

CLOSE THE GENDER GAP

SECTOR SCORECARD

CONSUMER SERVICES SECTOR

Analysis of NSE listed companies based on
FY 2022-23 Annual Reports

KEY HIGHLIGHTS AND RECOMMENDATIONS



90
companies listed in the National Stock Exchange in FY 2022–23. Most of the companies have a total employee range of more than 2000.



333,593
workforce employed by the NSE listed Consumer Services sector companies



31%
overall women representation in the Consumer Services sector with higher representation at the worker level (42%) than the employee level (29%)

The numbers are low compared to global benchmarks with 51.8% of the global workforce in the Consumer Services sector being women as per the World Economic Forum.



Several leading companies in the Consumer Services sector, that have high representation of women in the workforce or women leaders, have distinctive initiatives worth highlighting:

DiWA (Diversity including Women At Taj) operates a structured training program via skills certification centers in the Northeast, offering six months of on-the-job training to women from the region. Upon graduation, these women assume frontline roles in hotels, aiming to increase female representation in new hires.

IHCL also implements an internal referral program, where external consultants earn higher commissions for referring women, resulting in a 23% increase in female employees.

The Springboard program by **Aditya Birla Fashion & Retail Ltd** involves women leaders from middle management, fostering self-awareness and insight into strengths, areas for development, management, and leadership styles. Through this program, participants cultivate their identities as effective leaders and managers.

Madura Manufacturing, with 85% of its 14,000-strong employee base comprising women averaging 29 years of age, offers the Womb-to-Cradle Program as part of its broader wellness initiative, Sanjeevani. This program addresses the needs of women transitioning into motherhood for the first time, encompassing pre- and post-natal care along with personal and social support.

RECOMMENDATIONS FOR THE CONSUMER SERVICES SECTOR TO IMPROVE ITS OVERALL GENDER DIVERSITY



Acknowledging the pivotal role of data science in the advancement and expansion of consumer services, it's imperative to **actively recruit women** for these positions. Women continue to be underrepresented in fields related to data science.



Companies should introduce **leadership training programs, skill enhancement initiatives, and certification programs** to facilitate the progression of women within the sector, aiming to increase the presence of women in key management roles and on boards of directors.



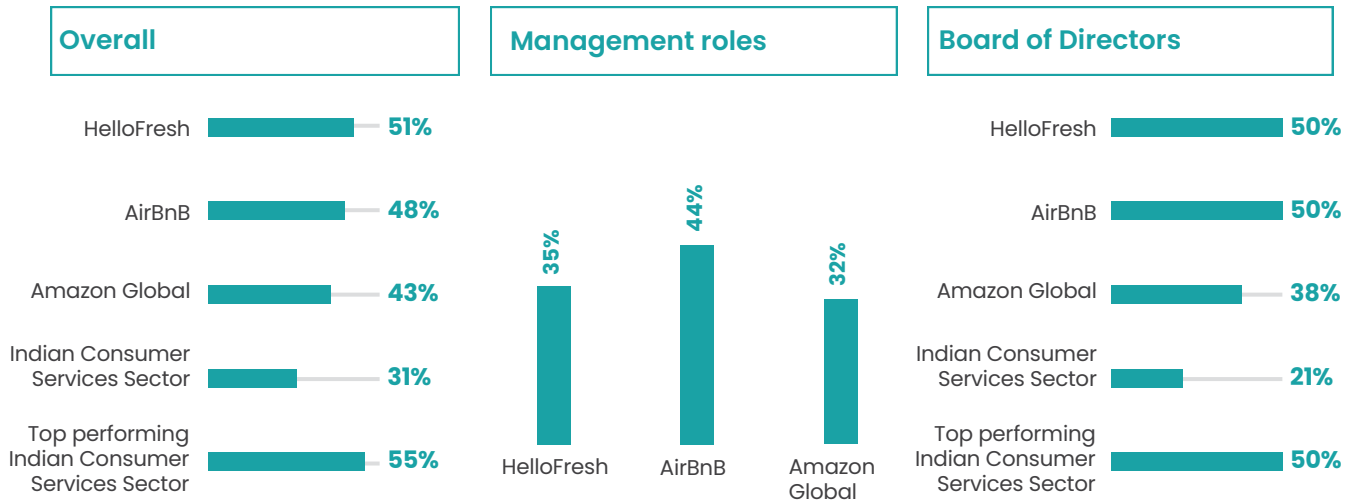
Implementing **flexible work policies, family-friendly initiatives, returnship programs, and establishing employee resource groups** can help address challenges related to attrition, retention, and re-entry into the workforce, which are prevalent issues in the sector.

GLOBAL BEST PRACTICES FOR THE CONSUMER SERVICES SECTOR IN INDIA TO EXPLORE

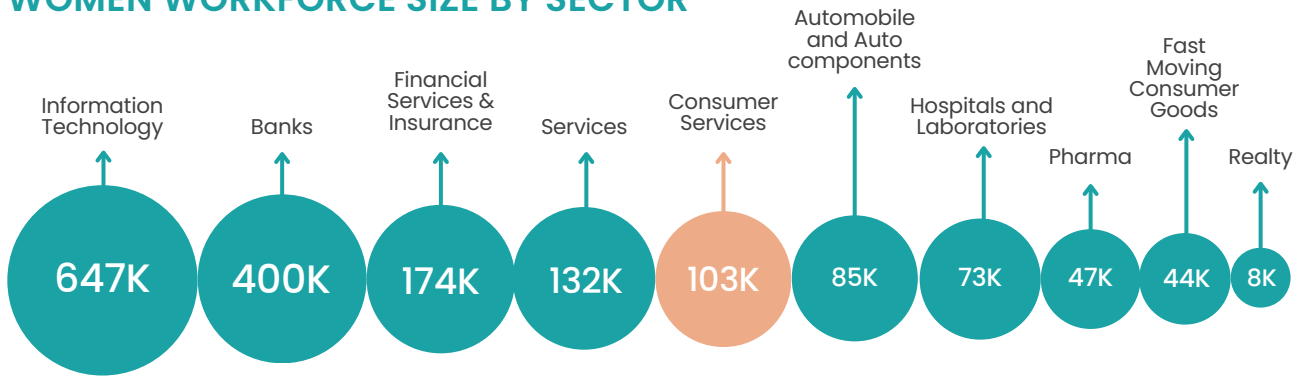
In 2022, over a third of **HelloFresh** interviewers completed the "License to Hire" learning path, which includes an implicit bias module to enhance diversity during hiring stages. Additionally, HelloFresh runs a Women in Tech Scholarship program in collaboration with various boot camps, offering scholarships and internships to six talented individuals

To ensure that gender diversity was improved at **Airbnb**, the hiring team made quick changes to their hiring process by removing the names of people on projects and tried to ensure that a woman applying for a job on the data science team presents to a panel with at least one female employee—eliminating the unnecessary intimidation factor that may accompany presenting to an all-male panel.

WOMEN REPRESENTATION IN TOP GLOBAL CONSUMER SERVICES SECTOR COMPANIES

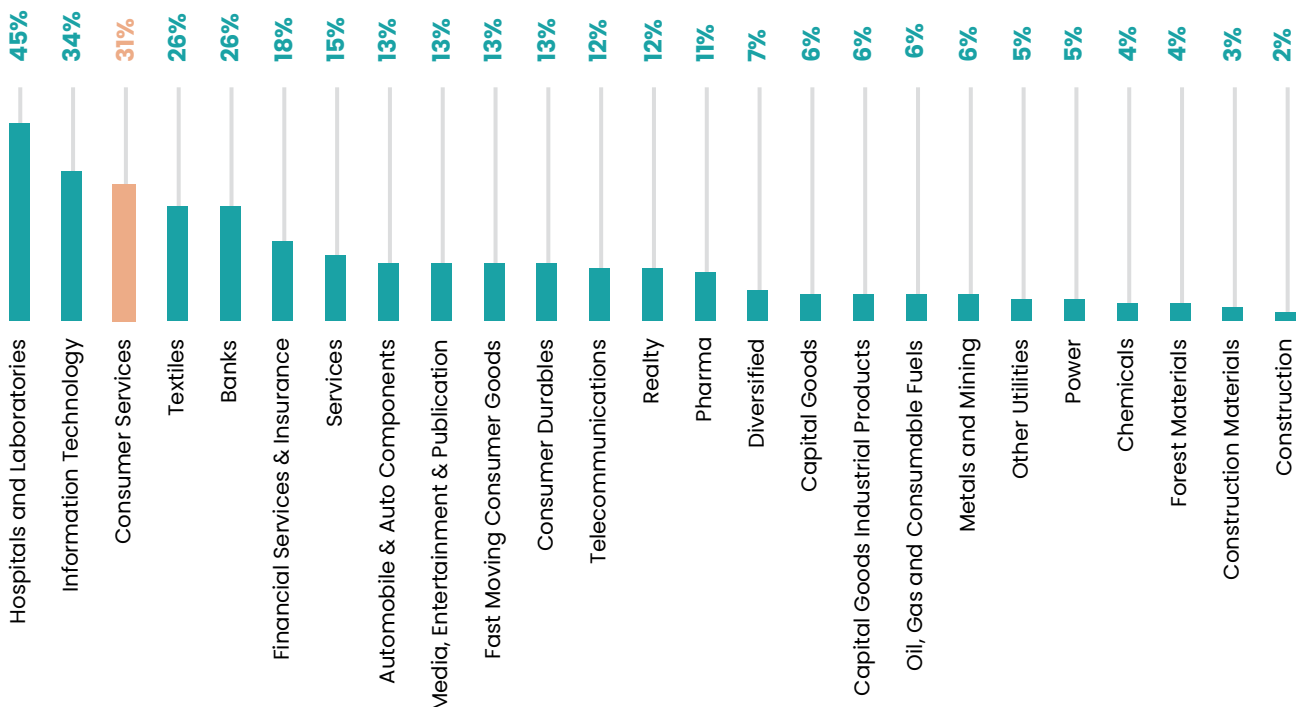


WOMEN WORKFORCE SIZE BY SECTOR

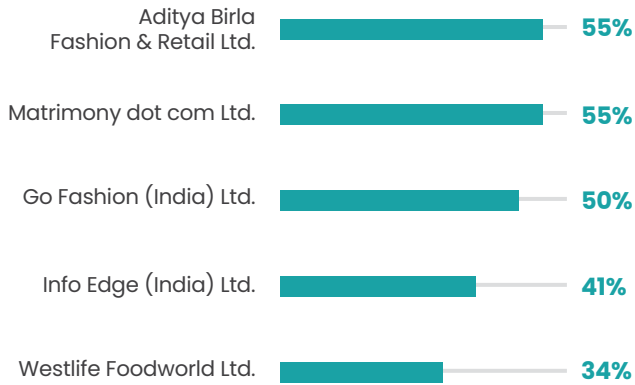


Note: The size of the bubble signifies the size of the women workforce in the sector

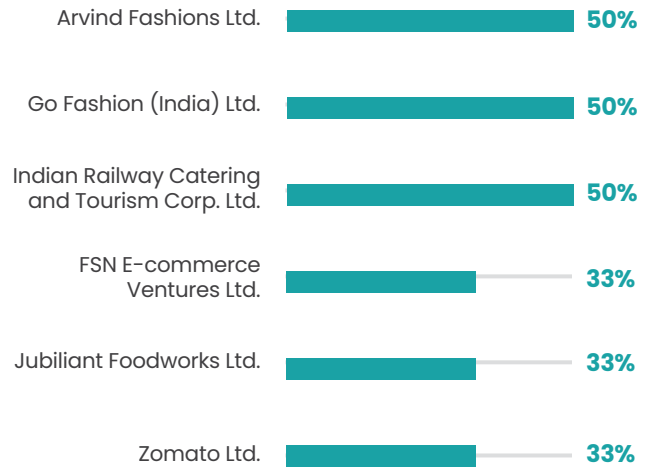
WOMEN WORKFORCE REPRESENTATION BY SECTOR



TOP PERFORMERS IN WOMEN WORKFORCE REPRESENTATION*

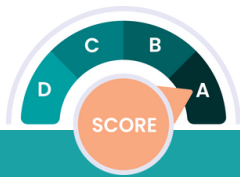


TOP PERFORMERS IN WOMEN IN KEY MANAGEMENT POSITIONS*

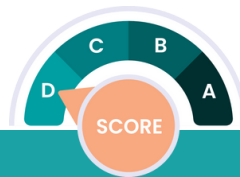


*Note: For top performers, the employee size has been restricted to above 2000

CONSUMER SERVICES SECTOR SCORECARD



Women Representation



Retaining Women



Women in Leadership

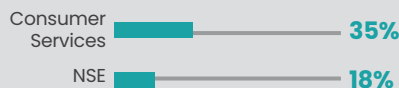
Employees



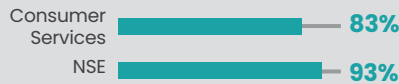
Workers



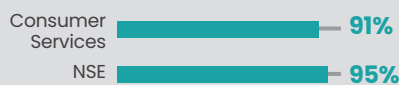
Turnover Rate



Retention Rate



Return to Work Rate after Parental Leave



Key Management Positions



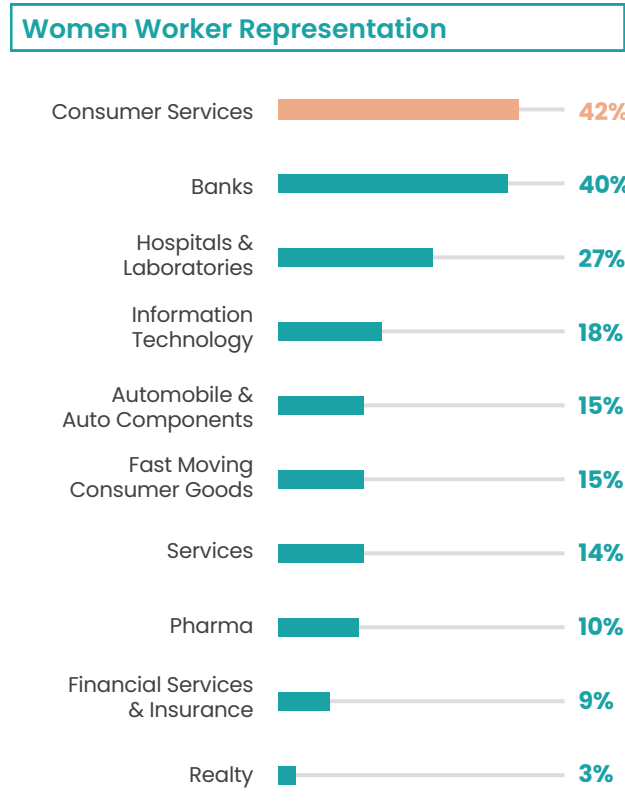
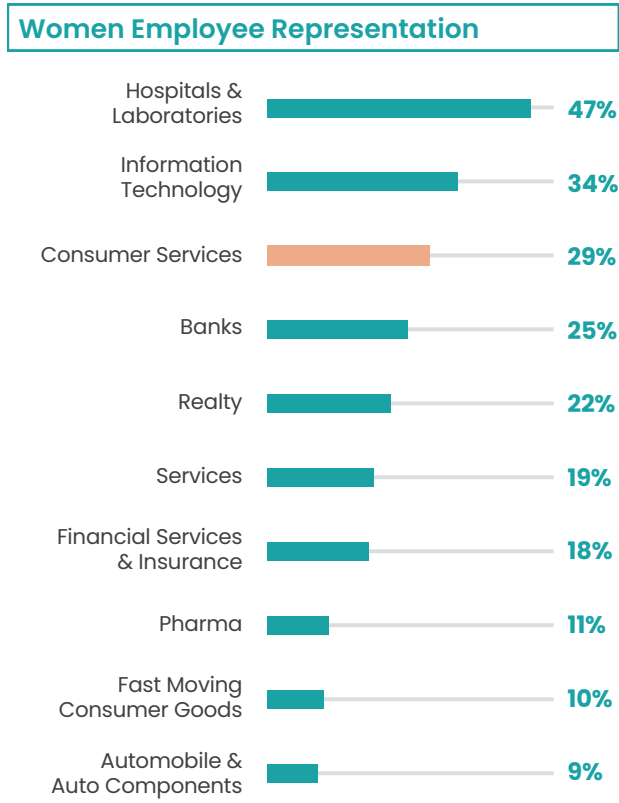
Board of Directors



WOMEN REPRESENTATION SCORE



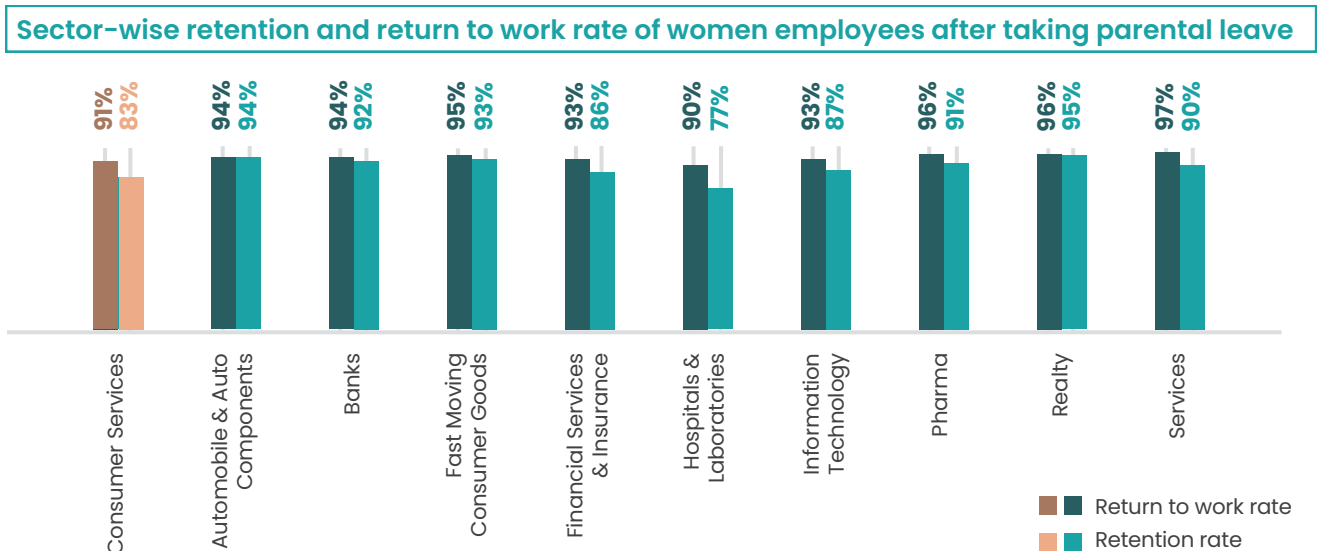
- The Consumer Services sector ranks 3rd among the 25 sectors in overall women representation.
- The sector improved by 4 percentage points in women representation from 2020 to 2022. This is more than the growth in top sectors like IT and Banks.



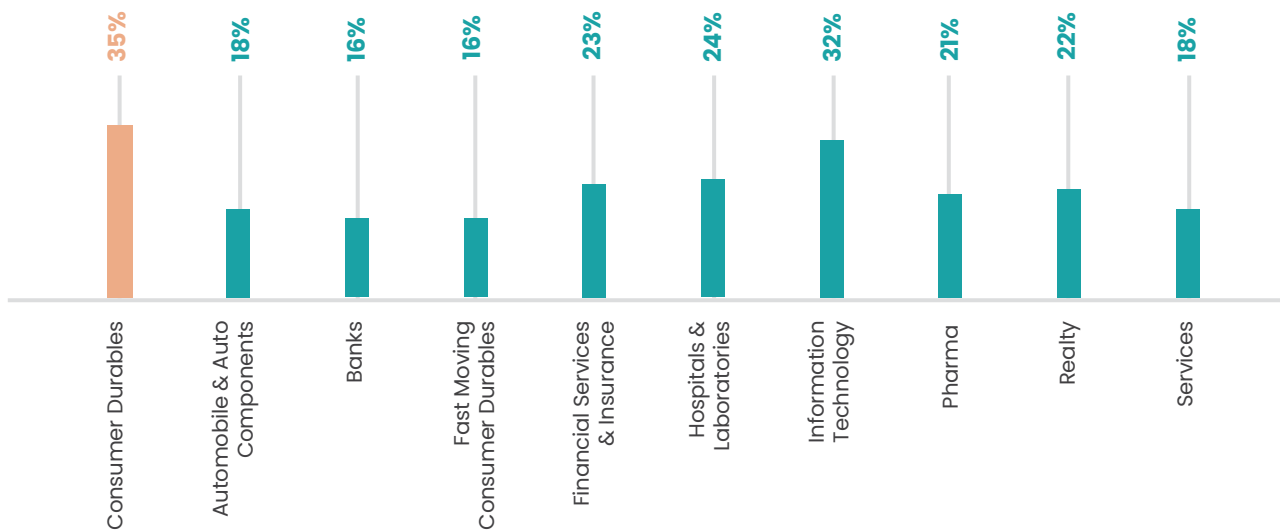
RETENTION SCORE



The Consumer Services Sector has a high return to work rate and average retention rate at 91% and 83% respectively. The turnover rate of this sector is 35%.



Turnover Rate

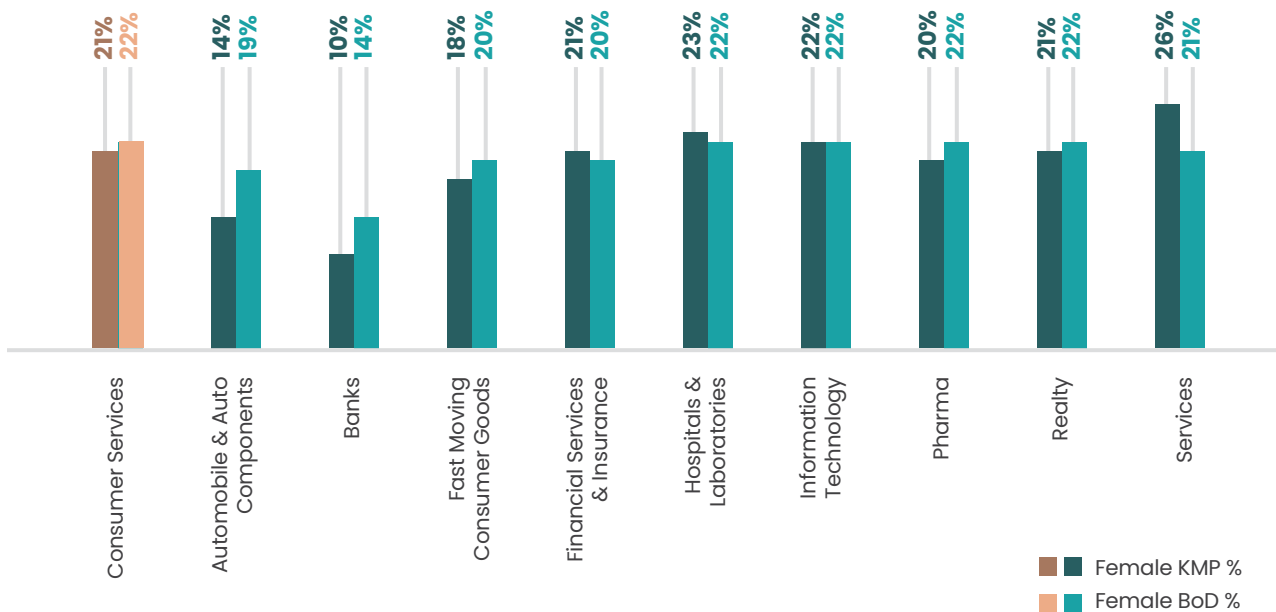


WOMEN LEADERSHIP SCORE



The representation of female BoD and KMP in the Consumer Services Sector is higher compared to other sector averages. 99% of the services sector companies have at least one female BoD as per The Companies Act, 2013.

Women in Board of Directors (BoD) and Key Management Positions (KMP)



ANNEXURE

METHODOLOGY

The sector scorecard is developed based on three categories and eight indicators in total:

Women Representation	Retaining Women	Women in Leadership
<ul style="list-style-type: none">• Women representation at employee level• Women representation at worker level• Change in women representation over 3 years	<ul style="list-style-type: none">• Turnover rate among women employees• Retention rate among women employees after taking parental leave• Return to work rate among women employees after taking parental leave	<ul style="list-style-type: none">• Women representation at Key Management Positions level• Women representation at Board of Directors level

- Each indicator was sorted in ascending order and scores were assigned such that the higher the indicator value, the higher the score. The exception being the turnover rate indicator which is a negative indicator.
- The category scores were calculated by summing the indicator scores under each category. The category scores were normalised to the range of 0 to 100 to standardize the scores.
- The overall sector score was calculated as the arithmetic mean of the three category scores.
- The overall sector score and the three category scores were divided into quartiles and given ratings of A to D, A being the rating for top quartile and D for the bottom quartile.

GLOSSARY OF TERMS

Employee and Worker: The term “Employee” means, any person (other than an apprentice engaged under the Apprentices Act, 1961), employed on wages by an establishment to do any skilled, semi-skilled or unskilled, manual, operational, supervisory, managerial, administrative, technical or clerical work for hire or reward. Workers does not include anyone who is employed in a supervisory capacity drawing wages exceeding eighteen thousand rupees per month or an amount as may be notified by the Central Government from time to time.

Permanent and Non permanent Employee/ Worker: The term “permanent employee or “permanent worker” refers to an employee or worker, employed for full-time or part time work, for an indeterminate period. The term “other than permanent employee” or “other than permanent worker” refers to employees or workers who are employed for a fixed term that ends when a specific time period expires, or on completion of a specific task or an event.

Retention Rate: Retention rate determines who returned to work after parental leave ended and were still employed 12 months later. It shall be calculated using the following formula: $(\text{Total number of employees retained 12 months after returning to work following a period of parental leave} * 100) / (\text{Total number of employees returning from parental leave in the prior reporting period})$.

Key Management Positions: KMP/Key Management Positions includes: (i) the Chief Executive Officer or the managing director or the manager; (ii) the company secretary; (iii) the whole-time director; (iv) the Chief Financial Officer; and (v) such other officer as may be prescribed.

ABOUT THE CGG PLATFORM

Close the Gender Gap (CGG) Platform is a go-to hub on women's representation that looks to drive commitments & action towards gender parity in the workforce. Levers include supporting gender-disaggregated data, narrative-building, creating champions & platforms, and industry & policy engagement.

Contact info@udaiti.org if you would like to partner with us and join the movement!

Scan the QR code
to know more

