

# Gender Sector Brief: Healthcare



## How to Apply a Gender Lens to the Evaluation of Healthcare Investments

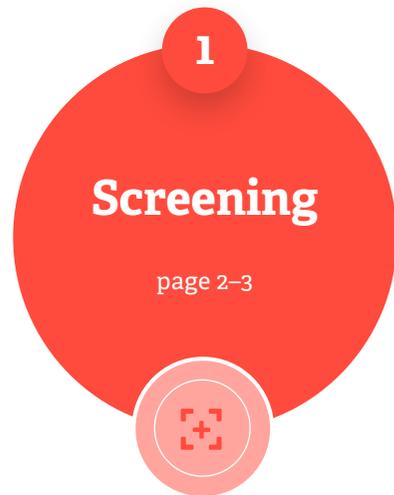
This is a sector-specific diagnostic guide to support investors and fund managers to identify existing and future opportunities for gender-smart investing in the healthcare sector.

This guide contains questions for investors to ask during screening and due diligence, and suggests possible actions to take depending on the answers to these questions. Depending on the structure of your organisation, responsibility for covering gender impact opportunities in due diligence and portfolio management will vary and can be led by investment, environmental, social and governance (ESG), impact, or gender teams. It is down to the investor or fund manager to determine where responsibility sits.

Gender-smart investing is smart business. We know that companies that perform well on gender inclusivity return greater profit. We also know that women are highly represented across the healthcare sector as employees, particularly in nursing and administrative roles, yet their value can be overlooked. This highlights a significant business and impact opportunity.

Additional information on the rationale for taking a gender lens to healthcare investments and relevant trends in the sector can be found within this brief.

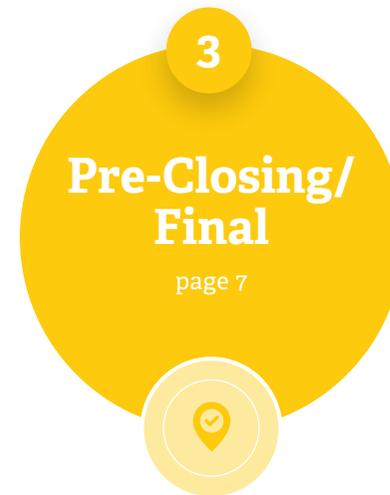
Click on each stage of the deal process to access relevant information:



Screen for gender-based opportunities and 2X eligibility



Collect information to confirm gender-smart investing opportunities and (if applicable) 2X eligibility



Finalise gender-smart investing approach and identify gender-smart business solutions



Provide support to gender-smart business solutions

The investor should answer these screening questions before the deal is submitted for approval. The questions explore gender-based opportunities and focus on the company's smart inclusion of women across its workforce and supply chain, and its efforts to serve female patients and customers.

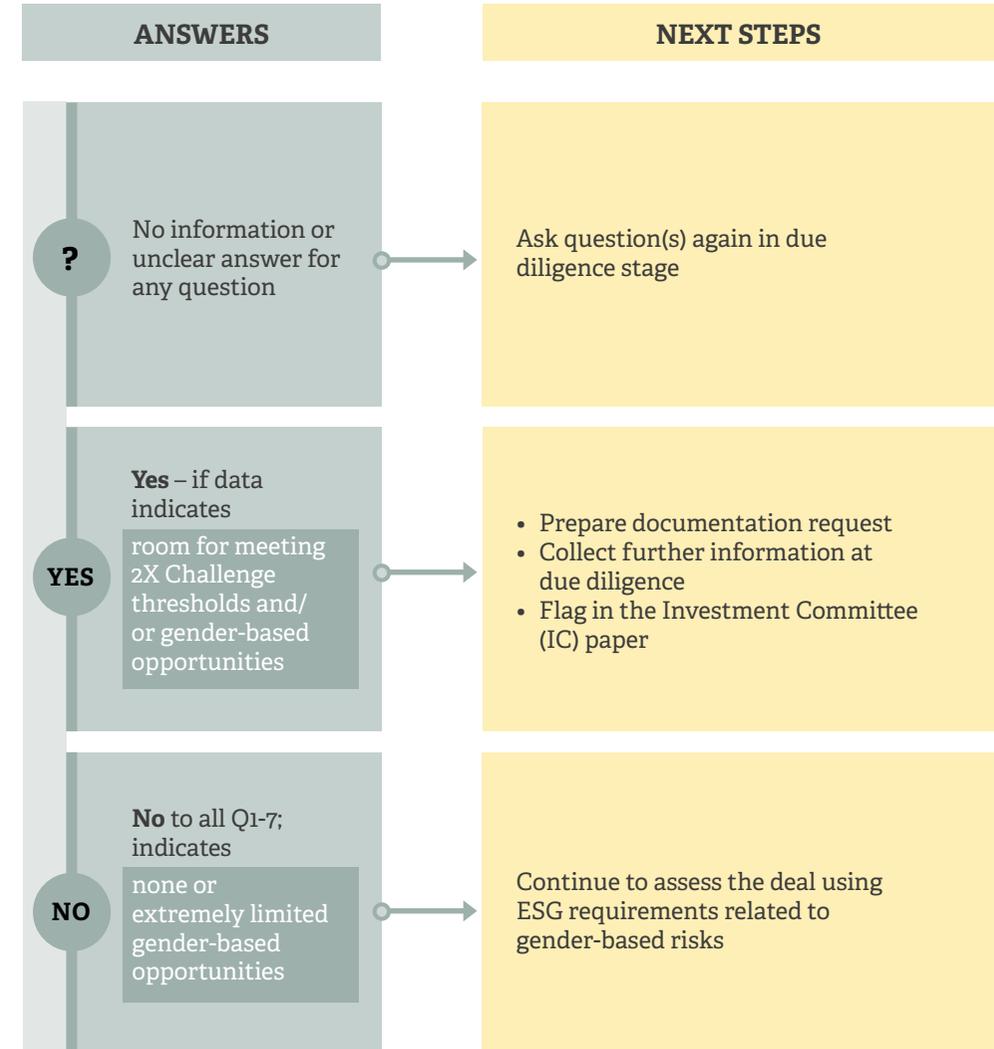
This guide focuses on gender-based opportunities and gender-smart investing as an investment strategy. For gender-smart investors, screening for gender-based risks and negative impacts is an important aspect of ESG due diligence. Guidance on gender-based ESG risks and due diligence is provided in the CDC ESG Toolkit.<sup>1</sup>

Screening questions will determine:

1. If the deal meets thresholds and/or qualifies under the 2X Challenge.<sup>2</sup>
2. If there are potential gender-based opportunities to be explored further in due diligence.



2X-related questions	YES	NO	Current %	No data/ unclear
<b>1. OWNERSHIP.</b> Was the business founded by a woman or do women own a majority share of the business?				
Notes				
<b>2. BOARD.</b> Do women represent 30% or more of the board?				
Notes				
<b>3. SENIOR MANAGEMENT.</b> Do women represent 30% women or more of the senior management team?				
Notes				
<b>4. EMPLOYEES.</b> Do women make up 50% or more of the workforce?				
Notes				
<b>5. CUSTOMERS.</b> Does the business specifically target female patients or clients, or design products or services tailored to women's needs, preferences and behaviours?			N/A	
Notes				
<b>6. FOR HEALTHCARE-FOCUSED FUNDS.</b> Do 30% or more of portfolio companies answer yes to at least one of questions 1-5?			N/A	
Notes				
Opportunities for gender-smart business solutions	YES	NO	Current %	No data/ unclear
<b>7.</b> Is there commitment or capacity to create significant jobs for women, refine product or service offerings to better serve female clients or patients, and to workforce gender diversity efforts? Is the investee interested in scaling-up efforts?			N/A	
Notes				



## 2 Due Diligence

Gender due diligence is the process of gathering gender-related data and information from the potential investee company for analysis analysed to determine whether gender gaps present opportunities that may impact performance or affect an investee company's operations and financials. Deal teams can integrate these questions into existing due diligence workstreams (e.g. ESG, impact, commercial).

The investor will collect the due diligence information and proceed to:

- Confirm 2X qualification (as applicable)
- Confirm gender-based opportunities to take forward compared to other impact investing themes.

## 2 Due Diligence



### Leadership

**1. Does the board and/or senior management have strong oversight and a clear governance process to support gender diversity and inclusion? Are any initiatives in place to promote women in leadership?**

*Rationale: Confirms commitment and ability to launch initiatives to drive greater gender diversity and inclusion for better corporate performance; identifies opportunities to provide guidance on governance structures and processes.*

YES	NO

Notes

### Workforce

**2. Are there specific policies and programmes to support inclusiveness of both men and women at work? If so, what are they? For example, specific HR policies that go beyond basic regulatory requirements (e.g. childcare support, flexible working hours, and standardised pay rates for each role).**

*Rationale: Determines the level of inclusiveness of existing policies, facilities and programmes, and how this will affect key business performance indicators, such as retention, absenteeism, turnover, and maternity return rate; highlights opportunities to support the business case for inclusive workforce improvements.*

YES	NO

Notes

**3. Are there differences between the roles/responsibilities/functions/levels/grades undertaken by male and female workforce including permanent, contracted and seasonal staff?**

*Rationale: Highlights opportunities to support recruiting, advancement or efforts to support women in leadership roles. If women are segregated into only a subset of roles and are therefore underutilised, or if certain teams, functions or levels are dominated by one gender, the business may underperform due to lack of diversity.*

YES	NO

Notes

**4. Does the company collect and monitor gender-disaggregated staff data (e.g. average salary, turnover, absenteeism, retention, and promotion)? If the company collects and monitors gender-disaggregated staff data, how is the data analysed and to what extent is data used for decision-making on gender-related efforts (e.g. attracting more female patients)?**

*Rationale: Highlights a commitment to understanding gender diversity and measuring improvements; helps identify the opportunity to improve data collection and areas to support the company and further its strategic priorities.*

YES	NO

Notes

**5. Does the company have any internal training opportunities to help internal mobility? Are they targeted at women/ do women take them? Do female employees have the same level of access to professional development programmes and healthcare-based technologies (e.g. mHealth, eHealth)?**

*Rationale: Determines whether the company invests in their human capital and stands to benefit from gains of gender-diverse leadership.*

Notes

## 2 Due Diligence



### 6. What policies, procedures or initiatives have been put in place to respond to crises?

*Rationale: Highlights opportunities to improve healthcare providers' preparedness and response to epidemics, pandemics, natural disasters and political uprisings, and integrate a gender-lens into any scheme that supports the health, safety and wellbeing of women workers.*

YES	NO
Notes	

### Products and Services

### 7. Does the company offer healthcare products or services specifically targeting or benefiting women and girls? (e.g. gynaecology, maternal care, sexual and reproductive awareness, e-health/mobile health products)

*Rationale: Determines whether the company is responsive to the markets they serve and identifies revenue potential from targeting women and girls.*

Notes	

### 8. Does the company collect and monitor gender-disaggregated data on product and service usage? If yes, how is the data analysed and to what extent it data used for decision-making on product design and/or service provision?

*Rationale: Helps CDC identify opportunities to improve data collection on service and product usage, and identify areas to better capture the female market.*

Notes	

### 9. What is the number and percentage of physicians and clinical staff that work in women-only health services? (e.g. gynaecology, maternal health, nutrition)

*Rationale: Determines whether there are gender-equal numbers of physicians and staff, so that there are enough staff available to respond to patient demand.*

Notes	

### 10. What are the barriers for women in surrounding communities accessing healthcare services (e.g. accessibility, affordability, knowledge)? Does the company/healthcare provider do anything to address these?

*Rationale: Highlights opportunities to improve healthcare provision for women and girls, expand services and tap into new markets.*

Notes	

#### USEFUL DATA AND DOCUMENTATION

- Gender-disaggregated data on internal staff (including ownership, board, senior management, middle management, and all employees including seasonal and contractors).
- Gender-disaggregated patient data.
- Organisation diagram/chart by gender (representation at different levels).
- Gender inclusion strategies/policies; actions plans; HR policies to support women in the workforce (e.g., parental leave policy).
- Documentation on initiatives to advance gender diversity in the workforce (e.g. mentorship programmes, childcare provision).
- Documentation related to specific products/services targeted women and girls.

For questions 7, 8 and 10, the relevant company counterpart to ask the question would be senior management.  
For question 9, the relevant person to ask is the HR lead.

## 2 Due Diligence

## 3 Pre-Closing/ Final

### Gender-smart business solutions to consider

If opportunity identified based on response to Leadership question:

**Advancing Management's Commitment to Gender & Women's Leadership** through initiatives to increase gender diversity on boards and in senior management

If opportunity identified based on response to Workforce questions:

**Driving Gender Diversity and Inclusion in the Workforce** through quality workplace D&I and equal opportunity initiatives, including gender diagnostics and action plans

If opportunity identified based on response to Products and Services questions:

**Improving Access to Healthcare Products and Services for Women and Girls** through solutions aimed at tackling women's health challenges and increasing accessibility, availability and affordability

### Next steps

- Identify and align further develop gender-smart business solutions
- Discuss proposed opportunity and approach with investee
- Where required, develop a Gender Action Plan (GAP), including targets, roles and responsibilities, allocated resources and timelines

#### Action as relevant:

- Integrate agreed gender-smart business solutions into the deal structuring
- Include gender metrics in reporting template
- Write up case for gender within the Investment Committee (IC) paper

For more guidance on the investment cycle and portfolio management, including case studies, please refer to the CDC Gender Toolkit.

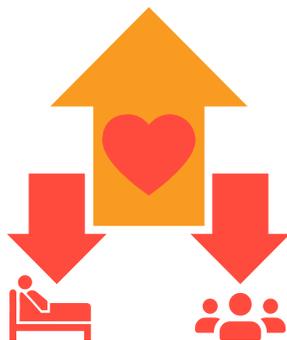
### The annex contains:

1. Further information on the business and impact case for taking a gender lens to healthcare investments and relevant trends facing the sector.
2. Screening and due diligence questionnaires and data and information request form. These can be sent directly to the potential investee if remote or desktop-based due diligence is being used.

- **We know healthcare investments can directly and indirectly impact women's economic empowerment:** directly through jobs creation in the formal sector; indirectly through increasing women and girls' access to health, including reproductive and sexual health.
- **Applying a gender lens to healthcare investments presents a significant business and impact opportunity.**

## IMPROVING WORKFORCE PRODUCTIVITY

**Improvement in women's health increases productivity in two ways (i) directly, such as through a reduction of days lost to sickness or disability; and (ii) indirectly, through lessening the need for informal care by family members or friends who may also be part of the labour force.**

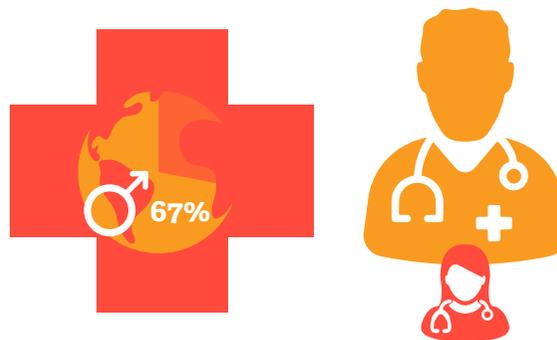


Improved women's health can also free resources that can be used for child healthcare, education and feeding, contributing to an increase in future productivity.<sup>1</sup>

## ENHANCING PRODUCTIVITY, INNOVATION AND PERFORMANCE

Increasing gender diversity and inclusion in doctors and leadership roles in the sector can help healthcare businesses strengthen their productivity, drive innovation, optimise team performance, and increase levels of engagement.<sup>2</sup>

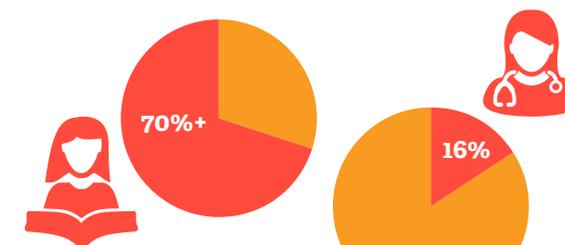
**Women make up the vast majority of the health workforce – globally they make up 67% of employment in the health economy. However, men occupy most doctor and leadership positions.<sup>3</sup> Looking at the Fortune 500, while women take 75% of healthcare jobs, only 21% access executive or board member roles. In Nigeria, 35% of doctors are women, in the Democratic Republic of Congo 14.5% are women and only 11.6% of all private health facilities are owned by women.<sup>4</sup>**



In Africa, the healthcare sector has the highest percentage of female "leakage" (the share in women in senior management minus the share of women in non-management positions).<sup>5</sup>

## TACKLING GENDER GAPS IN MEDICAL GRADUATE SCHOOL EDUCATION

**In India, over 70% of medical students are female<sup>6</sup>, yet only 16% of doctors are women.<sup>7</sup>**



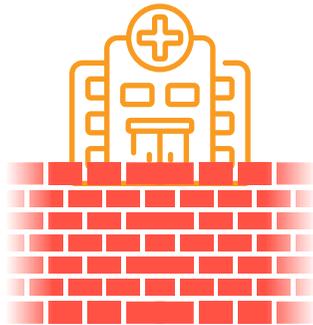
Pakistan also reports similar figure for female medical students and doctors.<sup>8</sup> Studies observe that this is likely due to the demanding and inflexible nature of work, with long working hours and a dominantly male environment that make careers less attractive and accessible to mothers who work full-time, as well as managing the home and family.<sup>9,10</sup> In addition, **female medical students report facing sexual harassment during their studies, as well as cultural pressure to forego their studies and focus on the household.**<sup>11</sup>

- **We know healthcare investments can directly and indirectly impact women's economic empowerment:** directly through jobs creation in the formal sector; indirectly through increasing women and girls' access to health, including reproductive and sexual health.
- **Applying a gender lens to healthcare investments presents a significant business and impact opportunity.**

## IMPROVING HEALTHCARE UTILISATION RATES

Out-of-pocket (OOP) payment for healthcare punishes the poor and penalises women in particular. There is overwhelming evidence that OOP payments for healthcare, a significant form of health system financing in Africa and South Asia, has led to an overall decline in the utilisation of health services.

**A World Health Organisation (WHO) report shows that even when the fees charged are low, they discourage utilisation.**

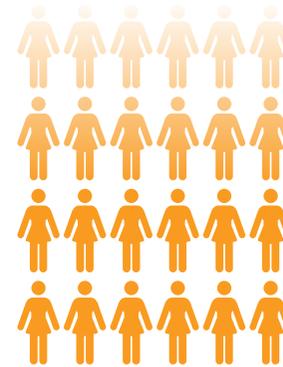


OOP payment presents a particular problem for women in Africa, because women are often dependent on men financially, and so their access to purchased health services depends on men's decisions. The report shows that where OOP payment is discontinued, utilisation rates rise.

## INCREASING EQUAL ACCESS TO HEALTH

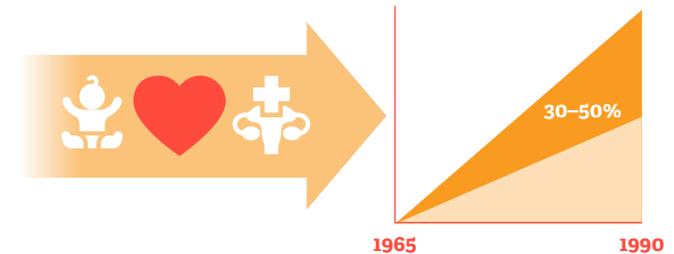
Many rural areas in Africa have few midwives, as women are less willing to work in rural areas due to safety concerns, and because women may be reluctant to receive care from a male, they may not seek care from a trained health worker as they are predominantly male.<sup>12</sup> The same trend is observed in India, where a lack of female doctors in primary healthcare centers affect the access to healthcare services for female patients.<sup>13</sup>

**In developing countries, 200 million women do not have access to reproductive health and means of contraception; every day 800 women die giving birth; complications from pregnancy and childbirth is the leading killer of adolescent girls.<sup>14</sup>**



## BOOSTING ECONOMIC GROWTH

**It has been estimated that 30–50% of Asian economic growth between 1965 and 1990 was attributable to favourable demographic and health changes that were largely a result of reductions in infant and child mortality, and subsequently in fertility rates, as well as improvements in reproductive health.<sup>15</sup>**



In addition, because women are the dominant source of farm labour across developing countries, and the mainstay of Africa's economy as a whole, investing in their health would generate significant economic gains. Similarly, it is evident that improving maternal health has socioeconomic benefits. The health of mothers is vital to the health of their unborn children.<sup>16</sup>

## SDG INVESTING

Adopting gender as an investment strategy can help investors maximise their contribution to the United Nations Sustainable Development Goals (SDGs). There is significant potential for investors in the healthcare sector to link their gender efforts to SDGs, shaping gender outcomes in line with SDG 5 on gender equality and SDGs 3 and 10, linked to good health and wellbeing and reduced inequalities.



## EMERGING GENDER AND HEALTHCARE TRENDS

**Pandemics and Epidemics:**

Studies show that infectious diseases often affect one gender more than the other. Across Guinea, Liberia, and Sierra Leone collectively, women comprised 55-60% of deaths associated with Ebola outbreaks. This is driven by the fact that women are often the primary caregivers for the sick, and continue to be so during epidemics. In addition, health professionals and health facility staff are the most exposed and at risk of contracting viruses. Ultimately, investments in the care economy (childcare, elderly care) have the potential to build more resilience and increase opportunities for women. Care infrastructures and services can be essential to enable women to continue to stay in employment.

**Digital IDs:**

Lack of official IDs disproportionately affects women in developing countries: in low-income countries, 45% of women lack ID, compared to 30% of men. A lack of official ID may prevent people from accessing educational opportunities, financial services, health and social welfare benefits.

**Biological Breakthroughs:**

Biological breakthroughs can be used in developing countries to improve health outcomes, for instance through embeddable sensors for health monitoring, personalised medicine, and genome sequencing. However, new treatments are likely to be less affordable, particularly for women, and research and development into women's health is typically lower than that of men. As a result, there is a risk that women get left behind in the gains of biological breakthroughs.

## ADDITIONAL RESOURCES

The following resources should help investors and fund managers further develop their gender-smart investing approach in the sector.

**IFC:**

Women's Leadership in Private Health Care (2019)

**World Bank:**

Gender and Health: Barriers and Opportunities for Women's Participation in the Private Health Sector in Africa (2015)

**ICRW:**

Gender-Smart Investing Resource Hub: Healthcare

**WHO:**

Addressing the Challenge of Women's Health in Africa, (2017) and Gender Equity in the Health Workforce (2019)

# Gender Screening Questionnaire: Healthcare

This questionnaire is to be completed by investees and/or clients during the screening stage of the deal process to enable potential investors to better understand the current level of gender diversity and inclusion, initiatives to support women entrepreneurs, and efforts to serve female customers. Some of the questions are derived from the 2X Challenge.

CDC is a founding member of the 2X Challenge, a DFI initiative to mobilise \$3 billion for investment in business activities that benefit women by 2020. To qualify, investments must meet the criteria for female entrepreneurship, leadership, employment or consumption. More details on the 2X Challenge can be found at [2xchallenge.org](http://2xchallenge.org).

	YES	NO	Current %	No data/unclear
<b>1. OWNERSHIP.</b> Was the business founded by a woman or do women own a majority share of the business?				
Notes				
<b>2. BOARD.</b> Do women represent 30% of the board or more?				
Notes				
<b>3. SENIOR MANAGEMENT.</b> Do women represent 35% women or more of the senior management team?				
Notes				
<b>4. EMPLOYEES.</b> Do women make up 50% or more of the workforce?				
Notes				
<b>5. CUSTOMERS.</b> Does the business specifically target female patients or clients, or design products or services tailored to women's needs, preferences and behaviours			N/A	
Notes				
<b>6. [FOR HEALTHCARE-FOCUSED FUNDS ONLY].</b> Do 30% or more of portfolio companies answer yes to at least one of questions 1-5?			N/A	
Notes				
<b>7. OPPORTUNITIES FOR GENDER-SMART BUSINESS SOLUTIONS.</b> Is there commitment or capacity to create significant jobs for women, refine product or service offerings to better serve female clients or patients, and to workforce gender diversity efforts? Is the investee interested in scaling-up efforts?			N/A	
Notes				

# Gender Due Diligence Questionnaire: Healthcare

This questionnaire is to be completed by investees during the due diligence stage of the deal process. Its aim is to enable investors and fund managers to understand the current level of leadership initiatives,

internal gender diversity and inclusion, to identify programmes that support women, entrepreneurs, and acknowledge efforts to serve women clients and users.

## Leadership

1. Does the board and/or senior management have strong oversight and a clear governance process to support gender diversity and inclusion? Are any initiatives in place to promote women in leadership?

YES	NO

Notes

## Workforce

2. Are there specific policies and programmes to support inclusiveness of both men and women at work? If so, what are they? For example, specific HR policies that go beyond basic regulatory requirements (e.g. childcare support, flexible working hours, and standardised pay rates for each role).

YES	NO

Notes

3. Are there differences between the roles/responsibilities/functions/levels/grades undertaken by male and female workforce including permanent, contracted and seasonal staff?

YES	NO

Notes

4. Does the company collect and monitor gender-disaggregated staff data (e.g. average salary, turnover, absenteeism, retention, and promotion)? If the company collects and monitors gender-disaggregated staff data, how is the data analysed and to what extent is data used for decision-making on gender-related efforts (e.g. attracting more female patients)?

YES	NO

Notes

5. Does the company have any internal training opportunities to help internal mobility? Are they targeted at women/ do women take them? Do female employees have the same level of access to professional development programmes and healthcare-based technologies (e.g. mHealth, eHealth)?

YES	NO

Notes

For question 1, the senior management team would be the relevant company counterpart to ask the question. For questions 2-5, the HR lead would be the relevant company counterpart to ask the question.

# Gender Due Diligence Questionnaire: Healthcare

	YES	NO
6. What policies, procedures or initiatives have been put in place to respond to crises?		
<i>Notes</i>		
<hr/>		
<b>Products and Services</b>		
7. Does the company offer healthcare products or services specifically targeting or benefiting women and girls? (e.g. gynaecology, maternal care, sexual and reproductive awareness, e-health/mobile health products)		
<i>Notes</i>		
<hr/>		
8. Does the company collect and monitor gender-disaggregated data on product and service usage? If yes, how is the data analysed and to what extent it data used for decision-making on product design and/or service provision?		
<i>Notes</i>		
<hr/>		
9. What is the number and percentage of physicians and clinical staff that work in women-only health services? (e.g. gynaecology, maternal health, nutrition)		
<i>Notes</i>		
<hr/>		
10. What are the barriers for women in surrounding communities accessing healthcare services (e.g. accessibility, affordability, knowledge)? Does the company/healthcare provider do anything to address these?		
<i>Notes</i>		

## USEFUL DATA AND DOCUMENTATION

- Gender-disaggregated data on internal staff (including ownership, board, senior management, middle management, and all employees including seasonal and contractors).
- Gender-disaggregated patient data.
- Organisation diagram/chart by gender (representation at different levels).
- Gender inclusion strategies/policies; actions plans; HR policies to support women in the workforce (e.g., parental leave policy).
- Documentation on initiatives to advance gender diversity in the workforce (e.g. mentorship programmes, childcare provision).
- Documentation related to specific products/services targeted women and girls.

For questions 7-9, the Head of Product, Service(s) or Planning, Technical Lead would be the relevant company counterpart to ask the question. For questions 7, 8 and 10, the relevant company counterpart to ask the question would be senior management. For question 9, the relevant person would be the HR lead.

# ADDITIONAL NOTES

