

# Gender-smart Interventions: A Guidance Note for Investors

This document outlines examples of gender-specific opportunities throughout the value chain, focusing on the segments in the CDC gender strategy: boards, senior management, employees, entrepreneurs & consumers. Opportunities marked with \* are linked to one of the UN Women’s Empowerment Principles and those marked with \*\* are referred to in the Sustainable Development Goals.



## Board, senior management and employees: women’s leadership and job quality

Board and leadership	Employees and HR	Skills development
<ul style="list-style-type: none"> <li>✦ Establish the business case</li> <li>✦ Establish a company commitment and plan for gender diversity at senior level, including targets and measurement systems*</li> <li>✦ Ensure gender values are in corporate-level policies*</li> <li>✦ Identify senior level gender champions to act as role models</li> <li>✦ Include gender equality performance in sustainability reports*</li> <li>✦ Ensure that minimum national and international E&amp;S standards for women are met—</li> </ul>	<ul style="list-style-type: none"> <li>✦ Gender diagnostic to unveil the business case</li> <li>✦ Ensure HR policies are gender responsive/ not discriminatory*, **</li> <li>✦ Disaggregate HR data by sex and analyse business challenges through gender trends</li> <li>✦ Offer flexible working hours and ensure work-life balance*</li> <li>✦ Provide fair, comparable wages and hours</li> <li>✦ Provide maternity leave and paternity leave, * as well as sickness leave</li> </ul>	<ul style="list-style-type: none"> <li>✦ Train male and female managers on the subject of gender equity, such as the benefits of workplace diversity and inclusion, unconscious bias and how to support new parents returning to work</li> <li>✦ Encourage senior staff and managers to mentor and sponsor promising junior staff (male and female)</li> <li>✦ Provide equal opportunities for formal and informal networking*</li> <li>✦ Promote the visibility of rising female leaders and relevant networks</li> </ul>

<p>such as access to unions, grievance mechanisms, payment of minimum wages, maternity leave, provision of the correct PPE and physical facilities, stringent sexual harassment policies</p>	<ul style="list-style-type: none"> <li>✦ Support access to child and dependent care*</li> <li>✦ Establish zero-tolerance policy towards all forms of violence*</li> <li>✦ Work with recruiters, companies and fund managers to understand recruitment and talent pipeline challenges of getting a 50:50 supply of candidates*</li> </ul>	<ul style="list-style-type: none"> <li>✦ Ensure equal access to and provide company-sponsored education and professional development training programmes to upskill female and male staff*</li> </ul>
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## Entrepreneurs: women’s access to finance and entrepreneurship

For financial institutions	For companies with women as distributors or suppliers
<ul style="list-style-type: none"> <li>✦ Build customer/client value proposition</li> <li>✦ Research financial and non-financial needs and local barriers faced by women customers through customer segmentation analysis</li> <li>✦ Design user centric products that elevate access/eliminate barriers to capital, in a responsible, gender-sensitive manner*</li> <li>✦ Train bank staff on female client needs and relationship management</li> <li>✦ Update management information systems to capture gender disaggregated client data</li> </ul>	<ul style="list-style-type: none"> <li>✦ Market opportunity mapping and analysis</li> <li>✦ Identify opportunities to reach out to and strengthen partnerships to advance/scale women-owned businesses (WOBs)*</li> <li>✦ Have gender-sensitive procurement policies &amp; procedures</li> <li>✦ Provide access to productive inputs and to financial services/capital/gender-sensitive solutions to credit &amp; lending barriers*</li> <li>✦ Develop the capacity of WOBs to be quality suppliers by offering a supplier mentoring program</li> <li>✦ Host matchmaking events and procurement fairs targeting WOBs</li> <li>✦ Utilise trade and supply chain finance to provide access to working capital</li> </ul>
<ul style="list-style-type: none"> <li>✦ Help female entrepreneurs by connecting them to peer networks / mentors / role models and providing training in topics such as business, financial literacy, digital literacy, etc.</li> <li>✦ Support laws / advocate for property (land) ownership and titling</li> <li>✦ Provide information about rights (e.g., land rights, property rights)</li> </ul>	

## Consumers: woman's lens on products and services

Product design	Sales, marketing, after sales
<ul style="list-style-type: none"> <li>✦ Market opportunity mapping and analysis</li> <li>✦ Collect and analyse gender-disaggregated data on product and service provision and customer segmentation to understand differentiated needs and interests to inform business model</li> <li>✦ Identify emerging market gaps and opportunities and develop user centric solutions which may require working with industry bodies</li> <li>✦ Include women in design, financing and pricing structures for gender-specific financial, ICT, and technology products, services and delivery channels</li> </ul>	<ul style="list-style-type: none"> <li>✦ Market opportunity mapping and analysis</li> <li>✦ Tailor marketing messages and promotions to meet the needs of underserved women in various user segment groups n.b. without reinforcing gender stereotypes</li> <li>✦ Calculate impact on business performance of integrating women as marketers, distributors and after-sales agents of products that have female end users</li> <li>✦ Provide income generating opportunities to female consumers (e.g., through information communication technology (ICT))</li> <li>✦ Provide income generating opportunities to female consumers (e.g., through information communication technology (ICT))</li> </ul>

### Documentation requests

- ✦ Gender disaggregated data on internal staff (including ownership, board, senior management, middle management, and all employees)
- ✦ Gender disaggregated client/customer data across material parts of the value chain- by total # and \$ of total balance sheet/portfolio
- ✦ Organogram by gender
- ✦ Gender inclusion strategies or policies and any evidence of implementation
- ✦ HR policies and procedures (flexible work, maternity/paternity, diversity policy, pay equity, anti-discrimination, promotion and recruitment processes) and any evidence of implementation
- ✦ Examples of initiatives or programmes already in place and evidence of success (e.g. mentorship programmes, women's leadership programme, childcare provision, literacy programmes, radio/marketing) List Number