

CLOSE THE GENDER GAP

# SECTOR SCORECARD

## FAST MOVING CONSUMER GOODS

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

## KEY HIGHLIGHTS AND RECOMMENDATIONS



142 companies in the FMCG sector listed in the National Stock Exchange in FY 2022-23. Most of the companies have a total employee range of less than 2000.



349,000 workforce employed by the NSE listed FMCG companies.



13% overall women representation in the FMCG sector, with higher representation at the worker level (15%) than the employee level (10%).

The numbers are low compared to global benchmarks with **45% women representation in the Retail sector of UK** and **46% women representation at entry level in the Retail and Consumer Goods sector of US**.



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

**Hindustan Unilever** has a 46% women representation at the managerial level. In 2022, they also added 650 women on shop floors and 1000 Ahilyas, women in the frontline through targeted placement

The WIN (Workplace Inclusivity for new and expectant parents) Policy at **Colgate-Palmolive India** aims to provide new mothers flexibility at work, creche tie-ups, and medical insurance benefits

**Godrej Consumer Products** has come up with a new programme called "Aarambh" which is focused on hiring more women for entry level sales roles in India, with a target of doubling the number of women in sales in India.

### RECOMMENDATIONS FOR THE FMCG SECTOR TO IMPROVE ITS OVERALL GENDER DIVERSITY



Companies could consider making some of their **factories entirely staffed and managed by women**, given that the FMCG sector has 15% female worker representation, with a significant number of blue-collar factory workers.



Companies can prioritise developing their female workforce, offering **tailored training programs in leadership development**, and **promoting lateral hiring** in order to enhance the presence of women in leadership (18% for KMP and 20% for BoD in the sector).

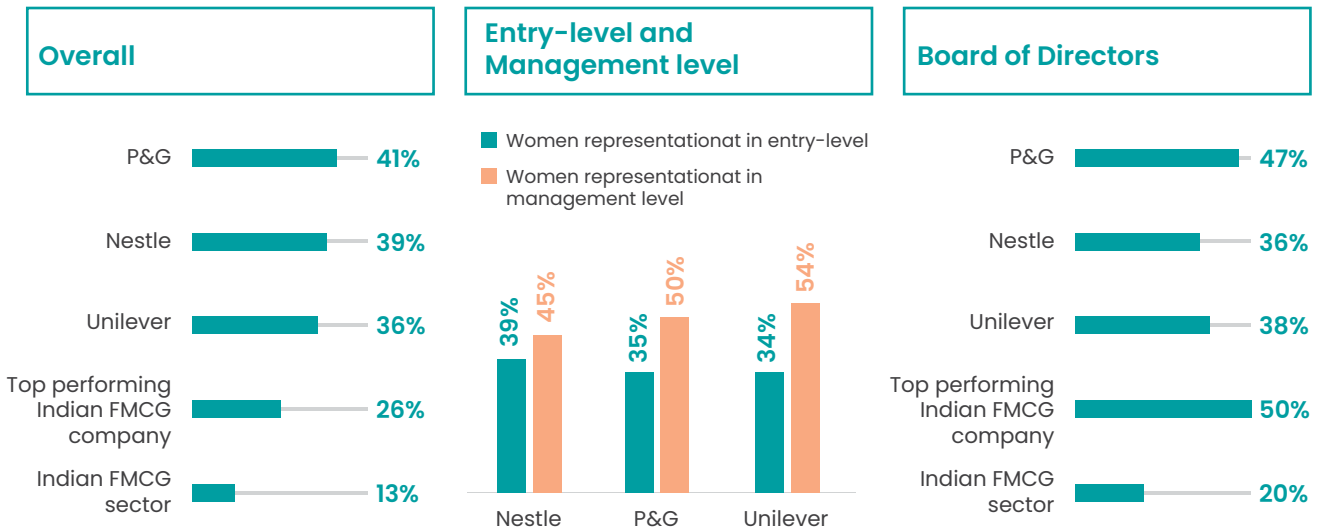
### GLOBAL BEST PRACTICES FOR THE FMCG SECTOR IN INDIA TO EXPLORE

LEAD Network in 2023 performed a DEI scorecard exercise for FMCG companies across Europe, revealing that 37% of senior executive positions were held by women, which is significantly higher than in India. Some of the initiatives performed by top companies highlighted in this report were:

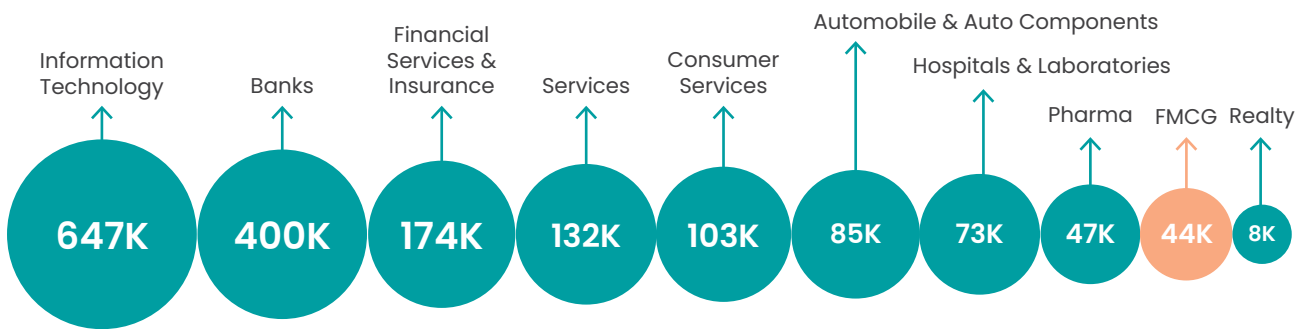
**ICA Gruppen (Sweden)** started the ICA 50-50 initiative, which is a network for women in top management positions across the business to facilitate peer-peer connections, leadership coaching, and networking gatherings.

**L'OCCITANE Group (France)** has a 50-50 gender balance at the senior executive level, and has initiatives such as equitable professional development opportunities, gender-neutral parental policies, and strong focus on STEM careers for women.

## WOMEN REPRESENTATION IN TOP GLOBAL FMCG FIRMS

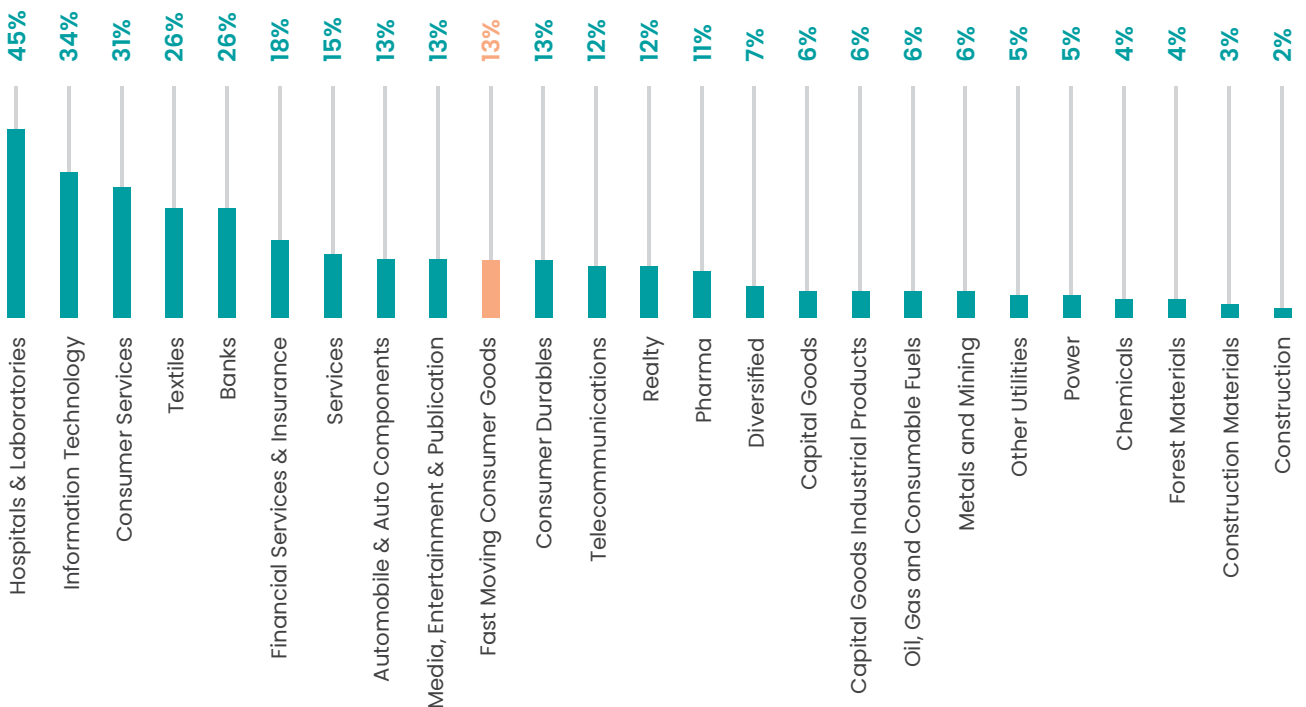


## WOMEN WORKFORCE SIZE BY SECTOR



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

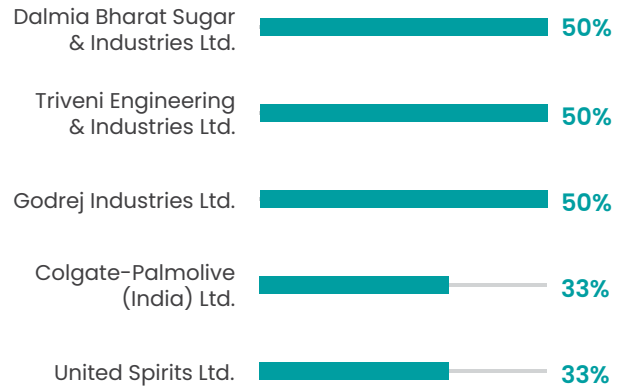
## WOMEN WORKFORCE REPRESENTATION BY SECTOR



## TOP PERFORMERS IN WOMEN WORKFORCE REPRESENTATION\*

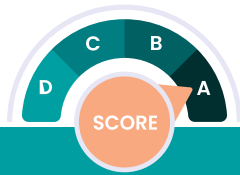
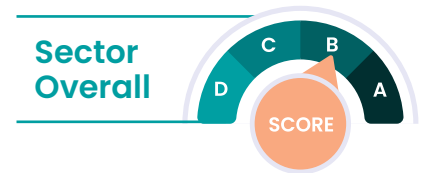


## TOP PERFORMERS IN WOMEN IN KEY MANAGEMENT POSITIONS\*



\*Note: For top performers, companies with at least 500 employees have been considered.

## FAST MOVING CONSUMER GOODS SECTOR SCORECARD



Women Representation



Retaining Women



Women in Leadership

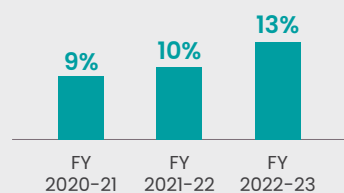
### Employees



### Workers



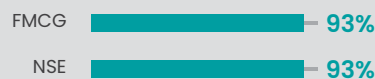
### 3 year trend



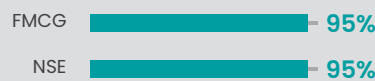
### Turnover Rate



### Retention Rate after Parental Leave



### Return to Work Rate after Parental Leave



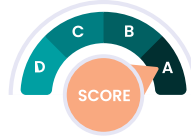
### Key Management Positions



### Board of Directors

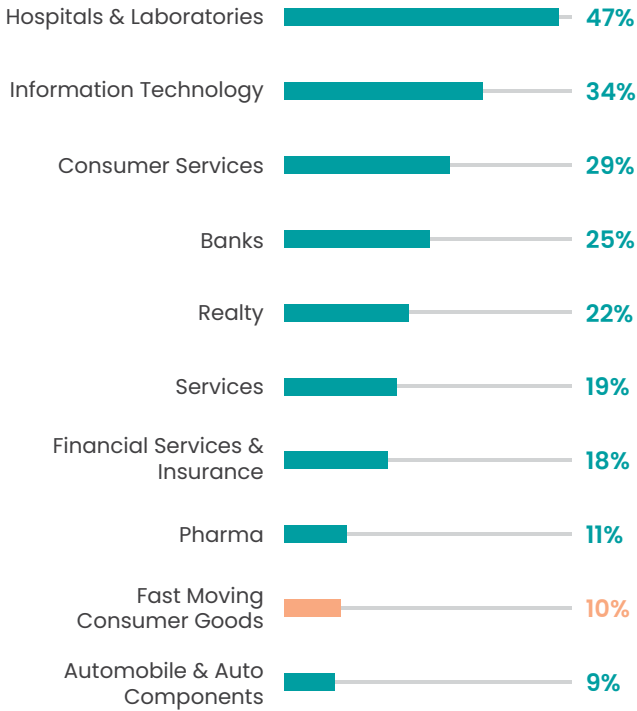


# WOMEN REPRESENTATION SCORE

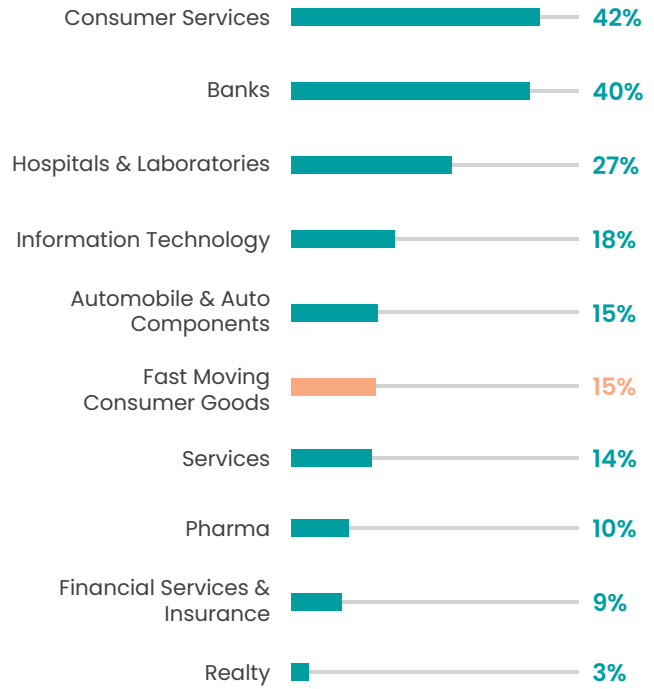


- The FMCG sector ranks 8th among the 25 sectors in women representation.
- Women representation in the worker level is better than at employee level in the sector.
- The sector has 4 percentage points increase in women representation from 2020 to 2022, it's higher than top sectors like Services and IT.

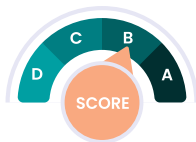
## Women Employee Representation



## Women Worker Representation

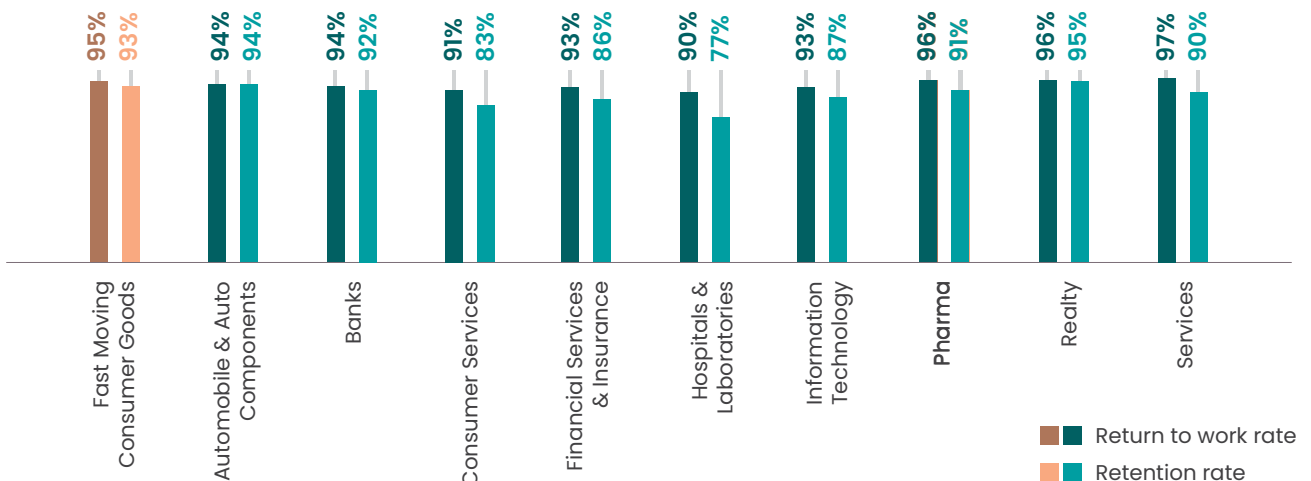


# RETENTION SCORE

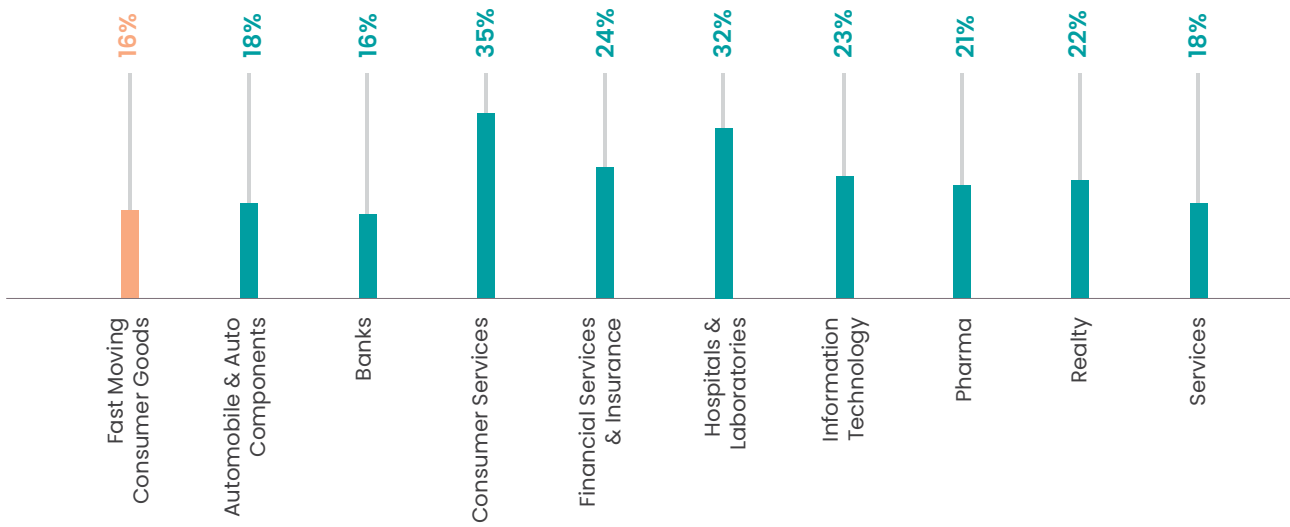


The FMCG sector has a high retention and return to work rate at 93% and 95% respectively and an attrition rate of 16%, which is lowest among all the top sectors.

## Sector-wise retention and return to work rate of women employees after taking parental leave



## Turnover Rate

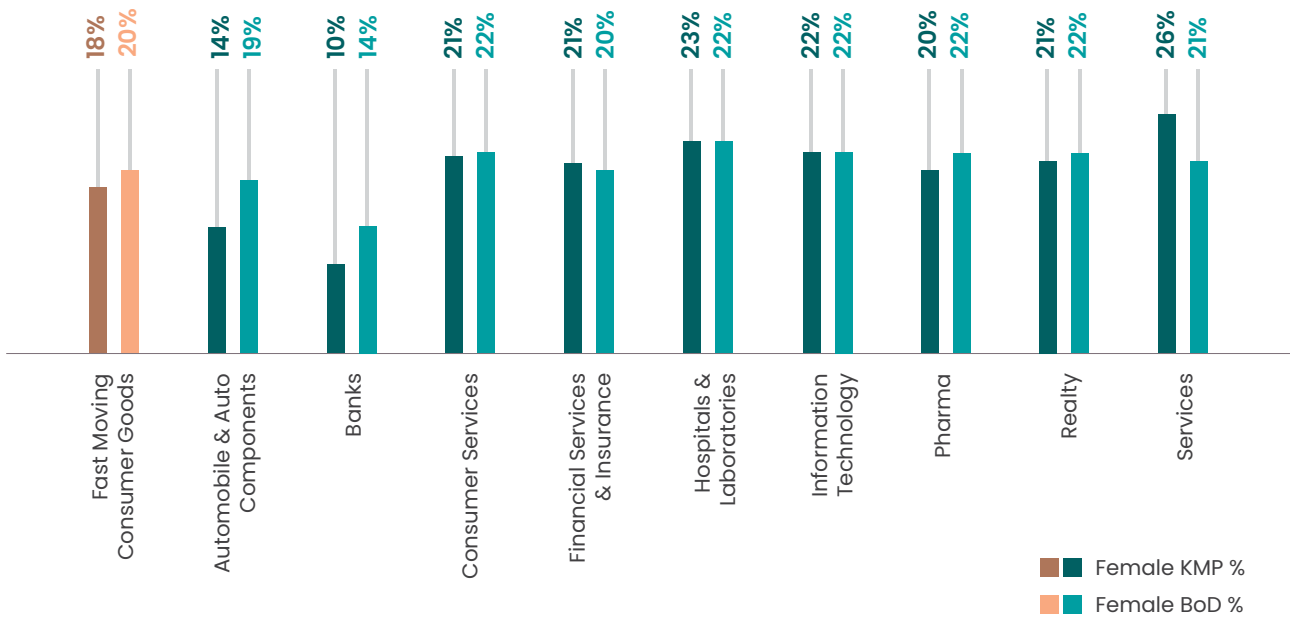


## WOMEN LEADERSHIP SCORE



The representation of female BoD and KMP in the FMCG sector is similar to other sector averages. 99% of companies in the FMCG sector have at least 1 female director on their board, following the compliance by the Companies Act 2013. 40% of companies do not have any women in KMP level.

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

- 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](mailto:info@udaiti.org) if you would like to partner with us and join the movement!

Scan the QR code  
to know more

