



Guidance Tool: Analyzing Assessment Results

Purpose	To analyze the results from the Rapid Assessment and determine whether the company is appropriate for the Full Assessment in Step 3.
User	Capacity builder (preferred) or investor
Description	This tool offers guidance on how to review and evaluate company responses from the Rapid Assessment. Using the completed interview tool, the user can analyze company responses to better understand the company's current performance in gender equality mainstreaming across the ESG standard. During analysis, it is more important to focus on the gender gaps in business operations and the potential for impact, rather than identifying businesses already strong in GEM.

How to analyze the data from a Rapid Assessment

For calculations, percentages that are roughly gender balanced (i.e. 50% women and 50% men) indicate greater gender equality. For questions that involve a "yes/no" answer, "yes" responses usually indicate more gender equitable business practices. However, it is important to contextualize responses. Depending on the business environment and social norms, positive responses may not necessarily indicate more gender equitable practices.

Certain questions are included to simply learn more about the business itself. Questions like company sector, types of customers and suppliers are important pieces of information. These insights into the company's operations will be used extensively in the Full Assessment and subsequent GEM steps.

This guide is meant to support GEM implementors in scoring the responses of the Rapid Assessment in order to rank companies on the Gender Equality Mainstreaming (GEM) Spectrum below (gender blind, gender aware, gender responsive, gender transformative) for Environment, Social and Governance themes as well as an Overall Ranking.

Once scores are determined and the company is ranked for each theme of Environment, Social, Governance and for an Overall Ranking, you will provide the rankings as Gender Blind, Gender Aware, Gender Responsive or Gender Transformative to the company per theme and overall. You will also provide them with the PDF Recommendations documents for Environment, Social and Governance so the company can review the associated recommendations for where they rank on the GEM Spectrum. This allows the company to understand the types of recommendations that may arise, in more detail, once the Full Assessment is complete. However, if the company does not move on to the Full Assessment step, it generally, builds capacity of the company on GEM strategies and the company could implement these in the future if interested.

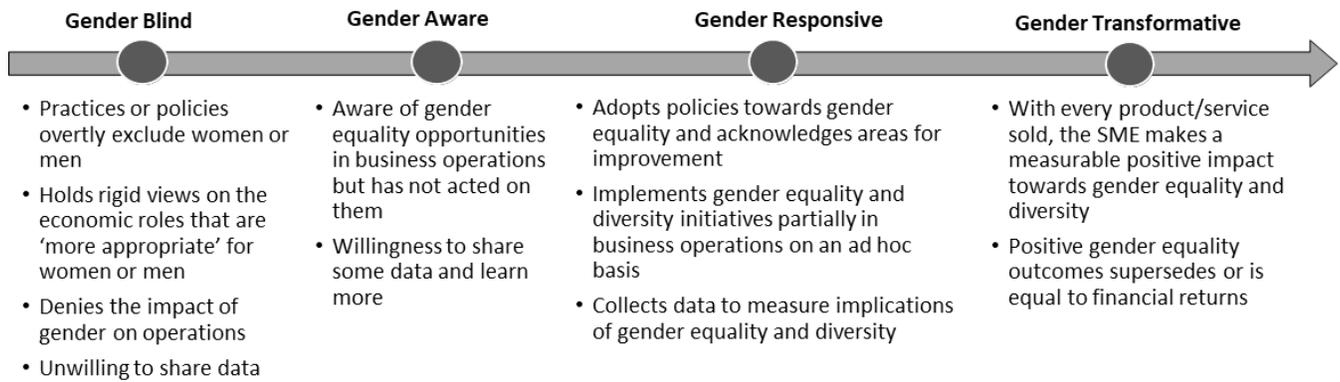


Figure 1: GEM Spectrum

Scoring Methodology:

- Companies are scored along the GEM spectrum with certain responses coded from 0 to 3, resulting in a total score along the GEM Spectrum:

OVERALL SCORING ON GEM SPECTRUM
GENDER BLIND (Criteria = 0-11)
GENDER AWARE (Criteria = 12-29)
GENDER RESPONSIVE (Criteria = 30-55)
GENDER TRANSFORMATIVE (Criteria = 56-70)

- Companies are also scored based on each ESG category (Environment, Social and Governance). The scoring for each category should be calculated against each of the questions categorized against the ESG category for a score on the GEM Spectrum for Environment, Social, and Governance:

ENVIRONMENT SCORING ON GEM SPECTRUM
GENDER BLIND (Criteria = 0-1)
GENDER AWARE (Criteria = 2-4)
GENDER RESPONSIVE (Criteria = 5-9)
GENDER TRANSFORMATIVE (Criteria = 10-12)

SOCIAL SCORING ON GEM SPECTRUM
GENDER BLIND (Criteria = 0-4)
GENDER AWARE (Criteria = 5-12)
GENDER RESPONSIVE (Criteria = 13-20)
GENDER TRANSFORMATIVE (Criteria = 21-27)

GOVERNANCE SCORING ON GEM SPECTRUM
GENDER BLIND (Criteria = 0-6)
GENDER AWARE (Criteria = 7-13)
GENDER RESPONSIVE (Criteria = 14-25)
GENDER TRANSFORMATIVE (Criteria = 26-31)

- Match the numbers from the Interview Tool – Rapid Assessment to the table below for all questions that can be scored.

Question	Response Options
1. Name of Individual completing the survey	
2. Gender of Individual	<input type="checkbox"/> Woman <input type="checkbox"/> Man <input type="checkbox"/> Other <input type="checkbox"/> Prefer not to say
3. Position within company	
4. Email	
5. How long have you been working at the company	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-4 years <input type="checkbox"/> 5-15 years <input type="checkbox"/> More than 15 years
6. Company Name	
7. In which country is your company headquartered?	
8. Company Website	
9. Number of years of operation	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-3 years <input type="checkbox"/> 4-6 years <input type="checkbox"/> 6 years or more
10. Number of employees	<input type="checkbox"/> Less than 25 employees <input type="checkbox"/> 26-100 employees <input type="checkbox"/> 101-150 employees <input type="checkbox"/> More than 150 employees
11. Type of company	<input type="checkbox"/> Limited liability corporation <input type="checkbox"/> Joint venture <input type="checkbox"/> One owner/Sole proprietorship <input type="checkbox"/> Cooperative <input type="checkbox"/> Other (<i>please state type of company</i>):
12. Business sector	<input type="checkbox"/> Health <input type="checkbox"/> Education <input type="checkbox"/> Agriculture <input type="checkbox"/> Financial Services <input type="checkbox"/> Renewable Energy <input type="checkbox"/> Environment <input type="checkbox"/> Construction <input type="checkbox"/> Technology <input type="checkbox"/> Manufacturing <input type="checkbox"/> Tourism <input type="checkbox"/> Wholesale and Retail Trade <input type="checkbox"/> Other (<i>please state business sector</i>):
13. Tell us more about your sector and company in a few sentences:	

Question	Response Options
14. Total revenue (in USD) in last 12 months:	<input type="checkbox"/> Less than \$10,000 <input type="checkbox"/> \$10,000 – \$20,000 <input type="checkbox"/> \$21,000 – \$30,000 <input type="checkbox"/> More than \$30,000
15. What percentage of the business is owned by women?	<input type="checkbox"/> Less than 50% <input type="checkbox"/> Half (50%) <input type="checkbox"/> More than 50% <input type="checkbox"/> 100%

Question	# Women	# Men	Total	% Women (# of Women/Total)
16. How many board members does the company have? Governance				0% = 0 >0 to 20% = 1 >20% but <50% = 2 50% and above = 3
17. How many non-management level employees does the company have? Governance				0% = 0 >0 to 20% = 1 >20% but <50% = 2 50% and above = 3
18. How many management level employees does the company have? (Individuals in a leadership role, such as senior managers, directors, and c-suite) Governance				0% = 0 >0 to 20% = 1 >20% but <50% = 2 50% and above = 3
19. How many employees have exited the company in the last 12 months? Social				0 to <50% = 2 50% to <100% = 1 100% = 0
20. How many employees were hired in the last 12 months? Social				0% = 0 >0% but <50% = 1 50% and above = 2
21. How many employees were promoted in the last 12 months? Social				0% = 0 >0% but <50% = 1 50% and above = 2

Question	Response Options
Employees	
22. How would you describe the salaries paid to women and men for similar job levels? Social	<input type="checkbox"/> Women are paid noticeably more than men for similar job levels (1) <input type="checkbox"/> Women and men are paid about the same for similar job levels (2) <input type="checkbox"/> Men are paid noticeably more than women for similar job levels (1) <input type="checkbox"/> The company does not track this information (0)
23. Do you offer women employees maternity leave? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
24. Do you offer men employees paternity leave? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
25. Does the company provide childcare benefits/services for employees? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
25. a) If yes, is this provided to both men and women staff? Social	<input type="checkbox"/> Yes (1)

Question	Response Options
	<input type="checkbox"/> No (0)
26. Prior to the COVID-19 pandemic, did the company offer flexible work arrangements for employees (e.g., work from home or adjusting start and end times of the workday)? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
26. a) If yes, is this provided to both men & women? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
27. Does the company hire staff from vulnerable populations? (ex. individuals who are experiencing poverty; have a disability; young adults; women; ethnic, indigenous, religious minority) Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
Customers & Sales	
28. Does the company sell products and services primarily to individual consumers or businesses?	<input type="checkbox"/> Consumers <input type="checkbox"/> Businesses
If the company sells to <u>consumers</u> answer Questions 29-33 then proceed to Question 39:	
29. How would you describe the number of women and men customers the company reached in the last 12 months? Social	<input type="checkbox"/> The company has reached noticeably more women customers (1) <input type="checkbox"/> The company has reached about the same number of women and men customers (2) <input type="checkbox"/> The company has reached noticeably more men customers (1) <input type="checkbox"/> The company does not track this information (0)
30. Does the company sell goods and services that target women? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
31. Is the company interested in increasing the number of women customers they reach? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
32. Does the company have a strategy to increase the number of women customers? (e.g., where the product is sold, pricing of product, advertising to women, etc.)? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
33. Has the company consulted women outside the company (e.g., potential customers) in the development of new products? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
If the company sells products to <u>businesses</u> answer Questions 34-38 then proceed to Question 39:	
34. How would you describe the number of women-owned and men-owned companies the company reached in the last 12 months? Social	<input type="checkbox"/> The company reached noticeably more women-owned company (1) <input type="checkbox"/> The company reached about the same number of women-owned and men-owned companies (2) <input type="checkbox"/> The company reached noticeably more men-owned companies (1) <input type="checkbox"/> The company does not track this information (0)
35. Does the company sell goods and services that specifically target women-owned companies? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
36. Is the company interested in increasing the number of women-owned companies they reach? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
37. Does the company have a strategy to increase the number of women-owned companies reached? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
38. Has the company consulted women-owned companies outside the company (i.e. potential	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)

Question	Response Options
customers) in the development of new products? Social	
Continue with questions	
39. Are staff trained to serve the gender-specific needs of customers? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
Suppliers	
40. Does the company purchase products and services from individuals or business suppliers? <i>If yes, please answer questions 41-42 below</i> <i>If no, please proceed to the next section on Company Policies (question 43)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
41. How would you describe the number of women and men suppliers the company purchased from in the last 12 months? Social	<input type="checkbox"/> The company purchased products and services from noticeably more women suppliers (1) <input type="checkbox"/> The company purchased about the same number products and services from women and men suppliers (2) <input type="checkbox"/> The company purchased products and services from noticeably more men suppliers (1) <input type="checkbox"/> The company does not track this (0)
42. Does the company have a strategy to increase the number of women suppliers? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
Company Policies	
43. Does the company have a policy on sexual exploitation, harassment, and abuse? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
43. a) If yes, are all staff trained on this policy? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
44. Is there a process in place for employees to submit grievances and complaints such as sexual harassment and discrimination? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
44. a) Can employees submit these grievances anonymously? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
45. Does the company have a Fair Compensation Policy? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
45. a) If yes, is this formally documented? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
46. Does the company have a Fair Hiring Policy? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
46. a) If yes, is this formally documented? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
47. Does the company have a Health and Safety Policy? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
47. a) If yes, is this formally documented? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
48. Is the company willing to share these documents which will remain confidential? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)

Question	Response Options
48. a) If yes, is the company willing to create, adapt, and update their policies and procedures through TA? Governance	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
49. To what extent have women managers contributed to the development of company policies? Governance	<input type="checkbox"/> Women managers did not contribute to the development of company policies (0) <input type="checkbox"/> Women managers contributed some input to the development of company policies (1) <input type="checkbox"/> Women managers contributed strong input to the development of all company policies (2)
50. To what extent have women non-management staff contributed to the development of company policies? Governance	<input type="checkbox"/> Women non-management staff did not contribute to the development of company policies (0) <input type="checkbox"/> Women non-management staff contributed some input to the development of company policies (1) <input type="checkbox"/> Women non-management staff contributed strong input to the development of all company policies (2)
Environmental Practices	
51. Is environmental sustainability and climate change mitigation and adaptation important to your company? Environment	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
52. Does the company perceive environmental sustainability and climate change mitigation and adaptation as a business opportunity? Environment	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
53. Has the company conducted training on environmentally sustainable practices for women and men employees? Environment	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
54. Has the company conducted an environmental assessment or audit? Environment <i>If yes, please answer questions 55-56 below</i> <i>If no, please proceed to environmental policies (question 57)</i>	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
55. Did the assessment/audit involve women staff in the process? Environment	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
56. Did the assessment/audit measure the company's impact on women community members? Environment	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
Environmental Policies	
57. Does the company have an environment policy? Environment <i>If yes, please answer questions 58-60 below</i> <i>If no, please proceed to community-level impact (question 61)</i>	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
58. Does the policy consider the different needs of or impacts on women and men? Environment	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
59. To what extent have women staff contributed to the development of the policy? Environment	<input type="checkbox"/> Women staff did not contribute to the development of the policy (0) <input type="checkbox"/> Women staff contributed some input to the development of the policy (1) <input type="checkbox"/> Women staff contributed strong input to the development of the policy (2)

Question	Response Options
60. To what extent have women community members been consulted in the development of the policy? Environment	<input type="checkbox"/> Women community members were not consulted in the development of the policy (0) <input type="checkbox"/> Women community members provided some consultation in the development of the policy (1) <input type="checkbox"/> Women community members provided strong consultation in the development of the policy (2)
Community-level Impact	
61. Does the company have any specific objectives to benefit society? (e.g. community development, employment generation for low-income workers, access to education, etc.) Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
62. Does the company have a community engagement strategy? Social	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)
Technical Assistance/Business Support Needs	
63. Select the 3 most difficult challenges faced by your company:	<input type="checkbox"/> Human Resources <input type="checkbox"/> Business Planning <input type="checkbox"/> Business Management <input type="checkbox"/> Financial Management <input type="checkbox"/> Sales and Marketing <input type="checkbox"/> Networking and Mentoring <input type="checkbox"/> Technology and IT Innovation <input type="checkbox"/> Negotiation and Communication Skills <input type="checkbox"/> Product Development <input type="checkbox"/> Gender Equality <input type="checkbox"/> Environmental Sustainability <input type="checkbox"/> Access to Markets <input type="checkbox"/> Other (<i>please state other challenges</i>):
64. Elaborate on the challenges selected above as it relates to your company:	
65. Select the 3 main difficulties in accessing business support/technical assistance	<input type="checkbox"/> Lack of information on all available support <input type="checkbox"/> High costs <input type="checkbox"/> Unsuitable content (TA not applicable to my sector) <input type="checkbox"/> Timing and location of available support <input type="checkbox"/> Other (<i>please specify</i>):
66. Elaborate on the main difficulties in accessing business support/technical assistance for your business, as selected above:	
Current Use of Business Support / Technical Assistance	
67. Do you currently receive, or have you received business support / technical assistance (TA)? If yes, please answer questions 68-70 below If no, please proceed to Willingness for GEM (Question 71)	<input type="checkbox"/> Yes <input type="checkbox"/> No
68. List the organizations or resources from whom you have received business support/ TA from?	
69. What type of business support / technical assistance did you get? Select all that apply.	<input type="checkbox"/> Human Resources <input type="checkbox"/> Business Planning

Question	Response Options
	<input type="checkbox"/> Business Management <input type="checkbox"/> Financial Management <input type="checkbox"/> Sales and Marketing <input type="checkbox"/> Networking and Mentoring <input type="checkbox"/> Technology and IT Innovation <input type="checkbox"/> Negotiation and Communication Skills <input type="checkbox"/> Product Development <input type="checkbox"/> Gender Equality <input type="checkbox"/> Environmental Sustainability <input type="checkbox"/> Access to Markets <input type="checkbox"/> Other (<i>please specify</i>):
70. Of the business support/TA received, which had the most positive impact on your business and why?	
Willingness for GEM	
71. How do you perceive your company's willingness to improve equality between men and women employees? Governance	<input type="checkbox"/> Very willing - the company has already had discussions on these issues and has developed some strategies and policies in this regard (3) <input type="checkbox"/> Somewhat willing - the company's management is aware of these issues and has shown interest through discussion and/or action (2) <input type="checkbox"/> Unwilling - the company's management is aware of these issues but is not interested in discussion and/or action (1) <input type="checkbox"/> N/A (0)
71. a) Elaborate more on your company's level of willingness above:	
72. How do you perceive your company's willingness to improve products or services for women? Governance	<input type="checkbox"/> Very willing - the company has already had discussions on these issues and has developed some strategies and policies in this regard (3) <input type="checkbox"/> Somewhat willing - the company's management is aware of these issues and has shown interest through discussion and/or action (2) <input type="checkbox"/> Unwilling - the company's management is aware of these issues but is not interested in discussion and/or action (1) <input type="checkbox"/> N/A (0)
72. a) Elaborate more on your company's level of willingness above:	
73. Is your company interested in receiving TA with a gender equality for business improvements focus?	<input type="checkbox"/> Yes <input type="checkbox"/> No
73. a) If yes, is your company willing to dedicate a focal point to manage the process?	<input type="checkbox"/> Yes <input type="checkbox"/> No
74. Is your company willing to provide a cash or in-kind cost share to contribute to this technical assistance?	<input type="checkbox"/> Yes <input type="checkbox"/> No