

# GENDER-SENSITIVE APPROACHES FOR INDIA'S LOGISTICS SECTOR

Transport and Climate Change Week 2026

By enabling greater participation of women, we strengthen our economy, improve the performance of our logistics sector, and move closer to the vision of Viksit Bharat@2047.

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# WHY GENDER MATTERS IN LOGISTICS

Inclusion is an economic and competitiveness imperative

**12 lakh Cr**

Capex push by Govt

**22 Million**

Jobs supported by Logistics

**USD 250 bn**

Sector Value (2021)

**USD 380 bn**

Projected sector value

**3 Million**

Additional jobs projected

## India's logistics transformation

- Central Capex is up about 50% in three year.
- National Logistics Policy and PM Gati Shakti are building an integrated, efficient and resilient ecosystem.
- Digitalization, automation, multimodal transport and data-driven operations are reshaping logistics.
- New opportunities are emerging across planning, warehousing, technology, operations, fleet management and entrepreneurship.

## Why women's participation matters

- A diverse workforce brings different perspectives and strengthens innovation and productivity.
- Greater participation can improve resilience across logistics and supply chains.
- Growth should create opportunities for women to participate, lead and innovate.

# Jobs are growing fast; women's share is not

**22 million+**

Employed in logistics; 69.5% of jobs are informal  
informal

**1.6-3.3 million**

New jobs a year, my division of projections: 10  
million by 2027 and 8-10 million by 2030

| Women's position                                 | Figure                        |
|--------------------------------------------------|-------------------------------|
| Share of workforce, NSE-listed logistics firms   | 7%, up 1 point in four years  |
| Listed firms with a woman in key management      | 44%                           |
| Employed women in the transport sector (2019-20) | 1.0%, vs 7.4% of men          |
| Driving licences held by women (2022)            | 6.8%                          |
| Transport and storage jobs worldwide (2025)      | 12%; under 9% in Asia-Pacific |

# Challenges and Barriers

## Supply side: skills and access

**Skills.** Skill gaps and the need for more gender-responsive skilling and career development.

**Licences.** Women hold 6.8% of driving licences. licences.

**Stereotypes.** Heavy lifting marks logistics as men's work.

**Finance.** High working capital, few loans.

## Demand side: workplace and ecosystem

**Culture.** Bias in hiring and promotion.

**Safety.** POSH complaints up 37% in a year.

**Facilities.** Only 22% of listed firms offer daycare.

**Pay.** 8-10% gap for the same roles.

# FROM BARRIERS TO ACTION

A partnership agenda across government, industry and institutions

01

## Safer & Inclusive Workplaces

Integrate safety, amenities and supportive workplace practices.

02

## Gender-responsive Skilling

Build awareness, skills and clear career pathways into logistics.

03

## Flexible & Supportive Work

Encourage workplace models that enable sustained participation.

04

## Women Entrepreneurs & Leaders

Strengthen mentorship, leadership pathways and entrepreneurship support.

05

## Better Gender Data

Improve gender-disaggregated workforce data for evidence-based action.

**Ecosystem:** gender data, skilling, hub facilities

**Industry:** equal pay, safe night shifts, mentoring

**Firm:** daycare, POSH, flexible shifts

# Key initiatives with focus on gender responsive approach

| Initiative                    | Result reported                                                                                                                                           |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| National Logistics Policy     | Promotes safer, more accessible transport systems. Gender-disaggregated data can further help identify women-specific mobility and infrastructure gaps    |
| Namo Drone Didi               | Provides training and drones to women SHGs for agricultural applications, creating women-owned technology-enabled logistics/service roles in rural areas. |
| BLR DriveHER                  | 8-day trailer course; five women drivers in 2023                                                                                                          |
| Shadowfax, Mahindra Logistics | 6,600 women delivery partners, 6.6% of about 100,000                                                                                                      |
| Sankalp Sarthi                | 541 drivers trained, 25 women; 370 placed                                                                                                                 |
| Delhi, Mission Parivartan     | 180 women planned for heavy-vehicle training.                                                                                                             |
| Delhivery, Moga               | All-women hub on three shifts; women workforce up 5x in three years                                                                                       |
| Mahindra Logistics            | Women e-bike riders; 30+ women fleet owners and service providers                                                                                         |