



Gender Equality Scorecard© Manual

A Tool to Advance Women's Economic Empowerment
and Gender Equality in SMEs and Diversity and
Inclusion in the Private Funds Industry



SEAF

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About SEAF

Founded in 1989, SEAF has made over 430 impact investments and 350 exits across more than 40 emerging market funds. Through its 30 offices in Asia, Latin America, Africa, MENA and Eastern Europe, SEAF seeks to deliver on its mission of facilitating the flow of capital to private companies in emerging markets for growth and development. SEAF has also managed 14 Centers of Entrepreneurship and Executive Development. As a global platform, SEAF has built its legacy in seeing and creating value in SMEs in emerging markets, where the entrepreneurs often suffer from a general lack of available equity capital and knowledge of how to navigate the risks of these markets.

Women's economic empowerment and gender equality is one of SEAF's key impact themes. **SEAF has been investing in the area of women's economic empowerment over the course of thirty years, providing capital and technical assistance to female entrepreneurs.** In 2008, SEAF attempted to launch a dedicated fund to invest in women-led businesses in West Africa. At that point in time, the majority of the capital providers were concerned about the fund's ability to deploy capital due to a perceived lack of available pipeline, contrary to SEAF's conviction that there was a strong base of women entrepreneurs seeking investment. SEAF continued to pursue various opportunities but, unfortunately, they did not materialize. However, in 2017, SEAF was able to secure funding from the Australian Government to pilot SEAF Women's Opportunity Fund ("SWOF"), the predecessor fund to the SEAF Women's Economic Empowerment Fund ("SWEEF").

The SWOF is a private equity investment fund launched by SEAF in April 2017 with funding from the Australian Government, Department of Foreign Affairs & Trade (DFAT) through its Investing in Women Initiative. SWOF follows the Australian Government mandate, focusing exclusively on women-led or owned businesses in Indonesia, the Philippines, and Vietnam. Soon after launching the SWOF, SEAF realized that **despite rapid economic growth in recent years, discussions around gender equality are still very much in the early stages** across most of the Southeast Asian countries. Moreover, women's participation in all aspects of society is still limited. One key learning through SWOF is that **simply investing in women entrepreneurs is not enough to ensure an expansion of women's participation, considering women's different domains**. Therefore, SEAF refined its women's economic empowerment framework with support from Criterion Institute and Suzanne Biegel at Catalyst at Large. To date, the SEAF Gender Equality Scorecard© has been formally rolled out throughout its global platform in both its due diligence and post-investment value creation processes as part of SEAF's commitment in propelling women's economic empowerment and improving gender equality globally.

SEAF's investment thesis is that women are often undervalued in the marketplace and the workplace due to gender biases, leading to some businesses being undervalued. SEAF has pursued this investment thesis in its SEAF Women's Opportunity Fund and its successor fund, SEAF Women's Economic Empowerment Fund. SEAF sources attractively-priced opportunities, with significant potential on which to build value with firms that are:

- ➔ Women-led, recognizing that women entrepreneurs are undervalued in general and therefore do not have equal access to capital;
- ➔ In sectors where women are more prevalent (i.e., comprise a large portion of labor), given the opportunity to raise women's value within such companies;
- ➔ Providing products or services meeting the unmet needs and wants of women and girls. Companies that commit to maximizing women-powered expertise in designing, producing and delivering such products and services, creating value for women consumers and the firm; and
- ➔ Demonstrating a commitment to gender equality.





From Our Partners

“

GES© is a diagnostic tool that is easy to apply to assess and track gender performance.

”

Joy Anderson

Founder and CEO, Criterion Institute

“

SEAF's Gender Equality Scorecard© harmonizes different publicly available tools, allowing its users whether investors, fund managers, or corporations to easily quantify and track the progress of a business's performance on workplace gender equality at a macro level.

”

Suzanne Biegel

Catalyst at Large

“

SEAF's Gender Equality Scorecard© demonstrates the importance of partnership in advancing gender equality and working towards achieving the Sustainable Development Goals. ESCAP has provided technical inputs to the tool and is proud to partner with SEAF in advancing gender lens investing in Asia. The scorecard is a useful tool to support investment due diligence through a gender lens and provides companies with a gender score which allows them to have a benchmark upon which to further improve.

”

Jonathan Wong,

Chief of Technology and Innovation,
ESCAP

“

When our program began in 2016, we were unsure of market appetite to invest with a gender lens and are proud to call SEAF a strong, early partner to help address the financing gap for women's SMEs. We are excited about SEAF's Gender Equality Scorecard© as an impact investing due diligence tool and a conversation starter in influencing businesses on shifting workplace practices, cultures, and policy barriers to achieving workplace gender equality.

”

Dr. Julia Newton-Howes

CEO of Investing in Women

“

DFC is committed to women's economic empowerment and promotes gender smart investing in our transactions and with our private sector partners. We applaud SEAF's advocacy for gender lens investing and their valuable tools, including the Gender Equality Scorecard©, that can be leveraged to ensure more women are economically empowered.

”

Charity Wallace

Managing Director of Global Women's Issues,
US International Development Finance
Corporation (“DFC”)

“

IFU has been piloting SEAF's GES© on four of our direct investments since 2019. The insights coming from the rating allow us to provide the necessary interventions to our portfolio companies and to help our portfolios become more gender equitable workplaces.

”

Birgitte Bang Nielsen
Sustainability Director, IFU

“

This is an excellent tool for assessing the progress of gender parity in the workplace.

”

Patience Marime-Ball
Founder of Women of the World Endowment

“

SEAF's Gender Equality Scorecard© is one of the many toolkits that we look forward to elevating through the IRIS+ system as part of the curated resources and practical guidance shared with IRIS+ users. Its use of IRIS+ core metrics sets to make practical, well-founded investment management decisions is a great example of what IRIS metrics are designed to help investors and companies do.

”

Lissa Glasgo
IRIS+ & IMM, Global Impact Investing Network

“

As 2X Challenge marks the progress of mobilizing the #3 billion financing for women this year, we want to recognize the robust contribution of SEAF's Gender Equality Scorecard, together with many other existing resources and tools, in promoting women's economic empowerment and gender equality in the workplace.

”

Anne-Marie Levesque
Head of Gender and Impact, FinDev Canada

“

SEAF's Gender Equality Scorecard© Manual is excellent for investment officers to evaluate and track the gender equality performance of their investments.

”

Jessica Espinoza Trujano
Global Gender Finance Lead, DEG

“

SEAF's Gender Equality Scorecard© is one of the many toolkits that we look forward to supporting as we share lessons learned and exchange practical information with our members.

”

Naoko Kimura
Manager, Membership
Global Impact Investing Network





Acknowledgments

SEAF developed the Gender Equality Scorecard© Manual under the overall leadership and guidance of Jennifer Buckley and Robert Webster supported by Ingrid Chou, Rowena Reyes and Pang Sittakaradej.

We are grateful for our dear friend, **Criterion Institute**, for being an early supporter of SEAF's investment work in women's economic empowerment. Through our partnership, **Joy Anderson**, Founder and CEO, **Christina Madden** and **Kristen Yee**, have been integral in the development of SEAF's gender lens investment strategy and have contributed to the development of the Gender Equality Scorecard© and the Manual, particularly in the area of environmental parameters and gender-based violence.

We appreciate our close partnership with **Suzanne Biegel**, Founder of **Catalyst at Large**, for her constant support since the beginning of the SEAF Women's Opportunity Fund. Your leadership in, and enthusiasm for, gender-smart investing have guided and inspired us throughout our gender lens journey and eventually led to the development of the Gender Equality Scorecard© and this Manual. We are so grateful for your tremendous kindness in promoting the Gender Equality Scorecard© within the global impact and gender smart investing community.

We acknowledge that **Investing in Women**, an initiative of the Australian Government, has played a significant role in advancing women's economic empowerment in the Southeast Asia region. Through its blended finance structures, SEAF was able to realize a long-awaited, dedicated women's fund, the SEAF Women's Opportunity Fund. With your valuable support, gender lens investing has gained traction, enabling SEAF to catalyze different forms of capital to elevate women's economic empowerment in the region. We are grateful for the support you have extended to us from the inception and finalization of the Gender Equality Scorecard©, as an essential tool in assessing advancements in women's economic empowerment initiatives.

We also want to highlight our partner **United Nations ESCAP**'s remarkable works in advancing women's economic empowerment in Asia and the Pacific region. Through our partnership with ESCAP's Catalyzing Women's Entrepreneurship program, which is financially supported by the Government of Canada, ESCAP has dedicated significant time and resources to support SEAF's effort in finalizing this Manual. We are so thankful for the inputs from **Deanna Morris**, **Katherine Miles** and **Sudha Gooty** for bringing in best practices in framing and scoring the qualitative parameters in the context of harmonizing them with the UN Women's Empowerment Principles.

CRITERION INSTITUTE



We also want to recognize the valuable insights from **Birgitte Bang Nielsen**, Sustainability Director at **IFU**, and **Layanna Martin**, Private Sector Advisor at **Danish Family Planning Association**, on the areas of gender equality and women's health, including sexual and reproductive health and rights in the workplace. We also want to appreciate the IFU's early adoption of the GES© in piloting it with four of their existing portfolio companies, the first institution to do so outside of SEAF.

The valuable inputs from **Patience Marime-Ball**, Founder and CEO of **Women of the World Endowment (WoWE)**, is greatly appreciated. Her insightful advice on demand-side climate management and its importance for women and girls has inspired us to refine our thinking for the environmental policies parameter. We are also honored and appreciate the opportunity to present and demonstrate the GES© tool at WoWE's private markets product prototype workshop.

We appreciate the overwhelmingly valuable insights from members of the 2X Challenge and Gender Finance Collaborative. We are thankful for the thoughtful review by **Jessica Espinoza**, Global Gender Finance Lead of **DEG**, particularly her insightful comments in the area of best practices of the management framework for the qualitative parameters. Further, we would like to thank **Anne-Marie Lévesque**, Head of Gender and Impact at **FinDev Canada**, for her comment on the importance of harmonizing different tools such as the WEP's Gender Gap Analysis tool and the 2X/IRIS+ metrics. Her insightful comment on the women-powered value chain parameters, especially the tracking of women suppliers, has motivated us to continuously look for best practices in this area. We want to thank **Arpita Raksit**, Gender Lead, and **Katharine Tengtio**, Gender Equality Associate, at the **CDC Group**, for their advice on highlighting the alignment of the tool and 2X criteria.

We are thankful for **Lucia Rost**, independent consultant and PhD candidate at University of Oxford, for bringing her insights on the care economy and its implications on multiple parameters, particularly how time- and labor-saving equipment, products and services that create more time for women and change gender norms.

The Gender Equality Scorecard© made its debut to the impact investing community in December 2017 at the GIIN's quarterly webinars. We appreciate the **GIIN** team, especially **Naoko Kimura** and **Katharine Zafiris**, for organizing the Gender Lens Investing Working Group, providing a venue for knowledge sharing across different impact investing ecosystems. We appreciate the expertise and guidance from **Lissa Glasgo**, Manager of IRIS+ & IMM at GIIN, on the integration of 2X IRIS Metrics and the GES©, which will be an important building block for the harmonization between different gender lens frameworks and tools.

Lastly, we are honored for the recognition of **Rene Gener** and **Sarah Niguas** from **People Management Association of the Philippines (PMAP)** for their use of our Gender Equality Scorecard© as a screening tool for their Employer of the Year Award. We appreciate that PMAP recognizes the important role of women's economic empowerment and gender equality in the country and have used their platform to advocate it and support SEAF's work in the Philippines.



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Gender Equality Scorecard © Manual

A Tool to Advance Women’s Economic Empowerment
and Gender Equality in SMEs

Executive Summary

The Gender Equality Scorecard© (“GES©”) is a proprietary tool Small Enterprise Assistance Funds (“SEAF”) developed to assess women’s economic empowerment and gender equality within growth-orientated small and medium-sized enterprises (SMEs). The GES© provides an overall rating score for a company based on six gender equality performance vectors: pay equity, women’s workforce participation, gender diverse leadership and governance, benefits and professional development, safe and healthy workplace environment, and women-powered value chains. Each vector is scored on a 5-point scale from 1 = ‘we need to talk’ to 5 = ‘role model’. The purpose of this Manual is to give the users of the tool clear guidance on how to score each gender equality vector consistently to reduce measurement error. Ultimately, the Gender Equality Scorecard© has been developed for companies, organizations and/or funds to use as a due diligence and gender lens investing toolkit, which applies consistent and comparable gender scoring of potential investable SMEs.

This Manual is the first edition. The Manual will be updated on a needs basis as the tool is applied and expectations evolve on what represents good practice.





Why is measuring gender equality important?

Increasing employment and entrepreneurship opportunities and decent work for women in growing businesses are essential for inclusive growth. In a wider context, this is where SMEs play a central role as contributors to employment and GDP within countries. In emerging markets, SMEs are responsible for 70% of jobs and more than 40% of GDP.¹ **Challenges facing women are gender stereotypes, family responsibilities, lack of safe and accessible transportation, and lack of affordable care for their children or family members.** In developing countries, women spend significantly more time on unpaid work in the home and with the family, resulting in chronic time poverty and hindering them from participating in the economy and becoming financially and socially empowered. Commitment to gender inclusion and supportive policies for women employees will encourage women to be retained in the workplace and pursuing career advancements, thereby increasing their representation in the workforce.

Gender diversity is correlated with both profitability and value creation. There is a positive and statistically significant correlation between higher levels of diversity in company leadership and a greater likelihood of outperforming the relevant industry peer group on key financial performance measures. According to *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth*, the three most significant barriers to women's advancement to managerial or senior roles are (i) the 24/7 work environment, which gives women little flexibility to combine work with family care, (ii) the "double burden" in society of holding down a job and keeping charge of primary household responsibilities, and (iii) the absence of women in supervisory roles and pro-family policies.² Eliminating gender bias in performance reviews and structuring them to be more objective and support a broad range of leadership styles would promote career advancement for women employees. Additionally, companies employing promotion practices that do not penalize part-time work and offer flexibility for those in managerial and senior-level management roles will better incentivize women employees to pursue higher-paying jobs.

¹ "World Bank SME Finance," World Bank, accessed June 4, 2020, <https://www.worldbank.org/en/topic/sme/finance>.

² Woetzel, J., Madgavkar, A., Ellingrud, K., Labaye, E., Devillard, S., Kutcher, E., Manyika, J., Dobbs, R., and Krishnan, M. 2015. *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth*. McKinsey Global Institute.

The Global Gender Gap index, which assesses women’s economic participation and opportunity, educational attainment, health and survival and political empowerment, estimated the size of the gender gap is 31.4% internationally, which requires greater attention.³ **A company that is committed to and takes steps towards pay equity gives women a greater incentive to participate in the workforce. The benefits of gender pay equity include but are not limited to attracting and retaining the best talent, creating a motivated, positive and productive workforce,** achieving fairness and respect in the workplace, boosting participation of women in the workforce, advancing women into leadership positions, lowering employee turnover and re-training costs, building a positive company image and avoiding costly discrimination complaints.

Companies that provide employee benefits and professional development to increase the economic security of its staff and improve its competitiveness in the labor market through parental leave policies and professional development support that will ensure the personal and financial wellbeing of women. The parental leave policies include targeting men employees equally with work-life balance, childcare and parental leave benefits and encouraging men to share care and domestic work equally. In particular, providing health insurance that addresses reproductive health needs empowers this segment of the workforce by granting them the resources and support to improve their quality of life and relieve them and their families of addressing common ill health complications.

The workplace environment not only refers to surrounding physical conditions and operational safety in which employees operate but also vulnerabilities stemming from gender-based violence and microaggressions. **Women and men have different relationships to the environment, such as their access to land and natural resources and their engagement in environmental management.** Women and girls are more vulnerable to the impacts of climate change and have a lower adaptive capacity, in part due to their dependency on natural resources and agriculture (one of the hardest hit sectors), as well as fewer assets to build resilience.⁴ At the same time, women also play a vital role in climate action. As reflected, for example, in the research by Project Drawdown, the Gender Policy of the Green Climate Fund, as well as the G20 Charter of Engagement “Women Leading Climate Action.”

The gender gap not only affects women’s potential, but it also directly impacts the overall performance of value chains and companies by distorting labor markets, disrupting production and delivery, and creating losses, bottlenecks, and inefficiencies. **Empowering women in value chains helps to improve women’s lives and can allow companies to achieve more stable and efficient supply chains.** Moreover, having women participating and directing supply chain management enables companies to design better products and services that serve the real needs of their customers. Indeed, companies that embrace gender diversity and develop effective business models that target women as consumers, distributors and suppliers gain greater competitive advantage and greater profits.⁵

³ “Global Gender Gap Report 2020.” World Economic Forum, Accessed June 4, 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf.

⁴ Miles, K., Wiedmaier-Pfister, M., “Applying a Gender Lens to Climate Risk Finance and Insurance.” InsuResilience Global Partnership, 2018. https://www.insuresilience.org/wp-content/uploads/2018/11/insuresilience_applygender_181128_web.pdf.

⁵ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth.



What is the SEAF Gender Equality Scorecard© and Its Purpose?

The Gender Equality Scorecard© (“GES©”) is a proprietary tool SEAF developed to assess women’s economic empowerment and gender equality within individual investment opportunities and portfolio companies for SEAF funds. The tool has now been widely circulated across the impact investment and development finance community and has been integrated, or is in the process of being integrated, into the investment processes of several organizations.

This rating system is structured around six gender equality vectors consisting of: pay equity; women’s workforce participation; leadership and governance; benefits and professional development; safe and healthy workplace environment; and women-powered value chains. These vectors each consist of four parameters which are scored on a five-point scale. A ‘vector’ is the gender equality issue being assessed while the term ‘parameter’ refers to the qualitative (policy areas) or quantitative indicators measuring specific gender impacts/data points related to the vector.

Gender Equality Vectors:

- Pay equity
- Women’s workforce participation
- Gender-diverse leadership and governance
- Benefits and professional development
- Safe & healthy workplace environment
- Women-powered value chains

Gender Equality

Gender equality implies that the interests, needs and wants of both women and men are taken into consideration, recognizing that these needs, wants and interests will differ between different groups with varied identities and experiences. Gender equality aims to see women and men, boys and girls enjoy equal rights, responsibilities and opportunities—that equality is not tampered by a person’s sex at birth.

Women’s Economic Empowerment

Women’s economic empowerment is defined as “a process whereby women’s and girls’ lives are transformed from a situation where they have limited power and access to assets to a situation where they experience economic advancement, and their power and agency is enhanced.”⁶

Increasing women’s access to and control over income or assets correlates to an increase in their overall status in society. Investing in women’s economic empowerment sets a path toward gender equality, poverty eradication and inclusive economic growth—a similar frame used in making the business case for investing in women and girls. Women are seen to be making enormous contributions to economies, whether in businesses or on farms, as entrepreneurs or employees.

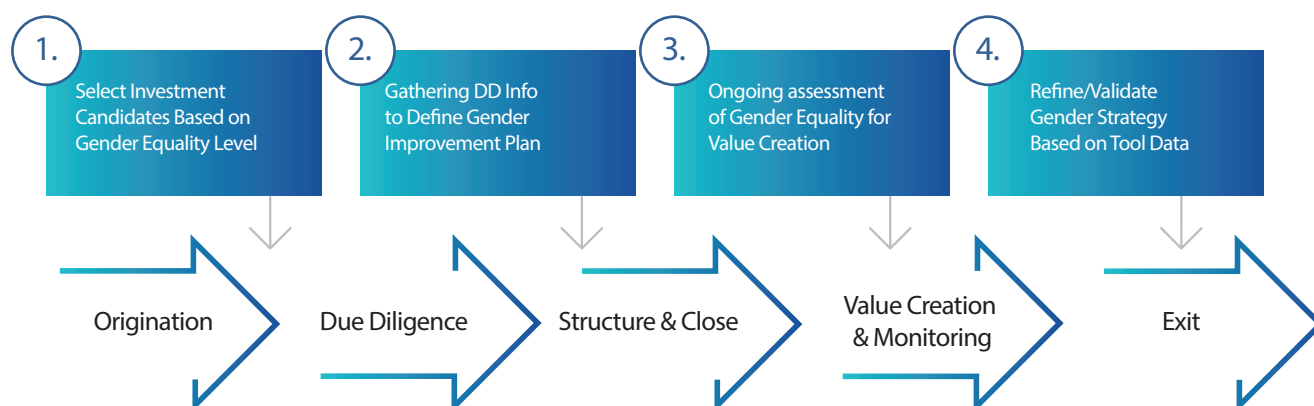
Source: Framing Gender Lens Investing, Criterion Institute

⁶ Perezniето, P., & Taylor, G. “A review of approaches and methods to measure economic empowerment of women and girls” (Gender and Development, 2014), 233–251

The GES© can be used for multiple purposes, including to:

1. Assess, score and select potential investment opportunities with regard to a company's demonstrated commitment to gender equality;
2. Further score potential portfolio companies during due diligence to identify areas for improvement and determine gender improvement plans to be integrated into portfolio company's short-term business plans and more medium-term value creation strategies for the benefit of women, investors and entrepreneurs;
3. Conduct ongoing assessments of portfolio companies' gender equality to guide post-investment value creation work; and
4. Leveraging the data set will serve to validate and refine SEAF's and other investment firm's thesis around the importance of women's economic empowerment and gender equality, as well as wider diversity, to company performance, financial or social.

The schematic diagram below shows at what stage of the investment cycle, from origination through value creation, the SEAF Gender Equality Scorecard© is being used.





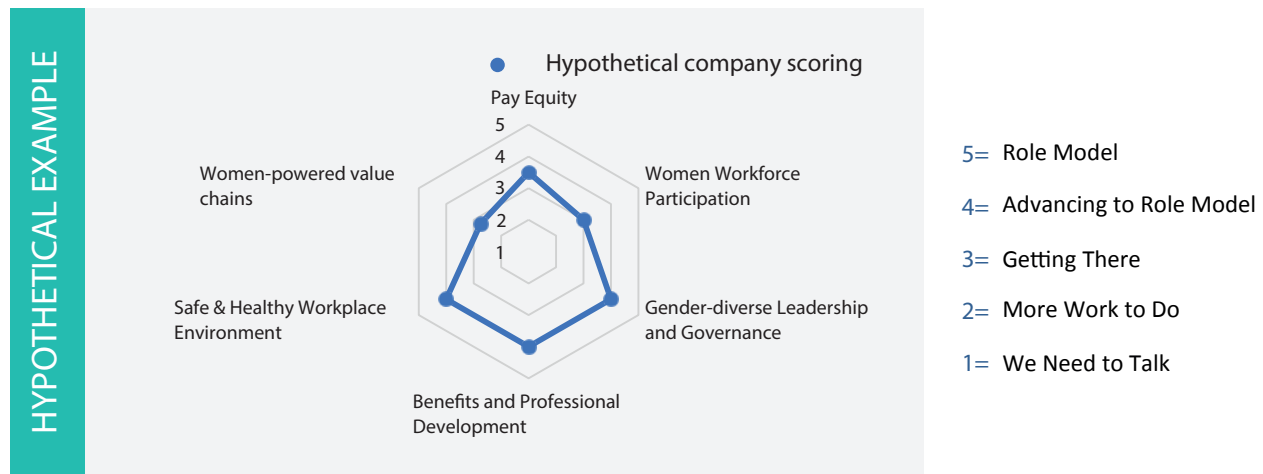
What Is the Purpose of the GES© Manual?

The purpose of this Manual is to give users clear guidance on how to objectively score each gender equality vector and associated parameters within the Gender Equality Scorecard© across investment opportunities and portfolio companies. The goal is to ensure the tool is consistently applied to reduce measurement error of GES© users. It does this by providing an overview of the relevance of each of the four parameters for every gender equality vector; standard definitions so that the terms used for each of the parameters are consistently interpreted; and guidance for users of the Manual on how to calculate each parameter indicator as they undertake the evaluation process. As one of the GES©'s purposes is to leverage the data set to support the analysis of the impact of improving gender equality on increasing investment returns for its investors, this standardized evaluation process will also provide the same basis for comparing companies' performance as the same indicators were applied across the data set. Nevertheless, they could vary by social, cultural or legal constraints in each country; therefore, users should exercise appropriate judgment to adjust or select content for each specific company in each country.

How To Determine Gender Equality Score?

The Gender Equality Scorecard© provides an overall rating for a scored company on its level of women's economic empowerment and gender equality within the business. This overall score is based on six gender equality vectors and scored on a 5-point scale as shown below. Each vector consists of four qualitative or quantitative parameters each of which is also each scored on the 5-point scale.

SEAF Gender Equality Average Rating: 3.5

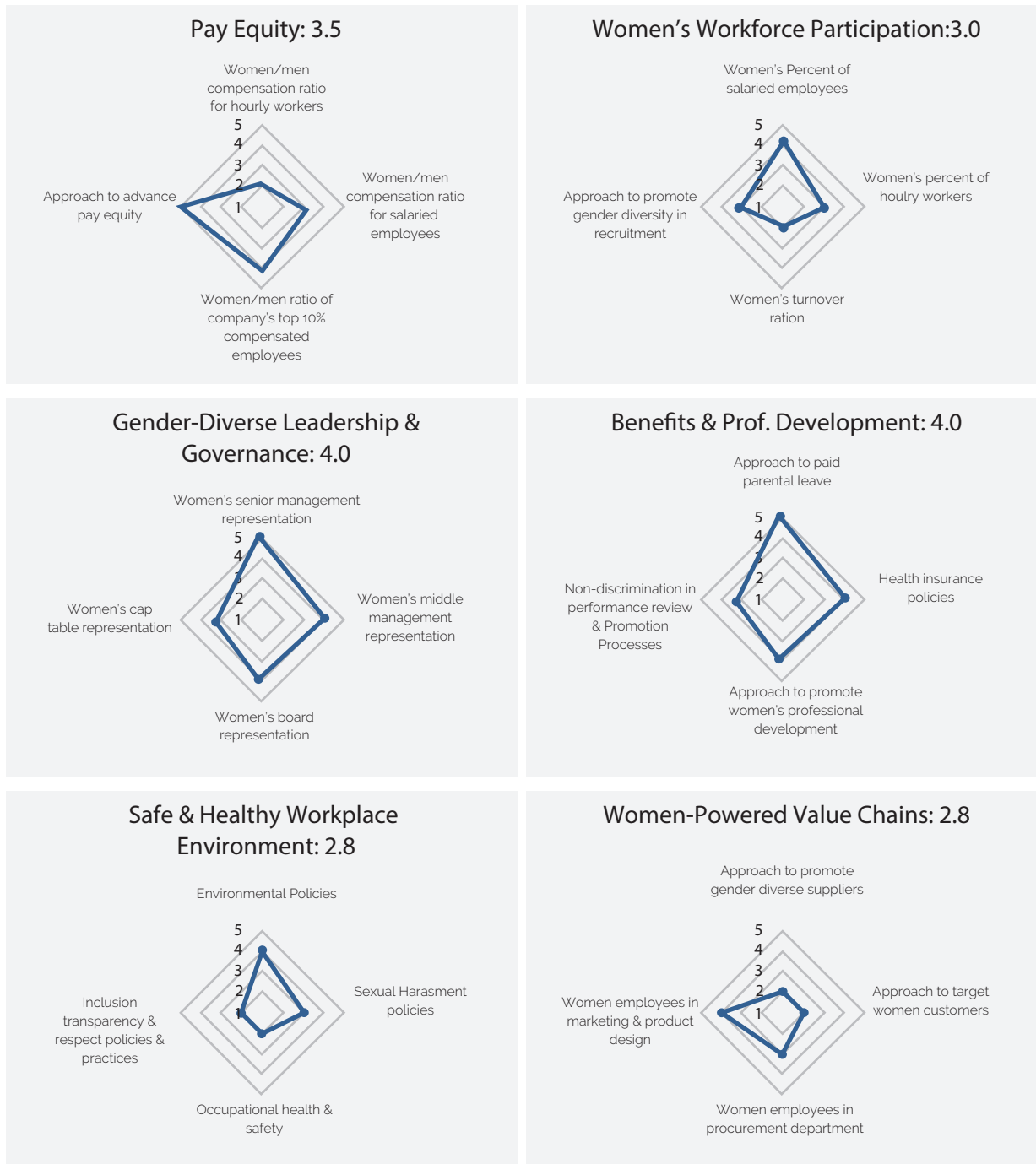


Different qualitative and quantitative data are drawn on in order to compute each parameter and in turn, contribute to the calculation of the overall women’s economic empowerment and gender equality average rating. The GES© provides an Excel spreadsheet with preset formulas (the “Calculation Sheet”) which calculate each gender equality vector and the overall gender equality rating. The spreadsheet also includes templates for collecting employee, management and governance information and are provided in Appendix A: Example of template for collecting employee information and Appendix B: Example of template for collecting information on leadership and governance parameters.

In the hypothetical example, this company received a 3.5 (out of 5) gender equality average rating. This is encouraging and highlights the strength in leadership and governance, benefits and professional development and safety and workplace environment. It also indicates that improvement is warranted in the areas of pay equity, women’s workforce participation and women-powered value chains.

In the example, the Pay Equity vector is a composite of women/men hourly compensation, women/men salaried compensation, women in the top 10 percent of compensated employees, and compensation policies and practices related to equal pay for work of equal value. When certain parameters do not apply to the company, the vector will be calculated based on the average of the remaining three parameters. The users will have to change the formula in the Calculation Sheet. The chart below gives more detail on the individual gender equality vector and related parameter rating for the example. As noted, **the overall gender equality rating is an average rating of the six vectors (rounded to one decimal place) which are themselves composites of their respective four parameters scores determined by the information provided for each parameter indicator.**





Continuing our hypothetical example, one can see the individual gender equality vectors composite scores, along with the scoring of the gender equality vector-specific parameters. From this, one can see that while the company is doing fairly well in Pay Equity (score: 3.5 rounded to one decimal place), it still has significantly more work to do in the parity between women's and men's hourly compensation. Also, while the company is faring very well in Leadership & Governance (score: 4.0), it is particularly weak in the representation of women in the company's cap table (score: 2).



PHƯƠNG CHÂU
Milk & Confectionery



Gender Equality Scorecard©



Pay Equity	Women's Workforce Participation	Gender-Diverse Leadership and Governance
<ul style="list-style-type: none"> > Approach to advance pay equity based on international expectations > Women/men compensation ratio for hourly workers > Women/men compensation ratio for salaried employees > Women/men ratio of company's top 10 percent compensated employees 	<ul style="list-style-type: none"> > Approach to promote gender diversity in recruitment > Women's percent of salaried employees > Women's percent of hourly workers > Women's turnover ratio 	<ul style="list-style-type: none"> > Women's board representation > Women's C-Suite representation > Women's middle management representation > Women's cap table representation
Benefits and Professional Development	Safe & Healthy Workplace Environment	Women-Powered Value Chains
<ul style="list-style-type: none"> > Approach to paid parental leave > Health insurance policies that recognizes the different health needs of women and men > Approach to promote women's professional development and training > Approach to ensure non-discrimination and equal opportunity in performance review and promotion processes 	<ul style="list-style-type: none"> > Approach to integrating environmental impact on women and girls, including the climate change vulnerabilities between women and men, in its environmental protection measures > Approach to address sexual harassment and gender-based-violence in the workplace > Approach to occupational health and safety addresses the specific health, safety, and hygiene needs of women at work > Approach to promote gender equality and women's empowerment through inclusion, transparency and respect policies and practices 	<ul style="list-style-type: none"> > Approach to promote gender diversity in (management) of supplier workforce / Approach to promote gender diversity in supplier employees overall > Approach to target women customers with its products and/services > Women employees in procurement department > Women/men ratio in marketing and product design



How Are the Individual Vector Parameters Scored?

Each gender equality vector consists of four qualitative or quantitative parameters which are also scored on a 5-point scale as defined by the GES© scoring matrix. The four parameters are equally weighted, as are the gender equality vectors. For the parameters within each vector, companies are assessed based on their management of a specific gender impact/issues, drawing on a management framework that considers the follow-

- ➔ **Commitment:** a company has either:
 - > a tacit commitment to the issue, but this policy, strategy or associated practices are not formally documented; or
 - > a formal commitment— this may be written down in a documented commitment or policy statement or integrated into wider organizational policies or strategies
- ➔ **Communication:** a company communicates its commitment and strategy to staff and where relevant other stakeholders
- ➔ **Implementation:** a company implements one or more practices operationalizing its approach
- ➔ **Measurement:** a company measures or tracks its actual performance related to a specific issue
- ➔ **Accountability and Transparency:** a company annually reviews its approach and performance, and acts on findings. This step may include publicly disclosing information about the company's approach and performance on a gender issue

Given the size of the SMEs being assessed, we are not focusing on external reporting of women's economic empowerment and gender equality performance. This does not discount the importance of such a practice, rather it recognizes the reality of such enterprises. Nevertheless, **future iterations of this tool will explore the role that public disclosure on gender performance data can play for enterprises.**



As an example, below is the Pay Equity gender equality vector portion of the matrix, showing how each of its four parameters is to be scored. Appendix C contains the entire gender equality rating scorecard matrix.

Pay Equity	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to advance to pay equity based on international expectations	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied., i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women/men compensation ratio for hourly employees (percent of women's to men's)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%
Women/men compensation ratio for salaried employees (percent of women's to men's)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%
Women/men ratio of company's top 10 percent compensated employees (percent of women to men)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%

Measurement, Reporting, Cost and Timeline

The Gender Equality Scorecard© is a tool that assesses the progress of women's economic empowerment and gender equality within an organization using the six gender equality vectors. The GES© is designed to bring about discussion and subsequent action on how to improve an organization's pursuit of women's economic empowerment and gender equality. Both users and companies need to invest a modest amount in resources in applying this monitoring system.

To initiate measurement, it is recommended that each company is evaluated to determine its baseline GES© score. Baseline information reflect indicators derived from the current state of the company's operations. It is used as a reference point and is essential to track changes over a period of time. Users collect quantitative data from the human resources team using the Calculation Sheet where the templates for collecting employee, management and governance information are provided in Appendix A: Example of template for collecting employee information and Appendix B: Example of template for collecting information on leadership and governance parameters.

In addition to quantitative data, it is important that at least one interview be conducted with each key stakeholder which includes human resources manager, suppliers, customers and at least two employees to gather the qualitative information and feedback on the effectivity of policies and programs pertinent to the scorecard. Interviews will be conducted with the human resources leader and the chief executive officer to discuss the results of the GES© and interventions that can be adopted to improve the GES©. It is advisable to conduct an interview with a member of the Board to ascertain their support for gender equality. **Over the period of monitoring, users should train human resources managers to compute their own GES© score as part of their human resource management systems and ensure that such practice will continue even after the users' exit from the investment.**

Once the baseline GES© score is established, the users will work with the company to implement best practice policies and tools with a view toward improving its GES© score during the investment holding period. Ideally, on a quarterly basis, the company needs to submit the information as provided in the templates and discuss their progress and how effective the policies and tools are in driving women's economic empowerment and gender equality within the organization during the investment holding period. Users may aggregate the results of their portfolio companies and report their social impact to their own management team and investment committees.

The costs involved for the users and the company implementing GES© are simply staff time and travel, if and when needed, from users' representatives traveling to meet with the participating company. Upon completion of the investment, users will meet with the management team to discuss the social impact metrics and gender equality vectors and the corresponding parameter that will be applied to the company. This is the onboarding process. During this meeting, users will advise on best practices policies and tools to help the company improve its GES© based on the baseline score determined during due diligence. Reporting protocols will be established in collaboration with the management team.



SEAF has found that the level of sophistication of a company's human resource function will impact the time required to establish a baseline score. In SEAF's experience, the preparation process which entails data gathering and data presentation according to the templates provided, typically takes three to five hours. Stakeholder interviews and meetings take around 7 hours, which covers onboarding and interviews with a human resources leader, a customer, a supplier and at least 2 employees. Going forward, once the reporting templates are incorporated into the company's human resource management system, SEAF estimates that staff time required will be reduced to two to three hours. For users who will initially calculate the GES© baseline score, the time required to complete a baseline scoring typically takes two to four hours upon receipt of the information and completion of stakeholder interviews and another 7 hours for onboarding, stakeholder interviews and research on best practices policies and tools applicable to the company.

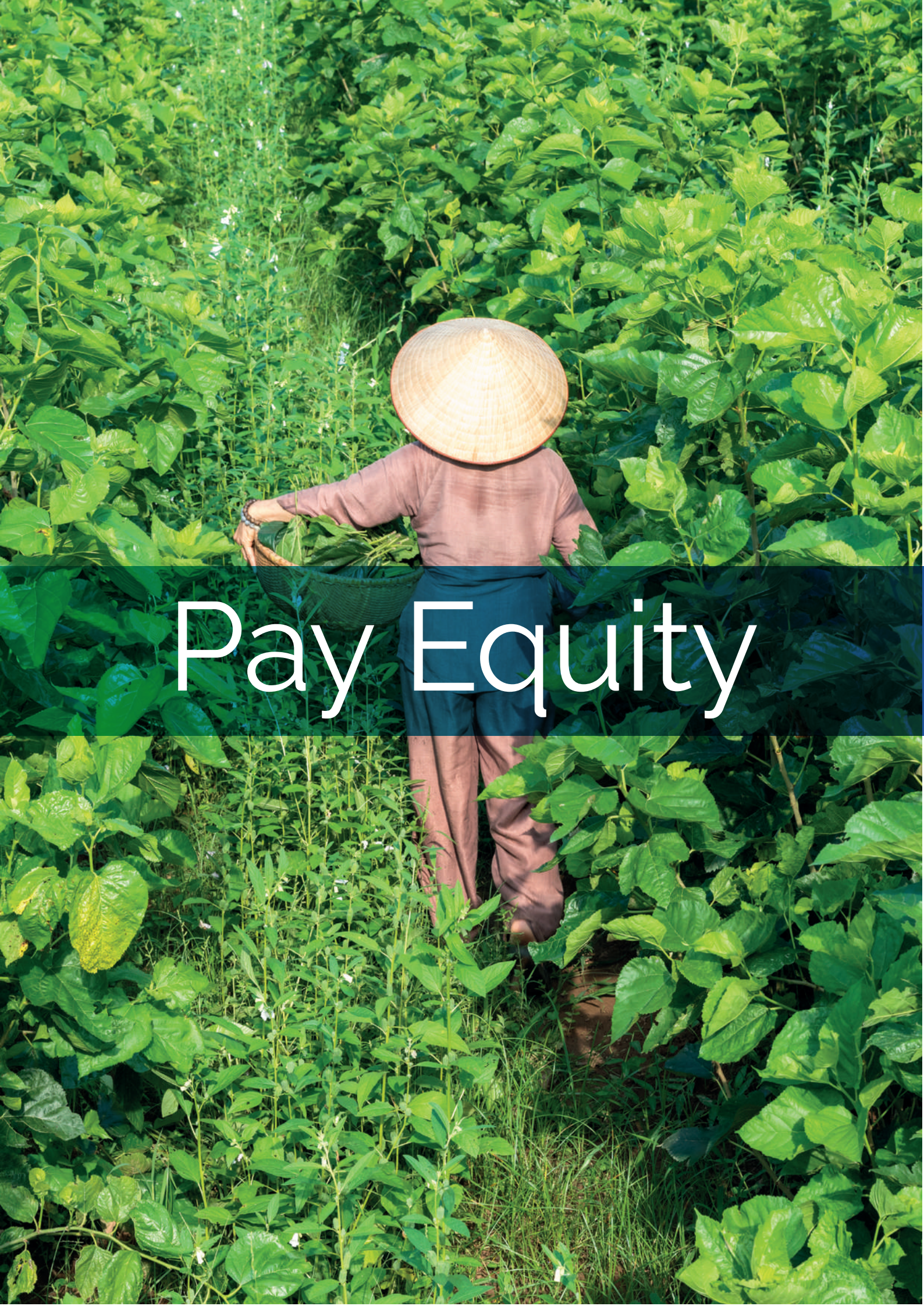
GES© and IRIS+

Organizations promoting women's economic empowerment and gender equality use different frameworks and monitoring mechanisms to track their program's social impact. Launched in June 2018, the **2X Challenge is a major commitment of the development finance institutions (DFIs) from the G7 countries to unlock resources that will help advance women's economic empowerment and gender equality.** These DFIs have since been supporting investments and initiatives that provide women in developing countries with access to leadership opportunities, quality forms of employment, finance, enterprise support, as well as products and services that enhance the inclusion or economic participation of women and girls. These investment criteria have since been adopted by a broader range of investors.

Alignment of the different gender impact metrics to create an industry standard is imperative that will enable the global investment community to better measure the impact of their investments. In this regard, 2X Challenge, led by Sonia Jordan-Kirwan and Katharine Tengtio from the CDC Group, worked with IRIS+ (the generally accepted system for impact investors to measure, manage and optimize impact) to co-develop a set of gender impact metrics. IRIS+ can be used by asset owners, asset managers, enterprises and other impact investing stakeholders working to understand, assess, and advance impact performance. IRIS+ enables impact investing stakeholders to translate impact intentions into real results in a clear, consistent and credible way. IRIS+ is a free, publicly available resource managed by the Global Impact Investing Network (GIIN), the global champion of impact investing.

Recognizing that harmonizing impact measurement and management approaches allows wider stakeholder engagement and adoption, SEAF has aligned its GES© 24 parameters with IRIS+ metrics under each section. Such alignment will further:

- ➔ Facilitate communication with a common gender equality performance language;
- ➔ Alleviate the reporting burden on both investors and investee organizations; and
- ➔ Enhance data interoperability between different stakeholders measuring and reporting on the positive and or negative gender effects of their actions.



Pay Equity

Rationale: Why is Pay Equity Important?

The pay equity vector seeks to measure the extent to which companies are operationalizing a commitment to the principle of women and men receiving equal pay for work of equal value – a concept enshrined in the International Labor Organization (“ILO”) Convention 100 on Equal Remuneration.⁷

Globally, women earn only 77% of what men earn. This gender wage gap stems from multiple factors, including occupational segregation and fewer women’s working hours.⁸ In addition, the gender pay gap is due in part to a motherhood penalty or a per-child wage penalty. According to the report on women’s economic empowerment from the United Nation’s Secretary-General, mothers in South Asia suffer a 21 percent higher gender pay gap compared to women without children.⁹

Gaps are also generally larger in developing countries than in developed countries.¹⁰ Women reported career interruptions including reducing work hours, taking a significant amount of time off, turning down promotions and quitting jobs negatively impacted their career advancement, thereby resulting in gender pay gaps.¹¹ This is in a wider context where the average women’s share of GDP is lower than the women’s share of labor force across regions, implying the gender wage gap for women. This gap is particularly high for South Asia, East and Southeast Asia, and Latin America.¹²

This gender wage gap can be exacerbated by the fact that employers tend to benchmark wages to a job candidate’s salary history. Women who are being underpaid risk having a poor salary history which undermines their future wages.¹³ Women’s lower access to decent paid work across the course of their lives and their higher likelihood of being in low-paid informal or unpaid family care work, in comparison to men, results in low lifetime savings and asset accumulation for women. Typically the pensions women receive, if any, are lower than those of men.¹⁴

Leading companies adopt policies and practices that promote pay equity and determine the disparity in pay between men and women employees. It is expected that any approach they have is aligned with national regulatory requirements. Best practice employers take steps to ensure that gender-based pay discrimination is not part of their compensation practices. One example could be a pay gap audit.

The benefits of pay equity include but are not limited to attracting and retaining the best talent, creating a motivated, positive and productive workforce, achieving fairness and respect in the workplace, boosting the participation of women in the workforce, advancing women into leadership positions, lowering employee turnover and re-training costs, building a positive company image, and avoiding a costly discrimination complaint.

⁷ C100 - Equal Remuneration Convention. ILO. 1951.

⁸ Women at Work Trends 2016. (ILO, 2016).

⁹ “Women’s economic empowerment in the changing world of work”, (Report of the Secretary-General United Nations Economic and Social Council, December 2016)

¹⁰ Grimshaw, D., and Rubery, J. The Motherhood Pay Gap: A Review of the Issues, Theory and International Evidence. ILO Working Paper No. 1. 2015.

¹¹ “On Pay Gap, Millennial Women Near Parity – For Now,” Pew Research Center’s Social Demographic Trends Project (Pew Research Center, May 30, 2020), <https://www.pewsocialtrends.org/2013/12/11/on-pay-gap-millennial-women-near-parity-for-now/>.

¹² Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. The Power of Parity: How Advancing Women’s Equality Can Add \$12 Trillion to Global Growth. Income generation gap is calculated from the difference between average female share of GDP and female share of labor force.

¹³ Poh, J., “Placing Men And Women On An Equal Plane At The Work Place.,” Income, 2018, <https://www.income.com.sg/blog/workplace-equality>.

¹⁴ “2009 World Survey on the Role of Women in Development: Women’s Control over Economic Resources and Access to Financial Resources, including Microfinance” (United Nations, 2009) <https://www.un.org/womenwatch/daw/public/WorldSurvey2009.pdf>



Pay Equity Parameters

The pay equity vector is calculated based on four parameters provided below:

Parameter	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to advance pay equity based on international expectations	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women/men compensation ratio for hourly employees (percent of women's to men's)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%
Women/men compensation ratio for salaried employees (percent of women's to men's)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%
Women/men ratio of company's top 10 percent compensated employees (percent of women to men)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%

How to Calculate/Determine Each Parameter?

i. Approach to Advance Pay Equity

The following guiding questions can be used to identify potential business practices that may indicate an approach to promote gender pay equity. Subject to users' appropriate judgment following local context, these questions can also inform aspirations for future practices for companies.

Commitment

- ➔ Does the company have a formal commitment or policy statement that addresses equal pay for work of equal value, aligned with the ILO Convention 100 on Equal Remuneration, and explicitly support pay equity?¹⁵

Communication

- ➔ Does the company communicate its approach to pay equity to its employees annually?

Implementation

- ➔ Does the company assess other financial benefits including insurance benefits, bonuses, and retirement contributions when reviewing compensation?
- ➔ Does the company have a process to identify any gender pay inequalities (e.g. gender pay gap audit)?
- ➔ For a company that offers an employee stock option plan, does the company provide equal benefits and communicate employee stock option benefits to all employees?
- ➔ Are jobs fully and fairly described, and work-value factors such as skill, level of responsibility and working conditions consistently measured?
- ➔ Does the company conduct pay equity analysis upon commencement, yearly, and on promotion to analyze where gaps exist and either seek justification for any imbalances or work to eliminate them?
- ➔ Does the company have clear criteria for rewards that link to the performance review process and ask managers to justify their decisions on personal budget allocation?¹⁶
- ➔ For the company that offers employee stock option plan for its employees, does the company provide equal benefits and communicate employee stock option benefits to all employees?
- ➔ Does the company have specific policies and practices that provide employees a smooth return to work after maternity and/or paternity leave including the same or equivalent position and pay?¹⁷
- ➔ Does the company encourage collective bargaining? This could include peer networks among women employees and promoting peer-to-peer support helping women to build solidarity networks and collectively articulate their compensation priorities and needs.
- ➔ Do employees have access to collective bargaining or unionization to address compensation-related inquiries or other practices?

¹⁵ Your Pay Equity Guide: How to Cultivate Equality at Work. 2019.

¹⁶ Ibid.

¹⁷ Women at Work Trends 2016. (ILO).



Measurement

- ➔ Does the company undertake an objective gender pay gap audit or evaluation by internal or external parties at least every five years to ensure jobs of equal value are remunerated equally?

Accountability and Transparency

- ➔ Does the company have procedures in place to remediate pay inequalities identified?
- ➔ Does the company report its progress and target improvement (if any) to the Board of Directors (“BoD”)?
- ➔ Does the company publicly report its gender wage gap?
- ➔ Is there a Compensation Committee and is it gender-balanced?¹⁸

IRIS+ Metric

Fair Compensation Policy (OI3819)

ii. Women/Men Compensation (Hourly)

$$\frac{\text{(Last Twelve Months Average Compensation for Hourly Workers (Women))}}{\text{(Last Twelve Months Average Compensation for Hourly Workers (Men))}}$$

whereas,

$$\text{Last Twelve Months Average Compensation for Hourly Workers} =$$

$$\frac{\text{(Average Compensation1 +Average Compensation2+....+Average Compensation)}}{\text{Total Number of Hourly Workers (or N)}}$$

and

$$\text{Average Compensation} =$$

$$\frac{\text{(Total Hourly (or Daily/ Monthly) Compensation of nth Hourly Worker)}}{\text{(Number of Hours (or Days/Months) Working for nth Hourly Worker)}}$$

¹⁸ Fagg, Hellicar, Sanders, and Zeng, Advancing Women in Australia: Eliminating Bias in Feedback and Promotions. (Chief Executive Women and Bain & Company, 2017).

Hourly workers: workers who are not compensated on a salary basis. This could include temporary, contingent, seasonal, contractual, part-time workers, and/or consultants.

Compensation: includes basic hourly wage, overtime pay and bonuses.

Compilation guidance

Each company can have different job classifications and corresponding compensation metrics for its hourly workers. Users may incorporate companies’ differences in the calculation of their compensation and adjust hourly compensation calculation into daily or monthly compensation as they see appropriate.

The calculation for this parameter may change over time as we expand the GES© database. Please reach out to the SEAF team if the calculation result does not reflect fair comparison for workers.

IRIS+ Metric
 Gender Wage Equity (OI855),
 disaggregating by hourly workers

iii. Women/Men Compensation (Salaried)

$$\frac{\text{(Last Twelve Months Average Salary for Salaried Employees (Women))}}{\text{(Last Twelve Months Average Salary for Salaried Employees (Men))}}$$

whereas,

$$\text{Last Twelve Months Average Salary for Salaried Employees} = \frac{\text{(Total Compensation of Salaried Employees)}}{\text{(Total Number of Salaried Employees)}}$$

Salaried employees: employees who receive compensation on a salary basis.

Total compensation: includes all types of benefits paid to employees including base salary, commission, overtime payment, and/or bonus.

Compilation guidance

Each company can have different job classifications and corresponding compensation metrics for its employees. Users may incorporate companies’ differences in the calculation of their compensation as they see appropriate.

IRIS+ Metric
 Gender Wage Equity (OI855),
 disaggregated by full-time workers

iv. Top 10% compensated

(Number of women Top 10% Compensated Employees (Last Twelve Months Total Compensation))
(Number of men Top 10% Compensated Employees (Last Twelve Months Total Compensation))

Total pay package: includes both direct and indirect compensation.

Direct Compensation: all compensation (base salary and/or incentive pay) that is paid directly to an employee.

Indirect Compensation: compensation that is not paid directly to an employee and is calculated in addition to base salary and incentive pay (e.g., employer-paid portions of health/dental/vision insurance, retirement benefits, educational benefits, and time off).

Compilation guidance

In assessing the participation of women in the top 10% compensated employees, it is imperative to examine the complete pay package awarded to employees on an annual basis and determine the ratio of the number of women employees to the number of male employees in the top 10% compensated employees.

When ranking the top 10% of total employees by their compensation, SEAF's view is that gender-smart employers would have an equal share of the number of women and men within the group. To illustrate, the top 10 highest compensated employees are selected and from this subset, the number of women and men employees are determined to derive the ratio of top 10% compensated.

During the pilot period, SEAF has encountered several situations where founding entrepreneur's compensation skewed the results due to the founder(s) compensation being distorted by their level of equity participation in the company or other factors linked to their founding position. Therefore, SEAF has chosen the approach of using the number of employees as an indicator instead of the amount of compensation received at the senior level.

IRIS+ Metric
Gender Wage Equity (OI855)



Women's Workforce Participation

Rationale: Why is Women's Workforce Participation Important?

The workforce participation vector seeks to measure the extent to which companies are operationalizing their commitment to equal recruitment and retention of women and men, following the Women's Empowerment Principles (WEPs) Principles 2 nondiscrimination standards in their recruitment process.

Women's participation in the formal labor force is lower than men across regions, despite an equal proportion in the global working-age population between men and women.¹⁹ This has implications for women's economic empowerment, asset accumulation and more broadly inclusive growth.

The majority of women worldwide prefer to work for pay, but the leading and most persistent challenges facing women are gender stereotypes, family responsibilities, lack of safe and accessible transportation, and lack of affordable care for their children or family members. In developing countries, women spend significantly more time on unpaid work in the home and with the family than they do on paid work, hindering them from participating in the economy and becoming financially and socially empowered. Many women reported that their immediate family disapproved of their decisions to work outside the home.²⁰

Furthermore, women's workforce participation is largely affected by the retention capability of the company in which they work. Employers of choice show employment practices that include treating employees with respect, providing employees responsibility and authority to get things done, providing feedback on performance and recognizing achievement, and dedicating thought and resources to promoting high morale.²¹ Employees who are satisfied with the way their employer treats them as employees and rewards them for their performance or efforts are less likely to leave the company.

In addition, **work-life balance is reported to be one of the top concerns for women considering leaving jobs. Although work-life balance is arguably an issue for all genders, most family care and household responsibilities of working spouses are heavily skewed towards women.**²² High staff turnover due to retention issues generally creates negative impacts on staff morale, production efficiency, brand equity in the market place, and, most importantly, profitability levels. The COVID-19 crisis has drawn significant attention to women's roles, even in normal times, as paid workers in formal health-care "systems" as well as their higher share of work, on an unpaid basis, in maintaining the health and well-being of children, older persons and other family members.²³

A study by the IMF indicates **strong complementarities between women and men labor forces. The participation of women not only increases the number of workers but also adds new skills to the workplace.**²⁴ From an economic growth perspective, 240 million employed labor force can be added in 2025 through an increase in women's participation, assuming all else equal. Closing the global gender gap could deliver \$12 trillion to \$28 trillion of additional GDP in 2025.²⁵

¹⁹ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth.

²⁰ "The Gender Gap in Employment: What's Holding Women Back?," ILO InfoStories (ILO, 2018), <http://www.ilo.org/infostories/en-GB/Stories/Employment/barriers-women>.

²¹ Employee Retention Guide: How to Keep Your Top Talent on Board. AICPA.

²² Garcia-Alonso, J., Krentz, M., Lovich, D., Quickenden, S., and Taplett, F.B., 2019. Lightening the Mental Load That Holds Women Back. (BCG).

²³ Diallo, B., Qayum, S., Staab, S. COVID-19 And The Care Economy: Immediate Action And Structural Transformation For A Gender-Responsive Recovery. (UN Women, 2020).

²⁴ Alvarez, J., Espinoza, R., Ostry, J. D., and Papageorgiou, C. Economic Gains from Gender Inclusion: New Mechanism, New Evidence. (IMF, 2018).

²⁵ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth.



Companies that embrace gender diversity and develop effective business models that target women as consumers, distributors, and suppliers gain greater competitive advantage and higher profits.²⁶ Emphasizing women as key constituencies enhances a company’s understanding of its customer base and helps it to better target women consumers. As a result, **gender equality in the workforce can help companies access a greater pool of talent, improve employee retention, and considerably lower the costs of staff turnover.** One form of attracting and retaining women employees is establishing non-penalized promotion policies for part-time work as this type of work allows women the flexibility to combine employment with childcare.²⁷ **Employers have an important role to play in helping both women and men employees reconcile paid work with unpaid care responsibilities.** This includes targeting men employees equally with work-life balance, childcare and parental leave benefits and encouraging men to share care and domestic work equally. This helps to transform social norms and gender stereotypes.

Women’s Workforce Participation Parameters

The women’s workforce participation vector is calculated based on four parameters

Parameter	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to promote gender diversity in recruitment	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (Evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women’s percent of salaried employees	0 to 10%; 91 to 100%	11 to 20%; 81 to 90%	21 to 30%; 71 to 80%	31 to 40%; 61 to 70%	41 to 60% ²⁸
Women’s percent of hourly workers	0 to 10%; 91 to 100%	11 to 20%; 81 to 90%	21 to 30%; 71 to 80%	31 to 40%; 61 to 70%	41 to 60%
Women’s turnover ratio (percent of male turnover)	>150%	131 to 150%	116 to 130%	106 to 115%	<105%

²⁶ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth.

²⁷ Ibid.

²⁸ The threshold ranges reflecting women employees’ varied representation across sectors. Leverage the data from average of selected country and IFC’s average portfolio, SEAF is setting 41% - 60% women’s workforce participation as an aspirational goal for all geographies and industries.

“IFC Annual Report,” IFC, 2019, https://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/annual_report/download.

How to Calculate/Determine Each Parameter?

i. Approach to Gender Diversity in Recruitment

The following guiding questions can be used to identify potential business practices that may indicate an approach to promoting gender diversity in recruitment.

Commitment

- ➔ Does the company prohibit inquiring about the candidate status (e.g., marital status, pregnancy or care responsibilities) in job applications or during the interview processes?²⁹
- ➔ Does the company offer a flexible work arrangement (e.g., remote work, a shift in working hours, an ability to leave early for occasional situations, and/or use of teleconference for meetings)?
- ➔ Does the company provide support for working parents such as employees' family network, advice and referrals, and/or childcare subsidies?³⁰
- ➔ Does the company provide support to expecting, new and nursing parents, including retention policies after childbirth?
- ➔ Does the company provide written contracts for all workers (both salaried and hourly) that can be referenced in case of a disagreement?

Communication

- ➔ Does the company communicate or train hiring managers on approaches to ensure non-discrimination in recruitment practices?
- ➔ Does the company communicate non-discrimination and equal opportunity policy to potential employees in job applications and at the time of hiring?
- ➔ Does the company set up mandatory training to train all the recruitment team to understand potential unconscious biases in recruitment and selection processes?³¹
- ➔ Does the company advertise job vacancies through multiple media channels to ensure the greatest reach?

²⁹ Barraja, M., and Pontes, M. Gender Equality in Codes of Conduct Guidance. Dutch Ministry of Foreign Affairs. BSR.

³⁰ Garcia-Alonso, Krentz, Lovich, Quickenden, and Taplett. Lightening the Mental Load That Holds Women Back.

³¹ Best Practice Recruitment Guidelines to Fast Forward the Advancement of Women in Australian University Executive Appointments. (Universities Australia Executive Women Group, 2018).



Implementation

- ➔ Does the company forbid inquiring about the status or plans of the following in job applications or during interview processes: marriage, pregnancy or care responsibilities?
- ➔ Does the company have due diligence and remediation processes in place to identify and address violations of recruitment policies that are based on gender discrimination?
- ➔ Are there clear selection criteria that are free of gender bias?
- ➔ Does the company take proactive steps to recruit women at all levels?
- ➔ Does the company take proactive steps to recruit women in traditionally underrepresented roles?
- ➔ Does the company ensure gender-balanced interview panels during hiring processes?
- ➔ Does the company ensure that both women and men candidates are shortlisted for interviews?
- ➔ Does the company review job descriptions and recruitment advertisements to ensure gender-neutral language and images are used?³²
- ➔ Does the company track employee recruitment and reasons for turnover disaggregated by sex?
- ➔ Does the company have an exit interview in its human resources process? If so, are gender-related questions, for example, gender discrimination, included in the interview?³³
- ➔ Does the company employ tools or techniques to ensure fair hiring practices (e.g., blind evaluation, structured recruitment process,³⁴ and/or diverse membership for selection committees?

Measurement

- ➔ Does the company regularly collect data on women's participation in different levels within the organization?
- ➔ Does the company track employee recruitment and reasons for turnover disaggregated by sex?
- ➔ Does the company keep data on applications received, candidates invited and candidates actually hired disaggregated by sex?

³² Guidelines for Gender Neutral Recruitment. (Government of South Australia, Office for Women.; Useful tools include, 2017) (1) Gender Decoder (free online tool to check if job advertisement include language that discourages women applicants) and (2) Textio (online software to help improve job description development).

³³ Ameen, J.A., Himi1, S.T., and Hossain, S. Strategic Use of Exit Interviews: The Art of Retention. Asian Journal of Economics, Business and Accounting 2(4): 1-12. 2017.

³⁴ Breaking Barriers: Unconscious Gender Bias in Workplace. ACT/EMP Research Note. (ILO, 2017).; Examples of technology-based solutions that helps minimize biases are GapJumpers, Unbiasify, and TalVista.

Accountability and Transparency

- ➔ Does the company conduct and review employee satisfaction surveys to evaluate the gender inclusivity of the organization? ³⁵
- ➔ Does the company set a target for gender representation, as well as record and review gender-related hiring profiles?
- ➔ Is there a named individual responsible for the company's gender representation goal?
- ➔ Does the company share gender diversity performance with their employees? ³⁶
- ➔ Does the company report its progress and target improvement (if any) to the Board of Directors?

IRIS+ Alignment

Fair Career Advancement Policy (O14884)

Flexible Work Arrangements (O17983)

ii. Women's Percentage of Salaried Employees

$$\frac{\text{(Last Twelve Months Number of Women Salaried Employees)}}{\text{(Last Twelve Months Number of Total Salaried Employees)}}$$

Salaried employees:

Employees who receive compensation on a salary basis.

IRIS+ Alignment

Full-time Employees: Female (O16213)

Full-time Employees: Total (O13160)

³⁵ Guidelines for Gender Neutral Recruitment. Government of South Australia, Office for Women.

³⁶ Women in the Workplace. (McKinsey&Company, 2018.).



iii. Women's Percentage of Hourly Employees

$$\frac{\text{(Last Twelve Months Number of Women Hourly Workers)}}{\text{(Last Twelve Months Number of Total Hourly Workers)}}$$

Hourly workers: workers who are not compensated on a salary basis. This could include temporary, contingent, seasonal, contractual workers, and/or consultants.

IRIS+ Alignment
Part-time Employees: Female (O18838)
Part-time Employees: Total (O18864)

iv. Women's Turnover Ratio

$$\frac{\text{(Last Twelve Months Number of Women (Employees Separated))/(LTM Average Number of Women Employees)}}{\text{(Last Twelve Months Number of Men (Employees Separated))/(LTM Average Number of Men Employees)}}$$

Employee separated: includes all salaried employees who are separated from the company because of resignation, removal, death, permanent incapacity, discharge, and/or retirement.

IRIS+ Alignment
Employee Involuntary Turnover Rate (O13989), disaggregated by sex
Employee Voluntary Turnover Rate (O1638), disaggregated by sex

Compilation guidance:

In order to have a comprehensive view of women's turnover ratio, it is imperative to look at the different turnover ratios of each job level. The data and benchmarks can help management understand who is leaving and why they are leaving and apply the necessary adjustments to address the issues. Depending on the different levels within an organization, there may be a number of data points that emerge from this analysis. In order to derive a singular ratio, the median will be computed from the different data points.



Gender-Diverse Leadership
& Governance

Rationale: Why is Gender-Diverse Leadership & Governance Important?

The gender-diverse leadership and governance vector seeks to measure women's representation across companies' leadership, encouraging women role models to represent the needs of women.

Women comprise 18% of all business owners in Africa, 21% in Asia, and 24% in Latin America.³⁷ Data also suggest that the share of women in Senior Management varies from 10%-30%.³⁸ As half of the population, women are clearly underrepresented in the corporate cap-table and in leadership positions.

Gender diversity is correlated with both profitability and value creation. There is a **positive and statistically significant correlation between greater levels of diversity in company leadership and a greater likelihood of outperforming the relevant industry peer group on key financial performance measures.**³⁹ In 2017, this relationship persisted in an expanded global data set: companies in the top-quartile for gender diversity on their executive teams were 21% more likely to have above-average profitability than companies in the fourth quartile.⁴⁰

Leadership in the company is composed of the top executives, managers, and other leaders who oversee the company's operations, influences other employees and determines the strategic direction and plans for the future. Corporate leaders are not defined by the size of the team they manage or units they oversee. Corporate leaders, in general, include business founders, the board of directors, chief executives, high-ranked managers, and middle-ranked managers. The title of senior management and middle management representative positions vary from company to company and may depend on the size of the company and its operating industry or sector. Being a member of senior management comes with high-stakes decision making and high compensation. Middle management is the intermediate management of a hierarchical organization that is subordinate to the senior management member and responsible for junior-level staff.

Governance refers to structures and processes that help ensure accountability, transparency, responsiveness, equity and inclusiveness, and broad-based participation of different stakeholders in the organization. Corporate governance identifies the distribution of rights and responsibilities among participants, including the board of directors, executives, managers, shareholders, creditors, auditors, regulators, and other stakeholders, and includes the rules and procedures for making decisions in corporate affairs.

³⁷ Figures for all businesses are extracted from the MasterCard Index of Women Entrepreneurs 2018, based on ILO data 2008-2016

³⁸ (a) Thornton, G., *Women in Business: The path to leadership*. 2015. and (b) *The Future of Jobs*. (World Economic Forum, 2016).

³⁹ Hunt, V. "Why Diversity Matters," accessed June 4, 2020, <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>.

⁴⁰ "Why Diversity and Inclusion Matter: Quick Take," Catalyst, accessed June 4, 2020, <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>.



Leadership and Governance Parameters

The gender-diverse leadership and governance vector is calculated based on four parameters provided below:

Parameter	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Women’s board representation (percent of total board members)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%
Women’s senior management representation (percent of total Senior Management members)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%
Women’s middle management representation (percent of total middle managers)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%
Women’s ownership (percent of total ownership)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%

How to Calculate/Determine Each Parameter?

i. Women’s Board Representation

$$\frac{\text{(End of Year (EoY) Number of Women on the Board)}}{\text{(EoY Total Number of Board Members)}}$$

IRIS+ Alignment
Board of Directors: Female (OI8118)
Board of Directors: Total (OI1075)

ii. Women Senior Management Representation

$$\frac{\text{(End of Year Number Women's Senior Management Members)}}{\text{(End of Year Total Number of Senior Management Members)}}$$

Senior Management is defined as senior staff whose roles and responsibilities are for the entire company’s critical functions such as finance, operations, sales & marketing, technology & innovation, legal & compliance and/or human resources. Examples of Senior Management members are Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Technology Officer (CTO), and Chief Marketing Officer (CMO). Users should take into account the company’s history and nature of the industry in which it operates in determining which senior staff comprise the senior management of a particular company.

IRIS+ Alignment
Full-time Employees: Female Managers (O1571), disaggregated by senior management
Full-time Employees: Managers (O18251), disaggregated by senior management

iii. Women’s Middle Management Representation

$$\frac{\text{(End of Year Number Women's Middle Management Representatives)}}{\text{(End of Year Total Number of Middle Management Representatives)}}$$

Middle Management is composed of intermediate managers who work under senior management positions but are responsible for managing team(s) in the company’s specific department or business unit. The user should take into account the company’s history and nature of the industry in which it operates in determining which staff comprise the middle management of a particular company.

IRIS+ Alignment
Full-time Employees: Female Managers (O1571)
Full-time Employees: Managers (O18251)



iv. Women's Ownership

$$\frac{\text{(End of Year Women's Ownership (including ESOP Exercised by Female Employee))}}{\text{(End of Year Overall Ownership (including ESOP Exercised by All Employees))}}$$

Compilation guidance:

For the companies that developed employee stock option plans, the user may consider including an additional calculation on the employee stock options granted to and exercised by women to total employee stock options granted to and exercised by all employees. This ratio, though it is not part of the overall scoring of the parameter, shows the effectiveness of this benefit in retaining women employees.

$$\frac{\text{(Average Employee Stock Options Exercised by Women Employee)}}{\text{(Average Employee Stock Options Exercised by All Employees)}}$$

Users may also adjust the End of Year calculation to be the end of the quarter or end of the fiscal year as appropriate.

IRIS+ Alignment
Percent Female Ownership (O12840)

A woman in a blue dress is sorting through coffee beans in a bowl. In the foreground, several other bowls filled with coffee beans are visible. The background shows a brick wall and another person in a blue dress. The image is overlaid with a dark teal banner containing the text "Benefits & Professional Development".

Benefits & Professional Development

Rationale: Why are Employee Benefits & Professional Development Important?

The benefits and professional development vector seeks to measure the extent to which companies are operationalizing a commitment to providing programs that increase skills and economic and social security for both women and men, beyond those required by local law or compliance. **These benefits can include employee benefits—entitlement, housing, insurance, retirement, tuition reimbursement and profit-sharing—professional development such as continuing education programs or leave policies.** Many, if not most, workers are not provided these opportunities, which is not only a detriment to the employees, but also to the company for not taking advantage of the potential increased value of providing these benefits to employees.

Implementing these practices can positively impact companies' ability to attract qualified candidates, retain employees and improve performance.⁴¹

Employee benefits are benefits provided by the company to its employees in addition to their regular salaries. **Companies provide employee benefits to increase economic security for their staff and to improve competitiveness in the labor market.** In some countries, companies are required by regulations to provide some benefits such as social security funds or pension contributions to their employees.

Professional development refers to activities which aim to enhance or maintain professional credentials. Companies may provide professional development support to their employees which include but are not limited to continuing education, encouraging professional training participation, increasing responsibilities and duties, coaching and mentoring, providing access to industry resources and professional networking opportunities.

Leave policies govern employees' absence from work. Companies may set up different leave policies and practices depending on related employee leave laws and regulations, total reward strategies, and/or corporate and social norms. Different types of leave entitlement include holiday leave, sick leave, and family-related leave.

⁴¹ DeWitt, K. "Importance of Employee Benefits: Increased Focus, Loyalty, & More," Patriot Software, February 13, 2020, <https://www.patriotsoftware.com/blog/payroll/why-are-employee-benefits-important-purpose/>.



Why are Leave Policies and Practices Important?

Family-related leave policies generally include maternity leave, paternity leave, elder care and parental leave. Maternity leave allows mothers to remain in the labor market after recovering from childbirth and caring for young infants during the first weeks of their lives. Studies found that the expansion of paid maternity leave results in prolonged breastfeeding and improved infant mortality rates.^{42,43} Global-ly, only 63 countries comply with the minimum standards set out by the ILO of at least 14 weeks of paid maternity leave. Even where laws are in place, in practice only 28% of women worldwide was estimated to actually receive paid maternity.⁴⁴

Paternity leave provides fathers of newly born babies or recently adopted children to spend time taking care of his partner and/or new child. Parental leave is a supplemental leave to mothers' and fathers' leave for childcare purposes. **Family-related leave policies help working parents distribute care responsibilities while meeting work responsibilities. They also foster more unpaid care work to be split between men and women, ensuring the personal and economic well-being of women, improving women's workforce participation and work-family balances.**⁴⁵ In turn, the company benefits from improving employees' satisfaction, lowering its turnover rate, becoming an employer of choice, attracting and retaining talent, increasing productivity and limiting unnecessary new employees' acquisition and training costs.^{46,47}

Employers who engage in best practices design leave policies and practices that reflect the needs of their employees and their families.

⁴² S Ahmed, "The Demographic Impact of Extended Paid Maternity Leave in Bangladesh," South Asia @ LSE (LSE, June 6, 2017), <http://blogs.lse.ac.uk/southasia/2017/06/06/the-demographic-impact-of-extended-paid-maternity-leave-in-bangladesh/>.

⁴³ Winegardner, C. R., Bracy, P. Demographic Consequences of Maternal-Leave Programs in Industrial Countries: Evidence from Fixed-Effects Models. *Southern Economic Journal* 61(4): 1020-1035. *Journal of Applied Psychology* 91(4):777-785. 1995.

⁴⁴ Transforming Economies, Realizing Rights: Progress of the World's Women 2015-2016. (UN Women, 2015).

⁴⁵ Towards Gender Balanced Parental Leave: Australian and International Trends. Workplace Gender Equity Agency, (Australian Government, 2017).

⁴⁶ Gault, B., Hartmann, H., Hegewisch, A., Milli, J., and Reichlin, L. Paid Parental Leave in the United States: What the Data Tell Us about Access, Usage, and Economics and Health Benefits. (Institute for Women's Policy Research, 2014).

⁴⁷ Paid Family and Medical Leave: Good for Business. (National Partnership for Women & Families, 2018).

Why is Insurance Policy and Practice Important?

Best practice companies offer insurance coverage that serves the needs of all genders. Providing health insurance that addresses women-specific needs for women employees empowers this segment of the workforce by granting them the resources and support to improve their quality of life and relieves them and their families of addressing common complications arising from ill-health. In turn, **the employer benefits from less absenteeism and turnover, an increase in employees' morale, higher retention rates and productivity improvement resulting in cost reduction and better profitability.**

The World Health Organization found that socioeconomic status, gender discrimination, and sexual violence all contribute to increased exposure and vulnerability to risk, limiting access to health care services and health outcomes of women. Yet, the existing health care systems are not responsive to the needs of women.⁴⁸ Furthermore, the **lack of resources and a supportive cultural network surrounding women's health leaves women more vulnerable to the consequences of inadequate health care.**⁴⁹

Insurance protects potential healthcare expenses and/or losses in income due to employees' death, injuries, illness and/or absences from work. There are two types of sponsored health insurance available to employees: government-sponsored programs and employer-sponsored programs. In some countries, governments have mandated universal healthcare coverage to protect employees and their families from catastrophic healthcare costs and out-of-pocket expenses as well as enhance access to and increase the availability of medication and services. However, even where universal healthcare coverage exists, this does not mean free coverage for all possible health interventions. As a result, employees in these countries will still have to pay some out-of-pocket expenses. Companies can provide additional benefits to cover the costs that universal healthcare coverage does not cover.

Whether a universal healthcare system exists or not, healthcare coverage often excludes or places limits on services that only women need, such as women's sexual and reproductive health, breast cancer screenings, cervical cancer screenings, obstetric fistula, and maternal and child health. Such exclusions or limitations often create significant barriers to access and undermine women's ability to exercise autonomy and agency over their sexual and reproductive lives. **Women consistently experience a higher burden of out-of-pocket costs for healthcare services than men who have similar levels of insurance coverage, largely due to non-coverage or limits on coverage for sexual and reproductive health services.**⁵⁰

⁴⁸ Women and Health: Today's Evidence, Tomorrow's Agenda. (WHO, 2009).

⁴⁹ Fariyal F Fikree and Omrana Pasha, "Role of Gender in Health Disparity: the South Asian Context," *BMJ (Clinical research ed.)* (BMJ Publishing Group Ltd., April 3, 2004), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC383384>.

⁵⁰ "Universal Health Coverage for Women and Girls," International Women's Health Coalition, April 5, 2019, <https://iwhc.org/resources/uhc-women-and-girls/>.



Why is Training Policy and Practice Important?

Best practice employers take steps to ensure that access to training and career development is equal for men and women. **From an employer's perspective, providing training can improve employees' performance and morale, increase productivity and adherence to quality standards, increase innovation in new strategies and products and many more.** Training and development provide both the employees and companies as a whole with benefits that make the cost and time a worthwhile investment. Access to technical and vocational skills can help employees advance in the workplace regardless of their educational background, provided that the training is well-targeted, signals quality with positive branding and output, and enhances productivity for job retention.⁵¹ These skill-building programs help increase employment opportunities for women and further improve the quality of the company's workforce.⁵² **These training programs serve a great purpose, especially in countries where women often lack access to education, property, or credit and have few means of achieving economic advancement.**

Why are Performance Reviews Policies and Promotion Practices Important?

Best practice employers take steps to ensure performance evaluation and promotion policies and procedures are not biased toward men. According to *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth*, the three largest barriers to women's advancement to managerial or senior roles are (i) the 24/7 work environment, which gives women little flexibility to combine work with family care, (ii) the "double burden" in society of holding down a job and managing the primary household responsibilities, and (iii) the absence of women role models and pro-family policies.⁵³ Eliminating gender bias in performance reviews and structuring them to be more objective and support a broad range of leadership styles would promote career advancement for women employees. Additionally, **companies employing promotion practices that do not penalize part-time work and offer flexibility for those in managerial and senior-level management roles will better incentivize women employees to pursue higher-paying jobs.**

Performance reviews are key for employee development and career advancement. A report by McKinsey's Women Matter division finds that increasing the presence and responsibility of women is correlated with improved company performance and that there is a connection with the representation of women in leadership positions and corporate returns.⁵⁴ A 2012 Credit Suisse report found that of nearly 2,400 companies across the globe, the share prices of companies that have at least one woman on their boards perform 26% better than those that do not have women. Analysts determined that this lack of women on company boards was also associated with higher risk aversion and lower company debt for those higher-performing firms.⁵⁵

⁵¹ "Women in the Workforce: An Unmet Potential In Asia and the Pacific." Asian Development Bank. 2015.

⁵² Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth*.

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ *Gender Diversity and Corporate Performance*. (Credit Suisse: Research Institute, 2012).



McKinsey Global Institute's *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth* report further finds that **women on boards lead to better decision-making and innovation, stronger customer orientation and broader leadership styles that support and cultivate people development, expectations and rewards, role models, inspiration, and participatory decision making.**⁵⁶

Nevertheless, studies show that unconscious gender bias plays a significant role in hindering women's progression into leadership roles.^{57,58} Performance indicators that employ pro-male definitions of leadership penalize women's performance.⁵⁹ Women also consistently receive less constructive feedback that is tied to business outcomes.⁶⁰ Project assignment that involves gender bias limits opportunities for women to lead or participate in high profile projects which helps increase employee's visibility and competitiveness for promotion. Women receive less support from their managers in terms of resources and assistance in navigating organizational politics. In addition, less access and interactions with senior leaders disadvantage women on career development conversations.⁶¹ According to PwC survey of global women professionals, *Time to Talk: What Has to Change for Women at Work*, **45% of women professionals around the world see diversity status, including gender as obstacles, for their career progression.**⁶²

⁵⁶ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth*.

⁵⁷ Heilman, M., Lyness, K. *When Fit Is Fundamental: Performance Evaluations and Promotions of Upper-Level Female and Male Managers*. *Journal of Applied Psychology* 91(4):777-785. 2006.

⁵⁸ *The Industry Gender Gap: Women and Work in the Fourth Industrial Revolution*. (WEF, 2016).

⁵⁹ *Breaking Barriers: Unconscious Gender Bias in Workplace*. (ILO).

⁶⁰ Correll, S., and Simard, C, 2016. *Vague Feedback Is Holding Women Back*. *Harvard Business Review*.

⁶¹ *Breaking Barriers: Unconscious Gender Bias in Workplace*. (ILO).

⁶² *Time to Talk: What Has to Change for Women at Work*. (PwC, 2018)



Benefits and Professional Development Parameters

The benefits and professional development vector is calculated based on four key parameters provided below:

Parameter	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to paid parental leave	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Health insurance policies that recognizes the different health needs of women and men	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to promote women’s professional development and training	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied. I.e. if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to ensure non-discrimination and equal opportunity in performance review and promotion processes	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				

i. Approach to Paid Parental Leave

The following guiding questions can be used to identify potential business practices that may indicate an approach to promote paid parental leave. Subject to users' appropriate judgment following local context, these questions can also inform aspirations for future practices for companies.

Commitment

- ➔ Does the company comply with the number of days provided to meet government requirements or is it higher than the regulated level?
- ➔ Does the company provide parental leave for all genders?
- ➔ Does the company provide equal leave benefits to women and men employees?

Communication

- ➔ Does the company communicate leave policies to its employees annually and notify employees of any changes?

Implementation

- ➔ Does the company provide paid parental leave (and is this above what is required by law)?
- ➔ Does the company guarantee the right to return to work after parental leave to the same or equivalent position and pay?⁶³
- ➔ Does the company actively encourage the use of paternity leave (e.g., communicating about the policy, actively promoting employees to take leave, providing examples of leaders taking paternity leave or setting a mandatory requirement to take leave)?⁶⁴
- ➔ Does the company inform employees of significant changes at work while they are on maternity or paternity leave?
- ➔ Does the company provide facilities/rooms and paid time off for breastfeeding or pumping?

⁶³ Women at Work. Trends 2016. (ILO).

⁶⁴ "Want to Improve Gender Equality at Work? Help Men Take Parental Leave.," Mercer, 2018, <https://www.mercer.com/our-thinking/want-to-improve-gender-equality-at-work-help-men-take-parental-leave.html>.



Measurement

- ➔ Does the company analyze the uptake rate of different forms of leave benefits, including parental leave, to determine if it is communicating such policies effectively and/or if the company has a culture that discourages taking such benefits?
- ➔ Does the company track the gender composition of employees taking family leave benefits?
- ➔ Does the company track the effectiveness of its approach to retain women after maternity leave?

Accountability and Transparency

- ➔ Does the company have a review process for its leave policies and benchmark it against industry norms?
- ➔ Does the company address deficiencies in policy and practice?
- ➔ Does the company report its progress and target improvement (if any) to the Board of Directors?
- ➔ Does the company report publicly to company stakeholders and the Board on the number of employees that took parental leave and the return to work and retention rates?

IRIS+ Alignment

Employment Benefits (O12742)

ii. Approach to Health Insurance Policies and Practices

Definition

Insurance policies and practices refer to health, life and/or disability insurances provided to employees of the company by their employers.

The following guiding questions can be used to identify potential business practices that may indicate an approach to promote health insurance policies that recognizes the different health needs of women and men. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company have a stand-alone policy or a commitment embedded in a broader corporate policy that recognizes the different health needs of women and men?
- ➔ Does the company equally provide healthcare insurance benefits for all employees?
- ➔ Does the company provide critical illness or disability insurance benefits? If so, is it equally provided for men and women?
- ➔ Does the company provide health coverage to the employee's spouse or domestic partner and family members?

Communication

- ➔ Does the company communicate its insurance policies to its employees and notify employees of any changes?

Implementation

- ➔ Does the company provide options for private insurance packages that cover the specific health needs of women (e.g., gynecology, maternal health, reproductive health)?
- ➔ Does the company provide vital information about the issue of violence against women, including helplines, crisis centers and contacts for women's shelters and specialized organizations that offer support?
- ➔ Does the company provide onsite health services or establish linkages with local health clinics and service providers for referral purposes that cover the specific health needs of women (including reproductive, maternal and newborn health)?
- ➔ Does the company coordinate onsite mobile clinics or screenings for employees, with health providers that are trained on women's health issues and needs?
- ➔ Does the company post health-related information in public areas in line with the local or national context, especially when there are public health outbreaks that can disproportionately impact women?
- ➔ Does the company consult with male and female employees to determine if health services and benefits meet employee needs?
- ➔ Do the insurance benefits provided by the company include preventive care for women?
- ➔ Does the company continuously assess risks regarding adverse impacts on the health and well-being of employees, including their sexual and reproductive health and right as well as mitigation plans?



Measurement

- ➔ Does the company conduct employee satisfaction surveys that include health care benefits?
- ➔ Does the company review its insurance policies and practices and benchmark these against industry norms?
- ➔ Does the company request feedback from third-party experts, such as NGOs or other independent organizations specialized in women’s health needs, who could identify any potential gaps and areas for improvement?
- ➔ Does the company track the types of health services provided at the workplace and collect information on who is using the services, disaggregated by sex?

Accountability and Transparency

- ➔ Does the company actively address deficiencies?
- ➔ Does the company report its progress and target improvement (if any) to the Board of Directors?

IRIS+ Alignment

Employment Benefits (O12742)

iii. Approach to Promote Women’s Professional Development and Training

Definition

Training of any kind can be relevant to the work or responsibilities and overall well-being of the individual and can be delivered by the following methods:

- > Vocational training
- > Onboarding training
- > On-the-job learning
- > Mentoring, shadowing, and coaching
- > Technical skills development training
- > Soft skills development training
- > Individual study

Subject to users’ appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company equally provide training opportunities for all of its employees?
- ➔ Is access to training and career development equal for men and women?

Communication

- ➔ Does the company communicate its training program to all of its employees?
- ➔ Does the company communicate its professional development and training programs in such a way that women feel comfortable pursuing the offer?

Implementation

- ➔ Are the trainings relevant to their current occupations?
- ➔ Are the trainings relevant to each individual employee's career path?
- ➔ Does the company offer mentoring program(s) with specific support for women?
- ➔ Does the company offer leadership coaching with specific support for women?
- ➔ Does the company offer access to professional networks (internal and/or external) with specific support for women?
- ➔ Does the company offer development trainings, rotational programs and educational opportunities with specific support for women?
- ➔ Does the company offer specific programs to build the pipeline of qualified women for management/ senior leadership level positions?
- ➔ Does the company have measures in place to ensure professional development programs are scheduled at times that accommodate the scheduling needs of both men and women (taking into consideration care responsibilities)?

Measurement

- ➔ Does the company have time-bound and measurable goals and targets to build a pipeline of qualified women for management-level positions?
- ➔ Does the company set goals and objectives for trainings?
- ➔ Does the company collect, analyze and monitor sex-disaggregated data on the percentage of employees participating in these programs, at least annually?



Accountability and Transparency

- ➔ Does the company allow employees to provide feedback to improve the training programs?
- ➔ Does the company report publicly to company stakeholders on the average number of training hours, disaggregated by sex and employee level?
- ➔ Does the company report to the board on the average number of training hours, disaggregated by sex and employee level?

IRIS+ Alignment

*Employees Trained (OI4229)*⁶⁵

iv. Approach to Performance Reviews Policies & Promotion Practices

Definition

A performance review is a formal assessment of employees' work performance. It usually comprises an employer's feedback on an employee's strengths and weaknesses, achievements and goals for future performance. Performance evaluation allows employees to understand their area of development and determines their compensation adjustment as well as promotion opportunities. Each company could have a different frequency and format of the performance review as provided below:

- > One-on-one performance evaluation by immediate supervisor
- > Self-evaluation
- > Peer review
- > Customer appraisal
- > 360-degree feedback

Promotion indicates an employee's career advancement in the company and typically associates with higher compensation. Apart from work performance, contributing factors to promotional outcomes include project assignment,⁶⁶ support from managers and access to senior leaders.⁶⁷

The following guiding questions can be used to identify potential business practices that may indicate an approach to ensure non-discrimination and equal opportunity in performance review and promotion processes. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

⁶⁵ The IRIS+ metric here is quantitative compare to the qualitative focus of GES ©. However, the IRIS+ metric outcome could be count towards "implementation" in the GES © scoring methodology

⁶⁶ Breaking Barriers: Unconscious Gender Bias in Workplace. (ILO).

⁶⁷ Women in the Workplace. (McKinsey&Company).

Commitment

- ➔ Does the company have clear criteria for rewards that are free of gender bias and link to the performance review process?
- ➔ Does the company ask managers to justify their decisions on personal budget allocation?
- ➔ Does the company have a structured approach, guidelines and pre-determined criteria for performance evaluation?
- ➔ Does the company support a broad variety of leadership styles?

Communication

- ➔ Is access to performance expectations or key performance indicators (KPI) available to all employees?
- ➔ Does the company enhance the visibility of a women professional role model? ⁶⁸

Implementation

- ➔ Do employees have access to their past career progress and understand areas of development needed for promotion to the next level? ⁶⁹
- ➔ Does the company regularly promote gender discrimination awareness and train its employees to minimize unconscious gender bias? ⁷⁰
- ➔ Is there gender balance in the decision-making body overseeing promotion processes? ⁷¹
- ➔ Is there a process to ensure there is a shortlist of suitable candidates (disaggregated by sex) before the decision for promotions is made?
- ➔ Does the company actively seek to employ women in managerial and senior-level positions?

Measurement

- ➔ Does the company collect sex-disaggregated data on the percentage of employees shortlisted and promoted?

⁶⁸ Moving Women Forward into Leadership Roles. (KPMG Women's Leadership Study: KPMG, 2015).

⁶⁹ Breaking Barriers: Unconscious Gender Bias in Workplace. (ILO).

⁷⁰ The Industry Gender Gap: Women and Work in the Forth Industrial Revolution. (WEF).

⁷¹ Fagg, Hellicar, Sanders, and Zeng. Advancing Women in Australia: Eliminating Bias in Feedback and Promotions.



Accountability and Transparency

- ➔ Does the company assess performance review and promotional procedures and documents to eliminate pro-male or pro-childless criteria and competencies?
- ➔ Does the company report its progress and target improvement (if any) to the Board of Directors?
- ➔ Does the company report publicly to company stakeholders on the total number of women, as compared to men, in management and senior leadership level positions?
- ➔ Does the company report to the Board of Directors on the total number of women, as compared to men, in management and senior leadership level positions?
- ➔ Does the company report publicly to company stakeholders on the total number of employees promoted in the last year, disaggregated by sex?
- ➔ Does the company report to the Board of Directors on the total number of employees promoted in the last year, disaggregated by sex?

IRIS+ Alignment

*Fair Career Advancement Policy
(O14884)*



Safe & Healthy Workplace Environment



Rationale: Why is a Safe & Healthy Workplace Environment Important?

The safe and healthy workplace environment vector seeks to understand the conditions that affect the work environment. A workplace environment is composed of both physical conditions such as office space, factory, and relevant equipment, and other factors that determine work procedures and/or well-being of employees in the workplace. The main areas of focus for workplace environment include but are not limited to environmental protection, sexual harassment, occupational safety, and diversity and inclusivity. Without a safe workplace environment, employees may be less focused and motivated.

By creating a safe and healthy workplace environment and adhering to human rights policies, including gender, businesses can not only help their employees feel comfortable in the workplace but also improve profits by reducing turnover and creating a more productive environment.

Why Is Environmental Policy Important?

Climate change threatens the reliability of food systems as the global population increases. According to estimates from the U.N. Food and Agriculture Organization (FAO), food production will need to increase 70% by 2050 in order to feed everyone on earth. Closing the gender gap in agriculture could significantly contribute to reducing hunger. According to FAO, if women farmers had the same access to resources as men, yields on farms could increase by as much as 20-30% and lift 100-150 million people out of hunger.⁷² Companies can be a part of the solution to reduce carbon footprint through responsible production and consumption. These staggering levels of consumption have a major impact on the environment and biodiversity.

Consumer spending drives natural extraction and production output, with an impact on water, energy and land use. “Consumption is not solely the action of purchasing. It is understanding, acknowledging and consenting to the product’s behind-the-scenes practices, either willingly or without much, if any, thought. It is the action of using products for their entire lifetime, and the way you eventually dispose of, or transform them.”⁷³ **Women hold significant spending power and make 80% of the household purchasing decisions worldwide. Women tend to have a smaller ecological footprint than men. Their production and consumption patterns tend to be more resource-efficient, they are more likely to recycle and they make more sustainable decisions for their households and businesses.** Such pathways also have the potential to contribute to poverty alleviation, the transition towards low-carbon and green economies, and inclusive, gender-equitable sustainable development.⁷⁴

In the workplace, climate change brings about numerous hazards including heat exposure, bad air quality and air pollution, ultraviolet (UV) radiation, and extreme weather. As temperatures rise, employees working closely with the natural environment, including soil, water, animals, and infrastructure, will also likely be at an increased risk of exposure to pathogenic microorganisms, vector-borne and infectious diseases.⁷⁵

⁷² “Women in Agriculture: Closing the Gender Gap for Development,” The State of Food and Agriculture 2010-2011, accessed July 14, 2020, <http://www.fao.org/3/i2050e/i2050e00.htm>.

⁷³ Founder Written by Bibi la Luz Gonzalez, “Why Responsible Consumption Is Everyone’s Business,” World Economic Forum, n.d., <https://www.weforum.org/agenda/2019/09/why-responsible-consumption-is-everyone-s-business/>.

⁷⁴ “Empower Women - Women’s Roles in Sustainable Patterns of Production and Consumption,” EmpowerWomen, June 24, 2014, <https://www.empowerwomen.org/en/community/discussions/2014/6/women-roles-in-sustainable-patterns-of-production-and-consumption>.

⁷⁵ “Hazard Zone: The Impact of Climate Change on Occupational Health,” Hazard Zone: The Impact of Climate Change on Occupational Health - Blog (Milken Institute School of Public Health: GW Public Health Online [Online]., January 9, 2017), <https://publichealthonline.gwu.edu/blog/impact-of-climate-change-on-occupational-health/>.



As a result, companies should seek to establish and enforce policies and practices that mitigate climate change and potential health and safety hazards for their employees. Companies can work to significantly decrease their contribution to emissions and incorporate renewables into their energy structure. They can also reduce the risk of liabilities by managing waste disposal and ensuring it does not contaminate groundwater reserves or other water bodies used for consumption. Moreover, if possible, companies should look to increase resource efficiency by employing materials that will decrease dependence on water use, non-renewable energy, and other harmful chemicals and materials that have disastrous effects on the environment and consequently, the quality of life and health for many women employees and surrounding communities. Companies with stringent environmental policies are more likely to have less exposure to any lawsuit regarding environmental issues and incidents that result in liabilities, have clear information for environmental roles and responsibilities of each employee, and improve cost control and efficiency of production processes.

Gender inequality and global environmental challenges are intrinsically linked.⁷⁶ Women and men have different relationships to the environment, such as their access to land and natural resources and their engagement in environmental management. **Women are disproportionately affected by climate change. Around 80% of current climate refugees are women and women are 14 times more likely to die than men during climate-related disasters.**⁷⁷

Climate change also has significant consequences for the world's poor, given their livelihood's dependence on natural resources and lack of adaptability to natural hazards. Increasing temperatures, rising sea levels and the loss of biodiversity has contributed to climate-related disasters and triggered environmental stress. The effects on the livelihoods and security of people around the world have been devastating, particularly for women and girls. **However, the share of the burden of such consequences is significantly asymmetrical, disproportionately affecting the quality of life for women more than men. Women in these areas are highly dependent on natural resources for their livelihood. They are often tasked with the responsibility to secure water, food and fuel, and are limited in their decision-making, mobility and access to income.**

Moreover, increasing the burden of women's unpaid works also increases women's health risk and vulnerability towards toxic chemical contamination and the spread of diseases.⁷⁸ A transformative gender lens investing strategy would seek not only to ease the burden on women in these situations by mitigation of the impact of climate change but also to address the structural inequities that are keeping women in these particular roles.

⁷⁶ Powerful Synergies: Gender Equality, Economic Development, and Environmental Sustainability. (UNDP, 2013)

⁷⁷ https://group.bnpparibas/uploads/file/wf_climate_g20charter_designed.pdf

⁷⁸ Global Gender and Environment Outlook. (UNEP, 2016).

Why Is Sexual Harassment Policy Important?

Gender-based violence (“GBV”), which includes sexual harassment and the threat of violence, is one of the most prevalent human rights violations and business-related risks in the world. GBV disproportionately affects women and may particularly impact women from vulnerable groups, such as local communities, job seekers, victims of trafficking, indigenous women, sex workers, domestic workers, undocumented migrants, and refugees. Despite these increased vulnerabilities, GBV is pervasive in societies around the world and cuts across all socioeconomic strata. **At least one in three women around the world will experience sexual violence or harassment in her lifetime.⁷⁹ GBV causes individual pain and suffering and can include unwanted pregnancies, physical and mental illness, negative impacts on families and communities, and foregone career opportunities.** It also causes significant collective pain, as it undermines solidarities and the fabric of society. It is a major barrier to decent work, trust and team morale in an organization, attracting and retaining talent, diminishes productivity and business profits, negatively affects GDP, and stalls development.⁸⁰

In the United States alone, intimate partner violence is estimated to cost the economy \$5.8 billion annually; **the global cost of violence against women is estimated at \$1.5 trillion or 2% of global GDP—more than the costs of homicides or civil war.**⁸¹ Globally, nearly 40% of murders of women are committed by an intimate partner.⁸² In the United States, 60% of women reported being sexually harassed at work. In the European Union, 55% of women declared having been sexually harassed at least once, and 75% of women in a professional capacity or in top management jobs experienced sexual harassment in their lifetime. In fact, over 70% of women who have been sexually harassed at work do not report it to their supervisor, and only half of those who report feel that their complaint is handled properly.^{83,84}

Women are in a high-risk environment particularly if they work in contact with the public or in solitary settings, as is the case with many women-dominated occupations such as teaching, social work, or healthcare work.⁸⁵ About 64% of women report encountering microaggressions in their everyday workplace, which refer to repeated conversations or behaviors that, whether intentional or unintentional, communicate hostile or negative messages towards women. Women who experience microaggressions are three times more likely to consider leaving jobs.⁸⁶ Despite sexual harassment policy, Human Rights Watch still discovers cases where employers fail to prevent negative consequences against workers who report harassment or violence. As a result, victims or survivors encounter retaliation in the form of new assaults, threats, and work-related discrimination such as poor work assignments and lost promotion opportunities.

⁷⁹ The Price Society Pays for Violence Against Women. (CARE, 2018)

⁸⁰ Gender Discussion Group: Sexual violence and harassment against women. 7th UN Forum on Business and Human Rights

⁸¹ Criterion Institute

⁸² “Violence against Women: a ‘Global Health Problem of Epidemic Proportions’,” World Health Organization (World Health Organization, 2013), https://www.who.int/mediacentre/news/releases/2013/violence_against_women_20130620/en/.

⁸³ “Sexual Harassment Is Serious Business,” World Bank Blogs, n.d., <https://blogs.worldbank.org/developmenttalk/sexual-harassment-serious-business>.

⁸⁴ “Sex Discrimination and Sexual Harassment: Quick Take,” Catalyst, n.d., <https://www.catalyst.org/research/sex-discrimination-and-sexual-harassment/>.

⁸⁵ 10 Keys for Gender Sensitive OSH Practices – Guideline for Gender Mainstreaming in Occupational Safety and Health. 2013. ILO.

⁸⁶ Women in the Workplace. (McKinsey&Company).



Sexual violence and harassment that women encounter beyond the workplace also directly affects their ability and willingness to participate in the workforce. Domestic violence leads to injuries and absenteeism. In many countries, domestic workers and farmworkers are excluded from countries' labor laws and are not entitled to any sexual harassment protections.⁸⁷ About 40% of women in Cambodia and Vietnam reported that they feel unsafe in places where young men gather.⁸⁸ **Lack of safe and reliable transportation to and from workplaces is also a significant hurdle in improving women's worker representation.**⁸⁹

Why is Occupational Health and Safety Policy Important?

Health and safety hazard protections are good for business. Insufficient policies and procedures on occupational health and safety for all people can contribute to employees' injuries and illnesses. For employees, these injuries and diseases can lead to short-term and long-term pain and suffering, stress, loss of income, additional healthcare costs, loss of jobs and/or loss of life. **Safe workplace environments result in productivity improvement, limited unplanned costs, lower insurance premiums, less damage to equipment, better employee work morale, less absenteeism and employee turnover and reduced exposure to reputational losses and litigations.**⁹⁰ According to the Centers for Disease Control and Prevention, successful safety and health systems can help reduce the costs of injury and illness, resulting in a high return on investment for the company.⁹¹

Gender division of labor, social structures, social roles and biological differences could lead to gender-specific occupational hazards and risks. Exposure to the same risks may also affect health and safety of women and men differently. However, due to **occupational segregation, women are assumed to work in safer environments.** Hence, the health and safety of women employees are usually overlooked by employers. For example, most personal protective clothing (PPC), personal protective equipment (PPE), and hand tools are traditionally designed to fit male body size and shape. "One size fits all" and men's small sizes are wrongly assumed to fit women. Poor fit of protective clothing and improper tools compromise protection and production, leading to less efficiency, a greater number of errors, and most importantly, women's occupational injuries and long-term health issues such as musculoskeletal disorders and dermatitis.⁹² Women in construction reported limited access to clean sanitary facilities at worksites. They avoid drinking water on the job and delay urinating, risking heat stress and urinary tract infections.⁹³ Women also generally eliminate toxic substances like benzene more slowly than men due to the proportion of body fat. Therefore, they are more likely to develop berylliosis or a progressive chronic lung disease, and to experience a more rapid deterioration than men.⁹⁴

⁸⁷ Ending Violence and Harassment at Work: The Case for Global Standards. (Human Rights Watch, 2016).

⁸⁸ Senthilingam, M., 2017. "Sexual Harassment: How It Stands around the Globe." CNN. Cable News Network. November 29. <https://www.cnn.com/2017/11/25/health/sexual-harassment-violence-abuse-global-levels/index.html>.

⁸⁹ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth.

⁹⁰ The Business Benefits of Good Occupational Safety and Health, (European Agency for Safety and Health at Work, 2007).

⁹¹ "What Employers Should Know about Reproductive Health," Centers for Disease Control and Prevention (October 28, 2019), <https://www.cdc.gov/niosh/topics/repro/employers.html>.

⁹² 10 Keys for Gender Sensitive OSH Practices – Guideline for Gender Mainstreaming in Occupational Safety and Health. (ILO).

⁹³ "Women in the Construction Workplace: Providing Equitable Safety and Health Protection." United States Department of Labor [online], 1999. <https://www.osha.gov/doc/accsh/haswicformal.html>. (Accessed 2019-08-28).

⁹⁴ Workplace Reproductive Health: Research & Strategies. (Ontario's Maternal Newborn and Early Child Development Resource Centre, 2001).

Exposure to hazardous substances, noise, vibration, radiation, or infectious diseases in some industries also disproportionately affects the sexual and reproductive health and rights of women.

A variety of pesticides, organic solvents, and/or jet fuel can disrupt the menstrual cycle and hormone production. Cancer treatment drugs, lead, and/or x-ray and gamma rays can reduce fertility in women.⁹⁵ Smoke and by-products of burning from pottery studio, automobile service, toll booth, and/or restaurants can increase the chances of pregnancy problems.⁹⁶ Working at night and working long hours are also related to menstrual disorders, miscarriages, and preterm birth.⁹⁷ Since pregnant women absorb some chemicals faster than non-pregnant women, some organic solvents pass into breast milk.⁹⁸ Given limited knowledge of what constitutes safe worksite for the women's reproductive system, some employers avoid hiring women, especially pregnant women. As a result, a woman employee may also hide her pregnancy, putting her life and unborn at higher risk.⁹⁹

In addition, **health and safety issues in informal sectors are often invisible and unregulated.** Although women are concentrated in these sectors as unpaid family workers and industrial homeworkers, they rarely have access to any assistance when they face serious occupational health and safety issues.¹⁰⁰

Why are Inclusion, Transparency and Respect Policies Important?

Commitment to gender inclusion and supportive policies for women employees will encourage women to remain in the workforce and pursue career advancements, thereby increasing women representation in the workforce. It will also increase employee morale, satisfaction and sense of belonging. Safe, open and respectful environments will enhance the diversity of thinking and steer creativity and innovation. The ability to understand intersectional complexity will also help companies better serve their clients. According to a review by Deloitte, **an organization with inclusive cultures is two times more likely to meet financial targets, three times more likely to be high-performing, six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes.**¹⁰¹

Gender bias in corporate and social culture continues to prevail in many developing countries, including Southeast Asian countries where women are still expected to adhere to traditional household roles and are discouraged from pursuing career ambitions.^{102,103}

95 "Job Exposures That Can Impact Your Fertility & Hormones," Centers for Disease Control and Prevention (Centers for Disease Control and Prevention, April 20, 2017), <https://www.cdc.gov/niosh/topics/repro/femaleoccupationalhazards.html>.

96 "Smoke and Byproducts of Burning - Reproductive Health," Centers for Disease Control and Prevention (Centers for Disease Control and Prevention, April 20, 2017), <https://www.cdc.gov/niosh/topics/repro/smoke.html>.

97 "Work Schedule - Reproductive Health," Centers for Disease Control and Prevention (Centers for Disease Control and Prevention, November 15, 2019), <https://www.cdc.gov/niosh/topics/repro/workschedule.html>.

98 "Solvents - Reproductive Health," Centers for Disease Control and Prevention (Centers for Disease Control and Prevention, October 28, 2019), <https://www.cdc.gov/niosh/topics/repro/solvents.html>.

99 "Women in the Construction Workplace: Providing Equitable Safety and Health Protection," United States Department of Labor [online].

100 Forastieri, V., Women Workers and Gender Issues on Occupational Safety and Health. (ILO, 2010) .

101 Bourke, J., and Dillon, B., The Diversity and Inclusion Revolution. Eight Powerful Truth. (Deloitte Review 22: Deloitte, 2018).

102 Morton, M., Klugman, J., L Hanmer, L., and Singer, D., 2013. Gender At Work. (World Bank).

103 https://www.unilever.com/Images/web_business_briefing_v7_tcm244-537490_en.pdf



Despite overcoming social barriers, the majority of women employees from McKinsey’s 2018 survey *Women in the Workplace* are still reporting the “Only” experience, where they are the only woman in the meeting room. Women with “Only” experiences are more likely to encounter microaggressions and sexual harassment. Moreover, they are usually perceived as a test case for other women’s capabilities and are heavily scrutinized to a very high standard. Hence, they typically feel left out and are 1.5 times more likely to consider quitting.¹⁰⁴

In order to foster women representation and gender inclusion, the McKinsey report suggests companies initiate programs or efforts that promote women role models, women employees’ peer support groups, and gender equality awareness.¹⁰⁵ To signal commitment, companies may increase transparency by sharing the majority of their gender diversity and inclusion metrics with their employees.¹⁰⁶ In supporting the needs of diverse employee groups, the IFC also finds onsite childcare helps boost the quality of the company’s labor force, increases commitment, improves recruitment processes and retains talent. In addition, appropriate caretaking for young generations will also lead to the improved well-being of the potential future workforce.^{107,108}



¹⁰⁴ *Women in the Workplace*. (McKinsey&Company).

¹⁰⁵ Woetzel, Madgavkar, Ellingrud, Labaye, Devillard, Kutcher, Manyika, Dobbs, and Krishnan. *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth*.

¹⁰⁶ *Women in the Workplace*. (McKinsey&Company).

¹⁰⁷ *Tackling Childcare. The Business Case for Employer-Supported Childcare*. (IFC, 2017). http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/gender+at+ifc/priorities/employment/tackling_childcare_the_business_case_for_employer_supported_childcare

¹⁰⁸ Ibid

Benefits and Professional Development Parameters

The safe and healthy workplace environment vector is calculated based on the four parameters provided below:

Parameter	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to integrating environmental impact on women and girls, including the climate change vulnerabilities between women and men, in its environmental protection measures	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:				
	<ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to address sexual harassment and gender-based-violence in the workplace	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:				
	<ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to occupational health and safety addresses the specific health, safety, and hygiene needs of women at work	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:				
	<ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to promote gender equality and women’s empowerment through inclusion, transparency and respect policies and practices	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:				
	<ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				



i. Approach to Environmental Policies

Definition

Environmental policy outlines business aims and principles concerning the management of environmental effects and aspects of the company's operations. Environmental policy includes but is not limited to resource conservation, environment protection and conservation, waste reduction, recycling, uses of biodegradable chemicals, noise disturbance and/or transportation.

The following guiding questions can be used to identify potential business practices that may indicate an approach to integrating environmental impact on women and girls, including climate change vulnerabilities between women and men, in its environmental protection policies. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company have an environmental policy?
- ➔ If so, does the company consider the environmental impact that could potentially affect men and women differently?
- ➔ Has the company been subject to any environmental lawsuits or cited for environmental violations?

Communication

- ➔ Does the company clearly communicate its environmental policies to all employees?



Implementation

- ➔ Does the company ensure equal participation of women and men in community consultations at times in which women can attend, bearing in mind home care and other responsibilities?
- ➔ Does the company have transparent community grievance and resolution mechanisms in place?
- ➔ Does the company assess differential impacts on men and women during environmental impact assessments?
- ➔ Does the company provide gender-sensitive training to facilitators of community consultations?
- ➔ Does the company have a policy to continuously assess environmental risks regarding its adverse impact on the health and well-being of employees, its customers and/or the population in the area where it operates as well as mitigation plans, especially those that will disproportionately create an impact on women?
- ➔ Does the company have equal women and men representation on any environmental policy-making body?¹⁰⁹
- ➔ Does the company have any policies around whistleblowing and subsequent retaliation to whistleblowers?

Measurement

- ➔ Does the company track stakeholder engagement and participation in community consultations disaggregated by sex?
- ➔ Does the company measure and track environmental claims based on sex-disaggregated data?
- ➔ Does the company document all environmental incidents and their potential and actual impact on women and men?

¹⁰⁹ efetova / iStock / Getty Images Plus et al., "Why We Need More Women Involved in Creating Environmental Policy," Truthout (Truthout, August 2, 2018), <https://truthout.org/articles/why-we-need-more-women-involved-in-creating-environmental-policy/>.



Accountability and Transparency

- ➔ Does the company report its progress and target improvement (if any) to the Board of Directors?
- ➔ Does the company report publicly to company stakeholders on the percentage of operations in local community engagement, impact assessments and/or development programs (including reporting on the use of gender impact assessments and participatory community consultation processes that include vulnerable groups)?
- ➔ Does the company report to the Board of Directors on the percentage of operations with local community engagement, impact assessments and/or development programs (including reporting on the use of gender impact assessments and participatory community consultation processes that include vulnerable groups)?
- ➔ Does the company report to the Board of Directors all environmental claims based on sex-disaggregated data?
- ➔ Does the company report to the Board of Directors in a timely and complete manner all environmental incidents and their potential and actual impact on women and men, providing regular information on action taken, remedies and future prevention?

IRIS+ Alignment

Environmental Impact Objectives (OD4108)

Social and Environmental Performance Risk Assessment (OI9106)

Environmental Policies for Financial Services Clients (PD7932)

Employees Dedicated to Social and Environmental Performance (OI6370)

Social and Environmental Performance Incentives (OI4953)

Social and Environmental Targets (OD4091)

ii. Approach to Sexual Harassment and Gender-based Violence in the workplace

Definition

Sexual harassment and gender-based violence policies are set in place to ensure no sexual harassment and gender-based violence occurs on company premises or during social events, business trips, training sessions or conferences sponsored by the company. Sexual violence and harassment in the workplace include all forms of unwelcome sex-based behaviors, requests for sexual favors, and employee-related decision making that are subject to the provision of sexual favors, sexual violence and inappropriate comments that create negative, hostile or an intimidating work environment for women.¹⁰⁷

The following guiding questions can be used to identify potential business practices that may indicate an approach to sexual harassment and gender-based violence in the workplace. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company have a stand-alone policy or a commitment embedded in a broader corporate policy that states zero tolerance of sexual harassment and all forms of violence at work (including while on business-related travel and in client entertainment) for employees and subcontracted workers?
- ➔ Does the company develop a clear Sexual Harassment Policy and commitment to preventing and responding to gender-based violence?
- ➔ Does the Board of Directors establish and track Key Performance Indicators concerning gender equality and women's economic empowerment?

Communication

- ➔ Does the company effectively communicate and raise awareness about its confidential complaints mechanisms, including whistleblower protection, among employees, suppliers, customers and community members as well as the general public? Is the complaints mechanism transparent, safe and accessible to everyone?

¹¹⁰ "Breaking the Silence around Sextortion: The Links between Power, Sex..." Transparency.org, n.d., <https://www.transparency.org/en/publications/breaking-the-silence-around-sextortion>.



Implementation

- ➔ Does the company provide annual training on zero tolerance of all forms of violence to all employees, including sexual harassment, and engaging in acts of sexual exploitation of women and girls while on business travel? ¹¹¹
- ➔ Does the company have confidential grievance, resolution, and non-retaliation mechanisms in place which are open to employees, community members and the supply chain?
- ➔ Does the company have confidential grievance, resolution and non-retaliation mechanisms in place which are open to employees, community members and the supply chain?
- ➔ Does the company provide confidential support for victims of GBV?
- ➔ Does the company require gender-sensitive training for security personnel (including contracted staff) on procedures to respond to complaints of gender-based violence or harassment?
- ➔ Does the company have a process in place to monitor/ audit business travel and client entertainment expenses to detect inappropriate business expenses such as company funds being used to sexually exploit women and girls or adult "entertainment" involving nudity or lewd behavior?
- ➔ Does the company make sure its employees understand that the company does not approve of business travel and client entertainment related to the sexual exploitation of women and girls, including visits to strip clubs, redlight districts, and arrangements for transactional sex?
- ➔ Does the company's policy for business partners (e.g., gifts & invitations policy) make explicit that invitations and gifts related to the sex industry are against the company's policy?
- ➔ Does the company have an investigation panel? If so, is the investigation panel gender-balanced?
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- ➔ Does the company develop a reporting procedure to confidentially report violent or inappropriate behavior?
- ➔ Does the company implement mediation or other measures to follow through with concrete consequences for incidents that occur within the workplace?
- ➔ Does the company develop training and awareness-raising activities around gender equality and gender-based violence?
- ➔ Does the company implement monitoring and evaluating policies/actions/measures to tackle gender-based violence?

¹¹¹ "Homepage," [protectingchildrenintourism.org](https://www.protectingchildrenintourism.org/), April 8, 2020, <https://www.protectingchildrenintourism.org/>.

¹¹² Code of Conduct and Guidelines to Prevent and Address Sexual Harassment in Workplaces. (EFC and ILO, 2013).

- ➔ Is the company aware of the ILO Convention Ending Violence and Harassment in the World of Work? ¹¹³
- ➔ Have actions been put into place with regard to the International ILO Convention Ending Violence and Harassment in the World of Work?
- ➔ For organizations that have any engagement with children, does the company have a child protection policy in place as well?
- ➔ Does the company develop ways of addressing gender-based violence outside of the organization in the surrounding community?
- ➔ Are specific clauses related to sexual harassment, GBV and sexual misconduct included in the company's supplier code of conduct?

Measurement

- ➔ Does the company conduct a gender audit of all policies?
- ➔ Does the company monitor and audit business travel and client entertainment expenses to detect and ensure no inappropriate behavior?
- ➔ Does the company periodically monitor and evaluate policies, actions and measures to tackle GBV?
- ➔ Does the company monitor and evaluate all complaints and their specific gender dimension?
- ➔ Does the company measure the effectiveness of communication and training efforts, e.g., through surveys and diagnostics to assess employees' awareness of the policy, their attitudes towards sexual misconduct and the extent to which they observe that the commitment is actually lived up to by company representatives and embedded in the company's culture?

¹¹³ Ending Violence and Harassment in the World of Work. 2019. ILO. (Please refer to <https://www.business-humanrights.org/sites/default/files/documents/ILC%20gender%20.pdf> for the text of the convention.)



Accountability and Transparency

- ➔ Does the company report its progress and target improvements (if any) to the Board of Directors?
- ➔ Does the company have any policy and complaint mechanism around whistleblowing and subsequent retaliation to whistleblowers, and does it extend across the supply chain?
- ➔ Does the company communicate publicly, or to relevant company stakeholders, the company's approach to ensuring an environment free of violence?
- ➔ Does the company communicate to the Board of Directors the company's approach to ensuring an environment free of violence?
- ➔ Does the company communicate its zero tolerance policy towards sexual misconduct in a credible way, so that all stakeholders (including business partners and surrounding communities) are made aware of it? Does the company develop policies and measures to support gender equality in the workplace?
- ➔ Does the company punish an employee who violates the Sexual Harassment Policy, including business travel-related aspects and all other aspects mentioned above?
- ➔ Does the company develop a network of external support organizations for victims and survivors of gender-based violence (e.g., social services, counseling, police, etc.)?

IRIS+ Alignment

Sexual Harassment Policy (O19088)

iii. Approach to Occupational Health and Safety

Definition

Occupational health and safety is the employee's ability to work in conditions that are free from known health and safety hazards.

How to Calculate/Determine Each Parameter?

The following guiding questions can be used to identify potential business practices that may indicate an approach to occupational health and safety that addresses the specific health, safety and hygiene needs of women at work. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company follow health and safety regulations and related requirements?
- ➔ Does the company commit to following international standards or best practices beyond compliance with national minimum requirements?

Communication

- ➔ Does the company provide gender-sensitive health talks on issues related to occupational health and safety, including sexual and reproductive health and rights, and nutrition to support health and a decent work environment?



Implementation

- ➔ Does the company ensure adequate and safe toilet facilities for women that accommodate hygiene needs such as clean water and soap and disposal methods for feminine hygiene products?
- ➔ Does the company regularly check company grounds to ensure they are adequately lit and secure?
- ➔ Does the company provide breastfeeding/pumping rooms that are clean and safe?
- ➔ Does the company provide access to transportation to and from work and while on business travel (including in environments where public transport is unsafe or unavailable)?
- ➔ Does the company provide training to staff on ergonomics, exposure to hazardous materials, and other occupational risks, taking into account the differential biological impacts of health and safety on women and men?
 - Not applicable: Staff is not exposed to hazardous materials or other occupational risks.
- ➔ Does the company provide personal protective equipment for both men and women, especially taking into consideration the needs of pregnant and nursing women?
 - Not Applicable: Staff does not use personal protective equipment.
- ➔ Does the company consult with men and women employees to determine if health, safety and hygiene services and protections meet employee needs?
- ➔ Does the company adhere to adequate supervision and physical safety standards for women in the workplace?
- ➔ Does the company have a smoke-free workplace policy? ¹¹⁴
- ➔ Does the company offer equal access to occupational health services and healthcare for all workers?
- ➔ Is there an employee training for occupational health and safety standards and procedures for all workers? ¹¹⁵
- ➔ Has the company regularly promoted awareness of potential occupational risks to its employees?

¹¹⁴ "Tobacco Use in the Workplace: A Model Policy." 2016. American Cancer Society [online]. (Accessed 2019-09-01). <https://www.cancer.org/healthy/stay-away-from-tobacco/smoke-free-communities/create-smoke-free-workplace/smoking-in-the-workplace-a-model-policy.html>.

¹¹⁵ Mansdorf, Z. 2016. CSHS Best Practice Guide for Occupational Health and Safety in Sustainability Reports. (Center for Safety and Health Sustainability).

- ➔ Has the company regularly promoted awareness of potential occupational risks to its employees?
- ➔ Does the company provide private and hygienic facilities for new mothers to be able to breastfeed their babies or pump breastmilk at work?
- ➔ Does the company have a policy to continuously assess risks regarding its adverse impact on the health and well-being of employees, including their sexual and reproductive health and rights as well as mitigation plans?
- ➔ For organizations that have any engagement with children, does the company have a child protection policy in place as well?
- ➔ Does the company offer maternity protection to ensure no workplace hazards, including chemical, biological and physical hazards (i.e., uses of pesticides, metals, dyes and solvents, noise and vibration, radiation or infectious diseases) for pregnant and breastfeeding women? ¹¹⁶
- ➔ Does the company impose appropriate safety practices for women employees on business travel such as traveling modes and choices of accommodations?
- ➔ Does the company ensure employees have access to secure transportation to and from the workplace?
- ➔ Does the company encourage collective organizing and support networks? This could include peer networks among women employees promoting peer-to-peer support and distribution of key information around sexual and reproductive rights, helping women to build solidarity networks and collectively articulate their priorities and needs.

Measurement

- ➔ Has the company developed occupational health and safety indicators (e.g., number of occupational injuries and diseases, and the number of workers involved and workdays lost)?
- ➔ Does the company track health and safety incidents, disaggregated by sex?
- ➔ Does the company regularly conduct health and safety audits, including independent ones, in an effort to prevent incidents, etc.?

¹¹⁶ 10 Keys for Gender Sensitive OSH Practices – Guideline for Gender Mainstreaming in Occupational Safety and Health. (ILO).



Accountability and Transparency

- ➔ Does the company involve women in decision making on its employees' occupational health and safety?
- ➔ Does the company report its progress and target improvements (if any) to the Board of Directors?
- ➔ Does the company report publicly to its stakeholders any health and safety incidents, disaggregated by sex?
- ➔ Does the company report to the Board of Directors health and safety incidents, disaggregated by sex?
- ➔ Has the company designated an occupational safety officer or its equivalent to oversee the operations of the company?

IRIS+ Alignment

Worker Safety Policy (O18001)

Occupational Injuries (O13757)

Occupational Fatalities (O16525)

iv. Approach to promote gender equality and women's empowerment

Definition

Inclusion in the workplace means to involve the perspectives of all employees to maximize business outcomes. An inclusive workplace is collaborative, transparent and respectful. Transparency encourages honesty and trust. Respect improves employees' engagement. Together, transparency and respect reinforce inclusivity.

The following guiding questions can be used to identify potential business practices that may indicate an approach to leadership commitment and support for gender equality and women's empowerment. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company have diversity and inclusion initiatives, including policies and specific targets?
- ➔ Has the company released a public written statement or commitment outlining the company's commitment to gender equality and women's empowerment (e.g., WEPs CEO Statement of Support)?
- ➔ Has the company circulated an internal communication(s) and/or informal acknowledgment of the relevance of gender equality and women's empowerment?

Communication

- ➔ Does the company communicate its commitment to build a diverse and inclusive culture to all employees and notify employees of any changes?
- ➔ Does the company share gender metrics with their employees?¹¹⁷
- ➔ Does the company provide a channel for employees to give feedback on diversity and inclusion related issues in the workplace?

¹¹⁷ Women in the Workplace. (McKinsey&Company)



Implementation

- ➔ Does the company have an organization-wide gender equality strategy that identifies specific priority areas where further improvement can be made?
- ➔ Does the company have a policy on diversity and inclusion in place?
- ➔ Does the company have specific diversity and inclusion targets in place (e.g., for internal positions across hierarchy levels as well as along the value chain: customers/business segments, suppliers, etc.)
- ➔ Does the company have an organization-wide gender equality strategy that includes a business case or rationale for investment in gender equality?
- ➔ Does the company have an organization-wide gender equality strategy that articulates the link between gender equality and other areas of corporate sustainability and business performance?
- ➔ Does the company have an organization-wide gender equality strategy that was developed in consultation with employees?
- ➔ Does the company have an organization-wide gender equality strategy that was developed in consultation with external stakeholders?
- ➔ Does the company have an organization-wide gender equality strategy this is communicated to all employees?
- ➔ Does the company advocate for gender equality and women's empowerment and promote this commitment in public forums?
- ➔ Is there a program to promote the role model for women employees in the company?
- ➔ Does the company create support groups or networks for women employees and effectively engage men on issues of masculinity and gender equality?
- ➔ Does the company engage in gender diversity awareness campaigns or initiatives in the community?
- ➔ Does the company provide onsite childcare services or similar childcare support?
- ➔ Does the company promote a flexible schedule and work environment?

- ➔ Does the company promote inclusivity to all levels of its management?
- ➔ Does the company rotate office duty to ensure that those shared duties are not assigned to only women?
- ➔ Is the company aware of the Convention on the Elimination of All Forms of Discrimination Against Women?¹¹⁸
- ➔ Does the company include diversity and inclusion in performance conversations?
- ➔ Does the company conduct an inclusion training program for its employees?¹¹⁹

Measurement

- ➔ Does the company have time-bound, measurable goals and targets in their strategy?
- ➔ Does the company actively measure and track progress and steer towards greater diversity and inclusion?
- ➔ Does the company have formal accountability mechanisms for progress and outcomes on said strategy?

Accountability and Transparency

- ➔ Does the company report its progress and target improvements (if any) to the Board of Directors?
- ➔ Does the company report its progress and target improvements (if any) to the public (e.g., in its annual report)?
- ➔ Does the company have any policies around whistleblowing and subsequent retaliation to whistleblowers?

IRIS+ Alignment

Anti-Discrimination Policy (O19331)

Employee Policy Documentation (O15102)

¹¹⁸ “CEDAW 29th Session 30 June to 25 July 2003,” United Nations (United Nations, n.d.), <https://www.un.org/womenwatch/daw/cedaw/text/econvention.htm>.

¹¹⁹ Global Diversity and Inclusion: Perceptions, Practices and Attitudes. Society for Human Resource Management. (Economist Intelligence Unit: The Economist, 2009).





Women-Powered Value Chains

Rationale: Why are Women-powered Value Chains Important?

Women-powered value chains refer to the involvement of women in the full range of activities throughout the value chain of a particular company, including product or service design, raw materials procurement, production, operations, distribution and consumption of products and services as customers.

Although women control US\$20 trillion in spending and make 80% of household purchasing decisions worldwide, they still report dissatisfaction with products and services offerings. Improved labor force participation and gender equity will lead to the rising purchasing power of women in emerging markets.¹²⁰ Increasing access to the internet and growing mobile phone penetration by women in emerging countries will also bring new business opportunities. Gender diversity in marketing brings new perspectives from employees with varied backgrounds, fostering creativity and innovation. **Companies that consider gender aspects in their product & service design, sales, marketing and distribution processes will not only satisfy their existing customers, but will also unlock new business opportunities and the high growth potential of untapped markets.**¹²¹ Women play a significant role in value chains.

Globally, women contribute to the majority of the workforce in many sectors, such as agriculture, healthcare, and textiles. Nevertheless, gender-based discrimination limits women's opportunities to participate in and benefit from these value chains.¹²² Although the study found that supplier diversity programs have helped companies improve brand equity and market share¹²³, WEConnect International estimated that **women-owned businesses share less than 1% of governments and large corporation spending on products and services globally.**¹²⁴

Examples of difficulties and challenges facing women around the world include occupational segregation, low pay, insecure land and tenure rights, obstructed access to natural resource assets, limited decision-making opportunities, the lack of access to markets, capital, training and technologies, poor access to maternity rights and childcare, poor education and skills training, the double burden of responsibilities inside and outside their households and discrimination and sexual harassment.¹²⁵ Procurement provides a platform to promote gender equality as procurement leaders and team members engage with business owners and workers as well as their business partners around their sourcing needs.

¹²⁰ Global Value Chain Policy Series: Gender. (World Economic Forum, 2018).

¹²¹ Pluess, J.D., and Pruzan-Jorgensen, P.M., Women's Empowerment in Global Value Chain. A Framework for Business Action to Advance Women's Health, Right, and Wellbeing. (Women Deliver, Dutch Ministry of Foreign Affairs, and Novo Nordisk, 2016).

¹²² Developing Gender-sensitive Value Chains - Guideline for Practitioners. (FAO, 2018).

¹²³ Top Supplier Diversity Programs Broaden Value Proposition To Drive Increased Market Share, Other Revenue Opportunities. (The Hackett Group, 2017).

¹²⁴ Vazquez, E.A., and Frankel, B. The Business Case for Global Supplier Diversity and Inclusion: The Critical Contributions of Women and Other Underutilized Suppliers to Corporate Value Chains. (WEConnect International, 2017).

¹²⁵ Gender Equality and the Environment: Policy and Strategy. (UNEP, 2014)

The gender gap does not only affect women’s potential, but it also directly obstructs the overall performance of the value chains and companies by distorting the labor markets, disrupting production and delivery, and creating losses, bottlenecks and inefficiencies. Empowering women in value chains help improve women’s lives and allow companies to achieve more stable and efficient supply chains. Moreover, **having women participating and directing supply chain management enables companies to design better products and services that serve the real needs of their customers.**

Apart from the number of women employees in procurement, best practice employers also implement a procurement strategy to diversify sourcing from both men and women suppliers and access suppliers’ commitment to gender equality within their business operations.¹²⁶

Best practice companies enhance supplier diversity and ensure no gender constraints or gender discrimination against women throughout their supply chains. Best practice companies understand and address the needs of women and girls through their product and service offerings. One example of such products could be off-grid solutions, including solar lighting, solar home systems and increasingly mini-grids which are crucial to enable people access to time-saving home appliances, study in the evenings, watch television or charge mobile phones, and generally improve their living conditions.¹²⁷ Women and girls stand to gain the most from such products as women spend three to five times as long as men do on domestic activities, and energy collection.¹²⁸

Apart from the number of women employees in marketing and product design, best practice employers also design marketing strategies targeting women such as adjusting pricing to be more appropriate for women customers, changing placement or distribution of products to increase access for women customers and adapting promotions to reach women customers with the right message.¹²⁹



¹²⁶ Krainer, D., Jones, L., Karim, S., and Turner, K. The GEM Framework: Gender Equality Mainstreaming for Business Growth and Impact. A Step-by-Step Manual for Investors and Capacity Builders. (Mennonite Economic Development Associates and USAID, 2018).

¹²⁷ World Bank (2019). Energy overview. <https://www.worldbank.org/en/topic/energy/overview>

¹²⁸ African Development Bank (2016). Empowering Women in Africa through Access to Sustainable Energy. www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB-Gender_and_Energy_Desk_Review-EN-2016.pdf

¹²⁹ Krainer, Jones, Karim, and Turner. The GEM Framework: Gender Equality Mainstreaming for Business Growth and Impact. A Step-by-Step Manual for Investors and Capacity Builders.



Women-Powered Value Chains Parameters

The women-powered value chains vector is calculated based on four parameters provided below:

Parameter	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to promote gender diversity in (management) of supplier workforce/ approach to promote gender diversity in supplier employees overall	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to target women customers with its products and/services	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women employees in procurement department (percent of total procurement staff)	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Women/men ratio in marketing and product design (percent of total marketing and product design staff) promotion processes	0%	1 to 10%	11 to 25%	26 to 45%	>45%

How to Calculate/Determine Each Parameter?

i. Approach to Promote Gender Diversity in Management of Supplier Workforce

The following guiding questions can be used to identify potential business practices that may indicate an approach to promote gender diversity in the management of the supplier workforce. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Does the company set up standard policies and procedures for its procurement and distribution processes?
- ➔ Does the company have an explicit commitment to integrate women-owned and-led businesses into its supply chain?
- ➔ Does the company review its policies and processes to ensure no gender discrimination against men or women exists in its supply chains?¹³⁰

Communication

- ➔ Does the company have a stand-alone policy or a commitment embedded in a broader corporate policy that includes proactively sourcing from women-owned or-led business?
- ➔ Does the company have a supplier or vendor code of conduct that explicitly states support for gender equality as well as requires specific gender equality related policies and practices?

Implementation

- ➔ Does the company encourage suppliers and vendors to have a gender equality strategy or policy that addresses nondiscrimination, equal pay for equal work and the health and
- ➔ Does the company have robust due diligence or assessment processes for suppliers and vendors to ensure they are not causing or contributing to adverse human rights impacts, particularly for women and girls?
- ➔ Does the company undertake due diligence or assessments to identify human trafficking in its supply chain? Is there a requirement for suppliers to have a complaints mechanism and whistleblower protection in place?
- ➔ Does the company incorporate gender equality expectations in supplier communications?

¹³⁰ Developing Gender-sensitive Value Chains - Guideline for Practitioners. (FAO).



- ➔ Does the company offer independently, or as part of a business association, ongoing capacity building to suppliers and vendors to support continuous improvement on gender equality?
- ➔ Does the company encourage and work with suppliers to adopt policies and practices that support quality health and hygiene for both men and women?
- ➔ Does the company work with suppliers to develop a corrective action plan if gender equality risks or challenges arise?
- ➔ Does the company have outreach initiatives to communicate procurement opportunities to women-owned or-led businesses?
- ➔ Does the company use databases to identify women-owned businesses in the purchasing process?
- ➔ Does the company set procurement targets and/or goals for the amount and percentage spent with women-owned businesses?
- ➔ Does the company participate in trade fairs that engage gender-diverse suppliers?
- ➔ Does the company provide training to women to complete formal bid processes?
- ➔ Does the company apply a supplier diversity program to its procurement and distribution processes?
- ➔ Does the company collect sex-disaggregated information from its suppliers?
- ➔ Does the company collect information to ensure that its suppliers adopt anti-sexual harassment (and any gender discrimination) policy, and have no involvement with human trafficking and slavery?
- ➔ Is there a different pricing strategy for men and women suppliers?

Measurement

- ➔ Does the company track the percentage spent with women-owned or-led businesses?
- ➔ Does the company encourage suppliers to set and measure targets and benchmarks on gender equality?
- ➔ Does the company conduct regular audits to assess and measure suppliers' compliance with the aforementioned human rights and gender equality requirements?
- ➔ Does the company measure and evaluate complaints related to incidents in its supply chains and their gender dimensions?

Accountability and Transparency

- ➔ Does the company report publicly to company stakeholders on percentage spent with women-owned or-led businesses?
- ➔ Does the company report to the Board of Directors on the percentage spent with women-owned or-led businesses?
- ➔ Does the company make its supply chain transparent to the public?
- ➔ Does the company include gender equality criteria in standard auditing protocols, supplier scorecards or other supply chain management tools?
- ➔ Does the company include gender-specific questions in supplier self-assessments?
- ➔ Does the company regularly conduct supplier audits and communicate the results?
- ➔ Does the company consider sex-disaggregated information as a performance metric within its supply chains?

IRIS+ Metric

Stakeholder Engagement (017914)



How to Calculate/Determine Each Parameter?

ii. Approach to Target Women Customers

The following guiding questions can be used to identify potential business practices that may indicate an approach to target women customers with its products and/services. Subject to users' appropriate judgment following local context, below are global aspiration and guideline questions for elements that businesses can include in their policy and/or practices.

Commitment

- ➔ Do products and services provided by the company consider the needs of men and women customers?

Communication

- ➔ Does the company encourage customers of all genders to provide feedback on products and services?
- ➔ Does the company develop guidelines for customer services and support teams?

Implementation

- ➔ Does the company review marketing materials and tactics to protect against negative gender stereotypes?
- ➔ Does the company have a marketing strategy tailored to women as a customer segment?

Does the company have a marketing approach that seeks to challenge existing gender norms and promote positive images of women and girls?
- ➔ Does the company consult with focus groups to ensure marketing approaches are not perpetuating gender stereotypes?
- ➔ Does the company conduct market research on the specific product and/or service needs of women and girls?
- ➔ Does the company develop products and/ or services that specifically target or meet the needs of women and girls?
- ➔ Does the company consider gender differences in access to products and/or services and subsequently changes distribution models to accommodate these differences?

¹²⁵Developing Gender-sensitive Value Chains- Guideline for Practitioners. 2018. FAO.

- ➔ Does the company consult stakeholders and focus groups to continuously improve the design of products and services for women?
- ➔ Does the company have a systematic approach to gathering customer feedback and collecting customer information regarding gender? If so, does the company include customers' gender information in its business performance analysis?¹³¹
- ➔ Is there a process to ensure advertisements of products and services provided by the company do not discriminate against men and women?
- ➔ Is there a different pricing strategy for men and women customers?
- ➔ Does the company consider gender aspects of its customers when designing or offering new products and services (e.g., size, design)?
- ➔ Does the company employ women sales agents?
- ➔ Does the company employ women customer relations agents?
- ➔ Does the company provide training on unconscious biases for employees who have direct exposure to customers?¹³²

Measurement

- ➔ Does the company conduct customer service to verify the availability and function of products and services to fulfill their unmet needs?
- ➔ Does the company track the number of marketing complaints that relate to gender stereotyping or negative portrayals of women?
- ➔ Does the company track segmented customer data to understand women's spending patterns and needs?
- ➔ Does the company track the revenue and profit generated by women customers?

¹³¹ Pluess, and Pruzan-Jorgensen. Women's Empowerment in Global Value Chain. A Framework for Business Action to Advance Women's Health, Right, and Wellbeing. (Women Deliver, Dutch Ministry of Foreign Affairs, and Novo Nordisk)

¹³² Koul, B., "An Inclusive Customer Experience for Non-Binary People Is Necessary," Retail Dive, July 10, 2019, <https://www.retaildive.com/news/an-inclusive-customer-experience-for-non-binary-people-is-necessary/558190/>.



Accountability and Transparency

- ➔ Does the company communicate publicly to company stakeholders its commitment to ensuring products and services are developed with the needs of women and men in mind?
- ➔ Does the company communicate to the Board of Directors its commitment to ensuring products and services are developed with the needs of women and men in mind?
- ➔ Does the company communicate publicly to company stakeholders its commitment not to perpetuate gender stereotypes? Is there an easily accessible communication channel for the public to provide feedback and report incidences where stereotypes are perceived to be perpetuated?
- ➔ Does the company communicate to the Board of Directors its commitment to not perpetuate gender stereotypes?
- ➔ Does the company conduct regular audits and product testing to make sure products and services meet the specific needs of women and men?
- ➔ Does the company have processes in place to make sure corrective action is taken when new information suggests products and services do not sufficiently meet the needs of women or perpetuate stereotypes?

IRIS+ Metric

Stakeholder Engagement (O17914)

iii. Women in Procurement

(End of Year Number of Women Employees in Procurement)

(End of Year Number of Total Employees in Procurement)

Women employees in procurement:
include both hourly and salaried employees.

IRIS+ Metric

*Full-time Employees: Female (O16213),
disaggregated by procurement
department*

*Full-time Employees: Total (O13160),
disaggregated by procurement
department*

iv. Women in Marketing and Product Design

$$\frac{\text{(End of Year Number of Women Employees in Marketing \& Product Design)}}{\text{(End of Year Number of Total Employees in Marketing \& Product Design)}}$$

Employees in marketing and product design: include both hourly and salaried employees.

IRIS+ Metric

Full-time Employees: Female (O16213), disaggregated by marketing and product design department

Full-time Employees: Total (O13160), disaggregated by marketing and product design department



SEAF Women Economic Empowerment/GES©

Case Study 1

Overview

Founded in 2010, Digicon Technologies Limited (“Digicon” or the “Company”) has earned a strong reputation as a leading BPO service provider in Bangladesh. The Company delivers turnkey solutions to all industries that outsource their customer care division and back-office support.

Digicon offers a breadth of voice-based services covering clients across multiple industries. Its services include packages for inbound and outbound call-center facilities to clients. In addition, the Company offers some ready-to-go services that clients can deploy in a short period:



Customer Help Desk - Provides help desk services by directly integrating with the client’s network and can address customer concerns from its own resources or engage concerned departments.



Back Office Support - Includes account receivables, software development, IVR services, infrastructure management, document management, data mining, database builds, data harvesting and direct mail campaign alerts.



Billing and Coding Digicon - Provides medical billing and coding services to physician chambers, hospitals and medical billing companies, ensuring timely booking, billing and reimbursements while maintaining accuracy.



Training Digicon - Offers a variety of training courses to corporate workforces focusing on contact centers, back-office and other knowledge-based domains of the BPO industry.

Digicon’s client base includes leading telecommunication companies, multinational electronic companies, insurance, non-banking financial institutions and government institutions, among others. The Company is also involved in different training projects of both government and private organizations. Most of Digicon’s government training programs are focused on developing the next generation of skilled employees for Bangladesh’s thriving ICT sector.

The Company is a training partner of the Bangladesh Association of Call Center and Outsourcing, which is leading a dynamic initiative to train thousands of the country’s unemployed graduates/diploma holders aged 18-40 years in BPO skills.

Digicon also arranges training programs for women, partnering with different government authorities to foster women’s healthcare, women’s entrepreneurship, and technical skills devel-



Current Activities

More than 110 million of Bangladesh’s 160 million people are under 35 years old. Only 60 million people are connected to the internet. They are not only using the internet for entertainment purposes but also utilizing it for doing creative and innovative tasks.

Obstacles exist for educated women to get involved in traditional jobs due to social norms. BPO sector has been attracting talented women as it offers an excellent working environment and general opportunity for them.

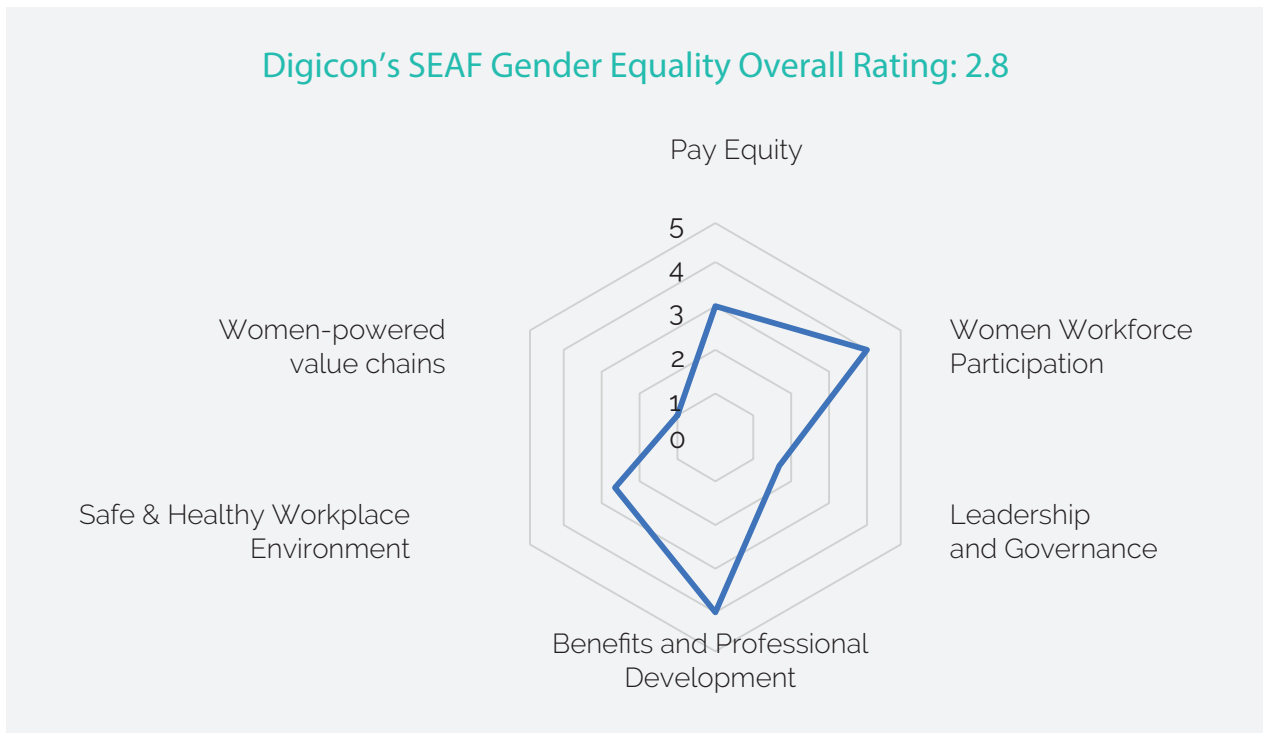
The Skills for Employment Investment Program (SEIP) supports the Bangladesh government’s reforms in skills development articulated in the National Skills Development Policy. SEIP enables a large proportion of the population to be employed.

Access to free training facilities for educated women through SEIP has contributed to women's participation in the BPO industry in increasing numbers.

Around 2,000 people have enrolled in SEIP training programs with Digicon under four different courses with 700+ of them being women. Around 56% of the trained participants received direct job placement in Digicon and in other Bangladeshi BPO companies.



Digicon's SEAF Gender Equality Score



Bangladesh gender Demographics

- ➔ The employment size of Bangladesh is increasing over time and the percentage of women's participation in employment has increased more than that of men.
- ➔ Bangladesh has seen an increase in literacy rates for both women (71%) and men (76%), with the divide narrowing over the past five years.
- ➔ The benefits for women working in BPO include better income, the ability to gain new and varied skills, a better sense of empowerment and better healthcare, among others.
- ➔ Different ICT and BPO training programs are initiated by the Bangladesh government to develop technical skills of educated young people in the country, including women's economic empowerment initiatives.

Women’s Economic Empowerment Highlights of Digicon

Pay Equity	Women’s Workforce Participation	Gender-Diverse Leadership and Governance
<ul style="list-style-type: none"> ➢ No significant pay discrimination for the employees in Digicon, the compensation ratio of the women and male salaried employees is 92%. Additionally, the Company also has a compensation policy which explicitly supports pay equity. ➢ SEAF Women’s Economic Empowerment Team is working with the Company on establishing employee surveys or benchmarking studies, with disaggregated data to further 	<ul style="list-style-type: none"> ➢ 39% women workforce participation ➢ Finds the right talent for its workforce from its own training programs. Women workplace participation in Digicon is increasing through direct recruitment from the SEIP training programs. ➢ Digicon is in a good place for learning, which is ensuring work-life balance for attracting and retaining talent, especially women employees. Different recreational and cultural events are arranged regularly for the employees as team building activities. ➢ Overall women turnover ratio is 7.4% only, comparatively less than that of men. 	<ul style="list-style-type: none"> ➢ Increasing cap table representation with 11% of shareholders being women, compared to the wider South Asian context where only 18% of the firms having women among their principal owners. ➢ 14% of C-Suite representation are women. In the context of South Asia, only 11% of firms have women as top managers. ➢ Increasing women ownership and leadership helps foster a culture that embraces diversity and rewards people based on their achievements and their potential capabilities. ➢ SEAF Women’s Economic Empowerment team is working with the Company to help more women employees to achieve their career development at top and mid-management levels.
Benefits and Professional Development	Safe & Healthy Workplace Environment	Women-Powered Value Chains
<ul style="list-style-type: none"> ➢ Addressing gender equality in the workplace by offering paid maternity leave and other post-natal benefits to women employees. ➢ Providing health insurance and access to facilities that improve employee performance and increase productivity. ➢ Enabling women to reach their full potential by developing their capacity through different training programs. ➢ Providing phone allowance, subsidized food and daily transportation facilities that are disproportionately benefitting women employees . 	<ul style="list-style-type: none"> ➢ Practicing roster basis (8 hours) to maintain productivity and increase the efficiency of its employees. Digicon also reduces the health effects on employees due to night shifts. Due to safety and health issues, women employees are not allowed to work the night shift at Digicon. ➢ Establishing a safe workplace environment for women employees by ensuring strict adherence to the sexual harassment policy. ➢ Offering flexibility in working arrangements and work timings which encourage Digicon’s women employees to join and stay longer. Moreover, employees are rewarded on a merit basis for timely deliveries. ➢ Also ensuring a safe place of work, where facilities are strictly monitored, and transportation is easily accessible. 	<ul style="list-style-type: none"> ➢ Empowering women through freelance, IT and call center training services which are fully dedicated for educated women in rural areas of Bangladesh. ➢ Working actively to help increase women entrepreneurs in the ICT sector by "She Power Project: Sustainable Development for Women through ICT," a training program within the ICT division of Bangladesh Government. ➢ Providing "Family Planning" training for women in collaboration with Directorate General of Family Planning (DGFP) that ensures good health and well-being of women, particularly in remote areas of the country.





APPENDIX

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Appendix A: Example of template for collecting employee information

No.	Name	Gender	Start Date	End Date	Title	Department	Base Salary	Total Compensation	Employee type	Training Record

Appendix B: Example of template for collecting information on leadership and governance parameters

No.	Name	Gender
Board of Directors		

No.	Name	Title	Department	Gender
C-Suite				
Middle Management Level				



Appendix C: SEAF Gender Equality Scorecard Rating Matrix

Pay Equity	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to advance pay equity based on international expectations	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women/men compensation ratio for hourly employees (percent of women's to men's)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%
Women/men compensation ratio for salaried employees (percent of women's to men's)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%
Women/men ratio of company's top 10 percent compensated employees (percent of women to men)	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>95%

Women's Workforce Participation	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to promote gender diversity in recruitment	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women's percent of salaried employees	0 to 10%; 91 to 100%	11 to 20%; 81 to 90%	21 to 30%; 71 to 80%	31 to 40%; 61 to 70%	41 to 60% ²⁶
Women's percent of hourly workers	0 to 10%; 91 to 100%	11 to 20%; 81 to 90%	21 to 30%; 71 to 80%	31 to 40%; 61 to 70%	41 to 60%
Women's turnover ratio (percent of male turnover)	>150%	131 to 150%	116 to 130%	106 to 115%	<105%

Gender-Diverse Leadership & Governance	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Women’s board representation (percent of total board members)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%
Women’s senior management representation (percent of total Senior Management members)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%
Women’s middle management representation (percent of total middle managers)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%
Women’s ownership (percent of total ownership)	0 %	1 to 10%	11 to 25%	26 to 45%	>45%

Benefits & Professional Development	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to paid parental leave	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Health insurance policies that recognizes the different health needs of women and men	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to promote women’s professional development and training	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied. I.e. if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to ensure non-discrimination and equal opportunity in performance review and promotion processes	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				



Safe & Healthy Workplace Environment	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to integrating environmental impact on women and girls, including the climate change vulnerabilities between women and men, in its environmental protection measures	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (Evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to address sexual harassment and gender-based-violence in the workplace	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (Evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to occupational health and safety addresses the specific health, safety, and hygiene needs of women at work	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (Evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to promote gender equality and women's empowerment through inclusion, transparency and respect policies and practices	<p>A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5:</p> <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				

Women-Powered Value Chains	1 (We Need To Talk)	2 (More Work to Do)	3 (Getting There!)	4 (Advancing to Role Model)	5 (Absolute Role Model)
Approach to promote gender diversity in (management) of supplier workforce/ approach to promote gender diversity in supplier employees overall	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Approach to target women customers with its products and/services	A maximum of 5 points could be allocated on this parameter depending on what management framework has been applied, i.e., if the company practices one of the following dimensions scores 1, if it has all of the five practices scores 5: <ul style="list-style-type: none"> > Commitment (evidence of stakeholder consultation) > Communication > Implementation > Measurement > Accountability and Transparency 				
Women employees in procurement department (percent of total procurement staff)	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Women/men ratio in marketing and product design (percent of total marketing and product design staff)promotion processes	0%	1 to 10%	11 to 25%	26 to 45%	>45%

