



USAID
FROM THE AMERICAN PEOPLE

Engendering Utilities

Strengthening the Power and Water Sectors
through Gender Equality

U.S. Agency for International Development

Engendering Utilities Components



Delivering Gender Equality: A Best Practices Framework for Utilities



Customized Gender Equity Executive Leadership Program



Tailored Change Management Coaching

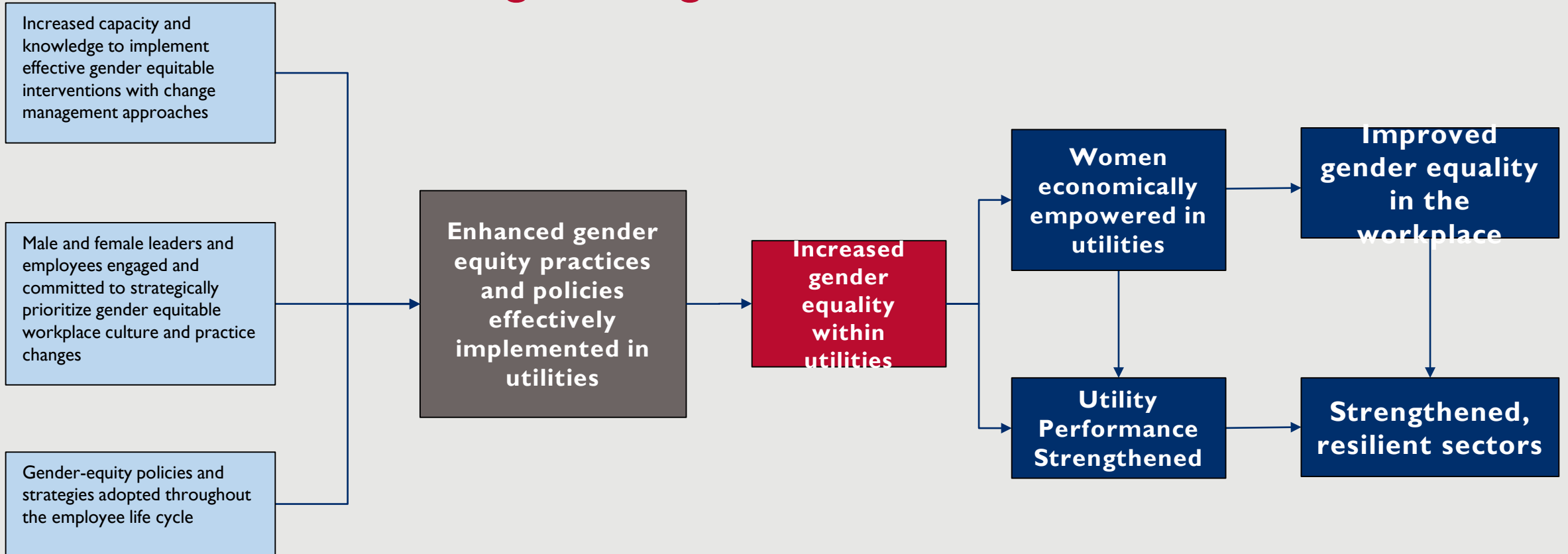
Focus on Employee Life Cycle

Societal and Sector Context

- National legal and policy framework
- Gender norms and values
- Economic environment and attractiveness of market
- Quality of education system
- Services and infrastructure to enable workforce participation
- Monitoring and regulatory organizations



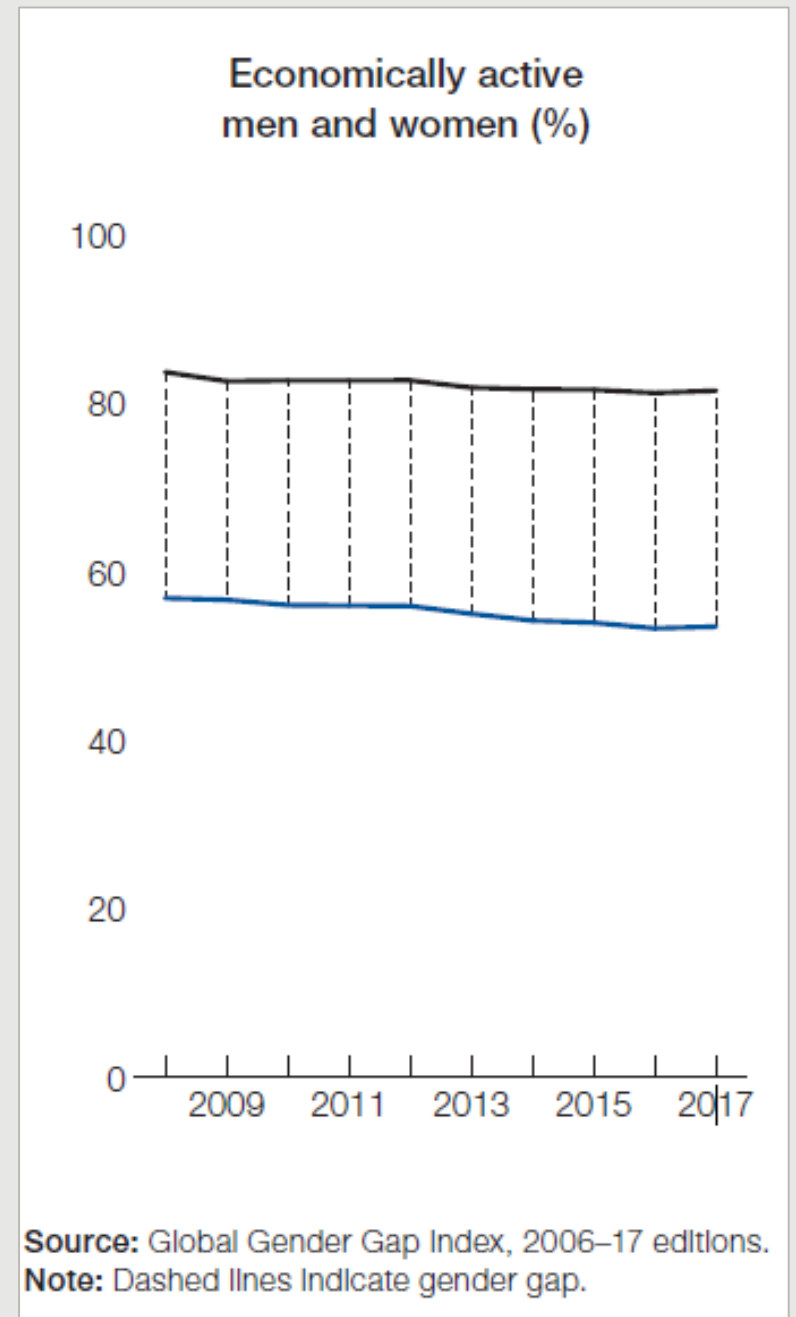
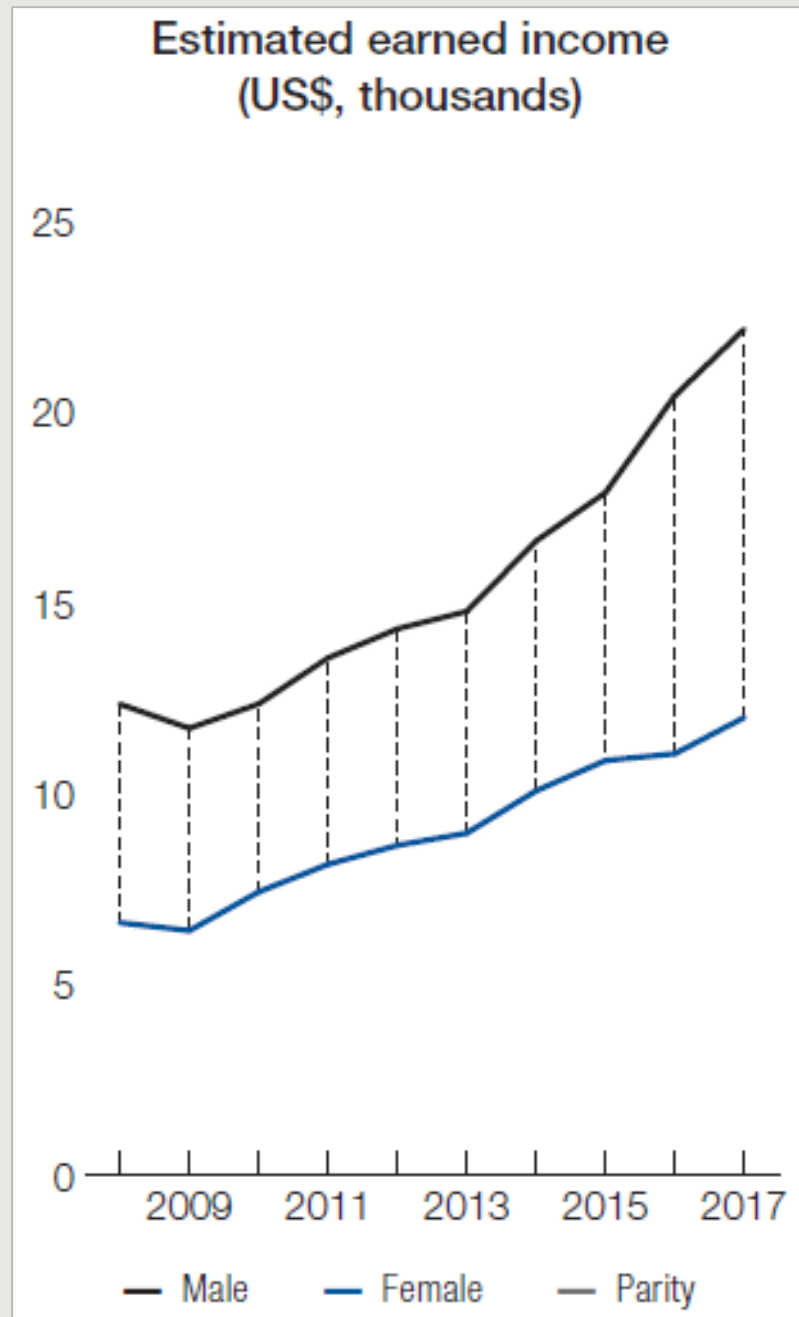
Engendering Utilities Results Chain



- **Key partners influenced by USAID's thought leadership and programmatic evidence to compel them to adopt evidence-based best practices**
 - **Global knowledge of best practices increased and widely disseminated**

Women are Underrepresented in the Workforce

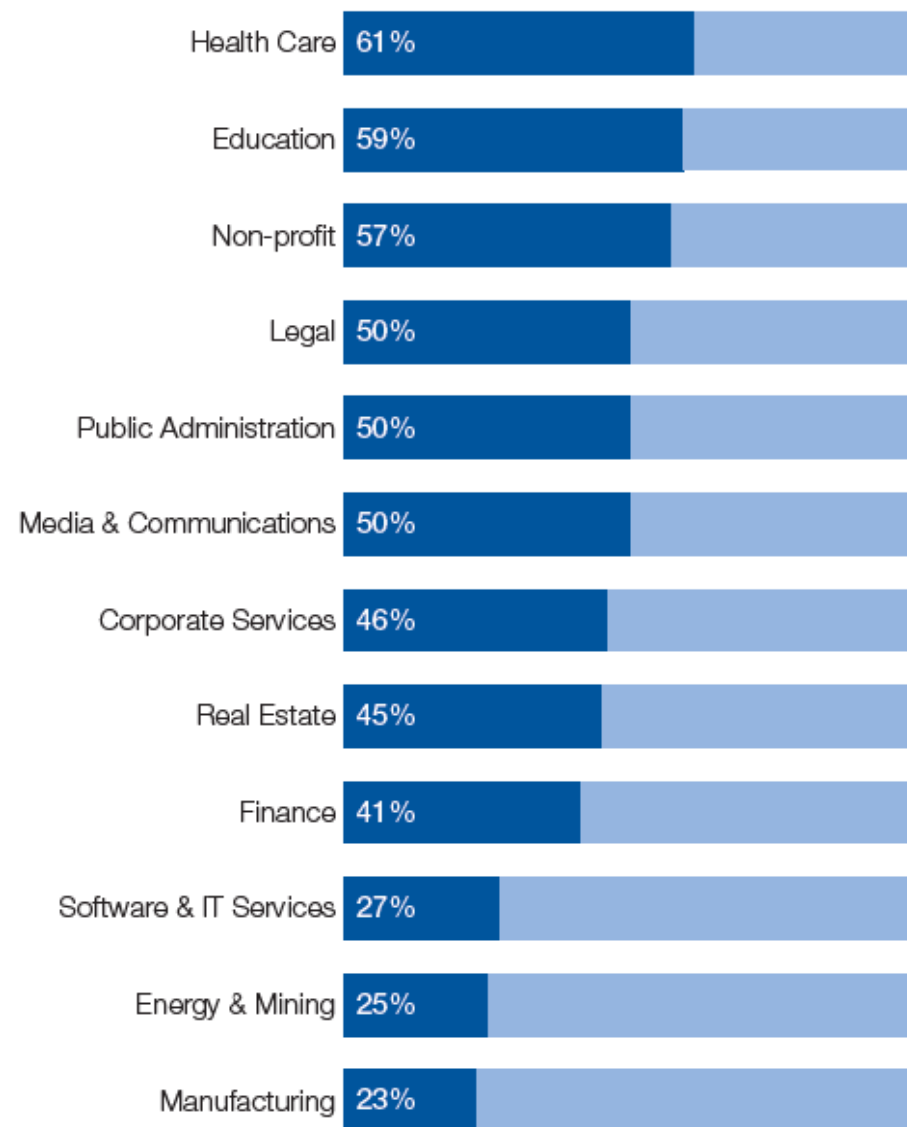
- Female talent remains one of the most underutilized business resources (WEF)
- Women are half the world's working-age population, but generate only 37% of GDP (MGI)



Women are Underrepresented in the Global Energy Sector

- Largest gaps in STEM fields: Software and IT services, manufacturing and energy, and mining (WEF)
- Women hold less than 25% of energy sector jobs

Female share of employment, by industry



World Economic Forum, 2017

Status of Women in the Global Water Sector

- The percentage of female workers is considerably lower than that of men: on average, water utilities sampled reported that **only 18 percent of their workers are women**—that's fewer than one in five.
- In Organisation for Economic Cooperation and Development (OECD) countries, where the gender gap is presumed to be smaller, a **50 percent reduction in the male–female employment gap is estimated to lead to a GDP gain of 6 percent by 2030** (OECD 2015).
- **Companies with more gender-inclusive senior leadership**— particularly women-owned businesses—**often rank higher on key environmental, social, and governance risk management indicators** (OECD 2016).

Source: World Bank *Women and Water Utilities: Breaking the Barrier Report*

Status of Women in the Global Water Sector, con't

- Data for 2018 show that on average, **women leave water utilities at a rate of 8 percent throughout the year, compared with 5 percent for men.** Reasons cited by workers include insufficient flexibility in arrangements that enable women to reconcile work and caregiving roles, a feeling of isolation in a male dominated environment, a lack of basic amenities in the workplace (such as separate toilets by gender, changing rooms, and sanitary facilities), and sexual harassment.
- A breakdown of permanent employees by department in a utility in Serbia illustrates this occupational segregation. Data from the company show that in some departments, women are over-represented; **women make up 71 percent of staff in finance and accounting and 61 percent in administration.** In technical positions, especially field-based positions, women are a minority. For instance, **women represent only 14 percent of employees in operations and maintenance,** which is the largest department in the company.

Source: World Bank *Women and Water Utilities: Breaking the Barrier Report*

Status of Women in the Workplace

- Largest comprehensive study of women in corporate America
- Findings:
 - Women **underrepresented** in talent pipeline
 - Women receive **less support** from managers
 - Women have **less access** to senior leaders

REPRESENTATION OF WOMEN ACROSS INDUSTRIES

% OF WOMEN BY LEVEL



Source: McKinsey & Company and LeanIn.org

Status of Women in the Workplace: More Findings

- Women continue to face discrimination
 - For **64% of women**, microaggressions are a workplace reality
- Sexual harassment remains prevalent
 - **45% of women in technical fields report they've been sexually harassed**
- Being “the Only one”
 - **One in five women** say they are often the only woman or one of the only women in the room at work.



Source: McKinsey & Company and LeanIn.org

Status of Women in the Workplace: Corporate Commitments

- Only around **half** of all employees think that their organization sees gender diversity as a priority and is doing what it takes to make progress.



- Around **20%** of employees say that their company's commitment to gender diversity feels like lip service.

Source: McKinsey & Company and LeanIn.org

MOVING TOWARD GENDER BALANCE IN PRIVATE EQUITY AND VENTURE CAPITAL

INSTITUTIONAL INVESTORS



Committing capital to funds

PRIVATE EQUITY VENTURE CAPITAL FUNDS



Investing capital in companies

PORTFOLIO COMPANIES



Gender balanced teams have between 30% to 70% female in leadership roles



Female partners invested in almost **2X MORE** female entrepreneurs than male partners



Photo Credit: IFC

Evidence from Investments: Gender Balanced Teams = Higher Returns

- Gender balance is positively correlated with higher performance.
- Private equity and venture capital funds with gender-balanced senior investment teams generated 10 percent to 20 percent higher returns compared with funds that have a majority of male or female leaders.
- Portfolio companies with gender balanced leadership teams have outperformed in median valuation increases by as much as 25 percent than non-diverse teams.

Potential Impact of Women's Leadership – The Bottom Line

- The **top 20 most gender-diverse utilities significantly outperformed** the bottom 20 in terms of return on equity.
- Gender equity could add as much as **\$12 trillion** to the world economy.
- Having women in the highest corporate offices is correlated with **increased profitability**.
- Companies with **gender-diverse boards outperform those with no women** during times of crisis or volatility.



What does the Engendering Utilities Program Do?

- Collect & analyze data
- Develop evidence-based best practices
- Deliver tailored Gender Equity Executive Leadership Program
- Deliver expert change management coaching
- Provide platform and opportunities for knowledge exchange among utilities
- Provide training to expand reach regionally and in the broader energy and water sector communities
- Strategic communications to influence attitudes and establish thought leadership



Engendering Utilities Partners

Africa

- Electric Distribution Company (EDCO) in Jordan
- Eko Electricity Distribution Company (EKEDC) in Nigeria
- Ibadan Electricity Distribution Company (IBEDC) in Nigeria
- Kenya Power
- Liberia Electricity Corporation (LEC)
- Ghana Grid Company Limited (GRIDCo)
- Electricidade de Moçambique (EDM)
- Electricity Generation Company Malawi (EGENCO)

Eastern Europe

- Energo-Pro in Georgia
- EVN Macedonia
- Kosovo Operator Sistemi, Transmisioni dhe Tregu (KOSTT)

Asia

- Tata Power Delhi Distribution Limited (TPDDL)
- BSES Rajdhani Power Limited (BRPL) in India
- Lanao del Sur Electric Cooperative (LASURECO) in the Philippines

Latin America

- Distribuidora de Electricidad DELSUR (DELSUR) in El Salvador
- Edesur Dominicana, S.A. (EDESUR) in the Dominican Republic

Middle East

- Irbid District Electricity Company (IDECO) in Jordan
- Electricity Distribution Company (EDCO) in Jordan



Focus on Gender Equality Best Practices Framework

Recruiting/ Hiring Best Practices				
Best Practice	Description of Best Practice	Challenges to Implementation	What Success Looks Like	Available Resources and Tools
<p>Recruiting & Hiring</p> <p>Apply gender inclusive recruitment and hiring practices</p>	<ul style="list-style-type: none"> Design selection processes that reduce bias through behavior-based interviewing, using structured instead of unstructured interviews Implement mandatory unconscious bias training for all employees involved in the hiring process Make gender balanced shortlists a requirement for open positions Use work sample tests to evaluate the candidate's qualifications to avoid bias Remove names, pictures, and birth dates from CVs when proposing pre-screened candidates to management for further consideration 	<ul style="list-style-type: none"> Managers may resist relinquishing their hiring power to a panel In-depth candidate assessments and interview techniques to reduce bias, such as behavior-based interviewing, need additional training to learn the techniques and are more time-consuming, but at the same time bring better results 	<ul style="list-style-type: none"> In-depth candidate assessment and interview techniques such as behavior-based interview techniques are integrated into the selection process Interview panels have at least one suitable representative of each sex Greater gender balance in the pool of applicants Increased number and/or overall percentage of women employees 	<p>Report: Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment (PwC)</p> <p>Guide: A Step-By-Step Guide to Preventing Discrimination in Recruitment (Australian HRC)</p> <p>Video: Conducting Unbiased Interviews (Iris Bohnet)</p> <p>Article: All-Male Job Shortlists Banned by Accountancy Giant PwC (BBC News)</p> <p>Article: How To Alter Your Hiring Practices To Increase Diversity (Forbes)</p> <p>Article: "How To Keep Bias Out Of The Hiring Process" (Quartz)</p>

Gender Equity Executive Leadership Program

USAID & Georgetown University

Module 1 *In-person*

- Strategic Leadership
- HR Policies
- Recruitment
- Hiring
- Employee Development
- Performance Management
- Succession Planning

Modules 2–6 *Online*

- Salary and Benefits Equity Analysis
- Civility
- Sexual Harassment
- Childcare and Family-Friendly Practices
- Communication
- High Potential Leadership Development
- Employee Resources
- Groups and Teams
- Role Models
- Male Engagement
- Negotiations

Module 7 *In-person*

- Persuasion/Influence
- Personal Leadership
- Leading Others
- Change Management

Capstone Project

- Summarize strategic value of addressing gender equity
- Presented to top utility leadership
- Actionable

July Y1

August Y1–March

April Y2

July Y2

Tailored Change Management Coaching



- Hands-on training sessions
- Virtual and in-person coaching prior to, throughout, and post-graduation of the Gender Equity Executive Leadership Program
- Technical assistance to implement gender equality interventions
- Source for data analysis and research
- Real time virtual support and problem solving
- Motivation and accountability



Tailored Interventions

BASELINE FACTORS

- Percent of women employed
- HR gender policies
- Financial state of the utility
- Percent of women in senior management
- Outreach and recruitment practices of utility
- Attitudes of men towards women in society
- Training of workforce in utility



INTERVENTIONS

- Mentoring programs
- New HR proposals
- Succession planning
- Gender seals
- “Bring Your Daughter to Work” Day
- Internships
- Outreach programs to technical schools and universities
- Gender mainstreaming
- Call center staff training

Graduated Utilities' Accomplishments to Date

- ✓ Data disaggregated by sex is being used in decision-making
- ✓ Pay inequity is being addressed by HR departments
- ✓ Equal Employment Opportunity policies have been adopted/refined
- ✓ Utilities are recruiting, retaining, and promoting more female employees
- ✓ Flexible work schedules and child care programs are providing support for parents
- ✓ Utilities engaging with communities to encourage women and girls to pursue STEM education/careers
- ✓ \$500,000 in in-kind funding from utilities



Tailored Interventions

EVN, Macedonia

- Instituting a competency-based hiring selection processes to reduce gender bias in hiring.
- Implementing dual career promotion path to insure equal access for women.
- In 2017 and 2018, hosted a self-funded Women in Energy Conference in partnership with the Engineering Society.
- Instituting a gender-equitable succession planning process

Energo-Pro, Georgia

- Started an outreach program to popularize the energy field as a career choice. Approximately 1,500 girls and boys were informed about energy field and related opportunities.
- Tracking follow up interest from girls through Facebook posts, questions, and comments to which staff respond regularly.
- Number of women interviewed increased by 15% through gender-equitable outreach.
- Instituted a host of new maternal/paternal leave policies.
- Addressing equal pay issues.





IDECO, Jordan

- Conducted women's leadership training, attended by women managers and section heads.
- Built a creche (nursery) at headquarters that was self-funded.
- Conducted return on investment study of male and female employees to determine whether or not managers' perception that female employees were more expensive matched reality.

EKEDC, Nigeria

- Developed action plan for outreach to the National Board of Technical Education to explore female-only courses, designed a pilot training program.
- 557% increase in women's participation in company training programs.
- 2018, hired the first female line workers in company history



Thank you!



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