

Enabling Women's Participation in India's Logistics Sector



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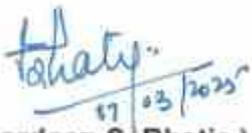
FOREWORD

India stands at the threshold of a transformative era, consistently ranking among the world's fastest-growing emerging economies over the past decade. As we advance towards our national vision of *Viksit Bharat* (Developed India) by 2047, as envisioned by the Hon'ble Prime Minister, we are reshaping our development trajectory with bold initiatives and inclusive policies.

The logistics sector serves as the backbone of economic growth, driving trade, connectivity, and global competitiveness. A strong, modern, and efficient logistics industry is essential for accelerating India's development. Achieving this vision requires a diverse and inclusive workforce, with women playing a pivotal role in shaping the future of the sector. Moving beyond women's development to *women-led development* is not just a principle of inclusive growth - it is a strategic imperative that can unlock innovation, efficiency, and sustainability in logistics.

With this vision in mind, this study examines the evolving role of women in logistics and its significance in realizing *Viksit Bharat*. Through a comprehensive analysis of national and international workforce trends - supported by literature reviews, focus group discussions, key informant interviews, and field visits - it highlights opportunities to enhance women's participation and leadership in logistics. The study also presents best practices from logistics companies and industry associations in India that are fostering inclusivity and breaking barriers for women in the field.

Empowering women in logistics is not just a social commitment it is an economic necessity that will strengthen India's supply chains and enhance global competitiveness. This study serves as both a call to action and a roadmap for greater participation of women in building an inclusive, resilient, and future-ready logistics sector, driving India's growth towards 2047.


(Amardeep S. Bhatia)
07.03.2025

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This report has been prepared as part of a project for suggesting policy measures to increase women's participation in the Indian logistics sector led by GIZ with the support of the Logistics Division, DPIIT, Ministry of Commerce and Industry, Government of India.

Sincere thanks are also given to our partners from industry associations, including Federation of Freight Forwarders' Association in India (FFFAI), Federation of Indian Micro, Small and Medium Enterprises (FISME), Delhi Custom Brokers Association (DCBA) and Warehousing Association of India (WAI) for facilitating the implementation of this research.

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List Of Acronyms

| | |
|----------------|--|
| AEO | Authorized Economic Operator |
| BSF | Border Security Force |
| CAGR | Compound Annual Growth Rate |
| CBIC | Central Board of Indirect Taxes & Customs |
| CBL | Custom Broker License |
| CBO | Community-Based Organization |
| CCFC | Customs Clearance Facilitation Committee |
| CoE | Center of Excellence |
| CoP | Community of Practice |
| CRIS | Centre for Railway Information System |
| DEI | Diversity, Equity, Inclusion |
| DEO | Data Entry Operator |
| DGCA | Directorate General of Civil Aviation |
| DGH | Directorate General of Infrastructure Investment |
| DGT | Directorate General of Training |
| DPIIT | Department for Promotion of Industry and Internal Trade |
| EXIM | Export-Import |
| FAQ | Frequently Asked Questions |
| FDI | Foreign Direct Investment |
| FFFAI | Federation of Freight Forwarders' Associations in India |
| FISME | Federation of Indian Medium, Small and Micro Enterprises |
| FLFPR | Female Labour Force Participation Rate |
| FOIS | Freight Operations Information System |
| GAP | Gender Action Plan |
| GCC | Greater Chennai Corporation |
| GDP | Gross Domestic Product |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GPL | Gender and Policy Lab |
| HMV | Heavy Motor Vehicle |
| HR | Human Resources |
| ICC | Internal Complaints Committee |
| ICD | Inland Container Depots |
| ICML | Integrated Consumer Goods Manufacturing & Logistics Facility |
| ICP | Integrated Check Post |
| ILO | International Labour Organization |
| ITC | International Transport Corporation |
| ITI | Industrial Training Institute |
| ITP | Industrial Training Partner |
| KII | Key Informant Interviews |
| KPI | Key Performance Indicator |
| LEADS | Logistics Ease Across Different States |
| LFPR | Labour Force Participation Rate |
| LPAI | Land Ports Authority of India |
| LMV | Light Motor Vehicle |
| LSSC | Logistics Skill Sector Council |
| M&E | Monitoring and Evaluation |

List Of Acronyms

| | |
|----------------|--|
| MEISA | Middle East Indian sub-continent & Africa |
| MENA | Middle East and North Africa |
| MHE | Material Handling Equipment |
| MMLP | Multi-Modal Logistics Park |
| MoCA | Ministry of Civil Aviation |
| MoCI | Ministry of Commerce and Industry |
| MoTI | Ministry of Transport & Infrastructure |
| MoU | Memorandum of Understanding |
| MSDE | Ministry of Skill Development and Entrepreneurship |
| MSME | Micro, Small and Medium Enterprises |
| MSRTC | Maharashtra State Road Transport Corporation |
| NCR | National Capital Region |
| NGO | Non-Governmental Organization |
| NSDC | National Skill Development Council |
| NLP | National Logistics Policy |
| NSDP | National Skill Development Program |
| NTFAP | National Trade Facilitation Action Plan |
| PIU | Project Implementation Unit |
| PLFS | Periodic Labour Force Survey |
| PMKVY | Pradhan Mantri Kaushal Vikas Yojana |
| POSH | Prevention of Sexual Harassment |
| PPP | Public-Private Partnership |
| PTFC | Permanent Trade Facilitation Committee |
| RPL | Recognition of Prior Learning |
| SHG | Self Help Group |
| SME | Small and Medium-sized Enterprises |
| TFA | Trade Facilitation Agreement |
| ToR | Terms of Reference |
| UNESCAP | United Nations Economic & Social Commission for Asia Pacific |
| WEF | World Economic Forum |
| WEP | Women Exporters Program |
| WTO | World Trade Organization |

Chapter 1 : Introduction

As India enters an era of rapid growth in Amrit Kaal, and embarks on its path of emerging as Viksit Bharat by 2047, a new path of leadership is being chartered on the global stage.

Prime Minister emphasized India's pivotal moment of transformation during the the launch Viksit Bharat @2047, He stated, "This is the period in the history of India when the country is going to take a quantum leap."

Transitioning from women-centric to women-led development, the government policies are witnessing an increased focus on women's financial independence, livelihood development and entrepreneurship.

In particular, the government is committed to promoting a gender-just society and increased representation of women in the trade and logistics sector as reflected in the Government's National Trade Facilitation Action Plan (NTEAP) 2020-23 where Action Point 27 is specifically aimed at promoting gender inclusiveness in trade. (CBIC, 2020)

The dynamic and rapidly expanding logistics industry is a cornerstone in shaping India's economic landscape.

As of 2021, the logistics sector in India is valued at **US\$ 250 Billion** and is predicted to increase to an astounding **US\$ 380 Billion By 2025**. (IBEF 2023)

Currently sustaining **22 Million Workers**, the sector is expected to create an **Additional 3 Million Jobs** (India Infoline, 2024).

Moreover, with the implementation of schemes such as the National Logistics Policy (NLP) and the PM GatiShakti initiative, the Government of India

is prioritising catalytic investments for job creation in the logistic sector. With its rapid growth rate and potential for job creation in India, the logistics sector offers significant potential for women's employment over the next decade.

However, to capitalize on this potential, it is essential to investigate the gender gaps and factors contributing to women's low participation in the sector.

This study aims to institutionalize long-term gender mainstreaming interventions in transport and logistics by examining the multifaceted barriers hindering women's engagement. The report includes Indian best practices to encourage women's participation in logistics-related professions and services while contributing to the ongoing dialogue on gender equality in India.

1.1 Study Objective

Considering the rapid growth and employment generation within the logistics sector, there is immense potential for enhanced women's participation and representation.



Study Team With Women Logistics Service Providers From Sattva Logistics, Chennai

This study has been undertaken to suggest policy measures for promoting women participation in logistics workforce, particularly for women in the three sub sectors: logistics service provision, freight forwarding and customs brokering.

We aim to fulfil the following objectives through this study:

- **Analyse the current status quo of women workforce participation (nationally and internationally) in the logistics sector and assess the trends from 2017-2023;**
- **Analyse the key Diversity, Equity and Inclusion (DEI) policies of the private sector and present case studies to understand national best practices by using the market segmentation approach;**
- **Understand key issues/challenges behind an unequal ratio among men-women workforce in logistics and existing norms that hinder women workforce participation from both demand and supply perspectives;**
- **Assess the existing job roles in the logistics sector and analyse the roles that can be made available for immediate absorption of women in the marketplace; and**
- **Suggest measures for uptake by the different stakeholders identified in the study to increase women's participation in the logistics sector and create an enabling environment.**

1.2 Study Methodology

This report has been developed with a mixed methods approach, combining literature reviews, qualitative inputs from focus group discussions (FGDs), key informant interviews and field visits to the logistics facilities, ports and skill training institutions. The study team employed the following six-step methodology, involving extensive primary and secondary research to assess and comprehend the multifaceted obstacles hindering women's engagement in the target sub-sectors:

Step 1: Secondary Data Analysis - As the foundational step, data from the Periodic Labour Force Survey (PLFS) was leveraged to conduct a meticulous time-series analysis and identify gender gaps in India's trade, transport and logistics sectors. Concurrently, international databases were reviewed to benchmark India's performance against global standards, ensuring a nuanced understanding of the country's position in the context of gender participation in logistics.

Step 2: Literature Review - A detailed literature review of 40+ published reports and academic papers from multilateral agencies, international organizations and policy think tanks was complemented by a desk review of global best practices of gender mainstreaming in the trade and logistics industry.

Step 3: Company Data Analysis - To gain a comprehensive understanding of the logistics industry's efforts in promoting DEI, the study team conducted a secondary analysis of the logistic companies' DEI initiatives in two steps: First, the top 50 Indian logistics companies' DEI initiatives were examined using data from annual CSR and DEI reports. Second, since DEI reports of micro and small enterprises are not publicly available, key informant interviews were conducted with representatives small and micro companies to understand the degree of implementation of DEI initiatives.

Step 4: Primary Consultations and Visits - To gain comprehensive insights and diverse perspectives regarding the challenges faced by women stakeholders in the industry, the study team conducted an extensive stakeholder engagement process involving

24 Primary Consultations and 8 Focus Group Discussions across major Indian cities, including:

Bangalore, Chennai, Delhi, Guwahati, Kolkata, and Mumbai. This approach ensured broad geographic representation and captured regional nuances.

Step 5: Job Role Mapping - Next, the study team identified 73 job roles where women's participation can be maximised in the short run and can lead to transformative impacts on the entire logistics sector. For this exercise, the study team developed a detailed framework, identifying five key gender specific parameters which are typically considered by women in their decision to join the logistics sector workforce. These parameters were used to rate the relative suitability of the universe of job roles for women.

Step 6: Formulating Strategic Actions - Based on the consultations, discussions, and key informant interviews with relevant stakeholders, including academicians,

industry experts, government representatives and policy makers, the study team has suggested interventions to increase women's participation in various segments of the logistics supply chain under three broad pillars:

- (i) at the **ecosystem level**, requiring action from government stakeholders;
- (ii) at the **industry level**, requiring actions from industry associations; and
- (iii) at the **firm level**, requiring action from logistics companies and private sector representatives.

Figure 1: Six-Step Methodology Followed By The Study Team



Source: Study Team

1.3 Report Structure

This report highlights gender gaps in the logistics sector and elucidates upon challenges faced by women custom brokers, freight forwarders and logistics service providers.

Further, the report details measures & an action plan on bridging gender gaps in the trade, transport and logistics sector for stakeholders in the ecosystem focusing on policy interventions, infrastructure requirements, and capacity building measures. The report includes the following chapters:

Chapter 1: Introduction: The report begins with an introduction that provides an overview of the study's objectives, methodology, structure, and limitations.

Chapter 2: Setting the Context: The context section establishes the global gender gaps in female labour force participation rates (FLFPR), further taking a deep dive into understanding the global gender gaps in the logistics sector.

Chapter 3: Potential of the Logistics Sector in India: This section examines the Indian government's vision, policies, and initiatives for fostering women's inclusion in the logistics sector.

Chapter 4: Gender Gaps in India's Logistics Sector: This section traces the trends in India's FLFPR from 1950 to 2022, proceeding to analyse women's participation in India's logistics sector, presenting findings on their employment across various sub-sectors.

Chapter 5: Highlighting Gaps in the Diversity, Equity and Inclusion Initiatives of Logistics Companies: The next section highlights the logistics industry's efforts in promoting DEI, further identifying best practices and areas of future work.

Chapter 6: Emerging Areas of Challenges:

The next section delves into the emerging challenges and observations from consultations, including key takeaways from FGDs and field visits. It covers demand-side and supply-side challenges that hinder women's workforce participation in the target sub-sectors.

Chapter 7: Job Role Mapping: The report then presents a job role mapping exercise, identifying and assessing 73 job roles where female participation can be maximized in the short run, leading to transformative impacts on the entire logistics sector.

Chapter 8: Roadmap for Way Forward:

The report offers strategic measures catering to multiple stakeholders in the logistics value chain, including public and private sectors, at the ecosystem, industry association, and firm level.

1.4 Limitations Of The Study

The analysis does not cover issues of persons of minority genders, persons with disabilities, or other marginalized groups.

Suggestions provided for the inclusion of women may not naturally extend to persons of minority genders, and the inclusion of marginalized groups requires intentional actions driven by an understanding of the key challenges experienced by persons of minority genders.

The process of identifying and grading job roles for immediate absorption of women was primarily reliant on insights gathered during stakeholder interviews and secondary literature assessments.



Stakeholder Consultation Workshop On Enabling Women's Participation In India's Logistics Sector At Vanijya Bhawan, New Delhi

Chapter 2: Setting The Context – Global Perspective

2.1 Global Gender Gaps in FLFPR

The imperative for gender equality is emphasized as a fundamental human right and a vital foundation for global peace, prosperity, and sustainability (United Nations). In 2023, the international landscape of female labour force participation witnessed a notable but modest shift, with the **FLPR Surpassing 50%** (World Bank, 2022).

Despite this progress, the disparity in formal employment opportunities and the challenges hindering business expansion or career advancement for women persisted, with a slight increase in parity observed **From 63% To 64% Between 2022 And 2023** (World Economic Forum, 2023).

The global progress towards gender parity in labor force participation has been slow and uneven. According to the World Economic Forum's Global Gender Gap Report, the gender gap in labour force participation rates (LFPR) has

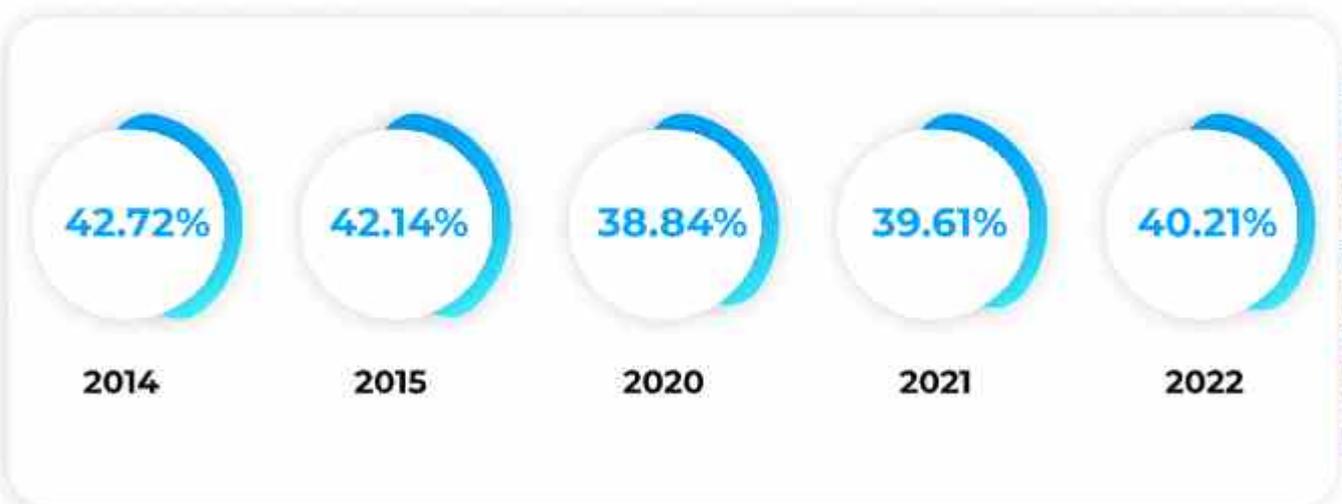
narrowed by a **Mere 4.1 Percentage Points Since 2006**, translating to an average annual reduction of **Just 0.24 Percentage Points Over The Past 17 Years**.

In line with this trend of progress, projections indicate that the global gender disparity in **LFPR Will Not Be Eliminated For Another 131 Years**, a timeline that remains unchanged from the previous year's estimate.

This sluggish advancement underscores the persistent challenges and barriers women face in accessing and participating in the labour market, highlighting the urgent need for targeted interventions and policies to accelerate the closure of the gender gap in LFPR.

These trends reflect the dynamic nature of the global labour market and the various factors that influence labour force participation, such as economic conditions, demographic changes, and global events. (MacroTrends, 2024)

Figure 2: Global Labour Force Participation Rate Through The Years



2.2 Global Gender Gaps In The Logistics Sector

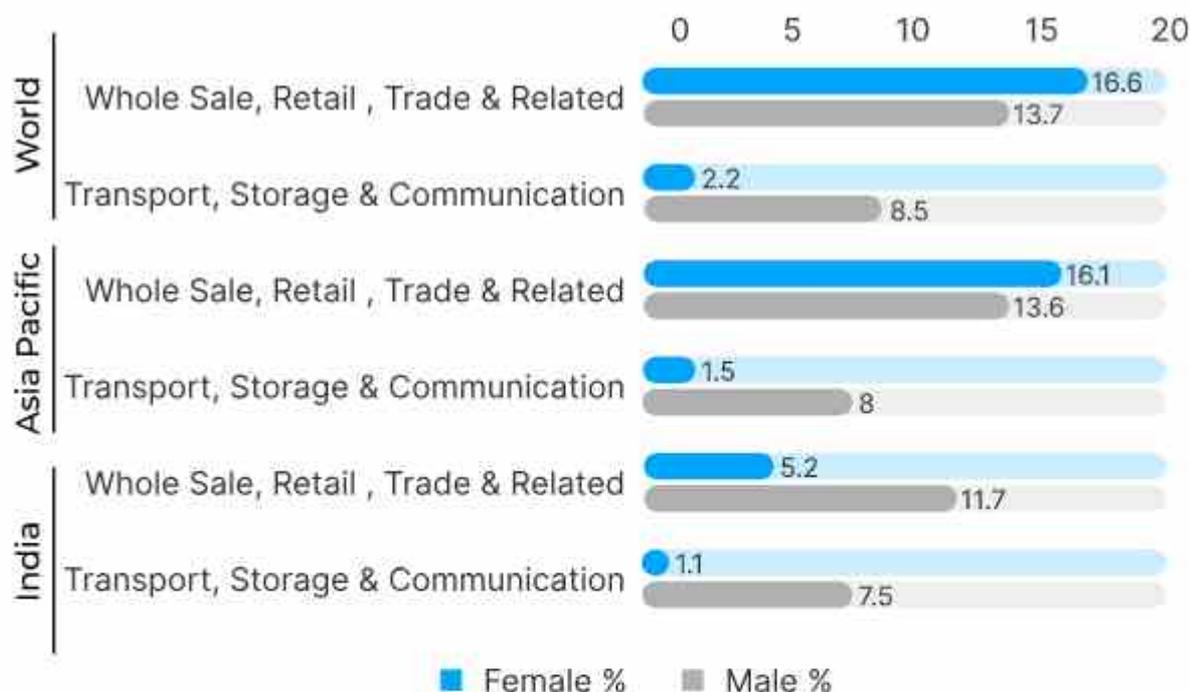
The logistics sector, encompassing trade, transport, warehousing, storage, and urban logistics, operates within a dynamic field requiring a diverse array of skill sets. The sector is characterized by the intricate interplay of infrastructure, services, and technological solutions throughout supply chains.

The 2023 Global Survey on Digital and Sustainable Trade Facilitation by the United Nations Economic and Social Commission for Asia Pacific (UNESCAP) revealed a significant increase in the “Women in Trade Facilitation” component score, rising from 66.7% in 2021 to 77.8% in 2023.

The proportion of female workforce employed in the world, Asia-Pacific and India reflects similar patterns. Globally, women comprise 16.6% of the workforce in wholesale, retail trade, and related services, surpassing men at 13.7%. However, in transport, storage, and communication services, women's representation is only 2.2% compared to 8.5% for men. (ILOSTAT, 2019)

The Asia Pacific region follows a similar trend, with women holding a 16.1% share in wholesale, retail trade, and related services, compared to 13.6% for men. In transport, women's share in Asia Pacific is only 1.5%, while men's is 8%. In India, women comprise just 5.2% and 1.1% of the workforce in wholesale, retail trade, and related services and transport and storage sectors, respectively. (ILOSTAT, 2019)

Figure 3: Women's Representation In The Logistics Sector – International Comparison (2019) In %



Source: ILOSTAT Database; Government Of India

Note: Data For The Year 2019 Is Presented To Allow Pre-COVID-19 Comparison & Owing To Data Availability Constraints.

According to the International Labour Organization (ILO), only 16.8% of the global workforce in transport is female. This percentage varies greatly by region, with North America at 29 per cent, Asia and the Pacific at 12.2 per cent, Africa at 10 per cent, and the Arab States at 5.5 per cent. In Europe, women make up less than 20 per cent of the global transport workforce and only a small portion of its leadership, both in the private (Lutte, 2021) and public (World Bank, 2023) sectors.

These figures may seem higher due to the inclusion of storage and communication roles, as well as various transport pipeline occupations. (IPU-UN Women, 2023). **Despite women entering the logistics & supply chain workforce, the number of women in leadership positions remains limited.** According to the World Economic Forum's Global Gender Gap Report 2023, globally, only 17% of women occupy C-Suite level positions in the Transportation, Logistics, and Supply sectors (WEF, 2023).



Study Team's Field Visit To Sattva Logistics Institute, Chennai.



Chapter 3: Potential Of The Logistics Sector In India

The logistics sector in India stands as one of the world's largest, playing a crucial role in facilitating economic activities involving the physical movement of goods. The sector's diverse landscape encompasses various sub-sectors, including warehousing, land transportation, courier and express services, port terminals, Export-Import (EXIM) logistics, air cargo operations, cold chain logistics, and e-commerce.

The Indian logistics industry is transitioning from an unorganized structure to a more organized framework, fostering growth and expansion. In the fiscal year 2017-18, the market size of the industry was \$160 billion, reaching a value of \$250 billion in 2022-23, with expectations to further expand to \$350 billion by 2025. (IBEF 2023) The Indian logistics sector's market size is predicted to increase at a compound annual growth rate (CAGR) of 10.5% between 2019 and 2025. (Indian Transport and Logistics News, 2023). Reflecting the dynamic nature and potential for sustained growth in the coming years, the logistics sector anticipates the creation of 10 million jobs by 2027 (Majumdar, 2023).

3.1 Government's Vision And Policy For The Logistics Sector

Amidst this background, the Government of India is proactively spearheading transformative initiatives to bolster job creation and fortify the logistics sector's pivotal role in the country's economic landscape. The NLP, launched in 2022, is a cornerstone initiative, envisioning a sustainable, cost-effective, and seamlessly integrated logistics network. With a specific target to bring logistics costs below 10% of GDP by 2030, the policy also seeks to establish a single-window e-logistics marketplace. Additionally, the government launched Logistics Ease Across Different States (LEADS) index in 2019 to evaluate the logistics sector's performance based on user and stakeholder perceptions at the state

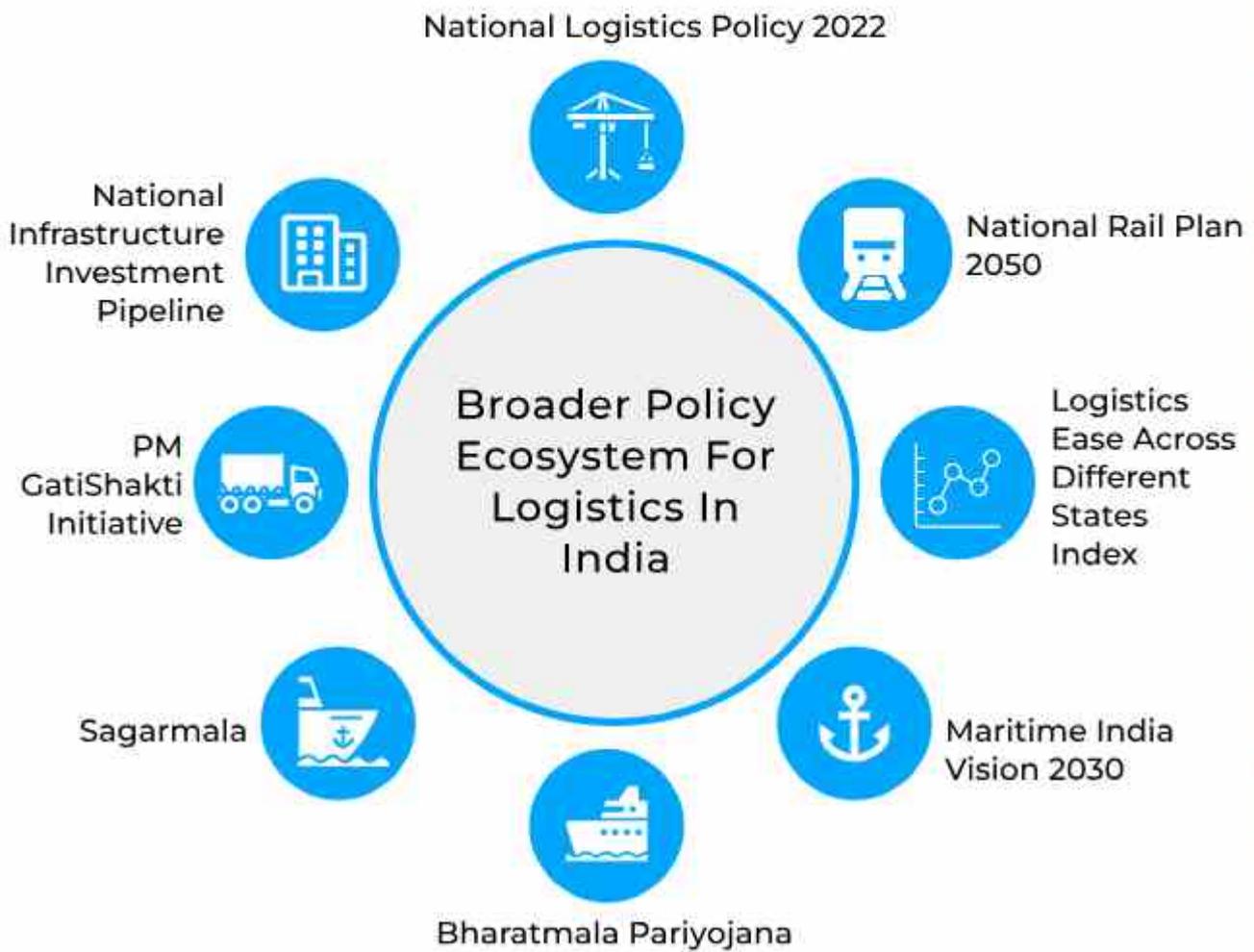
level. (Press Information Bureau, 2023). **There has been an enhanced focus on infrastructure development, which is playing a significant role in increasing the pace of the movement of goods.** Under the expansive National Infrastructure Investment Pipeline, over 7,666 projects, valued at \$1.9 trillion, have been identified for implementation between 2019-20 and 2024-25. This includes substantial investments in the transport sector (\$764.6 billion) and logistics sector (\$52.3 billion). (CBIC, 2020)

Moreover, India aims to enhance its logistics sector performance by building a robust multi-modal transport network. The PM GatiShakti initiative, a national master plan for multi-modal connectivity, leverages a digital platform to facilitate integrated planning across 16 ministries. The Bharatmala Pariyojana is a comprehensive initiative focusing on economic corridors, expressways, and port connectivity, complemented by plans for 35 multimodal logistics parks. The National Rail Plan 2050 aspires to elevate the railways' freight modal share from 26% to 45% by 2030, aligning with the ambitious goal of achieving Net Zero Carbon emissions by the same year. (The Energy and Resources Institute, 2023)

3.2 Government Initiatives: Fostering Women's Inclusion In India's Logistics Landscape

The Government of India is committed to promoting a gender-just society and increasing the representation of women in the trade and logistics sector. For instance, a significant aspect of the NLP is its focus on enhancing skills and encouraging gender diversity, recognizing the crucial role of women in the logistics sector. (Sidharth, 2023). These aspects are designed to foster an environment that empowers women in the trade ecosystem and promotes gender equality.

Figure 4: The Government Of India Is Prioritising Catalytic Investments For Job Creation In The Logistics Sector



Source: Study Team's Analysis Based On Government Of India Websites

At a high level, India has made commitments towards ensuring gender parity in trade which help justify and energize transformative initiatives. Under the NTFAP

2020-23, Action Point 27 is specifically aimed at promoting gender inclusiveness in trade. The provisions include:

- (i) **conceptualizing and developing a 'Women in Global Business Programme' aimed at capacity building and connectivity;**
- (ii) **providing information and resources, mentoring programs, and facilitating connection and communication with fellow businesswomen;**
- (iii) **implementing specific trade facilitation measures aimed at female traders; and**
- (iv) **incorporating special considerations for**

female traders in strategy and policy and encouraging women's membership in the National Committee on Trade Facilitation. (CBIC, 2020)

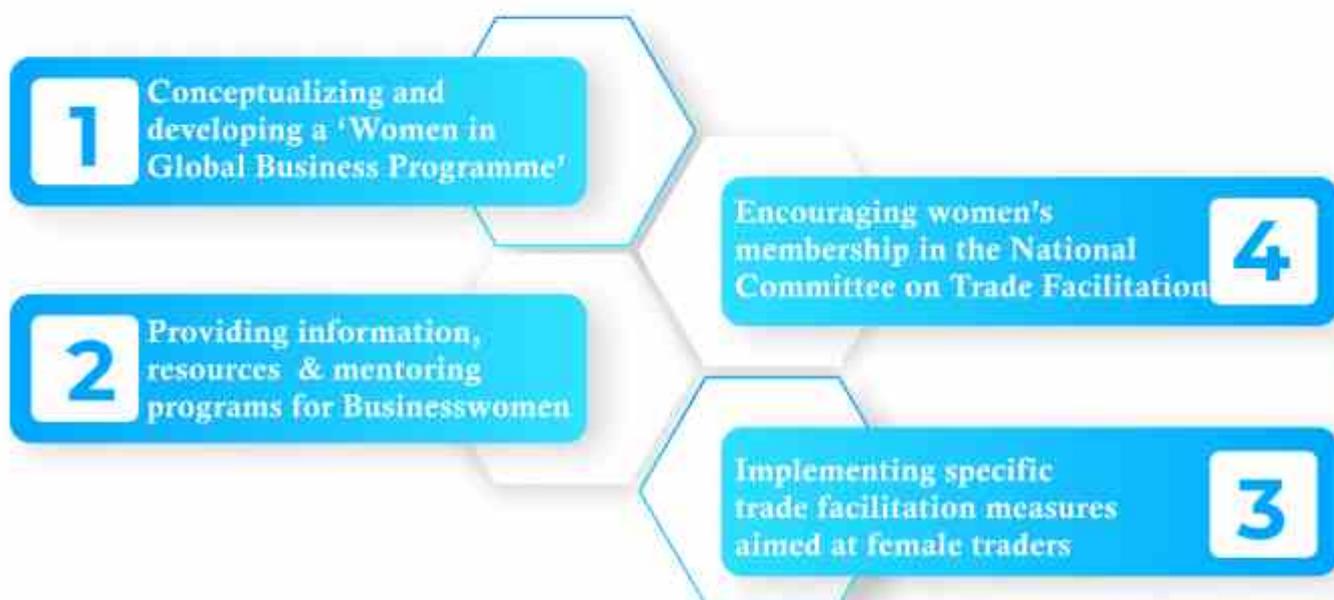
Additionally, an increasing shift from physical to digital interactions has the potential to level the playing field for women, if complemented with efforts towards enhancing digital awareness and adoption among women. India has implemented several initiatives to facilitate trade and streamline cargo clearance at ports. The Turant Customs Programme aims to make the customs process faceless, contactless, and paperless. Faceless Assessment provides anonymity, speed, and reduced physical interface between customs authorities and importers/exporters. Contactless Customs minimizes interaction between officials and trade through online

features in the customs Electronic Data Interchange (EDI) system and paperless customs. The Unified Logistics Interface Program, as part of the NLP, ensures a technologically enabled, integrated, cost-efficient, resilient, and sustainable logistics ecosystem for accelerated and inclusive growth. (BRIEF 2023).

The convergence of these global and

national policies facilitates a comprehensive and inclusive approach to trade facilitation and the logistics sector. This synergy not only enhances logistics efficiency but also promotes gender equality and inclusivity in the sector. However, the logistics sector, despite its growth and job creation, remains largely inaccessible to women, as evidenced in the subsequent chapter.

Figure 5: Provisions For Gender Inclusiveness In Trade UNDER Action Point 27, NTFAP 2020-23



Source: CBIC 2020



Focus Group Discussion With Representatives Of Women Indian Chamber Of Commerce & Industry (WICCI), Guwahati Chapter And The Study Team's Field Visit To Industrial Training Institute For Women, Guwahati

Chapter 4: Gender Gaps In India's Labour Force Participation

While India has scored significant gains in various development parameters including economic growth, women's education, and reducing fertility rates, the country's FLFPR has steadily declined over the past 50 years, with gradual increases in women's labour force participation rates over the last 5 years.

4.1 Trends In Labour Force Participation In India

Over the past five decades, the difference in labor force participation between men and women has remained at about 40 percentage points in India. (Nikore Associates, 2022)

Historical trends from annual PLFS reports indicate a steady decline in India's FLFPR for women aged 15 and above, dropping from 47% in 1987-88 to 30% in 2019-20. However, there was a slight uptick to 32.5% in 2020-21 and further increases in the subsequent years. As of 2022-23, the participation rate of women in the labour force is 37%, in contrast to 78.5% for men, indicating that the country is gradually experiencing narrowing gender gaps in LFP. (Nikore Associates, 2023)

Figure 6: Labour Force Participation Trends In India

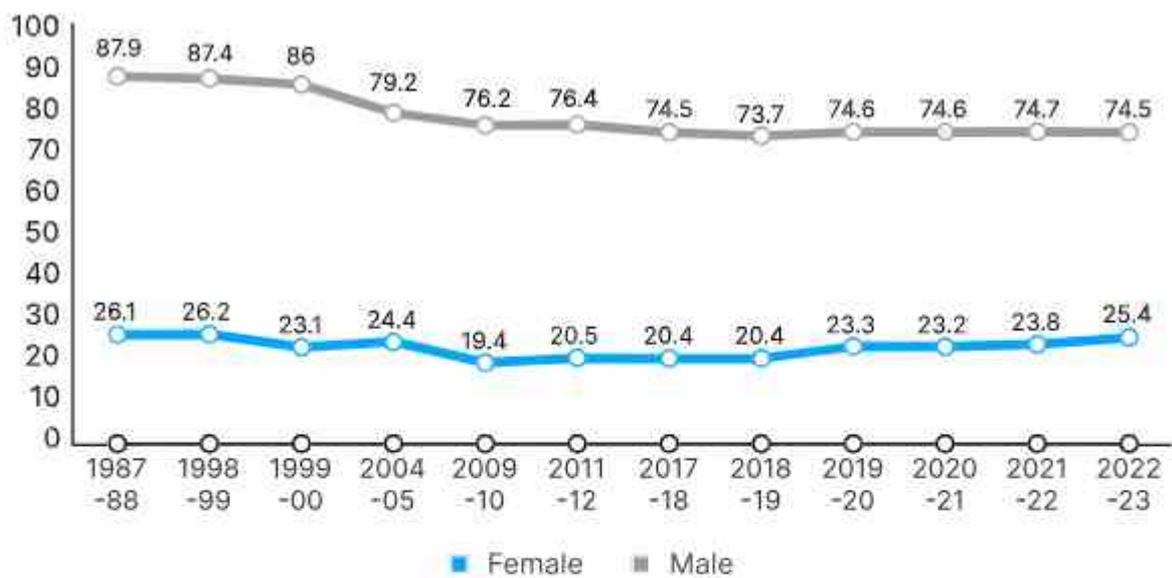


Source: India's Missing Women, Mital, Nikore Et, Al.

LFPR Rural- 15 Years and Above by Usual Status (%)



LFPR Urban- 15 Years and Above by Usual Status (%)



Source: *India's Missing Women*, Mitali Nikore Et.Al.

4.2 Trends In Labour Force Participation In India's Transport, Wholesale Trade And Retail Sectors

As noted above, only about one-third of working-age women are participate in the workforce compared with more than three-fourths of Indian men.

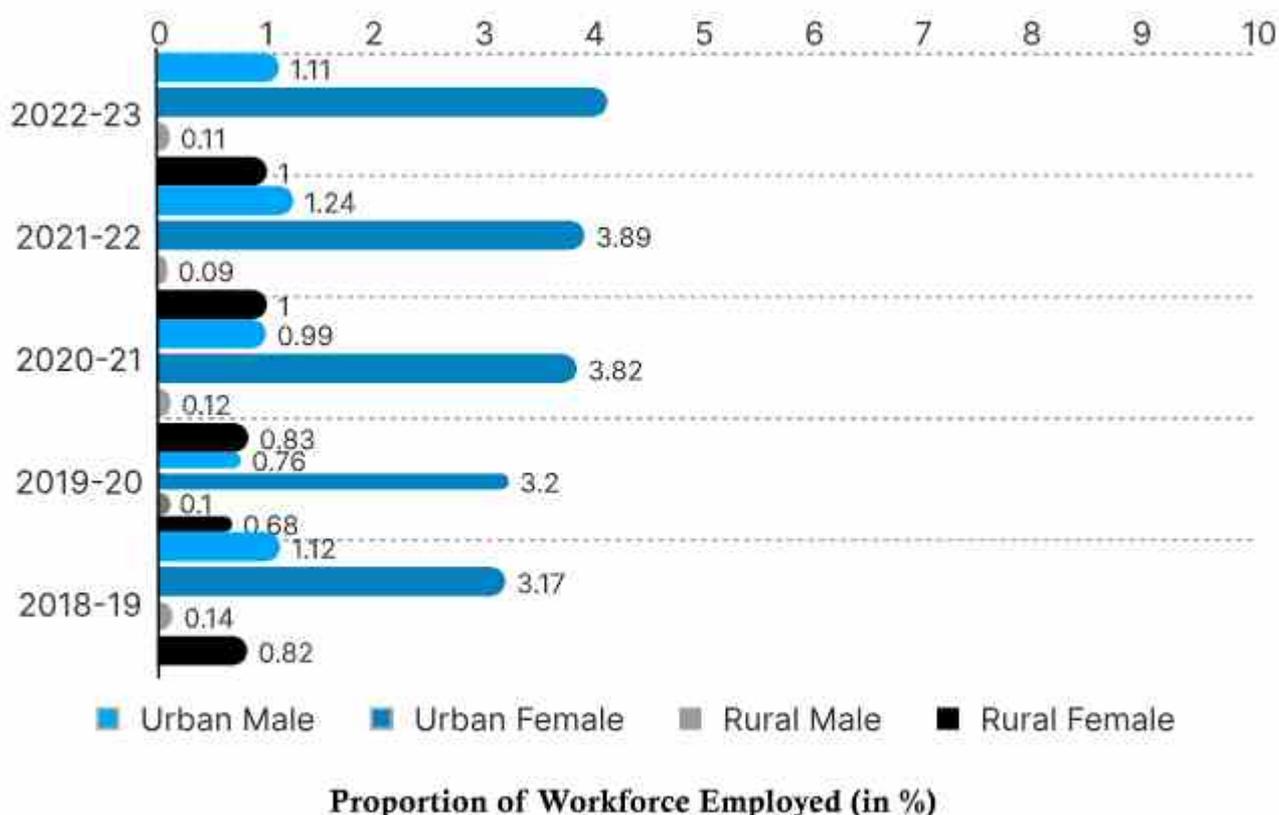
Even amongst the women in the workforce, fewer than 5% participate in trade and trade-related services such as transport, logistics, and customs clearance, among others, compared with nearly 15% of Indian men as of 2021-22.(World Bank, 2023) Not only does this gender gap limits the career opportunities for women, but it also hinders the industry's growth and innovation potential as detailed following sub-sections.

Women's engagement in traditional logistics sectors, such as transportation and wholesale trade has been low across all service industries over the last five years. A time-series analysis of workforce participation in the logistics-related sectors from annual PLFS reports indicates that women's roles in both these sectors have remained limited during this period. In the transport sector, the rural female workforce participation is 0.2% in the fiscal year 2022-23. In contrast, in the same year the urban female workforce has a marginally higher participation rate, with 0.6% in transportation and storage and 1.2% in wholesale trade. The participation of the rural male workforce significantly outpaces that of the female workforce, while the urban male workforce saw a slight increase in comparison. These trends could potentially be attributed to concerns about women's safety in the transportation sector and the lack of infrastructure that is responsive to gender-specific needs. This underscores the necessity for more inclusive policies and practices in these sectors to promote gender equality and create a more

diverse workforce.

Moreover, the share of both rural and urban women employed in the retail sector is far higher as compared to the proportion of women workforce in wholesale trade for the last five years. Comparing wholesale and retail sectors, both male and female workforce participation is lower in wholesale trade. The share of the female workforce in both rural and urban areas is minimal. For 2022-23, in rural areas, the share of the female workforce in the retail sector is 3.29%, while in urban areas, the share is 10.49%. Female workforce participation in wholesale trade remained stagnant from 2018-19 to 2022-23, with minimal changes in rural (0.14% to 0.11%) and urban areas (1.12% to 1.11%). The retail trade has a higher proportion of women, however, growth over the last five years has been nominal, with a slight decrease in rural areas (3.39% in 2018-19 to 3.29% in 2022-23) and a marginal increase in urban areas (9.21% in 2018-19 to 10.49% in 2022-23), possibly due to better working conditions in retail compared to wholesale trade.

Figure 7: Workforce Employment Trends In Transport Sector (2018-19 To 2022-23)



Source: Data From PLFS, Study Team's Analysis

Figure 8: Workforce Employment Trends In Wholesale Trade (2018-19 To 2022-23)



Source: Data From PLFS, Study Team's Analysis

Figure 9: Workforce Employment Trends In Retail Sector (2018-19 To 2022-23)



Source: Data From PLFS, Study Team's Analysis

4.3 Trends In Labour Force Participation In India's Air Transport, Land Transport And Warehousing Sectors

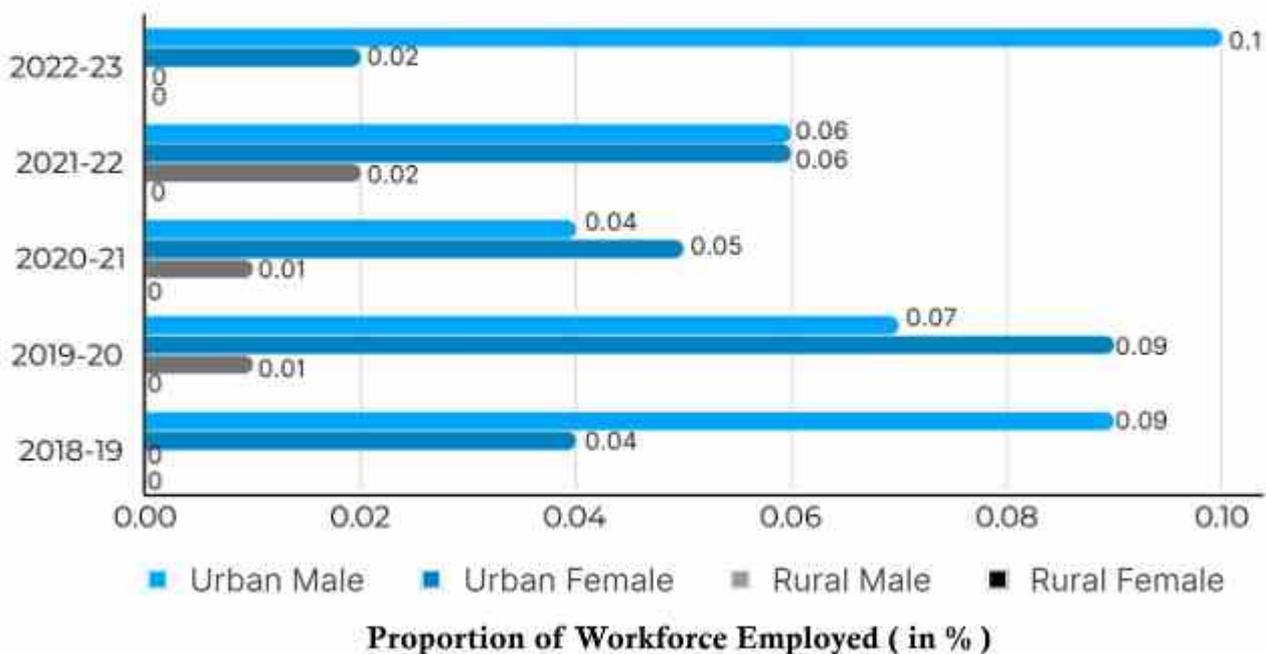
Reviewing PLFS data across air transport, land transport and warehousing, it is observed that the gender gap is the highest in the land transport sub-sector in rural areas, which has been seen as a persistent trend for the last five years. There is a relatively higher representation of urban women in air transport & warehousing. The data for the last five years reveals that female workforce participation slightly increased in both urban and rural areas in the warehousing sector. During 2018-19, the rural warehousing female workforce participation was zero but eventually increased to 0.03% in 2022-23. For urban areas, the rate stood at 0.16% in 2017-18 and increased to 0.22% in 2021-22. Nevertheless, the disparity between male and female participation across air transport, land transport and warehousing is alarmingly huge.

4.4 Labour Force Participation Across Other Logistics Sectors In India: The Positive Story

Researching company-specific policies across other sectors indicates that companies have started recognizing the talent that women have to offer in this very field. For instance, the gig economy has witnessed a surge in women's participation, with 68,000 women employed in the delivery industry in 2018-19 and a 34% overall increase in women taking up various roles, due to favourable factors that range from lower attrition rates, better ratings for delivery women and heightened productivity at the workplace and the warehouse. Consequently, as many as 1 lakh women applied for jobs between different delivery services platforms such as Swiggy and Zomato during the last year combined with an overall 34% increase in women taking up jobs in delivery, driving, factory work and in labs as technicians (Jaswal,2023)

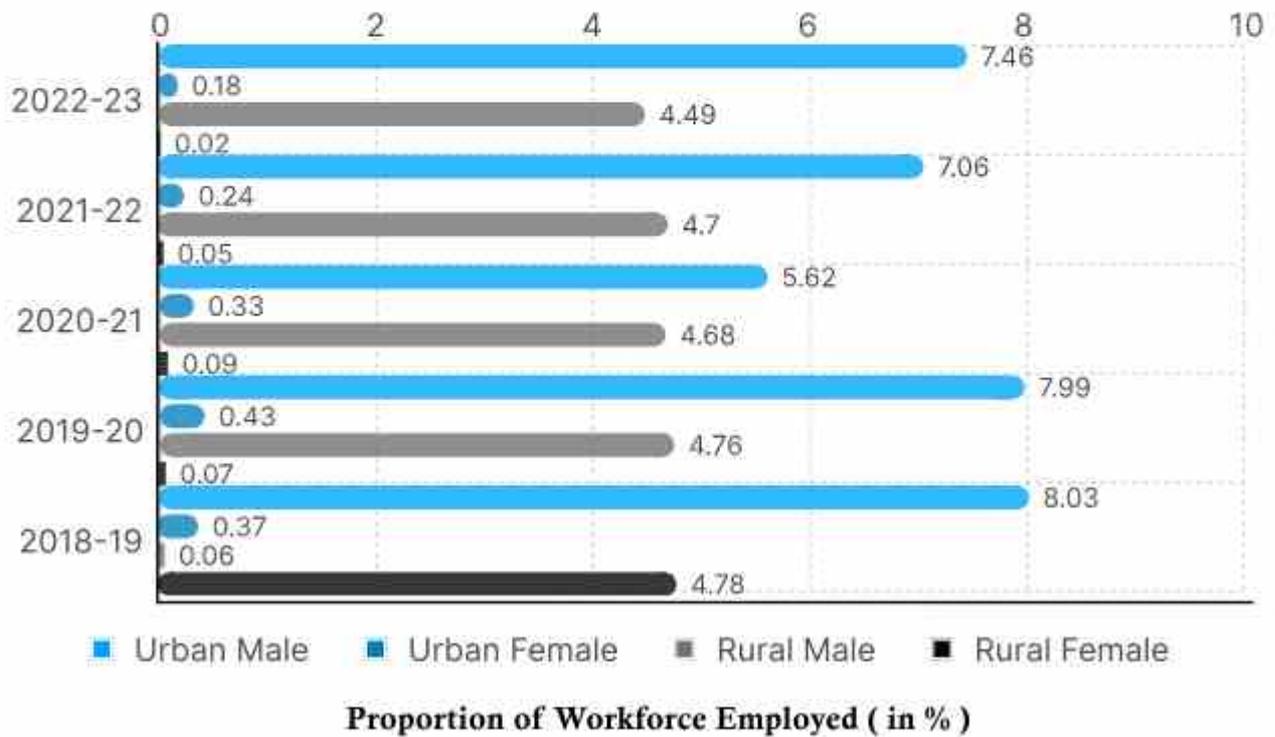
The aviation industry has also taken steps to promote women's participation, with several airlines employing women in various positions. The aviation industry regularly organises several workshops and events for women in partnership with the Indian Women's Pilot Association and other bodies to promote women's participation in the aviation industry. Specifically, Indigo Airlines has put concerted efforts into

Figure 10: Trends In Employment In Air Transport (2018-19 To 2022-23)



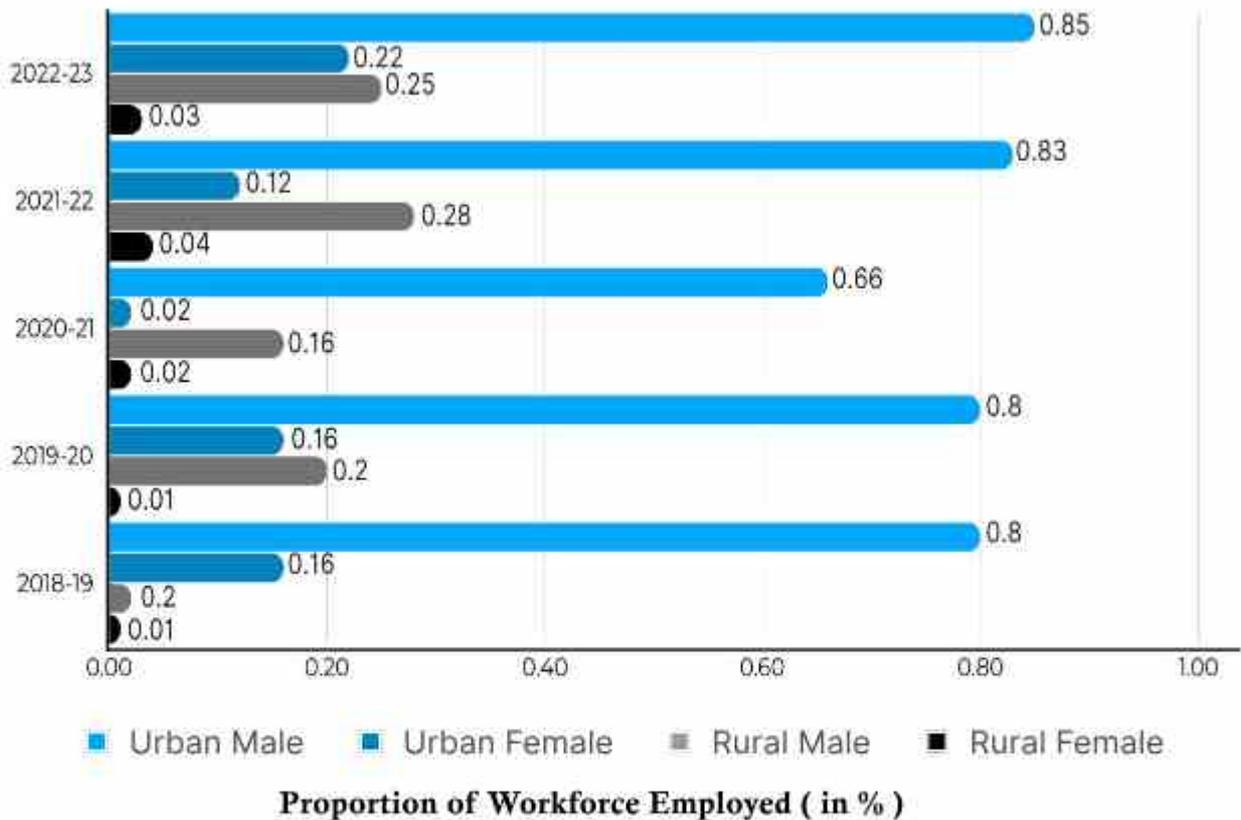
Source: Data From PLFS, Study Team's Analysis

Figure 11: Trends In Employment In Land Transport (2018-19 To 2022-23)



Source: Data From PLFS, Study Team's Analysis

Figure 12: Trends In Employment In Warehousing Activities (2018-19 To 2022-23)



Source: Data From PLFS, Study Team's Analysis

Employing women under different roles such as ramp operators, pilots, engineers, and specialized marshals; collaborating with transport vendors to extend access to opportunities in driving and service provision for women; and offering alternatives and flexible time schedules for cabin crews to make space to facilitate and address personal hurdles and family commitments. Currently, 15% of women in the industry constitute pilots, 15% are air traffic controllers and another 11%, are flight dispatchers. (Press Information, Bureau, 2022)

The government is also undertaking intentional efforts to address women's employment challenges in the road sector; revised recruitment criteria increase accessibility and demand. For instance, the Maharashtra State Road Transport Corporation (MSRTC) in 2017 introduced a 30% quota to hire more women drivers, which even though was a step in the right direction, did not receive enough traction due to minimum height and 3-year Heavy Motor Vehicle (HMV) experience requirements. Consequently, MSRTC tried to revise the recruitment criteria in 2019 by lowering the height requirements and offering official

training in operating heavy motor vehicles contingent on only a 1-year Light Motor Vehicle (LMV) experience for women drivers, which significantly made the provision more accessible and further stimulated demand for the job. (Azad Foundation 2022). More recently in 2022, the Ministry of Transport also announced a reduction in height requirements for women drivers in addition to waiving off the 3-year HMV experience rule to facilitate their entry into the transport sector. (Global Giving, 2022).

After additionally adopting DEI policies have hugely contributed towards achieving increasing participation of women in the logistics sector. Companies across industries have realised the importance of diversity in the workplace and the role women play in positively contributing towards both the top line and bottom line of business. However, despite the presence of company-specific gender equality and DEI policies, Indian companies have not prioritized women's retention adequately through measures such as on-site childcare, designated vacancies for women in top management, or a special regulatory body to address hurdles in female employment, as revealed in the subsequent chapter.



Study Team's Field Visit To TransWorld Terminals Pvt. Ltd at ICD Dadri, Noida

Chapter 5: Highlighting Gaps In The Diversity, Equity And Inclusion Initiatives Of Large, Medium And Small Logistics Companies In India

DEI initiatives have gained significant attention in recent years as organizations strive to create a more inclusive and representative workforce. These initiatives encompass a wide range of policies and practices designed to promote the participation and representation of individuals from diverse backgrounds, including different genders, races, ethnicities, abilities, religions, cultures, ages, sexual orientations, and experiences. The inclusion of women in the workplace, in particular, has been shown to contribute to enhanced productivity. (WEF, 2023)

5.1 Methodology Of The DEI Analysis

The study team conducted a comprehensive examination of the Indian logistics industry's adoption rate of DEI policies and the future direction of DEI efforts. The identification and selection of companies was conducted in the following two parts:

- **Part I:** A list of 200+ private sector companies were created using Equity Master data, and the top 50 (large and medium-scale companies providing logistics, warehousing and courier services) companies were shortlisted
- **Part II:** To ensure a comprehensive DEI assessment of all types of companies, the study team consulted representatives from 20 (companies providing logistics service provision, freight forwarding and custom brokering services) small and medium companies (SME) (complete list provided in Appendix). Telephonic interviews were conducted to understand the extent of the implementation of DEI in these companies and to gather qualitative insights to validate the findings. In India, SME refers to small-scale and medium-scale industrial units. An industrial unit with a total investment in fixed assets, leased assets, or hire-purchase assets up to Rs10 million is considered an SSI unit, while an investment up to Rs. 100 million is considered a medium unit. An SSI unit should not be a subsidiary of or owned/controlled by any other industrial unit. Department of Scientific and Industrial Research.

Figure 13: Methodology For Assessment Of DEI Policies (Part I)



Identified and selected top 50 logistics sector companies (in India) based on **market capitalization**.

Analysed data from **secondary sources** such as annual reports, CSR policy reports, and DEI reports of the logistics companies.

Developed a **framework** to categorize the company DEI interventions as traditional, innovative and unrecognized initiatives.

Figure 13: Methodology For Assessment Of DEI Policies (Part II)



Identified 20 micro and small logistics sector companies (in India) based on **primary connections**.

Conducted telephonic interviews for the selected 20 micro and small-scale companies about their DEI initiatives.

Developed a **framework** to categorize the company DEI interventions as traditional, innovative and unrecognized initiatives.

Source: Study Team

Post the identification of DEI initiatives, [Nikore Associates' Gender Primer on Diversity, Equity and Inclusion](#) was used to analyse the company policies and categorise into the following categories:

- **Traditional Initiatives** aim at improving diversity and inclusivity at the workplace and include initiatives such as maternity benefits, Prevention of Sexual Harassment (POSH), mentoring for senior leadership and diversity hiring policies.
- **Innovation** in DEI initiatives includes gender sensitisation training to address cultural, social, and unconscious biases; efforts for women to undertake non-

traditional job roles and peer support networks for women employees and peer support networks for women employees and young parents.

- **Unrecognized Initiatives** focus on addressing the needs of underrepresented groups in the workplace and include practises that encourage women to return to work post-career breaks, offer flexible working hours, childcare facilities, and gender-neutral parental and paternity leaves.

Figure 14: Nikore Associates' Framework For Categorising DEI Initiatives



Source: Nikore Associates Gender Primer

5.2 Results Of The DEI Assessment: Traditional Initiatives

• Part I (Large And Medium Companies)

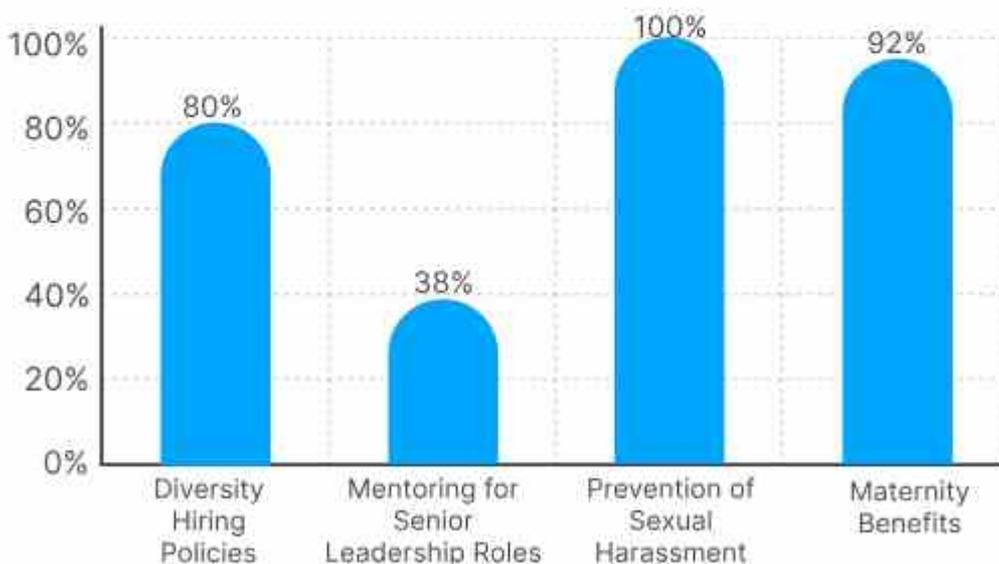
Findings indicate that a large proportion of the companies ensure statutory compliance of the legally mandated laws in India, including providing maternity benefits and setting up internal complaints' committees at office premises. It is observed that sexual harassment prevention achieves full compliance as all companies mandate anti-harassment policies and have set up internal complaints committees, as per the POSH Act, 2013. Maternity benefits in the form of providing six-month paid maternity leave follow closely at a 92% implementation rate, reflecting a high level of adherence to policies supporting expectant mothers and compliance to the Maternity Benefits Act, 2017. Diversity hiring initiatives are adopted by 80% of the organizations, showcasing a notable commitment to fostering diverse work environments. In contrast, mentoring for senior leadership has a lower compliance rate, standing at 38%, suggesting that fewer organizations have established formal mentoring programs for senior leadership roles.

• Part II (Medium And Small Companies)

Albeit informally (not having an official policy), medium and small companies in India are implementing traditional initiatives. Findings show a 70% implementation rate for formal maternity benefits, either in the form of providing 3-month paid maternity leave or 6-month unpaid maternity leave to their female employees. Diversity Hiring compliance is at 60%, reflecting a commitment to inclusivity and diversity. Mentorship initiatives have a 55% compliance rate (including 20% informal efforts), suggesting healthy involvement in increasing women's representation in senior positions.

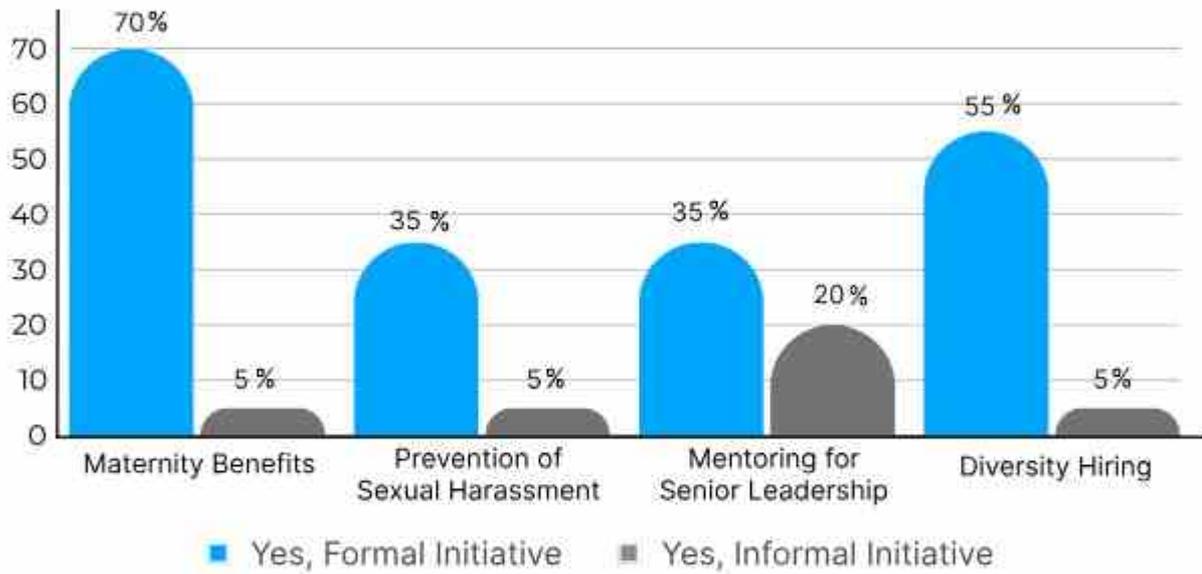
Small to medium firms have a lower compliance rate (40%) to the POSH Act, indicating that most firms are not following official guidelines, policies, and laws related to preventing sexual harassment in the workplace (in the form of lacking proper implementation of prevention procedures, POSH training, and legal action against harassment instances). However, some firms (5%) organize informal training and awareness-building sessions to promote safer working environments on a regular basis.

Figure 15: Proportion Of Selected Large And Medium Companies Implementing Traditional Initiatives (In %)



Source: Study Team's Analysis
Based On Company Data

Figure 16: Proportion Of Selected Small & Medium Firms Implementing Traditional Initiatives (In %)



Source: Study Team's Analysis Based On Consultations

5.3 Results Of The DEI Assessment: Innovative Initiatives

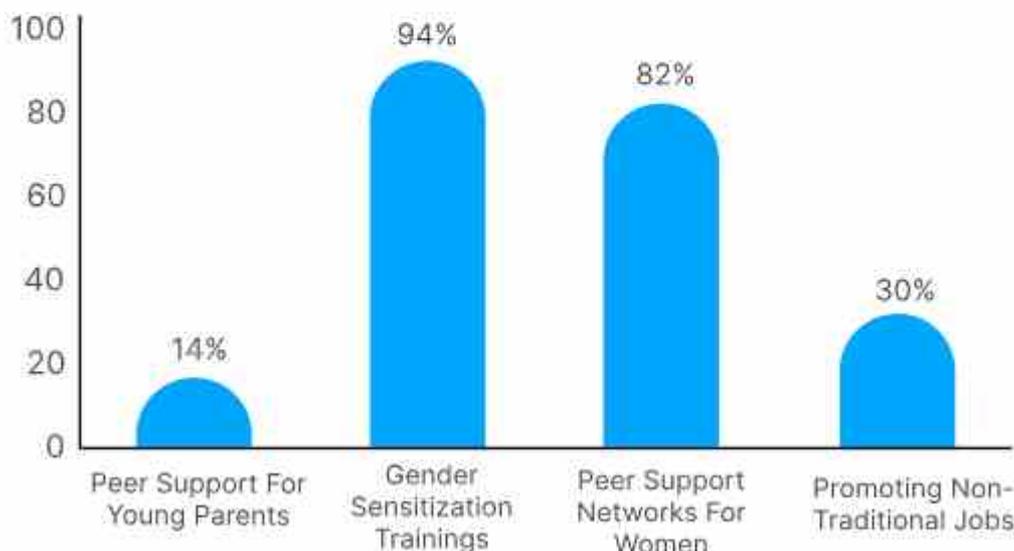
• Part I (Large And Medium Companies)

DEI initiatives have begun to incorporate innovative approaches, such as providing a collaborative atmosphere where employees

are encouraged to express their ideas freely and training to address cultural, social, and unconscious biases.

It is observed from the analysis that 94% of the companies implement gender sensitization training, 30% promote non-traditional jobs for women and minorities addressing bias and stereotypes, 82% have peer support networks for women, and only 14% have peer support networks for young parents.

Figure 17: Proportion Of Selected Large And Medium Firms Implementing Innovative Initiatives (In %)



Source: Study Team's Analysis Based On Company Data

• Part II (Medium And Small Companies)

Small to medium logistics companies in India are most successful at establishing peer support networks for women, as part of their innovative initiatives. 45% of companies are building peer support networks for women employees, promoting gender diversity and providing networking, career support, skill development, and knowledge-sharing opportunities. Informal peer support networks account for 25% of the initiatives, indicating a positive spillover effect from formal initiatives. 35% of companies are actively promoting non-traditional jobs for women in the logistics sector, such as physically intensive roles like loading and unloading or technologically intensive roles like Material Handling Equipment (MHE) operators, which are typically male dominated. Only 25% of small to medium logistics companies have implemented gender sensitization trainings, which is unsatisfactory given that male-dominated environments and safety concerns are major constraints for women's participation in the industry. Similarly, only 25% of companies invest in peer support networks for young parents, with 15% being

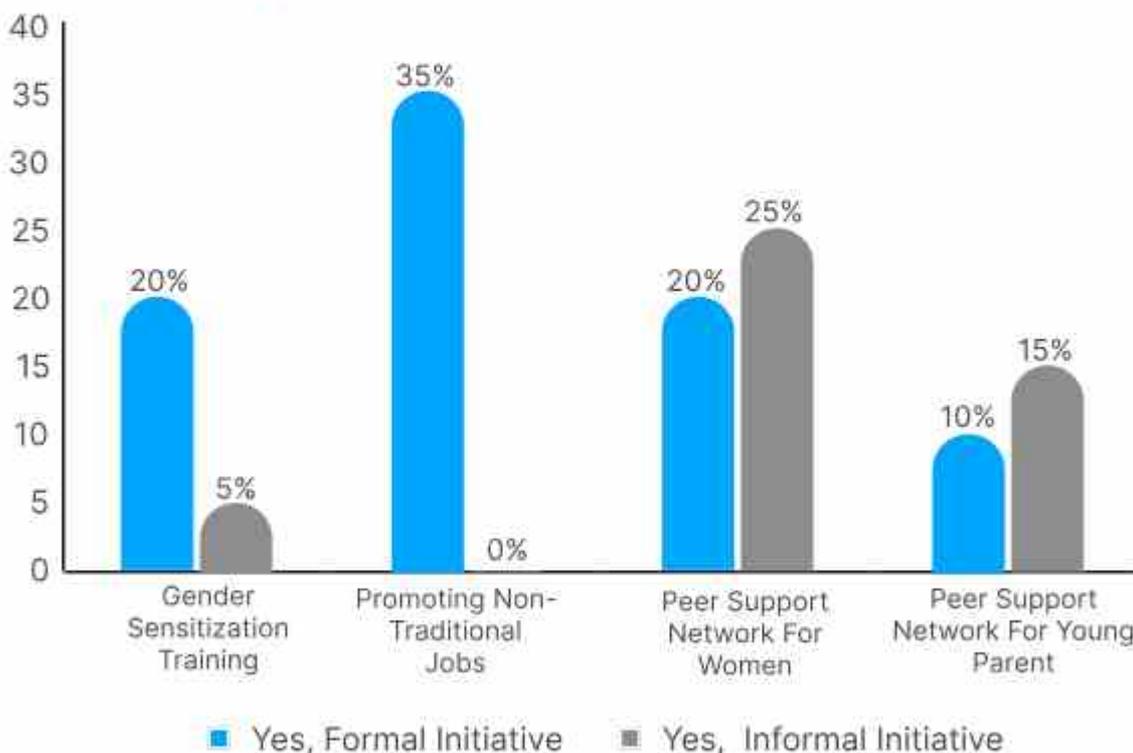
informal networks for young parents. This highlights a slowly growing commitment to creating supportive workplace communities that help young parents manage their dual responsibilities.

5.4 Results Of The DEI Assessment: Unrecognized Initiatives

• Part I (Large And Medium Companies)

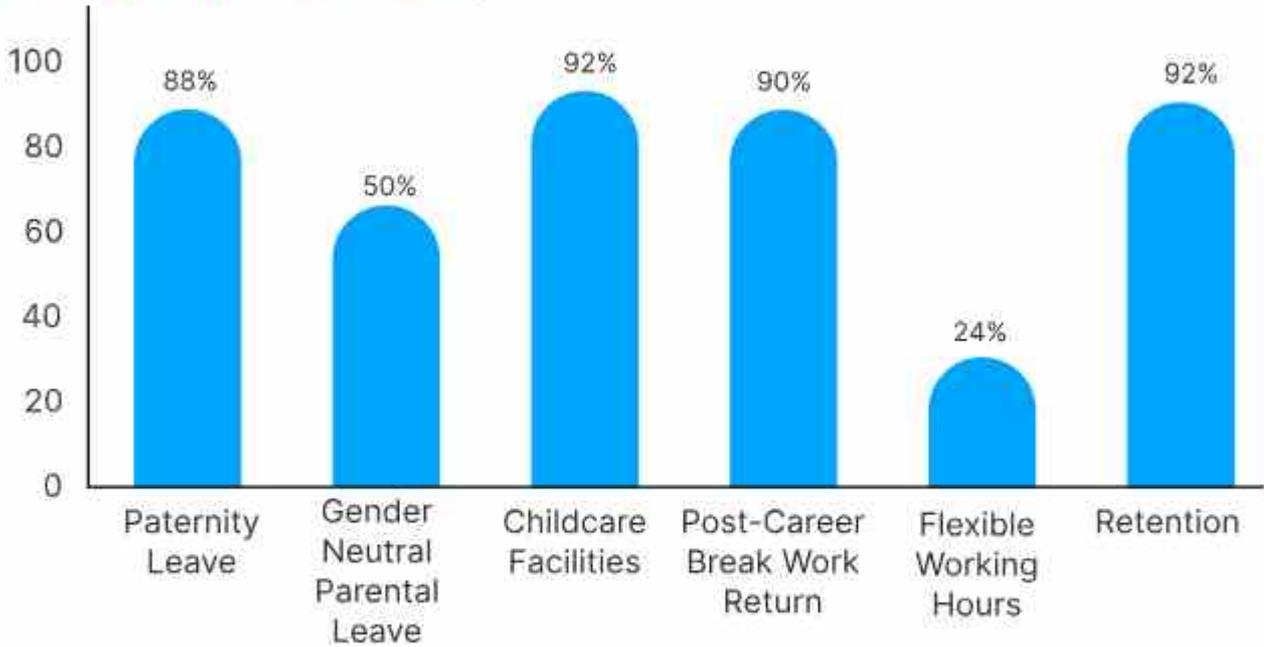
The analysis of the large and medium logistics companies' DEI initiatives reveals a strong focus on unrecognized measures to support women's participation and retention in the workforce. As shown in Figure 19, 90% of the companies have programs encouraging employees to return to work post-career breaks, and 92% have high retention strategies. Furthermore, 88% provide paternity leave to fathers, and 66% offer gender-neutral parental leave. However, there is room for improvement in terms of flexible working hours (24%) and childcare facilities (50%). This indicates a positive start towards greater gender inclusion in the logistics industry, however, there is still a lot to be done.

Figure 18: Proportion Of Selected Small & Medium Firms Implementing Innovative Initiatives (In %)



Source: Study Team's Analysis Based On Consultations

Figure 19: Proportion Of Selected Large And Medium Firms Implementing Unrecognized Initiatives (In %)



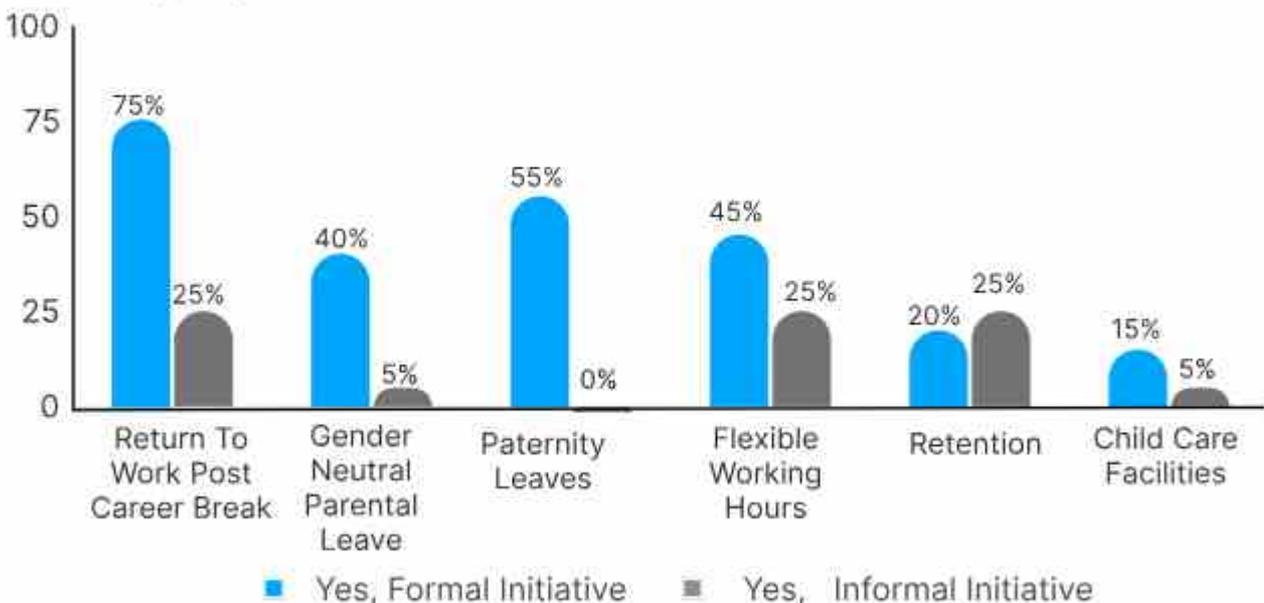
Source: Study Team's Analysis Based On Company Data

Part II (Medium And Small Companies)

Findings show a remarkable performance of small to medium companies when it comes to the provision of return-to-work post career breaks and flexible working hours for women. The analysis shows that all of companies offer return-to-work programs after career breaks, out of which 25% offer these facilities informally. 70% of companies offer flexible working hours to women, out of which 25% that do so informally. Paternity leaves and retention goals are important

priorities, with a 55% implementation rate in activities enabling women to return to work and challenging traditional gender roles in caregiving. 45% of companies are committed to offering gender-neutral parental leave. Only 20% of the selected companies provide childcare facilities. Our analysis shows that supportive policies and practices that accommodate employees' diverse needs and promote work-life balance and retention (particularly for women in the workforce) need to be implemented.

Proportion Of Selected Large And Medium Firms Implementing Unrecognized Initiatives (In %)



Source: Study Team's Analysis Based On Consultations

5.5 Conclusion

Although traditional DEI initiatives witness widespread adoption, challenges persist in elevating women to decision-making positions. On a positive note, some companies have embraced innovative DEI approaches, albeit by a smaller subset, indicating a positive shift in the industry. However, certain DEI practices remain insufficiently implemented and a comprehensive strategy is imperative to foster a genuinely inclusive and equitable work environment in the logistics sector. The examples presented above indicate that there is a discernible shift toward fostering

equal opportunities and representation for women in the logistics sector, driven by ongoing efforts and initiatives aimed at breaking down historical barriers and creating a more inclusive and diverse workforce. Despite a notable increase in DEI initiatives in the logistics sector, notable gaps exist between the intended and actual impacts on various aspects such as employee satisfaction, productivity, retention, and the advancement of women employees. The analysis emphasizes the necessity for a holistic approach to DEI initiatives, encompassing both traditional and innovative measures while addressing gaps in underserved practices.



Study Team's Field Visit To A.P. Moller Maersk Dadri Warehouse At ICD Dadri, Noida



Chapter 6: Emerging Areas Of Challenges/Observations From Consultations

To understand national and regional normative factors driving gender gaps in logistics sector, the study team undertook a set of in-depth key informant interviews and FGDs with ecosystem representatives across the country. The study team undertook stakeholder consultations and roundtables with government representatives from central ministries and state-level departments, representatives from logistics services; freight forwarding; customs brokering and warehousing companies; industry experts and training associations, spokespersons from community-led and women-led organizations, as well as other private sector entities to understand and analyse the factors, key issues and challenges that hinder women workforce participation in the logistics sub-sectors.

With regards to pushing the dialogue to increase the representation in the logistics sector, in-depth key informant interviews and FGDs were organised with women groups to understand the demand-side perspective of women employees. In addition to this, field visits were conducted to land ports, skill training

institutions and warehouses across the country to understand regional disparities and specific challenges.

In total, the study consulted 170 stakeholders, including government officials, industry experts, custom brokers, freight forwarders, skill development institutes, and logistics service providers. Over 50% of the stakeholders were from Delhi NCR, followed by Chennai, Mumbai, and other cities. Most participants were female (68%) to understand better the barriers to women's participation in the logistics sector. Stakeholders primarily represented large (27%), medium (25%), and small (16%) companies in the Indian logistics ecosystem.

6.1 Framework To Identify Demand And Supply-Side Challenges

In the comprehensive examination of the barriers impeding women's workforce participation within specific sub-sectors, the study team deployed a systematic framework to identify and categorize the takeaways from the consultations.

Figure 21: Primary Consultations Undertaken By The Study Team



A detailed analysis of key underlying reasons for the low participation of women in the logistics sector are discussed across two pillars: (i) **supply-side constraints**, which restrict women's entry into the logistics sector; and (ii) **demand-side constraints**, which impact logistics companies' efforts in attracting, hiring, and retaining women employees. The subsequent sub-section explores these categorized challenges in detail, illuminating the complex interplay between supply and demand factors contributing to women's limited participation in the specified domains.

and logistics sector are discussed across six pillars. The analysis reflects the perspective of employers, women employees, as well as women entrepreneurs. Some of the overarching challenges highlighted during the analysis are as follows:

Pillar 1: Gender Disparities In Education And Skill Training

The logistics industry faces a critical challenge in the gender disparity related to education and skill training, as the lack of

Figure 22: Framework To Understand The Demand And Supply-Side Constraints



Source: Study Team

6.2 Understanding Supply-Side Challenges

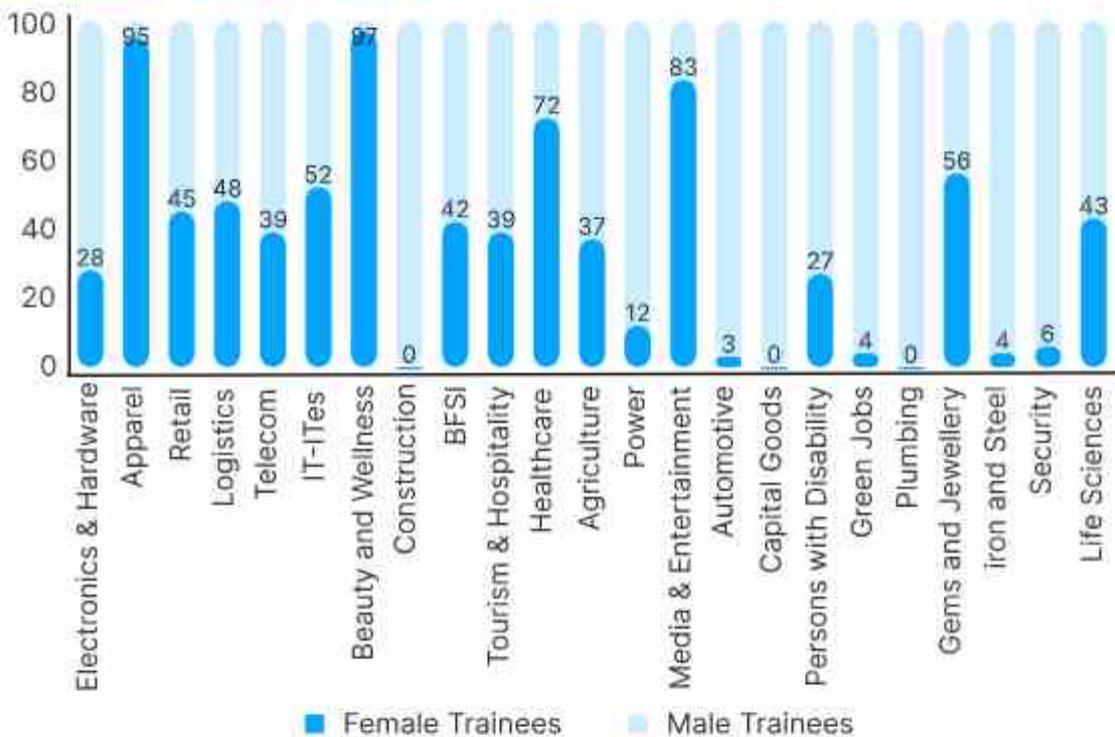
The low levels of women's participation in the trade and logistics sector cut across **safety, inclusion, and normative barriers**. Based on consultations undertaken with women staff working in logistics businesses, women entrepreneurs engaged in trade, or women logistics service providers, such as freight forwarders, customs brokers, customs house agents, etc., a detailed analysis of key underlying reasons for the low participation of women in trade

and shipping subjects in educational curricula disproportionately affects young women, limiting their access to specialized knowledge and skills essential for logistics careers. Although women's current representation in the logistics sector is low, there is immense potential to enhance women's entrepreneurship and employment with an increasing number of women opting for skill training in logistics, combined with rapid growth and employment generation in the sector. Under the Prime Minister Kaushal Vikas Yojana (PMKVY) for short-term

skilling, women comprised 49.9% of enrolled candidates over 2016-2020, but remained concentrated in traditional, "feminized" sectors. However, data from the National Skill Development Council (NSDC) indicates that the logistics sector has a large proportion of women trainees, implying that in the coming years, there will be more readily available skilled women for employment in logistics. This potential, coupled with the sector's rapid expansion,

formal education and skill training, as well as gender-specific disparities in the licensing framework. F Card Holders are required to pass the Customs Broker License Exam, while G Card Holders can undergo on-the-job training after passing the exam, and H Card Holders can apply without an exam if they meet eligibility criteria. Consultations also highlighted that employers, including women, prefer offering G and F cards to male custom brokers over female custom brokers due to the requirement of on-site work, which is not gender-inclusive or safe.

Figure 23: Sector-Wise Analysis-Ratio (Female: Male) Of Trained Candidates Under PMKVY (2016-2020) (In %)



Source: National Skills Development Corporation

underscores the need for strategic interventions and policy interventions to foster an inclusive and gender-balanced workforce. Leveraging the potential can not only spur economic growth but also pave the way for social equity and empowerment of women in the country.

Complicated Procedures To Entry

Although women's participation is increasing in freight forwarding roles within the logistics sector, their participation in customs clearance remains scarce. The growth of women in the Custom Brokers sector is often hindered by limited access to

Government stakeholders recognized the need to provide women with the necessary upskilling through tailored training programs to enter and thrive in the logistics sector. Representatives from skill training institutes suggested that increasing women's presence in logistics, especially at the grassroots level, requires tailored training, company incentives, and promotion of non-traditional roles. Overcoming stereotypes, highlighting successful women in the field, and reassessing potentially gender-biased job designations are crucial for diversifying and enriching the sector while fostering inclusivity and better accommodating

women in the workforce.

Pillar 2: Unpaid Care Work And Domestic Responsibilities

The disproportionate burden of unpaid care work and domestic responsibilities constrains women's participation in the logistics sector. Women across all income levels and job roles, whether employees or entrepreneurs, consistently identified their domestic responsibilities, including childcare and caring for elderly parents or in-laws, as the most critical factor influencing their career decisions. These responsibilities played a crucial role in determining whether women took career breaks, accepting challenging work responsibilities (such as conducting fieldwork or attending marketing conferences), and pursuing growth opportunities in their jobs or businesses.

Societal expectations around traditional gender roles often conflict with the demanding and inflexible nature of logistics roles. New mothers interested in logistics frequently face discouragements like lack of childcare facilities at workplaces, inflexible leave policies, and lack of mandatory maternity benefits, creating financial instability and work-life balance challenges. Many are even compelled to quit jobs due to refusal of paid maternity leave and pressure to not resume work post-marriage.

Field visits revealed a considerable lack of creche/childcare facilities at workplaces, despite some companies offering flexible hours. Such facilities are either too expensive due to private partnerships or underfunded for free employee use. This lack of investment in creche facilities significantly prevents women from taking on income-earning logistics roles with long working hours. While adjusted schedules are crucial for work-life balance, the rigid and time-sensitive nature of logistics work poses obstacles to providing sufficient flexibility, leading to high female talent attrition.

Pillar 3: Limited Access To Information And Gender Digital Divide

The lack of information about job opportunities due to the digital gender divide emerged as a key barrier in all consultations. Despite the rapid growth of the trade and logistics sectors in recent years, most women consulted stated that they came to know of job or entrepreneurship opportunities in the sector accidentally, or through their family / social circles. This lack of information creates a major barrier to women's participation. In addition to this, the scarcity of technical devices like phones and computers is especially pronounced in tier 3 cities, further exacerbating challenges for women in these regions by limiting access to essential professional tools, information, and support resources, hindering their ability to participate in the freight forwarding industry.

Despite companies' efforts to utilize digital platforms for recruitment, individuals facing barriers related to digital literacy or access to technology may be disadvantaged in accessing information about job vacancies. Women may be disproportionately affected by the gender digital divide, as they are more likely to experience limited access to technology and digital resources compared to men in some regions or communities.

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Testimonial

"My only concern is that we do not even know where to go, whom to talk to when it comes to our industry. Moreover, it is easier for men to strike relationships with custom officials, and we are unknowingly at a disadvantage." - Freight Forwarder in Delhi

Consultations revealed that women are underrepresented in associations due to a variety of factors, including a lack of information and opportunities, cultural norms, conflicts with male staff, and a lengthy information chain. There is a notable absence of help desks specifically designed for women at workplaces, and a significant lack of awareness about government schemes among them, even those in leadership positions. Therefore, the technical nature of the field and the asymmetry of information can lead to lower participation, particularly given the absence of available training and courses which are from recognised universities.

During FGDs, it was validated that women are not aware where to look up opportunities in this sector, and hence it is usually the word-of-mouth scenario for recruitment. The limited availability of job roles and a lack of awareness about them can deter women from entering the field as newcomers in this sector. The technical nature of the field and the asymmetry of information can lead to lower participation, particularly given the absence of available training and courses which are from recognised universities.

Pillar 4: Limited Access To Finance

Women face notable obstacles within the Custom Brokers sector in India, with limited access to skill training opportunities and financial resources impeding their growth (CBIC, 2019). Access to finance is a significant challenge for women entrepreneurs, with only 58% of women worldwide having an account at a formal financial institution, compared to 65% of men (UN Women). Traditional lenders demand substantial collateral, especially impacting rural women with limited property ownership. Unfamiliarity with formal financial institutions hinders access and effective resource management. Women face unfavorable terms, even when loans are secured, hindering business growth.

Limited awareness about government schemes like Pradhan Mantri Mudra Yojana (PMMY), coupled with extensive paperwork and delays, compounds these issues, necessitating inclusive policies to address barriers and promote women's entrepreneurship in logistics.

To pursue the custom broker role, obtaining an F-card or G-card license requires passing the Custom Broker License (CBLR) Exam. However, a significant barrier arises in the mandatory deposit of INR 5,00,000 to obtain a license from the Government of India to operate as a Customs Broker, posing a substantial financial constraint for women, particularly in rural areas where families are less likely to support this substantial amount. Even after clearing the CBLR Exam, women often remain unable to pursue the role due to these financial constraints, highlighting the need for supportive policies and financial assistance programs to enable women to overcome barriers in the Customs Brokers sector.

Pillar 5: Mobility Constraints And Inadequate Public Transport

One of the primary and recurring foundational barriers for female participation in warehouses and other logistics facilities was revealed to be long distances to work, which in turn raises safety issues and uncertainty regarding the use of public transport. The situation becomes highly undesirable when working hours are odd, and women have to travel late at night due to a lack of lodging facilities and safe public transport. Mobility constraints can pose a significant barrier, as women might be reluctant to commute due to safety concerns, particularly when the job involves travelling to remote or perceived high-risk locations. Moreover, families influenced by traditional gender roles and societal expectations may be hesitant to support women in this field.

Women's entry into the logistics sector encounters substantial hurdles rooted in mobility restrictions and safety concerns in using public transport. Inadequate public

transportation to ports such as ICD Tughlakabad in Delhi and JNPT in Mumbai, which are typically located in industrial areas, poses a significant challenge.

Additionally, in some areas, cultural norms or safety concerns restrict women from traveling alone, as evidenced by anecdotes shared by industry stakeholders where jobs require travel to different locations. Remote work locations raise problems such as long commute times, unsafe public transport, and unfamiliarity with new areas. Improving public transportation infrastructure, ensuring accessibility and safety, is crucial for promoting gender diversity in the logistics industry, as the demanding nature of work in the transport sector, with prolonged hours and shift requirements, poses health and safety challenges for women, exacerbated by insufficient facilities and transportation assistance. (Asian Development Bank, 2023)

Adding to the challenge, the nature of a freight forwarder's job necessitates availability during unconventional hours, including evenings and late nights, as well as making phone calls to facilitate shipment clearance. This demanding schedule poses a significant hurdle for women attempting to balance professional responsibilities with household chores. The role of a Custom Broker and Trader in logistics often requires night-time availability due to the global, round-the-clock nature of the shipping industry and the need to coordinate with parties across different time zones. Making calls late at night to ensure timely shipment clearance can be challenging, particularly for women with other responsibilities or safety concerns during these hours.

For example, at the Mumbai port, women are reluctant to travel alone during the day/night due to safety concerns and prefer to be accompanied by male team members, indicative of the barriers women traders/freight forwarders and customs brokers face on infrastructure and safety, which are likely even more pronounced in remote areas beyond tier-1 cities.

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Testimonial

"We sometimes ask for a carpool or our trusted male custom brokers have to drop us to the metro station which is 20 mins away from ICD Tughlakabad" ~ Member, Delhi Custom Broker Association

Pillar 6: Lack Of Gender-Sensitized Infrastructure

The absence of gender-sensitive infrastructure in the logistics sector hinders women's ability to perform field roles effectively and poses risks to their health and well-being, highlighting the need for improved facilities to support their needs.

Without access to basic facilities like washrooms and spaces for maintaining hygiene, especially when working in remote areas or travelling long distances, women face discomfort, inconvenience, and health risks that can impede job performance and satisfaction. The lack of gender-sensitive infrastructure reflects broader issues of workplace inclusivity and support for women in the industry, impacting their comfort, safety, and sense of value within the organization.

The lack of gender-responsive infrastructure at port sites significantly contributes to the underrepresentation of women in logistics. Failure to consider gender-based differences in infrastructure design demotivates women from taking up these jobs, reinforcing their disadvantaged position. Safety concerns due to dimly lit areas, remote locations, and poor road conditions exacerbate the issue.

The absence of separate washrooms for women on the ground and at port sites, as well as the lack of creche facilities and resting spaces, pose major challenges, especially for those with young children.

These factors collectively create an environment unconducive to women's participation and growth in the sector.

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Testimonial

"I was once standing for 4 hours in the queue, without food and felt miserable as everyone passing by stared at me. It was not only frustrating to be unable to get the work done but also a feeling of being in an unsafe environment." ~ Freight Forwarder in Delhi

6.3 UNDERSTANDING DEMAND-SIDE CHALLENGES

To understand this demand-side challenges, the team deployed the Nikore Associates lifecycle framework (Nikore Associates, 2022), to understand the complete value chain. This comprises the lifecycle of the employee from hiring to retention, and then to growth and professional development. This can help in creating a pipeline of women at different stages of seniority in the organisation. Implementing a level-based lifecycle framework played an effective role in comprehending the challenges faced in attracting, retaining, and promoting women across different levels in their organisations.

1. Challenges In Attracting Women Employees

Knowledge Gaps And Misconceptions Regarding Job Roles:

Consultations revealed that there is a considerable knowledge gap about job roles

in the industry, which prevents women from applying to any logistics or freight forwarding roles. Stakeholders emphasized that women's entry into planning, managing, technology, customer service, and mainly off-site roles in logistics can be facilitated by addressing information asymmetry. They also highlighted the need to encourage women to join logistics companies due to a lack of encouragement and misunderstanding about the nature of work. Additionally, a significant mismatch exists between employers seeking a workforce and employees searching for jobs, primarily due to a gap in the networks between skilling institutes and employers, making it difficult for companies to find the appropriate female workforce.

In turn, this bias and knowledge gap can create a significant barrier for women seeking to enter or re-enter the logistics sector. Stakeholders agreed that some women don't apply to jobs in the sector because they don't associate modern logistics with skills such as organization, communication, and tech-savviness which are equally important roles, other than physically intensive roles such as picking and sorting jobs in warehouses.

Lack Of A Unified Portal For Posting Jobs For Women:

Post detailed discussions with the logistics companies, the team observed that the main challenge faced in the logistics sector for women is the lack of a portal where all jobs considered 'suitable' for women are posted.

In most cases, women reach out to the HR team through referencing and personal networks. There is a dearth of formal applications filed by women concerning job postings in the sector. Therefore, the absence of a unified portal or platform where suitable job postings are visible and advertised through other mediums is a key barrier to entry that needs to be rectified.

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Testimonial

“We have not had any women apply for on-site job roles, they want accounting roles only and this is absolutely their choice.” ~ Director, Mumbai based Logistics Company

Perceptions Of A Male-Dominated Industry

The prevailing perception of the logistics sector as a male-dominated industry is a significant deterrent for women considering it as a viable career option. This perception, reinforced by societal attitudes, often portrays logistics roles as unsuitable for women. As a result, many women may not even consider pursuing a career in logistics due to these ingrained beliefs.

The lack of effective branding within the logistics sector significantly impacts women's career opportunities. Without robust branding efforts that showcase an inclusive work environment, women may feel disconnected from the sector's potential, and logistics companies miss out on attracting talented female professionals who may be unaware of the diverse career possibilities available within the industry.

Another critical challenge is the insufficient promotion of women's success stories and achievements in the logistics sector. The lack of visible female role models and leaders perpetuates the belief that logistics remains a male-dominated field, further discouraging women from pursuing careers in this sector. To address this, logistics companies must actively showcase women's contributions and the diverse opportunities available to them within the industry.

2. Challenges In Hiring Women Employees

Despite the increasing recognition of gender diversity as a vital element for success in logistics companies, women often confront a "glass ceiling" inhibiting their progression beyond mid-level positions owing to several reasons detailed below:

Non-Availability Of Hybrid Work Models:

Consultations revealed that in the logistics sector, the lack of a flexible schedule and the on-site nature of most jobs often pose a challenge. This is largely due to time taken up by other responsibilities, such as familial duties and household chores, which require women to maintain a balanced work-life schedule. However, the nature of work in the logistics sector, which often demands flexibility in terms of working hours and includes time-sensitive tasks, makes it difficult to adhere to fixed schedules. This discrepancy between the preferred work schedules of women and the demands of the logistics sector can create a barrier to women's participation and advancement in this field. Therefore, companies in the logistics sector may explore ways to accommodate more flexible and predictable scheduling options to attract and retain more women in their workforce.

Perception Of 'Strength' In Logistics

Industry stakeholders discussed that there exists a perception among employers in the logistics sector that ground-level work requires significant physical strength, and as a result, women are often not considered for field jobs. This stereotype can limit the opportunities available to women and contribute to gender imbalance in the industry. However, it's important to note that physical strength is just one aspect of field jobs, and many such roles also require skills like problem-solving, coordination, and communication, where women can excel.

Moreover, advancements in technology and equipment have reduced the physical demands of many logistics' tasks. Therefore, employers can challenge these perceptions and recognize the value women can bring to all roles, including those on the field. This will not only promote gender equality but also benefit the companies by tapping into a wider talent pool.

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Testimonial

"We will never recommend this job to our children, particularly our daughters"~ Custom Broker based in Mumbai

Recruitment Bias And The Absence Of Intent

Stakeholders noted that women are uninterested in operational and on-site logistics roles, which is exacerbated by recruitment biases favouring male candidates. Some upper management members hold prejudiced mindsets towards women who are about to marry or are pregnant, leading to discriminatory practices. This bias, combined with women's lack of interest in logistics jobs, results in low female representation, especially in non-traditional roles. Safety concerns, mobility issues, and infrastructural challenges at remote sites further discourage women from pursuing on-site positions.

Lack Of Gender-Sensitized Infrastructure And Mobility Constraints

Stakeholders shared difficulties in achieving gender balance in the workforce due to mobility constraints in fieldwork, which limit women's participation in operational roles. To address this, they aim to implement initiatives that promote equal

opportunities and accessibility across all roles, fostering an inclusive work environment where women feel empowered to pursue various career paths.

Consultations revealed that many workplaces, particularly warehouses, lack the necessary infrastructure for women to work long hours, such as washrooms and hygiene provisions. This deficiency can lead to decreased productivity and deter women from accepting jobs in such environments. Stakeholders agreed that providing these amenities is crucial for fostering an inclusive and respectful work environment, as their scarcity poses a significant barrier to female participation in the sector.

3. Challenges In Retaining Women Employees

Limited Skill Training Opportunities

Employers have cited the lack of time and the time-sensitive nature of their assignments as reasons for the limited skilling and training opportunities offered on the job, which can further exacerbate the challenges faced by women in the logistics sector. Moreover, the prevailing assumption that women are only suitable for accounting roles restricts the range of opportunities available to them, reinforcing the gender imbalance in the industry.

Discussions with women custom brokers revealed that they often lack formal training before the job and learn from male relatives, suggesting that custom broking is not a preferred role but rather a compulsion derived out of necessity. Companies may challenge these assumptions and create inclusive workplaces that value and utilize the full range of talents and skills that women bring to the table by providing them with adequate training and growth opportunities.

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Testimonial

"When our relatives approach us if their child is not interested in pursuing higher studies, we ask them to send their kids to our office" ~ Member of Delhi Custom Broker Association

Missing Mentors And Role Models

Consultations emphasized the lack of female role models and adequate support for women aspiring to join the logistics industry, which can deter those new to the sector.

Stakeholders unanimously agreed that most warehouses are male-dominated, creating an unsafe working environment for women, especially in remote locations. Mentorship programs and a supportive workplace culture are crucial in retaining women in the logistics sector, helping them navigate challenges and achieve their professional goals.

However, stakeholders also highlighted an insufficient level of support from male colleagues, with many expressing reluctance to accommodate, train, and work alongside female colleagues. This attitude creates an uncomfortable and potentially unsafe environment for women entering the workforce. Therefore, there is a pressing need to identify and promote successful women leaders in logistics to encourage more women to join the industry.

Personal Safety And Security Concerns

Personal safety concerns in on-ground logistics activities limit women's participation and opportunities, especially in remote areas, due to risks of harassment and violence. These tasks often involve physical labour and expose women to

various risks, and companies may hesitate to send women to remote locations due to safety concerns, leading to limited opportunities for women to participate in certain aspects of the job. Moreover, there is a lack of women in managerial roles who can create a secure working environment for female employees in on-site roles or be approached in case of a personal crisis.

The challenges related to personal safety can significantly impact women's ability to perform their roles effectively and advance in their careers within the logistics industry, potentially leading to attrition or deterrence from entering the industry. Industry stalwarts pointed out that geographical accessibility significantly impacts women's involvement in logistics, and addressing infrastructural and logistical barriers in remote locations is crucial to fostering a more inclusive work environment. Addressing personal safety concerns requires a multi-faceted approach that involves implementing proactive measures such as adequate training, clear reporting protocols, enhanced security measures, and fostering a culture of respect and zero tolerance for harassment or discrimination within the company.



Study Team's Field Visit To VRL World Logistics In Hubli

Chapter 7: Job Role Mapping

The objective of the job role mapping exercise is to evaluate the gendered suitability of job roles by examining key factors such as the availability of gender-sensitive work timings, skills, knowledge and automation dependence and requirement of physical labour. While in the long run, the goal is to ensure gender parity across all job roles, in the short term, these factors can be leveraged rate the relative suitability of the job roles available in the target sub sectors. The reference point of this analysis has been the universe of job roles in the logistics sector shared by the HR Consultants of the GIZ India team.

7.1 Methodology Of The Job Role Mapping Exercise

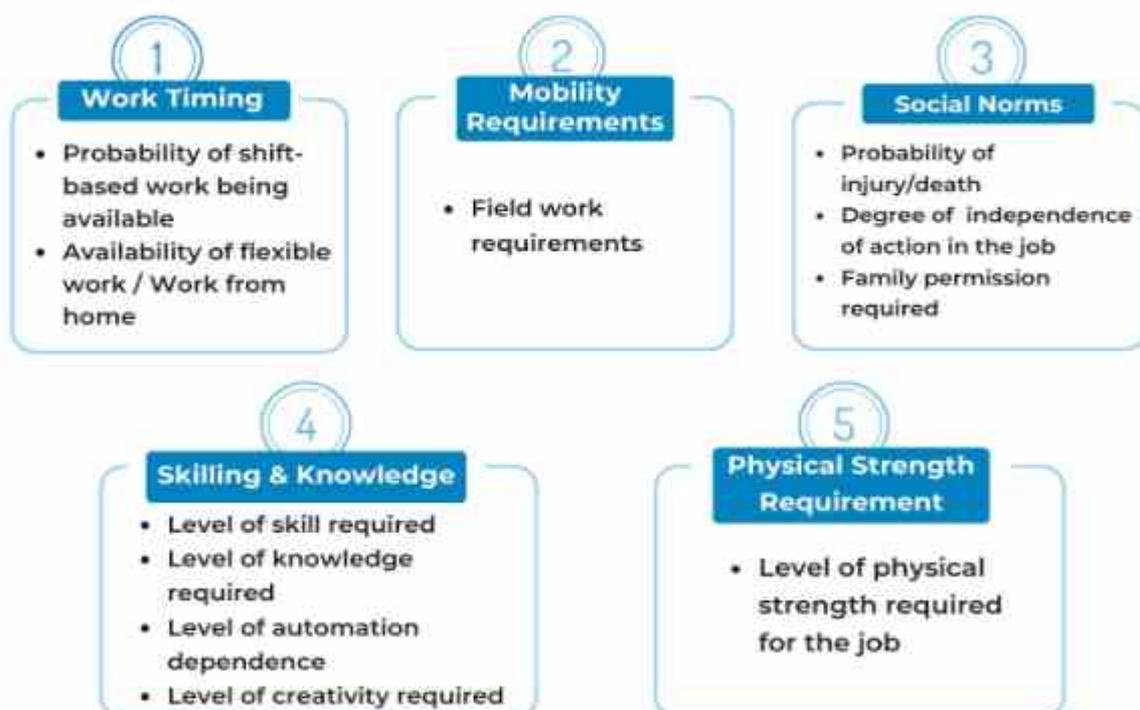
The study team undertook an in-depth exercise to identify job roles in the target sub-sectors where women's participation can be maximized in the short-term for transformative impacts on the logistics sector.

The study team started with identifying 73 job roles in the following four sub-sectors:

- Freight Forwarding
- Logistics Service Provision
- Custom Brokering
- Warehousing/Logistics Parks.

Subsequently, a comprehensive framework was developed to assess the gendered suitability of these roles using five key parameters: shift-based work timings for flexibility, access to safe and affordable mobility options, accommodation of domestic responsibilities, preference for creative tasks requiring low skills/automation dependence, and jobs less reliant on muscle power. This framework, along with categorization by skill requirements, enabled prioritizing job roles as high, medium, or low priority for immediate absorption of women into the workforce.

Figure 24: Framework To Assess Short-Term Suitability Of Identified Job Roles For Women

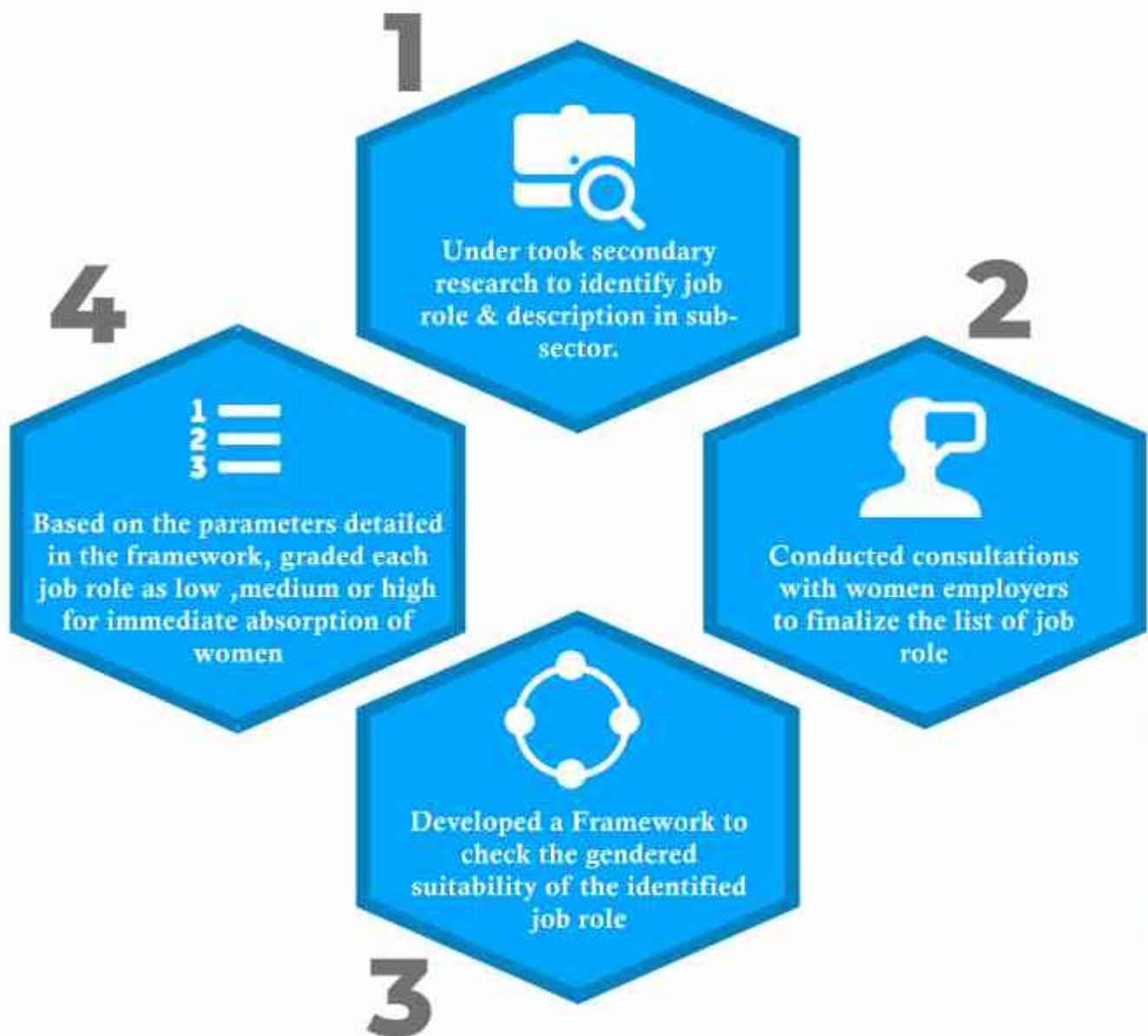


Leveraging the aforementioned parameters, the study team conducted an in-depth analysis of available literature, industry reports, and public job descriptions to grade each identified job role as relatively low, medium or high priority based on the gendered suitability framework. The assessments resulted in mapping 73 target sector-specific job roles as high, medium and low priority for the immediate absorption of women into the workforce. This secondary analysis was complemented by first-hand experiences, insights, and practical feedback obtained through consultations with industry stakeholders.

7.2 Overall Results Of The Job Role Mapping Exercise

The job role mapping exercise conducted across the logistics industry sectors reveals a promising landscape for women's employment. Out of the 73 jobs identified, 17 are classified as High Priority, indicating their suitability and attractiveness for women's participation. Additionally, 6 jobs are categorized as High-Medium Priority, suggesting a favorable combination of factors that align with women's preferences and requirements. The exercise also identifies 28 jobs as Medium Priority, 4 as Medium-Low Priority, and 18 as Low Priority, providing a comprehensive assessment of the gendered suitability of various job roles in the logistics industry.

Figure 25: Methodology For Job Role Mapping Exercise



Source: Study Team

Figure 26: Overall Results Of The Job Role Mapping Exercise

| SECTOR | UNIVERSE → | JOBS IDENTIFIED | | | | |
|------------------------------|--------------------|-----------------|------------------------|--------------------|-----------------------|----------------|
| FREIGHT FORWARDING | 21 Jobs identified | 7 HIGH PRIORITY | 4 HIGH-MEDIUM PRIORITY | 6 MEDIUM PRIORITY | 0 MEDIUM-LOW PRIORITY | 4 LOW PRIORITY |
| LOGISTICS SERVICE PROVISION | 30 Jobs identified | 5 HIGH PRIORITY | 2 HIGH-MEDIUM PRIORITY | 17 MEDIUM PRIORITY | 1 MEDIUM-LOW PRIORITY | 5 LOW PRIORITY |
| CUSTOM BROKERING | 2 Jobs identified | 1 HIGH PRIORITY | 0 HIGH-MEDIUM PRIORITY | 1 MEDIUM PRIORITY | 0 MEDIUM-LOW PRIORITY | 0 LOW PRIORITY |
| WAREHOUSING/ LOGISTICS PARKS | 20 Jobs identified | 4 HIGH PRIORITY | 0 HIGH-MEDIUM PRIORITY | 4 MEDIUM PRIORITY | 3 MEDIUM-LOW PRIORITY | 9 LOW PRIORITY |

Assessing The Gendered Suitability Of Jobs Role Using The Framework

Source: Study Team

7.3 Results Of The Job Role Mapping Exercise: Freight Forwarding

Freight forwarding includes working with companies, importers and exporters to make sure goods are transported in the safest, most efficient and cost-effective way. It encompasses the following tasks: planning the most effective route and managing the documentation for the movement of freight, tracking the freight movement, organising the transportation of freight between intermediate destinations, managing client relationships and taking appropriate measures for the movement of delicate goods. The study team has analysed and classified the set of 21 job roles as high, medium and low priority for immediate absorption of women in the freight forwarding sector:

- **High Priority Jobs for Women in the Short Run:** A Customer Care Executive maintains relations with carriers and customers, offers remote work options and shift-based work making this position conducive to women's participation in the short run. Documentation Associate is a lucrative job role in the freight forwarding sector as the responsibilities require medium skills, knowledge and automation

dependence. Additionally, Loader/Unloader with automation is another job role which doesn't require higher skills and qualifications, and it also doesn't require physical strength due to a primary dependence on automation. Roles of a Head of Operations, Deputy Manager Sales, Tax Accountant, Truck Supervisor are some other job roles within the freight forwarding sector that are highly suitable for women.

- **Medium-High Priority Jobs for Women in the Short Run:** Marketing Executive, Cost Controller, Consignment Tracking Executive, Transport Consolidator are roles that require a slightly higher skill and knowledge set, yet still offer favourable working conditions for women, which include remote work options and flexible shift timings, making them feasible for immediate absorption of women in the short run.
- **Medium Priority Jobs for Women in the Short Run:** Transshipment Coordinator, Consignment Booking Assistant, Loading Supervisor, Transport Coordinator / Controllers, Operations/Documentation Pricing Co-ordinator/Associate job descriptions involve relationship building with customers, overseeing the transportation of goods and coordination of incoming and outgoing freight

connection. These jobs require a slightly higher skill and knowledge set, yet still offer favourable working conditions for women, which include remote work options and flexible shift timings, making them feasible for immediate absorption of women in the short run.

- **Low Priority Jobs for Women in the Short Run:** A few job roles were rated low for suitability for women due to on-site requirements. These include positions such as Loader/Unloader, Truck Driver, Customs Clearance Executive and Freight Broker. These roles might involve higher skill requirements, higher requirement of physical strength or less flexibility in terms of work arrangements, making them less suitable for the immediate absorption of women into the workforce.

7.4 Results Of The Job Role Mapping Exercise: Logistics Service Provision

Logistics Service Providers offer a one-stop solution to complex supply chain processes by coordinating with multiple vendors using their experience and knowledge. It encompasses the following tasks: managing stock levels, delivery times and transport costs, using associated information systems to coordinate and control the order cycle, allocating and managing staff resources according to changing needs and managing warehouse operations and customer relationships. The study team has analysed and classified the set of 30 job roles as high, medium and low priority for the immediate absorption of women in the logistics service provision sector.

- **High Priority Jobs for Women in the Short Run:** The job role of Front Desk Executive requires low automation dependence, skills and strong soft skills, making it accessible and comfortable for women. Flexible work arrangements and shift-based work is easily available for Packaging Designers, making it an ideal entry point into the logistics sector. Our analysis shows that other job roles

including Cold Chain Project Manager, Senior Engineer, IT Specialist offer a combination of attributes that align with women-friendly work environments.

- **Medium Priority Jobs for Women in the Short Run:** Our analysis indicates that for roles such as Logistics Service Provision, Logistics Coordinator, Program Analyst (Delivery Service Provider), Sales/Marketing Specialist, Supply Chain Manager, Shipment Classification Agent/Executive, Account Manager, Procurement Manager, Inbound Logistics Manager, Outbound Logistics Manager, Network Optimization Manager, Packaging Manager, Supply Chain Analyst, Good Packaging Machine Operator, Courier Manager, Delivery Supervisor, Export and Import Supervisor there is a greater degree of technical knowledge required. However, employers offer favourable working conditions for women, which include remote work options and fixed shift timings, making them feasible for immediate inclusion in the short run. While these roles may require a moderate to high level of skill, they still offer lucrative opportunities for women, balancing considerations of skill requirements and workplace inclusivity.
- **Low Priority Jobs for Women in the Short Run:** Job roles such as Courier Delivery Person indicated low suitability for women in the short run, primarily due to on-site requirements and a higher demand for manual labour. Our research suggests that these roles may present challenges in terms of work arrangements, knowledge/skill requirements and degree of independence, making them less conducive to immediate inclusion of women in the workforce. Other roles such as Lead - Transport Strategy, Senior Engineer, Transport Executive, Outbound Operations Manager, Inbound Operations Manager, Lead- Strategy- Transport, Transport Executive require high skills/knowledge and low automation dependence / creativity, making it unsuitable for women in the short run.

7.5 Results Of The Job Role Mapping Exercise: Custom Brokering

A Customs Broker plays a crucial role in facilitating international trade by ensuring that goods comply with customs regulations and requirements. They are responsible for managing the import and export of goods, completing necessary paperwork, and coordinating with various government agencies and customs authorities. Customs Brokers are essential in ensuring smooth and efficient customs clearance processes, minimizing delays, and ensuring compliance with customs laws. The study team has analysed and classified the set of 2 job roles as high, medium and low priority for the immediate absorption of women in the customs brokering sector.

- **High Priority Job Roles for Women in the Short Run:** A Customs Clearance Coordinator is required to report at the custom clearing office or port terminals to coordinate with customs authorities and ensure the timely clearance of imported goods. However, the position still offers favourable conditions for women as there is high level of independence of action in the job and limited skill set. This job role characterized by factors such as low manual labour requirements, low automation dependence, fixed timing shifts, and the absence of mandatory site visits or port visits. These attributes collectively create an environment that is deemed conducive and welcoming for women seeking opportunities within the logistics sector.
- **Medium Priority Job Roles for Women in the Short Run:** A Customs Specialist (Qualcomm) is responsible for ensuring that goods are imported and exported in compliance with all applicable laws and regulations, and that appropriate duties, taxes, and fees are paid. Typically, this job provides shift-based work hours and requires low automation dependence and physical strength, making it medium suitable for women in the short run,

which has the potential for integration of women into this specific job function.

- **Low Priority Job Roles for Women in the Short Run:** There were no roles categorized as low priority for women in the short run within the custom brokering sector. This suggests that, based on the outlined parameters, all identified job roles within custom brokering sector are considered suitable for the immediate inclusion of women into the workforce, fostering gender inclusivity and diversity within this segment of the logistics industry.

7.6 Results Of The Job Role Mapping Exercise: Logistics Park/Warehousing

Warehousing in the logistics sector encompasses the storage and management of goods within dedicated facilities, serving as important hubs in supply chain operations. On the other hand, a Logistics Park is a large-scale industrial facility designed to facilitate various aspects of logistics, supply chain management, and distribution operations. These parks typically encompass multiple warehouses, distribution centres, transportation hubs, and related infrastructure within a single location. They serve as strategic nodes in the supply chain, providing centralized facilities for the storage, sorting, and transportation of goods.

Job roles at a warehouse and a logistics park typically include warehouse managers, who oversee all aspects of warehouse activities, including inventory control, staff management, safety protocols, and facility maintenance. Supervisors, who work closely with warehouse staff to ensure efficient workflow and adherence to procedures. Inventory controllers manage stock levels, conduct counts, and maintain accurate records. Forklift operators operate equipment to transport goods safely and swiftly within the warehouse. Picker/packers assemble orders and prepare them for shipment, while shipping and receiving clerks handle incoming and outgoing goods, ensuring accuracy and completeness of



Study Team's Field Visit To SATTVA Logistics Warehouse, Chennai

transactions. Quality control inspectors monitor product quality to uphold standards. Warehouse associates perform diverse tasks, from loading and unloading to organizing inventory. Together, these roles form a cohesive workforce essential to the functioning of warehousing operations in the logistics sector.

- **High Priority Job for Women in the Short Run:** Our analysis shows that Cargo Surveyor, Head of Operations, Supply Chain Supervisor, and Company Secretary are feasible for immediate absorption of women in the short run. The Cargo Surveyor role offers a desirable work-life balance with a low probability of shift-based work and medium availability of remote work options while ensuring a safe working environment with low probability of injury or death. The high degree of independence in decision-making and low level of family permission required make the Head of Operations position attractive for women seeking autonomy and growth. Supply Chain Supervisors benefit from a combination of factors, including medium levels of shift-based work, remote work availability, and physical strength requirements, making it accessible to a wide range of women. Lastly, the Company Secretary role provides a women-friendly work environment with low fieldwork

requirements, low probability of injury or death, and high levels of independence, skilling, and knowledge, aligning with women's preferences and skill sets.

- **Medium Priority Job for Women in the Short Run:** Our analysis indicates that for roles such as Warehouse Associate, Warehouse Supervisor, Warehouse Quality Checker, Warehouse Claims Coordinator require a moderate level of skill, they still offer lucrative opportunities for women, balancing considerations of skill requirements and workplace inclusivity, making them feasible for inclusion in the short run.
- **Low Priority Job for Women in the Short Run:** Job roles such as Warehouse Manager, Warehouse Packer, Warehouse Data Feeder, Warehouse Picker, Warehouse Binner, Cargo Handler Manual, Cargo Equipment Handler, Electrical Technician, Supply Chain Executive indicated low suitability for women in the short run, primarily due to on-site requirements and a higher demand for manual labour. Our research suggests that these roles may present challenges in terms of work arrangements, knowledge/skill requirements and degree of independence, making them less conducive to immediate inclusion of women in the workforce.

Chapter 8: Reimagining The Logistics Ecosystem: Roadmap For Way Forward

The logistics sector can adopt a long-term approach towards gender inclusion, to ensure that India's multimodal logistics parks and ports emerge as safe, inclusive, and accessible public spaces. Suggested interventions under this programmatic framework can be grouped under three broad pillars:

- (i) at the **ecosystem level**, action from government stakeholders
- (ii) at the **industry level**, actions from industry associations
- (iii) at the **firm level**, action from logistics companies and private sector representatives.

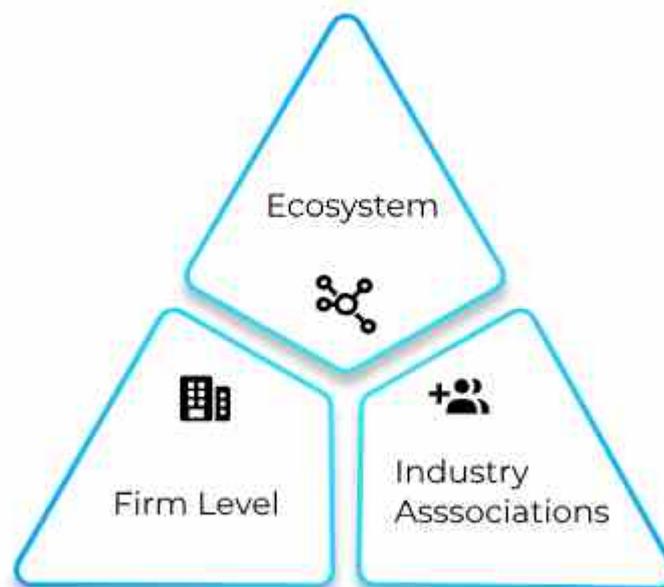
8.1 Strategic Actions At The Ecosystem Level

The suggested policy actions for the ecosystem level are tagged under the

following themes which are summarized in Table 1 and elaborated subsequently:

- (i) **Institutional Level Measures**, creating an enabling ecosystem through improved governance structures.
- (ii) **Policy and Regulatory Interventions**, for gender mainstreaming interventions and policies applicable to all ecosystem players undertaken at the government authorities' level.
- (iii) **Infrastructure Interventions**, for planning and building gender-inclusive logistic parks, ports and facilities.
- (iv) **Skill Training and Capacity Building**, for building capacities and increasing the skill training opportunities for women and girls in the logistics sector.
- (v) **Services**, for ensuring a more inclusive and supportive logistics environment for all the stakeholders in the value chain.

Figure 27: Policy Suggestions For Stakeholders



Source: Study Team

Table 1: Summary Of Interventions At The Ecosystem Level

| Pillars | Interventions At The Ecosystem Level |
|--|--|
| Institutional Level Measures | <ul style="list-style-type: none"> • A Gender Lab can be established to oversee implementation of suggestions activities and monitor tasks to enhance women’s representation in logistics facilities. • Formulate Gender Action Plans which may be implemented and monitored by the Gender Labs. • Advisory for industry associations to increase women’s representation in decision-making committees. |
| Policy And Regulatory Interventions | <ul style="list-style-type: none"> • Annual gender lens review and safety audits of all logistic facilities • Collect gender-disaggregated data for all logistics facilities and create a data repository • Encourage the trade bodies/custodians to establish dedicated information help desks • Expand outreach programs for women traders to join the Government’s AEO program |
| Infrastructure Interventions | <ul style="list-style-type: none"> • Can create gender-responsive infrastructure for logistics facilities under the purview of PM GatiShakti initiative |
| Services | <ul style="list-style-type: none"> • Create a job portal as a ‘Digital Marketplace’ for Logistics’ as an aggregated platform for women to find jobs in the logistics sector • Evaluate financing schemes available for entrepreneurs/traders and MSMEs with a gender lens and conduct a market study on feasibility of the existing schemes for women in logistics |

| Pillars | Interventions At The Ecosystem Level |
|---|--|
| Skill Training And Capacity Building | <ul style="list-style-type: none"> • Collection of gender-disaggregated data for pre & post course completion of skill training institutions to assess the effectiveness of skill development programs and analyse post-certification employment trends • Identify industrial clusters to have public-private partnerships & create gender-responsive infrastructure at skill training institutes • Facilitate partnerships between industry associations, skilling institutions and government agencies • Expand the outreach with the private sector representatives for E-Skill India program (related to the logistics sector) • Employ more female trainers in skilling institutes to overcome gender stereotyping pertaining to logistics job roles |

8.1.1 Institutional Level Measures

1. Establish Gender Labs to oversee implementation of suggested activities and monitor tasks to enhance women's representation in logistics facilities.

Government ministries, departments and agencies can consider the establishment of a 'Gender Lab' which can be envisioned as a cross-cutting unit within the existing team members of the government department, with a direct reporting line to the highest level of leadership. This may not only lend visibility and legitimacy to the lab's mandate but also facilitate the mainstreaming of gender considerations across all stakeholder decisions.

Rationale For The Intervention

The main objective for establishing a gender lab is rooted in the need for a dedicated team to mainstream gender perspectives across policies, programs, and initiatives on a long-term basis with a futuristic approach. A gender lab can serve as an anchor to systematically integrate gender

considerations into the work of government ministries, agencies and departments - ensuring that interventions are designed, implemented, and monitored with a gender lens. This dedicated team can provide the necessary expertise, resources, and accountability to analyse the differential impacts of policies and regulations on women and men, identify gender-specific barriers and opportunities, and develop tailored strategies to address them.

Furthermore, the gender lab can play a crucial role in building institutional capacity and fostering a gender-responsive culture within the departments. It can act as a knowledge hub - conducting research, collecting data, and disseminating best practices to inform evidence-based policymaking.

By collaborating with various stakeholders, including industry associations, the gender lab can promote gender-inclusive practices across the logistics sector. The establishment of a gender lab is a long-term investment in achieving sustainable and inclusive

economic growth. It can ensure that the governments' actions are geared towards creating an enabling environment for women's economic empowerment, addressing gender-based disparities, and unlocking the full potential of women as entrepreneurs, workers, and leaders in the industrial and trade sectors.

Concept Of A 'Gender Lab'

A gender lab, in this context refers to a dedicated team formed to systematically integrate gender perspectives into policies, programs, and initiatives across various sectors or organizations. It can serve as a nodal point for promoting gender equality, women's empowerment, and the mainstreaming of gender considerations into decision-making processes. The gender lab could function as a knowledge hub, facilitating capacity-building activities, raising awareness, and disseminating best practices on gender mainstreaming. It can collaborate with various stakeholders, including government agencies, civil society organizations, academia, and the private sector, fostering dialogue and fostering a gender-inclusive culture across different sectors.

Through its advisory and coordination role, the gender lab can ensure that gender considerations are consistently integrated into the design, implementation, and monitoring of policies and programs. It can guide gender-responsive budgeting, develop gender action plans, and monitor progress towards achieving gender-related targets and commitments. Ultimately, the gender lab can catalyse transformative change, promote gender equality as a cross-cutting priority and contribute to the achievement of sustainable and inclusive development goals.

Suggested Team Composition Of The Gender Lab

Head of the 'Gender Lab': Government departments can identify one Officer at a Deputy Director or equivalent level who can be appointed as the Nodal Officer for the

Gender Lab. The primary objective of the Officer may be to oversee the tasks outlined for the Lab and undertake monitoring activities accordingly. From a supervision standpoint, the appointed Nodal Officer may be responsible for overlooking the activities of the Gender lab and assisting in decision making and reviewing overall progress.

Advisory Committee: The Gender Lab can comprise of the following team members as 'Subject Matter Experts' who can potentially provide technical guidance on various matters and oversee the day-to-day functioning activities:

- Gender Specialist
- Logistics Executive
- 2 Young Professionals

Suggested Functions/Responsibilities Of The Gender Lab

This dedicated lab can focus on activities outlined below to increase women's representation in logistics facilities:

A. Conduct Gender and Safety Audits:

Conducting gender audits is crucial to assess the effectiveness of its policies, programs, and initiatives in promoting gender equality and addressing gender-specific challenges within the logistics sector. These audits serve as a comprehensive evaluation tool, enabling government departments to identify areas of strength, gaps, and opportunities for improvement. By analyzing data, stakeholder feedback, and on-the-ground realities, these audits can reveal whether the intended objectives of promoting gender equality, and women's empowerment are being achieved.

Moreover, gender audits foster transparency, accountability, and continuous improvement within the operations of these departments. The audit findings can serve as a basis for constructive dialogue with stakeholders, including industry associations, civil society organizations, and gender experts. This collaborative approach not only enhances

the credibility and legitimacy of the governments' efforts but also ensures that their policies and programs remain relevant, responsive, and aligned with the evolving needs of the logistics sector. The lab can oversee the task for all logistics facilities, conducting a gender audit to identify areas of underrepresentation and develop targeted strategies to address them. Regular monitoring and evaluation may be carried out to assess the impact of the initiatives and make necessary adjustments.

B. Collaborate with Industry Partners to Organise Workshops and Trainings:

The Gender Labs can play a pivotal role in promoting industry linkages by actively collaborating with industry associations like Confederation of Indian Industry (CII), Associated Chambers of Commerce and Industry of India (ASSOCHAM), Federation of Indian Chambers of Commerce & Industry (FICCI), Customs Brokers Association, Federation of Freight Forwarders' Associations in India (FFFAI) and allied associations.

These collaborations can be leveraged to organize joint workshops, seminars, and training programs that focus on gender equality and women's empowerment in the industry. By doing so, the Gender Labs can help create platforms for knowledge exchange and shared learning, thereby enhancing the understanding of gender issues within the industry.

Gender Labs can promote industry partnerships by showcasing success stories and best practices related to gender equality from within the industry. By highlighting companies that have successfully implemented gender-responsive policies and practices, the Gender Labs can inspire other logistics companies to follow suit.

C. Organise Annual Awards Ceremonies:

Establishing annual awards ceremonies or recognition programs holds significant importance as such awards and recognition programs can serve as powerful incentives

for companies and departments within the logistics sector to prioritize and adopt gender-responsive practices. By acknowledging and celebrating organizations that have made significant strides in promoting gender equality, fostering inclusive workplaces, and empowering women's leadership, the awards ceremonies can create a positive reinforcement mechanism. This recognition not only motivates companies to continue their efforts but also inspires others to follow suit, fostering a culture of continuous improvement and commitment to gender-responsive practices across the industry. This knowledge-sharing can inspire and guide other organizations in their journey towards gender inclusivity, fostering a ripple effect of positive change across the logistics sector.

An awards or recognition program can also be established in collaboration with industry associations to incentivize companies to adopt gender-responsive practices. These awards can be based on the following categories:

- Best facility that has implemented DEI initiatives for large, medium, small and micro-size companies.
- Best facility that has established gender-responsive infrastructure for large, medium, small and micro-size companies.
- Best 10 NGOs across the country (for tier-1, tier-2 and tier-3 cities) that has mobilised women to join logistics sector. These awards can also provide monetary incentives to upscale the NGOs.

D. Enhance Strategic Partnerships with Industry Associations and Skilling Institutes:

Gender Labs can enhance strategic partnerships with industry associations and skilling institutes by developing joint initiatives that focus on women's skill development in the logistics sector. These initiatives can include specialized training programs, mentorship schemes, and internship opportunities specifically designed for women. By doing so, the Gender Labs can ensure that more women are undertaking

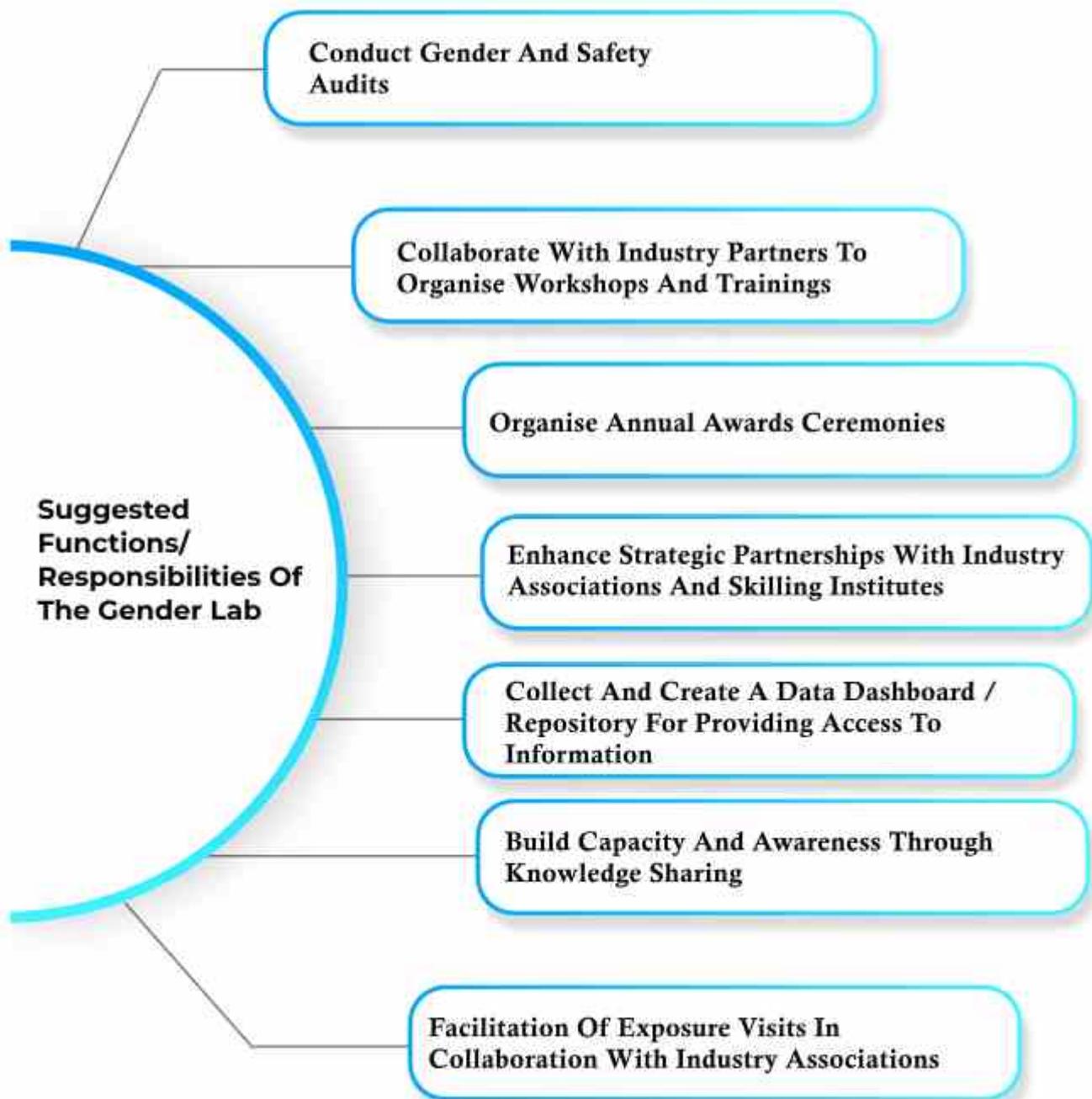
trainings and gaining the necessary skills to thrive in the logistics industry. Additionally, the Gender Labs can collaborate with these partners to conduct awareness campaigns that highlight the importance of gender diversity in the logistics workforce. Gender Labs can promote industry partnerships by establishing a robust tracking and monitoring system in collaboration with skilling institutes. This system can track the progress of women who have undergone training and monitor their placement and absorption in the logistics workforce.

By regularly sharing this data with industry partners, the Gender Labs can demonstrate the positive impact of their initiatives and encourage more industry associations and skilling institutes to promote the women absorption in logistics sector.

E. Collect and Create a Data Dashboard/Repository for providing access to information:

Gender labs can oversee the progress of the data collection within logistics facilities.

Figure 28: Suggested Functions / Responsibilities Of The Gender Lab



Source: Study Team

This can help identify any gender-based disparities in the access of logistics facilities, ensuring that interventions are inclusive and cater to the needs of all women. This can also involve understanding the specific accessibility needs of women with disabilities. Further, data can also be collected for the following:

- **Gender-responsive infrastructure and assessing the infrastructural needs to logistics facilities**
- **Accessibility and usage of logistics facilities**
- **Safety and security measures**
- **Representation of women in different roles and positions**
- **Access to employment opportunities, career progression**
- **Skill training assessments-**

To ensure the effective utilization of the collected data, the gender labs can develop a comprehensive data dashboard or a publicly accessible repository. This online platform can serve as a valuable resource tool, providing stakeholders with up-to-date and easily accessible information on gender-related indicators in the logistics sector. The data dashboard can feature interactive visualizations, disaggregated by various dimensions such as geographic location, industry sub-sectors, and demographic characteristics. This could help users to explore and analyze the data from multiple perspectives, facilitating a deeper understanding of the challenges and opportunities faced by women in the logistics sector. Additionally, the gender labs can leverage the data dashboard to track the progress of gender mainstreaming initiatives undertaken by the government departments and agencies. By integrating real-time data on key performance indicators and targets, the dashboard can provide a transparent and accountable mechanism for monitoring the impact of interventions and informing course corrections as needed.

Moreover, promoting innovation in the logistics sector is crucial for enhancing efficiency, competitiveness, and sustainability. The Gender Lab can actively seek feedback and suggestions from women operating in different states and identify potential areas for innovation and improvement, propose additional infrastructure projects and service innovations.

To ensure the sustainability and continuous improvement of the data collection and management process, the gender labs can also develop capacity-building programs for relevant stakeholders, including government agencies and industry associations. These programs can train participants in the collection, analysis, and utilization of gender-disaggregated data, fostering a culture of data-driven decision-making and promoting the long-term sustainability of gender mainstreaming efforts in the logistics sector. By understanding these nuances, the gender labs could be better positioned to suggest targeted interventions to enhance the inclusivity and responsiveness of logistics facilities.

F. Build Capacity and Awareness through Knowledge Sharing:

Gender labs can play a crucial role in conducting gender sensitivity training for government personnel, which are essential to foster a workplace culture of respect, inclusivity, and understanding. These trainings can help individuals recognize and address unconscious biases, stereotypes, and discriminatory behaviours that may hinder the advancement of gender equality within the organization. By creating a more inclusive and supportive environment, government agencies can not only enhance employee well-being and morale but also promote a diverse and empowered workforce, better equipped to serve the needs of the logistics sector. Furthermore, providing training to the ICC members in organizations on compliance under the POSH Act can also be considered by the gender lab.

This is a crucial step towards ensuring a safe and dignified work environment for all employees, regardless of gender. Effective implementation of the POSH Act requires a deep understanding of the legal provisions, investigative procedures, and support mechanisms. By equipping ICC members with the necessary knowledge and skills, custodians can empower them to handle cases of sexual harassment proactively, sensitively, and in compliance with the law, fostering a culture of zero tolerance for such unacceptable behaviour.

The gender lab can initiate 2-3 campaigns on specific thematic areas such as gender sensitivity, infrastructure requirements, safety, inclusion practices on recruitment etc. and provide bi-annual trainings in online/hybrid mode. The lab can also develop more capacity-building and mass communication strategies to increase participation for the trainings, leveraging both traditional and social media channels' reach.

G. Facilitation of exposure visits in collaboration with industry associations:

In collaboration with industry associations, Gender labs can consider organizing bi-annual exposure visits for women traders and freight forwarders. These exposure visits can serve as a powerful tool to empower women in the logistics sector, providing them with first-hand exposure to best practices, networking opportunities, and insights into the latest trends and technologies.

By partnering with industry associations, the Gender Labs can leverage their expertise, resources, and connections to design and implement these visits effectively. By organizing these exposure visits, the Gender Labs can contribute to capacity building, skill development, and confidence-building among women traders and freight forwarders. The exposure visits can be structured to address various aspects of the logistics sector, including:

- Logistics Facilities and Infrastructure:** Visits to state-of-the-art logistics facilities, such as warehouses, distribution centres, and multimodal transportation hubs, can provide women traders and freight forwarders with a comprehensive understanding of the operational aspects of logistics. These visits can showcase best practices in facility design, safety measures, and efficient workflows, enabling women to gain practical insights and identify areas for improvement within their businesses.
- Technology and Innovation:** By organizing visits to technology companies or innovation centers, women in the logistics sector can explore the latest advancements in areas such as supply chain management software, tracking and monitoring systems, and automation technologies. These visits can help bridge the digital divide and empower women to leverage technology to enhance their competitiveness and operational efficiency.
- Networking and Mentorship Opportunities:** The exposure visits can facilitate valuable networking opportunities with industry leaders, successful women entrepreneurs, and subject matter experts. These connections can foster mentorship relationships, enabling knowledge sharing, guidance, and support for women aspiring to grow their businesses or advance their careers in the logistics sector.
- Best Practices and Case Studies:** Visits to companies or organizations renowned for their gender-inclusive practices can provide insights into successful strategies for promoting gender equality and women's empowerment in the logistics sector. Participants can learn from real-world examples, understand challenges and solutions, and gain inspiration to implement similar initiatives within their respective organizations or businesses.

Benefits Of Establishing A 'Gender Lab'

The establishment of a Gender Lab would have several benefits.

- Firstly, it could provide a platform for addressing gender-specific challenges and barriers in the logistics sector.
- Secondly, it may contribute to fostering a more inclusive and diverse work environment, which has been shown to enhance creativity, innovation, and productivity.
- Thirdly, increased representation of women in logistics facilities can lead to more balanced decision-making and a more equitable distribution of opportunities and resources.

- Lastly, it could convey a strong message about the government's commitment to gender equality, which could enhance its reputation and attract more talented women to the sector.

An example of this action plan can be witnessed in Chennai Urban Mobility Program which established Gender Lab in Chennai in 2022. The Government of Tamil Nadu, under the Chennai City Partnership (and the Chennai Gender Program), worked with the World Bank to establish the 'Chennai Gender and Policy Lab' to improve the safety of women and girls in public spaces and to make public transport more gender inclusive. A detailed case study of the Chennai Gender Lab is outlined below.



Focus Group Discussions With Industry Associations, Custom Brokers, Freight Forwarders, And Representatives From Small, Medium And Large Logistics Industries at GIZ Office, New Delhi



Case Study: Gender Lab In Chennai - Empowering Women Through Inclusive Urban Development

About The Lab

- **The Greater Chennai Corporation (GCC) established the Gender and Policy Lab (GPL) in February 2022, utilizing funds from the Nirbhaya Fund.** The lab was set up as part of the Chennai City Partnership, a collaborative initiative between the Government of Tamil Nadu and the World Bank. The primary goal of the GPL is to create a more inclusive and equitable environment for women by focusing on enhancing their safety and access to opportunities in public spaces and transportation systems.
- To achieve this objective, the GPL adopts a multi-stakeholder approach, engaging various government departments, civil society organizations, elected representatives, and academic and research institutions. By fostering collaboration among these diverse entities, the lab seeks to develop and implement comprehensive strategies that address the unique challenges faced by women in Chennai.
- The GPL's work encompasses a wide range of activities, including conducting gender audits, developing gender-responsive policies and guidelines, and implementing targeted interventions to improve women's safety and mobility. Through these efforts, the lab aims to create a more enabling environment for women to participate fully in the social, economic, and political life of the city.

Objectives

The Gender and Policy Lab (GPL) has two primary objectives:

- **Enhancing women's access to opportunities by creating safer and more gender-responsive public spaces and public transportation systems.** To achieve this, the GPL adopts a multi-faceted approach that involves collaboration among various stakeholders. By bringing together different perspectives and expertise, the lab aims to develop comprehensive solutions that address the complex challenges women face in accessing public spaces and transportation.
- **Integrating gender inclusivity as a fundamental component of a city-level planning and service delivery decisions.** The GPL seeks to normalize and institutionalize gender considerations, ensuring that they become an integral part of the decision-making process. By mainstreaming gender inclusivity, the lab aims to create a systemic change in how the city plans and delivers services, ultimately leading to a more equitable and inclusive urban environment for women.

Launch Date

February 2022

Team Composition

Team Lead
Gender & M&E Expert
Policy Expert
Communications Expert
Programme Associate

Functions Of The Lab

The GPL stands out as a unique entity among urban local bodies in India, focusing specifically on promoting gender-inclusive infrastructure and services. The lab's initiatives can be categorized into four main pillars:

1. Assess Ground Situation: The GPL conducts comprehensive studies to understand women's access and safety in Chennai.

These studies involve gathering perceptions from women and assessing the current state of civic infrastructure. By doing so, the lab aims to identify the challenges and gaps in the existing system that hinder women's mobility and safety.

2. Strengthen Policy: The lab undertakes a thorough review of state policies and develops operational manuals that specifically address issues concerning women. Based on their findings, the GPL provides recommendations to strengthen these policies and manuals, ensuring that they are gender-responsive and effectively cater to the needs of women.

3. Build Capacity and Awareness: To promote women's access and participation in the city, the GPL organizes campaigns and workshops. These initiatives focus on raising awareness about gender issues, challenging stereotypes, and empowering women to actively engage in urban life. By building capacity among various stakeholders, the lab aims to create a more supportive and inclusive environment for women.

4. Strengthen Infrastructure and Services: The GPL provides recommendations to different departments within the Greater Chennai Corporation to enhance infrastructure and services for women and girls. This includes suggesting improvements in areas such as public transportation, street lighting, public toilets, and other amenities that have a direct impact on women's safety and comfort. By collaborating with various departments, the lab seeks to ensure that the city's infrastructure and services are designed and implemented with a gender-sensitive approach.

Through these four pillars, the Gender and Policy Lab aims to create a holistic and sustainable framework for promoting gender equality and women's empowerment in Chennai.



Study Team's Stakeholder Consultation And Focus Group Discussions With The Federation Of Freight Forwarders And Custom Brokers From FFFAI, Mumbai

2. Formulate Gender Action Plans that could be implemented and monitored by the Gender Labs.

A gender action plan (GAP) refers to a well-designed plan providing a structured framework for departments to translate their commitment to gender equality into tangible and targeted interventions.

By identifying key priority areas, setting clear targets, and defining measurable outputs, the action plan can enable quantifiable assessment and evaluation of the Gender Lab's gender mainstreaming efforts. This could not only enhance accountability and transparency but also facilitate evidence-based decision-making and course correction, as necessary.

Government departments could consider formulating annual GAPs, which may be monitored and implemented by the Gender Labs. By incorporating monitoring and evaluation mechanisms, the gender action plan can facilitate regular assessments of progress, enabling government agencies and departments to identify and address potential bottlenecks, adjust strategies as needed, and ensure accountability for the successful implementation of the measures.

Rationale For The Intervention

Government ministries and departments play a vital role in facilitating trade and economic activities, and addressing gender-related challenges within this sector which is essential for achieving inclusive and sustainable growth. However, implementing measures to enhance gender mainstreaming is a complex and multifaceted endeavor, requiring a coordinated approach across various components and stakeholders.

Therefore, having a strategic roadmap in the form of a GAP could be imperative to operationalize the suggested measures through systematic, time-bound actions in an organized manner. It may help break down the measures into specific actions, assign responsibilities, allocate resources, and establish timelines for implementation.

This structured approach can ensure that different components, such as infrastructure development, capacity building, and stakeholder engagement, are addressed cohesively and holistically. Moreover, the gender action plan can enable government departments to prioritize and sequence the implementation of suggested measures based on their urgency, impact, and resource availability.

This phased approach could enable effective resource allocation, ensuring that the most critical areas are addressed first, while also providing a clear path for long-term sustainability and continuous improvement.

Furthermore, the GAP can serve as a coordination mechanism, ensuring coherence and synergy among various initiatives undertaken within the government departments. It can help align resources, avoid duplication of efforts, and foster a collaborative approach towards achieving common gender-related objectives. Additionally, the plan can provide a basis for monitoring progress, and identifying areas that require further attention or resource allocation. Finally, a comprehensive GAP can demonstrate the facilities' strong commitment to advancing gender equality and women's economic empowerment. It can provide a clear roadmap for sustained and impactful interventions, enabling the department to

contribute meaningfully towards achieving broader national development objectives.

Suggested Components Of A Gender Action Plan

The GAP can entail Key Performance Indicators (KPIs) to assess the logistics sectors through a gender lens. These KPIs can provide a quantitative measure of the sector's performance in terms of gender equality and women's empowerment. This can potentially cover the following aspects and have quantifiable outcomes for each parameter outlined below.

The GAP can develop clear targets relating to women for outputs, outcomes, and impact indicators as part of the logistics projects. These targets can also be set for both large and small logistics companies. This could help ensure that progress towards gender equality is measured and tracked effectively.



Focus Group Discussion With Women Logistics Service Providers, Custom Brokers, Freight Forwarders At GIZ Office, New Delhi

Table 2: Sample KPIs Which Can Be Included In The Gender Action Plan

| Thematic Areas | Checklist/KPIs |
|---|---|
| <p>Socio-Economic Profile Of Logistics Parks And Companies</p> | <p>To effectively integrate gender considerations into the planning process, it could be crucial to gather and analyze relevant demographic, socio-economic, and gender-specific data. This includes:</p> <ol style="list-style-type: none"> 1. Demographic profile of the logistics facility: <ul style="list-style-type: none"> • Sex ratio: Understanding the proportion of males and females in the population. • Gender-disaggregated age distribution: Analyzing the age structure of the population by gender. • Proportion of female-headed households: Identifying the percentage of households led by women. 2. Employment profile disaggregated by gender: <ul style="list-style-type: none"> • Examining the employment patterns and labor force participation rates for men and women. • Identifying any gender-based disparities in employment opportunities and outcomes. 3. Income profile of individuals and households disaggregated by gender: <ul style="list-style-type: none"> • Assessing the income levels and distribution among men and women. • Analysing any gender-based income gaps and their potential causes. 4. Collection and analysis of baseline data on gender relations, roles, and identities: <ul style="list-style-type: none"> • Gathering information on the existing gender dynamics, social norms, and power structures within the planning area. • Analyzing how gender roles and identities influence access to resources, decision-making processes, and overall well-being. |
| <p>Plan To Improve Safety For Women</p> | <ol style="list-style-type: none"> 1. Have all stages of a public transport journey been assessed (first mile / at station / in-vehicle / last mile) to maximize safety for women and persons of minority genders? 2. Is there a mechanism in place to collect data on sexual harassment complaints and track their processing? |

| Thematic Areas | Checklist/KPIs |
|---|--|
| <p>Plan To Introduce Gender-Responsive Transport Facilities In Warehouses And Logistics Parks & Urban Planning Including Gender-Sensitive Design</p> | <ol style="list-style-type: none"> Stakeholder Engagement: <ul style="list-style-type: none"> Have consultations been conducted with women's groups, organizations representing persons of minority genders, and transport authorities to gather their inputs and insights during the planning process? Gender-Responsive Physical Design: <ul style="list-style-type: none"> Have specific physical design elements been incorporated that cater to the needs and preferences of women and persons of minority genders, enhancing their comfort, safety, and accessibility? Evaluation of Transport Services: <ul style="list-style-type: none"> Have the existing transport services undergone a thorough evaluation to assess their safety standards and gender responsiveness, identifying areas for improvement? International Best Practices: <ul style="list-style-type: none"> Has the planning process involved studying and learning from international best practices in gender-inclusive transport planning and implementation? Availability of gender friendly infrastructure- like washrooms / resting areas / creche facilities etc. |
| <p>Training For Women Staff</p> | <ol style="list-style-type: none"> Have the specific requirements for gender sensitization training been thoroughly assessed and identified to ensure that all relevant stakeholders, including staff, management, and partners, are equipped with the necessary knowledge and skills to promote gender inclusivity? Technical Training Areas: <ul style="list-style-type: none"> Have the specific domains or subjects that require technical training been clearly defined to enhance the capacity of individuals involved in the planning, implementation, and evaluation of gender-responsive initiatives? |
| <p>Impact Evaluation Frameworks And Monitoring Mechanisms</p> | <ol style="list-style-type: none"> Training Plan and Measurable Outcomes: <ul style="list-style-type: none"> Has a comprehensive training plan been developed that outlines the objectives, content, target audience, and delivery methods of the proposed training programs? Does the training plan include clear and measurable outcomes to assess the effectiveness of the training interventions and their impact on fostering gender equality in the logistics sector. |

Thematic Areas**Checklist/KPIs**

Implementing Agencies To Adopt DEI Strategies Across The Talent Pipeline To Enhance Women's Representation, Particularly At Leadership And Decision Making Levels

- **KPI 1:** Percentage increase in the number of women in leadership and decision-making roles across logistics facilities.
- **KPI 2:** Number of diversity and inclusion initiatives implemented across the talent pipeline (e.g., targeted recruitment, mentorship programs, leadership development programs).

Ensure Opportunities For Career Advancement For Women

- **KPI 1:** Percentage of women employees receiving promotions or career advancement opportunities.
- **KPI 2:** Number of career development programs and initiatives specifically designed for women employees

Impact Evaluation Frameworks And Monitoring Mechanisms

- **KPI 1:** Percentage of implementing agencies with functional grievance redressal committees.
- **KPI 2:** Number of grievances filed and resolved through the established redressal mechanisms.

**Partnerships With Industry Associations/Skill Training Institutes
Partnerships With Industry Associations/Skill Training Institutes**

- **KPI 1:** Number of industry associations engaged in the gender action plan implementation.
- **KPI 2:** Number of collaborative initiatives or programs launched with industry associations to promote gender diversity and inclusion.
- **KPI 3:** Number of skill training institutes (public and private) partnered with for the gender action plan.
- **KPI 4:** Percentage increase in the number of women enrolled in skill training programs related to the logistics sector.

3. Advisory for industry associations to increase women's representation in decision-making committees.

It is suggested that government departments may issue an advisory for industry organizations and associations to increase women's representation in their decision-making committees. To echo this intervention, the CBIC acknowledged the need for women's representation in the sector and issued Circular No. 02/2024 dated 8th March 2024 ensuring that there is enough representation of women in the Permanent Trade Facilitation Committee (PTFC) and Customs Clearance Facilitation Committee (CCFC) meetings.

Rationale For The Intervention

This measure recognizes the importance of diverse perspectives and inclusive decision-making within the logistics sector. Without adequate women's representation, decisions may perpetuate gender biases or overlook unique challenges faced by women. Increasing representation ensures a broader range of perspectives are considered, leading to more well-rounded and inclusive policies and practices.

Moreover, this advisory can help break down structural barriers and create an enabling environment for women's leadership in logistics. By setting clear expectations and guidelines, its establishment signals a commitment to gender equality and challenges traditional norms that have perpetuated underrepresentation of women in leadership roles.

Suggested Implementation Structure

To effectively implement this initiative, a phased approach is suggested, starting with a 30% target for women representation in the first year, and gradually increasing to 40% over three-five years, allows for sustainable adaptation. A robust monitoring and evaluation mechanism, facilitated by

the Gender Lab, can ensure transparency, accountability, and success within the industry.

8.1.2 Policy And Regulatory Interventions

1. Annual gender lens review and safety audits of all logistic facilities

Government departments can mandate integrating a gender perspective and gender analysis into all stages of designing, implementing, and evaluating logistics facilities. Mandating an annual gender lens review and safety audit once in two years of all logistics facilities can be a significant step towards promoting gender equality in the logistics sector.

Rationale For The Intervention

Logistics infrastructure, including transportation networks, warehousing facilities, and trade facilitation centres, play a crucial role in enabling the efficient and seamless movement of goods and services. However, if these facilities are not designed and operated with a gender lens, they may inadvertently perpetuate gender disparities and fail to address the specific needs and challenges faced by women in the logistics sector. **Therefore, this review process can identify existing gaps, such as inadequate safety and security measures, lack of gender-specific amenities, or accessibility barriers for women with disabilities.** The insights gained from these reviews can inform the development of targeted interventions and infrastructure upgrades, ultimately fostering a more inclusive and gender-responsive logistics ecosystem.

Suggested Implementation Structure

This gender lens review can use a checklist (refer to Pillar 3 - Infrastructure Interventions), which includes 12 parameters against which the performance can be assessed for all the logistics facilities and data can be collated. The same data can be sent to the Gender Labs, which can be further integrated in their centralised data

dashboards. This review can ensure that gender considerations are integrated into the planning, design, and operation of logistics facilities. It can also help identify and address any gender-based disparities or biases that may exist within these facilities. This review can be conducted through regular audits, surveys, and feedback mechanisms that involve both employees and customers including men and women at the facilities.

2. Collect gender-disaggregated data for all logistics facilities and create a data repository

Logistics related departments and government agencies can mandate the collection of gender-disaggregated data across all logistics facilities.

Rationale For The Intervention

The rationale for mandating the collection of gender-disaggregated data for all logistics facilities and creating a centralized data repository is rooted in the fundamental principle of evidence-based policymaking and decision-making. Without accurate and comprehensive data that captures the distinct experiences, challenges, and opportunities faced by women in the logistics sector, it becomes challenging to design and implement effective gender-responsive interventions.

Gender-disaggregated data is crucial for identifying potential gender disparities, understanding the specific needs and barriers faced by women, and assessing the impact of policies and programs on promoting gender equality and empowerment within the logistics ecosystem. By collecting data disaggregated by gender as well as other relevant variables like age, location, and socioeconomic status, government departments can gain valuable insights into the representation, participation, and experiences of women across various logistics aspects including employment, entrepreneurship, access to facilities, and decision-making processes.

Furthermore, a centralized gender-

disaggregated data repository could be an invaluable resource, enabling comprehensive analysis by consolidating data from various logistics facilities and regions. This could facilitate identifying patterns and trends to inform targeted strategies, resource allocation, and policy interventions aimed at addressing the specific challenges faced by women in the sector through data-driven decision-making. Overall, gender-disaggregated data is instrumental for promoting gender equality and empowering women in the logistics industry.

Suggested Structure

Implementation

This can be done by circulating a standardized form across all the logistics facilities involving - ICDs, land ports, airports, and seaports. The form can be sent on a bi-annual basis to the Operating Head of the Facility by government departments. This data can be systematically compiled into a centralized repository.

This data can cover various aspects such as:

- **Number of Men & Women Employees**
- **Job Roles of Men & Women Employees**
- **Duration of Employment**
- **Leadership positions held by Men & Women Employees**

The logistics facilities could be responsible for the actual data collection, ensuring that the data is comprehensive and accurately reflects their workforce. The benefits of this intervention may be manifold. Firstly, it could provide a clearer picture of gender representation in the logistics sector, potentially highlighting areas where gender disparities exist. This data could then guide policy decisions aimed at promoting gender equality in the sector. Secondly, it might enable the tracking of progress over time, offering a means to measure the effectiveness of this action. Lastly, the repository could serve as

a valuable resource for researchers and policymakers alike, fostering a data-driven approach to gender equality in the logistics sector. This initiative aligns with the broader national and international commitment to gender equality and sustainable development.

3. Encourage the trade bodies/ custodians to establish dedicated help desks

It is suggested that government departments encourage the custodians to establish dedicated help desks for women at logistics facilities. This initiative aims to provide a supportive environment for women exporters, enabling them to navigate the complexities of logistics facilities with ease. The same has been reflected in the Circular issued by CBIC in March 2024.

Rationale For The Intervention

The rationale for government departments to encourage trade bodies and custodians to establish dedicated help desks is multifaceted and driven by the need to create an inclusive and enabling environment for all stakeholders in the trade and logistics ecosystem.

Firstly, dedicated help desks can play a pivotal role in addressing the unique challenges and barriers faced by women traders, entrepreneurs, and professionals in the logistics sector. Women often encounter gender-specific obstacles, such as limited access to information, networking opportunities, and support systems. By establishing dedicated help desks, trade bodies and custodians can provide tailored assistance, guidance, and resources to address these challenges. This could not only boost their confidence but also enhance their productivity and competitiveness in the global market.

Secondly, the establishment of dedicated help desks aligns with government's broader commitment to fostering a culture of transparency, accountability, and stakeholder engagement, contributing to the broader goal of inclusive economic growth.

Suggested Structure

Implementation

This customized & dedicated online information platform can be developed to specifically assist women custom brokers and logistics service providers in understanding compliance, procedural and documentation requirements, tariff information, contact details of freight forwarders and customs house agents, and provide documentation checking services. This can be a separate counter at the facility so that it is distinguished from other checkpoints. By promoting the establishment of such dedicated support channels, government departments can foster a more transparent, efficient, and collaborative trade ecosystem.

Regarding the structure of these help desks, it is suggested that trade bodies and custodians deploy a team of at least two staff members who can work in shifts to ensure round-the-clock availability (24/7). This approach not only ensures prompt response times but also accommodates the diverse schedules and time zones of stakeholders. Furthermore, it is advisable to have at least one woman staff member, promoting gender diversity and fostering an inclusive environment where women traders from all backgrounds feel comfortable seeking assistance.

In addition to the dedicated staff, these help desks can be complemented with digital solutions to enhance their effectiveness and accessibility. One such solution can be the development of a mobile application or a dedicated section on the government website that hosts a comprehensive repository of frequently asked questions (FAQs) and procedural information. This digital resource can be regularly updated with input from the help desk staff, ensuring that stakeholders have access to accurate and up-to-date information. Furthermore, the help desks can be integrated with the government website, allowing stakeholders to submit queries directly through an online portal, streamlining the communication process and ensuring efficient tracking and resolution of inquiries.

The implementation of this initiative can be carried out in a phased manner. In the first phase, pilot projects can be launched in major logistics facilities such as ICD Tughlakabad, JNPT and Kolkata Port Trust. Based on the feedback and outcomes of these pilot projects, necessary modifications can be made, and the initiative can be rolled out across all logistics facilities. Government departments can collaborate with trade bodies, custodians, and women's organizations to ensure the effective implementation of this initiative.

The timeframe for the implementation of this initiative can be spread over two years. The first six months can be dedicated to planning and setting up pilot projects. The next one year can be used for running the pilot projects and gathering feedback. The final six months can be used for making necessary modifications and rolling out the initiative across all logistics facilities. This timeframe ensures that the initiative is implemented systematically and effectively, ensuring its success and sustainability.

4. Expand outreach programs for women traders to join the Government's AEO program

Government authorities can undertake active efforts to actively promote outreach programs for women traders to encourage them to join the Authorized Economic Operator (AEO)* program of the Government. This initiative aims to empower women exporters, enhance their competitiveness, and facilitate their integration into global value chains. The benefits of this intervention include access to simplified customs procedures, faster clearance times, and lower inspection rates, all of which can significantly boost their export businesses.

Registering on the AEO platform provides women traders with a unique opportunity to be recognized as secure and reliable partners in international trade. It not only enhances their credibility but also opens new avenues for growth and expansion. Moreover, being part of the AEO program can lead to increased visibility and

recognition in the global market, thereby attracting more business opportunities.

It is suggested this action point is undertaken by the government in collaboration with various women's trade associations. The implementation can involve conducting awareness workshops, providing training on the registration process, and offering continuous support. The focus could be on reaching out to women traders across the country, especially those in remote and rural areas.

Government authorities can consider implanting this in a phased implementation plan over two years, starting with the development of the outreach program, followed by its launch and continuous monitoring. This initiative, thus, holds the potential to transform the landscape of women's trade in India, contributing significantly to the nation's economic growth.

8.1.3 Infrastructure Interventions

1. Create gender-responsive infrastructure for all the logistics facilities under the purview of the PM GatiShakti initiative

Safe and inclusive facilities can facilitate women's economic participation at all logistics sites (seaports/land ports/airports), inland container depots, warehousing facilities and MMLPs.

Rationale Of This Intervention

Gender-responsive infrastructure in the logistics sector is crucial for promoting gender equality and empowering women's economic participation. If infrastructure is not designed with a gender lens, it can perpetuate existing disparities and create barriers for women's involvement. By incorporating gender-responsive elements into logistics facilities' planning, design, and construction, government can ensure that the needs, perspectives, and safety concerns of women are adequately addressed.

Such infrastructure can foster a more inclusive environment for women to pursue careers, entrepreneurship, and leadership roles in logistics, contributing to their overall economic empowerment. Additionally, this initiative could contribute to positioning India as a promoter of gender-inclusive practices within the global logistics sector, potentially enhancing the country's reputation and competitiveness.

Suggested Implementation Structure

Government agencies can play an important role in creating and endorsing public infrastructure guidelines for all logistics facilities, while industry stakeholders can contribute by implementing and advocating for inclusive practices. These guidelines can serve as a blueprint for public/private sector developers, outlining the necessary steps and considerations for creating an environment that is safe, inclusive, and conducive to all genders. To ensure that the logistics facilities under the PM GatiShakti initiative are gender-responsive, the following checklist of 10 points can be considered:

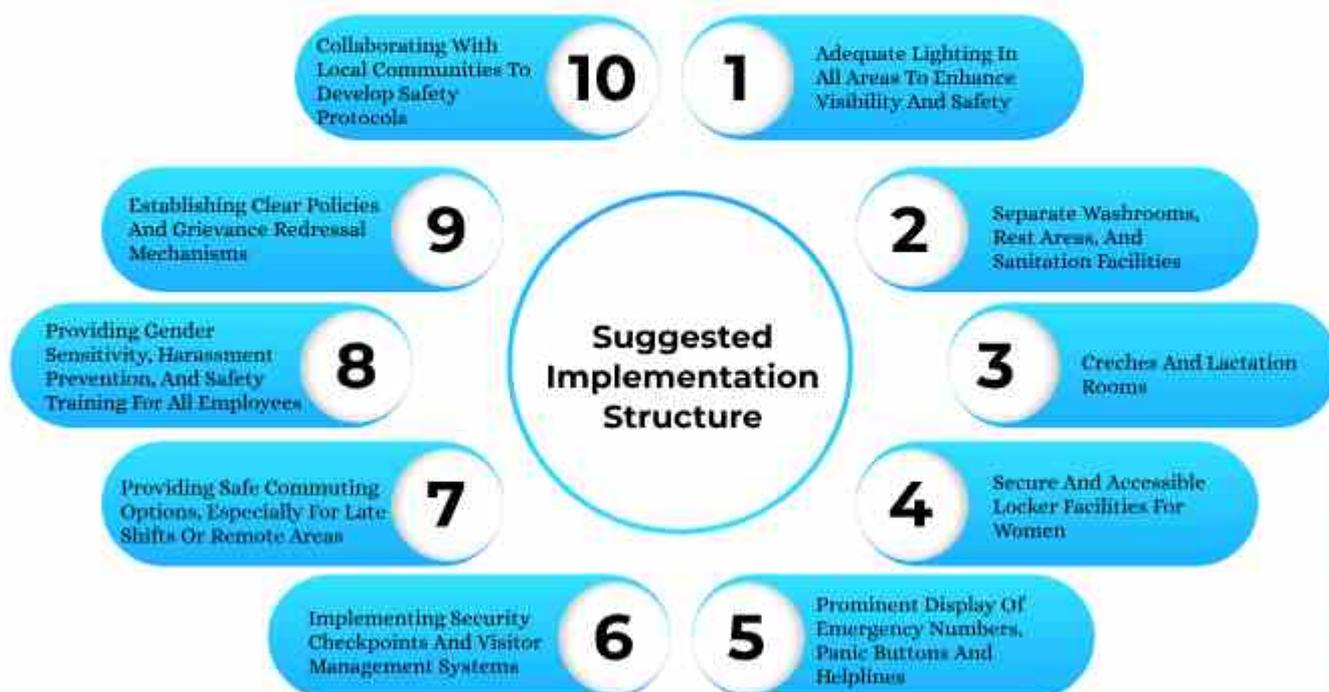
1. Adequate lighting in all areas, including parking lots, entrances, and common

spaces, to enhance visibility and safety: Proper lighting and working surveillance systems are essential for safety and can be a significant factor in encouraging the participation of women in night shifts or in locations with inadequate natural lighting, especially since many land ports are operational 24*7, or in late evenings.

2. **Separate washrooms, rest areas, and sanitation facilities:** Providing dedicated rest facilities for women custom brokers, freight forwarders, and logistics service providers could help ensure their privacy, safety, and comfort. This can include separate washrooms equipped with necessary amenities, rest areas, and sanitation facilities that are managed by women housekeeping staff.

3. **Creches and lactation rooms:** As per the Maternity Benefit (Amendment) Act, 2017, all establishments employing above 50 persons are mandated to provide in-situ creche facilities. Establishing creches and lactation rooms at ports and logistics facilities supports women who are balancing work and childcare responsibilities.

Figure 29: Suggested Checklist For Establishing Gender-Responsive Infrastructure



Source: Study Team

These facilities help in providing a safe and convenient space for women to breastfeed, childcare services for their children, potentially encouraging more women, particularly mothers, to apply for jobs and retain women who have already been recruited.

4. **Secure and accessible locker facilities** for women to store personal belongings safely.
5. **Prominent display of emergency contact information, panic buttons**, including helpline numbers and dedicated personnel for addressing safety concerns.
6. Implementing access control measures, such as **security checkpoints and visitor management systems**, to ensure a secure environment.
7. **Offering transportation services** or safe commuting options, particularly for late shifts or remote locations.
8. **Providing training and awareness programs** on gender sensitivity, sexual harassment prevention, and workplace safety for all employees.
9. **Establishing clear policies and grievance redressal mechanisms** to address instances of harassment, discrimination, or safety breaches.
10. Collaborating with local communities, women's organizations, and law enforcement agencies to develop

comprehensive safety protocols. To ensure the success of this initiative, it is proposed that government departments may oversee the progress of the infrastructural developments as per the guidelines across logistics facilities and suggest corrective measures for infrastructure development. Any deviations or shortcomings identified during these assessments can be promptly addressed.

8.1.4 Services

1. A job portal could be created as a 'Digital Marketplace for Logistics,' serving as an aggregated platform for women to find jobs in the logistics sector.

To ensure that information regarding employment opportunities is disseminated transparently, Government agencies can create a job portal in partnership with private sector / industry associations as a 'Digital Marketplace' for women in logistics.

Rationale Of This Intervention

The creation of a central job portal in collaboration with industry associations, presents a compelling opportunity to address the gender gap and promote women's participation in the logistics sector.

This initiative is rooted in the recognition that access to employment opportunities is a fundamental aspect of achieving gender equality and economic empowerment.

Box 1: CBIC's Commitment To Promote Gender-Responsive Infrastructure

Recognizing the increasing participation of women in this sector, CBIC issued Circular No. 03/2024 on 8th March 2024. **These circular mandates the provision of a safe and secure working environment for women, along with gender-inclusive infrastructure.** This includes care infrastructure and services, such as creches, sufficient lighting, panic buttons, and regular upgrades of facilities from a gender perspective. This initiative reflects CBIC's dedication to promoting gender inclusiveness in the workplace ecosystem, contributing to a more equitable and inclusive logistics sector.

A dedicated job portal for the logistics sector can serve as a powerful tool to address the information asymmetry and connectivity challenges that often hinder women's access to employment opportunities. By aggregating job listings from various companies and industries within the logistics ecosystem, the portal can provide a centralized platform for women to explore diverse career prospects, ranging from entry-level positions to leadership roles. This transparency and accessibility can empower women to make informed decisions about their career paths, while also enabling employers to tap into a broader pool of talented and qualified candidates.

Suggested Implementation Structure

This portal could serve as an aggregated platform for women to find jobs across all roles in the logistics sector. From a maintenance standpoint, Government department & industry associations can facilitate the operation of the portal. With their extensive networks with the large and MSMEs and deep understanding of the logistics sector, they can ensure that the portal effectively connects women with job opportunities in the sector. The portal can also serve as a communication bridge between the government and logistics companies. It can provide a platform for companies to share job opportunities and for women to apply for these positions, facilitating effective communication between all parties.

Moreover, the job portal can be designed to incorporate features that cater specifically to the needs and concerns of women seeking employment in the logistics sector. This can include prominently highlighting family-friendly policies, flexible work arrangements, and inclusive work environments offered by potential employers. Additionally, the portal can provide resources and guidance on skills development, networking opportunities, and mentorship programs tailored to the logistics industry, further enhancing women's competitiveness and career

progression prospects.

It is suggested to invite industry associations to consider taking the lead in maintaining the portal. Given their overall positioning in the sector, they could be well-suited to host, advertise, and maintain the portal. They can bid for this responsibility through a tender process, ensuring a fair and transparent selection process. The creation of a central job portal can significantly enhance the ability of women to find jobs in the logistics sector.

It could also facilitate effective communication between the government, industry associations, and logistics companies, contributing to the overall objectives of the Gender Action Plan.

2. Evaluate financing schemes available for entrepreneurs/traders and MSME's with a gender lens and conduct a market study on feasibility of the existing schemes for women in logistics

Promoting entrepreneurship and supporting the growth of MSMEs in the logistics sector is crucial for fostering innovation, creating employment opportunities, and driving economic growth. However, women entrepreneurs and business owners often face unique challenges in accessing financing and navigating the complex landscape of available schemes and incentives. To address this issue, government agencies can prioritize the evaluation of existing financing schemes through a gender lens and conduct a comprehensive market study to assess the feasibility of these schemes for women in the logistics sector.

The evaluation process can involve a thorough review of the eligibility criteria, application procedures, and terms and conditions of various financing schemes offered by government agencies, financial institutions, and other relevant stakeholders. This can assess whether these schemes are designed to be inclusive and accessible to women entrepreneurs, taking into account the specific challenges and barriers they may face, such as limited access to collateral, gender-based discrimination, or lack of awareness about

available opportunities. Furthermore, agencies can engage with women entrepreneurs and business owners in the logistics sector to gather first-hand insights and feedback on their experiences with existing financing schemes. This qualitative data can provide valuable perspectives on the effectiveness of these schemes, the challenges encountered during the application and approval processes, and the potential areas for improvement to better cater to the unique needs of women-owned businesses.

In parallel with evaluating existing schemes, a comprehensive market study can be commissioned to examine the feasibility of financing options for women in the logistics sector. This study can analyze market trends, industry dynamics, and the specific financing requirements of women-owned logistics businesses. Understanding the landscape and unique challenges faced by women entrepreneurs allows custodians to develop targeted, sector-specific financing solutions tailored to their needs. The findings can inform a comprehensive action plan to streamline and enhance financing schemes, revising eligibility criteria simplifying processes, providing dedicated

support, and exploring innovative financing models addressing women entrepreneurs' challenges. This gender-responsive approach creates an enabling environment supporting the growth of women-owned logistics businesses, contributing to economic empowerment and gender equality.

8.1.5 Skilling

1. Mandate collection of gender-disaggregated data for pre & post course completion of skill training institutions to assess the effectiveness of skill development programs and analyse post-certification employment trends

Ensuring the effective absorption of skilled women professionals in the logistics sector is crucial for promoting gender diversity and harnessing the full potential of the workforce. To achieve this objective, a robust monitoring and evaluation framework can be implemented to assess the performance of skill training institutes and track post-certification employment data. By analysing this data, government agencies can gain valuable insights into the challenges and opportunities related to women's participation in the logistics sector.



Study Team's Field Visit To Industrial Training Institute (ITI) For Women In Guwahati

Rationale Of This Intervention

Monitoring the performance of skill training institutes and evaluating post-certification employment data is critical for ensuring the effectiveness of training programs in facilitating women's entry and sustained participation in the logistics sector. Robust monitoring can identify gaps, assess curricula quality, and enable data-driven adjustments to align with industry needs.

Pre-course data can include information on applicant demographics, educational backgrounds, and motivations for pursuing logistics-related training. Evaluating post-certification employment data gauges the real-world impact on women's workforce absorption, providing insights into conversion rates, retention, and career progression. This data could inform targeted interventions to address barriers hindering the successful transition of trained women into logistics careers. Overall, this intervention may help ensure that training programs are relevant, impactful, and translate into meaningful employment opportunities, ultimately promoting women's empowerment in the logistics industry.

Furthermore, the analysis of post-certification employment data can shed light on industry-specific trends, emerging skill requirements, and potential mismatches between training curricula and employer demands. This information can be leveraged to refine and adapt skill training programs, ensuring their continued relevance and responsiveness to the evolving needs of the logistics sector. Additionally, it can guide the development of upskilling and reskilling initiatives, enabling women to continuously enhance their competencies and remain competitive in a rapidly changing industry landscape.

Suggested Structure

Skill training institutes, both public and private, can be asked to provide comprehensive data on their training programs, enrolment statistics, and post-certification employment outcomes in the

logistic sector. This can be executed using a template/standard questionnaire which can be sent to all the training institutes on an annual basis. This data can be disaggregated by gender, in order to identify any disparities or patterns that may exist in the absorption of women professionals. Additionally, longitudinal data on the career progression and retention of women in the logistics sector can be collected, shedding light on potential barriers or enablers for their long-term success.

To ensure transparency and facilitate evidence-based policymaking, the proposed Gender Labs can be responsible for maintaining a centralized dashboard or data repository. This platform can serve as a public resource, allowing stakeholders, researchers, and policymakers to access and analyse the collected data on skilling. By making this information widely available, collaborative efforts can be fostered and data-driven decision-making can be enabled to address the challenges faced by women in the logistics sector.

Furthermore, government departments can collaborate with skilling institutes to continuously refine the data collection and analysis methodologies. The Gender Lab can monitor the collection of accurate and efficient data, analysis, and reporting and can consider to collaborate closely with skill training institutes, industry partners, and relevant stakeholders to develop standardized data collection protocols and ensure compliance. This collaborative approach could help ensure that the data captured is comprehensive, accurate, and relevant to the evolving needs of the logistics sector. By leveraging this data-driven approach, targeted interventions can be developed, effective policies can be designed, and implement evidence-based strategies can be implemented to enhance women's representation and retention in the logistics workforce.

Furthermore, the Gender Lab can periodically publish comprehensive reports and analyses based on the collected data, highlighting key trends, challenges, and opportunities for enhancing women's

participation in the logistics workforce on skilling. These reports can inform policy decisions, guide resource allocation, and facilitate collaboration among various stakeholders, including government agencies, industry associations, and civil society organizations, to foster a more inclusive and gender-responsive logistics ecosystem.

2. Identify industrial clusters to have public-private partnerships & create gender-responsive infrastructure at skill training institutes

Enhancing the representation of women in the logistics sector requires a multi-faceted approach, encompassing both capacity-building initiatives and the provision of gender-responsive infrastructure. Government authorities can prioritize the identification of industrial clusters and foster public-private partnerships to leverage the strengths of both public and private sector entities in upskilling women and creating an inclusive learning environment.

Rationale Of This Intervention

It has been observed from the consultations that the logistics sector faces a shortage of adequately trained personnel in areas close to industrial hubs. To cater to the demands of logistics companies/parks and MSMEs, particularly those near rapidly expanding and high-yielding industrial clusters, the capacity for skills training could be amplified. This may help ensure a sufficient supply of locally trained workers.

This intervention also acknowledges the importance of fostering collaboration between the public and private sectors in addressing the skill development needs of the logistics industry. By leveraging the expertise, resources, and networks of both stakeholders, these partnerships can create a synergistic environment that enhances the quality and relevance of skill training programs. Private sector participation could ensure that the curricula remain aligned with industry demands and emerging trends, while the public sector may provide

strategic guidance, regulatory oversight, and access to funding mechanisms. This collaborative approach not only optimizes resource utilization but also fosters a shared sense of responsibility and commitment towards addressing the skill gaps within the logistics sector.

Moreover, the identification of industrial clusters is a strategic move that recognizes the geographic concentration of logistics activities and the potential for creating localized ecosystems of skill development. This immersive approach can significantly enhance the practical relevance of the training programs, enabling trainees to develop a deeper understanding of the logistics sector's operations, challenges, and best practices. Furthermore, the emphasis on gender-responsive infrastructure at these skill training institutes is a crucial step towards promoting gender equality and creating an inclusive learning environment. By designing facilities that cater to the specific needs and concerns of women trainees, such as separate accommodation, dedicated amenities, and safety measures, these institutes can foster a sense of empowerment and encourage greater participation from women in the logistics sector.

Suggested Structure

Implementation

Public skill training institutes often face resource constraints and limited capacity, hindering their ability to cater to the growing demand for specialized logistics training. By establishing strategic PPPs with private training institutes, particularly those located within industrial clusters, public institutions can overcome these limitations. Under this collaborative model, public institutes can organize periodic crash courses or short-term training programs focused on women's upskilling in logistics-related domains. These crash courses, spanning two weeks or more, can be conducted at the facilities of private training partners on a rotational basis, reducing the need for public institutions to invest heavily in new infrastructure. This approach can not only optimize resource utilization but also

exposes women trainees to real-world industrial settings, enhancing the practical relevance of their learning experience.

However, it is crucial to ensure that the infrastructure provided by private training partners is gender-responsive and conducive to fostering an inclusive learning environment. Government agencies can mandate certain infrastructural requirements, such as separate and well-maintained restrooms for women, dedicated lactation rooms or nursing stations, CCTVs for safety, and secure locker facilities. These provisions can not only cater to the specific needs of women trainees but also promote a sense of safety, comfort, and belonging.

The focus can be on districts that are near industrial corridors, industrial areas, or special economic zones. This strategy can foster a more inclusive approach to skill development, targeting local women. By doing so, government authorities could help bridge the skill gap in the logistics sector, ensuring a steady supply of skilled workforce in sync with the sector's growth and demands. This may not only boost the sector's productivity but also contribute to local employment and socio-economic development.

3. Facilitate partnerships between industry associations, skilling institutions and government agencies

Facilitating partnerships between industry associations, skilling institutions and government agencies can play a pivotal role

in bridging the gap between the theoretical knowledge imparted through training programs and the practical realities of the logistics sector.

Rationale Of This Intervention

By establishing collaborations and partnerships, industry associations can facilitate the exchange of information, insights, and feedback between stakeholders. This two-way communication could allow training curricula to be tailored to the specific needs and demands of the logistics sector, ensuring that the skills imparted to trainees are relevant, up-to-date, and aligned with industry best practices. Consequently, this approach may enhance the employability and job-readiness of skilled professionals, benefiting both the workforce and the industry alike.

For instance, government authorities can liaise with industry associations such as the Custom Brokers Association, and the FFFAI etc. to enhance partnerships and affiliations for industry placements. Most importantly, it has been observed that there are very limited logistics courses which are being currently offered in the women ITIs in India, therefore it is suggested that government agencies partner with women ITIs to ensure that logistics is also offered as a course and women can be potentially trained in this field as well.

Moreover, industry linkages for skilling provide invaluable opportunities for hands-on learning and practical exposure. Through

Box 2: Observations From The Field Visit Linking To A Shortage In Demand For Skilling In Logistics

As per the study teams' visit to the Guwahati visit to Assam Skill Training Institute, it was observed that the training facilities for logistics are generally scarce, with only a few colleges and universities offering such programs. Unfortunately, the institution had shuttered their logistics training programs due to insufficient demand amongst the women employees.

internships, apprenticeships, and on-site training programs, aspiring logistics professionals can gain first-hand experience in real-world scenarios, enabling them to apply theoretical knowledge in practical settings. This experiential learning approach could not only reinforce theoretical concepts but also equip trainees with essential soft skills, such as problem-solving, teamwork, and adaptability, which are highly valued in the logistics sector. By facilitating these linkages, industry associations may play a crucial role in nurturing a skilled and job-ready workforce capable of meeting the evolving demands of the logistics industry.

Suggested Activities:

Implementation

A. Launch trainings for obtaining industry licenses in Women ITIs: As a strategic initiative for skilling institutes, both in the public and private sectors, it is crucial to train women to appear for custom exams for F Card and G Card licenses in custom brokering. By equipping women with the necessary skills and knowledge, skilling institutes can establish partnerships with industry associations. Industry associations can provide trainings for F Card custom brokerage license. These associations possess the expertise and resources that can greatly enhance the effectiveness of the training programs. Collaborating with these associations can ensure that the training programs are aligned with industry standards and that the trainees are well-prepared for the exams and their subsequent roles in the industry.

B. Collaboration with Skilling Institutes and Onboarding Certified Trainers: A key aspect of this intervention can be the establishment of partnerships with skilling institutes. These institutes have trainers who can effectively train women for the F/G Card custom brokerage license exams. Furthermore, it is suggested to onboard certified trainers for this purpose. These courses can be offered in women ITIs and linked to the PM Vikas Kaushal Yojana, and be accredited nationally. By doing so, we can ensure that women are not only

prepared for the exams but are also empowered to thrive in their careers post-certification as trainers.

C. Creation of Women Trainer Cohorts and Placement Assistance: Industry associations can facilitate trainings for special industry licenses by onboarding the certified trainers. These trainers through skill training institutes can create cohorts of women trainers in batches of 10-15, sponsored by industry associations. These trainers can further train other women, thereby creating a sustainable and scalable model for empowerment. Further, industry associations can also play a pivotal role in facilitating placements for these women, thereby ensuring their successful integration into the industry. For instance, associations like FFFAI can potentially run skill training programs in 4-5 cities by training women in batches and then these associations can recruit women staff directly.

D. Collaborations with academic institutions: Government departments can tie-up with universities to offer crash courses for 3-6 months on their existing logistics program and provide certification for the same to increase credibility. Upon the completion of the program, students can be provided with provided with internship opportunities, with a special preference given to girls in the logistics sector to provide the technical skills and knowledge needed to thrive in the business.

Suggested Implementation Structure For Training Session:

The implementation of these training sessions can be carried out in a phased manner. Initially, a pilot program can be launched with industry associations that have already rolled out these training sessions for women. For instance, India SME Forum which has a Women Exporters program, helps women gain information on various aspects of trade. The training curriculum can be developed and validated in collaboration with experts in gender

studies and international trade could be considered to ensure that it is comprehensive and effective. Not only might this intervention foster a more inclusive and equitable work environment, but it could also empower women exporters by addressing any gender-specific challenges they may face. This, in turn, may lead to an increase in the number of women participating in international trade, contributing to economic growth and gender equality.

In terms of time frame, the pilot program can be initiated within the next six months, with a review and evaluation phase following six months after implementation. Depending on the success of the pilot, a nationwide rollout could be achieved within

the following year. This could allow for a gradual yet impactful introduction of gender sensitization training within the government departments.

The implementation of comprehensive and accessible training programs is paramount. Providing long-term placement support to women trainees, and increasing the use of apprenticeship programs post short-term training can improve employment outcomes in this sector. These programs can be designed to cater to the unique needs and circumstances of women. This includes offering flexible scheduling options, providing necessary support systems, and creating an inclusive and conducive learning environment.

Figure 30: Suggested Implementation Activities For Public-Private Partnerships



Source: StudyTeam

Table 3: Field Visit To EXIM Academy In Chennai

EXIM Academy is a specialized Logistics, Supply Chain and Export Import management business-training institute, formed for the purpose of educating students, executives and entrepreneurs.

The institution has trained 350+ students with placement record of 87% into mainstream companies in India, including global placements. The institute offers courses on Logistics, Freight Forwarding, Export Import Management, Export Entrepreneurship. Candidates have secured jobs in major companies, including, Sattva, TVS, DHL, TATA Croma, most CHA companies, etc.

As a part of training, EXIM Academy arranges port and industrial visits, and seminars. Theoretical training is case study oriented. They also stay attuned to industry trends by introducing relevant courses concerning topics such as automation.

Teachers in EXIM are experienced in the market and have more than 30 years of experience. Most of them have high-ranking positions such as chairperson, chief marketing officer, etc. After finishing training, students get internships to get hands-on experience and increase their technical skills and confidence.

During The Study Team's Visit To The Academy, Several Challenges Were Highlighted:

- **Representatives stated there isn't enough awareness of the career opportunities available in the logistics sector among school and college students.**
- **Consultations with authorities highlighted that a significantly higher proportion of men than women are present in skill institutes.** For instance, in EXIM academy's current batch, only 4 to 5 students are females, out of a total of 25. In EXIM's previous batch, 25 students attended the Freight Broker License examination, of which 7-8 were women, a small proportion yet a relatively high amount in India when compared to other states such as Kerala.

The study team observed several gender-friendly initiatives that have been implemented by the academy to ensure more females register for the courses:

- The academy has the option of providing **online classes**, which are useful for mothers who face difficulty in finding time to attend in-person sessions.
- They have also introduced **export entrepreneurship courses** as female students are most interested in this field of work.
- EXIM indicated that **peer support is strongly encouraged in its batches**, among not only women but also men. They may not explicitly organize peer support networks, but their students have WhatsApp groups, and collaborate and provide support for each other in class. Though classes are largely determined by the trainers' availability, EXIM academy has flexible working hours.

Academy Provides 24/7 Life-Long Support To Its Students Through:

- Their customs house agent
- Logistics division
- Exports and imports
- 3rd party freight forwarding
- Custom consultants
- Customs team
- Directorate General of Foreign Trade team
- Stories of successful entrepreneurs from EXIM Academy are posted on their YouTube, LinkedIn, and other social media pages.

Support Is Provided For Activities Such As:

- Attaining documentation
- Attaining licenses (e.g. Freight Broker License)
- Attaining internships post-training
- Getting additional guidance/opportunities post-training if there are perceived gaps in education
- Connections to get job-placements
- Starting companies
- Matching supply of student-innovated products to demand

Source: Field Visits Conducted By Study Team

4. Expand the outreach with the private sector representatives for E-Skill India program (related to the logistics sector)

E-Skill India, an e-learning aggregator platform, was introduced by the NSDC in March 2020. This platform brings together B2C e-learning portals from the skilling ecosystem that operate online, allowing various e-learning providers who specialize in certain skilling sectors to pool their resources. The platform covers a wide range of sectors, including logistics. Most of these certified online courses are offered free of charge and are available in various regional languages. However, there is limited information about this portal amongst the private sector; therefore, skill training institutions may expand on outreach by conducting sensitization trainings to increase participation of women candidates in the logistics sector.

Rationale Of This Intervention

Expanding the outreach of the E-Skill India program for the logistics sector in collaboration with private sector representatives is a crucial action for skilling institutes. This initiative holds significant importance since the logistics sector is a dynamic and rapidly evolving industry that relies heavily on technology and digital tools. **By expanding the outreach of the E-Skill India program specifically tailored to the logistics sector, skilling institutes can equip aspiring professionals with the essential digital skills and knowledge required to thrive in this technologically advanced environment.** This could not only enhance their employability but also ensures that the logistics workforce remains competitive and adaptable in the face of constantly evolving technological advancements.

Suggested Structure

Skilling institutes can expand the outreach of the E-Skill India program for the logistics sector with the private sector representatives through various strategic approaches:

Implementation

Firstly, skilling institutes can establish formal partnerships and collaborations with leading logistics companies, industry associations, and relevant private sector organizations. These partnerships can take the form of advisory boards, curriculum review committees, or industry-academia consortiums. By actively involving private sector representatives in the development and review of training curricula, skilling institutes can ensure that the programs are aligned with the latest industry trends, technological advancements, and skill requirements. These collaborations can also facilitate the exchange of knowledge, expertise, and best practices, enabling skilling institutes to continuously refine and enhance their training offerings. Additionally, skilling institutes can leverage the expertise of private sector representatives through guest lectures, industry-led workshops, and on-site training programs. By inviting industry experts and professionals to share their practical experiences, case studies, and insights, skilling institutes can provide aspiring logistics professionals with a deeper understanding of the real-world challenges and opportunities in the sector.

These interactive sessions could not only enrich the learning experience but also foster valuable networking opportunities, potentially leading to internships, apprenticeships, or even job placements. Furthermore, government can suggest to skill training institutions to partner with private sector organizations to develop and implement industry-relevant capstone projects or internship programs. These hands-on experiences can provide aspiring logistics professionals with the opportunity to apply their acquired digital skills in a practical setting, working on real-world challenges faced by the industry. Such collaborations could not only enhance the practical relevance of the training but also facilitate the seamless transition of skilled individuals into the workforce, as they gain valuable experience and exposure to the logistics sector. Moreover, government can suggest to skill training institutions to leverage the expertise of private sector representatives

in the development of industry-specific case studies, simulations, and interactive learning resources. By incorporating real-world scenarios and challenges faced by logistics companies, skilling institutes can create immersive and engaging learning experiences that better prepare aspiring professionals for the realities of the sector. This collaborative approach could not only enhance the effectiveness of the training programs but also fosters a deeper understanding of the industry's complexities and best practices.

By embracing these collaborative approaches, skilling institutes can bridge the gap between theoretical knowledge and practical application, potentially ensuring that the skilled workforce is equipped with the essential digital skills and industry-specific expertise required to thrive in the dynamic and technology-driven logistics sector.

5. Employ more female trainers in skilling institutes to overcome gender stereotyping pertaining to logistics job roles

Employing more female trainers in skilling institutes is a crucial measure that holds significant importance in overcoming gender stereotyping pertaining to logistics job roles. This initiative can yield numerous benefits and contribute to fostering a more inclusive and diverse workforce within the logistics sector.

Women frequently choose courses associated with sectors where female workforce representation is higher, and there is a higher probability of securing employment after training. For example, a prevailing gender stereotype suggests that women are not fit for work in the logistics sector, which hinders their participation in logistics-related training courses. Women are often deemed unsuitable for factory work involving heavy machinery and are perceived to be better suited for desk-based or administrative roles.

Female trainers can serve as powerful role models and inspirational figures for aspiring women in the logistics industry. By witnessing successful women in leadership

and training roles, female trainees can challenge traditional gender stereotypes and gain the confidence to pursue careers in a sector that has historically been perceived as male-dominated. The presence of female trainers not only showcases the potential for women to excel in logistics-related fields but also encourages a shift in mindsets, encouraging more women to explore opportunities in this dynamic industry. Moreover, female trainers can bring unique perspectives and experiences to the training programs, enriching the learning experience for all trainees. They can share insights into the specific challenges and barriers faced by women in the logistics sector, as well as effective strategies for overcoming them.

This diverse viewpoint can foster a deeper understanding and appreciation of gender-related issues, ultimately contributing to the creation of a more inclusive and supportive work environment within the logistics industry.

Furthermore, employing female trainers can foster a sense of relatability and mentorship for female trainees. By seeing themselves represented in leadership and training roles, women aspiring to enter the logistics sector may feel more empowered and motivated to pursue their goals. Female trainers can serve as valuable mentors, offering guidance, support, and practical advice based on their own experiences, thereby facilitating the professional growth and development of the next generation of women in the logistics workforce.

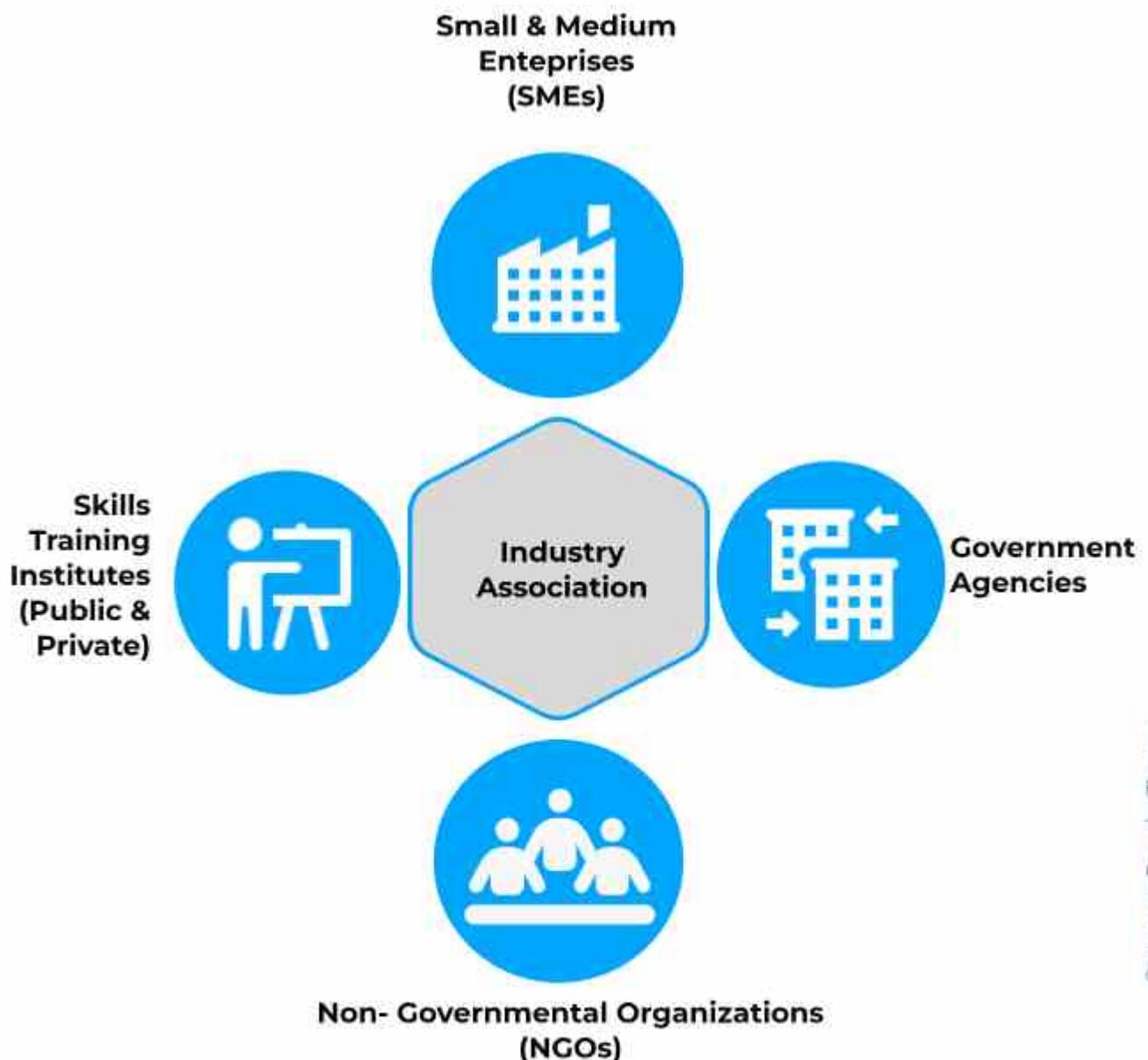
Therefore, government can suggest to skill training institutions like NSDC & LSSC to have female trainers for this program, if possible, for shorter durations and flexible working arrangements as subject matter experts so that there is an impression amongst women trainees that the sector comprises of women employees/experts who can potentially be employees in an organisation/logistics park/factories and other facilities.

8.2 Interventions By Industry Associations

Industry associations play a pivotal role in the logistics sector and can be highly instrumental in implementing the GAP. They act as a bridge between the government, MSMEs, NGOs, and skilling institutes. They facilitate effective communication and collaboration, ensuring that the GAP's goals are achieved in the desired timeframe.

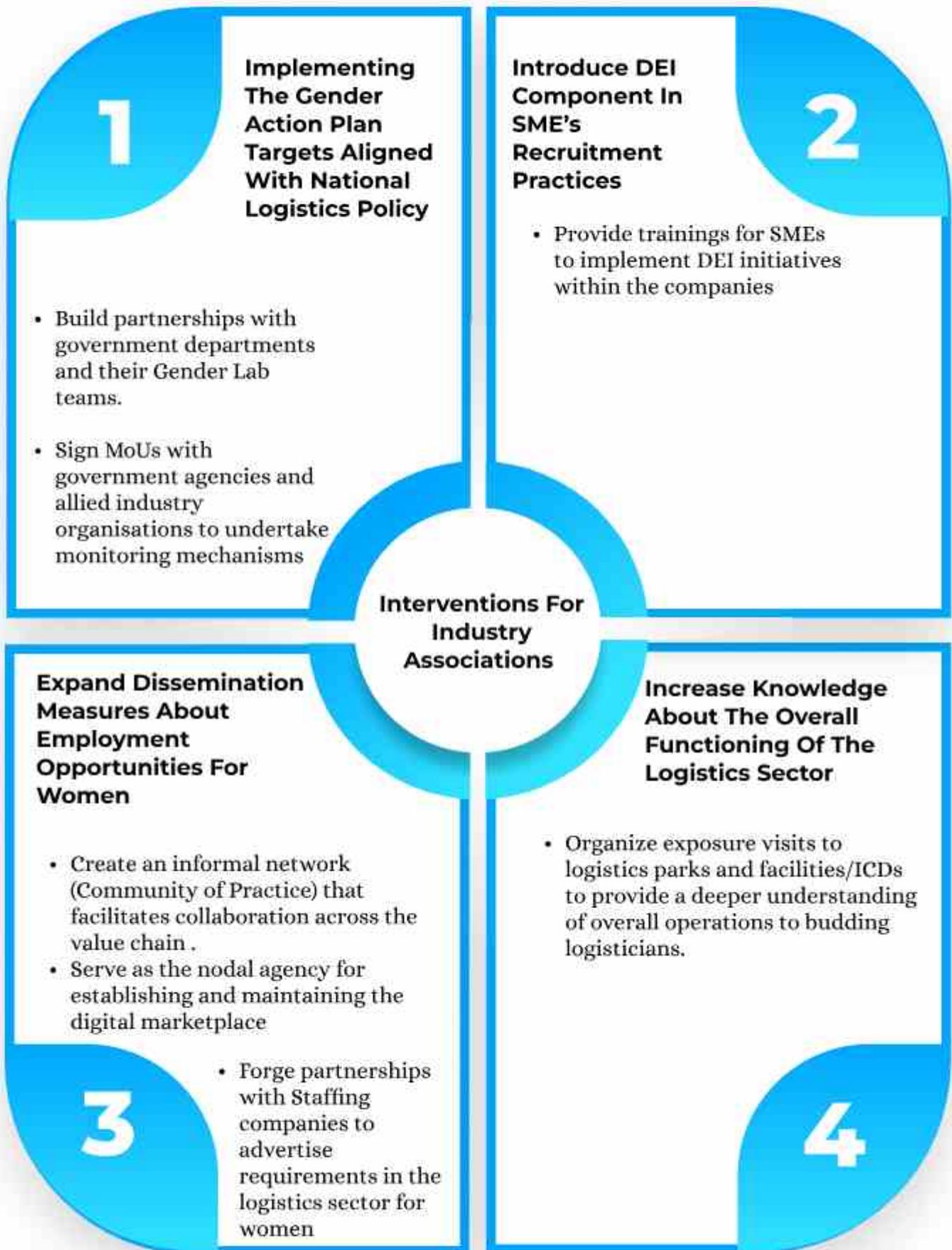
Industry associations such as the Federation of Freight Forwarders' Associations in India (FFFAI) and the Custom Brokers Association have been actively take proactive steps to increase women's participation in the logistics sector ranging from providing apprenticeships for 6 months for women to creating a dedicated FFFAI women's wing to mobilise women freight forwarders in the country.

Figure 31: An Illustrative Representation Of The Role Of Industry Associations



Source: Study Team

Figure 32 : Summary Of Interventions For Industry Associations



Source: Study Team

1. Build partnerships with government departments and their Gender Lab teams.

Rationale Of This Intervention

Building partnerships between industry associations and government agencies (including Gender Lab Teams) is a crucial action that holds significant importance for several reasons:

Firstly, fostering such partnerships enables a collaborative and inclusive approach to addressing the multifaceted challenges faced by women in the logistics sector. Industry associations possess invaluable insights into the ground realities, emerging trends, and sector-specific dynamics that can inform and shape effective policies and interventions. By working closely with government departments and their Gender Lab Teams, these associations can contribute their expertise, facilitate stakeholder engagement, and provide a direct channel for feedback and dialogue. This collaborative approach can not only enhance the relevance and feasibility of proposed solutions but also fosters a sense of shared ownership and commitment among industry stakeholders.

Secondly, these partnerships can serve as a catalyst for capacity building and knowledge sharing within the logistics sector. The Gender Lab Teams can leverage its expertise in gender mainstreaming, policy formulation, and data analysis to provide industry associations with valuable resources, tools, and best practices. In turn, industry associations can offer practical insights, case studies, and sector-specific knowledge that can inform the Gender Lab Team's strategies and initiatives. This two-way exchange of knowledge and resources can accelerate the adoption of gender-responsive practices, promote skill development, and foster a culture of continuous learning and improvement within the logistics ecosystem.

Moreover, such partnerships can facilitate the identification and scaling of successful gender-inclusive initiatives already implemented by industry associations or their member organizations. By working in tandem with government departments and their Gender Lab Teams, these successful initiatives can be evaluated, refined, and potentially replicated across the broader logistics sector. Furthermore, building these partnerships can enhance accountability and transparency within the logistics sector.

By establishing regular communication channels and collaboration mechanisms, government agencies can monitor the progress of industry associations in implementing gender-responsive initiatives, while also ensuring that government policies and programs remain aligned with the evolving needs and priorities of the sector. This mutual accountability can foster trust, credibility, and sustained commitment towards achieving shared goals of gender equality and women's empowerment within the logistics industry.

Proposed Activities

The partnership can be fruitful in undertaking the following activities:

- **Establishing clear and effective communication channels with government departments and the Gender Lab Teams:** Regular meetings, updates, and discussions can ensure that all parties are aligned with the goals and progress of the gender action plan. This will also allow industry associations to provide valuable input and feedback, fostering a collaborative environment. Through these partnerships, custodians can ensure uniform implementation of the GAP's KPIs across all logistics companies, with industry associations providing necessary support, guidance, and monitoring.

- **Allocating resources and forming a dedicated team through a formal mode of engagement:** Industry associations can allocate necessary resources and form a dedicated team to work on the implementation of the gender action plan. This team could liaise directly with government departments and the Gender Lab Teams, ensuring that the industry associations' perspectives and concerns are adequately represented. Having a dedicated team could also demonstrate the industry associations' commitment to the cause.
- **Monitoring progress on a monthly basis:** Lastly, industry associations could monitor the progress of the implementation of the gender action plan regularly. Continuous improvement and adaptability could be key to the successful implementation of the gender action plan. By building strong partnerships, industry associations may make significant strides towards achieving gender equality in their respective industries.

FIGURE 33: Proposed Activities For Partnerships Between Government And Industry Associations



Source: Study Team



Focus Group Discussion With Women Logistics Service Providers, Custom Brokers, Freight Forwarders At GIZ Office, New Delhi

Figure 34: Areas Of Cooperation Between Industry Associations & Government Departments



Source: Study Team

2. Sign MoUs with government agencies and allied industry organisations to undertake monitoring mechanisms

Industry associations can initiate the partnership process by signing Memorandums of Understanding (MoUs) with government ministries, departments, agencies and divisions related to the logistics sector. Establishing MoUs between concerned agencies and major industry associations to undertake monitoring mechanisms is a crucial measuring for several reasons:

Firstly, industry associations possess invaluable insights into the ground realities, challenges, and sector-specific dynamics that can inform effective monitoring and evaluation processes. By entering into MoUs, government agencies can leverage the industry associations' expertise, networks, and access to data to develop robust monitoring frameworks tailored to the logistics sector. This collaborative approach could ensure that the monitoring mechanisms capture relevant and contextual indicators, enabling a comprehensive assessment of progress, identification of gaps, and data-driven decision-making.

Moreover, these MoUs can facilitate the establishment of structured and systematic monitoring processes, fostering accountability and transparency within the logistics sector. By clearly defining roles, responsibilities, and reporting mechanisms, government agencies and industry associations can ensure that monitoring activities are conducted consistently, efficiently, and with a shared understanding of desired outcomes. Monitoring mechanisms can include regular check-ins, progress reports, and evaluations to track the effectiveness of the partnership and ensure that they are making progress towards their shared goals and can make adjustments as necessary to improve the effectiveness of their collaboration. This structured approach of having formal agreements can not only strengthen the credibility of the monitoring processes but also facilitates the identification of best practices, challenges, and areas requiring targeted interventions.

3. Provide trainings for SMEs to implement DEI initiatives within the companies.

For SMEs, implementing DEI initiatives can lead to a more diverse and inclusive workforce, fostering innovation, enhancing

employee engagement, and ultimately driving business growth. Industry associations play a pivotal role in this context. They are uniquely positioned to provide SMEs with the necessary training and resources to implement DEI initiatives effectively. By leveraging their network, expertise, and influence, industry associations can guide SMEs on their DEI journey, helping them to create a more inclusive work environment that respects and values the diversity of all employees.

Rationale Of This Intervention

SMEs play a pivotal role in the logistics sector, contributing significantly to economic growth, job creation, and supply chain efficiency. However, many SMEs often lack the resources, expertise, and awareness necessary to integrate DEI principles into their operations effectively. **By offering targeted trainings, industry associations can bridge this gap and empower SMEs to embrace gender diversity, foster inclusive workplace cultures, and implement equitable policies and practices.** This capacity-building effort could not only support the overall objectives of the Gender Action Plan but also position SMEs as active contributors to the broader goal of promoting gender equality and women's empowerment within the logistics industry.

Moreover, these trainings can serve as a catalyst for cultural transformation within SMEs, challenging traditional mindsets and stereotypes that may have hindered the advancement of women in the logistics sector. By equipping SME leaders, managers, and employees with knowledge and tools to recognize and address unconscious biases, implement inclusive recruitment and promotion practices, and create supportive work environments, these trainings could foster a paradigm shift towards embracing diversity as a strategic asset. This, in turn, may unlock the full potential of a diverse workforce, driving innovation, enhancing productivity, and fostering a more competitive and resilient logistics ecosystem.

Proposed Activities

- **Implement DEI Training Programs:** Industry associations can design, develop and implement DEI training programs for SMEs, in line with the gender action plan. The training could include workshops, seminars, and online courses that provide practical strategies for implementing DEI initiatives.
- **Focus on Women Recruitment:** A significant part of the training can focus on teaching SMEs how to recruit more women. This could involve providing guidance on creating inclusive job descriptions, conducting unbiased interviews, and offering flexible working conditions that can attract a diverse range of candidates. Industry associations can also share best practices and success stories from companies that have successfully increased their female workforce.
- **Create Gender-Responsive Infrastructure:** Industry associations can guide SMEs on how to make their infrastructure more gender-responsive. This could include creating safe and inclusive workspaces, providing necessary facilities such as childcare, and ensuring equal opportunities for growth and development for all employees. The associations could provide checklists or guidelines to help SMEs assess and improve their current infrastructure.
- **Monitor Progress and Provide Support:** Industry associations can establish mechanisms to monitor the progress of SMEs in implementing these DEI initiatives. They could offer support in the form of regular check-ins, feedback sessions, and additional resources as needed. Recognizing and celebrating the SMEs that make significant strides in their DEI initiatives could also serve as a motivation for others. This ongoing support could ensure that the DEI initiatives are not just one-time efforts but are ingrained in the companies' culture.

Figure 35: Proposed Activities For Implementing Dei Initiative In Sme's



4. Create an informal network (Community of Practice) that facilitates knowledge sharing, skill development, and collaboration among logistics professionals across the value chain

Customs brokers, logistics service providers, freight forwarders, and other stakeholders are essential components of the logistics ecosystem. **There could be a need for a collaborative platform where these professionals can exchange insights, best practices, and industry trends.** In this regard, a Community of Practice (CoP) can serve as a pan-India initiative which will be the linking agency of the logistics sector.

Rationale Of This Intervention

Establishing an informal network or a "CoP" that facilitates knowledge is a strategic action that holds significant importance for industry associations. This initiative can yield numerous benefits and contribute to the overall growth and development of the logistics sector:

Firstly, such a community can serve as a catalyst for fostering a culture of

continuous learning and skill development within the logistics industry. By bringing together professionals from diverse backgrounds and experiences, this informal network can facilitate the exchange of best practices, insights, and innovative approaches to addressing sector-specific challenges. Through peer-to-peer learning and mentorship opportunities, logistics professionals can enhance their knowledge, stay abreast of emerging trends, and continuously upskill themselves, ensuring that they remain competitive and adaptable in a rapidly evolving industry landscape.

Moreover, a CoP can foster collaboration and knowledge sharing among logistics professionals, transcending organizational boundaries and geographical limitations. By leveraging the collective expertise and experiences of the community members, innovative solutions can emerge, driving efficiency, productivity, and competitiveness within the logistics sector.

Furthermore, such an informal network can serve as a platform for addressing industry-

wide challenges and promoting best practices. By bringing together stakeholders from various organizations and sectors, the CoP can identify common pain points, share successful strategies, and collectively develop guidelines or frameworks that can be adopted across the logistics ecosystem. This collaborative approach may not only promotes standardization and consistency but also fosters a sense of shared responsibility and commitment towards advancing the logistics industry as a whole.

Additionally, a CoP can foster a sense of belonging and professional support among logistics professionals. The informal nature of the network can create a safe and inclusive space for individuals to share their experiences, seek advice, and build meaningful connections with peers who understand the unique challenges and demands of the logistics sector. This supportive environment can contribute to personal and professional growth, as well as foster a sense of camaraderie and shared purpose within the logistics community.

Proposed Activities

Serving as a ‘One-Stop-Shop Solution’ for the logistics sector, the proposed Actions under the ‘CoP’ can potentially include:

i) Setting up a Common Resource Portal which could perform the following tasks:

- Develop a dedicated Common Resource Pool Portal accessible to all relevant ministries and departments to ensure the information disseminated is harmonized
- The portal can serve as a repository of resources, case studies, guidelines, and relevant information related to logistics, customs, and freight forwarding.
- Regularly update the portal with industry-specific content, regulatory updates, and best practices to facilitate knowledge sharing.

a. Organising Community Events and Webinars:

- Organize regular webinars (two webinars in a quarter), workshops, and knowledge-sharing sessions for stakeholders to network and learn.
- Invite subject matter experts, industry veterans, and practitioners to share their experiences and insights.
- Focus on topics such as customs compliance, documentation, risk management, and emerging trends in logistics.
- Meet on a quarterly basis across different cities to promote networking

b. Creating Collaborative Forums:

- Create online discussion forums or chat groups where professionals can interact, ask questions, and seek advice.
- Encourage active participation and peer-to-peer learning.
- Facilitate discussions on challenges faced by custom brokers, freight forwarders, and other stakeholders.
- Post job opportunities which will be advertised on the digital marketplace run by industry associations and governed by relevant agencies.

c. Creating Sector-Specific Working Groups:

- Form working groups based on specific sectors (e.g., air freight, sea freight, road transport) that can delve deeper into sector-specific issues, share domain-specific knowledge, and propose solutions.

d. Emphasise on Capacity Building:

- Offer training programs, certifications, and skill development courses.

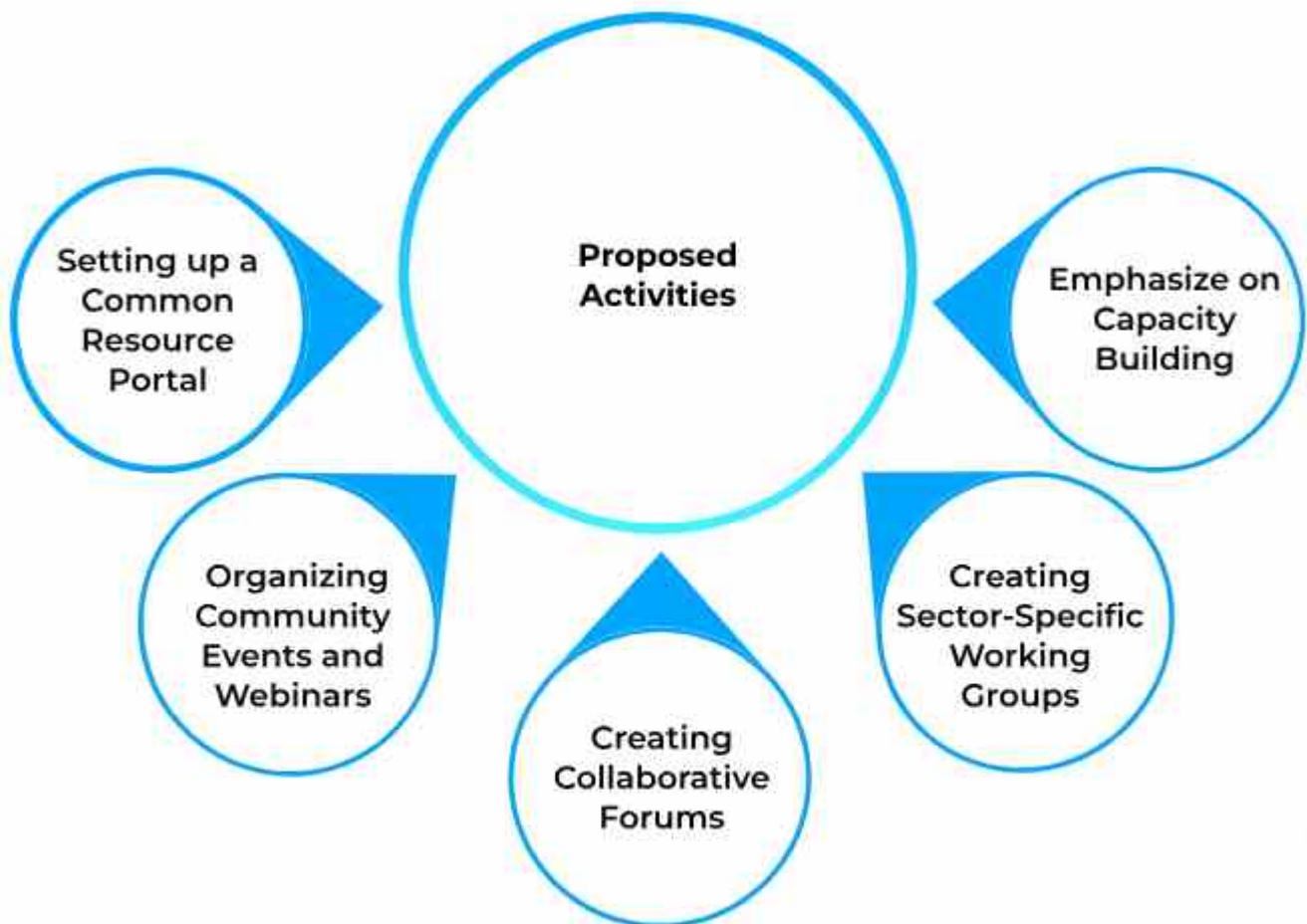
- Collaborate with other industry associations, educational institutions, and training providers to promote linkages and enhance the competencies of logistics professionals through continuous learning.

As a benefit, this could enhance the knowledge of members, allowing them to learn from each other's experiences and leading to improved practices. Establishing a CoP for logistics professionals could foster collaboration, enhance expertise, and contribute to the growth of the logistics sector. By leveraging technology and creating a supportive ecosystem, industry associations can empower these stakeholders to thrive in an ever-evolving industry.

5. Serve as the nodal agency for establishing and maintaining the digital marketplace – an aggregate platform for logistics employment opportunities specially catering to women

Industry associations can take the lead in establishing a digital marketplace that aggregates logistics employment opportunities, with a special focus on catering to women in the logistics sector. This platform can serve as a one-stop-shop for women job seekers and employers, providing a streamlined process for job postings, applications, and hiring. The marketplace can be accompanied with digital solutions such as 24*7 virtual assistance using AI tools or ChatBot.

Figure 36: Proposed Activities Of The Community Of Practise (CoP)



Source: Study Team

The digital marketplace can be designed with inclusivity and accessibility in mind. It can feature job opportunities that are suitable for women, taking into account factors such as flexible working hours, remote work options, and supportive workplace policies. The platform can also be user-friendly and accessible to all, regardless of their technological proficiency.

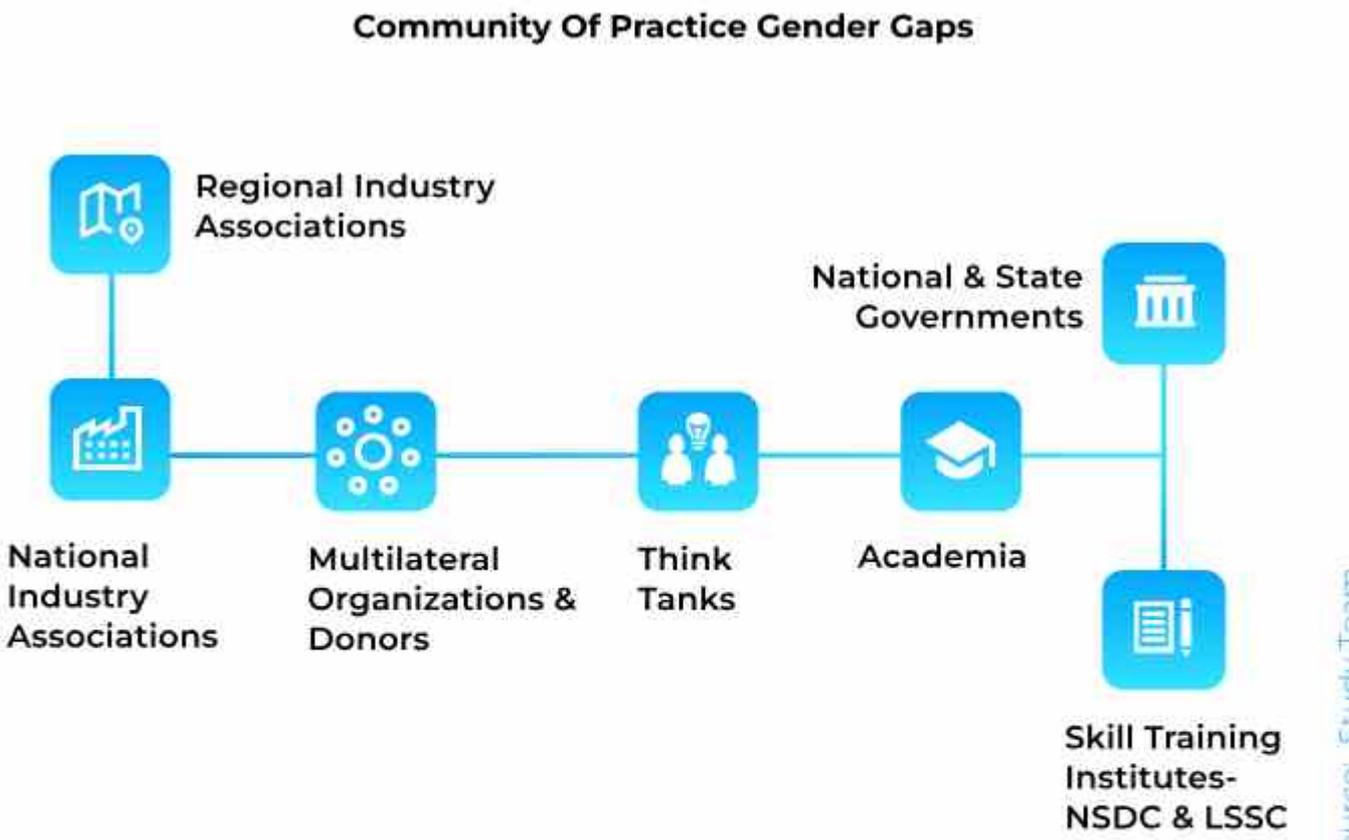
Industry associations can take responsibility for maintaining and updating the platform. This includes regularly updating job postings, removing outdated listings, and ensuring that the platform remains functional and user-friendly.

They could form a dedicated team to manage these tasks and ensure the smooth operation of the platform.

Industry associations can actively engage with stakeholders, including employers, job seekers, and other relevant parties. They can gather feedback to understand the needs and challenges of users and make necessary improvements to the platform. Regular engagement with stakeholders could ensure that the digital marketplace remains relevant and effective in catering to women in the logistics sector.

6. Forge partnerships with staffing companies to advertise requirements in the logistics sector for women

Figure 37: An Illustrative Example Of Stakeholders Who Will Form The Members Of The 'Community Of Practice' Network



Source: Study Team

Industry associations can actively seek and initiate partnerships with staffing companies that cater to logistics companies. These staffing companies have a pulse on the hiring needs and trends in the logistics sector. By partnering with them, industry associations can gain valuable insights into the human resource requirements in the logistics sector, particularly for women, post which they can upload on the digital dashboard which the association can be responsible for.

As part of the partnership, staffing companies could regularly update industry associations about the current and future human resource requirements in the logistics sector. This can be done through regular meetings, reports, or a shared digital platform. These updates might help industry associations stay informed about the job market and tailor their initiatives accordingly.

The partnership may not be limited to large logistics companies. SMEs also play a significant role in the logistics sector and often have different hiring needs and challenges. Therefore, staffing companies can also provide updates on the HR requirements of SMEs and large companies as well. This could help ensure that the initiatives of industry associations cater to all sizes of companies in the logistics sector.

7. Organize exposure visits to logistics parks and facilities/ICDs to provide a deeper understanding of overall operations to budding logisticians.

It is suggested that industry associations organize exposure visits for women in collaboration with private sector representatives to logistics parks and Inland Container Depots (ICDs) every quarter. This initiative could aim to provide budding women logisticians with a comprehensive understanding of the operations and processes involved in these facilities. The logistics sector, being a crucial part of our economy, offers numerous opportunities that can be harnessed by increasing women's participation.

These visits can be further facilitated by the Gender Labs within the government departments who can enhance strategic partnerships amongst industry associations, the private sector and skilling institutes. These exposure visits could serve as an excellent platform for practical learning.

By witnessing the operations first-hand, participants can supplement their theoretical knowledge with valuable practical insights. This could not only enhance their skill set but also provide them with a clearer perspective of the industry's workings. Furthermore, these visits may offer networking opportunities, allowing participants to interact with industry professionals and gain from their experience and expertise.

Organizing these visits with a focus on women has several benefits. It could encourage more women to consider careers in the logistics sector, thereby promoting gender equality. Additionally, it may highlight the diverse career opportunities available in this sector.

8.3 Strategic Actions At The Firm Level

To create a pipeline of women at different stages of seniority in the logistics sector, it is important to focus on the lifecycle of the employee from hiring to retention, and then to growth and professional development. Implementing targeted policies across the employee framework could play an effective role in attracting, retaining, and promoting women across different levels in private sector companies.

In this regard, Table 5 could elaborate on the need for time-based and coordinated implementation of the suggested interventions across the stages of

(i) attraction

(ii) retention

(iii) leadership of private sector companies and public sector enterprises.

8.3.1 Attraction

• Short-Run Interventions

1. Increase awareness about semi-skilled and unskilled job opportunities amongst local communities

One of the most significant challenges faced by the logistics sector is the limited exposure and awareness amongst women on the types of roles and career trajectories in the sector. To address this issue, private sector companies and public sector enterprises can forge partnerships with local community-based organisations (CBOs) and self-help groups (SHGs) to raise awareness of potential job opportunities and enhance the pipeline of women candidates from local areas. By leveraging the wide networks of these organisations, social norms restricting women's choices around employment can be influenced, triggering gradual shifts in mindsets towards gender-balanced employment in the logistics sector.

Road shows, storytelling sessions, bystander training and sensitization interventions can be implemented, and mass media/digital media campaigns can be developed for social change. Additionally, private sector companies and public sector enterprises can conduct FGDs with women's groups in nearby areas to understand the factors that deter women from taking up logistic-related jobs and motivate women to work in the MMLPs, warehouses and other facilities.

2. Increase awareness about skilled job opportunities via partnerships with academic institutions

Partnerships with colleges and universities, particularly those in the vicinity of port facilities, can be useful in recruiting recently graduated students (particularly women) for new job openings at the companies.

Private sector companies and public sector enterprises can also conduct skill training sessions for women students, invite them to participate in live projects/ internship programs and visit port facilities to ensure

that aspiring professionals the gain practical skills required on field. As a part of this collaboration, private sector companies and public sector enterprises can also conduct outreach programs such as visiting schools or hosting career fairs to raise awareness on the job opportunities available and career potential in the logistics sector to school/ college students.

• Medium-Run Interventions

3. Scale up and make Diversity, Equity & Inclusion interventions more Effective

Through our consultations and visits, it was observed that several small, medium and large sized logistics companies have been implementing DEI initiatives to create a more balanced and inclusive workforce. Going further, it is suggested that private sector companies and public sector enterprises may scale up and formalize these inclusive recruitment policies to tailor them to suit the requirements of their employees. As a first step, organizations can utilise Nikore Associates' self-assessment tool to undertake a baseline analysis of women's representation in different job roles and verticals. (Nikore Associates, 2022)

It is suggested to adopt inclusive recruitment policies that can help create a more balanced and inclusive workforce. This could include implementing policies and practices that actively encourage the hiring of women in the logistics sector, such as setting diversity targets, establishing gender disaggregated quantitative targets during recruitment processes, implementing blind resume screening and ensuring greater female representation in the recruitment committee/panels for hiring and promotions as this reduces unconscious bias and promotes fair evaluation.

4. Increase awareness about skilled job opportunities via partnerships with academic institutions

To bridge the gap between academic offerings and the evolving requirements of skill enhancement in the logistics sector.

the logistics sector, private sector companies and public sector enterprises can forge partnerships with local universities and skill training institutes, such that women students can visit the firm to learn about logistics service provision, participate in live projects and internship programs, with a focus on enhancing the pipeline of women candidates and motivating women to work in the logistics sector.

Private sector companies and public sector enterprises can also provide on-the-job training and apprenticeships to provide practical exposure, helping individuals acquire industry-specific skills and hands-on experience and fostering a culture of continuous learning, adaptability, and skill enhancement in the logistics sector.

• Long-Run Interventions

5. Forge partnerships with skill training institutions to provide fresher skilling

Private sector companies and public sector enterprises can partner with skill training institutions and industry organisations to provide vocational and training programs for women entering the logistics industry. Apart from providing technical trainings to entry-level employees, specialized trainings can be devised focusing on soft skills, such as networking, negotiation, and crisis management. Firms can also actively participate in curriculum development by sharing real-world challenges. Women employees can be encouraged to enrol in these courses by organizing awareness campaigns, workshops, and webinars.

Box 3: TCI Freight Has Established The TCI Institute Of Logistics To Provide Certificate Trainings To Entry-Level Employees

TCI Institute of Logistics provides training for entry level employees in the logistics sector and offers **short term training programs for logistics sector** professionals in Delhi NCR and Bangalore.

As a part of its affiliation to National Skill Development Corporation and the Logistics Skills Council, the institute offers National Occupational Standard aligned training programs for different job roles in the logistics sector, including certificate programs in **cargo operations, courier delivery, transport system and management and warehouse management.**

Box 4: UPS Partners With Skill Training Institutions And Industry Organisations To Provide Trainings In Logistics And Entrepreneurship

The India SME Forum and UPS launched the Women Exporters Program (WEP) in March 2023 to provide exporting expertise to women entrepreneurs in India. The aim is to train 500 women entrepreneurs in India in export and related business areas via online and offline modes. **The first edition of the WEP graduated 500 women, and over 100 of them have since exported their products to the European Union and the United States of America.**

In addition, UPS India Technology Centres and the National Skill Development Corporation (NSDC) signed a Memorandum of Understanding (MoU) to support skill development for India's diverse talent pool. This partnership aims to provide skilling programs and initiatives focused on technology, logistics, and supply chain management, including community bootcamps, workshops, career counselling, technical training, management and soft skills training, aimed to prepare India's next generation workforce.

Source: Consultations Conducted
By Study Team

Source: Consultations Conducted
By Study Team

8.3.2 Retention

• Short-Run Interventions

1. Introduce upskilling and reskilling development programs

Considering the existing skill sets and knowledge gaps within the logistics workforce across all sub-sectors, it could be important to develop and provide effective training programs that address the specific requirements of the industry. In this regard, private sector companies and public sector enterprises can invest in implementing skill development programs and providing upskilling and reskilling opportunities to train and retain women in the logistics sector. This can involve organizing training programs, workshops, or vocational courses that focus on developing relevant skills and knowledge

upskilling and reskilling opportunities to train and retain women in the logistics sector. This can involve organizing training programs, workshops, or vocational courses that focus on developing relevant skills and knowledge required in the industry, particularly for high-tech jobs for equipment operations.

2. Ensure proper lighting and CCTV coverage across all areas at the facilities

Proper lighting and working surveillance systems are essential for safety and can be a significant factor in encouraging the participation of women in night shifts or in locations with inadequate natural lighting, especially since many logistics facilities are operational 24X7, or in late evenings. Consultations with women logistics service providers using ICDs revealed that they are

Box 5: Even Cargo Provides Designated Trainings And Livelihood Opportunities To Women

India's first women-only E-commerce logistics company 'Evencargo' identifies and mobilizes women belonging to resource-poor communities provides designated trainings and livelihood opportunities. **The company has successfully trained over 2000 girls from resource-poor communities in skills such as two-wheeler riding, soft skills development, self-defence and logistics training.** They support their trainees for the first two months through the provision of basic income as well as support to purchase their own two-wheeler and smartphone.

Through their efforts, they have provided direct employment to over 500 girls as Delivery Associates through partnerships with companies like Amazon, Flipkart and Delhivery. In addition, they also assist in providing a safe space to women delivery associates through interventions and support whenever and wherever necessary which helps in their retention.

required in the industry, particularly for high-tech jobs for equipment operations. Considering the existing skill sets and knowledge gaps within the logistics workforce across all sub-sectors, it could be important to develop and provide effective training programs that address the specific requirements of the industry. In this regard, private sector companies and public sector enterprises may invest in implementing skill development programs and providing reluctant to travel alone during the night across the as there are

multiple blind spots at the facilities, restricting their work options.

To address this issue, it could be suggested that all private sector companies and public sector enterprises have well-lit entrances, exits, paths, common rooms, and open areas inside the facilities. Sufficient streetlights should also be installed inside the facilities to ensure safety of women

employees, freight forwarders and logistics service providers during evening hours. Authorities can install extensive CCTV coverage across the premises and ensure they are well-maintained and monitored constantly. Employing gender-sensitized security staff including female security guards at all facilities can also enhance women's safety and inclusion at the facilities.

3. Undertake regular gender and safety audits of company infrastructure

Several logistics facilities are located in remote, less populated areas and require employees to travel from further distances, especially during late hours. In this regard, annual safety audits can provide valuable

on-ground information to management which can be useful in improving the overall visibility and inclusiveness at the facilities by identifying blind spots, installing streetlights, and planning for gender-friendly facilities like washrooms and care facilities.

Safe and gender-inclusive inclusive public spaces at the logistics facilities can facilitate women's economic participation. Firms can mandate undertaking annual safety and gender audits of the company's infrastructure and other services, with support from CBOs, academic institutions, student groups or professional/private sector agencies.



Study Team's Visit To Dawki Land Port, Meghalaya

4. Introduce flexible work arrangements

The nature of work in warehousing and logistics often involves long working hours, thereby restricting women's access to opportunities in the logistics sector due to societal pressures and cultural norms regarding domestic care work responsibilities.

Therefore, it is suggested that private sector companies and public sector enterprises may implement remote work options for job roles that require employees to be off-site and offline can allow women to easily

5. Collect and publish gender-disaggregated data on staff

Detailed and accurate statistics on the employment of women in the logistics sector are seldom collected by private sector companies and public sector enterprises. Regular monitoring of gender-disaggregated data could be vital for designing and developing targeted diversity and inclusion policies, thereby informing strategies for enhancing the recruitment and retention of women staff.

Private sector companies and public sector enterprises can make intentional efforts in collecting and analysing gender

Box 6: Sattva's Proactive Efforts To Introduce Gender-Sensitive Work Hours

Sattva supports female employees by providing flexible working hours and a defined 6-hour shift system which allows them to easily balance household and work responsibilities. This has motivated more women to apply for jobs at the facility, increasing women's participation and representation at the company's container freight station.

In addition, the management actively encourages interpersonal relationships by providing a supportive and 'familial' working environment. For instance, children are allowed to accompany their mothers and come on-site for weekends, holidays and functions

Source: Consultations Conducted
By Study Team

balance household and work responsibilities. Introducing flexible working hours, such as adopting a 60-80% model of the standard work week with a proportional salary decreases, or job-sharing arrangements can be innovative solutions to accommodate diverse needs and promote work-life balance, especially for workers who are also, caregivers.

Moreover, by establishing shift-based working hours with flexible start and end timings, private sector companies and public sector enterprises can ease mobility constraints for women, thereby motivating more women to apply for jobs in this sector.

disaggregated data on workforce composition at frequent intervals. Private sector companies and public sector enterprises may publish this data in their annual company reports and make it publicly available and accessible. In addition, authorities can also conduct regular qualitative surveys and FGDs with their employees.

6. Introduce return to work post career break programs

Private sector companies and public sector enterprises can introduce return-to-work/return-ship programs which incorporate mentorship and skills-based training to

help women transition back into the workforce, thereby enhancing recruitment and retention of women in the logistics sector. These programs can offer flexible work options and provide women with the opportunity to network with like-minded people by attending events and workshops, thereby helping women re-enter the workforce with confidence and continue their professional growth.

7. Create peer support networks/groups for mutual support, for women employees

Since the logistics industry has been traditionally viewed as a male-dominated space, peer support mechanisms in the form of women-only support groups can be created within the company for members to share experiences, discuss challenges and suggest solutions. Such networks can serve as effective platform for mentorship, resource-sharing, and collective advocacy. Associations can also introduce Mentor-Mentee programs by pairing women employees with other employees from diversified job roles who can assist them in navigating the workplace's complexities.

To address mental health issues at the workplace, it is suggested to conduct bi-annual mental health audits at all levels and for women workforce to ensure a strong and rejuvenated workforce. Providing a few hours off in a week - specifically designated as 'mental health hours' to support employees in managing stress and maintaining mental well-being can be another intervention.

• Medium-Run Interventions

8. Offer childcare and other care-related support to all employees

Recognizing that persons of all genders may be involved in childcare, private sector companies and public sector enterprises can implement gender-sensitive measures that can improve worker productivity and raise staff retention, especially amongst women staff, including offering legally mandated maternity benefits (per the Maternity Benefit Act, 2017), care leave (gender-neutral parental leave and elderly care) to all employees and providing peer support network for young parents.

Moreover, it is suggested that private sector companies and public sector enterprises be supportive of employees' care work responsibilities and provide access to reliable care services, such as mobile creche facilities at all office sites, warehouses, ports and MMLPs. Management can forge partnerships with local NGOs, particularly women-led self-help groups to establish and maintain these care facilities.

In-situ creches could be affordable for employees and open during late hours, allowing women to fully complete their work-related tasks. Additionally, private sector companies and public sector enterprises may consider supporting employees in accessing external childcare services.

Box 7: Creche Facilities Available At Kerry Indev Logistics' Warehouses

The company is very supportive of their workers' care work responsibilities and provide access to reliable care services, such as **creche facilities at warehouses**.

In addition, the company has been successful in **providing work-from-home option** to its female employees and has observed an increase in the efficiency of the workforce as a result of this initiative.

9. Establish Internal Complaints Committees at all facilities

It is important to provide an appropriate forum for employees to report incidents of sexual harassment confidentially and seek appropriate action. Therefore, it is suggested to formulate a clear, responsive sexual harassment policy with provisions aligned with the Prevention of Sexual Harassment Act, 2013 and establish an Internal Complaints Committee with a fully functioning grievance redressal system at all office spaces and port facilities. The ICC could be responsible for handling complaints, conducting investigations, and ensuring a safe and respectful work environment and can comprise senior women employees working at the facility and a senior community leader working on gender equality issues from the local area.

It is suggested to provide specialized trainings on handling and managing sexual harassment complaints to committee members and conduct awareness programs for all employees on sexual harassment prevention. Moreover, private sector companies and public sector enterprises may make intentional efforts to establish a designated email address or helpline number specifically for reporting sexual harassment complaints and a command-and-control centre to track complaints and their resolution.

10. Introduce policies for providing transport services to women employees

Providing safe, inclusive and affordable transport services which connect the facility/port to nearby urban agglomerations can address women's concerns related to commuting from the office or ports to their place of residence. It is suggested that private sector companies and public sector enterprises ensure that women employees have access to safe transportation options and undertake necessary steps for the provision of last-mile connectivity.

Private sector companies and public sector enterprises can collaborate with local

transportation providers to establish dedicated transportation services for women employees. This can include shuttle services at subsidized prices or arranging shared rides with verified drivers. The transportation can have safety measures in place, such as GPS tracking and emergency buttons.

• Long-Run Interventions

11. Build separate washrooms, rest areas, and sanitation facilities, lactation facilities

In most logistics workplaces, hard infrastructure remains the key barrier for women to function and operate in the facility. This includes the absence of basic facilities such as washrooms and hygiene provisions, making it challenging for women to work long hours at the workplace.

To prioritize the comfort and hygiene needs of women employees, private sector companies and public sector enterprises can build separate washrooms equipped with necessary amenities including menstrual products, rest areas, lactation rooms and sanitation facilities that are managed by women housekeeping staff. Providing dedicated rest facilities for women employees ensures their privacy, safety, and comfort and can ensure a more inclusive and supportive working environment.



Study Team's Field Visit To Sattva Logistics Industry In Chennai

Box 8: A.P Moller Maesrk Establishes A Separate Warehouse For Women, Called The 'Pink Warehouse' Equipped With Gender-Sensitive Infrastructure And Facilities

Maersk's new warehouse at Dadri, Uttar Pradesh is the company's first warehouse run entirely by women. Women from nearby villages were trained and hire to perform all job roles - from security and housekeeping to operating forklifts, handling cargo, operating computers, working on tally jobs and managing clerical work.

The company has established dedicated female washrooms and 2-3 resting areas for rests and lunch breaks at the facility. Creches, medical assistance and medical-related facilities are available at the warehouse. The management also provides transportation facility to female supervisors.

The management provides initial in-house training (with stipend) of 3 months to new female workers for unskilled, semi-skilled, skilled roles at the warehouse.

In addition, the company has mandated morning shift for female employees (9:00 am - 6:00 pm) which has been instrumental in accommodating diverse needs of their women employees and promoting work-life balance.

Source: Consultations Conducted By Study Team

8.3.3 Leadership

• Short-Run Interventions

1. Build separate washrooms, rest areas, and sanitation facilities, lactation facilities

Management training programs for women's leadership development are strategic initiatives that aim to enhance the skills, abilities, and confidence of women. Private sector companies and public sector enterprises can introduce programs which empower women leaders by providing them with the necessary tools and knowledge,

promote diversity and inclusion, offer mentorship opportunities, developing essential leadership skills, and create a supportive network by bringing together women leaders from different areas of the organization. They play a crucial role in promoting gender equality in the workplace, empowering women leaders, and driving organizational success. Private sector companies and public sector enterprises may forge partnerships with leading national and international management institutes to offer leadership training boot camps.

Box 9: Mentor-Mentee Program Introduced By Nestle

Nestle promotes a culture of knowledge sharing by encouraging their employees to train at least two successors in their respective roles. As a part of this policy, it is a mandatory policy for employees to include at least one woman among their trainees, which has significantly helped increase women's representation in managerial and senior-managerial roles.

In addition, women employees are permitted to bring their babies (until they reach age 2) and an additional person to assist in childcare on work trips for which the costs are borne by the company.

Source: Consultations Conducted By Study Team

2. Highlight success stories of women role models on company websites/social media profiles

To encourage more women to join the industry, private sector companies and public sector enterprises can identify and promote success stories of women who have excelled in freight forwarding and customs brokerage within different companies, celebrating these stories as role models and showcase their achievements to women aspiring to excel in the logistics sector. Some of the initiatives include conducting

monthly campaigns on the company website and social media profiles, inviting women leaders for guest lectures and motivation discussions.

By augmenting the presence of women in these roles, a ripple effect can be created, inspiring more women to consider logistics as a viable and appealing career path and strive for leadership positions themselves. This strategy can facilitate the cultivation of a more inclusive and diverse workforce in the logistics industry.

Box 10: United Parcel Service Celebrates Success Stories Of Women Role Models

One of the initiatives undertaken by the company focuses on celebrating March as 'Women's Month' during which women leaders are interviewed within the organisation and their success stories and uploaded on the website, this drives motivation for other women employees to retain and perform better.

Source: Consultations Conducted By Study Team

• Medium-Run Interventions

3. Arrange exposure visits to advanced domestic and international facilities for women staff's training & upskilling

Private sector companies and public sector enterprises may consider providing top-performing employees a chance to visit advanced domestic and global logistics facilities which have improved the gender diversity in their workforce by implementing gender mainstreaming strategies. Interactive skill training sessions can be organised during these visits to provide practical and hands-on experiential learning to the participants. This could enable a fruitful transfer of knowledge while also aiding domestic and international relationship-building in the logistics sector.

have at least one woman on their board. In line with the act, it is suggested that all private sector companies and public sector enterprises may establish clear and ambitious targets/quotas for increasing women's representation on board to ensure women's influence in decision-making in governance and execution and monitor the progress at the board level.

It is essential to supplement the quota requirements with robust training, visibility, and grooming of women employees to hold director-level responsibilities. Encouraging the pool of women professionals can help workplaces achieve diversity at the leadership level.

5. Mandate quotas in managerial positions for various functions such as recruitment and operations

• Long-Run Interventions

4. Mandatory quotas for women on the board (as per current legislation)

The Indian government took a significant step by amending the Companies Act (2013), making it mandatory for listed companies to

actively appointing women to key positions within the logistics industry, such as managerial roles, can help break the glass ceiling and encourage more women to pursue careers in logistics. Private sector companies and public sector enterprises may set voluntary targets for gender diversity in managerial positions.

Box 11: Efforts By The Land Ports Authority Of India For Developing Gender-Inclusive Land Ports

Senior management across several land ports have taken intentional actions increase women's recruitment across job roles. Successful strategies include enhancing local recruitment, creating gender-sensitive work conditions, providing sanitation facilities, and regular gender-sensitization training.

1. LPAI authorities have enhanced recruitment of women across different job roles within land port operations:

- Efforts were made to ensure a gender-balanced workforce by recruiting local women graduates at **Dawki land port**.
- Efforts were made at **Petrapole land port** to hire more women as DEOs, who now manage the E-Suvidha portal and the entry and exit of freight at the land port.
- Women at the **Agartala land port** and are primarily employed as housekeeping, Border Security Force (BSF) constables or immigration assistants. The land port plans to establish a foreign exchange counter and recruit a women employee to manage the kiosk.

2. LPAI authorities have devised gender-sensitive working conditions for women across major land ports:

- At **Petrapole land port**, the LPAI has mandated gender-sensitive work timings to accommodate women's safety concerns and provision of shaded rooms for women employees.
- **Attari Land Port** established a 'Complaints Committee' with women staff members to address grievances; and regular meetings with all women staff.
- **The LPAI Headquarters in New Delhi** established an Internal Complaints Committee (ICC) in compliance with the Prevention of Sexual Harassment (POSH) Act, 2013, serving staff at headquarters and local land ports.

3. LPAI authorities have created sanitation facilities for women users across all major land ports:

- **Agartala Land Port** ensures the provision of sanitary napkin dispensers and disposal facilities in women's washrooms in the passenger areas.
- **Petrapole Land Port** has introduced portable women's toilets in freight handling and cargo processing areas and recruited women staff for the maintenance of the facilities.
- **Dera Baba Nanak Land Port** has designated a spacious, comfortable dedicated rest area for women staff.

Box 11: Efforts By The Land Ports Authority Of India For Developing Gender-Inclusive Land Ports

Source: Consultations Conducted
By Study Team

4. LPAI regularly conducts gender-sensitization training sessions and outreach to women traders and logistics service providers:

- LPAI headquarters (New Delhi, India) organises trainings and workshops to sensitise authorities and staff about gender mainstreaming practices at land ports.
- Dawki Land Port facilitates interaction sessions between management and women staff to discuss up skilling, training, and addressing staff concerns.
- Sutarkandi Land Port convened a meeting on Gender Trade Facilitation to engage women entrepreneurs in cross-border trade.



Study Team's Visit To Petrapole Land Port, West Bengal

• Applicability of the Suggested Measures for Small, Medium and Large Companies

Findings from the consultations reveal that over the years, logistics companies' actions have focused on increasing the recruitment of women staff at their facilities and offices. This has entailed several intentional actions such as introducing shift-based work hours, ensuring the availability of hygienic sanitation facilities for women staff, forging partnerships to provide skill-based training

and providing a gender-sensitive working environment to all women staff. However, it becomes important to understand and distinguish between the level of effort levels and financing needs of small, medium and large-sized enterprises for facilitating a gender-responsive logistics ecosystem at the workplace.

It is comparatively easier for logistics companies to engage with local communities through partnerships with

Table 4: Applicability Of Firm Level Interventions

| Interventions | | SMALL COMPANIES | MEDIUM COMPANIES | LARGE COMPANIES |
|-------------------|---|-----------------|------------------|-----------------|
| Attraction | | | | |
| Short run | Increase awareness about semi-skilled and unskilled job opportunities amongst local communities | | | |
| | Increase awareness about skilled job opportunities via partnerships with academic institutions | | | |
| Medium run | Introduce Diversity, Equity & Inclusion interventions in company's recruitment and hiring policies | | | |
| | Provide internships to students to provide the technical skills and knowledge needed to thrive in the business | | | |
| Long Run | Forge partnerships with skill training institutions to provide fresher skilling | | | |
| Leadership | | | | |
| Short run | Highlight success stories of women role models on company websites/ social media profiles | | | |
| Medium run | Arrange exposure visits to advanced domestic and international facilities for women staff's training & upskilling | | | |
| Long run | Mandatory quotas for women in the board (as per current legislation) | | | |
| | Mandate quotas in managerial positions for various functions such as recruitment and operations | | | |

Interventions

SMALL COMPANIES

MEDIUM COMPANIES

LARGE COMPANIES

Retention

| | | SMALL COMPANIES | MEDIUM COMPANIES | LARGE COMPANIES |
|------------|--|---------------------------|---------------------------|-----------------|
| Short run | Introduce upskilling and reskilling development programs. | Relatively Easy | Relatively Easy | Relatively Easy |
| | Undertake regular gender and safety audits of company infrastructure. | Not too Difficult or Easy | Not too Difficult or Easy | Relatively Easy |
| | Introduce flexible work arrangements. | Relatively Easy | Relatively Easy | Relatively Easy |
| | Collect and publish gender-disaggregated data on job roles and staffing. | Relatively Easy | Relatively Easy | Relatively Easy |
| | Ensure proper lighting and CCTV coverage across all areas. | Not too Difficult or Easy | Relatively Easy | Relatively Easy |
| | Introduce return to work post career break programs. | Not too Difficult or Easy | Not too Difficult or Easy | Relatively Easy |
| Medium run | Create peer support networks/groups for mutual support, for women employees. | Relatively Easy | Relatively Easy | Relatively Easy |
| | Introduce policies for providing transport services to women employees. | Relatively Easy | Relatively Easy | Relatively Easy |
| | Establish Internal Complaints Committees at all facilities | Relatively Easy | Relatively Easy | Relatively Easy |
| | Offer childcare and other care-related support to all employees. | Not too Difficult or Easy | Not too Difficult or Easy | Relatively Easy |
| Long run | Implement an insurance-based model for maternity cover for employees. | Not too Difficult or Easy | Not too Difficult or Easy | Relatively Easy |
| | Build separate washrooms, rest areas, and sanitation/lactation facilities. | Not too Difficult or Easy | Not too Difficult or Easy | Relatively Easy |

Relatively Easy

Not too Difficult or Easy

Relatively Difficult

non-profit organizations, women-led groups, industry associations, universities, and skill training institutes for raising awareness about job opportunities.

While large-sized companies can easily scale up scale up and formalize inclusive recruitment policies to tailor them to suit the requirements of their employees, small and medium sized companies may require additional help in formulating policies that address barriers to entry, challenges in participation and enhance agency during participation. To overcome this challenge, it is suggested that small and medium sized companies may forge partnerships with industry associations to help introduce and scale up these initiatives. Industry associations can also assist in formulating a formal DEI policy for all companies which may be tailored by small and medium companies to meet their specific requirements.

Typically, large-sized companies can implement strategies that enhance retention of women staff as a part of their CSR initiatives,

thereby demonstrating a commitment to social responsibility by actively working towards gender equality in the workforce. While several small and medium sized companies are already implementing some of these suggestions (as highlighted above), albeit informally, it is suggested that they partner with industry associations, student groups and trade unions to scale up these initiatives. For instance, student groups can assist in undertaking regular safety and gender audits of the facilities. Industry associations can offer specialized training courses and workshops and help increase the accessibility and affordability of upskilling and reskilling programs.

Small and medium-sized companies can also offer establish shift-based working hours with flexible start and end timings for women staff. Moreover, peer support networks/groups can easily be created which can serve as effective platforms for mentorship, resource-sharing, and collective advocacy.



Study Team's Field Visit To Sattva Logistics In Chennai

Section 9: Conclusion

This comprehensive analysis of women's participation in India's logistics sector reveals both significant challenges and promising opportunities. The low female labour force participation rate in transport and logistics sub-sectors underscores deep-rooted gender disparities that require targeted interventions. However, the sector's rapid growth and job creation potential, complemented with on-going government initiatives, present a unique opportunity to drive transformative change.

The study highlights multifaceted barriers hindering women's engagement, including societal norms, skill gaps, infrastructure constraints, and workplace policies ill-equipped to support women's needs. Addressing these challenges requires a holistic approach involving government, industry, and civil society stakeholders. The suggested actions provided in the study span institutional measures, policy changes, infrastructure improvements, skill development initiatives, and firm-level interventions to create a more inclusive ecosystem.

Encouragingly, the analysis reveals evolving attitudes and practices within the industry. Many companies, particularly larger firms, are implementing diversity and inclusion

initiatives. However, there remains significant room for improvement, especially among small and medium enterprises. The job role mapping exercise provides actionable insights for maximizing women's participation across various logistics functions in the short term.

Looking ahead, sustained commitment from all stakeholders is crucial to achieving lasting change. Government agencies can take the lead in implementing gender-responsive policies and monitoring progress. Industry associations have a vital role in facilitating knowledge sharing, capacity building, and promoting best practices. Individual firms must internalize gender inclusion as a core business imperative rather than a peripheral concern.

Ultimately, enhancing women's participation in logistics is not just about gender equality - it is essential for unlocking the sector's full economic potential and driving innovation. By implementing the interventions outlined in this report and fostering a culture of inclusion, India's logistics sector can become a model for gender-responsive growth, contributing to broader national goals of women's empowerment and economic development.



Study Team At Vanijya Bhawan, New Delhi

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Appendix

Appendix A: List Of Organizations Consulted For Key Informant Interviews And Focus Group Discussions

| S. No | Organization Name | S. No | Organization Name |
|-------|---------------------------------------|-------|--|
| 1 | R Inadventures | 15 | Pidge |
| 2 | Kerry Indev Logistics Private Limited | 16 | Reeferon Supply Chain Solutions Pvt. Ltd |
| 3 | Global Logistics Pvt.ltd | 17 | Land Ports Authority of India, Government of India |
| 4 | Zomato | 18 | Central Board of Indirect Taxes & Customs, Government of India |
| 5 | Transworld Terminals Private Limited | 19 | Department for Industries and Commerce, Government of Punjab |
| 6 | Even Cargo | 20 | Sitara Shipping ltd |
| 7 | TCI Freight | 21 | Guld Bird Logistics |
| 8 | Nestle | 22 | PV.Agencies Freight Forwarders Pvt. Ltd. |
| 9 | Safexpress Private Limited | 23 | NEW GLOBE LOGISTIK LLP and Neutral Consolidation Services |
| 10 | CJ Darcl | 24 | Federation of freight Forwarders Association India |
| 11 | Confederation of Indian Industry | 25 | Global Consolidators and Forwarders |
| 12 | Sushila Transport Pvt Ltd | 26 | M R Shipping Pvt. Ltd. |
| 13 | Fleetfly logistics | 27 | Pravegam Shipping Pvt.Ltd |
| 14 | Delhi Customs Brokers Association | 28 | Exim Academy |

| S. No | Organization Name | S. No | Organization Name |
|-------|--|-------|--|
| 29 | Sattva Logistics | 46 | Cargo Marketing International |
| 30 | Chennai Customs Brokers Association / High Sea Logistics | 47 | Mer Cargo Logistics Pvt Ltd |
| 31 | Chennai Customs Brokers Association | 48 | Globsync Ocean & Air Transport LLP |
| 32 | Pravegam Shipping | 49 | Suman International |
| 33 | NM Logistics | 50 | Khee Logistics India Pvt.Ltd |
| 34 | Industrial Training Institute for Women Guwahati | 51 | Sanskriti Enterprise |
| 35 | WICCI India Asean business council | 52 | Thomas Global Private Ltd |
| 36 | Social Security and Digital Reforms WICCI | 53 | Freight Systems (India) Pvt. Ltd. |
| 37 | Haider Logistics Private Limited | 54 | Reliance Industry ltd |
| 38 | PDP GROUP | 55 | Index International Trading and Clearing Private Limited |
| 39 | SNB Agency | 56 | DHL Limited |
| 40 | Maa Kamakhya Enterprise | 57 | Express Industry Council of India |
| 41 | Pioneer Shipping Agency | 58 | Federation of Indian Medium, Small and Micro Enterprises (FISME) |
| 42 | Overseas Corporation Pvt Ltd | 59 | Warehousing Association of India |
| 43 | Oceanic Express LLP Cal-Cox Syndicate Pvt Ltd. | 60 | PHD Chamber of Commerce & Industry |
| 44 | Saila Shipping and Logistics Services, Kolkata | 61 | Medallion Translinks |
| 45 | SNM Agency | 62 | Inland World Logistics |

| S. No | Organization Name | S. No | Organization Name |
|-------|---|-------|--|
| 63 | Ship Delight Logistics Technologies | 80 | From logistics/FF companies |
| 64 | Centre for WTO Studies at Indian Institute of Foreign Trade | 81 | Assam Skill University |
| 65 | Indian Institute of Management, Mumbai | 82 | Guwahati city chapter WICCI |
| 66 | Asian Development Bank | 83 | Paro Logistics Pvt Limited |
| 67 | Charlie Pesti | 84 | Express Clearing Agency |
| 68 | Fastrack Impex and Logistics | 85 | Parbati International Co. |
| 69 | RP cargo and Logistics ltd | 86 | Haridass Chunder (Clearing Agents) Pvt. Ltd. |
| 70 | Girdhar cargo world | 87 | Parbati Air Transport Agency (Parbati Group of Companies) |
| 71 | Elecon cargo private limited | 88 | Tamil Maanila Commerce Industries Traders Association |
| 72 | OSL Logistics | 89 | Tamil Maanila Commerce Industries Traders Association, Vaishnavi Freight Logistics |
| 73 | EKF GLOBAL Logistics Pvt Ltd (formerly Express Kargo Forwarders Pvt Ltd) | 90 | Eastern Clearing & Forwarding Agency Pvt Ltd |
| 74 | Shankar Shindhe (Federation of Freight Forwarders' Associations in India) | 91 | Daga Shipping Agents Pvt. Ltd. |
| 75 | Synergy Global Logistics Pvt. Ltd. | 92 | TKM Global Logistics Ltd. |
| 76 | Bertling | 93 | Akshoy Kumar Ghosh and Sons |
| 77 | Horizon Cleford | 94 | Cal cox syndicate Pvt. Ltd. |
| 78 | Sravan Shipping Services Ltd | 95 | SCF International |
| 79 | Contiship Logistics | 96 | Leaap International Private Limited |

| S. No | Organization Name |
|-------|--|
| 97 | Federation of Freight Forwarders' Association in India; Haridass Chunder (Clearing Agents) Pvt. Ltd. |
| 98 | BML Logistics |
| 99 | Universal Logistics |
| 100 | Vijayananda Road lines (VRL) |
| 101 | Vahak |

Appendix B: Parameters For Evaluating Job Suitability

| Parameter | Question | Scoring Rank |
|--------------------------------------|---|---|
| Gendered Suitability Of Work Timings | Question 1: Is shift-based work available? | High (3): if yes and within day-time hours Medium (2): If yes but not necessarily during day-time hours Low (1): If no |
| | | |
| Parameter | Question | Scoring Rank |
| Mobility Requirements | Question 1: Is the work remote or does it require travel to the site? | High (3): If remote Medium (2): If hybrid Low (1): If it requires travel every day |
| Parameter | Question | Scoring Rank |
| Suitability As Per Social Norms | Question 1: Is the job perceived as appropriate for women? | High (3): If unconditionally permitted Medium (2): If allowed by family but with certain conditions Low (1): If not allowed |
| | Question 2: Does the job allow women to balance unpaid work responsibilities? | |
| | Question 3: Do women require permission to pursue the job? | |
| Parameter | Question | Scoring Rank |
| Level Of Skilling And Knowledge | Question 1: What is the level of skilling required for the job? | High (3): If there is high degree of creativity required Medium (2): If there is medium degree of creativity required Low (1): If there is low degree of creativity required |
| | Question 2: What is the level of knowledge required for the job? | |
| | Question 3: What is the level of automation dependence required for the job? | |

| | | |
|---|---|--|
| | Question 4: What is the degree of creativity required for the job? | |
| Parameter | Question | Scoring Rank |
| Physical Strength Requirement For The Job Role | Question 1: What is the level of strength/stamina required for the job? | High (3): If low-level strength is required Medium (2): If mid-level strength is required Low (1): If high-level strength is required |

Appendix C: Challenges Faced In The Logistics Sector Highlighted During FGD

| Challenge | Description |
|---------------------------|--|
| Procedure To Entry | Entry Procedure Challenges: Becoming a customs broker involves clearing an exam and interviews. Delhi's lack of a structured exam process is noted, and successful applicants must deposit INR 5-7 lakhs, posing a financial challenge, especially for women. |
| | License Progression and Gender Disparities: Progressing to G and F cards, contingent on experience and exams, presents challenges. MBA and CA graduates can directly get an F card, raising concerns about practical knowledge. Gender disparities arise as G and F cards, requiring on-site work, are preferentially offered to males, discouraging women. |
| | Industry Perception and Employment Challenges: Safety concerns and perceived inclusivity gaps discourage recommending the logistics sector. Women's licenses are often used by male family members. Women constitute one-tenth of the workforce, deterring potential female entrants. Safety concerns limit women's roles in courier and field positions. |
| | Leadership Bias and Industry Dynamics: Biases in leadership, observed at the Mumbai Port, hinder women's engagement, with officials favoring male counterparts. This bias creates an unwelcoming environment for women aspiring to leadership roles in customs. |
| Challenge | Description |
| | Hard Infrastructure Barriers: In facilities like Inland Container |

| | |
|----------------------------------|---|
| Infrastructural Challenge | Depot Tughlakabad (ICD-TKD), the absence of female washrooms and poorly maintained facilities create obstacles for women. Multiple blind spots in locations such as ICD Sonipat and ICD TKD add to safety concerns. |
| | Rampant Theft and Safety Concerns: Rampant theft at sites, notably the Mumbai port, makes it unfavorable for women workers. Safety issues result in women preferring to travel accompanied by male team members during both day and night. |
| | Connectivity and Mobility Restrictions: Unsafe environments at land ports lead to connectivity and mobility challenges. Women often rely on male staff or shared autos, especially in Tier-I cities like Delhi and Mumbai. |
| | Limited Seating and Clearance Challenges: Women custom brokers face a lack of seating space during shipment wait times, with instances of being advised to send male team members for document clearance, revealing a lack of recognition. |
| | Absence of Creche/Resting Facilities: Offices of women custom brokers and freight forwarders lack creche and resting facilities, adding to challenges in balancing work and family responsibilities. |
| Challenge | Description |
| Job Sustainability | Limited Roles and Low Representation: Women primarily handle off-site tasks like filing and documentation, with notably low representation in roles such as courier delivery assistants, indicating a lack of job diversity. |
| | Custom Brokers' Entrepreneurial Burden: Despite a mandatory INR 7 lakhs investment, custom brokers lack specific job roles and are often expected to establish their own company, adding entrepreneurial responsibilities. |
| | State-specific License Challenges: Securing a license in one state restricts women from practicing in any other state for two years, presenting a significant hurdle for those relocating after marriage. Additional charges after two years create financial and logistical challenges. |
| | Financial Dependence and Abuse Risks: The need to request more money, including additional charges, can result in potential verbal and physical abuse from husbands and in-laws. Instances were reported, such as a woman quitting the profession due to relocation restrictions after marriage. |

| Challenge | Description |
|---------------------------------|--|
| Shift Timings | 24-Hour Operations and Safety Concerns: Customs work operates 24/7, raising safety concerns for women during night shifts, both on-site and during travel. |
| | Early Departure Strategy and Reduced Working Hours: Women are encouraged to leave by 3-4 o'clock in the afternoon for safety, inadvertently leading to reduced working hours and potential impacts on productivity. |
| Challenge | Description |
| Limited Access To Information | Absence of Women-Centric Help Desks: No dedicated help desks exist for women in the logistics sector. |
| | Government Scheme Awareness Gap: Women, even in leadership roles, lack awareness about government schemes. |
| | Underrepresentation in Associations: Women's underrepresentation is linked to information gaps, cultural norms, conflicts, and a lengthy information chain. |
| | Familial Restrictions: Some face familial constraints; for instance, one participant was denied permission by her father to join an association. |
| | Staff Uninformed on Gender-Specific Rules: Staff at Delhi Airport lacks knowledge about gender-specific rules and newer policies, reflecting information gaps. |
| | Limited Job Roles Awareness: Scarcity of job roles and awareness hinders women, especially newcomers, from entering the logistics sector. |
| | Technical Nature and Training Gaps: Technicality and limited recognized training opportunities hinder women's participation. |
| | Challenges in Internships and Training: Scarce internships and training opportunities pose challenges for women establishing a logistics career. |
| Source: Focus Group Discussions | |

Appendix D: List Of 50 Logistics Companies Evaluated For DEI Initiatives

| S. No. | Name Of The Company | S. No. | Name Of The Company |
|--------|-------------------------------------|--------|---------------------------------|
| 1. | DHL | 17. | TVS Supply Chain Solutions Ltd. |
| 2. | JM BAXI | 18. | Maheshwari Logistics |
| 3. | Shreyas Shipping & Logistics Ltd | 19. | Aramex |
| 4. | TVS Logistic | 20. | Great Eastern Shipping Company |
| 5. | Delhivery | 21. | Nippon Express |
| 6. | Blue Dart Express | 22. | Total Transport Systems |
| 7. | Transport Corporation of India Ltd. | 23. | Ceva Logistics |
| 8. | XPO Logistics | 24. | Mahindra Logistics Ltd. |
| 9. | VRL Logistics Ltd | 25. | Ekart Logistics |
| 10. | Shalimar Warehousing Corporation | 26. | Gati Limited |
| 11. | ECOM Express | 27. | Snowman Logistic |
| 12. | Redington India Limited | 28. | Kintetsu World Express |
| 13. | Kerry Indev Logistics | 29. | Tara Chand Logistics Solutions |
| 14. | AVG LOGISTICS | 30. | Amazon Logistics |
| 15. | DTDC | 31. | FedEx |
| 16. | Rivigo | 32. | Lineage Logistics |

| S. No. | Name Of The Company | S. No. | Name Of The Company |
|---------------|--|---------------|---------------------------------------|
| 33. | Container Corporation Of India Limited | 42. | Apollo LogiSolutions Ltd. |
| 34. | Sical Logistics Ltd | 43. | Gateway Distriparks Ltd. |
| 35. | XpressBees | 44. | TCI Express |
| 36. | Allcargo Ltd. | 45. | Spoton Logistics Pvt. Ltd |
| 37. | FM Logistics | 46. | Shipping Corporation of India |
| 38. | ShadowFax | 47. | Adani Logistics Ltd. |
| 39. | SK Logistics | 48. | Freyer International Logistics |
| 40. | Paradise Logistics | 49. | Aegis Logistics Ltd. |
| 41. | GMR Group | 50. | Shree Maruti Courier Service Pvt. Ltd |

• List Of 20 Small And Micro-Sized Logistics Companies Consulted For DEI Analysis

| S. No. | Name Of The Company | S. No. | Name Of The Company |
|--------|------------------------------------|--------|---|
| 1. | Sitara Shipping ltd | 11. | Saila Shipping and Logistics Services, Kolkata |
| 2. | Girdhar Cargo ltd | 12. | Khee Logistics India Pvt.Ltd |
| 3. | OSL logistics | 13. | Suman International |
| 4. | STPL | 14. | Parbati Air Transport Agency (Parbati Group of Companies) |
| 5. | PDP GROUP | 15. | Haridass Chunder (Clearing Agents) Pvt. Ltd. |
| 6. | Cargo Marketing International | 16. | Daga Shipping Agents Pvt. Ltd. |
| 7. | Globsync Ocean & Air Transport LLP | 17. | Akshoy Kumar Ghosh and Sons |
| 8. | Overseas Corporation Pvt Ltd | 18. | Pioneer Shipping Agency |
| 9. | SCF International | 19. | R Inadventures |
| 10. | Pravegam Shipping | | |

Appendix E – Sample ToR For Gender Specialist

| Role | Education | Experience | Scope Of Work |
|---------------------------------|--|--|--|
| <p>Gender Specialist</p> | <p>Master’s in social studies, or equivalent (10-15 years of experience)</p> | <ul style="list-style-type: none"> • The candidate should possess a strong background in integrating gender considerations into various aspects of urban development projects. This includes conducting gender analysis, audits, and budgeting, as well as incorporating gender perspectives into project planning and design. • Substantial experience in evaluating the impact of projects and investments, with a focus on assessing their social impact, determining the number of beneficiaries, and conducting return on investment analyses. • Familiarity with tools and techniques for monitoring progress is also essential, as the candidate may be expected to track and report on the advancement of gender-related initiatives. • The candidate should also demonstrate a proven track record of working on government projects, | <ul style="list-style-type: none"> • Responsible for spearheading the development and execution of the Gender Lab's strategic plan. • The specialist could contribute to the creation of frameworks and guidance materials that may form the foundation of the Gender Lab's work. • Oversee the preparation and implementation of specific components and plans, ensuring alignment with the overall strategy. • A key responsibility of the Gender Specialist could be to develop and implement a comprehensive evaluation approach for projects and submissions from cities and implementation agencies. This involves conducting social evaluations at each financial |

| Role | Education | Experience | Scope Of Work |
|------|-----------|---|---|
| | | <p>showcasing their ability to navigate complex bureaucratic systems and collaborate effectively with government stakeholders.</p> <ul style="list-style-type: none"> • Having served as a member of gender project committees at either the national or state level is highly desirable, as it indicates the candidate's expertise and commitment to promoting gender equality in decision-making processes | <p>phase to assess the quality of project execution, the impact on women's safety, and to provide the necessary details for financial accountability.</p> <ul style="list-style-type: none"> • The specialist could analyze the results of these evaluations and produce guidance notes that highlight the impact and lessons learned for each type of intervention. They could also be responsible for regularly reporting on the progress of the Gender Lab's initiatives. • Capacity building could be another essential aspect of the role, as the specialist may engage with other cities in the state to share knowledge, best practices, and lessons learned from the Gender Lab's work. |