THE WIMBIZ PRIVATE SECTOR GENDER EQUITY AND EQUALITY SCORECARD

VERSION 1.0

The WIMBIZ Private Sector
Gender Equity and Equality Scorecard 1.0

"The Scorecard"

20th Anniversary Inaugural Edition

In Collaboration with PwC Nigeria

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Foreword

As WIMBIZ marks a historic 20 years of existence through the theme Celebrating Legacy, the organization also reaches a major turning point in how it impacts its environment and leaves a legacy for generations to come.

WIMBIZ stakeholders in management, business and public service represent the leverage needed to make a transformative difference in the lives of women, and act as a catalyst for their economic and social empowerment. Every woman that has come across this organization, attended its programs, or supported its agenda over the last 20 years, is a channel and vehicle for changing the narrative around gender equity and equality in Nigerian and African society. We have also long recognized that the private sector should be at the forefront of modelling this change in a concrete and tangible manner, with the support and inspiration of organizations like ours.

We are therefore excited and delighted to pen this foreword on the occasion of the publication and launch of the first ever WIMBIZ Private Sector Gender Equity and Equality Scorecard ("The Scorecard"), a standardized tool and benchmark that will help private sector players in Nigeria gauge just how well they are performing on gender equity and equality in the workplace.

We must highlight some of the recent milestones made in female representation, as well as diversity in leadership and board representation across the globe, and across key organizations in the public and private sector. African women continue to be trailblazers. The appointment of Dr Ngozi Okonjo-Iweala, CFR, as the Director General of the leading international trade body, the World Trade Organization (WTO) in 2021, amidst an overwhelming tide of support from all over the world; across different geopolitical, economic, racial, gender and cultural divides, underscores the incredible wealth of female talent and expertise that is waiting to be tapped.

Here in Nigeria, in the past year, key industries in the private sector, such as financial services have continued to raise the bar by recognizing the talent and contributions of women within their ranks. Today, Nigeria boasts 8 female CEOs in the banking sector, and a significant number on the boards of many top tier banks, as well as other industries. This is a remarkable achievement when contrasted with the picture about a decade ago; then there was only one female CEO of a top tier bank in Nigeria.

Nevertheless, as an organization, we do not lose sight of the tremendous amount of work still to be done to advance female representation and participation in the highest corridors of power. Some of the work that still needs to be done is highlighted in the WIMBIZ Research Committee report "Is Corporate Nigeria on a Path to Gender Equality?", also launching during the 20th Annual Conference.

We hope that this Scorecard will begin to help in defining that path to gender equality. Within the private sector, the influence of female leaders needs to be seen and felt, and visible representation will be important to inspiring and motivating those coming behind them towards achievement.

We are incredibly grateful for the work of the WIMBIZ Private Sector Advocacy Committee (the "Committee"), the first committee of its kind in the organization. The Committee's work in initiating and launching the Scorecard has helped turn this idea on achieving gender equity and equality into concrete action.

We are also grateful to PwC Nigeria and its team of experts, for the role played in supporting the development of the scorecard with their time, advice, and expertise over the course of several weeks and month. To the ever dedicated and diligent WIMBIZ HQ management team, your support was priceless in coordinating the Committee's work, and its collaboration with PwC Nigeria.

To all our private sector partners, and those who engaged with the Committee during the roadshows, we say thank you for your support and for buying into the goals and ideals of this initiative.

Our hope is that all future private sector users of this scorecard will realize the transformational impact it will have in institutionalizing gender equity and quality goals into their operations, hiring processes, leadership, governance structures and corporate culture.

Ifeyinwa Ighodalo

Chair, Board of Trustees, WIMBIZ

Ngover Ihyembe-Nwankwo

Chair, Executive Council, WIMBIZ

Foreword

I am delighted to introduce the WIMBIZ Gender Equity and Equality Scorecard - a proprietary tool which aims to standardise the assessment of gender mainstreaming practices and performance within private sector organisations, ensuring accountability and improving gender equality and equity in the workplace in Nigeria.

"What gets measured, gets done" is a management adage that is infinitely relevant for diversity and inclusion because the biases that permeate the workplace are sometimes unconscious. Achieving gender equality and equity therefore requires more intentional policies and processes and a system of measurement.

Metrics are important to track diversity and inclusion efforts and outcomes by employers and they help to encourage the identification and management of bias blindspots. They are useful to identify risk areas, prioritise initiatives, set targets, assign accountability, and measure the impact of interventions - a process which can only engender trust from employees and contribute positively to the overall culture of an organization.

At PwC Nigeria, our purpose is to build trust in society and solve important problems. Our societal purpose is guided by the United Nations' Sustainable Development Goals and our key focus areas include

gender equality. We are therefore proud to be continuing in our tradition of promoting equality and fairness and the active participation of both women and men in the workplace through our collaboration with WIMBIZ in developing this Gender Equity and Equality Scorecard.

As Nigeria's leading platform for women empowerment and representation, WIMBIZ has taken steps to lend its voice more strategically to the development of women in general. This scorecard is aimed at addressing some of the issues that have been identified to be at the forefront for women in the private sector. This includes: Gender equity, capacity building for career growth, women in leadership and access to funds for SMEs. Some of these issues have been addressed in the Scorecard.

The WIMBIZ Gender Equity and Equality Scorecard is fashioned as a voluntary framework, assessment tool and set of principles which private sector organisations can subscribe to. The metrics and performance indicators are in line with global best practices with consideration for the peculiarities of the Nigerian market.

It is expected that this Scorecard will raise the consciousness of private sector organisations and provide a mechanism for measurement and action resulting in progress towards equity and parity across the private sector.

Gender inequality is a global concern, and this is one of the first steps in addressing the issue from a private sector perspective. We commend WIMBIZ for its commitment to empowering women through the development of meaningful metrics that allow men and women to reach their full potential in the workplace.

We look forward to seeing more private sector organizations making gender parity a priority in the coming years and ultimately achieving the United Nations' Sustainable Development Goals with their promise to "leave no one behind".

Omobolanle Adekoya

Partner, PwC Nigeria

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The Scorecard Development Team would like to particularly thank Mrs Ifeyinwa Ighodalo, Chair, WIMBIZ Board of Trustees, and the entire founding Board of Trustees, Mrs Ngover Ihyembe-Nwankwo, Chair, WIMBIZ Executive Council, the WIMBIZ Executive Council, Mrs Hansatu Adegbite, Executive Director, WIMBIZ, the WIMBOARD Committee, Mrs Omobolanle Adekoya, Partner, PwC Nigeria, the PwC Nigeria team and leadership, the incredible WIMBIZ HQ management and staff, other members of the WIMBIZ Private Sector Advocacy Committee for their guidance, commitment, encouragement and support throughout this process.

We are grateful to the Central Bank of Nigeria (CBN), and the CBN Gender Unit for the wealth of experience shared during this process. Special appreciation must also go to the following companies: Nigeria Exchange (NGX) Limited, MTN Nigeria Plc, Sterling Bank Plc, and Shell Nigeria Exploration and Production Company (SNEPCo) for the commitment shown to the goals of gender equity and equality during our private sector advocacy meetings and roadshows.

Finally, to all the WIMBIZ Associates who took time to complete the 2021 survey on post-covid private sector advocacy, thus giving us the inspiration to launch this Scorecard initiative, you have made the process worthwhile. We hope your journey in the private sector is positively impacted by this initiative.

Introduction

The WIMBIZ Private Sector Gender Equity and Equality Scorecard ("The Scorecard") is a tool designed to provide private sector organizations across a wide range of industries with a reference manual for measuring progress on gender mainstreaming in their organizations, using best-practice key performance indicators (KPIs).

It is intended to standardize the assessment of gender mainstreaming practices and performance within private sector organizations to promote accountability and improve gender equity and equality in the workplace across the country. The Scorecard was developed in the context of global sustainable development goals, including SDG5 on Gender Equality.

The Scorecard is intended to be a voluntary framework, assessment tool and set of guiding principles which organizations are invited to subscribe to.

Broad Objectives

– To promote and support the advancement of gender equity and equality across the African private sector.
– To identify companies that are already promoting change towards gender equity and equality.
– To promote social consciousness on the importance and benefits of gender mainstreaming in the private sector.
– To standardize and measure the impact of gender mainstreaming on the performance and bottom line of organizations in the private sector.
– To serve as a globally recognized benchmark for organizational strategies and processes that should drive gender equity and equality
– To encourage and recognize gender inclusivity in Nigerian corporate culture

Methodology

The WIMBIZ Private Sector Advocacy Committee (the "Committee") worked with the PwC Nigeria team of experts in the development of the scorecard over a period of 5 months. Beginning in June 2021, the Committee spent two months consulting several globally recognized gender assessments tools as a starting point in its work program for the development of the Scorecard.

These are listed as follows;

1. Small Enterprise Assistant Funds (SEAF) Gender Equality Scorecard (US)
2. United Nations Development Program (UNDP) Sustainable Development Goals (SDGs) specifically SDG5 on Gender Equality and SDG10 on Reducing Inequality (Global)
3. UN Women Seal Certification (Rwanda)
4. The Commonwealth of Learning Institutional Scorecard for Gender Mainstreaming (Canada)

In addition to the above resources, the Committee also relied on the extensive work done by WIMBIZ in the past 20 years, and the rich library of resources, publications, policy papers and articles in the HQ archives. Following this research and literature review, the Committee then began the organic development of a full suite of measurable KPIs, through a series of brainstorming sessions.

In reviewing the initial list of KPIs, the committee was able to organize them into 5 categories listed below.

1. Human Resource Management and Workforce Participation
2. Inclusive Leadership and Governance
3. Gender Awareness and Intervention
4. Gender Monitoring and Evaluation
5. A Safe and Healthy Workplace

The above categories were further expanded into KPI subsets resulting in the development of more than 30 measurable KPIs. This process had to take into account local and national peculiarities within the Nigerian operating environment. It was important to develop a robust framework that was locally relevant and actionable, without diluting the effectiveness of the Scorecard, while ensuring it reflects global best-practices.

PwC Nigeria was then invited to critique and assess the robustness of each of these items and provide feedback and expert input to the Committee. The initial list of measurable items was then further whittled down to a tally of 26 KPIs across the 5 categories above, and upon further review, to a final tally of 22 KPIs across the 5 categories.

In Part 1 of this document, each of the 22 KPIs are defined as follows;

- The KPI topic
- The period of review e.g., current, in the previous year, in the previous 3 years, etc.
- The suggested data collection method of assessment e.g., surveys, company documentation, company interviews, etc.
- A description of the KPI and data collection guidance

The next step involved the development of the scoring and assessment methodology. PwC Nigeria was able to provide the initial examples to help the Committee develop the scoring metrics for each of the 22 KPIs, on a 5-1 scale, with 5 being the highest score and 1 being the lowest score for most of the KPIs. The final KPI inventory and scoring levels were then subject to several reviews by parties on both sides. (Part 2 of this document lists the scores for each level of the 22 KPIs)

We also have provided a section with supplemental KPIs on gender-sensitive supply chains and gender-sensitive Corporate Social Responsibility (CSR) practices for those organizations that wish to extend their gender awareness work and interventions to external parties.

Overall, we wanted to create a document that could attract widespread adoption by modelling best-practices. It was also important to develop the KPIs and scoring in such a way that would allow it to be refreshed and reviewed every few years to ensure its continued relevance to the work of gender equity and equality.

We hope you find value in consulting and using the WIMBIZ Private Sector Gender Equity and Equality Scorecard 1.0.

Rolake Akinkugbe-Filani

Chair, WIMBIZ Private Sector Advocacy Committee

Scorecard User Guide

The Scorecard is made up of key performance indicators (KPIs) which are measured and assessed by reviewing objective data obtained from sources such as documents and observations of physical arrangements within an organization. The KPIs broadly cover the systems and processes that are necessary to ensure gender equity and equality within an organization (see below) with sub-parameters which are measurable (see Part 1: KPIs).

The key areas of analysis include:

- *Human Resource Management and Workforce Participation*
- *Inclusive Leadership and Governance*
- *Gender Awareness and Intervention*
- *Gender Monitoring and Evaluation*
- *A Safe and Healthy Workplace*

Implementation Guidance

The implementation of the Scorecard requires external consultants and facilitators to work closely with a focal point person within an organization. The process involves conducting a gender audit – ideally annually – using the scorecard KPIs to measure an organization's gender sensitivity and mainstreaming.

The implementation steps include:

- *Data collation for the audit including company data (desk review), questionnaires, interviews, and workshops.*
- *Triangulation of information received from all sources, measuring of data using the performance indicators.*
- *Conducting a weighted analysis based on the performance indicators and delivering scores.*
- *A scheduled workshop for Scorecard champions and other key stakeholders within an organization to review findings and proffer recommendations.*
- *The provision of a report by the audit facilitator team with key findings, recommendations, and action plan for the organization's management.*

WIMBIZ will continue to recognize and highlight organizations making significant strides in gender mainstreaming.

Outcome

The establishment of a baseline on the performance of an organization on gender mainstreaming. This is very important in promoting gender equality as awareness is an important step to an actionable plan.

Key Performance Indicators (KPIs)

Part 1

Section 1

Human Resource Management and Workforce Participation

A measure of the degree to which the policies and practices concerning the management of employees within an organization are free from gender-based discrimination. It considers pay equity, recruitment processes and inclusive policies.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
1	**Gender pay equity**			
1.1	*Percentage of women paid the same as men for the same role*	*In the previous year*	*Company data*	What percentage of women are paid the same as men, using the company's internal grade levels and job specification?
1.2	*Existence of policies to address gender pay equity*	*Current*	*Interviews with HR, company policy, HR internal communications*	What policies does the company have to ensure it tracks and monitors equity regarding pay and compensation? Does it currently have a benchmark to measure equity? For example, does the policy clearly state that there should be no discrimination by certain characteristics, including gender? Does it indicate the basis for determining starting pay, merit increases, etc in an organization? Who determines pay and how much discretion that person wields?
2	**Approach to promoting gender diversity in recruitment**			

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
2.1	*Existence of a process or method to track and ensure a fair and inclusive recruitment process*	*Current*	*Interviews with HR & Strategy management team, list of new hires categorised by gender over the last 3 recruitments, recruitment policy, employee survey*	Does the company track its gender recruitment ratios? Is working with a specific quote or target? What measures have been put in place to ensure the recruitment process is fair? Does the organisation have an Equal Employment Opportunity disclaimer attached to its job adverts? Is this also clearly stated in the recruitment policyor HR handbook?
3	**Approach to performance reviews and promotions**			
3.1	*Transparent and unbiased performance review processes*	*Current*	*Interviews with HR, HR recruitment policy, employee survey*	How clear, transparent and free of bias is the performance review process? How clear is the process to all employees within the organization?
3.2	*Women/men ratio of employee promotions to senior management compared to company wide promotions.*	*In the last 5 Years*	*Company data provided*	What is the ratio of women to men who are promoted to senior management compared to company wide promotions? The company wide comparison ensures that companies with a higher ratio of one gender is not unduly pernalised in the scoring. Senior management promotions should reflect the overall gender balance within the company.
4	**Parental leave policy and support for women post maternity leave.**			
4.1	*Existence of a parental leave policy for both men and women*	*Current*	*Company policy / Interviews*	What is the company policy on parental leave? Is the policy periodicially reviewed?
4.2	*Maternity leave and the impact on employee retention.*	*In the last 3 years*	*Company data provided*	*What is the retention rate of women one year post maternity leave?*
4.3	*Existence of back-to-work support for women after maternity leave*	*Current*	*Company policy/ Interviews*	*Does the company have a policy to re-integrate women into the workplace post-maternity?*

Section 2
Inclusive Leadership and Governance

A measure of the representation of women in leadership roles within an organization and their degree of influence and involvement in decision-making. This promotes diversity on boards and cultivates the systemic preparation of women for executive positions.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
5	**Board composition**			
5.1	*% of women at board level*	*Current*	*Company data*	Additional areas to look at include succession planning within the firm,
5.2	*Existence of board readiness training programs for C-suite employees*	*In the previous year*	*Interview/ Company data (budget)*	Does the company have a board readiness training program for C-Suite employees and has it been deployed within the past year?
6	**C-Suite composition**			
6.1	*% of women at C-suite level*	*Current*	*Company data, financial statements*	What is the proportion of women at the C-suite level within the organization?
7	**Middle-Management composition**			
7.1	*% of women on middle-management level*	*Current*	*Company data*	Percentage of women at middle-management level.
8	**Gender influence in decision-making**			
8.1	*Perception of women's influence in decision making*	*Current*	*Employee surveys and Interviews*	What is the company wide perception of women's influence in decision-making? Are women a part of top decision-making within the company? What is the % of top or strategic projects that are led by women?

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
8.2	*% of female employees in middle management and above who feel empowered to make decisions*	*Current*	*Employee surveys and Interviews*	This should ideally be captured via a questionnaire that allows the respondents to choose from a list of perceived barriers that do not allow women to feel empowered at work.

Section 3

Gender Awareness and Intervention

A measure of the degree of organizational and leadership awareness of gender bias risks and unconscious bias, and the existence of training tools and policies to combat bias. This promotes diversity and an inclusive culture.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
9	**People-leader and employee trainings and initiatives.**			
9.1	*Trainings targeted at driving awareness on gender mainstreaming with people leaders.*	*In the previous year*	*Company data*	Is there targeted training for people-leaders to create awareness around how to run a team that is gender sensitive and has no unconscious bias ? Has it been conducted in the past year?
10	**Employee perception of C-suite and board support for gender inclusion.**			
10.1	*Employee perception of C-suite and Board support for gender inclusion.*	*Current*	*Company data and interviews*	Are directors actively involved in spreading the message of an inclusive work environment? How often do they communicate their position?

Section 4

Gender Monitoring and Evaluation

To review the monitoring and evaluation processes set in place by an organization to drive gender equity and equality. This includes reviewing the systems and measures put in place.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
11	**Promoting systems that measure gender mainstreaming.**			
11.1	*Existence of a gender mainstreaming policy*	*Current*	*Company data, policies and project information*	Does the company have a gender unit or have a clearly defined system for measuring gender mainstreaming or inclusion? Is this recorded in documentation or as policy?
12	**Promoting feedback systems and zero retaliation tolerance policies**			Availability of mechanisms for providing feedback on gender related matters e.g. whistleblower-type system or reporting mechanisms. Clarity on the relaliation and tolerance expectaitons.
12.1	*Presence of feedback systems that help channel complaints and reporting*	*Current*	*Company data, interviews, and employee surveys*	The following best-practice 5-point plan is a useful guide in scoring this KPI: 1) The company's zero-retaliation policy is clearly communicated in the staff handbook. 2) Management articulates actions that would be considered as retaliation. 3) The company has a process for reporting cases of retaliation and victimization 4) Management regularly communicates its non-tolerance for retaliation and victimization 5) Management protects the identity of persons that have been involved in cases of retaliation
13	**Regularly tracking and reporting of progress on gender equity and equality.**			
13.1	*Existence of an assigned human capital function for tracking and reporting on progress*	*Current*	*Company data, HR data, progress reports, interviews*	Are there periodic reports generated to track-progress and assess performance in the area of gender mainstreaming?

Section 5

A Safe and Healthy Workplace

To review the approach to addressing issues that can affect the safety and wellbeing of women in the workplace. This considers policies around sexual harassment, gender-based violence, workplace environment and occupational safety.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
14	**Approach to addressing sexual harassment (SH) and gender- based- violence (GBV) in the workplace.**			It should also look at internal policy and management attitudes towards SH and GBV, and systems for reporting or escalating incidences.
14.1	*Existence of a clear reporting mechanism for incidences of SH and GBV*	*Yearly*	*Company data, interviews, internal policies*	Data collection should access the availability of clear and accessible SH complaints procedure that priorities confidentiality and the anonymity of the person involved. The level of trust in the system. The following best-practice- 5 point plan is a useful guide in scoring this KPI: 1. The company's zero-retaliation policy is clearly communicated in the staff handbook. 2. Management articulates actions that would be considered in retaliation. 3. The company has a process for reporting cases of retaliation and victimization. 4. Management regularly communicates its non-tolerance for retaliation and victimization. 5. Management protects the identity of persons that have been involved in cases of retaliation.
14.2	*Post investigation support for all parties affected by SH & GBV*	*Yearly*	*Company data, interviews, surveys*	This should look at the provision of counselling support for relevant parties, protection from retaliation, line manager support and other remedial support for the victim.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
15	**Approach to occupational health and safety that addresses the specific needs of women at work.**			Does the organisation have infrastructure or facilities that provide for gender-specific health, safety and hygiene conditions? Does it have internal policies that support the provision of these facilities or infrastructure, and their regular maintenance or upkeep?
15.1	*Existence of facilities related to female hygiene and welfare*	*Yearly*	*Company date, interviews, internal policies, employee surveys.*	The extent to which the work environment has infrastructure of facilities that provide for gender-specific health, safety and hygiene conditions and internal policies that support the provision of these facilities or infrastructure, and their regular maintenance or upkeep. e.g sanitary disposal facilities, and nursing rooms

Supplemental KPIs

Organizations who wish to extend their gender mainstreaming initiatives to include 3rd party suppliers and other external stakeholders may also consider the following additional KPIs.

The key areas of analysis include:

- **Gender-sensitive Corporate Social Responsibility (CSR) initiatives.** *To assess the number of CSR initiatives in the previous 2 years that have had a gender-focused outcome or impact.*
- **Gender-sensitive supply-chain practices.** *To measure the number of:*
  (i) women-led (with a female CEO or a 50:50 male to female c-suite/executive management team) or,

(ii) female-owned (majority equity) businesses or small and medium sized enterprises (SMEs).

Future editions of this Scorecard will look to provide an expanded core suite of KPIs that assess these parameters in relation to 3rd parties and external suppliers. Nevertheless, in Part 2 – Scoring, we make provision for scores for each of the above metrics, so that organizations that meet them, are given additional commendation for extending their gender mainstreaming activities to external stakeholders. The highest obtainable score for the supplemental KPIs is a total of 10 points. Companies who score above 5 will be commended for their efforts in promoting gender-sensitive value chains and CSR initiatives.

#	KPI	Review Timeline	Data Collection Method	Description and Data Collection Guidance
S1	**Gender-sensitive CSR initiatives**			
S1.1	*CSR initiatives that have had gender-focused outcomes or impact.*	*In the previous 2 years*	*Company data and interviews with the relevant department*	What programs, community, or CSR initiatives has the company implemented that have impacted women or girls? What has been the scale or outcome of such programs?
S2	**Gender-sensitive supply-chain practices**			
S2.1	*Existence of women-led or female-owned businesses or small and medium sized enterprises (SMEs) in the organisation›s list of currently or previously contracted 3rd party suppliers.*	*In the previous 2 years*	*Company data and interviews with the relevant department*	Data to be considered should access the participation of: (i) women-led (with a female CEO or a 50:50 male to female c-suite/executive management team) or, (ii) female-owned (majority equity) businesses or small and medium sized enterprises (SMEs) that have provided business services, technical services, professional services, consulting services, supplied products or equipment etc. to the organization in the previous 2 years

Scoring

Part 2

Scoring Definitions

The table in the next section assigns points in descending order, on a scale of 5-1, for each of the KPIs desired outcomes. The totality of the highest score of 5 across all KPIs equals 100 points. The overall score* received by an organization is then defined as follows:

80% - 100%: Exceeds Expectations

This means an organization and its leadership are committed to gender mainstreaming and have made significant and consistent investments towards gender equity and equality initiatives and policies over a period, thus allowing it to score highly across almost all parameters. It is thus considered a Scorecard Model Organization.

60% - 79%: Meets Expectations

This means an organization and its leadership have achieved high scores on many of the Scorecard KPIs. However, there are some minor challenges, that, if overcome, would help it exceed expectations in a short space of time, and become a Scorecard Model Organization

40% - 59%: Needs improvement

This means an organization and its leadership still have significant work to do in promoting and achieving many of the KPIs in the Scorecard and may need some targeted interventions on gender mainstreaming in the short-term.

< 40%: Does not meet expectations

This means an organization and its leadership have not shown enough commitment to gender equity and equality principles and will need to begin a long-term series of interventions on gender mainstreaming to score above 40% and regain the confidence of stakeholders.

*Note: The above scores do not include the scores for the Supplemental KPIs. The highest obtainable score for the Supplemental KPIs is a total of 10 points. Companies who score above 5 in the Supplemental KPIs will be commended for their efforts in promoting gender-sensitive value chains and CSR initiatives.

Main Scoring Table

KPI 1	Gender Pay Equality	Applicable Score
KPI 1.1	**Percentage of women paid the same as men for the same role**	
	100%	*5*
	90 - 99%	*4*
	80 - 89%	*3*
	70 - 79%	*2*
	<70%	*1*
KPI 1.2	**Existence of policies to address gender pay equity**	
	3 or more policies exist and have been implemented within the organization	*5*
	2 policies exist and have been implemented within the organization	*4*
	1 policy exists and has been implemented within the organization	*3*
	At least 1 policy exists but has not been implemented to date	*2*
	No relevant policy exists within the organization	*1*
KPI 2	**Approach to promoting gender diversity in recruitment**	
KPI 2.1	**Existence of a process or method to track and ensure a fair and inclusive recruitment process**	
	A process exists to track and ensure a fair and inclusive recruitment process	5
	No process exists to track and ensure a fair and inclusive recruitment process	0
KPI 3	**Approach to performance reviews and promotions**	
KPI 3.1	**Transparent and unbiased performance review processes**	
	The company has a clear, unbiased and transparent performance review process that is understood by all.	5
	There is some confusion within the organization on the requirements for promotion even though a clear process has been communicated.	3
	There is no clear, unbiased and transparent performance review process that is understood within the organization.	0
KPI 3.2	**Female/male ratio of employee promotions to senior management compared to female/male company-wide promotions.**	
	Female/male ratio of promotions to senior management is 40% less than female/male company-wide promotions.	3
	Female/male ratio of promotions to senior management is 60% less than female/male company-wide promotions.	2
	Female/male ratio of promotions to Senior management is 80% less than female/male company-wide promotions.	1

KPI 4	Parental leave policy and support for women post maternity leave.	
KPI 4.1	Existence of a parental leave policy for both men and women	
	The company has a parental leave policy for both men and women	5
	The company has a parental leave policy for women only	3
	The company does not have a parental leave policy for men or women	0
KPI 4.2	Maternity leave and impact on employee retention.	
	100% retention rate one year post maternity leave	5
	80% - 99% retention rate one year post maternity leave	4
	60% - 79% retention rate one year post maternity leave	3
	40% - 59% retention rate one year post maternity leave	2
	< 40% retention rate one year post maternity leave	1
KPI 4.3	Existence of "back-to-work" support for women after maternity leave	
	The company has a "back-to-work" policy to support women post maternity leave	5
	The company has no "back-to-work" policy to support women post maternity leave	0
KPI 5	Board composition	
KPI 5.1	% of women at board level	
	50% female representation on the board	3
	20 - 49% female representation on the board	2
	< 20 % female representation on the board	1
KPI 5.2	Existence of board-readiness training programs for C-suite employees	
	The company has a board readiness training program which has been deployed in the past year	3
	The company has a board readiness training program which has not been deployed in the past year	2
	The company does not have a board readiness training program	1
KPI 6	C-suite composition	
KPI 6.1	% of women at C-suite level	
	At least 50% female representation at C-suite level	5
	30-49% female representation at C-suite level	3
	<30% female representation at C-suite level	1

KPI 7	**Middle-management composition**	
KPI 7.1	**% of women in middle-management**	
	At least 50% representation of female employees in middle management	5
	At least 45% representation of female employees in middle management	4
	At least 40% representation of female employees in middle management	3
	At least 35% representation of female employees in middle management	2
	At least 30% representation of female employees in middle management	1
KPI 8	**Gender influence in decision making**	
KPI 8.1	**Perception of women's influence on decision making**	
	At least 50% of employees perceive women to be influential in decision making	5
	At least 40% of employees perceive women to be influential in decision making	4
	At least 30% of employees perceive women to be influential in decision making	3
	At least 20% of employees perceive women to be influential in decision making	2
	At least 10% of employees perceive women to be influential in decision making	1
KPI 8.2	**% of female employees in middle management and above who feel empowered to make decisions**	
	over 50% of female employees in the stated category feel empowered to make decisions	5
	over 45% of female employees in the stated category feel empowered to make decisions	4
	over 40% of female employees in the stated category feel empowered to make decisions	3
	over 35% of female employees in the stated category feel empowered to make decisions	2
	over 30% of female employees in the stated category feel empowered to make decisions	1
KPI 9	**People-leader and employee training and initiatives**	
KPI 9.1	**Trainings targeted at driving awareness on gender mainstreaming with people leaders.**	
	The company provides trainings for its people leaders on gender mainstreaming as part of skill enhancement programmes for its people leaders.	1
	The company does not provide trainings for its people leaders on gender mainstreaming as part of skill enhancement programmes for its people leaders.	0
KPI 10	**Employee perception of C-suite and Board support for gender inclusion.**	
KPI 10.1	**Employee perception of C-suite and Board support for gender inclusion.**	
	At least 50% of employees perceive that C-suite and board members are champions of gender inclusion and this is communicated across the organization.	5
	At least 45% of employees perceive that C-suite and board members are champions of gender inclusion and this is communicated across the organization.	4
	At least 40% of employees perceive that C-suite and board members are champions of gender inclusion and this is communicated across the organization.	3

	At least 35% of employees perceive that C-suite and board members are champions of gender inclusion and this is communicated across the organization.	2
	At least 30% of employees perceive that C-suite and board members are champions of gender inclusion and this is communicated across the organization.	1
KPI 11	**Promoting systems that measure gender mainstreaming.**	
KPI 11.1	**Existence of a gender mainstreaming policy**	Scores
	The organization has policies and systems that address gender mainstreaming	5
	The organization does not have policies or systems that address gender mainstreaming	0
KPI 12	**Promoting feedback systems and zero retaliation tolerance policies**	
KPI 12.1	**Presence of feedback systems that help channel complaints and reporting**	Scores
	The organization has all 5 points in the retaliation policy that is communicated widely across the company	5
	The organization has 4 points in the retaliation policy that is communicated widely across the company	4
	The organization has 3 points in the retaliation policy that is communicated widely across the company	3
	The organization has 2 points in the retaliation policy that is communicated widely across the company	2
	The organization has 1 point in the retaliation policy that is communicated widely across the company	1
	The organization does not have a clear retaliation policy and it is not widely communicated in the company.	0
KPI 13	**Regular tracking and reporting of progress on gender equity and equality**	
KPI 13.1	**Existence of an assigned human capital function for tracking and reporting on progress**	
	The organization has an assigned human capital function for tracking and reporting progress on gender equality	5
	The organization does not have an assigned human capital function for tracking and reporting progress on gender equality	0
KPI 14	**Approach to addressing sexual harassment (SH) and gender- based-violence (GBV) in the workplace.**	
KPI 14.1	**Existence and full compliance (where applicable) with clear reporting mechanisms, for incidences of SH and GBV**	
	The organization has all 5 points in the reporting mechanism for incidences of SH and GBV	5
	The organization has all 4 points in the reporting mechanism for incidences of SH and GBV	4
	The organization has all 3 points in the reporting mechanism for incidences of SH and GBV	3
	The organization has all 2 points in the reporting mechanism for incidences of SH and GBV	2
	The organization has only 1 point in the reporting mechanism for incidences of SH and GBV	1

	The organization does not have a reporting mechanism for incidences of SH and GBV		0
KPI 14.2	**Post investigation support for all parties affected by SH & GBV**		
	Post investigation support for all parties affected by GBV & SH		5
	No Post investigation support for all parties affected by GBV & SH		0
KPI 15	**Approach to occupational health and safety that addresses the specific needs of women at work**		
KPI 15.1	**Existence of facilities related to female hygiene and welfare.**		
	Existence of a creche or daycare, a dedicated nursing room for breastfeeding and suitable for pumping, including facilities for milk storage and the right to one or more daily breaks for breastfeeding/ lactation.		5
	Existence of a nursing room for breastfeeding and suitable for pumping, including facilities for milk storage and the right to one or more daily breaks for breastfeeding and lactation.		3
	Non-existence of a dedicated room or space suitable for nursing mothers post maternity leave.		0

Supplemental KPI Scoring

S1	Gender-sensitive CSR Initiatives	Application Score
S1.1	**CSR initiatives that have had gender-focused outcomes or impact**	
	Up to 50% of the organisation's CSR intiatives in the previous 2 years have had gender-focused outcomes or impact	*5*
	Less than 50% of the organisation's CSR intiatives in the previous 2 years have had gender-focused outcomes or impact	*3*
	None of the organisation's CSR intiatives in the previous 2 years have had gender-focused outcomes or impact	*1*
S2	**Gender-sensitive supply-chain practices**	
S2.1	**Existence of women-led or female-owned businesses or small and medium sized enterprises (SMEs) in the organisation's list of currently or previously contracted 3rd party suppliers**	
	50% or more of the organization's contracted 3rd party suppliers in the previous two years have been female-led or owned businesses	*5*
	30% or more of the organization's contracted 3rd party suppliers in the previous two years have been female-led or owned businesses	*3*
	< 30% of the organization's contracted 3rd party suppliers in the previous two years have been female-led or owned businesses	*1*

Note: The score an organization receives for meeting the Supplemental KPIs is not included in the overall KPI score. The highest obtainable score for the Supplemental KPIs is a total of 10 point. Companies who score above 5 in the Supplemental KPIs will be commended separately for their efforts in promoting gender-sensitive value chains and CSR initiatives.

Next Steps: The Future of Implementation

Phase Two

WORK WITH EXTERNAL CONSULTANTS
WIMBIZ will encourage private sector organisations to work with external consultants to help with adherence to the principles of the Scorecard.

LAUNCH IMPLEMENTATION STAGE
WIMBIZ plans to launch the implementation stage in 2022

ANNUAL ASSESSMENT EXERCISE
WIMBIZ will encourage the development and drive of an Annual Assessment Exercise for private sector organisation.

PRIVATE SECTOR ROADSHOWS
There will be further roadshows to encourage widespread industry adoption.

COMMUNICATIONS PLAN
The Scorecard will be promoted and communicated extensively to create continuous awareness.
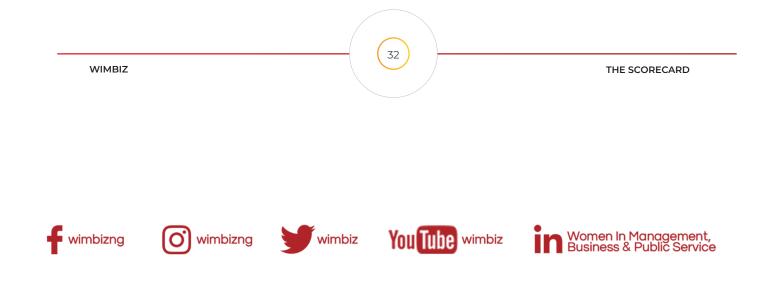
FUNDING/SUPPORT
The Scorecard will require funding support and there will be a drive for strategic partnerships to promote it.

Notes:

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