FY2024	% Increase
Countries Served	42	220	423.8%
Pin-Code Reach	13,485	18,793	39.4%
Number of Active Customers	4,867	33,278	583.7%
Infrastructure (Mn. Sq ft)	5.96	18.82	215.8%
Gateways	73	111	52.1%
Automated Sort Centers	17	29	70.6%
Freight Service Centers	84	129	53.6%
Express Delivery Centers	1744	3506	101.0%
Partner Centers	430	939	118.4%
Processing Centers	138	160	15.9%
Team Size	23,639	63,713	169.5%

Why is Delhivery investing in a gender-diverse workforce? What technological, process, policy and cultural shifts have helped the company implement its diversity strategy on the ground? Let's take a closer look.

³ ISN. 2024. 'Delhivery turns profitable in Q3FY24; reports 20% YoY revenue growth to Rs 2,194 crore'

A Note on Methodology

This report was prepared by The Udaiti Foundation (TUF), using a mix of primary and secondary research methods over a six-month period from January to June 2024. It was developed as part of a larger project led by the Centre for Economic Data & Analysis (CEDA), Ashoka University, on 'Partnering with the private sector to increase women's economic empowerment'. TUF is planning a series of case studies to understand how employers can play a role in lowering barriers to women's employment, increase retention and boost re-entry of women into the workplace.

PRIMARY RESEARCH

1

Warehouse Visits: The research team conducted two visits to Delhivery's Mega Gateway Hub in Tauru, Haryana. These visits allowed for direct observation of warehouse operations, infrastructure, and women employees at work.

2

Employee Interviews: We conducted eight semi-structured interviews with warehouse employees, including women workers, team leads, and ground coordinators, using a pre-designed discussion guide.

3

Management Discussions: We held six meetings with Delhivery's management and operations head and team to gather insights, clarify information to plug gaps, and validate findings.

SECONDARY RESEARCH

1

Document Analysis: The team reviewed internal documents provided by Delhivery, including diversity statistics, program overviews, and organisational structure details.

2

Literature Review: We analysed publicly available information, including Delhivery's annual reports, BRSR disclosures, and industry articles to provide context and supplement primary data.

LIMITATIONS

1

The study involved visiting only one warehouse, which may not fully represent the diversity of operations and conditions across all of Delhivery's facilities. Different regions may have varying operational metrics, infrastructure, and workforce demographics that are not captured in this study. However, we

sought to mitigate this limitation by speaking with the management and engaging in conversations with several women employees.

2

While internal documents and management discussions provided valuable insights, relying on self-reported data from Delhivery introduces the possibility of bias. For certain data points, we could not access the raw data and had to depend on the self-reported high-level numbers provided by the organisation. However, since this information is publicly available, it is expected to be of high rigour.

The case study synthesises insights from all research methods, presenting a comprehensive view of Delhivery's journey towards gender diversity in its logistics operations. All research was conducted under a non-disclosure agreement to protect sensitive company information. Worker names and personal identifiers have been anonymized to protect their privacy and are marked with an asterisk.

Women in India's Logistics Sector

In the heart of India's logistics sector, warehouses buzz with activity around the clock. The air is thick with the sound of forklifts and the rustle of packages being sorted and moved. Workers navigate through narrow aisles, manoeuvring bulky items. These vast spaces, filled with rows of towering shelves and marked by the continuous flow of trucks docking for loading and unloading, have long been dominated by men. Women are conspicuous in their minority.

According to World Bank estimates from 2022, women make up ⁴ 48.4% of the Indian population, but only 37%⁵ of women participate in the overall labour force as per the Period Labour Force Survey 2022-23⁶. Within the logistics industry, only 15%⁷ of the employees are women. For perspective, the corresponding number is 36%⁸ in IT and 22%⁹ in Finance. Why are there so few women in logistics?

Logistics has long been perceived as a field unsuitable for women. One reason, according to a UNESCAP study¹⁰ is the notion that the work is physically demanding. “Women are less presented in the logistics sector because from the outset, they appear to be discouraged from

4 World Bank Group Data. 2022.

5 This denotes the Labour Force Participation Rate (LFPR) in usual status (principal status+subsidiary status) for persons of age 15 years and above all-India.

6 National Sample Survey Office Ministry Of Statistics And Programme Implementation Government Of India. 2023. 'periodic Labour Force Survey (PLFs) Annual Report'

7 India Brand Equity Foundation. 2023. 'Warehousing and Logistics Sector in India'

8 The Economic Times. 2023. 'Woman now make up 36 per cent of Indian IT workforce'

9 The Economic Times. Vijaya Gupta. 2023. 'Emerging Role of Women in the Financial Sector'

10 UNESCAP. Waidyasekara et al. 'Mind the Gender Gap in workforce, including transport and logistics: the perspective from Sri Lanka and beyond'

undertaking such a study course or applying for a job in a sector that in the common imagination is associated with physical strength, heavy vehicles, and various equipment to handle.” the report reads.

The work environment itself poses significant challenges for female employees, with basic necessities like separate restrooms for women often overlooked. A study¹¹ by the International Labour Organization revealed that only 21% of factories in India have separate toilets for men and women. Even fewer offer amenities to manage menstrual hygiene. Safety concerns also cast long shadows, especially during late working hours, in addition to ingrained cultural norms¹² that discourage women from working at night or in close proximity with unfamiliar men.

From the employer perspective, many small and medium-sized businesses are reluctant to hire women employees due to the biased belief that women can't perform certain jobs. Often, they also lack the infrastructure needed to ensure the safety and security of female workers, which further complicates efforts to include women in the workforce.¹³

Even when hired, women are relegated to administrative or "softer" roles and seldom given opportunities to lead mixed-gender teams or rise to leadership positions. A survey of logistics employees and prospective students preparing to get into the field showed that ~79% of women are employed in support roles such as administration, HR, IT, and finance, while only 21% work in on-ground roles like marketing, operations, and engineering. Even in organisations that advocate 'equal opportunity,' the skills and potential of women for high-profile positions is overlooked and their career advancement is limited to entry or mid-level positions.¹⁴

So far, logistics in India has been a large and fragmented industry. But it is undergoing a transformation. The integration of technology, such as automated storage and retrieval systems, conveyor systems, and sortation systems, is reducing the physical strain on workers.¹⁵ The sector is also seeing substantial growth, driven by the expansion of e-commerce, the increasing demand for efficient logistics solutions and government initiatives to increase India's contribution to global trade.¹⁶ Between 2023 and 2032, the Indian warehousing market is projected to increase by ~125.4% from INR1,378.7 billion to INR3,107.5 billion.¹⁷

Increasing women's participation in logistics from the current 4-5% to 10% by 2030 can open up over 1 million jobs for women.¹⁸ This is a unique opportunity to reshape the industry's gender dynamics and create a more diverse and equitable work environment.

11 BRITSAFE. Orchie Bandyopadhyay. 2023. 'Toilet trouble: how india's female workers face inadequate sanitation at work'

12 *ibid.*

13 Ernst & Young. 'Gender study to identify constraints on female participation in skills training and labor market in India'

14 Shalu Nigam. 2014. 'Breaking the Barriers: Women in Logistics'

15 My Logistics Magazine. 'How Women are Changing the Face of Logistics'

16 Press Information Bureau. 2023. 'Government takes various export promotion initiatives like New Foreign Trade Policy, extension of Interest Equalization Scheme on pre and post shipment rupee export credit, etc.'

17 imarc. 2023. 'Indian Warehouse Market Report by Sector'

18 FSG. 'Growing Livelihood Opportunities for women (GLOW)'

Does Diversity Pay? The Business Impact of a Diverse Workforce

Getting more women into the workforce has benefits at every level, from familial (higher savings and investment in children's health and education) to national (faster GDP growth). For businesses, workforce diversity facilitates an environment of constructive disagreements, novel perspectives, creativity, innovation, and problem solving geared towards higher-order outcomes, compared to homogeneous teams.¹⁹ In turn, this leads to overall higher organisational productivity.

A study by FSG found that managers at a warehousing and last-mile delivery company observed comparable productivity during night shifts and cost savings of up to 12% due to the higher productivity, attendance, and order processing quality of female employees. They noted that increasing the proportion of women in the warehouse workforce by up to 30% could reduce the average cost per worker by 3.6%. This cost reduction is attributed to higher efficiency, work quality, and retention rates among women workers.²⁰

There is also measurable macro-level business impact. According to a research collation by Catalyst, businesses that embrace diversity and inclusion are 2x more likely to meet or exceed their financial targets, 8x more likely to improve business outcomes, and 35% more likely to outperform their peers in the industry.²¹

Tapping into a pool of semi-skilled and skilled women workers has helped Delhivery meet the workforce demands of its distribution network spanning 3,500+ locations across 730 districts in India. This is significant in the face of the labour shortage that the overall industry is facing.²²

One of Delhivery's focus areas is the improvement of diversity among blue-collar workers, who make up the majority of their off-roll workforce. Within this group, the organisation reports tangible positive impact for their diversity-centric efforts.

¹⁹ Elizabeth Mannix and Margaret A. Neale. 2005. 'What Differences Make a Difference?: The Promise and Reality of Diverse Teams in Organizations'

²⁰ FSG. 'Roadmap to Gender Equity for Warehouse Operations'

²¹ CATALYST. 2020. 'Why Diversity and Inclusion Matter (Quick Take)'

²² The Economic Times. Garima Bora. 2023. 'Here's where the jobs are: Why Budget 2023 should focus on logistics sector'



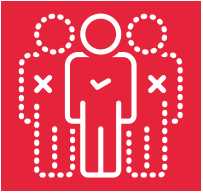
LOWER ATTRITION

Women workers have ~20% lower attrition than the overall attrition rate



HIGHER PRODUCTIVITY

Women workers have been observed to be more productive at work, something managers attribute to traits such as higher integrity, discipline and empathy compared to male workers.



LOWER ABSENTEEISM

Compared to men, especially in cases of unplanned leaves. The number of women workers with 100% attendance is 8% higher than that of men.



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“Scale does come at a cost, but the ROI we are seeing is much higher. Attrition of women is 6 percent lower than that of men. Therefore, we don't need to invest in repeated hiring or training. If we are getting higher output with a woman staying longer, the initial cost of hiring is recovered. The absenteeism among women, especially in terms of unplanned leaves, is much lower than men. Moreover, we have observed higher emotional quotient, empathy, integrity and discipline in women than men.”

- Pankaj Kalass, Head of People Operations at Delhivery

Diversity at Delhivery: By the Numbers

NSSO in 2010²³ estimated 112 million female workers in the country worked across different sectors: farming (68.5%), textiles and tobacco manufacturing (10.8%), construction (5.1%), schools (3.8%), grocery stores (2.1%), hired domestic work (1.6%), personal services (1.5%), healthcare (1.1%), and government jobs (1%). Logistics and warehousing did not feature in the top 9 sectors listed. Delhivery was established in 2011, at a time when the industry was predominantly a male bastion and their early efforts to hire women was intermittent.

This began to change in the years that followed, thanks to a mix of governmental initiatives and growing awareness about diversity and inclusion. In 2012, the Securities and Exchange Board of India (SEBI) mandated that top listed companies²⁴ must report their environmental, social, and governance aspects via the Business Responsibility Report (BRR). The BRR contained specific sections related to diversity and women employment and was a nudge for businesses to develop a more diverse work environment. With increasing awareness and a labour supply gap,²⁵ more businesses began to see women as an untapped resource. UNDP estimates show that increasing women's employment rates in India to 70%—closer to levels in developed countries—could boost GDP by 2-4% each year.²⁶

In 2020, the organisation began focused efforts to implement gender diversity on the ground. Pankaj Kalass says, “About 14 years ago, when Delhivery started, there were barely any women in the industry—not because there was no interest, but because no one focused on this aspect. However, today, with government policies and growing awareness about diversity, Delhivery’s leadership has developed a strong commitment to fostering an asset mindset.”

Much of Delhivery’s efforts in this regard have been aimed at bringing more women into the ranks of their blue-collar workers, who make up the majority of their off-roll workforce. These workers are employed in their under-the-roof (UTR) logistics facilities such as Gateways, Fulfilment Centres, Return processing Centres and Service Centres. Their overall gender diversity figures have improved from 2.34% in FY20 to 8.78% in FY24. Delhivery intends to continue with the same momentum in order to further increase their representation numbers.

23 MoSPI. 2012. ‘Participation of Women in Specified Activities along with Domestic Duties’

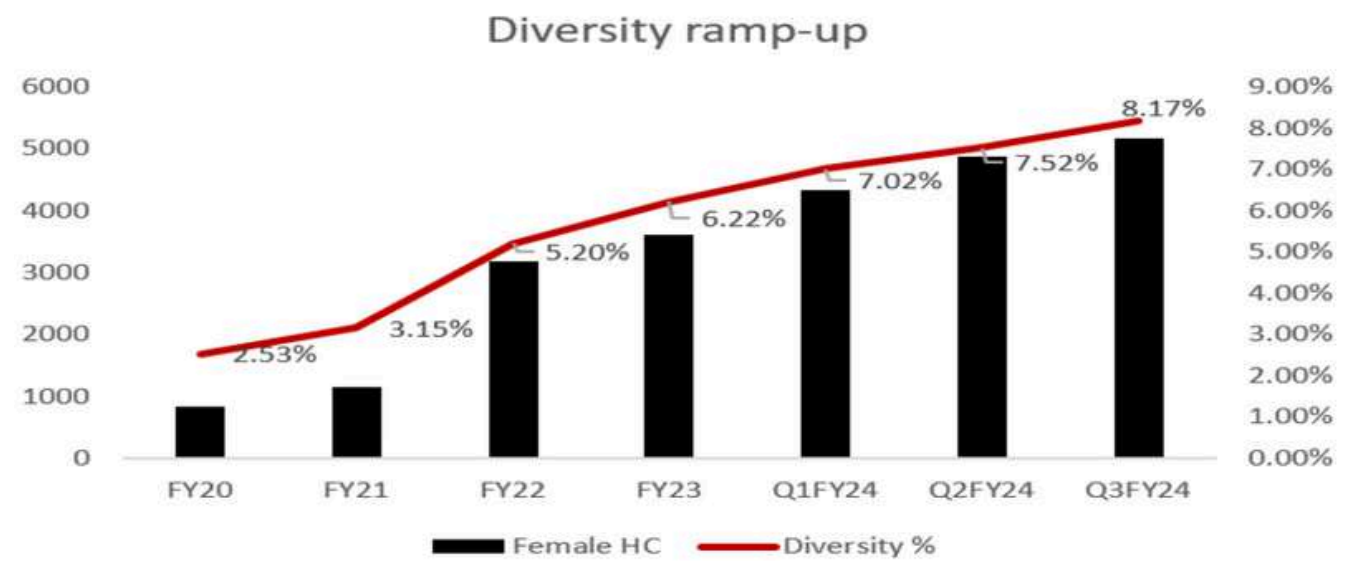
24 Top listed companies here refers to companies that are publicly traded and listed on stock exchanges.

25 Jhavar et al. 2014. ‘Analysis of the skilled work force effect on the logistics performance index - case study from India’

26 UNDP. 2010. ‘Power, Voice and Rights’

Overall diversity

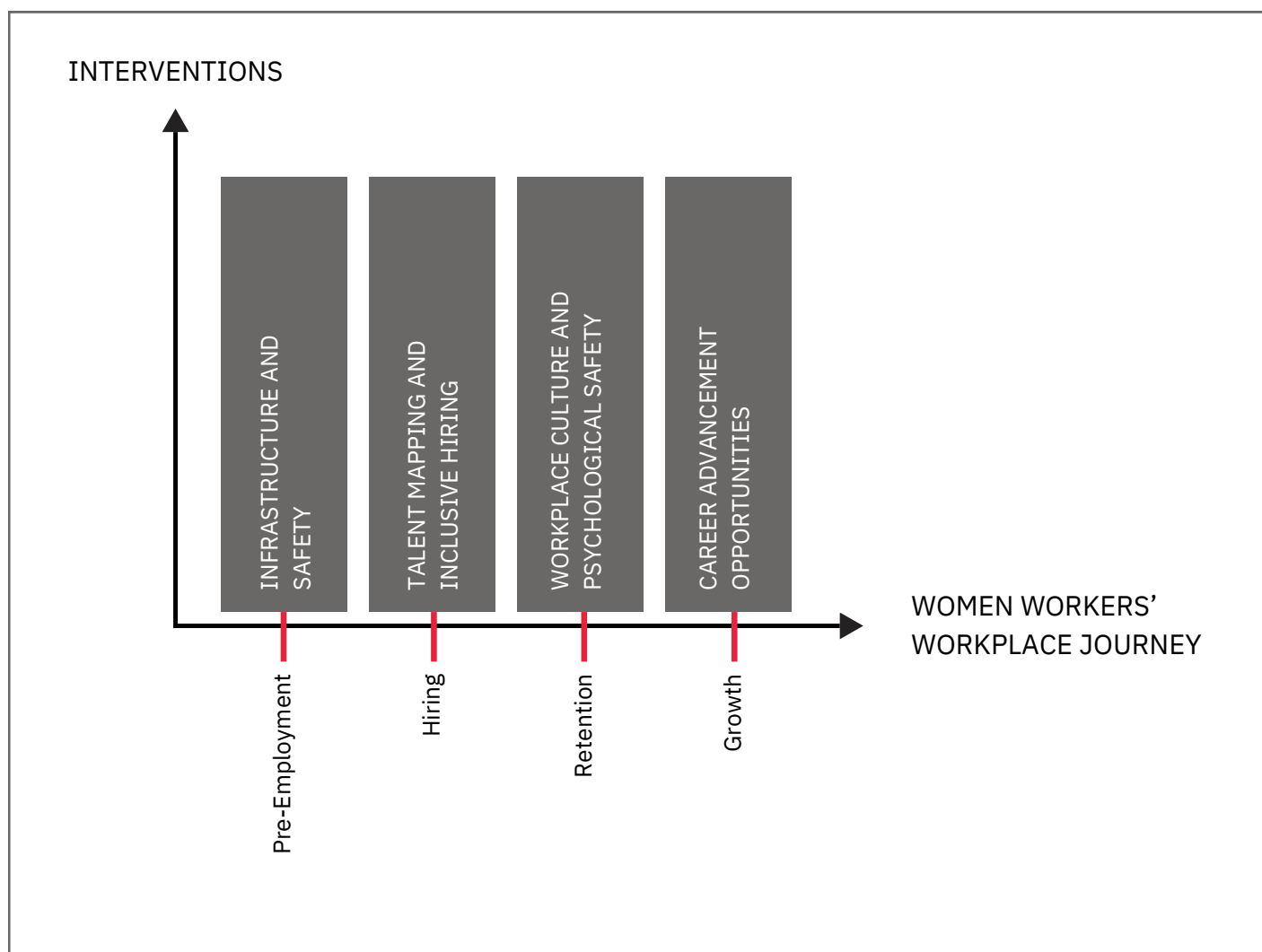
Year	Female Headcount	Diversity %
FY20	728	2.34%
FY21	1,008	2.99%
FY22	3,075	5.09%
FY23	3,519	6.14%
FY24	5,594	8.78%



Four Pillars of Execution

Having an ambitious DE&I policy is commendable—but implementation is the real challenge. Delhivery has improved the number of women in its ranks and created a congenial work environment through a well-segmented, outcome-focused plan of action. During the course of this study, our team found that Delhivery’s efforts can be classified into four pillars:

1. **Infrastructural changes** to make the workplace ready for women
2. **Hiring practices** designed to get more women to apply and once hired, are strategically placed into targeted roles.
3. **Cultural interventions** to make women employees feel psychologically safe and welcome at the workplace
4. **Career advancement opportunities** to enable professional growth for women



In the following sections, we will examine each of these in detail.

Pillar 1: Infrastructural Changes

Making the workplace women-friendly is a foundational step for all effective gender diversity programs. At Delhivery, this was actualised on two fronts.

First, ensuring that women are able, equipped and trained to handle the work. This was made possible through technological transformation and training.

Second, providing essential infrastructure and facilities that women workers need in order to carry out their work without stress.

Technological transformation: a major barrier to women joining logistics jobs is the perception that the nature of work requires great physical strength and stamina. Delhivery tackled this by adopting technology to make the work less physically taxing for all workers.

At their warehouses, numerous tasks that were once performed manually are now automated through the use of scanners, conveyors, and sorting systems while handling shipments. They have invested in forklifts and picking & sorting machines, which enables women to lift heavy shipments. Women are also being trained to operate Battery Operated Pallet Trucks (BOPT).

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“While we solve supply chain answers, we are a tech-enabled organisation at the core. Without technology, staff at large warehouses would have had to walk 15-16 kilometres a day to move articles. Not only would this be extremely inefficient, it would also mean that our facilities are not conducive for women workers. We streamlined processes such that the hard part of the job is done by technology and the smart part by humans- women & men alike.”

- Pankaj Kalass, Head of People Operations at Delhivery

While large-scale automation does create the possibility of job losses and job displacement, it reduces the physical demands of logistics and warehouse jobs, making the sector more accessible to women and improving the working conditions of all employees, irrespective of gender.

Doing this is not without challenges, the biggest hurdle being the substantial investments and careful financial planning needed to implement mechanisation and automation technologies and continuously upskilling the workforce. While well-funded, large-scale organisations like Delhivery can do this, it may be more challenging for Micro, Small & Medium Enterprises (MSMEs).

Separate washrooms for women: Before scaling up their women-focused hiring, Delhivery sought feedback from women employees to understand their biggest pain points. A need that came up at once was separate toilets for women with privacy and hygiene amenities. Based on the inputs, Delhivery constructed separate washrooms for men and women at their warehouses and delivery centres.

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“I have worked at Delhivery for more than six years. In the beginning, it was challenging. But now, we have separate toilets with provisions to use and dispose sanitary napkins. This is very important for women workers—if we didn’t have proper wash facilities, we would not be able to work.”

- Deeksha*, a warehouse Team Lead

Accommodation: As a good percentage of Delhivery's UTR workforce consists of migrant workers, finding convenient and affordable residential facilities is important to them. To facilitate this, at their major facilities, Delhivery offers its women workers accommodation at a subsidised cost with a minimal contribution from their side. Many employees we spoke to, especially single migrant women, appreciated this.

HR personnel in every shift: To help women workers feel safe in the workplace, Delhivery has appointed female HR executives at all their Mega facilities. HR personnel are present during every shift to address any issues that may arise at the workplace and to ensure that Delhivery's code of conduct protocols are adhered to. The biggest impact, of course, is a sense of psychological safety.

Medical aid: At all major facilities, workers have the option to rest at the in-house medical facility if they feel unwell on duty. To assist women workers in case of a medical emergency, a female nurse is present across shifts. Anyone who gets seriously ill or injured is moved to a hospital accompanied by a female guard. All staff and dependents are provided with medical insurance / ESIC benefits.

Safety protocols: Day/Night work shifts at Delhivery change every 15 days and the workload is often higher during the night shift. In spite of this, we observed that women do not hesitate to take it on. Women workers told us that they like the quiet, distraction-free environment during the night shift. Others said that working night shifts gives them the opportunity to attend classes during the day if they liked.

Female guards are positioned inside the major operational facilities during every shift, ensuring a secure environment for women workers. The company provides transportation services and a guard accompanies female staff, ensuring they are never alone, especially during commutes at night.

Kalass tells us, "Delhivery is known as a safe workplace for women, a reputation bolstered by testimonials from former female employees. We have women leaders at our facilities to promptly address any concerns and also highlight safety measures during the interview and hiring process. This comprehensive approach has made female retention at Delhivery unparalleled in the industry."

“

Even though my husband also works at Delhivery, I would have left if I felt that the company is not taking care of my safety.”

- Sunita*, a young ground coordinator

Childcare support: Delhivery offers childcare benefits to all on-roll women employees towards the care of children aged between 6 months to 6 years. They have empanelled Day Care service providers located close to the home or office premises and reimburse the costs incurred. The

reimbursement amount comes with a location-based capping for Tier 1/2/3 cities. They are currently working to expand childcare support to all employees.

These infrastructure and staffing upgrades are essential to make the workplace safe and inclusive—but they do require significant financial and operational resources. One way to approach this is to think of them along a continuum—from the absolute essentials (proper washrooms) to the nice-to-haves (childcare support). A good first step is to engage closely with current women employees to understand their needs in a more nuanced manner and implement incremental changes based on feedback.

Pillar 2: Hiring Practices

While technology and infrastructure ease the entry of women into the workforce, thoughtful talent practices are necessary to support a growing women workforce. Here are some of the policies, processes and programmes we observed at Delhivery.

Strategic talent mapping: While all roles are open to women candidates, Delhivery wanted to set them up for success from the get-go. They used data analytics to identify roles that would most benefit from women's participation and where women can succeed quickly, creating immediate impact and building confidence in integrating women into the logistics workforce. This paved the way for broader integration.

Their hiring approach involves identifying target facilities, spotting potential bottlenecks, and planning the hiring in a phased manner. They have refined the process so that the bottom of the funnel has a fair mix of male and female candidates.



Currently, Delhivery has 4 all-women operated facilities at Moga (Punjab), Sikar (Rajasthan), Satna (Madhya Pradesh), and Mayapuri (Delhi) and plans to introduce more such hubs in the future. In order to identify facilities that have the highest potential to be women-run, the team considers the following factors among others:

- **Mix of Shipments:** The facility's workload must be balanced, ensuring it accommodates a variety of shipments without being overly skewed towards large or heavy items.
- **Existing Diversity Percentage:** Evaluating the current diversity percentage at potential sites to gauge the availability of diverse talent in the region. Higher existing diversity often correlates with smoother integration of women into the workforce, indicating a supportive environment for women.
- **Regional Safety:** Delhivery prioritises locations with lower crime rates, particularly crimes against women.
- **Public Transport Accessibility:** The availability and reliability of public transportation options are critical considerations as they simplify daily commutes and support women's ability to work outside the home comfortably. In a 2023 survey we conducted as part of the Women In India Inc (WIIIn) project, hiring managers reported that transportation and safety is a huge barrier for women (44%) as compared to men (26%). Managers felt that location mismatch affected female candidates more than men. Delhivery addresses this concern by assigning women employees to a geographical facility of their preference or another closest to it, which is communicated to them at the time of recruitment.

Diverse sourcing channels: Delhivery has taken multiple measures to encourage more women to apply for job openings. They observed from their hiring history that they have a high proportion of women workers from economically disadvantaged backgrounds in the rural regions of Haryana, Telangana, West Bengal, Karnataka, Uttar Pradesh, Bihar, and Jharkhand. Migrant workers from such backgrounds typically come to work for defined timelines such as 3, 6 or 10 months, which ensures stability and predictability for them as well as for the business. Given the paucity of opportunities available to them, these women form an untapped resource pool. The company now makes a conscious effort to recruit women from these areas, recently expanding to Jharkhand after a successful pilot program.

Delhivery runs a fully funded Skill Development Program (SDP) to build a strong talent pipeline. Candidates are selected based on an online screening and entrance exam and put into a month-long training program with food and accommodation. The online and funded nature of the SDP makes it easier for women from underprivileged backgrounds to apply and participate.

To broaden their overall talent pool, Delhivery also relies on third-party recruiters for women from Tier 3 and 4 cities, and rural areas, in addition to training institutes, employee referrals, and word of mouth. They train third-party recruiters on ways to improve their diversity record and have a Vendor Performance Scorecard to assess their diversity score.

Implementing targeted hiring is not easy, even when working with specialised third-party recruiters. Without continuous monitoring and a push from the hiring team, these recruiters might not effectively adhere to diversity goals, leading to inconsistent hiring practices. It is only through several trials and errors, as well as word-of-mouth awareness about how women are benefiting on the ground, that actual traction can happen.

Moreover, regional variations in worker laws, industry culture, and practices mean that these initiatives will need to be tailored to fit local contexts. Therefore, continuous reinforcement and adaptation are essential to address evolving workplace dynamics and issues effectively.

Inclusive hiring practices: Interviews for operational profiles are typically held at the respective facilities to help female candidates feel at ease and get an idea about their future workspace. To reduce hiring biases, Delhivery also makes an effort to include women in hiring panels interviewing female candidates.

Pay parity: While there exists wide gender inequality in terms of pay in India with men capturing ²⁸82% of labour income, at Delhivery there is 100% gender parity in terms of pay, number of working days (6-day work week), working hours (9-hour days), monthly leaves, calculation of productivity (packages processed in a certain time frame), and leave encashment.



Pillar 3: Cultural Interventions

Workplace culture and psychological wellbeing play a huge role in employee retention. In line with common practices deployed by private sector organisations, Delhivery has initiated several programs aimed at fostering an inclusive and supportive work culture for women. They collaborate with DE&I experts and consulting firms to understand their own workers better, hold meaningful dialogues and create avenues where their women workers can network, learn, share ideas, and grow collectively. Here are some of their initiatives:

28 The Hindu Business Line. Parvathi Benu. 2023. 'In India. Women struggle with pay gap across sectors'



Streams of Communication: Delhivery prioritises regular and open communication with employees and has a number of planned interactions. Apart from ‘Buddy Connects’ in the first 8 weeks after hiring and bi-weekly ‘Sampark Lunches’ for informal conversations, they have a few women-focused interactions.

During monthly ‘Mann ki Baat’ sessions, women workers can interact with women leaders at Delhivery, voice their concerns, share their experiences, and give feedback about what can be done to make the workplace better for women. This has two-way benefits as women leaders also get to understand frontline challenges faced by female blue-collar workers. Delhivery also conducts quarterly Focus Group Discussions with teams of women employees. The HR and leadership representatives present capture concerns and requests for assistance. All concerns highlighted are tracked to ensure that they get resolved in a timely manner.

Gender Sensitisation training: for both male and female workers to raise awareness, challenge stereotypes, enhance understanding of hidden biases, create an inclusive environment, and promote equal opportunities. There’s emphasis on proper communication and conduct at the floor level. Team Leads get trained on how to effectively communicate with new hires, especially in EQ and softer aspects such as tone of voice (for instance, women have been found to take offence to loud reactions).

The training also includes regular Prevention Of Sexual Harassment (PoSH) sensitization, Code of Conduct modules, explanation of grievance redressal intricacies etc. During our visits, we observed that workers had high PoSH awareness even on the shop floor and there were plenty of posters and notices about annual refresher training programs for all employees visible.

A Great Place To Work (GPTW) employee engagement survey conducted at Delhivery showed that 89%²⁹ employees felt positively about the organisation’s PoSH and Ethics, Fraud, Discrimination & Harassment policies. According to Delhivery’s annual³⁰ report, 100% of the 310 grievances filed in 2022 have been resolved. In 2023, the grievances raised came down to 91, of which 96.7% saw resolution. These include cases of sexual harassment, wage disputes, and workplace discrimination.

29 Delhivery. 2023. ‘Annual Report 2022-2023’

30 ibid

Pillar 4: Career Advancement

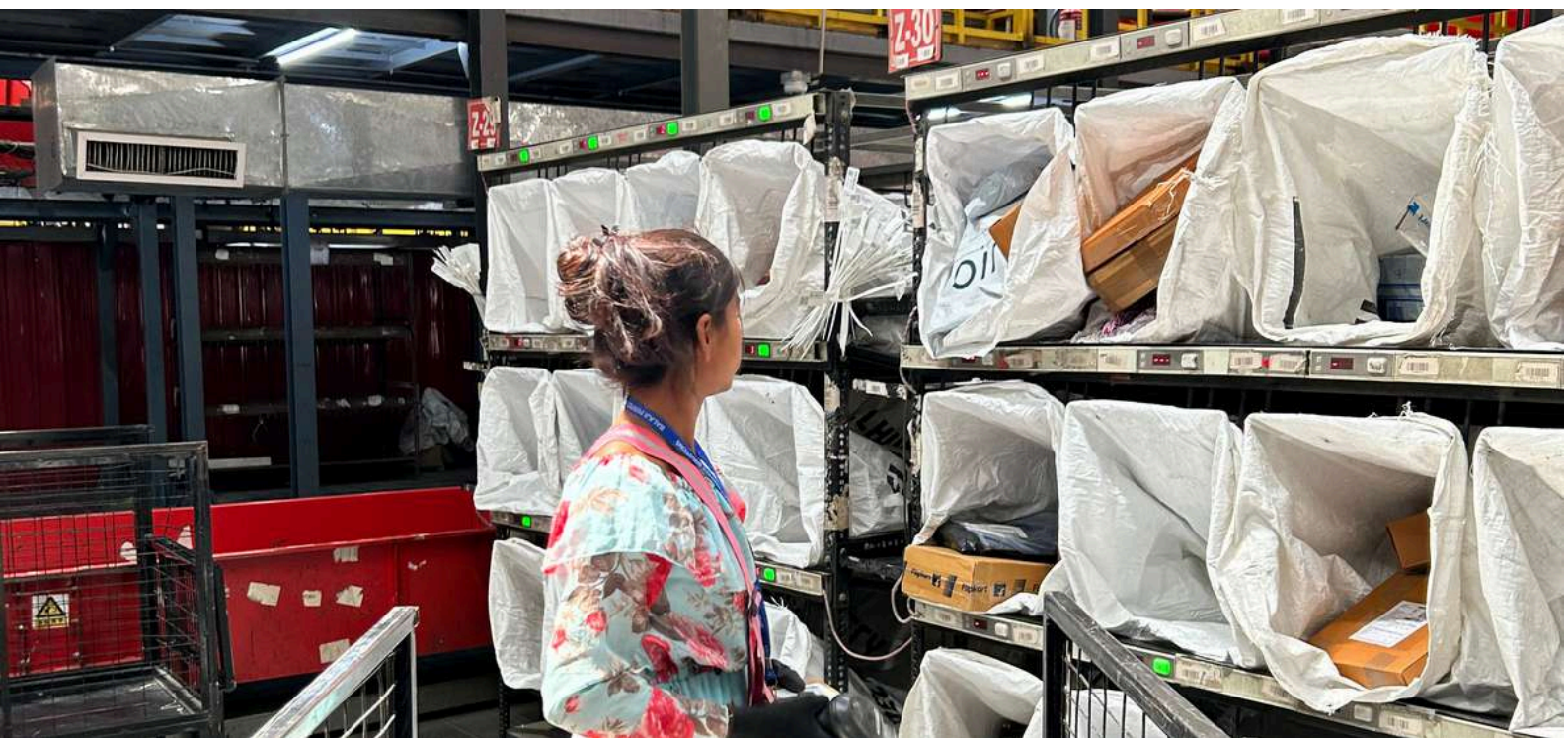
Delhivery offers mentorship, leadership training, and role rotations aimed at breaking glass walls (women being confined to certain roles or functions) and propelling women into leadership positions. Managers proactively guide women on aspects like job transitions, promotions, and leading diverse teams. The company also ensures that all female employees access leadership development programs, enabling cross-functional networking and building skills crucial for career advancement.

“

“I joined as an Executive almost 6 years ago and became an on-roll employee after 6 months. Two months ago, I got promoted. My work has increased but there is no pressure. I am given time to learn from old Team Leads. There is also a buddy system if we need any guidance.”

- Komal*, a Team Lead

In FY24, Delhivery converted 285 women from off-roll to on-roll roles, ~20% of the total conversions offered in Moga Operations. Eligibility factors for this included attendance, performance feedback, and disciplinary records. Along with a CTC increase, on-roll employees get access to additional benefits such as annual leaves, daycare reimbursement benefits, and eligibility for loan assistance post completion of a year on roll.



Delhivery runs weekly newsletters such as ‘Women with Wings’ & ‘HerStory’ to highlight the work of top-performing women employees to motivate others. When such growth opportunities for top performers are made visible, it acts as a motivation for women employees, increases their commitment to the organisation, and even impacts their attendance positively. From the point of view of the business, this helps them build a diverse talent pipeline for junior and mid-management roles in the future.

“Women wanting to be on-roll is a huge motivator,” Kalass says. “With women working towards this goal, many have decoded the way in which they can get there. They are optimistic that if they work diligently, they can grow into becoming full-time employees within six months.”

It must be noted that Delhivery's success in maintaining informal interactions and mentoring opportunities may vary across facilities. Consistently implementing these initiatives across all locations and employee levels demands dedicated resources and effort. This, in particular, can be challenging for smaller companies and MSMEs, which may lack the organisational capacity for comprehensive engagement programs.

Sitting in the office van at the end of her shift, Sheela*, a team lead at the Tauru GW, reflects on her six-year journey at Delhivery:

“

“Six years back, I never believed I could find a job. Even if I did, my husband would reject it due to the timings, lack of infrastructure, safety issues, etc. I am glad that Delhivery happened. They have made so many changes for women workers over the years. I started as a ground coordinator but today, I am a Team Lead with both men and women in my team. My salary has doubled and I am aspiring to become a manager soon. So yes, I would like to stay here.”



Speed Bumps: Challenges to Diversity

While Delhivery's diversity initiatives have yielded positive results so far, the journey has not been without challenges.

For instance, PoSH related incidents do occur. It was apparent from our conversations that women knew the grievance process and had confidence that their concerns would be addressed. That said, some employees were unsure about how these would impact their future prospects in the company. Delhivery addresses such insecurities through continuous efforts to educate employees. The resolution rate of PoSH cases stood at 91% in 2023 and 100% in 2022. Seeing that women workers who have raised a PoSH grievance get a satisfactory resolution and grow in their career without any repercussions also builds confidence in the company's culture.

While Delhivery strives to ensure the safety of women workers, particularly during night shifts, there are instances where women are unable to take these shifts due to family constraints. This occasionally complicates the scheduling and management of work rosters. Some female workers also mistakenly believe that their inability to work night shifts will impact their chances of getting promoted. This leads to confusion and uncertainty about their career prospects.

Kalass clarifies that this is not true, "Promotions are based solely on performance and feedback, and not on anyone's availability for night shifts. Managers and seniors regularly mentor staff on performance and career growth and ensure that everyone is aware of the policy."

Another tricky challenge is the bias exhibited by some team leads who believe that off-roll women workers might not be able to cope with the work or fit into the environment on the floor. To bring about a mindset shift, Delhivery has informal sensitization sessions specifically for team leads. These sessions follow a convincing rather than an instructive approach where trainers break down complex issues, gather input from team leads, and explore solutions and their impact.

A fourth challenge is the difficult policy environment that Delhivery has to navigate to get permission for women to work night shifts. Several Indian states prohibit operational facilities from placing women on shifts that go beyond 8 pm. The process of obtaining an exemption for allowing night shifts for women involves several complex and iterative steps designed to ensure compliance with local labour laws. Labour department officials review applications, which may involve assessing workplace conditions, engaging in discussions with the employer, and examining provided documentation. If approved, the employer receives an exemption certificate. However, in some cases, officials may raise objections, requiring rectification

of identified anomalies before the process can be completed. This iterative process can be time-consuming and may involve multiple revisions.

To navigate these and ensure that the guidelines are implemented accurately, Delhivery works with labour consultants, industry lawyers, and NGOs. These practitioners also conduct periodic visits to audit and verify whether the company has implemented adequate measures to ensure compliance. In states where they have been able to obtain the requisite permissions, the count of women on night shifts has increased significantly. While engaging with such practitioners comes at a cost, the Delhivery team believes that the benefits of enabling night shifts for women far outweigh the expense.

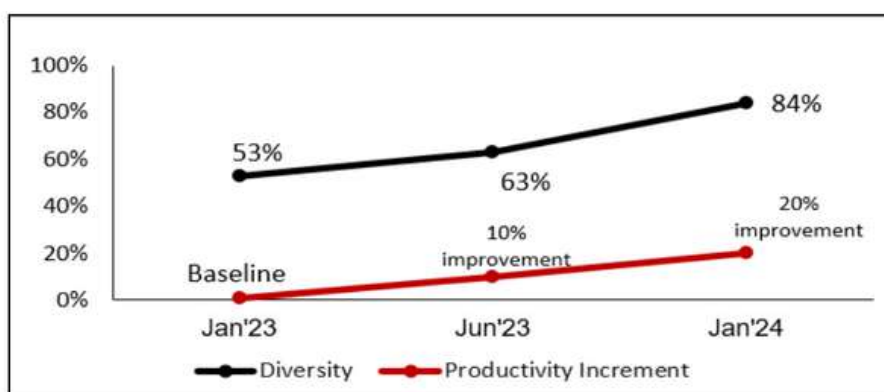
Fifth, scaling up the diversity model from major facilities to nationwide facilities necessitates substantial investment in terms of time, training, senior management commitment, and monitoring to maintain the integrity of diversity initiatives. As the number of facilities increases, this will only get more complex.



Learning from Delhivery: Key Takeaways

At the Tauru Gateway processing centre, Delhivery's gender ratio increased from ~60% in Oct '23 to ~90% in Mar'24. Since a strong correlation was observed between the diversity and productivity percentage at Tauru, Delhivery has plans to replicate these training processes at other facilities.

As one of Delhivery's largest gateways with over 1,800 employees, Tauru GW has undergone regular analysis of diversity data and inputs from various staff engagement initiatives. These analyses have led to changes in developing more inclusive processes and training programs. They have defined key performance indicators, set targets, and put in place regular reviews and feedback mechanisms to monitor the progress of their gender diversity initiatives. One thing that stands out is their agility and willingness to adapt and change course based on what the data shows.



A comparison of the increase in diversity vs. productivity at Tauru GW (Processing Centre)

So, what can other organisations who wish to take meaningful steps towards gender inclusivity learn from Delhivery's journey? We see 3 key takeaways.

1 Adopting an asset mindset: In addition to the positive impact at an individual, familial and societal level, gender diversity is also beneficial to the businesses. Seeing it through this lens requires adopting an asset mindset rather than merely as a legally-mandated checklist item. With executive sponsorship and sustained, strategic investment of resources, Delhivery was able to move the needle.

2 Solving for 0 to 1: For any diversity program to take off successfully, the foundational elements need to be in place. Otherwise, mission statements and policies will remain on paper. Delhivery started by working on the basics like infrastructure and safety. They then looked at the complete journey of women workers—from pre-hiring to retention to career advancement—and made incremental adjustments at every level.

3

Feedback and continuous improvement: Keeping an ear to the ground to hear from women employees, monitoring their engagement, and applying the learning back to improve things is crucial for any gender diversity program to be effective in the long term. By constantly taking feedback from women workers, iterating and improving, Delhivery is on the right track to scale up and create impact over time.

Delhivery's journey validates that the high ROI of hiring women offsets the initial cost incurred. Which means, organisations of all sizes and resource strengths can make a start by taking small, consistent steps towards gender diversity. Creating an inclusive workplace is an ongoing process, and small, consistent steps can lead to significant impact over time.

Acknowledgements

This report has been co-authored by The Udaiti Foundation and the Center for Economic and Data Analysis, Ashoka University.

Names of team members who have worked on this research report include:

The Udaiti Foundation

1. Khushi Boken
2. Roshni Mukherji
3. J Priyadarshini

Centre for Economic and Data Analysis

1. Dr. Ashwini Deshpande
2. Akshi Chawla
3. Dr. Kanika Mahajan
4. Dr. Anisha Sharma

The authors would like to thank Khushi Boken for designing the report.

Glossary of Terms

TERM	DESCRIPTION
Active Customers	Active customers for a quarter are those customers on whom an invoice was raised at least once during such a quarter. For a period, they are calculated as the average number of active customers for each of the quarters in that period.
Asset Mindset	A strategic approach where employees are viewed as valuable assets, leading to investments in their development and well-being.
Automated Sort Centers	Facilities that use automated systems to sort parcels and packages, increasing efficiency and accuracy.
Battery-operated pallet trucks (BOPTs)	Electric vehicles used for moving and handling pallets within warehouses and distribution centres.
Blue Collar Workers	Employees performing manual labour, often in industries like manufacturing, logistics, and construction.
BRSR Disclosures	Business Responsibility and Sustainability Report (BRSR) disclosures are mandated by the Securities and Exchange Board of India (SEBI) for the top 1,000 listed companies by market capitalization. These disclosures require companies to report on their Environmental, Social, and Governance (ESG) initiatives, covering areas such as corporate governance, sustainability practices, social responsibilities, and environmental impact. BRSR aims to promote greater transparency and accountability in how businesses contribute to sustainable development.
DE&I	Diversity, Equity, and Inclusion initiatives aimed at creating a more equitable and diverse workplace.
ESIC	Employee State Insurance Corporation, a social security organisation providing health insurance to Indian workers.

TERM	DESCRIPTION
Delivery Centers	Facilities dedicated to the processing and last mile delivery of packages, focusing on speed and efficiency.
Freight	Goods transported in bulk by trucks, as part of the logistics and supply chain process.
Freight Service Centers / Service Centers	Locations where freight is processed, consolidated, and managed for transport to various destinations.
Fulfilment Centres	Warehouses where products are stored, packed, and shipped to customers as part of the order fulfilment process.
Gateways	Key transit hubs in a logistics network where goods are transferred between different modes of transport.
Integrated Logistics	A comprehensive approach to logistics that combines multiple services like transportation, warehousing, and distribution to streamline supply chains.
Last Mile Delivery	The final step in the delivery process, where goods are transported from a distribution centre to the end customer.
Micro, Small & Medium Enterprises (MSMEs)	According to the Indian government, MSMEs are categorised based on investment in plant, machinery, and equipment. Micro: Up to ₹1 crore, Small: ₹1-10 crore, Medium: ₹10-50 crore, with corresponding turnover thresholds.
Night Shifts	Work shifts that take place during nighttime hours, typically between 10 PM and 6 AM. In India, regulations require special safety provisions, including adequate lighting, transportation, and rest breaks, particularly for female employees.
Partner Centers	Locations operated by third-party partners to support the logistics network, providing additional capacity and services.

TERM	DESCRIPTION
Return Processing Centres	Facilities where returned goods are received, inspected, and processed for resale, recycling, or disposal.
Under-the-Roof (UTR) Facilities	Facilities such as Gateways, Fulfilment Centers, Service Centers, and Returns Processing Centers, where a large number of employees are typically stationed and work together in a centralized location.
Warehouse	A building used for storing goods before they are distributed to retailers or customers.

Annexure

Table 1.1 - Warehouse Visit Discussion Guide

AOI	Key Informant	Sub AOI	Theme	Questions
Gender Diversity Strategies and Policies	DEI Officer / HR Manager (Not at the warehouse)	Strategies and policies in place to increase gender diversity in Operations at Delhivery	Overall	<ul style="list-style-type: none"> - What is the current state of gender diversity? - In what roles are women concentrated? <i>[This question is relevant to understand if women are concentrated in a type of a role that may be low-paying and traditionally female-dominated]</i> - What metrics or key performance indicators does the organization use to measure progress in gender diversity? - Are there any specific programs or policies for promoting gender diversity? Can you share details about these programs, policies or initiatives?
			Hiring	<ul style="list-style-type: none"> - Are there any policies to ensure that women are not discriminated against while hiring? - How does the organisation seek feedback from female candidates that are interviews?
			Retention	<ul style="list-style-type: none"> - Are there any policies to ensure that women are not discriminated against in the workplace, whether in pay, promotions, or opportunities? - What strategies does the organization have in place to ensure that female employees are not discriminated against?

AOI	Key Informant	Sub AOI	Theme	Questions
			Retention	<ul style="list-style-type: none"> - What strategies does the organization have in place to retain female employees and support their career development?
			Overall	<p>Have you noticed an impact of the programs or policies on the overall gender diversity in the company?</p>
		Physical infrastructure provided at the workplace	Retention	<ul style="list-style-type: none"> - Does the workplace have appropriate WASH hygiene facilities? - Does the workplace have appropriate feeding infrastructure to support breastfeeding mothers who work there? - Are all areas at the workplace amply lit?
		Measures undertaken for the safety and security of women	Retention	<ul style="list-style-type: none"> - Is there a well-constituted Internal Complaint Committees (ICCs) that includes both men and women as members and is chaired by a senior female employee? - What efforts are made to ensure that employees aware of their rights and the procedures for filing a complaint of sexual harassment? - How does the organisation promote a culture zero tolerance towards sexual harassment and promote a safe and respectful workplace for all employees?

AOI	Key Informant	Sub AOI	Theme	Questions
			Retention	<ul style="list-style-type: none"> - Does the organisation ensure that safe transport such as shuttle is provided to employees, especially those that work shifts in evening and at night? - Does the organisation reimburse the cost of transport to ensure that employees are able to access safe transport to and from the workplace?
Warehouse Leadership Commitment to Gender Diversity	Warehouse Leaders (Warehouse)	Leadership buy-in for increasing gender diversity at the company (2)	Overall	<ul style="list-style-type: none"> - Do you think gender diversity at the workplace is valuable? If yes, why? - Do women add value to the warehouse operations? How is it different than just having men?
			Overall	Do you think having more gender diversity at the warehouse? is important for Delhivery and its culture?
		Motivations for increasing gender diversity	Hiring	<ul style="list-style-type: none"> - Are you involved in hiring more women at the warehouse? - Who produces the collaterals required for the hiring drives? - What affects your decision to hire more women? - Are there any diversity targets or gender metrics that you have to meet and report?

AOI	Key Informant	Sub AOI	Theme	Questions
		Steps taken by leadership for ensuring gender diversity (1)	Retention	<ul style="list-style-type: none"> - Have you led or directed any changes at warehouse to make it easier for women to work here? - Do you think women can work comfortably at the warehouse?
		Perception of leadership about women's performance	Retention	<ul style="list-style-type: none"> - Are women good at working in the warehouse? - What role do you think women best perform in the warehouse?
Mid Management Perception and Support	Warehouse Managers and Team Leads (Warehouse)	Perceived value of gender diversity	Hiring	<ul style="list-style-type: none"> - Do you think more women should be hired? - What value do women bring in? - Do you track and measure progress in promoting gender diversity and supporting the career advancement of women?
		Manager's perception about Female Employees and their performance	Retention	<ul style="list-style-type: none"> - How would rate women's performance at the warehouse? - Are there some roles that women do better?
		Manager's role in supporting women	Retention	<ul style="list-style-type: none"> - In what ways does the warehouse accommodate flexible work arrangements, and how does this benefit women in particular?

AOI	Key Informant	Sub AOI	Theme	Questions
				<ul style="list-style-type: none"> - Have you observed any positive outcomes or challenges associated with flexible work arrangements for women in the warehouse? - Do you mentor female candidates through formal or informal pathways to help them advance their careers?
		Encouragement of the career advancement of women	Retention	<ul style="list-style-type: none"> - What kind of professional development opportunities are available for all employees, and how do you ensure women in the warehouse have access to them? - Are there clear guidelines or discussions about career progression, and how is this communicated to all employees? - How does the warehouse recognize and reward the achievements of its employees, including women?
Female Workers' Perspectives	Female Workers in Warehouse (Warehouse)	Factors that influenced them to join the company	Hiring	<ul style="list-style-type: none"> - What attracted you to the company in terms of culture or policies? - Why did you join this warehouse role? - What attributes of this warehouse role do you like or dislike? - Were there any challenges faced at the household level when you decided to work in a warehouse?

AOI	Key Informant	Sub AOI	Theme	Questions
		Experience during the hiring stage	Hiring	<ul style="list-style-type: none"> - How was the hiring process? Did you face any challenges? What aspects that went well? - Are there any improvements that can be made?
		Perception of the work environment and support provided to them	Retention	<ul style="list-style-type: none"> - Are you satisfied with the workplace policies in place? (working hours, leaves, POSH, etc) - What are the gaps that are remaining and how can they be closed?
		Perception of the team dynamics	Retention	<ul style="list-style-type: none"> - Do you face any challenges working with working in the warehouse? - Do you faced any challenges working in a gender diverse team? - Do you feel supported by your team?
		Expectation with regards to career growth	Retention	<ul style="list-style-type: none"> - Are you trying to advance your career? - Are there enough opportunities for learning and growth - For advancing your career, are you supported? What more support do you need?
		Challenges and concerns faced while working at Delhivery	Retention	<ul style="list-style-type: none"> - Any remaining challenge

AOI	Key Informant	Sub AOI	Theme	Questions
		Opinion on the physical infrastructure at the workplace	Retention	<ul style="list-style-type: none"> - Do you access to WASH facilities? - Do you feel that the infrastructure here is appropriate?
		Care responsibilities	Retention	<ul style="list-style-type: none"> - What are your working hours? - Do you have difficulty in balancing warehouse work and household work?
Male Peers' Perspectives	Male Workers in the Warehouse (Warehouse)	Perception of the work environment as gender diversity has increased	Retention	<ul style="list-style-type: none"> - How do you feel that there are more women in the warehouse now? - Are there changes in work environment due to the presence of female colleagues? - Do you feel comfortable working with women in your team?
		Perception of the team dynamics with increased gender diversity	Retention	<ul style="list-style-type: none"> - Do you think there are difference in treatments and expectations between men and women? - Are women in given different responsibilities than men?
		Support provided to female colleagues	Retention	<ul style="list-style-type: none"> - Do you try to support your colleagues?

Annexure

Table 1.2 - Question Bank for Employee Surveys (Drafted and Addressed in Hindi)

S. No.	Question
1	Apki kitni umar hai?
2	Aap shaadi shuda hai? Apke bache hai? Kitne? Aur woh kitne saal ke hai? Apke bacche kahan rehte hai? Aur aap jab kaam pe aate hai toh apke baccho ko kinke pass chod ke aate hai?
3	Apne kahan tak padhai khatam ki hai? Aur koi certificate ya vocational course kiya hai?
4	Apke kaunse shahar aur rajya se hai? Ap tauru kitne mahine ya saal pehel aye?
5	Aap delhivery mein kab se kaam kar rahe hai?
6	Aap is role mein kab se kaam kar rahe hai? Aur uske pehle delhivery mein aur kya role mein kaam kiya aur kitne saal?
7	Delhivery ke pehle kahan kaam karte the? Kitne saal se job ya kaam kar rahe hai?
8	Toh is job ke baare mein batayein - kab shuru hota hai kab khatam hota hai? Kya kya duties apki? Kitne logo ko manage karte hai? kaun kaun hai apke team pe? aap kisko report karte hai?
9	Agar bura na mane toh batayenge ki aapki salary lag bagh mahine pe kitni ho jaati hai? Kuch fixed hota hoga aur kuch incentive? dono alag alag se batayie? Incentive aur overtime milta hai? Thoda detail batayie ki kaise calculate hota hai? Aisi koi baat hai incentive structure mein joh apki acchi nahi lagti? Aap chahe toh ek haafte mein aur shift kar sakte hai?
10	Aap contract pe hai ya full time? Kab full time huye? Kuch alag lagta hai full time or contract pe? Kya alag lagta hai? Khuch behtar ya kharab hai dono mein?

S. No.	Question
11	Apko kitni chutiyaan milti hai mahine ki? ek din mein kitne time ka lunch break milta hai? aur koi break milta hai?
12	Apke team mein kitni auratein hai? Kaunse kaunse role mein auratein hai?
13	Company ne pichle 12-18 mahino mei mahilao ke liye kaise kaam kiya hai? kya policies ya programs aaye hai jisse kuch badlaav nazar aaya
14	Aapke anusaar, mahilao ko delhivery jaise sanstha mein shaamil karne mei sabse badi kya chunauti aayti hai? Aap jab delhivery ke saath jud rahi thi toh apko kabhi koi chunauti ayi? Jaise ki interview ke stage mein ya uske pehle ya baad mein? ja phir job shuru kara tab?
15	Ap ne jab yeh kaam shuru kiya toh, apko kaisi pata chala is job ke baarein mein - shuruvaat se bataiye? kaise apply kiya, interview process kaisa tha? Job milne se lekar shuruvaat karne tak mein kya kya hua?
16	Jab recruiter apke pass aye toh unhone apko kya bola, aisa kyabola ki aap convince ho gayi ki haan mujhe yeh job karni hai
17	Aapne alag jagah mein bhi kaam kiya hai, delhivery ka job interview process tha, usmein aur doosro mein kya alag lagta hai - kya behtar hai aur kya aisi cheez hai jo achi nahi hai?
18	apke parivaar walon se kabhi baat cheet ki company ne, unko samjhane ke liye ya manane ke liye ki yeh job karne do ya us jaisa khuch? Apke parivaar walon ko is job aur company ke baare mein aise koi baat hai jo achi ya achi nahi lagti?
19	Kya aapke warehouse mei maternity policy hai? Uske baare mei thodi jaankari dijiye
20	Aapke warehouse mei aur kitne tarah ke leaves hai jo mahilaye le sakti hai? Iske tulna mei purusho ke liye kitna antar hai?
21	Kya yaha pe baccho ke liye creche facility uplabdh hai? Kya aurate jo apne baccho ko creche mei chhodti hai, unko apne baccho se kaam ke waqt milne ki permission hai? Bachon se sambhandit aur koi policy ya madat milti hai apko company se?
22	Creche kitna door hai warehouse se?

S. No.	Question
23	IF NO CRECHE: Kya aurate apne baccho ko warehouse la sakti hai?
24	PATERNAL LEAVE: Kya purusho ko bhi chhuti milti hai agar unka baccha hota hai?
25	Kis basis pe koi contract se full time worker bann pata hai? Kya aap aur kis tarah ki training dete hai workers ko jisse vo full time worker ban paaye? Kya isme purusho aur aurato ki training mei antar hai?
26	Kya saare workers ko pata hai ki vo contract se full time job kar sakte hai?
27	Kya double shift ya overtime karne ki anumati hai workers ko?
28	Agar koi apni shift par na aa sake kisi kaaran, toh kya koi aur unki shift cover kar sakta hai?
29	Iss warehouse mei aur kya suvidhaaye hai mahilao aur purusho ke liye? Aisa bhi ho sakta hai ki khuch alag hai
30	IF NOT MENTIONED ACCOMMODATION/ FOOD/TRANSPORT, Kya aap workers ke liye jo rehne ki jaga, aane jaane ki vyavastha, aur khaana milta hai, uske baare mei bata sakte hai? Is facility mein itne purush kaam karte hai, aisi koi baat apko pasand nahi purusho ke saath kaam karne mein? Kabhi aane jaane mein, warehouse mein ya job rehne ki jagah di hai - usmein asurukhit mehsuus hota hai?
31	Purusho aur aurato ke liye kin prakaar ki training hoti hai?
32	Kya purusho ke liye kisi prakaar ki sensitisation training hui hai? Jaise ki mahilaon se kaishe pesh aao? Kaise aisi koi baat na bolo jo uchit nahi hai?
33	Kya iss warehouse mei internal complaints committee hai? yahan par agar koi utpeedan ho - yon sambandhit ya sharaik sambhandit toh koi hai jahan jakar aap complain kar sakti hai?
34	Kya aapke saare mahila workers ko iske baare mei maalum hai? kya unhe ye jaankari hai ki kaise unke complaints aage badhenge / samadhaan milega?
35	Apki is job ke baare mein aur is company baarein mein aisi kaunsi khuch baatein sambse achi lagti hai?

S. No.	Question
36	Aisi kaunsi cheez hai company ya job ke baare mein ki agar woh na ho toh aap job chod denge? Aur koi karan?
37	Apkokya lagta hai bhavishya mein aap job mein yaha hi kaam karenge ya khuch aur karna chahengi?
38	Apko supervisor ya team lead banne ki iccha hai? Agar khuch salo mein apki promotion na ho toh aap kya hai job chod dengi?