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SWEEF CAPITAL GENDER ROI™

A Tool for Assessing and Improving Diversity, Equity and Inclusion in Enterprise and Investment Portfolios

Practitioner's Manual
Version One
June 2023

About Sweef Capital

Sweef Capital is a Singapore-based impact investment firm investing in the potential of women and the future of Southeast Asia. As a private equity firm, Sweef Capital focuses on investing equity and quasi-equity capital in growth-stage companies, primarily in Vietnam, Indonesia and the Philippines, where its experienced investment professionals are deeply rooted. The team strives to maintain an ethical and responsible business practice in the selection and management of their investments. The firm's investment practice is very much relationship-centred and value creation-oriented, which instils confidence in investee companies and leverages established channels to drive strong deal flow. Sweef Capital targets investments in growth markets including education, healthcare, food systems and climate resilience, sectors that are experiencing strong and increasing demand.

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Acknowledgements

The Sweef Capital Gender ROI™ Practitioner's Manual was prepared under the guidance of a steering committee comprising Professor Rosemary Addis AM (Chair of the Sweef Capital Board of Advisors, University of Melbourne), Professor Edward T. Jackson (Carleton University, Institute of Development Studies), Ms Jessica Espinoza (2X Global) and Ms Jennifer Buckley (Founder and Managing Director of Sweef Capital, Ex-Officio).

The Sweef Capital Gender ROI™ (Gender ROI™) is a tool developed from the collective field experience of gender lens practitioners and in collaboration with stakeholders and subject matter experts including **2X Global** members, **Aspen Network of Development Entrepreneurs** (ANDE) through support from the **U.S. Agency for International Development** (USAID), the Australian Government **Department of Foreign Affairs and Trade** (DFAT), **Criterion Institute**, **GenderSmart, Huber Social**, **ICRW Advisers** (ICRW), **IFU** and the **United Nations Economic and Social Commission for Asia and the Pacific** (UN ESCAP). This growing community is aligned in addressing challenges facing women as entrepreneurs, business leaders, employees and consumers working towards enacting systemic change.

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Sweef Capital is grateful to **Equilo** in harnessing the power of the robust Gender ROI™ tool by digitising the survey tool and leveraging Equilo's existing country- and sector-specific contextual data, best practices library and automated analytics capabilities. We can now provide a powerful, efficient tool for development finance institutions, investors and companies to gain gender equality insights, and compel them to action.

This Manual was developed by **Jennifer Buckley**, **Rowena Reyes**, **Brianna Losoya-Evora** and **Samantha Tedjosugondo**, with the valuable support of **Marianne Beau Goldy Yancha**, **Nayana Sri Yalamati**, **Alana Hambly**, **Pooja Thapar**, **Tolulope Adigun** and **Douglas Souza**. We acknowledge the support of representatives of **TEKY Alpha Holdings** JSC and USM **Healthcare Medical Equipment Factory** JSC, who piloted the Gender ROI™ in their operations as a critical element of improving gender equality and diversity.

The Manual development was supported by funding from the Aspen Network of Development Entrepreneurs (ANDE) Gender-Smart Investing Capacity Building Facility through generous support from the U.S. Agency for International Development (USAID). Sweef Capital appreciates this Facility's assistance in building and implementing the first pilot of the Gender ROI™ with two growing enterprises, supporting the Gender ROI™'s promotion and adoption and adding to a best practices library of gender intervention action plans in Southeast Asia.

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Australian Government Department of Foreign Affairs and Trade

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Sweef Capital Gender ROI™ Indicators

Resilience

1. Women business ownership
2. Women senior management representation
3. Women middle management representation
4. Gender wage equity
5. Women workforce participation
6. Gender-disaggregated data in supply chains
7. Gender-disaggregated data in value chains
8. Addressing climate risks

Opportunity

9. Performance evaluation and progression
10. Women representation in top 10% employees by compensation
11. Gender diversity in recruitment
12. Gender lens in policies and strategies
13. Professional development, networking and mentoring
14. Gender-responsive procurement
15. Gendered approach to value chains
16. Community engagement through CSR initiatives

Inclusion

17. Inclusive health insurance policies
18. Survivor-centred prevention and response to gender-based violence and harassment
19. Women workforce participation support policies
20. Women's turnover ratio
21. Women in part-time and temporary employment
22. Compensation ratio for women in part-time and temporary employment
23. Fair treatment of part-time or temporary workers
24. Gender equality beyond workplace

Foreword

Women represent 51 per cent of the world's population yet still experience significant gaps in economic participation and opportunity, educational attainment, health and survival and political empowerment.

While that landscape is evolving, it is imperative we seize every opportunity to accelerate change so that more individuals, organisations, institutions and communities reap the broad and far-reaching benefits of gender empowerment. This is feasible, and inevitable.

Increasing numbers of organisations, government bodies, industry advocates and investors are engaging in frank conversations about barriers that prevent women's full participation in many activities, and better ways to create the conditions for women's contributions to economic prosperity and social cohesion. Access to capital is among the barriers.

Across the world, a critical mass of women are moving into roles of potential influence and impact in areas they see as vital to individual and collective wellbeing, sectors such as education, healthcare and sustainability. These promising developments are heralding positive effects in how organisations are led and operated and how businesses and entrepreneurial ventures are funded and supported.

> **"Many now understand the why (for diversity) – why does it make business sense and is the right thing to do. But how do you actually do it, how do you measure progress and what works best? That's what we can do with this tool and the data that's coming out of it."**
>
> *- Jessica Espinoza, 2X Global*

To accelerate this trend, we need a more granular understanding of how to identify and address gender barriers and enablers in our own enterprises, operational ecosystems and investment portfolios, and how performance compares with other organisations, industries and sectors.

The Sweef Capital Gender ROI™ has been developed for this express purpose. The tool provides a common language around gender and clear systems and processes with which to translate aspirations into superior financial performance and positive social, economic and environmental impact.

This Practitioner's Manual sets out how any organisation or fund can conduct deep gender analysis and track their performance.

> **"What I like about the tool is it's holistic, it's integrated, it invites a continuous improvement approach. It's not static. And from an investor perspective, it allows you to aggregate and see across a range of factors (to) drive better outcomes."**
>
> *- Rosemary Addis AM, Mondiale Impact*

The measures outlined in the Manual have been designed by practitioners for practitioners and are flexible enough to integrate into existing reporting and governance regimes. They are grounded in strong evidence that improving diversity, equity and inclusion through economic empowerment is good for women, their families and communities, for business and global economic growth, and for the environment.

Importantly, the data will become part of a global evidence base on critical links between diversity, equity and inclusion, and organisational and investment performance.

Over time this database will enable correlations to help guide strategic leadership and investment decisions. For example, when we have more women in leadership roles, do we see a positive impact on women-powered supply chains? What does it mean for gender-smart product design? For workplace policies and practices?

> **"It's exciting to see the appetite for change growing with every investment that unlocks new value."**
>
> *- Jennifer Buckley, Sweef Capital*

The Sweef Capital Gender ROI™ will help organisations to identify and fully leverage the benefits of diversity through structured, measurable practice. It will help investors to be more intentional in making gender a value driver across the businesses they invest in because they can assess impacts and benchmark progress against a credible global evidence base.

We now have greater understanding of the typical barriers and derailers that prevent women from realising their potential at work and in business. This Manual brings together practical measures to surface and address these issues and patterns and deliver exponential results. We invite you to use this Manual to assess and improve your own practices and join the vanguard of change.

Sweef Capital Gender ROI™ Steering Committee

Rosemary Addis AM
Founding Managing Partner, Mondiale Impact

Jennifer Buckley
Managing Director, Sweef Capital

Jessica Espinoza
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Edward T. Jackson
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> **"What makes (the Sweef Capital Gender ROI™) not just credible but very powerful is that it's coming out of a group of people placing capital actively… a women-owned, women-led investment practice."**
>
> *- Edward T. Jackson, Carleton University*

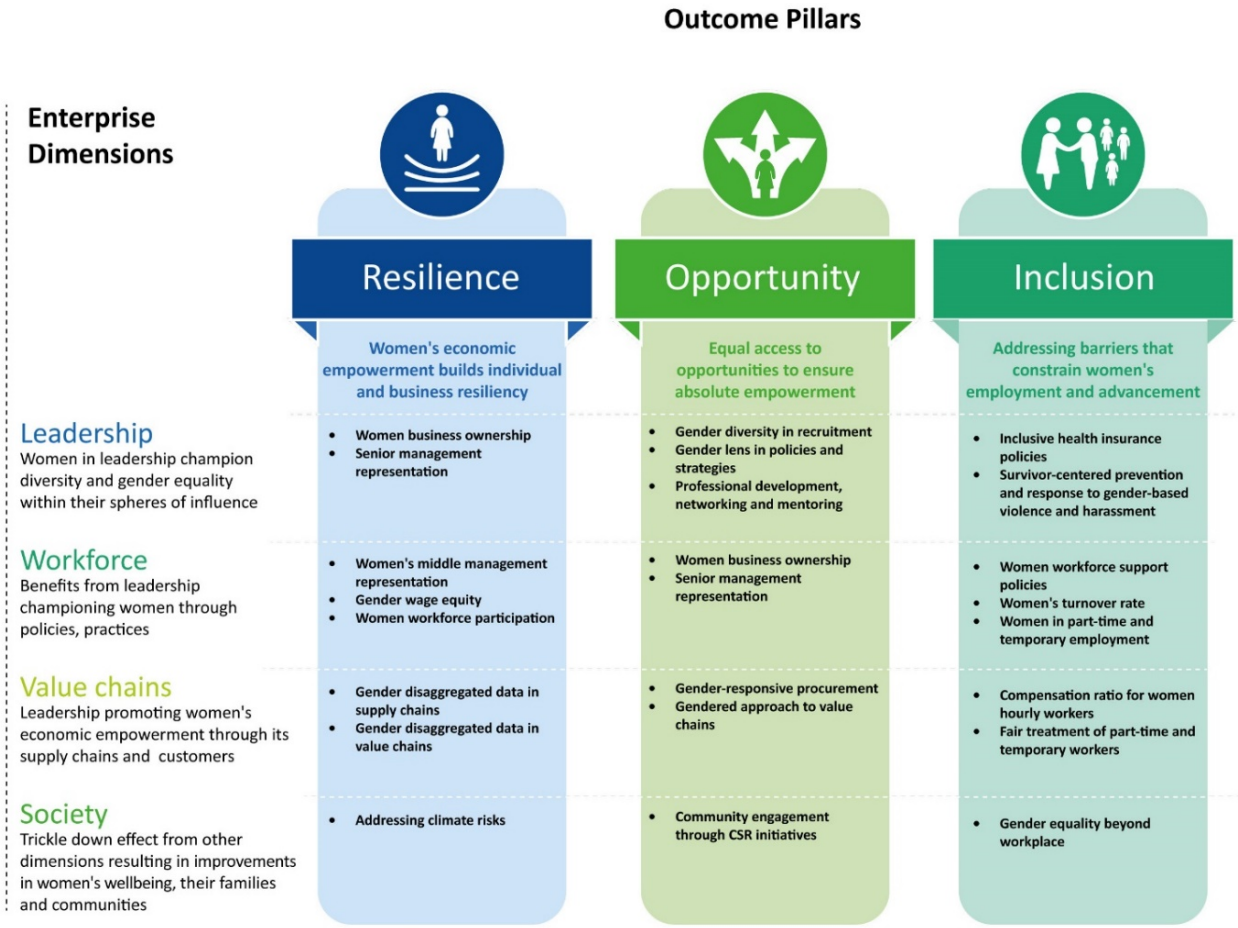
Executive Summary

The Sweef Capital Gender ROI™ (Gender ROI™) is a practical tool for use in and with enterprises and investments to assess and improve diversity, equity and inclusion. The Gender ROI™ (Figure 1) incorporates four enterprise dimensions and three outcome pillars to provide a scoring system of 24 qualitative and quantitative indicators.

The enterprise dimensions – Leadership, Workforce, Value chains and Society – map to the evidence base for economic empowerment and value creation. The outcome pillars – Resilience, Opportunity and Inclusion – reflect dimensions of inclusion, diversity and equity relating to economic and social roles, contributions, and constraints and vulnerabilities. Two indicators at each intersection of the enterprise dimensions and outcome pillars make up the 24 indicators that relate to enterprise policies, processes and spheres of influence.

The tool measures an enterprise's commitment to and integration of diversity, equity and inclusion based on gender and can also be adapted for other diversity, equity and inclusion considerations. Organisations applying the tool gain a comprehensive understanding of the gaps and opportunities to integrate these factors in policies, processes and practices. It is a useful tool for investors in due diligence and as part of active impact management practices. The tool enables deep gender analysis and builds the evidence base on the linkages of diversity, equity and inclusion with organisational and investment performance.

Figure 1: Sweef Capital Gender ROI™ matrix at a glance



Source: Sweef Capital Pte Ltd, 2022.

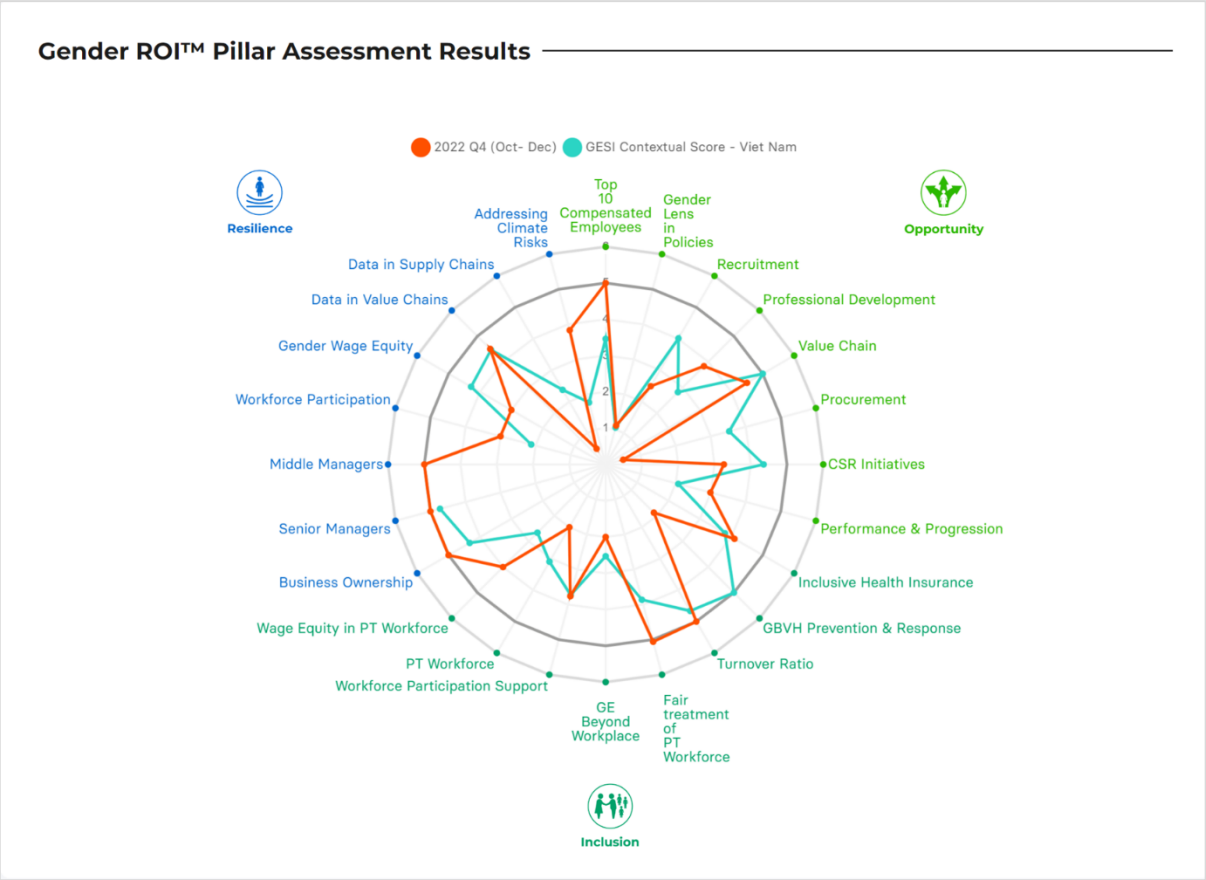
The following sections explain why diversity matters and provide additional background on the Gender ROI™. **Gender ROI™ Indicators** provides a deep dive into the rationale and application of each of the 24 indicators.

Calculating a Sweef Capital Gender ROI™ Score explains how to assign a score for each indicator. Quantitative indicators are scored on a five-point scale to evaluate performance, from 1 = 'We need to talk' to 5 = 'Role model'. Qualitative indicators are evaluated through a series of guide questions around the different factors of commitment, communication, implementation, measurement, and transparency and accountability.

The scores for each indicator are presented in a two-dimensional data series in the spider chart (Figure 2). Scores at the farthest end of the spike represent a '5' – that is, the company is a role model in demonstrating relevant policy and practice. Scores at the center represent a '0' – that is, the company does not have the relevant policy nor is it demonstrating the dimension of focus through practice, which means the indicator requires immediate action. The Equilo platform features an automated and intelligent function prescribing a gender action plan based on the assessment.

The example company shown in Figure 2 is demonstrating strong performance in indicators such as women business ownership, women representation in senior management, women representation in middle management, fair treatment of part-time and temporary employees, and women's turnover ratio. However, the company is underperforming in gendered disaggregated data in supply chains, gender lens in policies and strategies, gendered approach to procurement, gender equality beyond the workplace and addressing climate risks. So, these indicators would be the focus of interventions and laid out in a gender action plan.

Figure 2: Sample of Gender ROI™ assessment



Source: Sweef Capital Management Pte Ltd and Equilo 2022.

Introduction

The Sweef Capital Gender ROI™ (Gender ROI™) is a practical tool for use in and with enterprises and investments to assess and improve diversity, equity and inclusion. Developed by practitioners for practitioners, it is actionable, useful and adaptable to context.

It provides a usable diagnostic measurement and management tool for practitioners to carry out gender analysis and identify concrete, practical areas for improvement across a single enterprise or a portfolio of investments. It provides a basis to manage performance and benchmark progress over the short, medium and long term. See more about the tool in **About the Sweef Capital Gender ROI™**.

Sweef Capital recognises gender is often reduced to conversations about women and men. In this document and the tool, gender is used to convey *"the gender by which any person identifies; it is a person's internal and individual determination of their gender based on their feeling of being a man, a woman, both, neither, or somewhere else along the gender spectrum in a cultural context. A person's gender may not match their assigned sex at birth. A person's gender identity should not be confused with their sexual orientation; these concepts are fundamentally different and independent from one another"*.[1]

Because women are particularly underserved in the investing space, aspects of the Gender ROI™ focus on women and girls.

The tool is flexible and can be adapted for different contexts, from micro- and small enterprises to large organisations, and across different levels from a single enterprise to a broader investment portfolio.

The Gender ROI™ can also illuminate useful insights into other dimensions of inclusion and diversity that help create an inclusive environment, such as age, race, skills, backgrounds, sexual orientation and other differences.

It provides a practical reference for assessing and improving other dimensions of diversity, equity and inclusion. Over time, more tailored guidance will be developed for broader dimensions of inclusive business and investment practice.

The Gender ROI™ is designed to be used as a standalone assessment and to inform strategy, management transparency and governance for diversity, equity and inclusion as part of applying best practice process standards for sustainability, including the Operating Principles for Impact Management and the UNDP SDG Impact Standards.

The tool captures data and practices across different geographies where women experience economic inequality, discrimination and lack of representation. It accounts for foundational work in diversity, equity and inclusion practice and connects it with field experience to ensure key learnings can be applied and the tool can be adapted for the wider benefit of practitioners globally.

The tool is flexible and can be adapted for different contexts, from micro- and small enterprises to large organisations, and across different levels from a single enterprise to a broader investment portfolio.

[1] Criterion Institute (2019), *Key Concepts* in Gender. Haddam, Connecticut: Criterion Institute.

This manual provides an overview of the purpose and use of the Gender ROI™ in addressing diversity, equity and inclusion. Practitioners can use the tool to conduct a gap analysis, identify areas that will require intervention, assess and manage initiatives, and improve practice over time.

- **Why Gender Diversity Matters** sets out the need for strong commitment from leadership in championing organisational change. There is a compelling investment and business case for diversity, equity and inclusion as a key contributor to organisational and investment performance as well as the significant measurable impact it creates.
- **Gender ROI™ Indicators** provides a holistic and integrated approach to impact assessment. Each indicator description outlines the rationale, scope, practical application and linkages to outcome pillars.
- **Calculating a Sweef Capital Gender ROI™ Score** presents the scoring methodology. To measure overall impact, the tool generates a score based on 24 qualitative and quantitative indicators. A baseline assessment enables enterprises to track gender action plans.
- **Integrating Gender into Action Planning** explains how the Gender ROI™ presents a roadmap for integrating diversity, equity and inclusion throughout an enterprise's value systems, business operations and corporate structures, enabling deep gender analysis.
- **Monitoring and Improvement** highlights monitoring, review and improvement processes for Gender ROI™ and the Manual. When there are material developments in applicable standards and evidence, a new version will be issued to ensure its currency.

Who Should Use the Gender ROI™

The Sweef Capital Gender ROI™ aims to guide users in addressing diversity, equity and inclusion within their organisations and portfolio companies.

It is designed for a wide audience including entrepreneurs, investors, financial advisors, intermediaries, researchers, regulatory agencies, government policy makers, development agencies, foundations and private sector companies. This manual provides background on the tool's evidence base and utility. It also presents practical guidance on the rationale, scope and practical application of each indicator to assist users in interpreting, implementing and applying the tool consistently.

Enterprises and investors are encouraged to utilise the tool as a gap analysis, assessment and management tool, and to fill gaps and improve practice over time.

The tool and manual can be used by different stakeholders in a variety of ways:

- Guide **investors** in developing their gender equality and diversity frameworks, investment strategies, investment evaluation and selection, portfolio construction, exits and related monitoring systems, to complement financial analysis at the due diligence stage.
- Support **enterprises** to integrate a gender lens into their values systems, policies and practices and improve diversity, equity and inclusion over time.
- Give **fund managers** a defined due diligence framework to identify areas for gender equality and diversity improvement, and provide support for integrating gender improvement plans into investee 100-day business plans and medium-term value creation strategies that benefit women, investors and entrepreneurs.
- Enable **fund managers** to process manage investment performance through ongoing assessments of investee and portfolio level gender equality measurement, to guide ongoing post-investment value creation work and direct shifts required in portfolio level intervention.
- Inform **gender specialists** and policy makers on how to address current gaps in program-related activity relating to mainstreaming diversity, equity and inclusion.

Over time, the data developed through application of the tool can also:

- enable the building of standardised gender datasets that researchers can use to test hypotheses and direct evidence-based research around correlations between diversity, equity and inclusion and business and investment performance
- provide data to inform analysis to formulate and incorporate a gender lens strategy in the business processes of different organisations.

Wider adoption of the Gender ROI™ will generate datasets captured in a global database, enabling gender analysis. Over time, this will allow academic researchers to validate the linkages between gender equality and diversity, financial and social impact, and business and investment performance. These datasets will also support benchmarking across industries, countries and regions.

Developing this knowledge facilitates the mainstreaming of gender lens investing as an investment strategy across a broad spectrum of investors through frameworks, tools, metrics and best practices. Building a best practices library that can be shared across different stakeholders to support gender interventions underpins a gender lens investing ecosystem.

Why Gender Diversity Matters

The investment and business case for diversity, equity and inclusion is compelling and increasingly in focus for enterprises and investors as key contributors to organisational and investment performance.

Research shows women's representation in venture capital (VC) has contributed to remarkable performance, including a 10 per cent improvement in VC funding for VC firms having at least one woman partner and 63 per cent better financial performance for enterprises with all-women founders teams.[2]

Individuals with multifaceted backgrounds bring an array of experiences, ideas and perspectives when defining solutions and choosing the correct course of action. They also serve as critical agents in driving enterprise resilience and financial performance. Enterprises invest valuable resources to embed diversity, equity and inclusion into their values systems, operating models and change management processes.

Doing so creates an inclusive environment where all employees are engaged and performing at high levels, and where differences in backgrounds, perspectives and understanding are essential elements in value creation.

Further, evidence shows gender-smart strategies can help grow a company's competitiveness, solidify its supply base, improve its human capital, and help build an enabling business environment. Companies integrating gender-inclusive policies can unlock opportunities for increasing profit, growth and innovation. Therefore, it is critical to develop a measurement system that tracks diversity, equity and inclusion efforts at the enterprise level and measures their performance through demonstrated outcomes for women and girls and corresponding enterprise gains.

> **Companies with a strong track record and emphasis on gender issues are 15% more likely to have higher earnings than their peers.**
>
> *- KPMG*

As much as $12 trillion could be added to global GDP by 2025 by advancing women's equality.[3] Closing gender gaps is key to achieving positive impacts across intersecting Sustainable Development Goals, including decent work and economic growth, good health, poverty alleviation, food security and reducing inequalities.[4]

Investing in women entrepreneurs and employees yields significant social and economic returns. Women entrepreneurs are identifying solutions to problems that they and those around them experience; they are also addressing market needs and opportunities.

When women become economically active, they represent sizeable buying power. Enterprises that recognise this as an opportunity can build a strong competitive advantage. Nielsen research suggests that by 2028, women are projected to control 75 per cent of discretionary consumer spending.[5]

So, women are best placed to tap into this opportunity and bring valuable consumer insights to product and service development and delivery. Further, women use their incomes differently.

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[2] P Ryan (2019), *Impact Imperative: Innovation, Entrepreneurship, and Investing to Transform the Future.* United States: Greenleaf Book Group Press; I Solal and K Snellman (2023), 'For Female Founders, Fundraising Only from Female VCs Comes at a Cost', *Harvard Business Review*.

[3] J Woetzel et al. (2016), *The power of parity: how advancing women's equality can add $12 trillion to global growth*. United States: McKinsey & Company.

[4] UN Secretary General's High Level Panel on Women's Economic Empowerment (2016), *Leave No One Behind: A Call to Action for Gender Equality and Women's Economic Empowerment.* New York City, New York: UN.

[5] Nielson (2020), *Wise up to women*. United States: Nielson.

Women spend 90 cents of every dollar they earn on their families, including on their children's education, health and nutrition, compared with 30 to 40 cents allocated by men.[6] This creates a strong multiplier effect on social returns by improving sustainable livelihoods, promoting quality education, creating decent work, fostering good health and increasing economic growth.

To harness the capabilities of women as agents of change, it is critical to understand women's distinct economic roles and contributions, as well as the constraints in developing consistent and holistic women's empowerment interventions. Particularly, it requires changing mindsets formed by deeply rooted social and cultural norms by addressing the root causes of inequality.[7]

Spotlight on Asia

In Asia and the Pacific, the case for a focus on gender is strong and growing. The Asian Development Bank estimates improvements in gender equality and empowering women could raise aggregate income in Asia and the Pacific by 6.6 per cent in one generation and 14.5 per cent in two generations, with per capita income rising as much as 30.6 per cent in one generation and 71.1 per cent in two generations.

Redressing gender equality and diversity imbalances drives business value that contributes to sustainable development in sectors that particularly affect women and girls in Southeast Asia. A United Nations report finds that, across Thailand, the Philippines and Malaysia, women entrepreneurs hired 17 per cent more women employees than their male counterparts. This facilitated the participation of more women into the workforce who have the capabilities to understand women's consumer needs and behaviours to create strong and compounding effects.

Much like dividends that public corporations pay to shareholders, the Gender Dividend is a steady benefit that is earned by making wise balanced investment in developing women as workers and potential leaders as well as understanding women as consumers and their impact on the economy and the bottom line.

Source: Deloitte (2011), The gender dividend: Making the case for investing in women. United States: Deloitte.

[6] Women Deliver (2012), *Invest in Girls and Women: The ripple effect*. New York City, New York: Women Deliver.
[7] Asian Development Bank (2021). Investing in Gender Equality Will Build Resilience to Future Shocks. Manila, Philippines: Asian Development Bank.

About the Sweef Capital Gender ROI™

The Gender ROI™ is a diagnostic measurement and management tool designed to help investors and leaders assess the diversity, equity and inclusion policies and practices of enterprises using a gender lens.

The aim is to inform both practice and performance in addressing inequalities, while highlighting significant opportunities to improve outcomes for women and girls. Intended users include development finance practitioners, enterprises, fund managers, gender specialists and policy makers. The gender thesis is that embedding and improving gender equality at enterprise level will:

- improve the way that the enterprise is led and operated to drive value creation
- build value through the enterprise value chain
- improve outcomes material to women's economic empowerment and wellbeing across intersecting dimensions.

The tool was developed to conduct holistic gender analysis of an enterprise to enable:

- enterprises to self-evaluate and improve
- investors to do due diligence and request improvements
- researchers and policy makers to rigorously assess the gender thesis with resulting data and, armed with supportive evidence, to incentivise and integrate a gender lens in deploying capital by public and private investors.

The tool was developed to focus on four enterprise dimensions of Leadership, Workforce, Value chains and Society as key actors and enablers of business and social ecosystems.

The Gender ROI™ takes a holistic and integrated approach to impact assessment that looks beyond women entrepreneurs, women in boardrooms and women at executive levels in public markets. The tool focuses on how diversity, equity and inclusion principles are integrated into leadership structures, organisational value systems, and workplace policies and practices where the organisation influences its value chains.

The tool was developed to focus on four enterprise dimensions of Leadership, Workforce, Value chains and Society as key actors and enablers of business and social ecosystems. By applying different levers of change across the enterprise dimensions targeting women's economic and social roles, contributions, constraints and vulnerabilities, women's economic empowerment is demonstrated through three outcome pillars of Resilience, Opportunity and Inclusion.

The outcome pillars are goalposts for women's economic empowerment that involve:

- addressing the need for women's participation in gainful employment and to be in a position of influence and decision making
- ensuring equal access to opportunities for women's participation and advancement
- safeguarding women's wellbeing through safety nets and protection addressing gender norms and biases.

These outcomes are also key tenets in building a resilient enterprise to meet the challenges of today's dynamic business environment. Each outcome plays a role; they are mutually beneficial and should be seen as an engine of sustainable and inclusive development.

The tool comprises 24 qualitative and quantitative indicators that measure an enterprise's commitment to diversity, equity and inclusion, and identify the gaps and opportunities in institutionalising diversity, equity and inclusion in existing policies, processes and practices.

Collecting and analysing data provides credible evidence that can be used to demonstrate to internal and external stakeholders that there are issues that need to be addressed. In particular, the diagnosis identifies gaps across the different indicators, informing necessary actions and interventions to deliver outcomes that support women's economic empowerment.

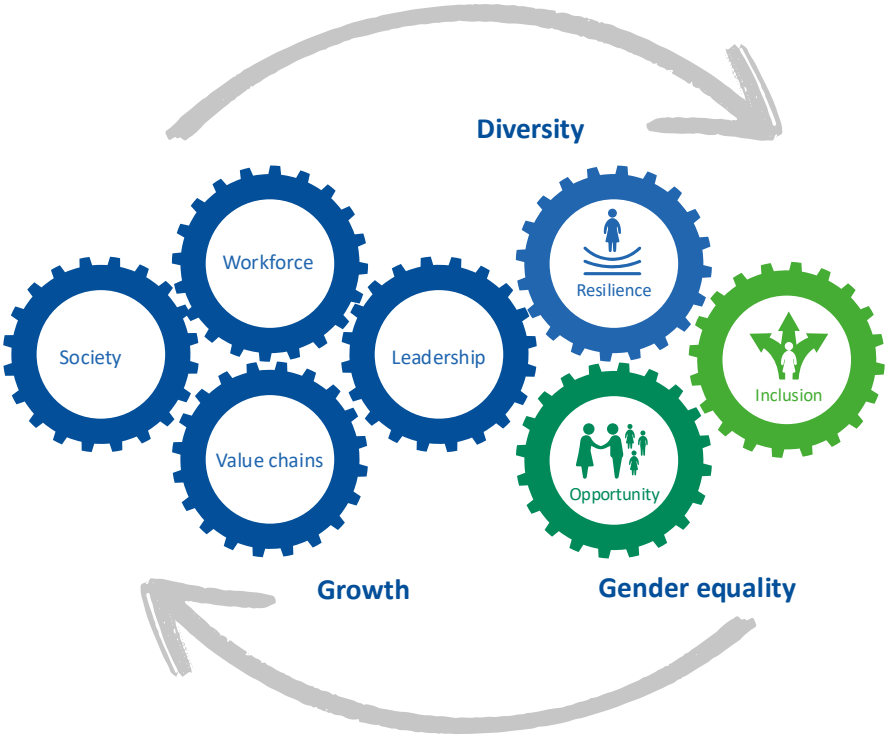
This tool guides investors on how to develop gender equality and diversity frameworks, investment strategies and investment processes, and then measure and monitor the impact of their investments. A due diligence framework helps users identify areas for improvement and provides support on how to integrate gender improvement plans into investee value creation strategies.

The tool enables deep gender analysis and builds an evidence base on the linkages between diversity, equity and inclusion and investment and organisation performance. This, in turn, encourages the wider enterprise and investment ecosystem to adopt gender lens investing, direct larger pools of capital towards women's enterprises and improve implementation of gender action plans that strengthen gender outcomes.

Financial institutions, fund managers and capital providers can make more informed decisions backed by academic research about deploying capital in ways that improve outcomes for women and girls and reduce barriers to participation in a gender lens investment.

By better understanding a current or prospective investee's performance across various gender dimensions and knowing where there is room for improvement, financial institutions, fund managers and capital providers can choose to invest in high-performing enterprises or support enterprises underperforming from a gender perspective in targeted areas.

Figure 3: Gender ROI™ - growth enabled diversity and gender equality



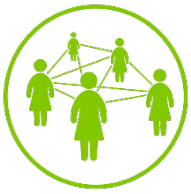
Source: Sweef Capital Pte Ltd 2021.

Gender ROI™ Enterprise Dimensions

The Gender ROI™ examines the interlinkages of embedding diversity, equity and inclusion across the four enterprise dimensions – Leadership, Workforce, Value chains and Society – and the resulting outcomes of financial and social returns as measured through the three Gender ROI™ outcome pillars – Resilience, Opportunity and Inclusion. Each dimension has distinct characteristics considered as strategic levers. When enabled, they can deliver transformative and systemic change.

Leadership – Enterprise leadership can significantly affect corporate culture, organisational performance[8] and societal effects. Companies with three or more women in senior leadership score higher on multiple dimensions of organisational performance. Women in leadership positions promote diversity, equity and inclusion within their own spheres of influence, consequently empowering women in the workforce and value chains while generating a strong multiplier effect that contributes to the economic development and overall wellbeing of society. In the finance sector, women in investing roles are almost twice as likely to invest in women.[9]

Workforce – Equitable workforce benefits from shaping corporate culture that is championed by leadership through its values systems, policies and practices is one of the key foundations of business resilience. Because women remain less likely than men to participate in the workforce,[10] are more likely to be unemployed, are over-represented in informal and vulnerable work and get paid less for the work they do,[11] women's economic empowerment is a crucial priority that leads to improving their agency and their family's wellbeing.



Value chains – Enterprise leadership can influence its own stakeholders as key enablers of women's economic empowerment. They drive how an enterprise engages with its customers and suppliers. Including the ways in which an enterprise engages across the full range of activities needed to create and deliver its products and/or services provides a more comprehensive and dynamic picture of gender equality and diversity within its spheres of influence.

Society – Society ultimately benefits from the active contributions of other dimensions, improving women's wellbeing, their family and community, peace and security. When more women work, the whole economy benefits.[12] Society can convene different stakeholders into collective action in addressing critical social issues such as gender and climate change.

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8 McKinsey & Company (2017), *Women Matter: Time to accelerate. Ten years of insights into gender diversity 2018*. United States: McKinsey & Company.

9 International Finance Corporation (2019), *Moving toward gender balance in private equity and venture capital*. Washington DC : IFC.

10 UN Women (2018), *Turning Promises into Action: Gender Equality in the 2030 Agenda for Sustainable Development*. New York City, New York: UN Women.

11 International Labour Organization (2018), *World Employment and Social Outlook: Trends for Women 2018: Global Snapshot*. Geneva, Switzerland: ILO; International Labour Organization (2018), *Women and men in the informal economy: A statistical picture*, 3rd edition. Geneva, Switzerland: ILO.

12 International Monetary Fund (2018), *Pursuing Women's Economic Empowerment*. Washington DC: IMF.

Gender ROI™ Outcome Pillars

Resilience

Oxfam defines resilience as the ability of women and men to realise their rights and improve their wellbeing despite shocks, stresses and uncertainty.[13] Women and girls at large live in a world of widespread gender inequality. Having less access to capital, resources, education and health care, they lack economic autonomy and are underrepresented in decision making at all levels of the economic and political arena. These inequities have become more pronounced due to the devastating effect of the pandemic on the economy and society during 2020-21. Women have been at the forefront of building resilience but have been constrained by gender norms and biases. Women's economic empowerment enables them to access resources and participate in decision making processes that affect their lives and families.

Strengthening women's resilience has never been more important, making them more agile to adapt and respond as they face external shocks, risks and vulnerabilities. Moreover, women are disproportionately affected by environmental degradation, climate change and the lack of safely managed water supplies and sanitation; they also experience the greatest adverse effects from the lack of safe, reliable, affordable and clean energy.[14]

> **The benefits of having more women in leadership roles include better firm performance … and greater ability to minimize high-risk financial transactions and serve markets dominated by women.**
>
> *- Source: International Finance Corporation*

Empowering women builds resilience at the individual, enterprise, and community levels. Women's engagement in decent work and opportunities for progression improve their economic empowerment, which helps build resilient organisations and communities. An intentional push to include women at every level of the organisation –where their voices can be heard – creates an environment where all employees can thrive, which has a multiplier effect on social and economic impacts. Women possess unique qualities that are well integrated into core resilience competencies in areas such as business continuity, disaster recovery, incident management, physical security, threat intelligence and emergency response.

Table 1: Resilience – gender indicators across dimensions

Leadership	Workforce	Value chains	Society
– Women business ownership – Women senior management representation	– Women middle management representation – Gender wage equity – Women workforce participation	– Gender-disaggregated data in supply chains – Gender-disaggregated data in value chains	– Addressing climate risks

[13] Oxfam (2017), *Gender Justice in Resilience: Enabling the full performance of the system*. Oxford, United Kingdom: Oxfam.

[14] UN Women (2018), *Turning Promises into Action: Gender Equality in the 2030 Agenda for Sustainable Development*. New York City, New York: UN Women.

Opportunity

Women's economic empowerment will not be absolute if women do not receive equal access to opportunities to become economically active, have choices and mobility in the workforce and advance to leadership and decision making positions. Women's inclusion in governance and leadership positions is critical, given how the private sector creates jobs, produces growth and affects the economic, social, environmental and cultural aspects of life. Within the sphere of its influence, an enterprise can promote and drive women's economic empowerment through its value chains.

> **Economies need the full range of talent and skills of their population to contribute to growth and they cannot afford to leave women behind.**
>
> *- Samantha Hung, ADB's Gender Equality Chief*

Decent work, a universal aspiration, is the best path to the self-advancement of all people. It underpins the stability of communities and families. It is an integral component of strategies for sustainable growth and development.[15] Climate action may cause significant displacement of workers and will require reskilling and upskilling large workforces where gender gaps remain in demographics, pay equity and discriminatory practices. It is essential to build a shared and equitable understanding of adopting just transition programs, with both women and men benefitting equally.

Enterprises have taken a strategic approach to human capital not only as a critical enabler of business resilience but also to derive a key comparative advantage through enabling a diverse workforce. Creating an inclusive corporate culture by harnessing diverse talents, backgrounds, ideas and perspectives enhances innovation and creativity. As women bring new skills to the workplace, their inclusion will bring substantial gains in problem solving and empathy, among others. Establishing gender-focused programs and policies that support women's development and aspirations to rise to leadership roles reinforce an enterprise's inclusive corporate culture. The costs for enterprises that do not promote inclusive work environments include higher employee turnover, lower productivity rates and negative financial effects. For women and communities, the cost is even greater. It reinforces patterns of insecure and vulnerable work, unemployment and underemployment, and differential benefits, further reinforcing economic and social disadvantage.

Table 2: Opportunity – gender indicators across dimensions

Leadership	Workforce	Value chains	Society
– Performance evaluation and promotion – Top 10 employees by compensation	– Gender diversity in recruitment – Gender lens in policies and strategies – Professional development, networking and mentoring	– Gender-responsive procurement – Gendered approach to value chains	– Community engagement through CSR initiatives

[15] International Labour Organization (2010), *A Skilled Workforce for Strong, Sustainable and Balanced Growth: A G20 Training Strategy*. Geneva, Switzerland: ILO.

Inclusion

Ingrained in social and cultural systems are barriers that constrain women from reaching their full potential. Women's economic participation is hugely influenced by factors such as healthcare gaps, unpaid care responsibilities, gender-based violence, low wages and temporary employment.

It is not sufficient for women to only be gainfully employed; it is important to fully realise women's economic empowerment and provide social protection schemes that address existing barriers to ensure their continued employment and advancement. Violence and harassment affect women regardless of age, location, income or social status.[16]

Workplace culture also has a profound effect on women remaining employed and advancing in an enterprise.

Leaders set the tone through their actions and decisions. Understanding the biases women face in the workforce is important and, by taking a proactive approach in addressing them, builds an inclusive workplace environment where women can continue to be gainfully employed and progress within the enterprise.

Transformative change comes from emphatic leadership that cascades throughout the enterprise through policies, processes and communications.

According to the 2018 Hays Asia Diversity and Inclusion report, improved company culture, leadership and greater innovation were the top 3 benefits of diversity identified by respondents.

Diversity and inclusion initiatives address the interwoven areas across institutional, cultural, economic and political factors. They counter conditions that have constrained women from becoming economically engaged, diminishing their influence and decision making.

Table 3: Inclusion – gender indicators across dimensions

Leadership	Workforce	Value chains	Society
– Inclusive health insurance policies – Survivor-centred prevention and response to gender-based violence and harassment	– Women's workforce participation support policies – Women's turnover ratio – Women in part-time and temporary employment	– Compensation ratio for women hourly workers – Fair treatment of part-time and temporary workforce	– Gender equality beyond workplace

[16] J Woetzel et al. (2016), *The power of parity: how advancing women's equality can add $12 trillion to global growth*. United States: McKinsey & Company.

Gender ROI™ Indicators

The Sweef Capital Gender ROI™ comprises 24 qualitative and quantitative indicators presented across the four enterprise dimensions of Leadership, Workforce.Value chains and Society and three outcome pillars of Resilience, Opportunities and Inclusion.

By applying the tool, an enterprise can identify the gaps and opportunities in its value systems, policies, processes and practices, enabling ways to weave diversity, equity and inclusion into its fabric and employ effective interventions and best practices that address those gaps and barriers.

This section presents each indicator, its rationale, existing gaps or barriers and its contributions to achieving the outcome pillar.

Resilience		
1	Leadership	Women business ownership
2		Women senior management representation
3	Workforce	Women middle management representation
4		Gender wage equity
5		Women workforce participation
6	Value chains	Gender-disaggregated data in supply chains
7		Gender-disaggregated data in value chains
8	Society	Addressing climate risks

Opportunity		
9	Leadership	Performance evaluation and progression
10		Top 10 employees by compensation
11	Workforce	Gender diversity in recruitment
12		Gender lens in policies and strategies
13		Professional development, networking and mentoring
14	Value chains	Gender-responsive procurement
15		Gendered approach to value chains
16	Society	Community engagement through CSR initiatives

Inclusion		
17	Leadership	Inclusive health insurance policies
18		Survivor centred prevention and response to gender-based violence and harassment
19	Workforce	Women workforce participation support policies
20		Women's turnover ratio
21		Women in part-time and temporary employment
22	Value chains	Compensation ratio for women hourly workers
23		Fair treatment of part-time and temporary workers
24	Society	Gender equality beyond workplace

Resilience

1. Women business ownership

Rationale for women's economic empowerment: Enterprise ownership lets women generate their own income and attain financial autonomy. They can educate their children and protect their families. Entrepreneurship gives women a stronger voice in their homes and the broader community, which in turn underpins a sustainable and inclusive economy.

Women entrepreneurs face many barriers including the lack of access to capital, technology, enterprise skills and networks. Women remain underrepresented and underfunded as entrepreneurs. As such, women-owned enterprises often lag behind male-owned businesses in terms of size, productivity and profitability.

Women start their businesses because it affords them work-life balance. Their businesses are usually smaller scale, do not require significant capital and are highly concentrated in a few sectors.

Women business ownership

Total number of shares owned by women (end of period)

$$\div$$

Total number of shares (end of period)

		Score
We need to talk	0%	1
More work to do	1% to 10%	2
Getting there!	11% to 25%	3
Advancing to Role Model	26% to 45%	4
Role Model	> 45%	5

Links to Resilience: Entrepreneurship is a key means of redressing inequality and the associated impediments to equitable, inclusive and sustainable development.[17] To become more resilient, women must gain equal access to finance, resources, skills, business and networks, and hold decision making and influence positions within their families and communities. Successful women entrepreneurs serve as role models, inspiring others to follow. Research indicates role models can help to address gender barriers affecting women's career choices by encouraging women's participation in underrepresented sectors and roles.[18]

[17] UN Economic and Social Commission for Asia and the Pacific (2019), *Enabling entrepeneurship for women's economic empowerment in Asia and the Pacific*. New York City, New York: UNESCAP.

[18] Cherie Blair Foundation (2021), *Gender stereotypes and their impact on women entrepreneurs*. London, United Kingdom : CBF.

Resilience

2. Women senior management representation

Rationale for women's economic empowerment: Women's representation in senior management is a strong indicator of the enterprise's commitment to gender equality and diversity. As well as encouraging women's employment generally, women in leadership positions are key in setting and implementing gender equality and diversity policies and practices.

Senior management plays a pivotal role in promoting gender equality and diversity within their workplaces, particularly removing bottlenecks to breaking the 'glass ceiling'. Ensuring equitable opportunities and employment outcomes for women requires considerable commitment from senior management to equitable policies and strategies.

Women senior management representation

Total number of women in senior management (end of period)

$$\div$$

Total number of employees in senior management (end of period)

		Score
We need to talk	0%	1
More work to do	1% to 10%	2
Getting there!	11% to 25%	3
Advancing to Role Model	26% to 45%	4
Role Model	> 45%	5

Note: Senior management is senior staff whose roles and responsibilities involve critical functions such as finance, operations, sales and marketing, technology and innovation, legal and compliance and/or human resources. Examples include Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Technology Officer (CTO) and Chief Marketing Officer (CMO). You should account for the nature of your industry in determining which senior staff comprise the senior management.

Links to Resilience: As women take on senior positions, they face pressures from their corporate roles, responsibilities in their home life and the weight of associated gender biases and societal expectations. As women climb the corporate ladder, they require a higher level of resilience to overcome traditional barriers to their progression.[19]

[19] H Ibarra et al. (2013), 'Women rising: the unseen barriers', *Harvard Business Review*.

Resilience

More women in leadership positions can have a positive trickle-down effect, employing more women in the workforce, promoting more inclusive workplace cultures, and providing younger women with role models and mentors.

Facilitating women's leadership in resilience-building fosters a sense of self-confidence and empowerment among women. It can help transform gender power relations in their households and communities and overcome the barriers that have traditionally excluded women from decision making and leadership.[20] Strengthening the number of women in executive positions is critical to achieving long-term gender balance and developing the pool of women capable to take up board positions.

[20] ActionAid International (2017), *Women's leadership in resilience*. Johannesburg, South Africa: ActionAid International.

3. Women middle management representation

Rationale for women's economic empowerment: Advancing women's representation in middle management is a positive indicator of an enterprise's commitment to gender equality and diversity. It demonstrates the effectiveness of its gender-focused policies and initiatives on recruitment, performance evaluation and gender parity at all levels. This metric is a good indicator of women progressing through the ranks who can inspire employees and act as mentors.

Women middle management representation		
Total number of women employees in middle management (end of period) ÷ ***Total number of all employees in middle management (end of period)***		
		Score
We need to talk	**0%**	**1**
More work to do	**1% to 10%**	**2**
Getting there!	**11% to 25%**	**3**
Advancing to Role Model	**26% to 45%**	**4**
Role Model	**> 45%**	**5**

Note: Middle management is intermediate managers who work under senior management positions but are responsible for managing teams in specific departments or business units. You should account for the nature of your industry in determining which staff comprise middle management.

Links to Resilience: Women in middle management play an important role in advocating for gender equality and diversity initiatives. Their commitment is integral to achieving enterprise goals because they can give senior management feedback on implementation challenges and inform changes in policies and initiatives. Understanding why women leave the workforce, they are best placed to propose interventions to keep women in the workforce.

Research clearly outlines the benefits of gender diversity in teams, in corporate management and on boards: there are greater levels of innovation and performance across every measure, including financial performance.[21]

[21] A Sultan (2020), *Championing women leaders and building resilience*. United States: LinkedIn.

Resilience

4. Gender wage equity

Rationale for women's economic empowerment: Gender wage equity is when women and men performing work of equal or comparable value are compensated the same. Management action on gender wage equity involves gathering gender-disaggregated data, and then analysing and monitoring the gender pay gap across the organisation hierarchy.

A closer evaluation of starting salaries and discretionary pay, as well as performance evaluation and related wage increases and promotions if left unchecked, may lead to cumulative pay gaps and act as a disincentive to women participating in the workforce.

Gender wage equity

Last 12 months average total compensation for salaried full-time employees (women)

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Last 12 months average total compensation for salaried full-time employees (men)

		Score
We need to talk	0% to 60%	1
More work to do	61% to 75%	2
Getting there!	76% to 85%	3
Advancing to Role Model	86% to 95%	4
Role Model	> 95%	5

Note: Salaried employees are employees who receive compensation on a fixed basis regardless of how many hours they work each week. Total compensation includes all types of benefits paid to employees including base salary, commission, overtime payment, equity options and bonuses.

Links to Resilience: An equitable pay system allows companies to attract and retain the best talent, boost women's participation in the workforce, advance women into leadership positions and lower employee turnover and retraining costs. Gender wage equity is a cornerstone in building a gender-inclusive corporate culture that addresses gender roles shaped by cultural and societal influences. These biases can affect decisions made at the enterprise level in terms of an individual's suitability in recruitment, promotion, work assignments, training and mobility.

Resilience

5. Women workforce participation

Rationale for women's economic empowerment: Equal participation of women in gainful employment is an aspiration and a critical component of women's economic empowerment. It increases women's agency, household bargaining power and standard of living for their family. This indicator assesses the enterprise's commitment to diversity in the workforce, equal recruitment and retention of both women and men.

Workforce capabilities and employee retention are keys to enterprise success. Retaining productive employees is a major human resource challenge, particularly as it becomes increasingly difficult and costly to find and attract skilled people. The longer employees are with an enterprise, the more productive they become as they build valuable institutional knowledge. Companies need to make sure each employee is completely engaged with and is part of the enterprise's ongoing success and development.

Women workforce participation

Total number of direct full-time women employees (end of period)

$$\div$$

Total number of direct full-time employees (end of period)

		Score
We need to talk	**0% to 10%, 91% to 100%**	**1**
More work to do	**11% to 20%,81% to 90%**	**2**
Getting there!	**21% to 30%, 71% to 80%**	**3**
Advancing to Role Model	**31% to 40%, 61% to 70%**	**4**
Role Model	**41% to 60%**	**5**

Note: Salaried employees are employees who receive compensation on a fixed basis regardless of how many hours they work each week.

Links to Resilience: Resilience is built on the foundation of achieving economic and social security for both men and women. Women's participation in gainful employment increases their economic security. Women's control over assets is an important factor in preventing chronic poverty and the intergenerational transmission of poverty. Women who are employed are more likely to invest in education, shelter, health and family nutrition – improving human development and community wellbeing. By contrast, men are more likely to invest salaries in disposable commodities, tools and shared social consumer goods.

6. Gender-disaggregated data in supply chains

Rationale for women's economic empowerment: Enterprises are well positioned to promote gender equality through their purchasing policies and practices. The first step involves collecting gender-disaggregated data to understand women's roles in supply chains and their working conditions.

This analysis increases understanding of challenges women face in supply chains. It also helps enterprises develop appropriate, evidenced-based responses and policies including supplier development programs that address capacity and capability gaps. This is a vital step in addressing gender-specific constraints anchored in deeply rooted social and cultural norms that limit women's potential as economic actors and their ability to realise their full potential.

Use the following guide questions to identify business policies and practices relating to gender-disaggregated data in supply chains.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise have a policy on diversity of its supply?	✓	✓	✓
2. Does the enterprise prioritise women entrepreneurs in its supply chains as demonstrated through policies and procedures?		✓	✓
3. Does the enterprise ensure gender equality and diversity in supply chains by collecting and analysing gender-disaggregated data about suppliers?			✓
Communication			
4. Does the enterprise communicate with employees about the important role of gender equality and diversity in its business processes and the reason for collecting gender-disaggregated data?	✓	✓	✓
5. Does the enterprise inform its suppliers on the reason for collecting gender-disaggregated data in its onboarding and evaluation processes?		✓	✓
Implementation			
6. Does the enterprise have a definition or align with an existing standard for defining women-owned companies that is clearly documented in policies or procedures?	✓	✓	✓
7. Is there an individual assigned to measuring and reporting supplier performance that can be disaggregated by gender?		✓	✓
8. Does the enterprise collect gender-disaggregated data as part of its supplier onboarding and monitoring process?			✓
Measurement			
9. Does the enterprise track the amount of spend with each supplier?	✓	✓	✓
10. Does the enterprise commit to collecting gender-disaggregated data to promote gender equality and diversity in its supply chains?		✓	✓
11. Does the enterprise have metrics and reporting mechanisms on gender equality and women's empowerment across the supply chain to assess progress, identify areas for improvement and create a foundation for dialogue with stakeholders?			✓

Resilience

Accountability and transparency			
12. Is there an individual responsible for collecting gender-disaggregated data to promote gender equality and diversity in its supply chains?	✓	✓	✓
13. Does the enterprise report publicly on the percentage of expenditures spent with women-owned or women-led enterprises?			✓
14. Does the enterprise report to the Board on the percentage spent with women-owned or women-led enterprises?		✓	✓
15. Does the enterprise use gender-disaggregated data and information to assess performance and develop appropriate, evidence-based responses and gender-focused procurement policies to improve women's economic empowerment in its supply chains?			✓

Links to Resilience: Empowering women entrepreneurs through supply chains is a unique opportunity to create enterprise value and strengthen women's economic empowerment, rights and wellbeing. Leadership commitment to collecting and analysing gender-disaggregated data is essential in developing the business case for supplier diversity and gender-responsive procurement policies and practices. This will be critical in moving the needle in women's economic empowerment in supply chains.

To secure support for gender-responsive procurement, the proponents of inclusive sourcing programs must develop and communicate a compelling business case and strategy. This requires an in-depth understanding of the capabilities and capacities of women-owned enterprises to supply corporate requirements, as well as how the enterprise can unlock and leverage those capabilities.[22]

[22] UN Women (2017), *The Power of Procurement: How to Source from Women-Owned Businesses, Corporate Guide to Gender-Responsive Procurement*. New York City, New York: UN Women.

Resilience

7. Gender-disaggregated data in value chains

Rationale for women's economic empowerment: Successful enterprises understand the power of customer demographics in developing value propositions for their products and services. Women consumers represent a powerful demographic. By tapping into customer needs and interests as reflected in the design, marketing and distribution of products and services, enterprises can enhance their value proposition for women consumers while increasing their market share.

Enterprises can collect and analyse granular and disaggregated data by sex, location, age and education. This can be used as a competitive advantage to identify new business opportunities targeting women customers. Analysing data is an essential step to understand the needs and behaviours that drive gender elements of consumer behaviour.

This process can include considering the similarities between women and men, the differences and the reasons for these patterns. Identifying any attributable constraints and addressing these through product and service offering helps expand market share and retain customers.

Use the following guide questions to identify business policies and practices that use gender-disaggregated data about your customer base to address women's needs for products and services.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise have a policy to collect data on its customers to inform product and service development and delivery?	✓	✓	✓
2. Does the enterprise collect gender-disaggregated data on its customers to inform targeted customer experience?		✓	✓
Communication			
3. Does the enterprise communicate the value of collecting gender-disaggregated customer data to its employees and stakeholders?	✓	✓	✓
4. Does the enterprise communicate with its customers to gather gender-disaggregated data to provide better products and services?	✓	✓	✓
Implementation			
5. Does the enterprise use customer satisfaction surveys to develop better products using a gender lens? *For example, improving products and services based on prevalent feedback from women customers or flagging customer feedback that might encourage gender biases*	✓	✓	✓
6. Does the enterprise invest in resources to measure and report gender-disaggregated data and conduct gender analysis?		✓	✓
Measurement			
7. Does the enterprise have targets for key metrics and reporting mechanisms on gender-disaggregated data including customer surveys?	✓	✓	✓

Resilience

Accountability and transparency				
8.	Does the enterprise use gender-disaggregated data and information to formulate business strategies to build competitive advantage?	✓	✓	✓
9.	Is there an individual responsible for collecting and analysing gender-disaggregated data?	✓	✓	✓
10.	Does the enterprise use gender-disaggregated data and information to assess performance and develop appropriate, evidence-based responses and policies?		✓	✓

Links to Resilience: Representing a powerful consumer demographic, understanding women consumers' values, lifestyles, habits, personality traits and purchasing behaviour is essential to build stronger connections with women. Women bring new perspectives into the critical design process which leads to better user experience for products and services. People from diverse backgrounds can alter the behaviour of a group's social majority in ways that lead to improved and more accurate group thinking. [23]

Gender-disaggregated data allows for informed decision making and tailored solutions, unlocking new business opportunities including targeting women customers. Using gender analysis, enterprises can address unconscious biases and inequities in their product and service offerings.

[23] D Rock and H Grant (2016), 'Why diverse teams are smarter', *Harvard Business Review*.

Resilience

8. Addressing climate risks

Rationale for women's economic empowerment: Climate change poses substantial risks that profoundly affect society and the economy. Greenhouse gas emissions must be halved by 2030 and the world must achieve net zero emissions no later than 2050 to avoid the worst effects of climate change.[24]

Given the scale and pace of emissions reductions needed, it is critical that all companies reduce carbon emissions both in their direct operations and in their supply chains. Companies can adopt green technologies in their operations and build awareness and practices through supply chains, employees and communities.

Climate change significantly affects socioeconomic systems, manifested as health hazards from rising temperatures, disrupted food production and distribution, and destruction of physical assets, infrastructure and natural ecosystems. Women are the most vulnerable, because climate change effects aggravate their exposure due to pre-existing gender inequalities relating to human rights, political and economic status, land ownership, housing conditions, education, health and exposure to violence.

Use the following guide questions to identify business policies and practices that reflect a gendered approach to climate risks.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise evaluate the effects of its operations on the environment including the sustainable use and sourcing of materials, energy and water?	✓	✓	✓
2. Has the enterprise not been cited for any environmental violations?	✓	✓	✓
3. Does the enterprise comply with existing environmental policy and undertake initiatives beyond what is required by laws and regulations? Environmental policy refers to the policy framework adopted by an organisation to ensure environmental laws, regulations and additional policy mechanisms such as the Taskforce on Climate-Related Disclosures (TFCD) recommendations are fully integrated into its operations. These issues generally include climate mitigation and adaptation, air and water pollution, solid waste management, biodiversity, ecosystem management, maintenance of biodiversity, and the protection of natural resources, wildlife and endangered species.		✓	✓
Communication			
4. Does the enterprise communicate its climate policy and outcomes to all employees, suppliers and other stakeholders? For example, reporting within annual financial reports and reflecting in reporting and disclosure standards such as GRI Sustainability Reporting Standards.	✓	✓	✓
Implementation			
5. Does the enterprise practise waste management and recycling in its operations?	✓	✓	✓
6. Does the enterprise pursue energy efficiency projects such as using LED, smart meter, electric vehicle fleet and other energy saving devices?	✓	✓	✓

[24] United Nations (2021), *Goal 13 Climate action*. New York City, New York: UN.

Resilience

7.	Does the enterprise have a policy to continuously assess climate risks regarding its potential adverse impact on the health and wellbeing of employees, its customers and the population where it operates, as well as mitigation plans, especially those that will disproportionately negatively affects women?		✓	✓
8.	Does the enterprise include climate considerations in ongoing business interactions with suppliers?		✓	✓
9.	How do the enterprise's products or services affect climate and environmental sustainability (contributing to mitigation, adaptation, resilience or just transition)?			✓
10.	Does the enterprise encourage its employees to contribute to climate action and provide the necessary training?			✓
11.	Does the enterprise improve its access to technology to attain energy efficiency and co-benefits as part of its decarbonised action plan?			
12.	Does the enterprise initiate dialogue with selected suppliers to understand their current or planned climate goals and encourage them to halve emissions before 2030 and achieve net zero emissions before 2050, as part of their engagement?			
Measurement				
13.	Does the enterprise set goals and measure the progress of its energy efficiency, recycling and waste management projects?	✓	✓	✓
14.	Does the enterprise identify, assess and manage its climate risks e.g. physical and transition risks?			✓
15.	Does the enterprise track its GHG emissions and progress against targets for accountability and tracking?			
16.	Does the enterprise align performance targets and bonuses with environmental and sustainability performance indicators?			
17.	Does the enterprise measure the emissions of employees when they are working remotely at home or outside the office?			
Accountability and transparency				
18.	Has the enterprise set a climate or environmental strategy?	✓	✓	✓
19.	Is there an individual responsible for overseeing the implementation and monitoring of its environmental policies?	✓	✓	✓
20.	Does the enterprise consider climate change as a business risk and actively mitigate it to gain competitive advantage?		✓	✓
21.	Does the enterprise collaborate with a broad range of stakeholders outside of its normal scope of business operations – such as peers, NGOs, customers, governments, academia – to support a systematic approach to decarbonisation and other climate action?			

Source: SME Climate Hub.

Links to Resilience: Climate change disproportionately burdens women's livelihoods and unpaid work. It often strips away their economic independence, sense of security and reliance. The effects on human and natural systems pose serious challenges to women, hindering their economic empowerment.

Largely unexplored in wider discourse is the potential of women in climate protection as stakeholders and actors of change. Women are integral to climate mitigation and adaptation because enterprises must build institutional and systemic capacities to accelerate collective climate actions as well as educate employees on their individual roles.

Resilience

Women's participation in environmental decision making is essential for effective environmental governance. This approach is rooted in the idea that people with an intimate knowledge of the affected resources and with the most to lose from misguided decisions must be full and active participants in decision making. Further, increasing accountability is crucial by bringing in all stakeholders.

Opportunity

9. Performance evaluation and progression

Rationale for women's economic empowerment: Gender biases affect women's ability to advance within enterprises. Gender differences can also be observed in the performance evaluation feedback that women and men receive. These factors perpetuate the effects of women's relatively lower representation in senior leadership roles, and the opportunities women receive for career development.[25]

Without clear and transparent systems, decisions about pay and promotion are more likely to be made through processes that disadvantage women, including via networks and social cloning (i.e., when those in positions of power champion others like themselves).[26]

Women are disadvantaged when progression is linked to overwork and presenteeism, training opportunities are less accessible to those with care responsibilities and geographic mobility is needed. In addition, women in part-time work see limited opportunities for wage progression, offering extremely poor return on experience and restricted possibilities for promotion.

Enterprise norms and processes must be reformed by incorporating a gender-balanced performance evaluation and progression, an important aspect of workplace gender equality and diversity. The enterprise should prioritise eliminating biases in selection and promotion processes to increase women participation at all levels.

Use the following guide questions to identify business policies and practices that reflect a gendered approach to performance evaluation and progression.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise have clear criteria for rewards that are free of gender bias and that link to performance evaluation?	✓	✓	✓
2. Does the enterprise exhibit transparency, specificity and clarity on the objectives and evaluation criteria for performance evaluation and promotion?		✓	✓
Communication			
3. Does the enterprise highlight women as role models in internal and external communications?	✓	✓	✓
4. Does the enterprise clearly communicate performance criteria and set professional development goals at the beginning of the performance period?	✓	✓	✓
Implementation			
5. Does enterprise leadership actively and openly promote and encourage recruitment and promotion from diverse talent pools?		✓	✓

[25] https://www.wgea.gov.au/publications/gender-equitable-recruitment-and-promotion.

[26] L Jones (2019), *Women's Progression in the Workplace*. London, United Kingdom: Government Equalities Office.

Opportunity

6.	Does the enterprise analyse potential gender biases in the evaluation and promotion process and conduct multiple evaluations by asking several people to evaluate individuals to have multiple data points and thereby encourage a broader perspective on performance, both of which reduce bias?	✓	✓	✓
7.	Does the enterprise provide unconscious bias training to people managers?		✓	✓
8.	Does the enterprise actively seek to balance women's representation in managerial and senior-level positions?		✓	✓
Measurement				
9.	Does the enterprise track evaluations and promotions by gender?	✓	✓	✓
10.	Does the enterprise review performance appraisals by gender and analyse any emerging biases, and work to eliminate pro-male or pro-childless criteria and competencies?		✓	✓
Accountability and transparency				
11.	Does the enterprise track the progress of gender representation in the organisation?	✓	✓	✓
12.	Does the enterprise report its progress and target improvement in gender representation to the Board and stakeholders?		✓	✓
13.	Are senior leaders accountable for progress on diversity goals and are these reflected in their performance review?			✓
14.	Does the enterprise publicly report to stakeholders on the total number of women (compared with men) in management and senior leadership positions and in promotions?			

Links to Opportunity: Gender bias undermines equality for women related to performance evaluation and progression, and perpetuates the lack of women's representation in middle and senior management. Diversity across the organisational hierarchy is important for several reasons. It allows the enterprise to attract and retain the best talent and boost women's participation in the workforce, which in turn, advance women's representation in leadership positions and lower employee turnover and re-training costs. Women in the workforce possess the institutional knowledge they have acquired throughout their employment.

An enterprise depends on a committed and engaged workforce to achieve its mission, execute strategy and generate important business results. Engaged employees do meaningful work and clearly understand how they contribute to the enterprise's mission, purpose and strategic objectives.

Opportunity

10. Women representation in top 10% employees by compensation

Rationale for women's economic empowerment: This metric measures the participation of women in senior management and identifies any corresponding pay disparities. While women are becoming more active in the labour force and are increasingly working in managerial roles, their representation in top positions and the compensation they receive still lag that of men.

Research shows more women in senior management positions gives companies access to new talent pools, increases innovation and efficiency, ensures better performance, and champions diversity, equality, and inclusion.[27] This also builds the skill sets and experience women need to be appointed to boards.

Women representation in top 10% compensated

Number of women in top 10% compensated employees (last 12 months total compensation)

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Number of men in top 10% compensated employees (last 12 months total compensation)

		Score
We need to talk	0% to 60%	1
More work to do	61% to 75%	2
Getting there!	76% to 85%	3
Advancing to Role Model	86% to 95%	4
Role Model	> 95%	5

Note: Total compensation includes both direct and indirect compensation. Direct compensation means all compensation (base salary and incentive pay) that is paid directly to an employee. Indirect compensation is compensation that is not paid directly to an employee and is calculated in addition to base salary and incentive pay which may include employer-paid portions of health/dental/vision insurance, retirement benefits, educational benefits and time off.

Guidance: Assessing the participation of women in the top 10 per cent compensated employees involves examining the complete pay package awarded to employees in a year and determining the ratio of the number of women employees to the number of male employees in the top 10 per cent compensated employees.

[27] C Post et al. (2021), 'Research: Adding women to the C-suite changes how company think', *Harvard Business Review*.

To get the 10 per cent highest compensated employees, rank employees by their compensation. Then, take 10 per cent of the total number of full-time salaried employees. For example, in a company with 192 full-time salaried employees, look at the number of men and women in the top 19 highest paid positions. If there are nine women and 10 men, the ratio would equal 90 per cent, resulting in a score of four.

Sometimes, the founder's compensation skews the results, because it is distorted by their level of equity participation or other factors linked to their position. In such cases, use the number of employees as an indicator instead of the amount of compensation received at the senior level.

Links to Opportunity: Women in senior management play an important role in creating more caring, connected and inclusive workplaces. It is important to recognise and reward women's contributions as people-focused leaders and champions of diversity, equity and inclusion. It is also important to deliver the deep cultural work that creates a workplace where all women, and all employees, feel they belong. [28]

[28] McKinsey & Company (2022), *Women in the workplace*. United States: McKinsey& Company.

Opportunity

11. Gender diversity in recruitment

Rationale for women's economic empowerment: Gender bias is pervasive at work and in enterprises, creating inequalities at every stage of the employment cycle.

Gender-based stereotypes affect which candidates get recruited for certain roles and which do not, which candidates get selected for those roles and why, how salaries are negotiated, how managers provide feedback to their employees, which employees receive career development opportunities and career encouragement, and which do not.

Each of these factors compounds across women's careers, producing and sustaining gender inequality from recruitment to selection to promotion.[29]

Gender-balanced recruitment, screening and selection play a key part of workplace gender equality and diversity. Robust data analysis and rigorous practice in this area can highlight gender biases that may occur during recruitment.

Use the following guide questions to identify business policies and practices that reflect gender diversity in recruitment. Use your judgement to determine suitable questions that reflect local contexts and global aspirations.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise have an approach to ensure non-discrimination and equal opportunity in recruitment processes?	✓	✓	✓
2. Does the enterprise have a policy that prohibits inquiring about a candidate's personal status (e.g. marital status, pregnancy or care responsibilities) in job applications or during interviews?	✓	✓	✓
3. Does the enterprise have gender equality and diversity goals?			✓
Communication			
4. Does the enterprise communicate approaches to ensure non-discrimination in recruitment to its hiring managers?	✓	✓	✓
5. Does the enterprise communicate non-discrimination and equal opportunity policy in job postings, to potential employees in job applications and at the time of hiring?		✓	✓
6. Does the enterprise provide mandatory training for the whole recruitment team to understand potential unconscious biases in recruitment and selection? [30]		✓	✓
7. Does the enterprise advertise job vacancies through multiple media channels to ensure the broadest reach and diversity in its candidate pool?			✓
Implementation			
8. Does the enterprise have clear selection criteria specific to each role which are examined for gender bias and applied equally across all candidates?	✓	✓	✓

[29] Workplace Gender Equality Agency (2019), *Gender equitable recruitment and promotion*. Canberra, Australia: WGEA.

[30] Universities Australia Executive Women (2019), *Best Practice Recruitment Guidelines to Fast Forward the Advancement of Women in Australian University Executive Appointments*. Australia: Universities Australia Executive Women.

Opportunity

9.	Does the enterprise review job descriptions and recruitment advertisements to use gender-neutral language and images? [31]	✓	✓	✓
10.	Does the enterprise take proactive steps to recruit women in traditionally underrepresented roles?		✓	✓
11.	Does the enterprise have a gender balanced recruitment process (i.e. women and men are represented on search, interview and appointment panels)?		✓	✓
12.	Does the enterprise employ tools or techniques to ensure fair hiring practices (e.g. blind evaluation, structured recruitment process and diverse membership for selection committees)?		✓	✓
13.	Is there an exit interview?	✓	✓	✓
14.	If so, are gender-related questions (e.g. gender discrimination) included?	✓	✓	✓
15.	Does the enterprise have due diligence and remediation processes to identify and address violations of recruitment policies based on gender discrimination?			✓
Measurement				
16.	Does the enterprise regularly collect data on women's participation at different levels?	✓	✓	✓
17.	Does the enterprise track recruitments, promotions and resignations by gender at every level?	✓	✓	✓
18.	Does the enterprise keep data on applications received, candidates invited and candidates hired, disaggregated by gender?	✓	✓	✓
Accountability and transparency				
19.	Does the enterprise share gender diversity data with its employees?	✓	✓	✓
20.	Does the enterprise have gender diversity goals with an accompanying action plan that are regularly report to the Board?		✓	✓
21.	Does the enterprise conduct and review employee satisfaction surveys to evaluate gender inclusivity?		✓	✓
22.	Does the enterprise set a target for gender representation, and record and review gender-related hiring profiles?			✓
23.	Is there an individual responsible for gender representation goals?			✓

Links to Opportunity: Providing equal opportunities for women starts with bias-free recruitment processes to attract, hire and retain more women in the workforce. This is an initial step in building an inclusive workforce, setting the right working environment to address unconscious or conscious bias against women during recruitment, and in challenging gender stereotypes. It addresses the lack of women's representation across the enterprise hierarchy, particularly at senior levels.

It is critically important not only to attract women, but also to develop, engage, progress and retain women once they are part of the enterprise.

[31] South Australian Office for Women (2017). *Guidelines for Gender Neutral Recruitment*. Adelaide, Australia: Office for Women. Useful tools include (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).

Opportunity

12. Gender lens in policies and strategies

Rationale for women's economic empowerment: Progress towards gender equality and diversity requires integrating a gender equality lens into the design and operation of key policies, strategies and processes across the whole organisational system and employee life cycle.[32] To be successful, an enterprise's diversity strategy must be part of its DNA, clearly identified as fundamental to its success, and firmly embedded within its business, people and customer strategies.[33]

Incorporating a gender lens in policies and strategies is the overarching theme that will guide the enterprise in assessing biases that hinder women's gainful employment and advancement. Since biases are pervasive, enterprises must conduct a comprehensive gender assessment to identify gaps and opportunities and improve on gender equality and diversity practices.

Use the following guide questions to ensure business policies and practices reflect a gender lens in policies and strategies.

		Micro	Small and med	Large
Commitment				
1.	Does the enterprise have diversity, gender equality and diversity initiatives, including policies and specific targets?	✓	✓	✓
2.	Does the enterprise include both men and women in the planning, design and budgeting of projects and programs implemented at a business unit level?		✓	✓
3.	Does the enterprise apply a gender equality and diversity lens to decision making at a business unit level?			✓
4.	Does the enterprise commit to and have a stated policy on following international gender inclusion standards or best practices beyond compliance with national minimum requirements? For example, family leave beyond compliance with national minimum requirements.			
Communication				
5.	Does the enterprise communicate its commitment to build a diverse and inclusive culture to all employees and notify employees of any changes?	✓	✓	✓
6.	Does the enterprise share gender metrics with employees?	✓	✓	✓
7.	Does the enterprise provide a channel for employees to give feedback on diversity and inclusion-related issues in the workplace?	✓	✓	✓
Implementation				
8.	Does the enterprise have respect policies or foster a work environment where all individuals are treated with respect and dignity and have the right to work in a professional atmosphere and in a workplace that prohibits discrimination and harassment?	✓	✓	✓
9.	Does the enterprise have an organisation-wide gender equality strategy that includes a business case or rationale for investment in gender equality and diversity?		✓	✓
10.	Are the enterprise gender equality strategy and overarching business strategy complementary? Did the enterprise consider its business strategy when developing its gender equality strategy and vice-versa?		✓	✓

[32] Workplace Gender Equality Agency (2019), *Gender equity diagnostic tool*. Canberra, Australia: WGEA.
[33] PwC (2016), *The PwC diversity journey: Creating impact, achieving results*. United States: PwC.

Opportunity

		Micro	Small and med	Large
11.	Does the enterprise have an organisation-wide gender equality strategy that was developed in consultation with equal representation of employees and external stakeholders?		✓	✓
12.	Does the enterprise create support groups or networks for women employees?[34]			
13.	Do these groups or networks effectively engage men on issues of masculinity and gender equality?			
14.	Does the enterprise regularly engage with peers to determine industry best practices on incorporating gender equality when developing policies and procedures?Does the enterprise measure against its gender diversity targets?			
Measurement				
15.	Does the enterprise measure against its gender diversity targets?	✓	✓	✓
Accountability and transparency				
16.	Does the enterprise involve women in formulating its business strategies, policies and practices?	✓	✓	✓
17.	Does the enterprise regularly conduct policy audits and reviews with a gender equality lens, including recruitment and selection, performance, management, remuneration, training and development, talent identification, leadership capability models and career structure? Does it amend policies and processes as necessary?		✓	✓
18.	Does the enterprise have any policies around whistleblowing and subsequent retaliation to whistle-blowers covering gender-based violence and harassment and other forms of misconduct?		✓	✓
19.	Is performance against gender equality goals tracked and reported to the Board?			✓
20.	Has the enterprise released a public written statement outlining an enterprise commitment to gender equality and women's empowerment? For example, the Women's Empowerment Principles (WEPs) or CEO Statement of Support.			
21.	Does the enterprise report its performance against the set gender equality goals in its annual report, impact report, case studies or other publications?		✓	✓

Links to Opportunity: Globally, women are underrepresented in enterprises, and the share of women decreases with each step up the organisation hierarchy. Women encounter many barriers to advance into leadership positions, and these barriers include gender-based discrimination as well as unconscious gender bias. Many enterprises have shown their commitment to gender equality by establishing family friendly policies and facilitating development of women's careers and professional networks. Nevertheless, unconscious gender bias continues to affect women in the workplace, and more must be done to enable highly skilled women to advance into leadership positions.[35]

Continuous assessment of an enterprise's current strategies and policies to deliver the desired outcomes for women are important. By addressing these barriers, women can have equal opportunities for gainful employment and advancement.

[34] McKinsey & Company (2022), *Women in the workplace*. United States: McKinsey& Company.

[35] International Labour Organization (2017), *ACT/EMP Research Note: Breaking barriers – Unconscious gender bias in the workplace*. Geneva, Switzerland: ILO.

Opportunity

13. Professional development, networking and mentoring

Rationale for women's economic empowerment: In as much as organisations are hiring more women in the workforce to achieve a gender-balanced workforce, equally as important is ensuring equal access to all enterprise-supported education and training programmes, including on-the-job, technical skills, soft skills, and individual study.

The enterprise provides participating women employees with training to enhance the skills they need to succeed, professional development guidance, mentoring and networking.

Mentorship or sponsorship programs are structured learning relationships that provide employees with guidance from other employees with specific skills and knowledge. Networking provides women employees a valuable community where practices of forging long-term business contacts, hearing advice from peers and experts, sharing knowledge and experiences, all with an emphasis on making connections and collaboration, serve as critical components to their development as professionals.

Use the following guide questions to ensure business policies and practices reflect a gendered approach to professional development, networking and mentoring. Use your judgement to determine suitable questions that reflect local contexts and global aspirations.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise provide training opportunities for all its employees that encourage participation among women or offer specialised training for women?	✓	✓	✓
2. Does the enterprise have a policy or commitment embedded in a broader organisational policy that includes professional development opportunities for women and supports the pipeline of qualified women for management and senior leadership level positions to improve gender equality and diversity?		✓	✓
Communication			
3. Does the enterprise communicate its professional development and training programs to all its employees directly and through multiple channels (e.g. email, intranet, Teams, Slack)?	✓	✓	✓
4. Does the enterprise allow employees to provide feedback to improve training programs?	✓	✓	✓
Implementation			
5. Is training relevant to women's current occupations and career path?	✓	✓	✓
6. Does the enterprise offer development training, rotational programs or educational opportunities with specific support for women?		✓	✓
7. Does the enterprise have measures to schedule professional development programs at times that accommodate both men and women (accounting for care responsibilities)?		✓	✓
8. Does the enterprise offer development training, rotational programs and educational opportunities to build a pipeline of qualified women for management and senior leadership positions?		✓	✓

Opportunity

9.	Does the enterprise offer access to professional networks (internal and external) with specific support for women? *This can include encouraging participation in employee resource groups, paying for membership associations and networking events, and offering mentorship or sponsorship programs.*			
10.	Does the enterprise encourage collective organising and support networks? *This could include peer networks among women employees.*			
Measurement				
11.	Does the enterprise set goals and objectives for training?	✓	✓	✓
12.	Does the enterprise collect, analyse and monitor at least annually gender-disaggregated data on the percentage of employees participating in these programs?		✓	✓
13.	Does the enterprise have time-bound and measurable goals and targets to build a pipeline of qualified women for management positions?			✓
Accountability and transparency				
14.	Does the enterprise allocate resources to the overall development of employees?		✓	✓
15.	Does the enterprise report publicly on the average number of training hours, disaggregated by gender and employee level?		✓	✓
16.	Does the enterprise report to the Board on the average number of training hours provided to staff, disaggregated by sex and employee level?			

Links to Opportunity: Equal opportunities for women's career advancement helps enterprises build diverse and inclusive workforces. Improving career development opportunities requires greater transparency, to foster a more inclusive environment, giving men and women greater opportunities to fulfil their potential. Employees need to clearly understand expectations on both sides of the employment equation. That is, they need information about career progression, and should have open conversations about their current situation and what is expected of them to advance their career, so they can make their own case successfully and trust the feedback they get.[36]

Employees will benefit from career advancement opportunities and professional development through networking and mentoring programs.

[36] World Economic Forum (2018), *3 things women need to succeed in their career – according to women*. Geneva, Switzerland: World Economic Forum.

Opportunity

14. Gender-responsive procurement

Rationale for women's economic empowerment: Procurement can be a powerful strategic lever to accelerate gender equality in the workplace through supply chains. Organisations should look to promote women's empowerment in their procurement processes. This includes adjusting enterprise policies, practices and investments to foster responsible business practices that affect women positively along the supply chains by addressing gender inequalities, discrimination and abuse against women in the workplace and marketplace.

Gender-responsive procurement involves selecting providers of services and goods after considering the effects on gender equality and women's empowerment. It is founded on international standards, agreements and principles relevant to improving gender-responsive working conditions and is essential for upholding women's basic rights in the supply chain. A solid organisational code of conduct for an enterprise's supply chain is the bedrock for implementing the Women's Economic Principles.[37]

Use the following guide questions to identify business policies and practices that reflect gender-responsive procurement.

		Micro	Small and med	Large
Commitment				
1.	Does the enterprise use different channels to include more women-led and women-owned enterprises?	✓	✓	✓
2.	Does the enterprise review its procurement policies and processes to integrate gender equality and diversity?		✓	✓
Communication				
3.	Does the enterprise communicate its policies and practices on gender-responsive procurement across the organisation?	✓	✓	✓
4.	Does the enterprise have a communication strategy to raise awareness with relevant stakeholders about gender-responsive procurement?		✓	✓
Implementation				
5.	Does the enterprise provide feedback or training to its suppliers to improve their products or services?	✓	✓	✓
6.	Does the enterprise conduct supplier audits and apply a code of conduct using language requiring suppliers to promote gender equality and diversity and support human rights?			✓
7.	Does the enterprise provide training to its procurement personnel to support its diversity and inclusion policy?		✓	✓
8.	Does the enterprise proactively recruit women for procurement roles and provide training to strengthen the women talent pool and women's leadership in this area?		✓	✓
9.	Does the enterprise provide feedback or training to its suppliers, particularly women-owned enterprises, to improve their products or services?		✓	✓
10.	Does the enterprise have specific diversity and inclusion targets in place? *For internal positions across hierarchy levels as well as along the value chain: customers/business segments, suppliers, etc.*			
11.	Does the enterprise encourage and support its suppliers to adopt policies and practices that promote women's empowerment?			

[37] UN Women (nd), *Women's Empowerment Principles: Gender Responsive Procurement*. New York City, New York: UN Women.

Opportunity

Measurement				
12.	Does the enterprise use gender-disaggregated data to track its initiatives in pursuing gender-responsive procurement?		✓	✓
Accountability and transparency				
13.	Is there an individual responsible for implementing gender equality and diversity in the enterprise's supply chains?	✓	✓	✓
14.	Does the enterprise disclose information about how it promotes gender equality in its supply chains?			
15.	Does the Board track key performance metrics of its initiatives relating to gender-responsive procurement, including the number of women-led and women-owned enterprise suppliers and corresponding spend?		✓	✓
16.	Does the enterprise pay its suppliers based on the agreed terms?	✓	✓	✓
17.	Has the enterprise incorporated performance indicators on gender equality at all levels of the organisation with respect to performance plans and assessments, from top executives, staff as well as suppliers, contractors and vendors?			

Links to Opportunity: Enterprises are well positioned to promote gender equality and empower women in their workplaces, in their communities, and through their purchasing policies and practices. The sheer size and volume of corporate purchasing worldwide means enterprises have the potential to dramatically influence how suppliers and supply chains operate. Each year, enterprises spend trillions of dollars acquiring goods and services, yet purchases from women-owned businesses account for a mere one per cent of the total spend.[38]

Women entrepreneurs face barriers and challenges in accessing and fully participating in local and global value chains due to deficiencies in financial, human and social capital, as well as operating in environments with social, economic, cultural and legal inequities.

[38] UN Women (2017), *The Power of Procurement: How to Source from Women-Owned Businesses, Corporate Guide to Gender-Responsive Procurement*. New York City, New York: UN Women.

Opportunity

15. Gendered approach to value chains

Rationale for women's economic empowerment: Women play multiple roles in global value chains as producers, entrepreneurs, executives, employees, distributors and consumers. With women driving most consumer spending, their needs should be considered in product and service value chains, which include a full range of activities from product or service inception to end use: research and development, production and manufacturing, operations and services, distribution and support to the final consumer and the product end of life.[39] Women should lead this endeavour.

A diverse workforce and supplier base that represent an enterprise's consumer base can help it meet its customers product and service needs.

Enterprises play a vital role in challenging social norms and discrimination in their marketing, advertising and communications. Marketing communications provide a unique platform for portraying empowering gender roles, allowing girls' and women's voices to be heard and representing their needs as well as those of boys and men. It is also important to recognise unconscious bias in all public or internal communication.

Use the following guide questions to identify business policies and practices that reflect a gendered approach to value chains.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise consider the needs of its target customers in the design of its products and services?	✓	✓	✓
2. Does the enterprise use gender-disaggregated data in its business processes to guide product or service design, sales and marketing and after-sales support?		✓	✓
3. Does the enterprise include women in its design, sales and marketing teams to serve its women customers?		✓	✓
Communication			
4. Does the enterprise communicate to its employees its gendered approach to business processes encompassing customer targeting, R&D and marketing?	✓	✓	✓
5. Does the enterprise provide feedback mechanisms for its customers to inform deficiencies in product or service delivery?	✓	✓	✓
Implementation			
6. Does the enterprise consider women's needs and preferences in its product and delivery systems?	✓	✓	✓
7. Does the enterprise promote positive images of women and girls in its marketing campaigns?		✓	✓
8. Does the enterprise review its communications and marketing materials to ensure that they do not perpetuate gender stereotypes?		✓	✓
9. Does the enterprise research consumer behaviour and customer preferences using gender-disaggregated data and analysis?		✓	✓
10. Does the enterprise have a different marketing strategy for its women customers that is respectful and free of harmful stereotypes?			

[39] Grant Thornton (2020), *Rethinking gender representation across value chains.* New Delhi, India: Grant Thornton.

Opportunity

Measurement				
11.	Does the enterprise track customer user experience to ascertain customer satisfaction and areas of improvements by gender?	✓	✓	✓
12.	Does the enterprise measure revenues generated from women customers?		✓	✓
Accountability and transparency				
13.	Does the Board review customer feedback to ensure the unmet needs of women and men are evaluated and that actions are taken to address gaps?	✓	✓	✓
14.	Does the enterprise introduce products that address the unmet needs of women?	✓	✓	✓
15.	Does the enterprise conduct product testing on both men and women to ensure their specific needs are met by product and service offerings?		✓	✓
16.	Does the enterprise communicate publicly its commitment to having a gendered approach in its business processes?			

Links to Opportunity: Understanding customer segments by gender as well as income and age often reveals differences in consumer needs or preferences. Often, women leaders within an enterprise are best placed to provide essential insights into the lives and needs of women consumers. By creating targeted approaches to better serve women as customers and employees, enterprises can differentiate themselves and become the employer of choice for women in their respective markets.

Opportunity

16. Community engagement through CSR initiatives

Rationale for women's economic empowerment: Corporate Social Responsibility (CSR) is a management concept where enterprises integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way an enterprise balances economic, environmental and social imperatives, while at the same time addressing the expectations of shareholders and stakeholders. [40]

CSR has been hailed as a new means to address gender inequality, particularly by facilitating women's empowerment. CSR programs geared towards women's empowerment can address gender inequality and help increase access to resources and opportunities for women. Key CSR issues include environmental management, eco-efficiency, responsible sourcing, stakeholder engagement, labour standards and working conditions, employee and community relations, social equity, gender balance, human rights, good governance and anti-corruption measures.

Use the following guide questions to identify business policies and practices that reflect a gendered approach to community engagement through CSR initiatives.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise have any CSR initiatives that explicitly or intentionally benefit the unique needs of both women and men?		✓	✓
2. Does the enterprise align CSR objectives with strategic goals and values?		✓	✓
3. Does the enterprise engage in gender diversity awareness campaigns or initiatives in the community?			
Communication			
4. Does the enterprise co-create its CSR framework with community stakeholders to best address their needs?		✓	✓
5. Does the enterprise communicate its CSR goals to its employees and stakeholders?		✓	✓
6. Does the enterprise communicate its CSR strategy on various social media channels to garner support?		✓	✓
7. Does the enterprise demonstrate an understanding of women's needs before launching women-focused initiatives?			✓
Implementation			
8. Does the enterprise actively encourage employees to volunteer in its projects?		✓	✓
9. Does the enterprise prioritise creating a gender diverse team that is responsible for preparing and implementing its CSR strategy?		✓	✓
10. Has the enterprise made appropriate budget allocations for its CSR projects?		✓	✓
Measurement			
11. Does the enterprise measure the impact of its activities, including number of participants by gender and other KPIs?		✓	✓
12. Does the enterprise employ recognised industry-standard measures? *For example, GRI, SASB, B Corp certification etc.*			

[40] United Nations Industrial Development Organization (2023), *Our focus*. New York City, New York: UNIDO.

Opportunity

Accountability and transparency			
13.	Does the enterprise collect feedback from program participants and employees to improve future programs?	✓	✓
14.	Is there buy-in of CSR initiatives from senior leadership and employees? *For example, leadership are engaged in and attend CSR events and planning.*	✓	✓
15.	Do target participants formally or informally assess the enterprise's CSR work?		✓
16.	Does the enterprise ensure transparency in its progress towards communicated CSR goals?		

Links to Opportunity: Society reinforces notions about women's primary role as a housewife and child bearer. Further, employment is a second priority, and workplace participation to supplement their family income creates problems. These perceptions affect women's ability to work, manifested through different aspects such as the nature of available jobs and relative compensation rates. CSR is a channel for organisations to dispel these misconceptions through different programs.

A new dimension to CSR geared towards women's empowerment can increase access to resources and opportunities for women by providing education, skills training and capital. These activities contribute to various Sustainable Development Goals, such as ending poverty, achieving zero hunger, providing quality education, and promoting gender equality and economic growth.

Inclusion

17. Inclusive health insurance policies

Rationale for women's economic empowerment: Strengthening access to health care is an essential building block for women's economic empowerment. In countries without or with inadequate state-sponsored health care, employer-sponsored health insurance provides employees security as they face unexpected healthcare emergencies and illnesses that can exert extreme financial pressure.

Meeting the costs of an unexpected health emergency is the most common cause for women to give up their life savings, or liquidate or de-capitalise their businesses. These circumstances perpetuate debt spirals and poverty. A gendered perspective is necessary to provide women with healthcare services that meet their basic and distinct health needs, which are currently lacking In most employer-sponsored programs.

Use the following guide questions to identify business policies and practices that reflect inclusive health insurance policies. Use your judgement to determine suitable questions that reflect local contexts and global aspirations.

		Micro	Small and med	Large
Commitment				
1.	Does the enterprise provide healthcare insurance including critical illness and disability benefits for all employees?	✓	✓	✓
2.	This includes part-time and non-salaried employees.			✓
3.	Does the enterprise provide healthcare insurance benefits above what is required by regulations equally for all employees?			
Communication				
4.	Does the enterprise communicate its insurance policies to employees and notify employees of any changes?	✓	✓	✓
5.	Does the enterprise provide information to employees about health protection, health promotion and disease prevention programs?		✓	✓
Implementation				
6.	Does the enterprise follow health and safety regulations and related requirements?	✓	✓	✓
7.	Does the enterprise provide health-related information in line with local or national contexts, especially when there are public health outbreaks that can disproportionally affect women?	✓	✓	✓
8.	Does the enterprise provide health coverage to the employee's spouse or domestic partner and family members through group medical insurance? Employees may share in the payment for coverage.		✓	✓
9.	Does the enterprise consult with women and men in their employee pool to determine if health services and benefits meet employee needs?		✓	✓
10.	Does the enterprise 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)?			✓
11.	Does the enterprise provide options for private insurance packages that cover the specific health needs of women (e.g., gynaecology, maternal health, reproductive health)?			

Inclusion

Measurement			
12. Does the enterprise conduct employee satisfaction surveys that include healthcare benefits?	✓	✓	✓
13. Does the enterprise review its insurance policies and practices, and benchmark these against peers and industry norms?		✓	✓
14. Does the enterprise track the types of health services provided at the workplace and collect information on who uses the services, disaggregated by gender? *If there are no health services at the workplace, indicate 'NA' for not applicable.*			✓
15. oes the enterprise request feedback from third-party experts, such as NGOs or other independent organisations specialised in women's health needs, who can identify gaps and areas for improvement?			✓
Accountability and transparency			
16. Does the enterprise actively address deficiencies of its employee health insurance policies?	✓	✓	✓
17. Does the enterprise report its progress and target improvement (if any) to the Board?		✓	✓

Links to Inclusion: Women's economic empowerment requires of improving women's health programs. This increases their economic productivity by reducing days lost to sickness or disability and lessening care responsibilities for family members, a role women primarily bear. Women prioritise the safety, protection and security of their families, dependents and themselves. Enterprise-sponsored insurance programs help women entrepreneurs and employees cover certain risks and preserve the family's financial and physical wellbeing.

Women, particularly working mothers, seek to include their parents, spouses and children in their insurance policies. As women remain economically active, they are able to spend a substantial portion of their income on additional protection as well as children's education, nutrition and health needs.

18. Survivor-centred prevention and response to gender-based violence and harassment

Rationale for women's economic empowerment: Workplace sexual harassment and violence significantly affect women's physical and mental health. It undermines their wellbeing and confidence, and results in a working environment based on fear.[41] It affects women's ability to perform at their best and their willingness to participate in the workforce.

Gender-based violence (GBV) in the workplace includes bullying; physical and verbal abuse from work colleagues, supervisors or managers; sexual harassment and unwanted sexual advances; sexual abuse and violence, including 'coercive' or transactional sex, rape and sexual assault; abuse and harassment around pregnancy; psychological abuse and intimidation; threats and acts of physical and sexual violence; abusive working conditions such as poor health and safety (including building and equipment safety); inadequate or inappropriate sanitary facilities and rules about their use; and involuntary excessive long working hours and unpredictable or late demands to work overtime. [42]

The most common form of GBV in the workplace is sexual harassment. Sexual harassment is unwelcome and offensive conduct of a sexual nature that may make workers feel humiliated, intimidated or uncomfortable. It is a violation of workers' rights. Sexual harassment creates a climate of fear, affecting workers' physical and mental health. This further affects organisational productivity as workers may take sick leaves or eventually leave their jobs.[43]

Intimate partner violence is also a workplace issue because it can cause absenteeism for survivors of violence. Intimate partner violence is domestic violence by a current or former partner in an intimate relationship. It can take several forms, including physical, verbal, emotional, economic and sexual abuse. And it can affect anyone – across racial and ethnic groups, class status and social groups.[44]

Enterprises play an important role in comprehensively preventing and addressing GBV and intimate partner violence. Legal frameworks are emerging that require more action and accountability from enterprises, including taking steps to prevent violence, protect survivors through remedy and support, and develop reporting and grievance procedures.

Use the following guide questions to identify business policies and practices that reflect survivor-centred prevention and response to GBV and harassment.

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[41] International Labour Organization (nd), *Gender-based violence in global supply chains: resource kit*. Geneva, Switzerland: ILO.
[42] Ibid.
[43] Ibid.
[44] B Livingston et al. (2021), '*Intimate Partner Violence Is a Workplace Issue'*, Harvard Business Review.

Inclusion

		Micro	Small and med	Large
Commitment				
1.	Does the enterprise have a policy or a commitment that states zero tolerance for all forms of GBV for all types of employees and subcontracted workers, including online or technology-facilitated GBV which encompasses stalking, harassment, bullying and unsolicited pornography?	✓	✓	✓
2.	Does the enterprise have a commitment to take comprehensive actions to prevent and respond to GBV?	✓	✓	
Communication				
3.	Does the enterprise communicate the policy to all employees regularly?	✓	✓	✓
4.	Does the enterprise effectively communicate and raise awareness about its confidential complaint mechanisms, including whistle-blower protection, among its employees, suppliers, customers, community members and the general public? Is the complaint mechanism transparent, safe and accessible to everyone?		✓	✓
Implementation				
5.	Does the enterprise 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?[45]	✓	✓	✓
6.	Does the enterprise have confidential grievance reporting, resolution and non-retaliation mechanisms which are open to employees, community members and the supply chain?	✓	✓	✓
7.	Does the enterprise have a policy or practice that supports survivors of domestic violence and abuse that occurs between opposite or same-sex intimate partners of any age, who may or may not be married or living together? *For example, benefits, support services or personal, sick or compassionate leave.*	✓	✓	✓
8.	Do enterprises that engage with children have a child protection policy? *If not applicable, answer 'NA'.*	✓	✓	✓
9.	Does the enterprise provide vital information about violence against women, including helplines, crisis centres, law firms and contacts for women's shelters and specialised organisations that offer support?		✓	✓
10.	Does the enterprise require gender-sensitive training for personnel (including contracted staff) on procedures to respond to complaints of GBV or harassment?		✓	✓
11.	Does the enterprise have personnel equipped with skills to manage and coordinate a GBV response with different GBV actors– health/medical, safety/security, psychosocial and legal/justice?		✓	✓
12.	Does the enterprise make sure its employees understand the enterprise does not allow business travel and client entertainment related to the sexual exploitation of women and girls, including visits to strip clubs, red-light districts and arrangements for transactional sex?	✓	✓	✓
13.	Does the enterprise convene a gender-balanced investigation panel to assess reported incidents?		✓	✓
14.	Does the enterprise have prevention strategies that reduce or eliminate the causes, contributing factors and incidences of GBV? *For example, providing training, reporting mechanisms, and identifying risks.*		✓	✓
15.	Has the enterprise adjusted policies for remote working practices that provide secure access to safe working spaces where gender violence may be present? *If not applicable, answer 'NA'.*			✓

[45] ECPAT International (2023), *Working together to end the sexual exploitation of children*.

Inclusion

		Micro	Small and med	Large
16.	Does the enterprise have a policy for business partners (e.g. gifts and invitations policy) that makes explicit that invitations and gifts related to the sex industry are not allowed?			✓
17.	Has the enterprise eliminated the use of non-disclosure agreements in settling harassment or discrimination claims and eliminated forced arbitration requirements from employee contracts and agreements?			✓
18.	Does the enterprise develop training and awareness-raising activities around gender equality and GBV for its employees?			
19.	Do enterprises policies and practices align with the ILO Convention Ending Violence and Harassment in the World of Work?			
20.	Does the enterprise develop ways of addressing GBV in the surrounding community?			
21.	Does the enterprise include specific clauses related to GBV and sexual misconduct in the supplier code of conduct, including human trafficking and slavery?			
Measurement				
22.	Does the enterprise monitor and evaluate all complaints and their specific gender dimension?	✓	✓	✓
23.	Does the enterprise monitor and audit business travel and client entertainment expenses to detect and ensure that there is no inappropriate behaviour?	✓	✓	✓
24.	Does the enterprise measure the effectiveness of communication and training efforts. *For example, through surveys and diagnostics to assess employees' awareness of the policy, their attitudes towards sexual misconduct and the extent to which they observe the commitment is lived up to by enterprise representatives and embedded in the enterprise culture?*		✓	✓
Accountability and transparency				
25.	Does the enterprise sanction an employee who violates the Sexual Harassment Policy, including business travel-related aspects and all other aspects mentioned above?	✓	✓	✓
26.	Does the enterprise report its approach, progress and target improvements (if any) to the Board to ensure an environment free of violence and harassment?		✓	✓
27.	Does the enterprise conduct a gender audit of all policies, actions and measure relating to GBV?			
28.	Has the enterprise eliminated forced arbitration requirements from employee contracts and agreements?			✓

Links to Inclusion: GBV and intimate partner violence interfere with women's full and equal participation in the workforce. They impair employees' physical and mental health wellbeing, leading to stress, anxiety, loss of self-esteem and motivation, and even job loss. In this way, it perpetuates the gender wage gap and affects women's opportunities for advancement and career progression. The economic toll on enterprises includes negative effects on business productivity, employee morale and overall reputation.

Inclusion

19. Women workforce participation support policies

Rationale for women's economic empowerment: Women's entry and continued employment benefits from workforce participation support policies that prioritise their safety and wellbeing and help them balance care responsibilities. Fostering a healthy and safe work environment for both women and men involves managing occupational safety and health risks, creating a work environment that promotes productivity and employee morale.

Factors affecting workplace safety include unsafe working conditions, environmental hazards, substance abuse and workplace violence. Safety of workers (also known as worker safety and occupational health and safety) refers to providing a safe working environment, safe equipment, policies and procedures to ensure workers' health and safety.

Women face numerous constraints entering and remaining in the workforce. Women's time is split between paid labour, leisure and domestic production (unpaid labour) including housework, childcare and elderly care. These responsibilities account for significant portion of women's time, and prevent many women from participating in the workforce on equal footing as men, or limit employment opportunities as they pursue jobs with fewer hours.

Enterprises have a wide range of approaches to alleviate constraints created by women's unpaid domestic work, which are strongly influenced by gender norms. These constricting norms shape power relationships and restrict women's mobility and networks, which in turn shape gender roles regarding time use and household responsibilities.

By appreciating the challenges that women face, enterprises can design more conducive processes and structures to attract and retain women in the workforce. Measures adopted to boost women's workforce participation include providing affordable, accessible and high-quality childcare services, family planning services, as well as efforts to attract women back to the workforce.

Use the following guide questions to identify business policies and practices that support women's workforce participation.

Inclusion

		Micro	Small and med	Large
Commitment				
1.	Does the enterprise demonstrate recognition of unequal care responsibilities by being flexible around the timing of work to support women with care responsibilities?	✓	✓	✓
2.	Does the enterprise have workplace safety policies?	✓	✓	✓
3.	Does the enterprise have workplace family-friendly policies or practices that provide equal support to employees like paid parental leave, paid sick leave, flexible work arrangements and access to affordable, quality childcare? *This also means the enterprise cannot penalise employees for using these policies or systems*		✓	✓
4.	Does the enterprise provide these benefits (outlined in #3) to all employees?			✓
Communication				
5.	Does the enterprise communicate its workplace support policies regularly to employees?	✓	✓	✓
Implementation				
6.	Does the enterprise consult with women and men to determine if occupational health and safety and hygiene services and protections meet employee needs?	✓	✓	✓
7.	Is there an individual responsible for ensuring the enterprise adheres to adequate supervision and physical safety standards for both women and men in the workplace, including safe toilet facilities for women that accommodate hygiene needs such as clean water and soap, and disposal methods for feminine hygiene products?	✓	✓	✓
8.	Does the enterprise have a smoke-free workplace policy?	✓	✓	✓
9.	Do enterprises that engage with children have a child protection policy? If not applicable, answer 'NA'.	✓	✓	✓
10.	Does the enterprise provide paid paternity leave and encourage uptake among its employees?	✓	✓	✓
11.	Does the enterprise offer maternity protection to ensure there are 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?		✓	✓
12.	Does the enterprise have a policy to continuously assess risks regarding its adverse impact on employee health and wellbeing, including their sexual and reproductive health and rights, and introduce mitigation plans?		✓	✓
13.	Does the enterprise offer flexible work arrangements (e.g. remote work, shift in working hours, ability to leave early for occasional situations and use of teleconference for meetings)?	✓	✓	✓
14.	Does the enterprise support expecting, new and nursing mothers, including retention policies after childbirth?		✓	✓
15.	Does the enterprise provide maternity protection that preserves the health of the mother and the newborn and provides a measure of job and income security? *This includes protection from dismissal and discrimination, the right to resume work after family leave, and maintenance of wages and incomes during maternity.*		✓	✓
16.	Does the enterprise train managers, to instil working norms that support work–life balance?	✓	✓	✓
17.	Does the enterprise provide private and hygienic facilities for breastfeeding or pumping?		✓	✓
18.	Does the enterprise train staff on ergonomics, exposure to hazardous materials and other occupational risks, accounting for the differential biological impacts of health and safety on women and men?		✓	✓

Inclusion

		Micro	Small and med	Large
19.	Does the enterprise provide access to transportation to and from work and while on business travel (including in environments where public transport is unsafe or unavailable)?		✓	✓
20.	Does the enterprise impose appropriate safety practices for women employees on business travel such as traveling modes and choices of accommodation?	✓	✓	✓
21.	Is there employee training on occupational health and safety standards and procedures for all workers, as applicable?		✓	✓
22.	Does the enterprise provide personal protective equipment for both women and men, especially accounting for the needs of pregnant and nursing women? Not *Applicable: Staff does not use personal protective equipment.*		✓	✓
23.	Does the enterprise support childcare responsibilities through subsidies or other forms?			
24.	Does the enterprise support working parents through measures such as employees' family network, advice, referrals and childcare subsidies?			
Measurement				
25.	Does the enterprise conduct workplace satisfaction surveys, disaggregated by gender?	✓	✓	✓
26.	Does the enterprise monitor employee use of available family leave?		✓	✓
27.	Does the enterprise track the attrition of employees returning to work following family leave and their promotion rates?		✓	✓
28.	Does the enterprise assess the most pressing needs of working parents, particularly vulnerable groups? *Vulnerable groups might include temporary, informal, migrant, pregnant or nursing workers, workers with disabilities and those who lack access to benefits like paid sick leave.*			
Accountability and transparency				
29.	Does the enterprise keep an open communication line with employees to provide feedback on the effectiveness of its policies and programs?	✓	✓	✓
30.	Does the enterprise have a review process for its workplace policies and benchmark it against industry norms?		✓	✓
31.	Does the enterprise report health and safety incidents to the Board?		✓	✓
32.	Does the Board review the impact of workforce support policies, including retention rates and return to work metrics?		✓	✓

Note: Family leave is an excused absence from work to deal with family matters, especially the birth or adoption of a child or to care for a sick parent or spouse.

Links to Inclusion: Workplace safety and family friendly policies allow women to remain in the workforce and be economically active, an integral element of women's economic empowerment and organisational diversity. Such policies attract women to work for companies, because they can balance care responsibilities and it increase their likelihood of returning to work after family leave. They can choose from different employment opportunities and ensure gainful employment without sacrificing pay and other benefits.

20. Women's turnover ratio

Rationale for women's economic empowerment: The women's turnover ratio measures the effectiveness of human resources policies, programs and practices in retaining women in the workforce. It is also a leading indicator of why women are leaving the enterprise or the workforce.

Enterprises are re-evaluating what truly matters to their employees and how they can retain talent and remain competitive. Retaining productive employees is a key human resource challenge for enterprises given the challenges of finding and attracting skilled people. High employee turnover affects the enterprise bottom line and employee morale, and reflects organisational culture.

The ratio of women entering the workplace compared with women leaving the workplace is significant. It is imperative for business leaders to take a holistic approach to increase and retain women talent across the organisational hierarchy. Enterprise leaders must incorporate gender diversity in their goals, strategies and culture, enabling employees to reach their full career potential to flourish in today's competitive environment.

Women's turnover ratio

(Last 12 months number of women (separated)/
(Last 12 months average number of women employees)

$\div$

(Last 12 months number of men (separated)/
(Last 12 months average number of men employees)

		Score
We need to talk	>150%	1
More work to do	131% to 150%	2
Getting there!	116% to 130%	3
Advancing to Role Model	106% to 115%	4
Role Model	<105%	5

Links to Inclusion: Enterprises must provide an inclusive work culture that addresses women's needs and responsibilities as well as gender biases and stereotypes through strategies, policies and practices. Business leaders can execute empowerment and gender equality strategies by making organisational culture, policies and best practices flexible. Promoting a work-life balance initiative through workforce participation support policies will empower and motivate women to remain in the workforce.

21. Women in part-time and temporary employment

Rationale for women's economic empowerment: Women are overrepresented in part-time and temporary work because it gives them flexibility to look after children or the elderly. Another reason is their inability to find full-time work. However, in most situations, these part-time and temporary work have inadequate social security protections, or even exclude women from social security coverage if they work fewer than a specified number of hours.

As a result, women are more vulnerable than men in the face of unemployment, health problems and funded retirement schemes. For example, the COVID pandemic particularly affected women who were disproportionately employed in the service sectors hit hardest by shutdowns.[46] They were concentrated in casual and part-time roles and bearing an already disproportionate share of unpaid care responsibilities. This forced many women to reduce their working hours or give up paid work altogether.

Women's percentage of part-time and temporary employees

1. *Total number of direct part-time women employees (end of period)*

$\div$

Total number of direct part-time employees (end of period)

2. *Total number of seasonal, temporary or contracted third-party women employees (end of period)*

$\div$

Total number of seasonal, temporary or contracted third-party employees (end of period)

		Score
We need to talk	0% to 10%, 91% to 100%	1
More work to do	11% to 20%, 81% to 90%	2
Getting there!	21% to 30%, 71% to 80%	3
Advancing to Role Model	31% to 40%, 61% to 70%	4
Role Model	41% to 60%	5

[46] International Labour Organization (2021), *Fewer women than men will regain employment during the COVID-10 recovery says ILO*. Geneva, Switzerland: ILO.

Note: A part-time worker is an employed person whose normal hours of work are fewer than those of comparable full-time workers. Such working arrangements may involve very short hours or no predictable fixed hours, and the employer has no obligation to provide a set number of hours of work.[47]

Seasonal or temporary employment is when workers are engaged only for a specific period. It includes fixed-term, project- or task-based contracts, as well as seasonal or casual work, including day labour. Fixed-term, project- or task-based contracts are contractual employment arrangements between one employer and one employee characterised by a limited duration or a pre-specified event to end the contract. Casual work is the engagement of workers on a very short-term or on an occasional and intermittent basis, often for a specific number of hours, days or weeks, in return for a wage set by the terms of the daily or periodic work agreement.[48]

Links to Inclusion: Part-time and temporary work can facilitate work–life balance if given the right working conditions and time options (including parental leave, flexitime, shorter full-time hours) and infrastructure (including child and elderly care services), similar with the standard full-time salaried worker, so that both men and women have more employment options. This is important to avoid discrimination based on occupational status and to ensure that it is not a means to lower labour costs by offering worse conditions.

[47] International Labour Organization (1994), *Part-Time Work Convention, 1994 (No. 175).* Geneva, Switzerland: ILO.
[48] International Labour Organization (2023), *What is temporary employment?* Geneva, Switzerland: ILO.

22. Compensation ratio for women part-time and temporary employment

Rationale for women's economic empowerment: Women in part-time and temporary employment receive hourly wages or minimum wages that can be set for an hour, a week or a month. Inequalities exist in temporary work wages, constraining women from obtaining standard jobs given the number of hours and availability required by standard employment. Employers tend to have biases with women workers because of other demands outside of work, such as care responsibilities.

There is a wage penalty associated with working fewer hours for temporary or part-time employment. The gender wage gap is a problem for women at every wage level. Minimum wage policies and collective agreements aim to protect low-income workers based on country-specific factors such as the cost of living, welfare policies, labour market conditions, the inflation rate and other economic factors and trends.

Part-time and temporary employment can be advantageous when it allows for a better work–life balance (voluntary), but it often results in lower wages, lack of social protection systems, lower training opportunities and poorer career prospects for women (involuntary part-time work). The amount and quality of jobs available depends largely on how employers use part-time workers in their personnel and working-time policies, within the context of national policy frameworks.

Part-time employment that is marginalised as a secondary form of employment incurs penalties, such as lower hourly pay rates and inferior social protection or opportunities for career progression.[49]

Women/men compensation ratio in part-time and temporary work

1. Part-time employees

(Last 12 months average total compensation for part-time employees (women)

$\div$

(Last 12 months average total compensation for part-time employees (men)

2. Temporary employees

(Last 12 months average total compensation for seasonal, temporary contracted third party employees (women)

$\div$

(Last 12 months average total compensation for seasonal, temporary contracted third party employees (men)

[49] C Fagan et al. (2014), *In search of good quality part-time employment*. Geneva, Switzerland: ILO.

Inclusion

		Score
We need to talk	0% to 60%	1
More work to do	61% to 75%	2
Getting there!	76% to 85%	3
Advancing to Role Model	86% to 95%	4
Role Model	> 95%	5

Note: The last 12 months average compensation of part-time and temporary workers is the total average compensation of all part-time and temporary employees divided by the number of employees. Average compensation is the total of daily or monthly compensation of each employee over the last 12 months divided by the number of days or months that employee worked over the last 12 months.

Links to Inclusion: Women should have the same opportunities as men whether they choose to be in temporary or part-time employment (voluntary). Enforcing minimum wage regulations mitigates the power imbalance between enterprises and employees and protects employees accepting lower wages to obtain employment. Enterprises can improve the quality of those jobs by addressing deficiencies in working conditions, and facilitate transitions towards better-quality jobs, including standard jobs.

Inclusion

23. Fair treatment of part-time or temporary workers

Rationale for women's economic empowerment: Along with young people and migrants, women are often overrepresented in temporary and part-time work arrangements due to care responsibilities for children, elderly parents or other adult relatives. In part, this is associated with gender inequalities in family roles, which assigns the primary responsibilities for domestic work and raising children to women, reducing their availability for full-time employment, or limiting their options to part-time or temporary work. Women are also employed part-time for other reasons – involuntarily because they could not find full-time employment, are students or have ill-health. But, in nearly every country, they are more likely than men to take part-time employment because of family care responsibilities.[50]

Sweef Capital recognises the informal labour market disparately impacts women. However, the lack of data and reluctance of companies engaging in illegal labour practices to provide this data means the Gender ROI™ tool does not include the informal labour market.

Enterprises must provide good-quality part-time and temporary jobs that will be voluntarily taken up by both women and men, ensuring equal treatment of part-time and temporary workers with comparable full-time workers. The personnel and working-time policies should be within national frameworks that aim to provide quality of part-time jobs available and support women's inclusion in the workforce. Women can realise their full potential as part-time or temporary workers under the lens of gender equality.

Use the following guide questions to identify business policies and practices that reflect fair treatment of part-time and temporary workers.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise apply gender equality policies to temporary or casual employees? *This includes family workers, such as women in small family businesses who are least likely to be compensated for their labour.*	✓	✓	✓
2. Does the enterprise use temporary worker agencies that fairly treat their employees?		✓	✓
Communication			
3. Does the enterprise communicate to employees its policy on fair treatment of part-time and temporary workers? *This means that part-time and temporary workers receive the same basic protections as full-time salaried employees.*	✓	✓	✓
4. Does the enterprise communicate to the public and stakeholders (through job advertisements and others) fair treatment of part-time and temporary employees?			✓
Implementation			
5. Does the enterprise comply with minimum wage legislation and other labour regulations equally between women and men?	✓	✓	✓
6. Do both women and men receive the same hourly wage?	✓	✓	✓
7. Does the enterprise train its part-time or temporary workers, equally between women and men?	✓	✓	✓
8. Does the enterprise provide occupational safety and health protection for its part-time and temporary workers, equally between women and men?	✓	✓	✓
9. Does the enterprise ask its part-time or temporary workers if they are seeking full-time employment?	✓	✓	✓

[50] C Fagan et al. (2014), *In search of good quality part-time employment*. Geneva, Switzerland: ILO.

Inclusion

	Micro	Small and med	Large
10. Does the enterprise conduct due diligence on their temporary worker agencies for compliance with national regulations covering part-time or temporary workers?		✓	✓
11. Does the enterprise provide part-time or temporary employees with paid leave equally between women and men?			
12. Does the enterprise provide consistent schedules and allow shifting of schedules among its part-time or temporary employees, equally between women and men?			
Measurement			
13. Does the enterprise track the gender composition of part-time or temporary workers?	✓	✓	✓
14. Does the enterprise track the number of part-time or temporary workers becoming full-time workers within the company?		✓	✓
Accountability and transparency			
15. Does the enterprise communicate its equal treatment policy for its part-time and temporary employees to its employees and the public?	✓	✓	✓
16. Does the Board review the use of the part-time or temporary workers to address temporary labour shortages or for cost reduction programs?		✓	✓

Links to Inclusion: Women and men should have the freedom to choose the types of work they want to engage in. This should be unconstrained by gender norms, roles and biases. Enterprises have a responsibility to ensure all employees, including part-time or temporary workers, are treated with dignity, respect and fairness. As such, women can choose to work in part-time or temporary employment voluntarily, via quality jobs with working time options, employment and social protection and infrastructure.

Women need to be as equally treated as men in part-time and temporary employment and with full-time workers to change gender dynamics in the labour force.

Inclusion

24. Gender equality beyond workplace

Rationale for women's economic empowerment: Gender equality is a fundamental human right that requires collective action from multiple stakeholders – enterprises, governments, private sector organisations and industry bodies, academia and civil society. In turn, these stakeholders can take urgent action to build capacity and develop a conducive environment that fully utilises women's potential as leaders, employees, entrepreneurs and consumers.

Enterprises can act as agents of change in their industry or community by advocating gender equality beyond the workplace. Understanding the root causes of gender inequality can deepen knowledge and inform courses of action. Transforming social norms by addressing uneven access to education, lack of employment quality, job segregation, lack of legal protection, lack of bodily autonomy, poor medical care, lack of religious freedom, lack of political representation, racism and societal mindsets will have a profound positive effect on the lives of women, men, girls and boys.

Enterprise leaders and employees alike can act through organisational operations or personal advocacies.

Use the following guide questions to identify business policies and practices that promote gender equality beyond the workplace.

	Micro	Small and med	Large
Commitment			
1. Does the enterprise have a program to address gender norms beyond the workplace, and also address the root causes of inequality? *Gender inequality has its roots in differences between men and women in society that result from social constructions of relations. It also intersect with other forms of discrimination such as racism, agism and ablism.*		✓	✓
2. Does the enterprise encourage and support its employees to participate in external knowledge sharing and public advocacies on gender equality?			✓
Communication			
3. Does the enterprise communicate its work on changing gender norms to employees and the public?	✓	✓	✓
4. Does the enterprise lead in addressing GBV in the community?			
5. Does the enterprise advocate for gender equality and women's empowerment in public forums?			
Implementation			
6. Does the enterprise help connect people to social and economic support systems?	✓	✓	✓
7. Does the enterprise train workers to improve employment opportunities in its industry?	✓	✓	✓
8. Does the enterprise address gender stereotypes in its programs to change the stories that children consume and internalise through media, books or TV? *These stories influence how women and girls view themselves.*		✓	✓
9. Does the enterprise lead or participate in programs or initiatives to address gender equality issues in their industry or community?			
10. Does the enterprise facilitate discussions that inform women of their rights, particularly sexual and reproductive health?			
11. Does the enterprise build awareness on the role and responsibility of men in dismantling systems that perpetuate discrimination?			

Inclusion

		Micro	Small and med	Large
12.	Does the enterprise work with international organisations, governments, civil society, girls' and women's organisations, movements and the private sector to change gender norms?			
13.	Does the enterprise help girls achieve equality in educational opportunities, addressing the mindset that boys are a better investment for the family than girls? *This mindset grants boys greater access to resources and educational options than girls.*			
14.	Is the enterprise involved in finding solutions for unpaid care responsibilities disproportionately borne by women?			
15.	Does the enterprise sponsor programs to change school curriculums from childhood to include gender equality and women's rights?			
16.	Does the enterprise sponsor programs that address issues around social justice?			
17.	Does the enterprise collaborate with religious and traditional leaders in supporting changes to gender norms to benefit the community?			
18.	Does the enterprise's leadership actively and openly promote and encourage recruitment and promotion from diverse talent pools?			
Measurement				
19.	Does the enterprise track the progress of different gender equality initiatives?	✓	✓	✓
20.	Does the enterprise measure progress of its gender equality against pre-defined targets?			✓
Accountability and transparency				
21.	Does the enterprise report the progress of its programs to its stakeholders and the public?	✓	✓	✓
22.	Does the Board or senior management lead initiatives focusing on changing gender norms by collaborating with other stakeholders?			
23.	Does the enterprise demonstrate commitment to, and action on, gender equality influence in its existing and potential suppliers and/or partners?			

Links to Inclusion: Changing gender norms is an iterative process that calls for multisector, holistic and culturally sensitive approaches. A gender-transformation process involves robust examination, questioning, challenging and changing of structural inequalities and power dynamics to empower women to reach their full potential. Acting deliberately and harnessing different stakeholders to address the root causes of gender inequality is a gradual and complex journey.

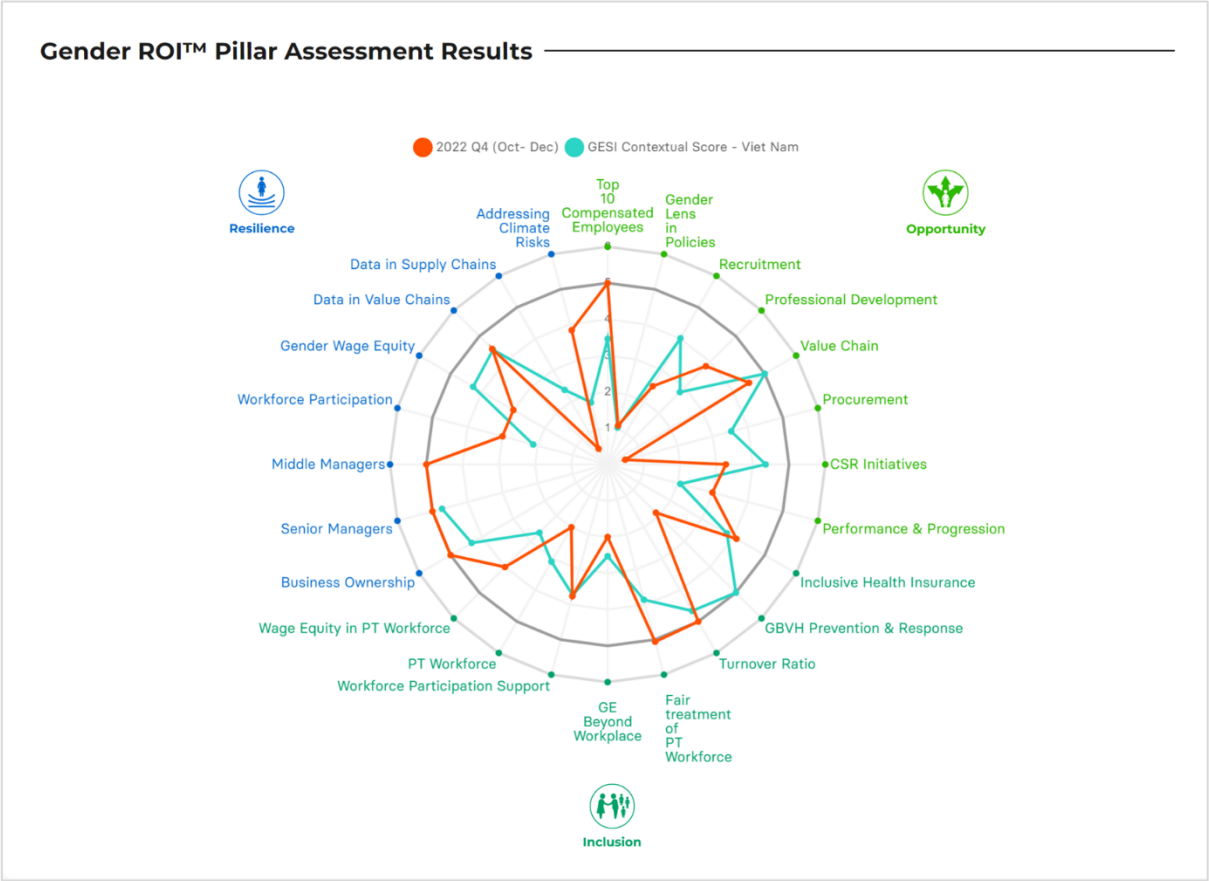
Individuals, businesses, governments, employers, worker organisations and civil society play a role to achieve shared goals of transforming gender norms and building an inclusive society.

Calculating A Sweef Capital Gender ROI™ Score

The Sweef Capital Gender ROI™ provides practical guidance to mainstream diversity, equity and inclusion into an enterprise's business processes.

The tool generates an overall score to track the enterprise's overall performance, broken down across the outcome pillars of Resilience, Opportunity and Inclusion as presented in Figure 4. The assessment identifies gender gaps in organisational structures, value systems, processes and practices. Enterprises can then develop the most appropriate gender action plan to bridge these gaps, providing better outcomes for women, and then the enterprise, investors and society at large. Embedding gender interventions into values, business systems and structures ensures they become an essential element of the enterprise's performance. This is where the linkages between women's economic empowerment programs and economic and financial results are best demonstrated.

Figure 4: Sample of Gender ROI™ assessment



Source: Sweef Capital Management Pte Ltd and Equilo 2022.

The 24 qualitative and quantitative indicators are presented in a two-dimensional data series in the spider chart (Figure 4), a graphic representation of performance. Scores at the farthest end of the spike represent a '5' – that is, the company is a role model in demonstrating relevant policy and practice. Scores at the center represent a '0' – that is, the company does not have the relevant policy nor is it demonstrating the dimension of focus through practice, which means indicator requires immediate action.

The Equilo platform features an automated and intelligent function prescribing a gender action plan based on the assessment.

The sample company shown in Figure 4 is demonstrating strong performance in indicators such as women business ownership, women representation in senior management, women representation in middle management, fair treatment of part-time and temporary and women's turnover ratio. However, the company is underperforming in gendered disaggregated data in supply chains, gender lens in policies and strategies, gendered approach to procurement, gender equality beyond workplace and addressing climate risks. So, these indicators would be the focus of interventions and laid out in a gender action plan.

Calculating the Gender ROI™ score

The Gender ROI™ comprises 24 qualitative and quantitative indicators resulting in an overall score as a measure performance. The baseline assessment identifies the gender gaps and informs gender action plans to be undertaken by enterprises with the aim to improve scoring over time. The assessment will be conducted periodically at the enterprise level to monitor its progress on the gender action plans.

The tool available is available for practitioners to use through the Equilo platform. The quantitative indicators utilise pre-set formulas built into the tool. The qualitative indicators are measured based on guide questions to assess existing policies and practices; they are calibrated for the size and sophistication of enterprises suitable for three categories of enterprise – (i) micro, (ii) small and medium, and (iii) large.

Enterprise categories are assessed based on International Finance Corporation definitions, referencing number of employees.

Category of enterprise	Employees
Micro enterprise	< 10
Small and medium enterprise	10–300
Large enterprise	> 301

Quantitative indicators

Quantitative indicators evaluate performance against a score scale. Each indicator is scored on a 5-point scale from 1 = 'We need to talk' to 5 = 'Role model' as provided in Figure 5.

Figure 5: Sample of qualitative indicator and its scoring scale

Women workforce participation

Women workforce participation = Last twelve months number of women salaried employees / Last twelve months total number of salaried employees

	Female	Male	Total	Ratio	Score
Senior manager	9	5	14	64%	
Manager	25	22	47	53%	
Employee	352	128	480	73%	
Women workforce participation	386	155	541	71%	3

Score scale		
We need to talk	0 to 10%, 91% to 100%	1
More work to do	11% to 20%, 81% to 90%	2
Getting there!	21% to 20%, 71% to 80%	3
Advancing to role model	31% to 40%, 61% to 70%	4
Role model	41% to 60%	5

Qualitative indicators

Qualitative indicators are evaluated, subject to the following factors:

- **Commitment:** An enterprise has either:

- a tacit commitment to the issue, but this policy, strategy or associated practices are not formally documented, or
- a formal commitment that may be written down in a documented commitment or policy statement or integrated into wider organisational policies or strategies.

- **Communication**: An enterprise communicates its commitment and strategy to staff and, where relevant, to other stakeholders.
- **Implementation**: An enterprise implements one or more practices operationalising its approach.
- **Measurement**: An enterprise tracks its actual performance related to a specific issue through relevant gender measures.
- **Accountability and transparency**: An enterprise annually reviews its approach and performance and acts on findings. This step may include publicly disclosing information about the enterprise' s approach and performance on a gender issue.

Practitioners assess the qualitative indicators against five factors, using guide questions to determine the existence of relevant policies and implementation through practices. Different thresholds are established for micro, small and medium, and large enterprises. Practitioners should use their judgement to determine suitable questions that reflect local contexts and global aspirations.

Each question has the following answer keys to demonstrate depth of performance:

Answer key	Description
0	No
1	Informal/ad-hoc/in draft
2	Adopted but not fully implemented or operationalised
3	Fully operationalised and systematically done

If the enterprise demonstrates the relevant policy is fully operationalised and systematically done to meet the minimum threshold for the type of enterprise, it receives a score of 1 for that factor. If the enterprise demonstrates all five factors, it will score five for the qualitative indicator. Enterprises demonstrating all policies and practices beyond the minimum threshold receive a bonus point. These bonus questions representing best practice policies and practices are shaded in blue. If the enterprise meets some best practice policies and practices reflected in the bonus questions, it receives a partial point.

Access Sweef Capital Gender ROI™ through the Equilo platform

The Gender ROI™ can be accessed through the Equilo platform by following this link and creating an account – https://www.equilo.io/sweefcapitalgender-roi. The digital version provides a user-friendly interface and ease of data reporting and scoring, with the results presented though insightful visualisation of performance. The platform generates an intelligently automated and editable action plan based on assessed gaps.

The enterprise can then begin to design data-driven strategic actions. The platform also features a monitoring, evaluation, and learning function, which allows periodic assessments to track and monitor progress of gender interventions.The tool can be used by different organisations for self-assessment or by investors as part of due diligence of potential or existing investee companies.

The platform is capable of portfolio-level aggregation; featuring intelligently integrated portfolio analysis allows portfolio managers to aggregate, synthesise and average their portfolio to view results and progress across all portfolio companies, with benchmarking across portfolio and globally.

Integrating Gender into Action Planning

Enabling deep gender analysis, the Sweef Capital Gender ROI™ uncovers how an enterprise's formal and informal policies, practices and procedures can reinforce gender inequalities and gender-based stereotypes.

The tool establishes a roadmap for integrating diversity, equity and inclusion throughout an enterprise's value systems, business operations and corporate structures. In particular, the tool reveals gaps, weaknesses and strengths as the foundation to formulate an appropriate gender action plan.

Enterprises can also set gender equality goals and priorities, implement interventions and benchmark their performance, as part of enterprise-wide change management to shift the corporate culture to embody diversity, equity and inclusion principles in every aspect of business processes.

The enterprise will realise improved performance when diversity, equity, and inclusion are recognised as assets and embedded intentionally throughout all aspects.

Diversity can improve talent pipelines and organisational culture, strengthen market presence and reach, and build an enabling working environment that contributes to business resiliency, increased profit, growth and innovation.

Monitoring and Improvement

We will review the Sweef Capital Gender ROI™ periodically, when there are material developments in applicable standards and evidence, then issue a new version to ensure its currency.

We will also improve and update this Manual periodically to keep it current and reflect key developments in standards, evidence and practice around managing non-financial performance and workplace factors. Updates will reference the evolving landscape of public disclosure requirements for non-financial performance in evolving sustainability and reporting standards. Over time, the guidance material will include additional use cases and practical recommendations for improving practice.

The Manual reflects that factors contributing to gender inequality are diverse, deeply entrenched, evolving and strongly interdependent. It is important to understand the underlying causes and conditions of inequities to inform equally complex and effective interventions to promote diversity, equity and inclusion.

As an iterative process, the Manual's development will track new and innovative ways to promote diversity, equity and inclusion, enriched by the key learnings from gender action plans implemented and shared across the gender lens community. The tool hopefully inspires different stakeholders to share their work as they break ground with new ideas to create gender-sensitive organisations.

Fostering a shared commitment to continual improvement, best practice and shared learnings strengthens the foundations of diversity, equity and inclusion mainstreaming across enterprise business processes. Building the evidence base through the Gender ROI™ is important to validate the business case of a gender lens approach to business operations, supporting the resources needed to implement change programs.

The Gender ROI™ database will promote research on the interlinkages of women's economic empowerment programs and an investment strategy that delivers social, economic and financial returns.

Sweef Capital is partnering with an academic institution to develop the global database that will harness datasets from wide use of the tool. The database will also promote research on the interlinkages of women's economic empowerment programs and an investment strategy that delivers social, economic and financial returns.

The tool's built-in rigour and the Equilo platform's functionalities will allow benchmarking across different dimensions of sector, geography and type of enterprises. And doing so fosters deeper learning about the different aspects of a gender lens approach.

Deep analysis and powerful insights from using the tool will drive different stakeholders to act. In particular, more fund managers and organisations will be encouraged to optimise for gender-based activities, as part of their culture, value drivers and diversity, equity and inclusion efforts.

The tool's framework can be readily adapted to other groups or communities facing discrimination due to factors such as race and ethnicity, sexual orientation, age, employment and socioeconomic status, disability and immigration status, geography and more.

By collaborating with different mission-aligned organisations addressing different aspects of inequality, the Gender ROI™ can be used to recognise multiple and co-existing forms of discrimination and develop best practice in breaking down the inequalities that permeate structural systems.

Resilience

	1 (We need to talk)	2 (More work to do)	3 (Getting there!)	4 (Advancing to role model)	5 (Role model)
Leadership					
Women business ownership - Number of shares owned by women over the total number of shares	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Senior management representation - Number of women in senior management over the number of total employees in senior management	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Workforce					
Women's middle management representation - Number of women in middle management over number of employees in middle management	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Pay equity - 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%	>955
Women workforce participation - Number of women over the number of total 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%
Value chains					
Gender diversity in suppliers - Number of women-owned or women-led companies (in management positions) engaged by the company as customers and suppliers over the number of total customers and suppliers	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Gender diversity in customers - Number of women customers over number of total customers	0%	1 to 10%	11 to 25%	26 to 45%	>45%
Society					
Addressing climate risks - Approach to raising suppliers', clients', enterprises' and employees' awareness about climate risks, training/educating regarding climate change to mitigate social and environmental risks	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				

Opportunity

	1 (We need to talk)	2 (More work to do)	3 (Getting there!)	4 (Advancing to role model)	5 (Role model)
Leadership					
Performance evaluation and progression - Approach to promote diversity in women's performance evaluations and progression	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				
Top 10 employees by compensation - Women/men ratio of company's top 10 percent compensated employees	0 to 60%	61 to 75%	76 to 85%	86 to 95%	>955
Workforce					
Gender diversity in recruitment - Approach to recruitment and selection promotes gender diversity across the workforce	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				
Gender lens in policies and strategies - Approach to applying gender lens to all policies and strategies, including promoting inclusion, transparency, and respect	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				
Professional development, networking, and mentoring - Approach to promoting women's professional development and training including mentorship and networking	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				

Opportunity

Value chains	
Gender responsive recruitment - Approach to promote women's empowerment in organizations and business partners along the supply chain	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency
Gendered approach to value chains - Approach to promote women's empowerment through its customer base	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency
Society	
Community engagement through CSR initiatives - Approach to contribute to SDG and community engagement through CSR initiatives (beyond profits, entrepreneur's contributions to society)	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency

Inclusion

	1 (We need to talk)	2 (More work to do)	3 (Getting there!)	4 (Advancing to role model)	5 (Role model)
Leadership					
Inclusive health insurance policies - Approach to health insurance policies that recognizes and caters to the different health needs of women and men	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				
Survivor centered prevention and response to gender based violence and harassment - Approach to survivor-centered prevention and response to gender based violence and harassment, support for employees expriencing domestic violence	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				
Workforce					
Women workforce participation support policies - Approach to paid parental leave, carer leave and flexible work hours/work from home arrangements as an indication of workplace culture	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency				
Women's turnover ratio - The number of women leaving the enterprise over the number of total employees leaving enterprise	>150%	131 to 150%	116 to 130%	106 to 115%	<105%
Women in part-time and temporary workforce part-time and temporarv workforce - Number of women employees in part-time and temporary workforce	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%
Value chains					
Compensation ratio for women in part-time and temporary workforce - (last twelve months number of women hourly workers) over (last twelve months number of total hourly workers)	0%	1 to 10%	11 to 25%	26 to 45%	>45%

Fair treatment of women in part-time and temporary workers - Approach to promote gender diversity and fair temporary, workforce	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountability and transparency
Society	
Gender equalitv beyond workplace - Approach to promotion of gender equality beyond workplace through industry or community engagements, addressing gender norms	A maximum of 5 points could be allocated on this par meter depending on what management framework has been applied. I.e. if the company practises one of the following dimensions scores 1, if it has all of the five practices scores 5: • Commitment (evidence of stakeholder consultation) • Communication • Implementation • Measurement • Accountabilitv and transparency

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