

2026 SELECTION CRITERIA AND SCORING RUBRIC

CRITERIA	DESCRIPTION	SCORING
1. Embedded positive impact - 25%	We are looking for impact businesses that will create more impact as they scale. We consider: <ul style="list-style-type: none"> • Intentionality: was the business created to solve a social or environmental problem? • Embeddedness: is positive impact locked into the business model? • Magnitude: is there significant <u>breadth</u> (number of people: local to global) and/or <u>depth</u> (degree of change: marginal to transformational) of impact? • Measurement: is the business tracking and managing to optimize impact? • Potential impact: is the impact potential and/or already realized? 	0. Unclear intentionality, little or no impact potential
		1. Unclear intentionality, has positive impact potential but not sufficiently embedded
		2. Clear intentionality and positive impact potential but not sufficiently embedded
		3. Clear intentionality and positive impact is embedded, but not realized or measured
		4. Clear intentionality, positive impact is embedded and signs of impact being realized, but no measurement to optimize impact
5. Clear intentionality, positive impact is embedded, realized, and clearly measured, with a path to further scale impact		
2. Market analysis and fit - 10%	We are looking for businesses that have operationalized a unique solution to a large, unmet need. We consider: <ul style="list-style-type: none"> • Product-market fit: has the business provided evidence of the market? • Competitive advantage: does the business have clear, long-term, defensible competitive advantage? • Expansion: does the market have room for growth and does the business have potential to expand to other geographies? 	0. Limited growth potential or unclear competitive advantage
		1. Growth potential, but business has not achieved product-market fit or unclear competitive advantage
		2. Growth potential, with either product-market fit or clear competitive advantage
		3. Growth potential, with demonstrated product-market fit and clear competitive advantage
		4. Showing growth via steady traction, with demonstrated product-market fit and sustainable, clear competitive advantage
5. Expanding already, demonstrated strong product-market fit and sustainable, clear competitive advantage		
3. Sustainable business and financial model - 25%	We are looking for businesses that have the potential to be profitable. We consider: <ul style="list-style-type: none"> • Financial sustainability: does the business have sufficient financial return potential to reach profitability? • Scalability: is the business model scalable (good margins, unit economics, repeat sales)? • Loyalty: is the business likely to retain and upsell existing customers? • Well thought-out model: are expectations (sales cycles, price setting, etc) and models well thought-out and defensible? 	0. Business model is not realistic or not sustainable
		1. Unclear business model, needs validation
		2. Business and/or financial model is somewhat clear but needs validation / de-risking
		3. Business and/or financial model is clear with potential for sustainability /profitability
		4. Well thought-out and sustainable business and financial model that needs additional proof of scalability
5. Well thought-out and sustainable business and financial model that is already scaling		
4. Strategy and execution - 10%	We are looking for businesses with a plan and system to scale. We consider: <ul style="list-style-type: none"> • Growth strategy: does the business have an expansion plan with clear goals and resource requirements? • Risk assessment: has the business thoroughly evaluated risks and capabilities? • Monitoring systems: does the business have dynamic mechanisms to monitor execution. 	0. Unclear growth strategy and no execution track record
		1. Unclear growth strategy or limited execution track record
		2. Loosely defined growth strategy with a track record of execution
		3. A clear growth strategy with limited execution track record and systems to support scale in development
		4. A clear growth strategy with some successful execution and some systems to support scale in development
5. A strong growth strategy, highly successful execution to-date, and dynamic systems to continue scaling		

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<p>5. Team - 10%</p>	<p>We are looking for a capable team to build the business. We consider:</p> <ul style="list-style-type: none"> • Complementarity: is the team diverse, with 2-4 members who complement each other? • Technical skill: does the team have relevant technical/leadership skills and experience? • Track record: does the team have track record of execution and/or significant achievement? • Network: does the team have relevant networks and advisors? 	<p>0. The team lacks balance, experience and skills to run the business</p> <p>1. The team has limited relevant professional experience and no networks or advisors</p> <p>2. Complementary team with relevant professional experience but critical gaps and limited networks</p> <p>3. Complementary team with relevant professional experience, recruitment plans in place to fill existing gaps, but lacking networks or advisors</p> <p>4. Complementary team with relevant professional experience, recruitment plans in place to fill existing gaps, with networks and advisors</p> <p>5. Complementary and well-resourced team with extensive professional experience, far-reaching networks, and outstanding advisors</p>
<p>6. Leadership character of the applicant - 20%</p>	<p>We are looking for bold impact leaders, who can attract talent and foster purpose-driven team culture. We consider:</p> <ul style="list-style-type: none"> • Entrepreneurial spirit: does the applicant display integrity, motivation and high energy, entrepreneurial approach? • Cartier values: does the applicant display the following character traits: Curiosity, Open-mindedness, Generosity, Sharing, Respect, Rigor, Independence? • Commitment to CWI vision: is the applicant committed to the Cartier Women's Initiative vision? 	<p>0. Limited entrepreneurial and inclusive leadership capacity, little to no character alignment</p> <p>1. Some entrepreneurial and inclusive leadership capacity, limited character alignment</p> <p>2. Some entrepreneurial and inclusive leadership capacity, aligned on several character traits</p> <p>3. Demonstrated entrepreneurial and inclusive leadership capacity, aligned on most character traits</p> <p>4. Demonstrated entrepreneurial and inclusive leadership capacity, aligned on all character traits</p> <p>5. Exemplary entrepreneurial and inclusive leader, strong demonstration of all character traits in founder actions (internal and external)</p>