



Gender Lens Technical Assistance

A Case Study from Fund 1

PROJECT OUTLINE

Improving gender practices across company operations

With each portfolio company in our first fund, we conduct a **hands-on gender inclusion project**. These projects are implemented by ALIVE, in collaboration with the gender inclusion experts at **Value for Women**, to support the application of a gender lens across business practices.



Initial Assessment & Findings

A review of the company's practices, policies, and other variables (including employee perception) is conducted to determine areas the company is doing well and where there is room for improvement.



Action Plan

Based on the findings from the assessment, 2-3 new gender strategies are defined, ranging from formalizing gender commitments and policies, to addressing gender inclusion opportunities across business operations.



Implementation

ALIVE and Value for Women work closely with the portfolio company to support the implementation of the defined strategies and monitor progress.



Measuring Results

In addition to the baseline data collected in the Initial Assessment, a follow-up measurement is done at project's end and six months after project end, in order to measure changes in the defined KPIs.



Learnings & Next Steps

An action plan is defined at project's end to continue the momentum gained during the TA assistance and ensure the company has a clear path forward once the technical assistance phase is completed.

ABOUT uPLANNER

AI-driven software for higher education



uPlanner uses artificial intelligence and big data to help public and private higher education institutions in Latin America increase coverage, improve students' education experience, and reduce dropout rates.

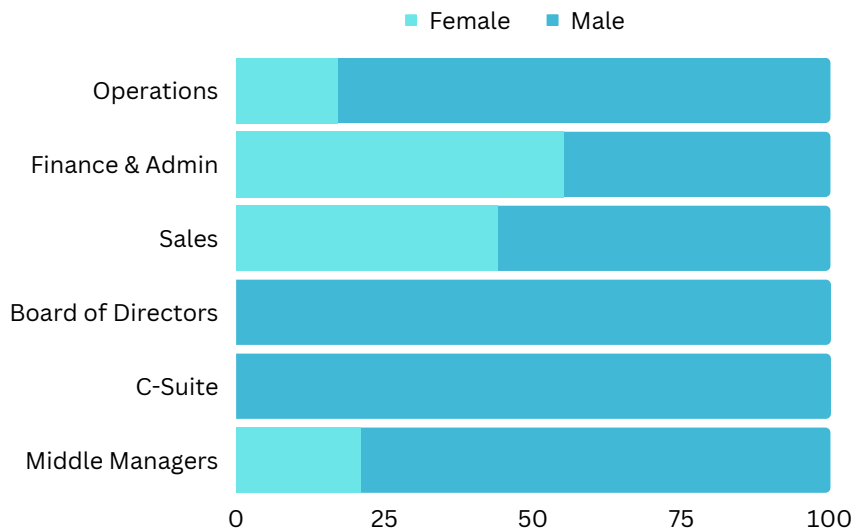
As of the date of publication of this case study, the company has 102 employees helping to deliver uPlanner's unique educational planning, retention, and other learning management solutions to 80+ higher education institutions, reaching over 1.4 million students across Latin America.



www.uplanner.com

uPlanner's Gender Project

Improving gender diversity & recruitment



An initial assessment of the company revealed that there is an **opportunity to formalize a gender commitment** with policies and practices. As seen in the graph to the right, uPlanner also had room for improvement in the **gender balance of leadership positions and in Operations**.

After analyzing the results of the assessment, two strategies were defined and were the focus of the activities over the next months: 1) **Adopting gender best practices for recruitment** and 2) **Implementing a gender lens in employee satisfaction, retention, and career development**.

Activities Carried Out (Strategy 1)

- ✓ Reviewed the recruitment process to understand women's participation at each stage.
- ✓ Identified and used dissemination channels to reach more women in technology.
- ✓ Established goals in terms of gender composition in the different departments and levels.
- ✓ Performed a gender-disaggregated analysis of human resources metrics.
- ✓ Developed a guide for the use of gender inclusive language.



uPlanner's Gender Project

Improving gender diversity & recruitment

Activities Carried Out (Strategy 2)

- ✓ Conducted a survey with staff to gather feedback on the practices and benefits that uPlanner provides currently and could provide in the future to promote work-life balance, professional development and well-being in general.
- ✓ Included questions to periodically measure equity and inclusion indicators in subsequent employee surveys.
- ✓ Adjusted some of the employee benefits to respond to the different needs of women and men.
- ✓ Carried out a gender diversity and inclusion workshop with employees in leadership positions.

The gender inclusion project not only helped us establish metrics and a plan to reach our organizational gender objectives, but also lay the foundation to work on comprehensive equity initiatives involving gender, culture, age, and more.



Andrea Lorenzini,
People and Culture Manager,
uPlanner



uPlanner's Gender Project

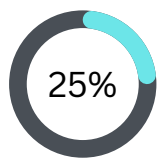
Improving gender diversity & recruitment

Key Results

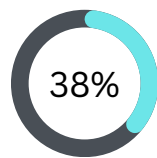
uPlanner **reduced turnover of female employees from 49% to 4%** and saw other compelling results (see graph below). Furthermore, **65% of new hires during the measurement period were female**, helping the company achieve significant positive changes in the gender balance of its workforce.

At baseline

Post project

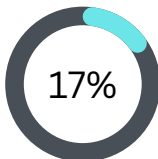


25%

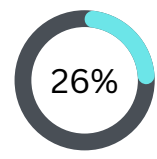


38%

Improved overall representation of female employees in the **workforce**.

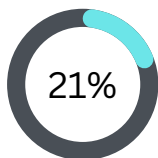


17%

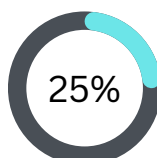


26%

Improved representation of female employees in **Operations**.

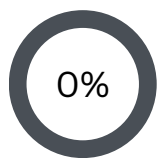


21%

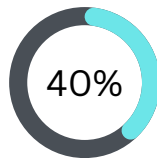


25%

Improved representation of female employees in **leadership positions**.



0%



40%

Improved representation of females in the **Board of Directors**.

SOME KEY LEARNINGS

Support from Leadership is key: Acceptance and endorsement of the work part the company's leadership and, in particular, the CEO, enabled the gender committee to make rapid progress in establishing priorities, objectives, and in the implementation of actions focused on talent and culture.

Aligning gender strategies with current business strategies: uPlanner implemented an inclusive recruitment strategy in parallel with its ongoing recruitment strategy, which was essential for the expansion of the company; this contributed immediate results in improving gender diversity at the company.