Policy Framework for Gender Equality in Public Bus Transport Systems

October 2026



National Institute of Urban Affairs

THE URBAN CATALYSTS

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Acknowledgements

The policy framework was created by The Urban Catalysts (TUC) in collaboration with the National Institute of Urban Affairs (NIUA). It was developed with overall guidance by Sonal Shah (Founder, The Urban Catalysts), Varsha Singh (NIUA) and Dr Surya Kiran. The team included Manisha Sharma and Soumili Roy from TUC.

The draft framework was also presented at the 18th Urban Mobility India Conference & Exhibition 2025 in a roundtable on **Accessibility and Gender Mainstreaming in Mobility Solutions,** co-organised by The Urban Catalysts, GIZ India and ITDP India with the Ministry of Housing and Urban Affairs (MOHUA). We sincerely thank the distinguished speakers and participants for contributing their valuable insights shared during the roundtable discussions, which significantly informed the final framework: Pamela Baijal – Deputy Head of Economic Co-operation and Development, Embassy of the Federal Republic of Germany; Dr T. Prabhushankar – Managing Director, MTC (Chennai) Ltd.; Dr T. Surya Kiran – Former Executive Director, ASRTU; Vivek Ogra – Partner (Transport), Ernst and Young LLP (EY); Avny Lavasa – Administrative Secretary, Transport Department, Government of Jammu & Kashmir; Dr Rajani Tewari – Green Cell Mobility; Prasanna Patwardhan – Chairman and Managing Director, Prasanna Purple Mobility Solutions Pvt. Ltd.; Krishna Desai – Technical Advisor (Gender Focal Point – Sustainable Urban Mobility), GIZ India; Ravneet Goraya – Associate, ITDP India.

A **stakeholder consultation** was co-organised by the National Institute for Urban Affairs and The Urban Catalysts on 19 January 2026 at India International Centre Annexe, New Delhi for feedback and insights on the policy framework. We are grateful to Dr Debolina Kundu, Director, National Institute of Urban Affairs, for her keynote address, and Kanta Singh, Country Representative, UN Women India, for her opening remarks.

We are grateful to the speakers who contributed their valuable insights and expertise across the four sessions: Dr Anjlee Agarwal – Founder and Executive Director, Samarthyam; Dr Deepty Jain – Assistant Professor, TRIP Centre, IIT Delhi; Harshita Jamba – Senior Programme Manager, WRI India; Vijay Saini – Senior Manager, ICLEI South Asia; Animesh Sharma – Head of Evaluations, Breakthrough Trust; Harpreet Bagga – Co-CEO and Partner, Purpose; Madhu Joshi – Independent Consultant, Gender and Social Impact; Soumyaa – Project Manager, Red Dot Foundation India; Kanika Singal – Lead Consultant (Government and Entrepreneurship), The Udaiti Foundation; Shrinivas Rao – National Lead, Azad Foundation; Zohra Mutabanna – Team Lead, Programme Support Unit, SUM-ACA, GFA Group; Jaishree Jindel – Senior Transport Specialist, AIIB; Manjunath Sekhar – Director, Sustainable Urban Mobility, GIZ India; Nandita Baruah – Country Representative India, The Asia Foundation and Swati Khanna – Senior Sector Specialist, Urban Development and Mobility, KfW Development Bank

We also thank the participants from civil society organisations, academic institutions, think tanks, private sector and development finance institutions whose engagement enriched the discussions: OMI Foundation, Jagori, EPIC India, CEQUIN, City Sabha, the Young Leaders for Active Citizenship (YLAC), What Works to Advance Women and Girls in the Economy (IWWAGE), ACCESS Development Services, Janaagraha Centre for Citizenship and Democracy, the MOWO Social Initiatives Foundation, Vertelo, The YP Foundation, and XLRI Delhi–NCR.

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List of abbreviations

ACSAR	Affordable, Connected, Safe, Accessible and Reliable
AFC	Automated Fare Collection
APIs	Application Programming Interfaces
BMS	Bus Management System
BNS	Bharatiya Nyaya Sanhita
CCTV	Closed-Circuit Television
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DEI	Diversity, Equity, and Inclusion
EIA	Equality Impact Assessment
GAC	Gender Advisory Committee
GB	Gender Budgeting
GBS	Gender Budget Statement
GCC	Gross Cost Contract
GDI	Gender diverse individuals
GEDSIC	Gender Equality, Disability and Social Inclusion Cell
GFP	Gender Focal Point
GRB	Gender Responsive Budgeting
GRM	Grievance Redressal Mechanism
GTFS	General Transit Feed Specification
GTFS-RT	GTFS Realtime
ICC	Internal Complaints Committee
ICCC	Integrated Command and Control Centre
IPT	Intermediate Public Transport
ITS	Intelligent Transportation Systems
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, and Queer (+)
MD	Managing Director or senior most executive authority in the PBA
M&E	Monitoring and Evaluation
MSMEs	Micro, Small, and Medium-sized Enterprises
NGO	Non-Governmental Organisation
PBA	Public Bus Authority
PPE	Personal Protective Equipment
PPP	Public-Private Partnerships
PwD	Person with Disability
RPwD	Rights of Persons with Disabilities (Act of 2016)
SAMAN	Safe and Accessible Mechanisms for Accountability and Non-discrimination
SOP	Standard Operating Procedure
SPV	Special Purpose Vehicle
STU	State Transport Undertaking
WCAG	Web Content Accessibility Guidelines

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List of key definitions

Gender-diverse individuals	Individuals whose gender identity and/or gender expression does not align with the sex assigned at birth or with socially enforced gender norms. This is an umbrella term that includes transgender, non-binary, genderqueer, and gender-fluid identities, among others *(adapted from UN Human Rights)*
Underserved groups	In the context of bus-based public transport, underserved groups refer to population segments that experience disproportionate barriers to mobility, accessibility, affordability, safety, or access to information. This includes gender-diverse individuals, low-income households, persons with disabilities, older persons, persons with limited literacy or digital access, informal workers, and residents of underserved urban areas.

1. Background

Bus-based public transport constitutes the primary mode of mobility for a large proportion of urban women in India, serving critical trip purposes such as work, education, healthcare, and caregiving. Despite ongoing reforms, systemic gaps persist in the integration of gender equity and safety considerations across planning, operations, and institutional processes. These systemic shortcomings are reflected in persistent challenges faced by women commuters including risk of sexual harassment due to unsafe environment, inadequate service frequency—particularly during off-peak hours—overcrowding due to insufficient fleet supply, poor lighting and limited surveillance at stops and terminals, and weak or unresponsive grievance-redress mechanisms. These constraints shape women's travel behaviour, limit their modal choices, and undermine their access to socio-economic opportunities.

Women's employment in the transport workforce remains disproportionately low. Occupational segregation confines them to traditional roles due to structural barriers. These include gender bias in the perception of appropriate job roles for women, eligibility criteria in non-traditional roles, gender-biased recruitment norms and processes, limited career progression pathways, unequal pay and social security benefits, and a lack of childcare and elderly care policies. Operational barriers include the absence of gender-responsive workplace infrastructure (e.g., toilets, rest areas, and changing facilities), lack of targeted skilling and certification opportunities, inadequate workplace safety protocols, limited awareness of available opportunities and unsafe commute, particularly during early-morning or late-night shifts. Collectively, these factors restrict women's entry into, retention within, and progression across public bus authorities.

These persistent gaps underscore the need for a comprehensive and integrated policy framework that systematically embeds gender-responsive principles into the planning, operational, and institutional dimensions of bus-based public transport. The ***Policy Framework for Gender Equality in Public Bus Transport Systems*** has been developed to address this gap by providing an integrated structure to guide gender-responsive action across planning, design, operations, and governance. The framework builds on extensive research and field engagement, including focus group discussions, gender-disaggregated commuter perception surveys, infrastructure assessments from a gender and climate lens conducted across multiple Indian cities.

2. Purpose of the framework

Public Bus Authorities (PBAs) have erstwhile derived their statutory mandate from the Road Transport Corporations Act, 1950, which empowers state governments to establish road transport corporations to provide "*an efficient, adequate, economical and properly coordinated system of road transport services*" (Section 18). These foundational objectives continue to guide the functioning of State Transport Undertakings (STUs) in India. Over time, the operating environment of public bus transport has evolved.

Increased urbanisation, digitalisation, climate commitments, and increased mobility of women and girls have expanded both the scope and expectations of public bus systems. Urban public bus transport service delivery models have evolved to include Special Purpose Vehicles (SPVs) and public private partnerships (PPPs).

The Policy Framework for Gender Equality in Public Bus Transport introduces an approach that integrates gender responsiveness, safety, accessibility, and workforce inclusion into mainstream transport governance. While these dimensions are not explicitly articulated in legislation, they have become integral to delivering effective and sustainable public transport systems today.

The framework contributes to the objectives of Viksit Bharat @2047, which envisions significantly higher participation of women in economic activities, by addressing mobility constraints that limit women's

access to employment, education, and enterprise. It aligns with *SDG 5* (Gender Equality) and *SDG 11* (Sustainable Cities and Communities), reinforces road safety under the Motor Vehicles (Amendment) Act, 2019, and complements schemes to enhance public bus transport by integrating gender and accessibility. It further advances India's climate commitments under the *National Action Plan on Climate Change (NAPCC) and India's Nationally Determined Contributions (NDCs)* through modal shift to public transport. It also advances compliance with the Accessible India Campaign (Sugamya Bharat Abhiyan) and the Rights of Persons with Disabilities Act, 2016 by mandating universal accessibility standards across fleet design, infrastructure, and passenger information systems.

For the purposes of this Policy Framework, PBAs include all public entities responsible for the planning, operation, management, or oversight of urban bus-based public transport services in India. This includes, but is not limited to, STUs, municipal corporations, SPVs, public sector companies, and any other government-owned or government-controlled entities engaged in urban public bus transport. Where services are delivered through private operators—including permit-based operations or PPP arrangements within the regulatory framework of the Motor Vehicles Act, 1988—state transport departments shall ensure that the principles of this Framework are embedded within permits, concession agreements, service contracts, and performance monitoring systems, as applicable.

Public Bus Authorities (PBAs) will notify rules to operationalise the Framework, and may adopt the Framework through a phased implementation approach, allowing them to align adoption with their existing capacities, resources, and operational context.

3. Policy vision, goals and objectives

Vision and objectives

The PBA provides affordable, connected, safe, accessible and reliable (ACSAR) public transport services, enabling every commuter, particularly women, girls, persons with disabilities, and all other underserved groups, to travel with dignity and safety. The PBA is an inclusive employer that ensures equitable recruitment, retention and career progression across all levels of its workforce — from frontline to leadership positions.

The policy has the following objectives:

- Identify barriers that impact women and other underserved groups' use of bus services and infrastructure and formulate strategies to address these;
- Provide equitable opportunities for recruitment, retention, and promotion; eliminate gender-based discrimination and pay gaps; and maintain a safe work environment to increase employment of women and gender diverse individuals across operational, technical, and leadership roles;
- Integrate gender considerations into all policies, initiatives, operations, infrastructure, budgets, and decision-making of the PBA along with monitoring and accountability mechanisms;
- Outline capacity building training and awareness programmes for all employees and commuters, and establish mechanisms to prevent, report, and address sexual harassment and gender-based bias affecting both staff and passengers;
- Address harmful social norms, stereotypes, and constructions of masculinity that contribute to unsafe, exclusionary, or discriminatory behaviours in public transport environments.

4. Guiding principles

For **USERS**: Public bus services shall be governed by the following guiding principles to ensure equitable, safe, and inclusive mobility for all users:

Figure 1: Guiding principles for gender-responsive public transport systems for users

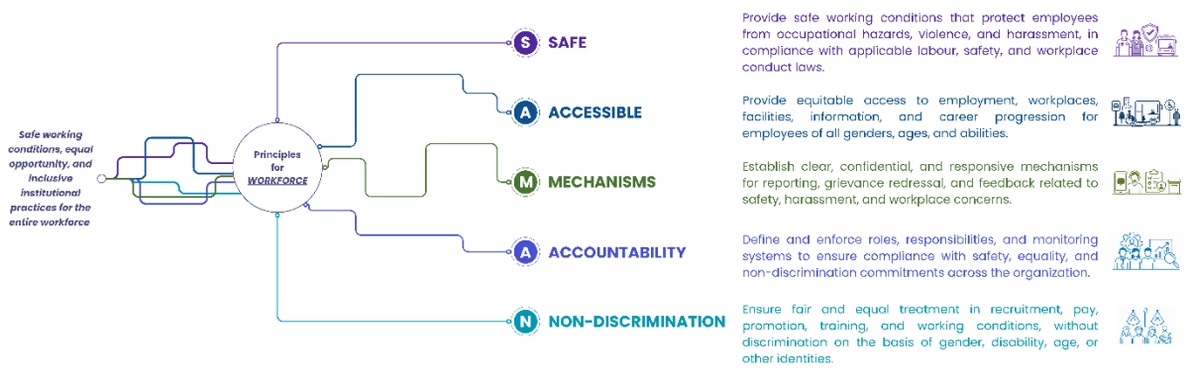


For **WORKFORCE:** For the purposes of this policy framework, "***Workforce***" shall mean all individuals engaged, employed, retained, or otherwise associated with a Public Bus Authority (PBA), whether directly or indirectly. This includes, without limitation, permanent employees, contractual personnel, fixed-term employees, temporary workers, daily-wage staff, consultants, advisors, apprentices, interns, and all personnel deployed through contractors, service providers, outsourcing agencies, or other third-

party arrangements. The provisions of this Policy shall apply uniformly and without discrimination to all categories of the workforce, irrespective of the nature of engagement, contractual status, tenure, remuneration structure, or mode of appointment.

The PBA shall be governed by the following guiding principles to ensure safe working conditions, equal opportunity, and inclusive institutional practices for all employees:

Figure 2: Guiding principles for gender-inclusive public transport workforce



5. Data and technology

Effective operationalisation of the guiding principles shall be supported by a structured, standards-based Data and Technology Framework anchored in reliability, interoperability, transparency, and gender-disaggregated evidence. Data is central to identifying gender-based disparities, measuring progress, and enabling informed, evidence-based decisions.

The PBA recognises that the needs, travel patterns, and lived experiences of women, and other underserved groups differ from those of men. Reliable gender, age and disability disaggregated data on travel behaviour and satisfaction will help design services that are safer, more reliable, and more equitable.

Commuters' data and monitoring

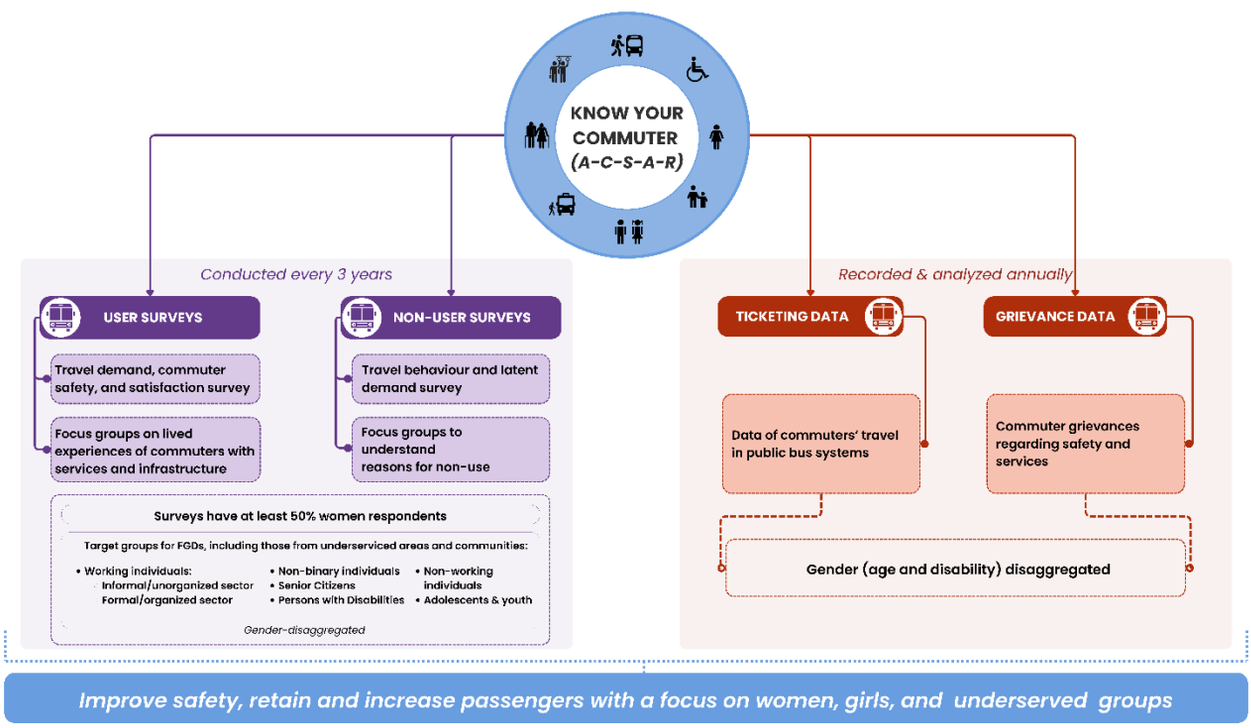
The PBA will publish an annual **Know Your Commuter** report (Refer Annex 5) to assess commuter travel behaviour. This will be supplemented with periodic primary surveys and focus groups, conducted every 3 years, to assess satisfaction with its services and to guide bus operations, route planning, and scheduling decisions (Refer Annex 1).

- The PBA shall **conduct periodic travel demand and commuter perception surveys** to understand user perception and experience of safety, impact of climate change on travel behaviour and satisfaction with bus services and infrastructure. The survey sample will ensure representation of at least 50% women respondents, reflecting the diversity of the PBA's ridership. The PBA shall also collect qualitative data to capture the lived experiences of commuters regarding services and infrastructure, with particular focus on women, youth, PwDs and other underserved commuter groups. Such surveys shall be conducted at least once every two years.
- The PBA shall **annually analyse passenger ticket data** to understand gender differences in travel behaviour such as origin-destination stops, time of travel, travel time and travel distance. The PBA shall also maintain digital records of commuter passes- by type and gender and leverage digital technologies to capture their travel patterns.
- The PBA shall maintain the record all the **grievances reported by the commuters** to track, and analyse commuter complaints and feedback across all channels, including helplines, mobile

applications, conductors, depots, social media, and in-person submissions. Data shall be disaggregated by complaint type, gender, location, time, and user group and publish the data annually.

- The PBA shall conduct **regular non-user surveys and focused groups** to understand latent demand, identify barriers to public bus transport usage, and capture reasons for not using buses, with particular focus on women, gender-diverse, and other underserved commuter groups. Sample sizes shall be determined to optimise operational cost, time, and statistical reliability, and surveys shall include newly developed or underserved areas. Survey findings shall inform route rationalisation, service coverage expansion, and demand management strategies, particularly in peripheral and high-dependency zones where women's reliance on public transport is critical for safety, accessibility, and sustainable modal shift. Such surveys and qualitative analysis shall be conducted at least once every three years.

Figure 3: Know Your Commuter report



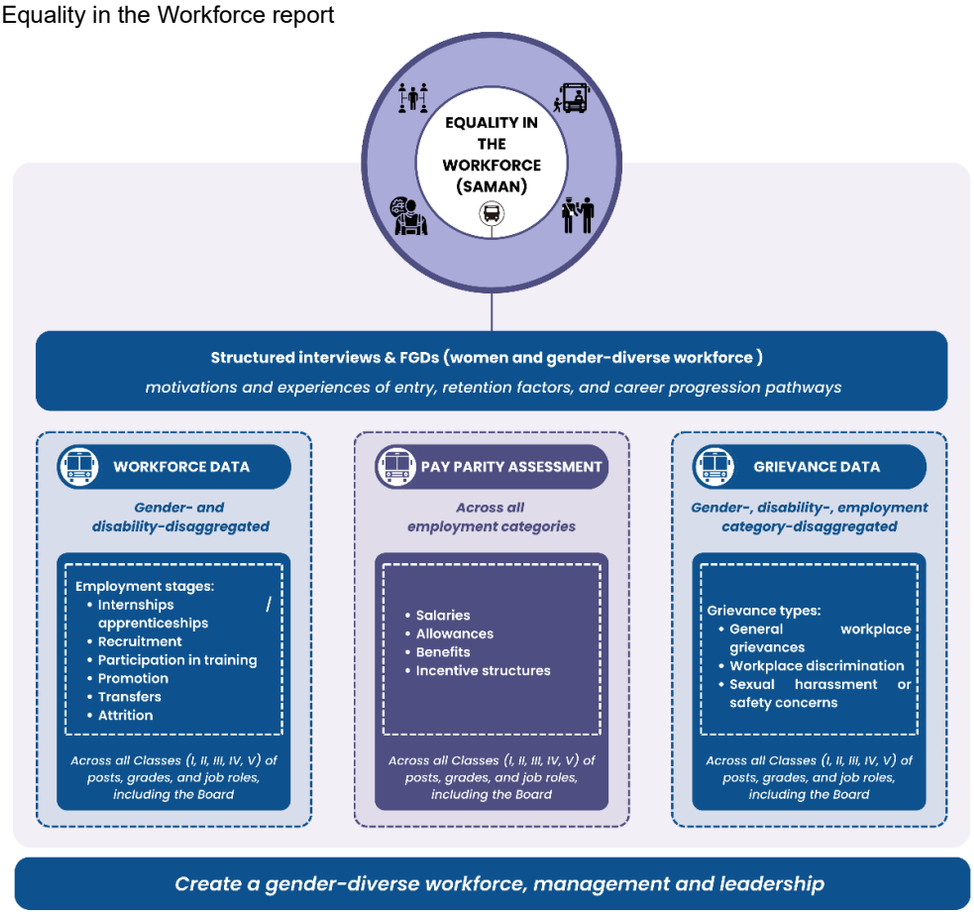
Workforce data and monitoring

- The PBA shall **conduct an organisational assessment every three years** (including headquarters (HQ), depots, terminals, other workshops) to establish a baseline of structural, procedural, and operational factors influencing gender equality and social inclusion. The assessment shall cover recruitment and selection processes, deployment, career progression pathways, flexible and supportive work environment, availability and adequacy of gender-responsive infrastructure and facilities, workplace safety protocols, compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Maternity Benefit (Amendment) Act, 2017, and related human resource policies.
- The baseline assessment shall be supported by qualitative research methods, including structured interviews and **focus group discussions with women and gender-diverse employees** across all levels, to understand motivations for entry, experiences of inclusion or exclusion, retention challenges, and career progression pathways.

- **Gender- and disability-disaggregated workforce data** shall be maintained and analysed across Class I, II, III, IV, and V posts, as well as of the Board, to identify gender gaps and inform corrective measures. The PBA shall annually assess and monitor gender-disaggregated data on new recruitments, promotions, transfers, and attrition to track progress towards gender parity in employment. This should also assess training participation by gender. Longitudinal data shall be used to assess career trajectories and evaluate the impact of training and mentoring programmes on the advancement of women and gender-diverse individuals.
- The PBA shall undertake **periodic pay parity assessments** by analysing salaries, allowances, benefits, and incentive structures across all employment categories. Such assessments shall include calculation and reporting of the mean and median gender pay gap for base salary and total remuneration at the organisational level, by different levels of employment. Assessment findings shall be reviewed by the Board of Directors.
- The PBA may adopt **measurable targets for participation of women and gender-diverse individuals** at each employment level with the aim to achieve gender parity and review progress annually. Each recruitment cycle shall be reviewed by the GEDSIC and reported to the Gender Advisory Committee (GAC).
- The PBA shall also collect, maintain, and analyse **staff grievances disaggregated by gender**, disability, employment category, and nature of grievance. This data shall be used to identify patterns of workplace discrimination, sexual harassment, safety concerns, or operational gaps, and to inform corrective measures, staff welfare initiatives, and periodic policy revisions.

All diagnostics, data analyses, and assessments under this section shall be conducted on an annual cycle (or as mentioned otherwise) and consolidated into the **Equality in Workforce Report (SAMAN)** (Refer Annex 6), which shall serve as the PBA's principal monitoring, evaluation, and disclosure instrument for workforce equality and inclusion.

Figure 4: Equality in the Workforce report



Digital systems and data management

- The PBA shall maintain and regularly update geospatial data on bus stops, terminals, depots, and routes. Updates shall capture **women-only routes**, **gender-sensitive facilities at all bus transit facilities**, including step-free access, gender-segregated public toilets, lactation rooms, dedicated waiting rooms or overnight stay facilities for women[1], other passenger amenities, and other relevant infrastructure.
- All new technology deployments, including passenger counting systems, automatic fare collection, CCTV-based crowd monitoring, and other digital tools, shall be **designed to capture or/and enable analysis of data disaggregated by gender, (disability and age where feasible)**. Systems shall ensure that information on service usage, occupancy, and crowding patterns accurately reflects differentiated travel behaviour and informs operational adjustments.
- The PBA shall **adopt open digital architecture principles** in the design and procurement of all commuter-facing digital and ITMS systems, ensuring interoperability, modularity, open standards, Application Programming Interfaces (APIs) -enabled integration, and avoidance of vendor lock-in. All ITMS, AFC, Bus Management Systems (BMS), passenger information systems, battery management systems, and grievance platforms shall adopt open and standardised data formats, including but not limited to GTFS and GTFS-Realtime (GTFS-RT), to enable structured data exchange, multimodal integration, and third-party innovation.
- The PBA shall provide **standardised APIs** to enable third-party applications and digital platforms to access real-time bus service information. APIs shall support XML and JSON formats, low-latency protocols such as WebSockets, and be capable of handling high-volume requests. Access shall require secure registration and token authentication. API update frequencies shall follow global best practices of 20-30 seconds.
- **All core systems shall be interoperable** to enable seamless, real-time data exchange for integrated operational decision-making. The architecture shall follow a modular design approach, permitting phased upgrades, component replacement, and technology expansion without full-system overhaul.
- The PBA shall retain **full ownership and stewardship of operational and performance data**, and shall incorporate explicit data portability and access clauses in vendor contracts to prevent proprietary lock-in.
- **Privacy-by-design and security-by-design principles** shall be embedded across digital systems, including encryption, anonymisation, role-based access controls, audit trails, and compliance with applicable data protection frameworks to safeguard personal data of women and gender-diverse commuters and employees. Data management processes shall comply with the Digital Personal Data Protection Act, 2023, and applicable rules, notifications, and cyber security guidelines issued by competent authorities.
- **Non-sensitive and anonymised transit datasets** shall be published in machine-readable formats with appropriate metadata standards, version control, and update protocols in compliance with the National Data Sharing and Accessibility Policy and subsequent amendments, to promote transparency, research, civic innovation, and commuter-focused digital services.
- The PBA shall establish and **maintain appropriate data management systems**, including adequate hardware and software infrastructure, and skilled human resources. This will support systematic collection, integration, management, and analysis of operational, ticketing, service performance, commuter and workforce grievance, sexual harassment, infrastructure, and workforce data. The PBA shall strengthen institutional capacity through regular training programmes for officers at senior, middle, and operational levels to enable effective use of data for planning, monitoring, and decision-making. All data management processes shall comply with applicable data protection, privacy, and cyber security requirements under the Digital Personal Data Protection Act, 2023, and related rules and amendments.

[1] At intercity and interstate bus terminals.

- PBA shall establish **formal inter-agency communication and data-sharing arrangements** to enable the exchange of infrastructure assessment findings, safety-related data (including the number, type, and spatial and temporal distribution of complaints and incidents), and other operational information with relevant authorities such as the police, traffic police, and infrastructure agencies, to support coordinated planning, monitoring, and timely corrective action.
- The PBA shall implement a **Bus Management System (BMS)** to manage and monitor fleet, route and depot operations. The BMS will include **gender-disaggregated commuter data**, such as ridership by route, time of day and bus stops, complaints and feedback, including those related to sexual harassment. The **workforce indicators** will track the number and proportion of women, gender diverse individuals and those with disabilities across all levels, their distribution across headquarters and depots, recruitment, retention and attrition rates, promotions, pay scales and participation in training and capacity-building programmes.

6. Physical infrastructure

Transit infrastructure forms the primary interface between the transport system and its users. All infrastructure shall be gender-responsive, universally accessible, and climate-resilient, ensuring safety, continuity of travel, and equitable access for all commuters, including women, girls, persons with disabilities, and other underserved groups.

- The PBA shall conduct **assessments of bus stops, terminals, and other passenger facilities,** in consultation with the GEDSIC**,** using digital tools and checklists through a gender and climate-resilient lens (Refer Annex 2 & 3). These shall assess road safety, accessibility, gendered safety, universal accessibility, information systems, and comfort, convenience and climate resilience of commuters, in accordance with applicable national standards and relevant international good practices. Each assessment shall result in actions categorising recommendations for infrastructure upgradation, retrofitting, and redesign as urgent, regular, or periodic, to be submitted to organisation responsible for implementation. The PBA shall monitor progress and may undertake targeted or ad-hoc assessments in response to operational needs, incidents, or emerging policy priorities. The assessment checklists shall be mandatorily used during the planning and design of all new infrastructure projects to ensure that requirements related to gender, accessibility, road safety, and climate resilience are adequately incorporated.
- The PBA shall assess and **strengthen the protocols for emergency, urgent, regular, and periodic repairs and maintenance,** in consultation with GEDSIC to ensure they are gender-sensitive. Infrastructure elements (including but not limited to street lighting, public toilets, pedestrian pathways, signage, visibility, and sheltered waiting areas) that disproportionately impact the safety, accessibility and comfort of women, girls and persons with disabilities shall be prioritised within urgent repair categories. Maintenance planning shall address climate-related risks, including flooding, heat, and storms, to ensure continuous, safe, and reliable operation of transit facilities.
- The PBA shall **formulate and recommend operational guidelines and standards** for the design, construction, and maintenance of bus stops and terminals in consultation with the GEDSIC, which shall serve as a reference framework for infrastructure development and maintenance. The guidelines shall ensure gender-responsive and universally accessible bus shelters, including (but not limited to): sheltered waiting areas; adequate seating; real-time bus arrival information displays, SOS buttons, drinking water, accessible and gender-responsive toilets[2]; multilingual and clear information & signage including braille; tactile paving for persons with disabilities; helpline and emergency contact details; sufficient lighting and CCTV coverage for surveillance; and safe, unobstructed pedestrian and vehicular movement. Bus terminals may also include rest areas

[2] A gender-responsive toilet includes secure, hygienic cubicles with functioning taps and flush systems, handwashing stations with soap, menstrual hygiene facilities including disposal units and vending machines, and safety measures such as well-lit, clearly marked entrances.

designated exclusively for women and gender-diverse commuters or staff, nursing room (well-lit, ventilated with at least 2.0 x 2.0 meters with a couch, chair with handrests, and table). All new or redeveloped facilities shall incorporate these standards.

- The PBA shall **utilise ticketing and ridership data** to identify high-usage bus stops by women, PwDs and gender-diverse passengers. Based on these insights, the PBA, in consultation with GEDSIC, shall prioritise safety-focused infrastructure upgrades at such locations, including (but not limited to) the provision of adequate lighting, helpline and grievance-redressal information, SOS/panic buttons, and CCTV surveillance systems.
- Findings from infrastructure assessments shall be formally communicated to the respective infrastructure-owning agencies (including road-owning agencies, bus stop/terminal owning agencies) and included in the GEDSI Action Plan, with defined timelines for remedial action. This should be regularly monitored to track compliance status, record action taken, and periodically report on pending and completed corrective measures.
- The GEDSIC shall undertake **post-implementation verification within six months of completion** of infrastructure upgradation, retrofitting, or installation works as per the prescribed standards. Inspections shall be undertaken by designated personnel functionally independent of the executing or maintenance unit to ensure objectivity and procedural integrity. Any deficiencies identified during verification shall necessitate time-bound rectification prior to formal closure of the works. All verification reports, compliance records, and action taken shall be formally recorded.
- The PBA shall ensure that all buses adhere to the relevant national and international standards and are equipped with integrated safety systems, including functional CCTV cameras, panic buttons, and emergency helplines supported by a backend monitoring system. Bus designs shall be universally accessible and gender-responsive, and shall include: low-floor boarding; vertical stanchions and grab bars adjusted to average women's height; priority seating for women, care givers, elderly people, and PwDs; adequate space for strollers and mobility aids; non-slip flooring; transparent windows; adequate interior lighting; and, audio and visual passenger information systems[3].
- The PBA shall endeavour to coordinate with relevant departments, agencies, and stakeholders — including the Department of Urban Development, Police, Public Works Department, and the Municipal Corporation — to advocate for and **facilitate the provision of safe, reliable, and inclusive infrastructure for first- and last-mile connectivity**. Where required, the PBA may establish formal inter-agency coordination mechanisms such as the Gender Advisory Committee (GAC) to facilitate the sharing of assessment findings and other relevant inputs, and to define roles, responsibilities, implementation timelines, and accountability for carrying out infrastructure improvements.

7. Operations and services

The PBA shall use travel behaviour data—including travel patterns, trip purposes, and time-of-day travel—to inform route planning, service frequency, and scheduling to provide *ACSAR* services to commuters. Service schedules shall address both peak and off-peak demand, minimise waiting times, and provide frequent and reliable access to employment areas, educational institutions, health facilities, and low-income neighbourhoods in the city's central and peripheral areas.

The PBA, in consultation with GEDSIC, shall adopt a preventive, systems-based approach to ensure that all commuters—especially women, gender-diverse persons, youth, and persons with disabilities—are safe and feel secure while travelling, recognising that crime, antisocial behaviour, and fear of such

[3] The audio-video messages could include information on bus routes, stops, and schedules; messages (in English and the local languages) on strict enforcement of priority seating; information on helpline numbers; and messages promoting a respectful public transport system and discouraging all forms of harassment, with hotlines or helpline numbers for victims

incidents disproportionately affect these groups. Operational planning shall incorporate gender and accessibility considerations, including (but not limited to):

- **Augment bus services** with regular, midi, or mini buses during peak hours to reduce overcrowding;
- Frequent point-to-point and/or women priority or women-only services in the peak hours, depending on travel behaviour or destinations (such as women-only colleges);
- **Longer dwell times** at stops with higher share of senior citizens, persons with disabilities, and women commuters;
- Introduce **neighbourhood-based short, circuitous bus routes** to meet the needs of women commuters;
- Partner with intermediate public transport (IPT) service providers to enable coverage during off-peak hours and in low-density areas;
- Consider a **request a stop service** for women and gender-diverse commuters, senior citizens and persons with disabilities between bus stops along a route after dark to reduce the walking distances to their destination;
- Assess the **affordability of bus services** for resource-poor women, students, senior citizens, gender-diverse persons, and persons with disabilities and provide targeted fare concessions;
- Provide **gender-responsive & reliable first- and last-mile connectivity** to bus stops, terminals, and depots through measures such as:
    - prioritising women-operated feeder and last-mile services at locations with a higher share of female passengers;
    - for women-operated services, provide priority parking spaces closest to the entry and exit of bus terminals or close to major bus stops, as well as options to book a woman-only service; and
    - Provide priority parking spaces near terminals, along with reserved parking for women and persons with disabilities for bicycles, scooters/e-scooters, cars, and e-rickshaws;
- Prioritise deployment of women and gender-diverse frontline staff on routes with higher ridership of women and gender-diverse commuters;
- The PBA shall analyse **commuter complaints in conjunction with female ridership data** to identify routes and corridors with high ridership and elevated incident reporting and shall implement targeted safety interventions in such locations. These safety interventions could include increased coordination and patrolling with the police, augmentation of lighting and CCTV infrastructure, etc;
- Buses could have **women-only doors** along with provisions to permit boarding and alighting by older people. This can be considered along routes with higher female ridership;
- The PBA shall undertake an **Equality Impact Assessment (EIA)** for all operational decisions prior to approval and implementation. The assessment shall identify impacted groups, evaluate potential positive and adverse impacts on accessibility, safety, employment, and commuter experience, and recommend mitigation measures and monitoring indicators. The EIA shall include mandatory resident consultations, with due representation of women, gender-diverse individuals, persons with disabilities, senior citizens, workers, and other affected groups. The Gender Equality, Disability and Social Inclusion Cell (GEDSIC) constituted under this Policy shall review the EIA, and the final assessment shall be submitted to the Managing Director; and
- After the approval of the EIA, the PBA shall establish a structured **Change and Risk Governance Mechanism** to implement and manage the operational changes. This mechanism shall define clear approval authorities, assigned risk ownership, documented risk assessment and performance thresholds, real-time monitoring, and predefined corrective actions in case of performance deviations or implementation failures. The mechanism shall ensure that all changes uphold safety, and service reliability.

8. Grievance redressal mechanism for bus commuters

The PBA shall establish and maintain a **comprehensive Grievance Redressal Mechanism (GRM)** to provide passengers with accessible, transparent, and fair channels to raise concerns or complaints or provide feedback related to services, infrastructure, or staff conduct. The mechanism shall operate under a zero-tolerance approach to sexual harassment and ensure that all grievances are recorded, assessed, and resolved in a timely and accountable manner.

- PBA shall review and map its **existing grievance-handling procedures to identify operational gaps and areas for improvement**. Based on this assessment, the PBA shall develop a SOP for grievance redressal, specifying procedures for complaint registration, acknowledgement, categorization, response timeframes, resolution processes, and escalation matrix. The SOP shall also integrate protocols for handling incidents triggered through safety infrastructure—such as CCTV surveillance and emergency (SOS/panic) buttons—including defined roles and responsibilities, coordination with law enforcement, monitoring and verification mechanisms, documentation requirements, and periodic system testing to ensure timely and effective response. SOP should also include the provision to ensure passengers are clearly informed of response procedures and expected actions during incidents.
- Complaints shall be categorised as **emergency** (immediate threat to safety) or **non-emergency** (less urgent concerns), with clearly defined response protocols for each category. Systems shall prioritise immediate passenger safety and cessation of harmful behaviour, rather than defaulting to automatic police escalation, to encourage reporting. All complaints must be acknowledged promptly—ideally within 10–15 minutes—and subsequent actions communicated clearly in simple, non-legal language to close the feedback loop and build trust among women commuters.
- PBA shall provide **easy-to-use set of reporting channels** (such as SOS button and complaint forms in mobile phone application(s) and other web-based application(s), SMS/helpline, on-vehicle buttons and in-person points at terminals and depots) with a specific “sexual harassment” flag that triggers rapid triage and priority handling, supported by survivor-centred SOPs outlining protocols for recording, addressing, following up, and escalating complaints in coordination with Police and relevant support services.
- All digital and physical interfaces (such as help desks) of the **GRM shall be universally accessible** in accordance with national and international standards, including the Rights of Persons with Disabilities (RPwD) Act and the Web Content Accessibility Guidelines (WCAG). Digital GRM interfaces can increase accessibility through multilingual support, simple and jargon-free formats, voice-based assistance, compatibility with assistive technologies such as screen readers, options for assisted complaint registration through on-site staff, and clear guidance on complaint procedures and timelines.
- Information on the different channels for reporting shall be prominently and clearly displayed in buses in different languages at bus stops and terminals, and on the PBA’s website and mobile applications.
- All incidents and complaints reported by passengers —particularly those related to sexual harassment— shall be recorded (by gender-, age- and disability) and analysed by type, location, and gender to identify risk patterns and inform redressal. This should also include data from conductor logs and help desks at terminals. The actions taken, and resolution timelines shall also be documented while ensuring strict confidentiality throughout the process. Aggregated and anonymised data shall be retained for a minimum of five years and analysed periodically to identify recurring issues and systemic improvements.
- Privacy of both complainants and staff shall be maintained, especially in cases involving staff behaviour or sensitive matters.
- Complainants shall be mandatorily informed of action taken and outcomes. Anonymous complaints shall be accepted without compromising investigation integrity.

- For emergency related to health, fire and sexual harassment or physical safety risks, the PBA shall maintain an integrated rapid response protocol with Police, the fire department enabling immediate intervention through the Intelligent Command and Control Centre (ICCC).
- Ensure that the PBA's staff are visible, identifiable, and approachable across the network to assist passengers and enhance both perceived and actual safety.
- Frontline staff—*including drivers, conductors, and terminal personnel*—shall receive **periodic training on gender equality, prevention of sexual harassment,** support to PwDs and communication protocols. Training shall incorporate case-based modules aligned with the Bharatiya Nyaya Sanhita (BNS) and provide guidance and tools to support victims.
- Staff shall follow **SOPs outlining responsibilities** for assisting commuters, managing emergencies, and coordinating with law enforcement.
- The PBA shall, based on incident data and risk assessments, **coordinate with Police** to deploy targeted patrols and maintain a visible security presence along routes, stops, and terminals with high female ridership or elevated safety risks.
- The PBA shall establish a **Commuter Forum through a formal administrative mechanism, with working groups**, to facilitate structured engagement with commuters and civil society stakeholders. The Forum shall ensure zone-wise representation – with working groups focused on women and gender diverse individuals, children and youth, people with disabilities, senior citizens, to ensure inclusive perspectives. The Forum shall provide advisory inputs on service quality, safety, accessibility, fares, routes, and proposed operational or policy changes. Proceedings and recommendations shall be documented by GEDSIC, and the PBA shall issue periodic action-taken updates.

9. Awareness and communications

The PBA shall ensure that all passengers have access to accurate, timely, and relevant information to support safe, confident, and efficient travel across the network. Information systems shall be designed to address the diverse needs of commuters, with a priority towards women, persons with disabilities, the elderly, and those with limited literacy or digital access. It will outline what constitutes sexual harassment, communicate a zero tolerance to sexual harassment, and the channels for reporting and support across static and dynamic information systems.

- **Static information** shall be provided at bus stops, on buses, and within terminals according to the hierarchy[4] (i.e., type, scale, and function) and usage of the infrastructure. This shall include route maps, schedules, fare charts, boarding bay numbers, terminal layouts, wayfinding signage, helpline numbers such as the PBA helpline, police, and women's helplines and location of nearby amenities such as public toilets, drinking water.
- **Dynamic information** shall provide real-time updates of bus arrival to commuters and shall be available through digital displays at bus stops and terminals, in buses, and via mobile applications and websites. This shall include live bus arrival and departure times, notifications of delays, diversions, cancellations, service disruptions, and crowding levels.
- On buses, information shall be communicated through **public announcement systems and visual displays,** indicating upcoming stops, service alerts, emergency and women's helpline numbers, zero tolerance to sexual harassment and awareness of existing safety initiatives such as onboard panic buttons. The PBA shall ensure the provision of clear and consistent signage across terminals, bus stops, onboard buses and any other place as required. Signage (directional, orientation, regulatory, informational) shall use a standardised language policy, prioritising the

[4] Hierarchy refers to the level and function of the transit facility, which determines the type, amount, and detail of information that should be displayed.

regional language and English, and shall follow similar design standards for legibility, including clear typography, appropriate font size, high-contrast colors, and universally recognised symbols.

- All information and communication systems shall comply with the Rights of Persons with Disabilities Act, 2016, and the Harmonised Guidelines for Universal Accessibility (2021) (as well as any subsequent amendments or related regulations), ensuring accessibility through multiple languages, large print, visual, audio, and tactile formats where necessary.
- PBA shall **design and implement regular, targeted awareness and communication campaigns** to promote safe and respectful behaviour on public transport, encourage shared responsibility for safety, and challenge harmful social norms that enable harassment. Campaigns shall inform commuters about expected conduct, bystander intervention, available safety measures, grievance redress mechanisms, and the use of public transport applications, with a focus on increasing uptake and confidence among women and girls. Campaign content and delivery shall be informed by evidence-based research and best practices, with an emphasis on behaviour change, prevention of gender-based harassment, encourage reporting by victims and bystanders, and positive engagement of male commuters and staff in creating safe travel environments. Communication strategies shall adopt a gender transformative approach, **challenging discriminatory norms and promoting inclusive behaviours**. Campaigns shall actively engage men and boys in prevention, and provide clear guidance on safe bystander interventions, ensuring that good-faith reporting or assistance is protected and does not attract adverse consequences. Additionally, campaigns shall leverage trusted voices—such as frontline staff and community champions—to raise awareness, share successful resolution cases, and build trust and confidence among female commuters.
- PBA shall collaborate with community-based organisations, civil society groups, women's collectives, academic institutions, and other relevant stakeholders to support the design, implementation, and evaluation of communication and outreach initiatives, drawing on local knowledge, community trust, and technical expertise to ensure messaging is inclusive, context-specific, and effective in reaching diverse commuter groups.

10. Employment and leadership

The PBA recognises that structural and cultural barriers within the bus transport sector have historically disadvantaged women and gender-diverse individuals. The PBA is committed to eliminating these barriers and fostering an inclusive, safe, and dignified work environment for all. It will promote gender equality and inclusion across all stages of employment— recruitment, retention, promotion, and protection—by ensuring equitable opportunities, fair working conditions, and a culture of safety and respect. These commitments shall apply to all categories of staff, including permanent, contractual, and outsourced personnel.

- PBA may adopt measurable targets for GDI and women's participation in hiring, promotion at each employment level with the aim to achieve gender parity and review progress annually. Each recruitment cycle shall be reviewed by the GEDSIC and reported to the Gender Advisory Committee (GAC).

Hiring

- PBA shall identify and recommend to the Transport Department necessary **legal and regulatory reforms to eliminate gender-based barriers** and create an enabling environment for GDI and women's employment, particularly in non-traditional roles within the PBA.
- PBA shall adopt transparent, equitable, and gender-responsive recruitment and selection processes that promote diversity and inclusion at all levels. **Job descriptions, eligibility criteria, and advertisements shall be designed to be gender-neutral** and periodically reviewed by the GEDSIC to identify and address any direct or indirect bias that may restrict the entry of women and

GDI. The PBA shall ensure recruitment information is widely accessible through digital and public platforms in simplified, multilingual formats.

- PBA shall take **proactive measures to attract and recruit GDI and women across all employment categories**. These may include targeted outreach and partnerships with technical institutes, NGOs, and self-help groups, and dedicated recruitment campaigns for women. Conduct campaigns promoting women as talent assets in technical fields, featuring testimonials from female role models, and engaging secondary schools and universities. Campaign content shall address gender stereotypes and unconscious biases that deter women from technical careers.
- PBA shall promote **GDI and women's participation in non-traditional transport roles** by revising job descriptions, uniforms, and workplace infrastructure to make roles safe, professional, and aspirational. Career narratives and communication strategies shall highlight opportunities for growth and skill development. Targeted outreach and branding shall attract women from diverse age, education, and skill backgrounds.
- PBA may institute **pre-employment and bridge training programmes**, including internships, apprenticeships, simulator-based driver training, and structured on-the-job training, to facilitate the entry of GDI and women into operational and technical roles such as drivers and mechanics. These programmes may be implemented in collaboration with accredited training institutions, ITIs, and industry partners, with provision of enabling support such as subsidised training, facilitation of licensing, and reimbursement of training-related costs such as travel or accommodation costs;

Retention

The PBA shall ensure a workplace that upholds the safety, comfort, and dignity of women and gender-diverse employees across all levels. It shall implement measures that promote work–life balance, occupational safety, and equal opportunities in frontline, technical, and managerial roles.

- All workplaces, including depots, terminals, training schools, workshops and administrative offices, shall be designed, upgraded, and maintained to **provide gender-responsive facilities and amenities ensuring safety, hygiene, and accessibility**. These facilities may include, but are not limited to, clean, hygienic sanitation facilities, safe rest and changing areas, drinking water, first-aid, and safe transport arrangements for late-night or early morning shifts.
- In recognition of climate-related impacts, the PBA shall ensure that operational environments—including depots and outdoor workplaces—are **adapted to mitigate heat stress, air pollution, and extreme weather**. Measures shall include provision of shade, ventilation, hydration facilities, and protective equipment, in line with standard occupational safety requirements;
- PBA, recognising the disproportionate burden of care responsibilities carried by women, **shall support work–life balance through gender-sensitive work arrangements**. These may include role-appropriate flexible work arrangements, such as adjustments to shift patterns and the provision of menstrual leave. Duty schedules shall ensure adequate rest intervals and total working hours as per the Occupational Safety, Health and Working Conditions Code, 2020 (or any subsequent amendments, codes or rules) by the Ministry of Labour and Employment. The PBA shall provide safe commute options and other facilities to women and gender-diverse individuals working late-night or early morning shifts.
- PBA shall ensure women and gender-diverse employees recruited or trained for operational roles are deployed and retained in those positions. Informal or unrecorded reassignment to non-operational roles should be prohibited unless requested in writing by the employee. Safety concerns or harassment shall be addressed promptly through institutional measures—such as supervisory accountability, corrective action against perpetrators, or workplace modifications—to enable continued deployment or timely reinstatement to operational duties.
- PBA could also consider deploying newly recruited women drivers on women-only routes or less traffic routes during the initial phase, enabling them to gain operational experience and confidence in a supportive environment;

- PBA shall provide **childcare facilities and paid maternity leaves** as per Maternity Benefit (Amendment) Act, 2017 and the Model Crèche Rules (as well as any subsequent amendments or related regulations). **Childcare facilities shall be established at the headquarters and depots, or through childcare vouchers** to support employees in managing dependent care responsibilities.
- PBA shall provide social security benefits in compliance with applicable labour and social security legislation, including the Code on Social Security, 2020 (and any subsequent amendments). If buses are being operated through PPP, contractual agreements shall mandate that the operator provides and maintains social security benefits in compliance with applicable labour and social security legislation, with compliance monitored through periodic verification.
- PBA shall ensure that the **personal protective equipment (PPE)** and uniforms designed for all relevant staff, including drivers, conductors, maintenance and workshop personnel, depot and terminal staff, field inspectors, and cleaning staff are gender-specific ergonomic and comfort requirements. PPE and uniforms may include helmets, high-visibility vests, gloves, protective footwear, overalls, and other role-specific equipment, ensuring safety, mobility, and comfort in line with national regulations and international best practices.
- PBA shall implement **return-to-work programmes to support women rejoining** the workforce after career breaks, maternity leave, or extended absences, including refresher training, mentoring, and integration support.
- PBA shall implement a **uniform, transparent, and criteria-based recognition framework** applicable across all levels to formally acknowledge exemplary performance, safe and responsible conduct, and quality service delivery, with due emphasis on frontline and non-traditional roles. Recognition may include institutional awards, certificates of merit, formal acknowledgement in internal communications, nominations for training or professional development programmes, exposure visits, and assignment to special projects. These recognitions shall be recorded, monitored, and reviewed annually to reinforce motivation and retention;
- PBA shall enforce a **zero-tolerance approach to all forms of workplace harassment** and discrimination. Internal mechanisms shall ensure prompt, confidential, and impartial handling of complaints in accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;
- PBA shall establish a **comprehensive workplace grievance redressal mechanism** to address complaints related to sexual harassment, discrimination, and inappropriate behaviour, including incidents involving colleagues of the same gender, supervisors, or other staff. The GRM shall ensure accessible, confidential, and timely reporting and resolution of grievances, in accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the Industrial Relations Code, 2020, the Occupational Safety, Health and Working Conditions Code, 2020, the Code on Wages, 2019, the Code on Social Security, 2020, and other applicable Indian labour laws, including subsequent amendments and related regulations.
- PBA shall develop clear **SOPs and an escalation matrix** detailing roles, responsibilities, timelines, and reporting channels to ensure structured and accountable grievance management. Awareness programmes, periodic trainings, and communications shall be conducted to ensure that all employees are informed about the GRM, reporting procedures, and protections against retaliation, thereby fostering a safe, inclusive, and equitable workplace environment.
- PBA shall ensure that all employees, across headquarters, depots, and operational units, have **clear and accessible information on the Internal Complaints Committee (ICC)**, including definitions of sexual harassment, reporting channels, and designated points of contact. Accessibility may be ensured through multiple channels, such as prominently displayed posters at all workplaces, digital portals, inclusion in induction and refresher training, and regular awareness campaigns. Guidance shall clearly explain how and whom to approach, procedures for filing complaints, and assurances of confidentiality and non-retaliation, promoting awareness, accessibility, and timely redress across the organisation.

- A safe culture shall be institutionalised, where all employees are encouraged and empowered to report inappropriate behaviour without fear of victimisation.
- PBA shall implement a **comprehensive, gender-sensitive mental health and wellbeing programme** for all employees, including permanent, contractual, and outsourced staff. The program shall prioritise mental health awareness, resilience-building, and stress management, complemented by counselling, trauma support, and practical guidance for work- and caregiving-related challenges. Services shall be accessible 24/7, include post-incident support for critical events, and be delivered by qualified mental health professionals. The programme shall combine mandatory and voluntary components, such as workshops, webinars, and structured awareness campaigns, alongside confidential counselling via internal or third-party Employee Assistance Programme.
- PBA shall implement a structured **capacity development programme on gender sensitisation and safety of women and gender-diverse individuals** to institutionalise inclusive, safe, and respectful workplace practices. It shall include a mandatory core module for all staff on gender equality, respectful conduct, safety, zero tolerance for harassment, commuter safety, and reporting mechanisms, along with role-specific modules for frontline staff (passenger interaction and incident response), supervisors (equitable duty allocation, monitoring, enforcement, and accountability), and senior management (leadership, institutional culture, policy implementation, and oversight of gender-responsive operations). Training shall be embedded within supervisory systems, performance appraisal frameworks, and disciplinary procedures to ensure sustained behavioural change and accountability. Supervisors shall be trained to identify psychosocial distress and provide appropriate referrals. Anonymised, aggregated, and gender-disaggregated data on trainings and outcomes shall be maintained.
- PBA shall ensure the sustainability of gender-responsive practices by **progressively building internal capacity, based on staff category, to implement gender-responsive actions**, including infrastructure and service assessments, staff training, surveys, and other operational interventions. NGOs, CSOs, and academic institutions may be engaged through formal partnerships to provide technical guidance, co-deliver training, and support capacity-building initiatives for internal staff.
- PBA shall define a **structured pathway for appointment and development of the Gender Focal Point**. Eligible personnel shall undergo a dedicated induction and role-specific training covering gender analysis, equity impact assessment, grievance management, and monitoring of gender- and disability-disaggregated indicators. Progression to GFP designation shall be linked to successful completion of mandatory modules, certification, and demonstrated competency, ensuring continuity, accountability, and integration into institutional gender-responsive operations.
- PBA shall **establish and support employee networks specifically for women and gender-diverse staff**, as well as for persons with disabilities, LGBTQ+ employees, and other underrepresented groups. These networks shall provide forums for mentorship, experience-sharing, and peer support, and shall actively inform recruitment, retention, career development, workplace improvements, and policy design to promote equality, inclusion, and safe working conditions across all levels, in line with national and international labour standards.
- PBA shall ensure that exposure programmes, study visits, and professional exchanges actively include women staff and integrate gender, social, and environmental perspectives. This participation will help build institutional knowledge, share practical lessons, and normalise women's presence across all roles and hierarchies within the transport agency.
- Based on **periodic pay parity assessments**, identified compensation gaps shall be addressed through structured pay revisions, systematic job evaluations, and targeted reforms to performance appraisal and promotion frameworks.

Promotion, development and leadership

The PBA shall foster equitable career progression by actively promoting women and gender-diverse employees, aiming to increase their representation in leadership and decision-making roles across all workforce levels.

- Establish **mentoring programmes** to develop technical and managerial, competencies through on-the-job training, with focused guidance for early-career entrants in operational and technical roles during critical career-decision periods;
- PBA shall increase the **representation of women and gender-diverse employees in leadership roles** by setting measurable targets, implementing structured mentorship and sponsorship programmes, delivering tailored leadership development and upskilling initiatives and monitoring the progress;
- Systems shall be transparent, equitable, and gender-responsive, with clearly defined eligibility criteria and processes communicated to all staff. **Career progression, remuneration, and recognition shall be linked to performance evaluations**, ensuring employees understand advancement pathways. The systems shall be reviewed periodically to identify and prevent both explicit and unconscious gender bias.

Procurement

The PBA shall adopt a gender-responsive and sustainable procurement strategy that integrates gender equality, inclusion, and responsible sourcing principles into all procurement and contracting processes. This approach will enable the PBA to leverage its purchasing power to secure quality, cost-effective goods and services while promoting the economic empowerment of women-owned and gender-responsive enterprises, in line with recognised best practices.

All vendors, service providers, and private operators engaged by the PBA shall be required to support the PBA's gender equality objectives through inclusive business practices, gender-responsive service delivery, and adherence to applicable labour, safety, and social standards. Compliance with these requirements shall be monitored and incorporated into contractual obligations to ensure accountability and consistent implementation.

- PBA shall conduct a baseline assessment of procurement practices to identify whether eligibility criteria, bidding conditions, or documentation requirements disproportionately impact micro, small, and medium-sized enterprises (MSMEs), particularly those owned by women, especially from marginalised communities[5]. Identified barriers in procurement shall be addressed through time-bound corrective measures. These may include **simplified application and pre-qualification procedures**, such as shorter forms and fewer supporting documents for MSMEs; **proportionate financial thresholds**, for example, adjusting minimum turnover or experience requirements to enable participation by smaller or women-owned enterprises; **lotting of contracts**, such as dividing bus depot construction or bus stop infrastructure projects into smaller packages to allow bids from smaller firms; and **targeted outreach and support**, including workshops, training sessions, and guidance specifically for women-owned and micro enterprises to facilitate equitable participation in procurement processes;
- PBA shall implement gender-responsive and social inclusion procurement measures, incorporating gender-based evaluation criteria in bid assessments; providing capacity-building, mentorship, and technical assistance to women-owned businesses, especially those from marginalized communities; promoting supplier diversity across the value chain; monitoring and reporting on compliance with gender-related commitments;
- As part of gender-responsive procurement, the PBA shall promote participation of **women-owned fleet operators** in service contracts. To operationalise this, the PBA shall maintain a vendor database of women-owned fleet operators, include gender-responsive criteria and preference points in procurement evaluation and track contracts awarded.
- Contract management teams and procurement officials within the PBA shall be trained and equipped with the skills, tools, and guidance necessary to effectively implement, monitor, and enforce gender provisions embedded in contracts, thereby institutionalising gender-responsive procurement practices across all procurement and contracting processes.

[5] In this context, "marginalized communities" refers to groups of women business owners who face systemic barriers, under-representation, or reduced access to opportunities in public procurement due to factors such as caste or disability.

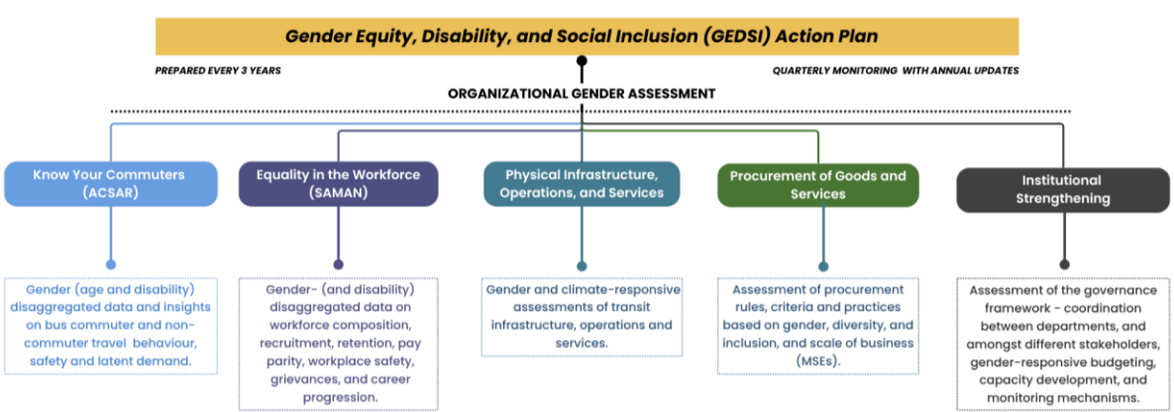
- Procurement tenders shall incorporate **performance-linked incentives and accountability mechanisms**, including bonuses or penalties, to ensure compliance with gender-responsive design requirements, contractual targets, and agreed inclusion commitments. Tender evaluation may also assign higher scores to women-owned enterprises, firms with a majority of female board members;
- PBA shall provide **guidance on procurement and tendering processes to women-owned and led enterprises**. These measures shall ensure equitable participation in contracts, promote economic empowerment, and strengthen diversity and inclusion within the PBA's supply chain and operations.
- PBA shall **conduct a gender assessment of its procurement practices every three years** assessing compliance with gender-equality clauses, contractor accountability, inclusion of gender considerations in technical specifications, and participation of women and underserved groups. The findings shall serve as the basis for revisions to regulatory, procedural, and policy frameworks and for the design and implementation of targeted capacity-building measures. Design and refinement of procurement strategies shall involve **women's business associations, civil society organisations** to ensure strategies reflect real market conditions and constraints.

11. Implementation mechanism

The PBA shall **develop a Gender Equality, Disability, and Social Inclusion (GEDSI) Action Plan to operationalise the policy** (Refer Annex 4). The Action Plan shall clearly specify the activities to be undertaken, timelines for implementation, roles and responsibilities of concerned departments and officers, resource and budgetary requirements, and outcome and output indicators. It shall also identify potential funding sources—including own source revenue, central and state government schemes, public-private partnerships, and CSR initiatives—to support implementation. The action plan shall be prepared for 3-years, with annual updates to assess progress and enable course correction.

Periodic analytical exercises, including Know Your Commuter (ACSAR) and Equality in Workforce (SAMAN) reports, reviews of procurement rules and practices, and gender and inclusion assessments of physical infrastructure, operations, and services, shall form integral inputs to the Action Plan. The findings of these exercises shall be utilised to inform the prioritisation of actions and to ensure that the Action Plan remains evidence-based and aligned with commuter needs and workforce requirements.

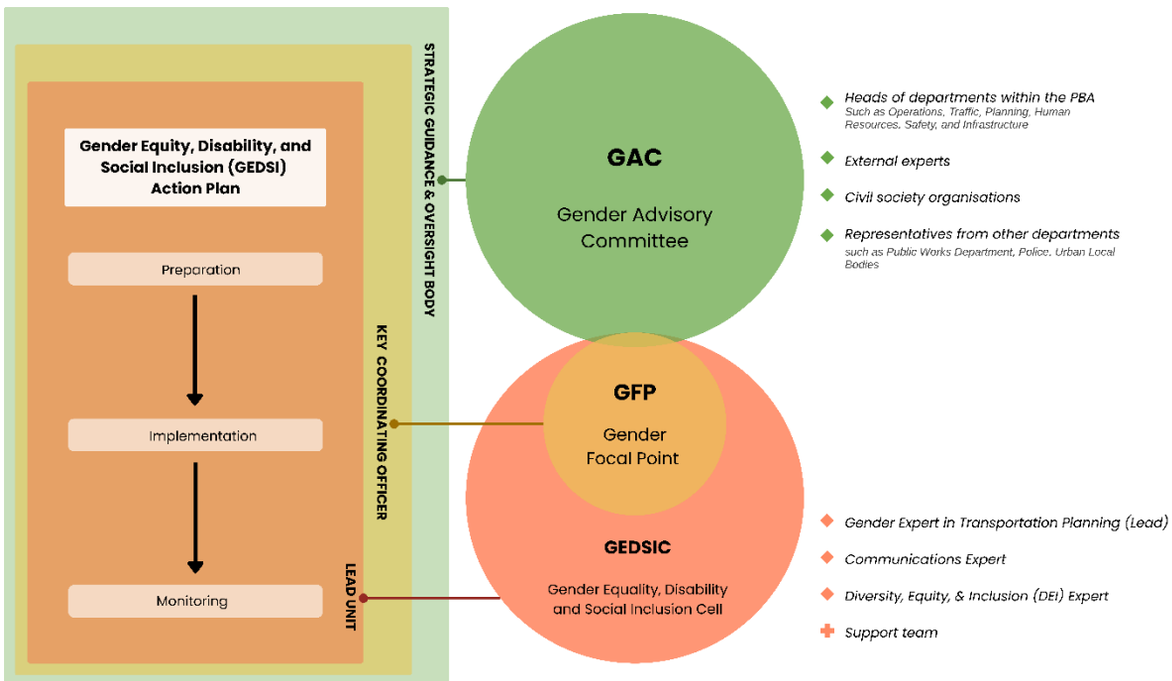
Figure 5: GEDSI Action Plan



12. Governance

To ensure effective, accountable, and coordinated implementation of the Gender Equality Policy, the PBA shall establish a multi-tiered governance framework comprising a **Gender Focal Point (GFP)**, an internal **Gender Equality, Disability and Social Inclusion Cell (GEDSIC)**, and a **Gender Advisory Committee (GAC)**. This structure will oversee, monitor, and guide the integration of gender-responsive practices across operations, infrastructure, workforce, and service delivery.

Figure 6: Relationship between the GEDSI Cell, GFP and the GAC



Gender Focal Point

The PBA shall designate a dedicated Gender Focal Point, who shall report to the Managing Director. The GFP will lead the GEDSI Cell, be the key officer responsible for preparing, coordinating and facilitating the implementation of the GEDSI Action Plan. The GFP will serve as the primary liaison between the Gender Advisory Committee, GEDSI Cell and all departments within the PBA.

Roles and Responsibilities

The GFP shall:

- Serve as the nodal point within the PBA for gender equality, accessibility and inclusion matters and report to the MD;

Lead the GEDSI Cell to:

- Prepare, coordinate and facilitate the implementation of the GEDSI Action Plan across all departments, ensuring that agreed gender-responsive and inclusive measures are integrated into operations, infrastructure, workforce management, and service delivery;
- Plan and coordinate capacity-building programmes and workshops on planning, implementation and monitoring gender-inclusive public bus transport systems, gender budgeting concepts, classification frameworks, and reporting requirements;
- Assist in mainstreaming GEDSI considerations into organisational and departmental policies, plans, projects, and operational decisions by ensuring that relevant data, assessments, and advisory inputs are appropriately considered; and

- Support the Gender Advisory Committee (GAC) by consolidating inputs, tracking follow-up actions, and facilitating information flow between the GAC and PBA departments.

Gender Equality, Disability and Social Inclusion Cell (GEDSIC)

The PBA shall create a Gender Equality, Disability, and Social Inclusion Cell who would be responsible for developing, implementing, and monitoring the GEDSI Action Plan and for integrating gender-responsive and inclusive practices across all initiatives of the PBA. The PBA shall allocate dedicated funds to support the functioning of the GEDSI Cell.

The Gender Focal Point shall serve as the Head of the GEDSIC. The members of the Cell shall include a Gender Expert in Transportation Planning or Policy (Team Leader), Communications Expert, Diversity, Equality, and Inclusion (DEI) Expert and a support team to provide analytical, technical, and administrative assistance. Multi-skilled personnel with cross-sectoral expertise in gender, social inclusion, and core operational functions shall be prioritised for appointment.

Roles and Responsibilities

The GEDSIC shall:

- Lead the preparation, implementation, and monitoring of the GEDSI Action Plan and the annual gender-responsive budget for the PBA;
- Review all new projects, policies, and operational initiatives and provide recommendations to systematically integrate GEDSI considerations into planning, design, and implementation;
- Prepare guidelines, SOPs, and tools to ensure gender-inclusive and socially responsive operations across all PBA functions;
- Plan, coordinate, and where applicable, undertake capacity-building programmes and workshops on planning, implementation and monitoring gender-inclusive public bus transport systems, gender budgeting concepts, classification frameworks, and reporting requirements;
- Develop training manuals and learning resources, and conduct programmes to strengthen organisational capacity on gender, inclusion, and safety;
- Collaborate with the respective departments to:
    - Guide and review Know Your Commuter and Equality in the Workforce tools, survey instruments, reports;
    - Guide and review EIAs for all proposed policies, projects, and operational initiatives to identify potential gender and social inclusion risks and recommend appropriate mitigation measures;
    - Ensure gender-inclusive mentoring and leadership development for their staff;
    - Review and guide procurement, contracting, and vendor management processes to ensure that all suppliers, contractors, and service providers comply with gender-responsive principles;
    - Advise on communications and stakeholder engagement strategies, including awareness campaigns, public consultations, and commuter engagement; and
    - Review the departmental gender budget statement (GBS) submissions to ensure alignment with the GEDSI Action Plan, and consolidate them at the PBA level.
- Support the GFP in coordinating the implementation of gender-responsive measures across all departments and operational functions of the PBA;
- GEDSIC shall submit quarterly progress reports to the GAC outlining the implementation status of the GEDSI Action Plan, budget utilisation against approved annual allocations, key implementation challenges and risks, compliance gaps, and recommended corrective actions requiring the Committee's guidance.

Gender Advisory Committee

The PBA shall constitute a Gender Advisory Committee to provide strategic guidance and oversight for the implementation of this Policy and to ensure effective coordination among concerned departments and stakeholders.

Composition: The GAC shall comprise:

- Heads of departments within the PBA, including Operations, Traffic, Planning, Human Resources, Safety, and Infrastructure;
- Gender Focal Point;
- External experts, civil society organisations, and academic institutions with demonstrated experience in women's safety, disability inclusion, and inclusive transport.
- Representatives from other departments such as Public Works Department, Police, Urban Local Bodies may be invited to address interdepartmental sectoral coordination and alignment.

The composition shall ensure at least fifty per cent (50%) representation of women, including women with disabilities and women from underserved groups. The Committee shall meet at least once every quarter to review progress, provide guidance, and recommend corrective measures.

Roles and Responsibilities

The Gender Advisory Committee shall:

- Provide strategic guidance to the PBA on implementing gender-responsive and inclusive measures across operations, infrastructure, and workforce systems;
- Enable coordination among PBA departments, infrastructure stakeholders, and external experts to ensure consistent and coherent application of gender and inclusion principles;
- Review progress on the implementation of the GEDSI Action Plan; and
- Identify gaps, risks, and systemic issues in the implementation of the policy and recommend corrective actions to strengthen accountability and ensure compliance with applicable national laws, government guidelines, and recognised international good practices.

Gender budgeting

The PBA recognises gender budgeting (GB) as a critical instrument to ensure funding for the implementation of the GEDSI Action Plan and translating gender-equality commitments into measurable outcomes. By linking financial allocations to gender activities and outcomes and enabling transparent tracking of resources utilised for equality objectives, the GB framework shall also serve as a key accountability mechanism for the implementation of this Policy. The GB will be embedded within the PBA's annual budgeting cycle.

Gender-Responsive Budgeting (GRB) within the PBA shall comprise the following two distinct components:

- Adequate financial allocations shall be made for the implementation of activities identified in the GEDSI Action Plan. Funds shall be provided through relevant departmental budgets to ensure timely and effective execution of Action Plan activities; and
- The PBA shall prepare an annual gender budget estimate in accordance with Government of India guidelines, classifying budget expenditures under Category A, Category B and Category C. Each initiative will include gender disaggregated data on beneficiaries, explanatory notes with the initiative objective, the gender issue, the basis for classification, the method used to estimate GDI and women's share, the expenditure components covered, and the indicators proposed for monitoring. This should clarify how the scheme is expected to improve GDI and women's access, safety, affordability, and service quality.

13. Monitoring and evaluation (M&E)

The PBA shall establish a structured M&E system to track the implementation of the Policy, covering user-focused and workforce-focused outcomes related to gender, disability, and social inclusion. To ensure independent, objective, and credible evaluation, a third-party assessment shall be conducted at least once every three years, aligned with the GEDSI Action Plan cycle. This shall be undertaken by an

independent body such as an accredited evaluation agency, or empanelled third-party expert. At the policy level, the review shall assess overall implementation, progress against GEDSI Action Plan targets, measure social and operational returns on investment, and identify opportunities to improve efficiency, inclusion, and the effectiveness of public bus services. Findings shall be documented and submitted to the Managing Director and placed before the GAC to inform corrective actions. In addition to assessing the implementation of the GEDSI Action Plan, the third-party review shall also evaluate the outcomes intended to be achieved through the Policy.

The policy is intended to have the following outcomes:

i. Increased ridership, disaggregated by gender;
ii. Improved perception of safety, disaggregated by gender;
iii. Improved commuter satisfaction, disaggregated by gender;
iv. Increased employment of women and gender-diverse employees with a focus on frontline, technical, managerial and leadership positions; and
v. Increase in the number and value of contracts awarded to women-owned MSMEs.

Findings from the assessment shall be submitted to the GEDSIC, advisory committee and managing director of the PBA. Recommendations shall be integrated into policy updates, operational planning, capacity-building programmes, and resource allocation to ensure continuous improvement, accountability, and alignment with gender-responsive, inclusive, and equitable public transport objectives.

Annexures

Annex 1: Data collection framework for commuter satisfaction and travel behaviour

The primary commuter survey should capture socio-demographic characteristics, travel behaviour to understand bus usage patterns, levels of awareness of the existing safety initiatives (including GRM), digital literacy, and satisfaction measured on a 1–7 Likert scale (based on the baseline). The following table outlines the service dimensions across which satisfaction and travel behaviour data may be collected.

Travel Behaviour Data

- Number of bus trips per day
- Number of days per week using bus services
- Top three trip purposes for bus usage
- Type of ticketing modality primarily used
- Origin and destination
- Time of travel
- Mode of travel, including first- and last-mile connectivity
- Total journey time
- In-vehicle (on-board) travel time
- Waiting time at bus stops, including for first- and last-mile connections
- Cost incurred to access the bus stop
- Number and names of transfers/interchanges
- Service-specific metrics for bus journeys, including journey time, waiting time, and on-board travel time

Commuter satisfaction data (recommended on a 1–7 point Likert scale)

Themes	Service Quality Parameters
Travel time	Punctuality of bus services
	Frequency of bus services
	Pre-trip information for journey planning
	Real-time information of bus arrival at the bus stop
	On-board travel time
	Transfer time
	Directness of travel
	Access and egress time
Comfort	Cleanliness in buses
	Seat availability
	Thermal comfort & ventilation
	Availability of the space for wheelchair/stroller
	Availability of hand support to move and stand in buses
	Behaviour of conductors
Convenience	Ease of purchasing a ticket
	Network coverage (Availability of buses to travel within the city)
	Operating hours of bus services
	On-board information (name of the next bus stop, helpline numbers, how to receive help in case of safety-related issues)
	Ease of boarding & alighting
	Adequate stop time to allow boarding/alighting for women, elderly, PwD
Safety	Crowding level within buses
	Personal safety from theft, drunk people etc.

	Safety from sexual harassment
	Driving behaviour (rash driving, sudden jerks etc.)
	Information on the grievance redressal mechanism
	Effectiveness of grievance redressal mechanism
Affordability	Value for money with respect to distance travelled (for AC buses)
	Value for money with respect to distance travelled (for non-AC buses)
	Value for money for first- & last-mile connectivity
Bus stop infrastructure	Availability of shelter from sun/rain
	Availability of seating
	Cleanliness of the bus stop area
	Availability of information on bus stop name, routes and schedule
	Lighting at the bus stops during the night
	Availability of amenities near bus stops (drinking water, toilets, etc.)
	Availability of universal accessible features at the bus stop (ramps, tactile pavement etc.)
Overall satisfaction with services	Quality of bus services
	Perception of safety while using bus services
	Perception of safety while waiting at the bus stops

Annex 2: Checklist of gender-responsive and climate resilient bus stop

The following table outlines the parameters and attributes to assess the quality of bus stops. It may also be used for post-construction verification.

Parameter	Attribute
Comfort	Well-maintained shelter (roof) of ≥ 2.5m width for protection from rain and heat
	Heat resilience of bus shelter material – perceived temperature under shelter compared with surrounding area
	Presence of continuous, even, and non-slippery walkway of ≥ 2.5m width along the bus stop
	Quality, comfort and availability of dedicated seating for elderly, caregivers at the bus stop
	Availability of a clean, functional, and gender-segregated (paid/unpaid) public toilet for women within 300m of bus stop
	Availability of clean and unpaid drinking water at the bus stop or within 300m
Information	Availability of visible and updated static information (route maps, schedules, fare charts, wayfinding signage) at bus stop
	Ease of understanding the information on bus stop – clarity and accessibility through bilingual information with visual elements and proper readability
	Dynamic or real-time information (live bus arrival and departure times, notifications of delays, diversions, cancellations, service disruptions, and crowding levels) through functional and accurate PIS boards with proper readability
	Availability of updated and legible helpline numbers of relevant public bus authority
	Availability of updated and legible emergency helpline numbers (Police, Women helpline numbers)
Accessibility	Availability of continuous and logically placed warning and directional tactile pavers with adequate setback from hazards and edges (as per norms)
	Availability of all static information in Braille, clearly readable by touch and installed within an accessible height range of 1.4-1.6m
	Availability of emergency helpline numbers in braille, clearly readable by touch and installed within an accessible height range of 1.4-1.6m
Personal security	Uniform lighting of recommended illumination level (as per guidelines and norms) at bus stop and immediate surrounding area
	Transparency level of bus stop back panel to ensure visual continuity between waiting areas and surrounding spaces
	Natural surveillance through passive observation by regular pedestrian or vendor activity
	Presence and operational status of CCTV camera actively monitoring the bus stop area with real-time back-end support
	Presence of women at the bus stop

Annex 3: Checklist of gender-responsive and climate resilient bus terminals

The following table outlines the parameters and attributes to assess the quality of bus terminals. Bus terminals are designed to serve commuters, terminal staff (such as timekeepers and helpdesk personnel), and bus frontline staff, with the provision of essential facilities such as sanitation. The table provides an overview of these parameters and attributes, which are categorised as Mandatory (M) and Desirable (D). Desirable attributes reflect best-practice provisions aimed at enhancing user experience, service quality, and overall terminal performance.

Parameter	Attributes	Mandatory/ Desirable
Road safety	Presence of separate pedestrian pathways continuously from the entry/exit gate to platforms and terminal facilities with a clear and unobstructed width of ≥ 1.8m	M
	Pedestrian safety within terminal premises through clearly visible pedestrian crossings along primary desire-lines connecting all passenger platforms and key terminal facilities and traffic calming measures	M
Comfort & convenience	Cleanliness of terminal via visual and olfactory factors and presence of properly maintained, clearly marked dustbins segregated for dry and wet waste	M
	Thermal comfort[6] along pedestrian pathways via permanent shading structure (roof/canopy/trees) with a minimum sheltered width of 2.5 m, ensuring open sides permit cross-ventilation and that fans or other air-movement devices are provided where required for comfort Thermal comfort and ventilation at waiting areas, depending on enclosure type: • ***Open/semi-open****: presence of permanent shading structures (roof/canopy/trees) with a minimum sheltered width of 2.5 m, ensuring open sides permit cross-ventilation and that fans or other air-movement devices are provided where required for comfort* • ***Closed****: Area of openings ≥12.5% of floor area, ensuring cross ventilation with openings on opposite/adjacent walls for cross ventilation and provision of functional mechanical systems (fans, exhausts, or HVAC) where required*	M
	Quality, comfort and availability of dedicated seating for elderly, caregivers at the waiting areas	M
	Presence of functional and effective stormwater drainage system through inlets, channels, or trenches positioned at low points and free from blockages, silt, or structural damage	M
	Presence of permeable surface at least >20% of terminal area	M
	Availability and quality toilet facilities should ensure safe, direct, and well-marked access, and include sex-segregated units with functional hygiene infrastructure, menstrual hygiene provisions, adequate lighting, and additional amenities such as diaper changing stations.	M
	Availability of unpaid/paid, clean drinking water facility for commuters located within the premises at the same level in an active area within 100m of waiting areas or terminal office	M
	Availability of gender-segregated toilet and safe access to toilet for staff *(frontline staff + terminal staff)*	M
	Availability and quality of drinking water facility frontline staff + terminal staff	M
	Availability and adequacy of terminal control booth–cum–help desk	M
	Availability of lactation room ensuring privacy, usability, comfort, convenience, cleanliness, and maintenance	D
	Availability of commuter's convenience facilities (retail outlets or kiosks, pharmacies, etc.)	D
	Availability of Wi-Fi facilities	D
	Availability of function, easily accessible charging sockets in key passenger areas	D

[6] Thermal comfort refers to the condition in which passengers feel neither too hot nor too cold while waiting, reflecting ambient temperature, shading, ventilation, and heat mitigation measures in the terminal.

	Availability of functional and canteen for frontline staff + terminal staff located in an active area with lighting, preferably owned and operated by women	D
	Availability of well-maintained, gender-segregated resting room for staff (frontline staff + bus crew) ensuring ease of access, comfort, and safety	D
Personal Security	Adequate lighting at the entry & exit gates, along the pedestrian walkway, waiting area and in parking as per recommended illumination levels (in lux)	M
	Security within bus terminal *(CCTV or natural surveillance from security points)*	M
	Natural surveillance during the day and night through the presence of vendors etc.	M
	Presence of women at the terminal during the day and night	M
	Visually active frontage allowing clear visibility into and out of the terminal, with opaque segments (if present) discontinuous and of < 20 m at any point	M
	Availability of first-aid kit/room[7] - easily reachable (clearly visible, unobstructed, and accessible) and well-stocked with all items in good condition, unexpired, and regularly checked/restocked.	M
	Fire emergency**:** Availability of functional fire safety equipment (extinguishers, hydrants) at terminal. Extinguishers placed within 30m of all public areas; at least two fire hydrants per large area or bus bay zone; operational fire detection and alarm systems installed for audio/visual alerts.	M
	Provision of emergency lighting across the terminal	M
	Health emergency: Availability of ambulance or emergency vehicle on-site with clearly defined request process and response mechanism, maximum 20 minutes response time, and clearly visible information on emergency contact numbers, help desks, or signage on process of requesting an ambulance	D
Information	Availability of readable and well-maintained bus terminal name board located at entry and exit gate along with night-time visibility and ease of understanding (bilingual)	M
	Availability and adequacy of clearly visible, well-maintained directional signage along all pedestrian paths to key terminal destinations	M
	Availability of readable and accessible orientation signage (with a 'you are here' sign) clearly visible from entrance or waiting areas	M
	Availability, clarity, and accessibility of static information (route maps, terminal layout map, boarding bay number, fare information, and schedule)	M
	Ease of understanding the static information ensured through bilingual presentation and visual/pictorial support (icons, maps, pictograms, etc.)	M
	Availability of dynamic/real-time information through PIS boards (estimated bus arrival and departure times at each boarding bay, notifications of service delays, diversions or cancellations, and emergency alerts such as safety warnings or evacuation messages)	M
	Availability of updated, accessible, and readable helpline numbers (public bus authority, women's helpline, police, etc.) for commuters	M
	Presence of safety & information enquiry booths[8]	M
	Display of information on POSH Act (what constitutes sexual harassment, penal consequences of misconduct at the workplace, information on compliant process, and contact details of ICC members)	M
	Display of information on grievance redressal mechanism and complaint process for general workplace issues	M
Universal accessibility	Provision of designated spaces of 0.9 m (width) x 1.2 m (length) to accommodate wheelchairs in all passenger waiting areas	M
	Presence and quality of continuous and unobstructed levelled pedestrian pathways	M
	Presence of clear, unobstructed tactile pavers along all pedestrian pathways inside the terminal, logically placed away from edges with adequate setback for warning pavers and directional pavers and provision of logically transitioning guiding blocks	M

[7] Dependent on size of terminal
[8] A Safety & Information Enquiry Booth is a dedicated, easily accessible counter or kiosk within the bus terminal where passengers can obtain assistance related to safety, travel information, lost-and-found support, emergency help, and general enquiries. It serves as a central point for providing verified information, responding to passenger concerns, & coordinating emergency response when needed. Could be for general information and emergency help required by women commuters or for first-time users

	Availability of static information and helpline numbers in Braille clearly readable by touch (well-defined and undamaged dots) and mounted at an accessible height of 1.4-1.6 m	M
	Accessibility of directional/navigational and orientation signage through Braille format clearly readable by touch (well-defined and undamaged dots) and mounted at an accessible height of 1.4-1.6 m and high colour contrast between text/symbols and background	M
	Availability of functional elevators and accessible ramps (slope ≤1:12) with non-slip surfaces, handrails/guardrails on both sides, and width ≥1200 mm for wheelchair movement to provide step-free access between different levels (if required)	M
	Availability of physically accessible and gender-neutral toilet with basic hygiene and menstrual hygiene facilities, clear and accessible signage, and safety	M
	Accessibility of drinking water fountain and safe access to the facility	M
	Accessibility of terminal control booth–cum–help desk	M
	Availability of wheelchairs at the terminal	D
Energy efficiency	Presence of solar/photovoltaic panels	D
	% of on-site renewable energy to total annual energy consumption	D
	Mitigation of heat island effect	D

Note: M: Mandatory; D: Desirable

Annex 4: Format of GEDSI Action Plan

This annexure provides a template for the preparation of the action plan.

Plan Period: Year 1 *[YYYY]* – Year 3 *[YYYY]*
[Name of PBA]
Prepared by: Gender Equality, Disability and Social Inclusion Cell (GEDSIC)
Approved by (MD):
Date: *DD/MM/YYYY*

About this Document

[The GEDSI Action Plan is the Public Bus Authority's principal operational instrument for implementing the Gender Equality Policy Framework. It translates policy commitments into time-bound activities, assigns responsibilities, links actions to outputs and outcomes, and allocates budget. It is prepared for a three-year cycle and updated at the end of each cycle. Quarterly reviews are conducted by the GEDSIC; the fourth quarterly review each year serves as the annual review.]

Action plan matrix

The following presents an indicative format for the preparation of a GESI Action Plan.

Outcome and outputs	Action / activity	Indicator and/or Targets	Responsibility	Timelines for implementation	Budget & budget source

Activity status (for quarterly updates) – *Not Started / In Progress / Complete / Deprioritised or Deferred*

Quarterly progress tracker

For overview – to be completed by GEDSIC at each quarterly review. One row per pillar – detailed activity-level tracking maintained in the Action Matrix.

Annex 5: Format of the report- Know Your Commuters

The Know Your Commuter (KYC) Report shall serve as the annual analytical and disclosure document of the Public Bus Authority (PBA), presenting a comprehensive, data-driven assessment of commuter characteristics, travel behaviour, service experience, and access barriers. The report should be structured to combine administrative datasets (such as ticketing systems, smart cards, and passenger counts) with primary survey data, including commuter perception surveys and non-user assessments. This template is indicative.

Section A: General information
This section establishes the administrative and institutional context of the report. It should clearly establish the identity of the reporting authority, the temporal scope of the report, and the governance processes followed in its preparation and approval, including but not limited to prepared by, reviewed by and approved by.

Section B: Executive summary
The Executive Summary presents a synthesis of key findings from administrative and survey data. It reports year-on-year and multi-year trends in ridership, commuter composition, travel behaviour, satisfaction, safety, and access barriers, with disaggregation by user groups. It identifies issues, risks, and gaps based on observed patterns, including findings from non-user analysis. It outlines priority actions linked to service planning, operations, and inclusion measures.

Section C: Data sources and methodology
This section explains the methods used to collect, clean, validate, and analyse data. It should describe survey design, sample size, coverage, indicator definitions, limitations, and any assumptions used in the analysis.

Section D: Commuter profile, travel behaviour, and result of satisfaction surveys, and FGDs
This section presents ridership volumes and user composition, disaggregated by gender and other relevant socio-demographic categories, with comparative analysis across reporting periods. It incorporates temporal travel patterns (time-of-day distribution), trip characteristics (purpose, frequency), fare media usage (pass ownership and type), and other indicators capturing system utilization across user groups. The section further integrates primary data findings, including quantitative analysis from user satisfaction surveys and qualitative insights derived from FGDs.

Section E: Non-user survey and latent demand analysis
This section examines why people do not use bus services, whether they would use them if barriers were reduced, and where unmet demand is likely to exist. It should include spatial and social disaggregation and identify potential corridors or areas for service expansion.

Section F: Grievance redressal mechanism
This section reports aggregated complaint data, including complaint types, volume, location, user group, resolution status, and compliance with service standards. It should also cover safety-related grievances, including harassment cases, and any corrective actions taken.

Section G: Key findings and recommended actions
This section consolidates the main findings into operational and policy recommendations. It should link evidence to specific actions such as route changes, scheduling adjustments, safety measures, accessibility improvements, and grievance system strengthening.

Section H: Outputs, outcomes, and year-wise indicators
This section defines measurable outputs and outcomes in relation to GEDSI action plan. It presents

baseline, current, and prior-year values, disaggregated by user groups, and links each indicator to data sources and responsible units. A year-wise table demonstrates trends, highlights gaps, and supports monitoring and evidence-based decision-making.

Annex 6: Format of the report- Equality in the Workforce (SAMAN)

The SAMAN report serves as the annual monitoring and evaluation instrument for workforce gender equality and social inclusion within the PBA. It consolidates gender- and disability-disaggregated data on recruitment, retention, promotions, pay parity, workplace safety, and grievances. The report provides evidence for institutional reform, policy adjustments, and performance tracking toward an inclusive and equitable workforce. The format is indicative and may be adapted by each PBA.

Section A: General Information
This section reports the primary data sources, survey or HR systems referenced, and internal validation protocols. It should clearly establish the identity of the reporting authority, the temporal scope of the report, and the governance processes followed in its preparation and approval, including but not limited to prepared by, reviewed by and approved by.

Section B: Executive Summary
The Executive Summary synthesises the report's main findings, including workforce composition, pay parity, promotions, retention, safety, and grievance patterns. It identifies priority gaps, systemic risks, and top actions for leadership attention. Trend data (year-on-year or multi-year) should be highlighted to indicate progress toward equality and inclusion.

Section C: Workforce composition and conditions
This section presents the overall workforce structure, disaggregated by employment class, role/function, employment type (permanent, contract, temporary, intern, outsourced), and disability status. It compares targets versus actuals, identifies gaps, and highlights underrepresented groups. It integrates insights from worker consultations, highlighting perceived barriers to recruitment, inclusion, and career progression. The section compares targets versus actuals, identifies gaps, and flags underrepresented groups, while reflecting qualitative feedback on workplace culture, accessibility, and opportunities for equitable participation.

It also reports findings from workplace assessments, including HQs, depots, terminals, training schools, and workshops. Captures qualitative insights on workplace culture, inclusivity, and accessibility.

Section D: Recruitment
Reports on recruitment cycles during the reporting period, including applications, selection outcomes, and onboarding, disaggregated by gender, disability, and employment category. Trend analysis may track changes in recruitment equity over time. This will also include the initiatives take by the PBA to recruit more women at different levels and results/ learnings from those initiatives.

Section E: Retention and attrition
Analyses workforce exits and attrition rates by role, level, employment type, gender, and disability. Reports reasons for attrition and measures adopted or proposed to improve retention.

Section F: Promotion and career development
Documents promotions in the reporting year, disaggregated by role, level, and gender, including eligibility and women's share in the eligible pool. Reports training and capacity development programmes (core and role-specific), leadership representation, and activity of employee networks for women, PwD, and gender-diverse employees.

Section G: Pay parity assessment
Analyses organisation-level gender pay gaps, including base salary, total remuneration, mean/median differences, and distribution below median, disaggregated by role and employment type. Reports

year-over-year changes and corrective actions recommended or implemented.

Section H: Workplace grievance redressal
Presents aggregated grievance data, disaggregated by gender, disability, employment category, and grievance type. Includes resolution rates, pending cases, ICC functionality, sexual harassment complaints, and workplace safety compliance measures.

Section J: Procurement
This section reports baseline procurement assessment, barriers identified, gender-based evaluation criteria adopted, and training conducted for procurement officials. This should also include the year-wise data on the share of contracts awarded to women-owned MSMEs, capacity development trainings conducted.

Section K: Outputs, outcomes, and year-wise indicators
Defines measurable outputs and outcomes. Presents baseline, current, and prior-year values, disaggregated by gender, disability, and employment type, with a year-wise table to demonstrate trends and support monitoring.



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