



# Engendering Industries

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Strengthening Gender Equality in Male-Dominated Industries

U.S. Agency for International Development



# Engendering Industries Approach and Results



Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries



Gender Equity Executive Leadership Program



Tailored Change Management Coaching

Empowered  
Women

Improved Gender  
Equality

Strengthened  
Company  
Performance

Strengthened,  
Resilient Industries

# Focus on Employee Life Cycle

## Societal and Sectoral Context

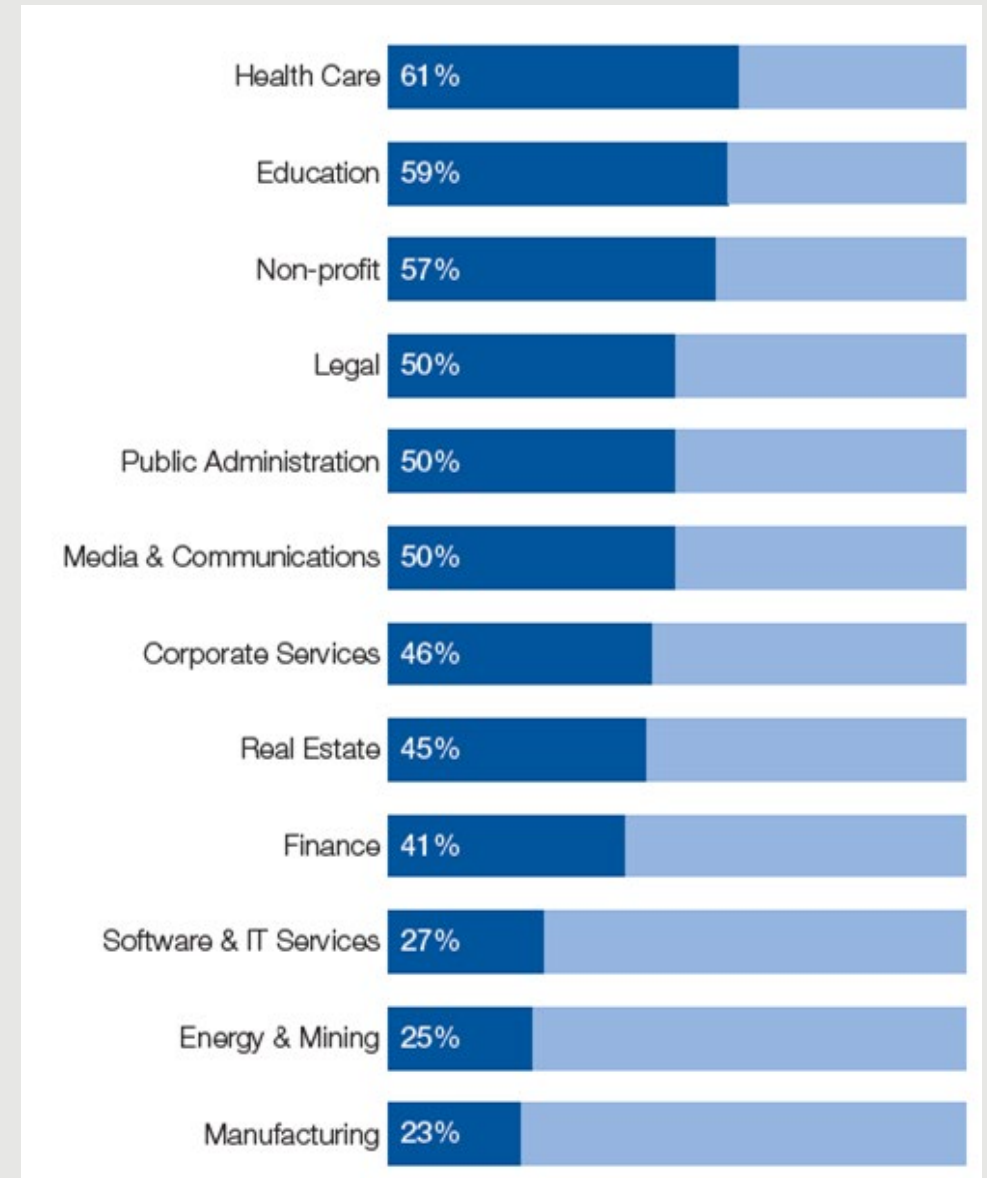
- National and legal policy framework
- Gender norms and values
- Economic environment and attractiveness of market
- Quality of education system
- Services and infrastructure to enable workforce participation
- Monitoring and regulatory organizations



# — The Status of Women in the Workplace

## Women's Workforce Participation (by Industry)

- STEM fields have the lowest female representation:
  - Software
  - IT
  - Manufacturing
  - Energy
  - Mining
- Women hold less than 25 percent of energy sector jobs worldwide

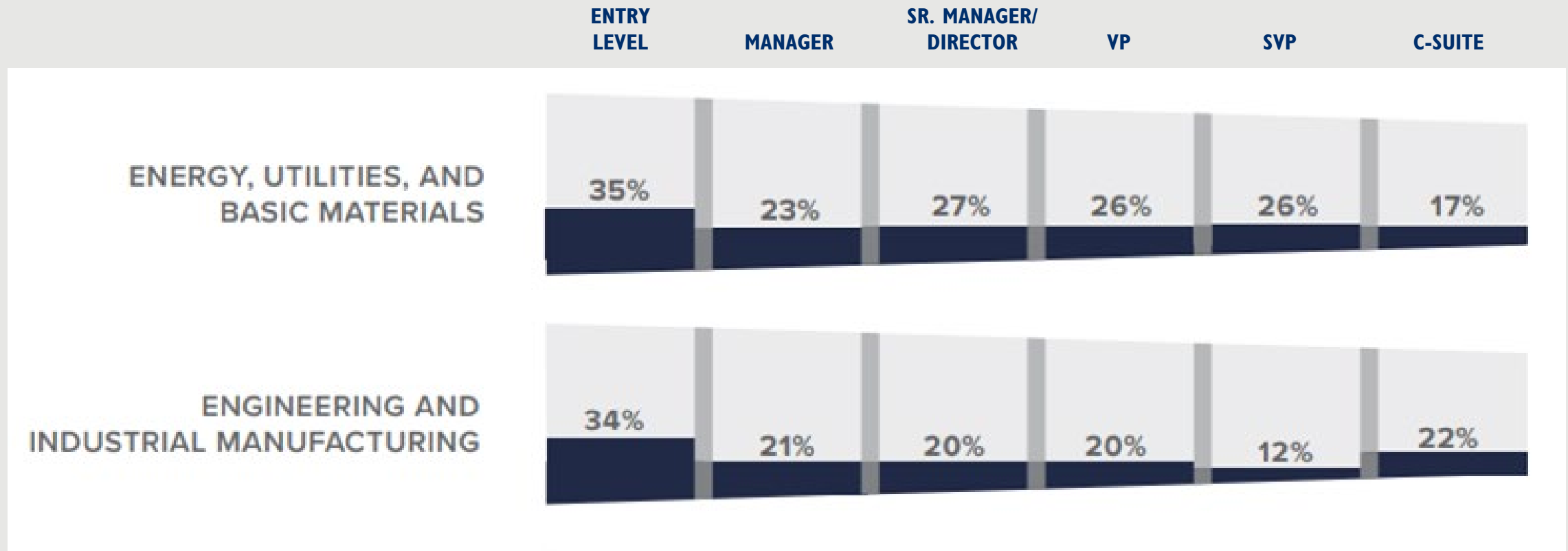


World Economic Forum, 2017

# Women's Workforce Participation (by Level)

## REPRESENTATION OF WOMEN ACROSS U.S. INDUSTRIES

### % OF WOMEN BY LEVEL



# Women's Workforce Participation: Global Water Sector

- **According to a World Bank study of 64 water utilities in 28 low- and middle-income countries:**
  - **Only 18 percent of workers at the water utilities sampled are women**—that's fewer than one in five;
  - **Women leave water utilities at a rate of eight percent annually, compared with five percent for men.** Insufficient flexibility, feelings of isolation in male-dominated environments, lack of basic amenities in the workplace (separate toilets by gender, changing rooms, and sanitary facilities), and sexual harassment are contributing factors.
  - Women are often overrepresented in some departments and underrepresented in others. Data from a Serbian company shows that **women make up 71 percent of staff in finance and accounting, 61 percent of administrative staff, but only 14 percent of operations and maintenance staff,** the largest department in the company.

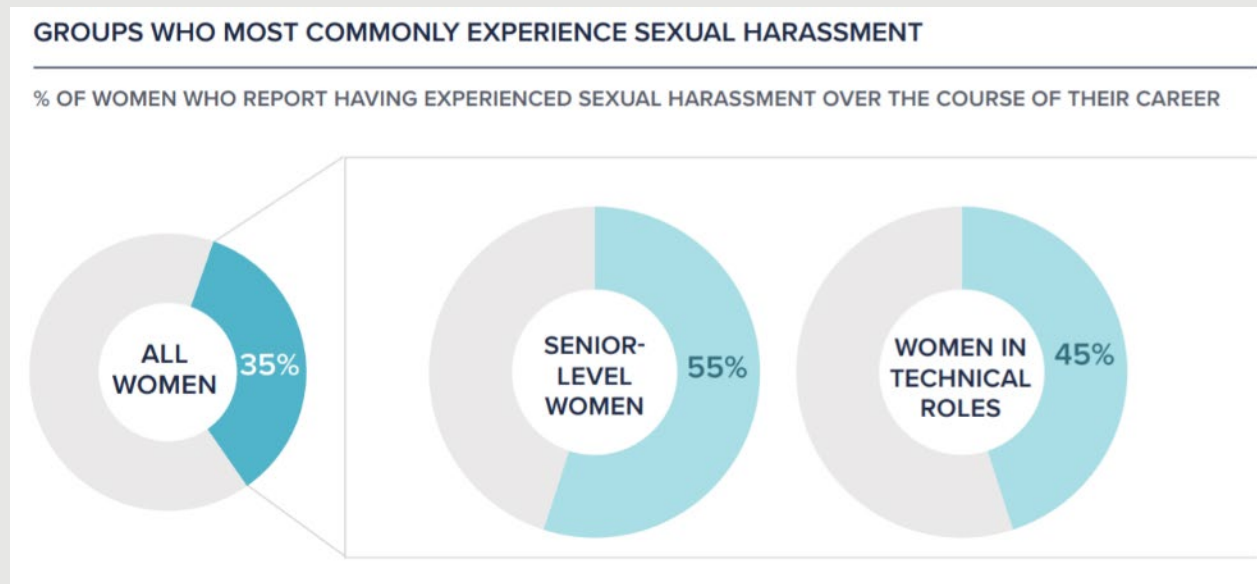
Source: World Bank *Women and Water Utilities: Breaking the Barrier Report 2019*

# Women's Experience in the Workplace

Women face discrimination; **64 percent of women** experience microaggressions in the workplace.

Sexual harassment remains prevalent, with **45 percent of women in technical fields reporting that they have been sexually harassed.**

**One in five women** say they are often the only woman or one of the only women in the room at work.





# Employee Perceptions of Corporate Commitment to Gender Equality

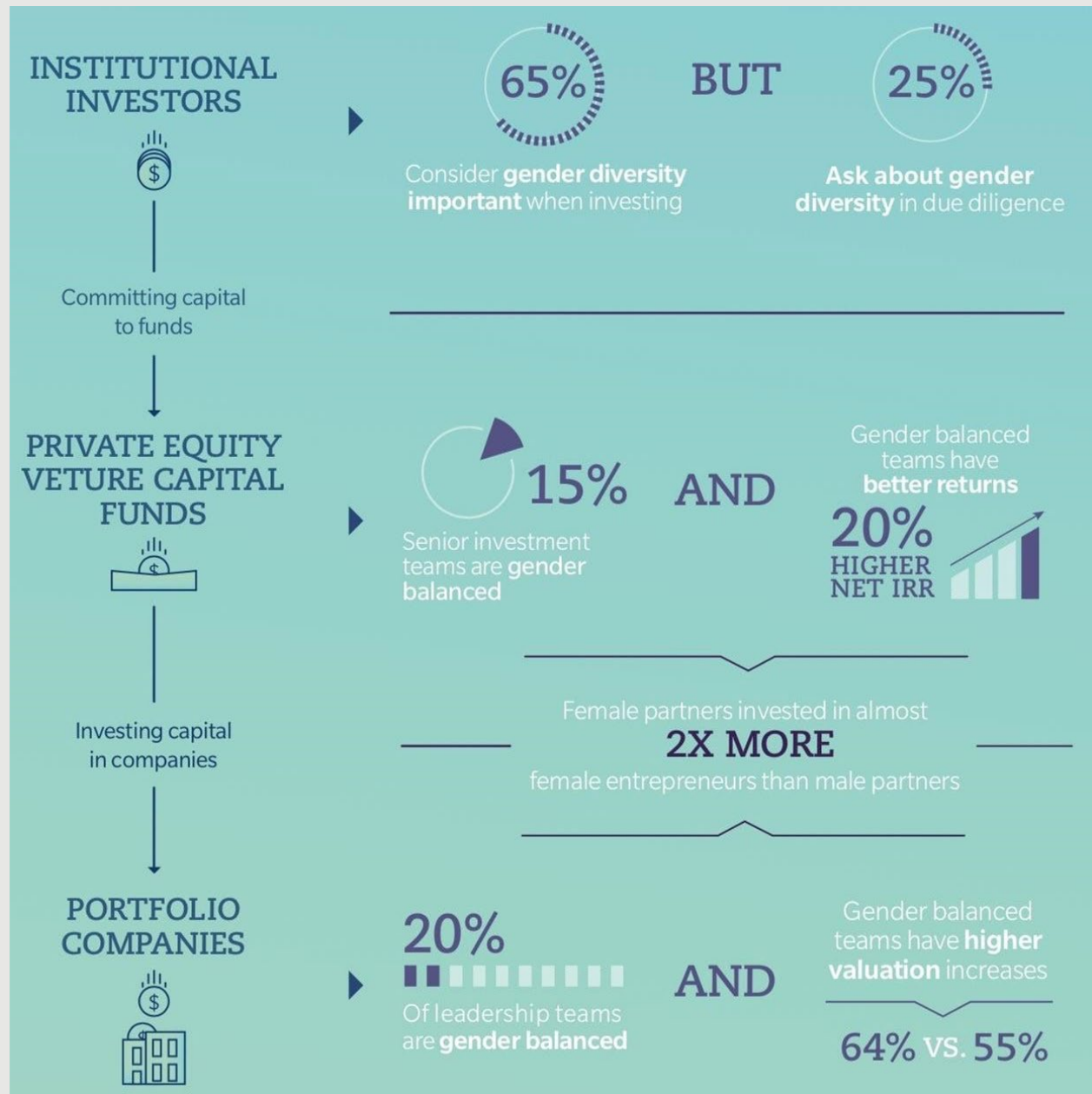
Only around **half** of all employees think that their organization sees gender diversity as a priority and is doing what it takes to make progress.



Around **20 percent** of employees say that their company's commitment to gender diversity feels like lip service, or insincere.

# — The Business Case for Gender Equality

# The Business Case for Gender-Balanced Teams



## The Business Case for Gender-Balanced Teams (cont'd)



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 six 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).

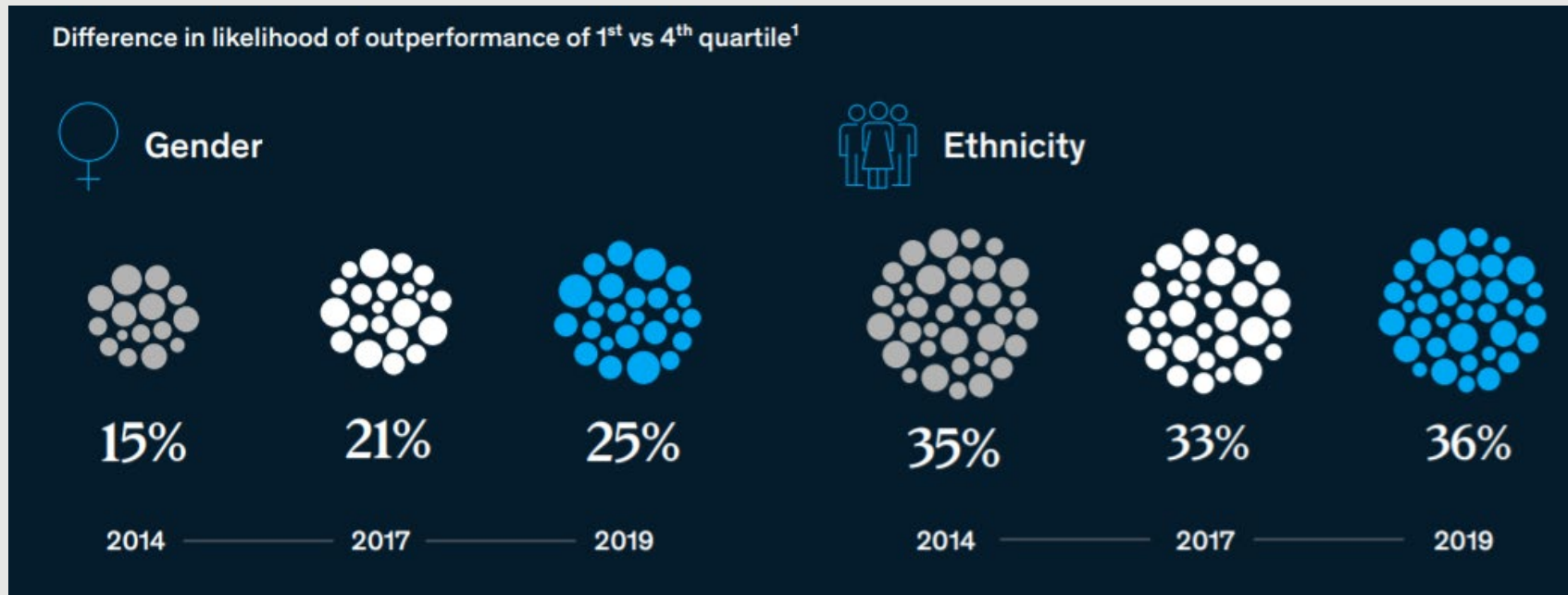
# The Business Case for Female Leadership

- 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.
- Companies in male-dominated sectors that have **gender diverse executive leadership teams** are 47 percent more profitable.
- Companies with **gender-diverse boards outperform those with no women** during times of crisis or volatility.



# The Business Case for Diversity

- Data from more than 1,000 companies across 15 countries, including Nigeria, South Africa, India, and Brazil, shows that companies with greater **gender diversity are 25% more profitable**, and companies with greater **ethnic diversity are 36% more profitable**.
- Together, gender and ethnic diversity bring the greatest financial returns.



# — The Engendering Industries Approach

# What does the Engendering Industries Program Do?

- Collect/analyze gender equality data from male-dominated industries and curate best practices in Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries.
- Support partners to use the Best Practices Framework to increase gender equality within organizations.
- Deliver the Gender Equity Executive Leadership Program (GEELP).
- Provide change management coaching to increase gender equality within organizations.
- Provide a platform and opportunities for knowledge exchange between partners, including the Participant and Alumni Network which provides a community of practice for program participants.
- Provide gender equality trainings and courses to expand reach regionally and in the broader energy and water sector communities.
- Develop strategic communications to influence attitudes and establish thought leadership .





# Best Practices Framework Snapshot: Recruiting and Hiring Best Practice Example

Recruiting/Hiring Best Practices				
Best Practice	Description of Best Practice	Challenges to Implementation	What Success Looks Like	Available Resources and Tools
<p><b>Recruiting and Hiring</b></p> <p>Apply gender inclusive recruitment and hiring practices</p>	<ul style="list-style-type: none"> <li>• Design selection processes that reduce bias through behavior-based interviewing, using structured instead of unstructured interviews</li> <li>• Develop assessment criteria valuing more diverse skill sets</li> <li>• Establish diverse interview panels to reduce unconscious bias</li> <li>• Revise selection criteria to support women and men from diverse backgrounds to become equally successful in the process</li> </ul>	<ul style="list-style-type: none"> <li>• Managers may resist relinquishing their hiring power to a panel</li> <li>• In-depth candidate assessments and interview techniques to reduce bias, such as behavior-based interviewing</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth candidate assessment and interview techniques such as behavior-based interview techniques are integrated into the selection process</li> <li>• Interview panels have at least one suitable representative of each sex</li> </ul>	<p><b>Guide:</b> <a href="#">A Step-By-Step Guide to Preventing Discrimination in Recruitment</a> (Australian HRC)</p> <p><b>Guide:</b> <a href="#">Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners</a> (Singapore Management University)</p>

# Gender Equity Executive Leadership Program

## Module 1 *In-person*

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

## Modules 2–6 *Online*

- Salary/ 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 Y2

April Y2

July Y2

## Provide Tailored Gender and Change Management Coaching



- Hands-on training sessions
- Virtual and in-person coaching prior to, throughout, and post graduation from the Gender Equity Executive Leadership Program (GEELP)
- Technical assistance to implement gender equality interventions
- Data analysis and research on gender issues
- Real-time virtual support and problem solving
- Motivation and accountability

## Accelerated Program

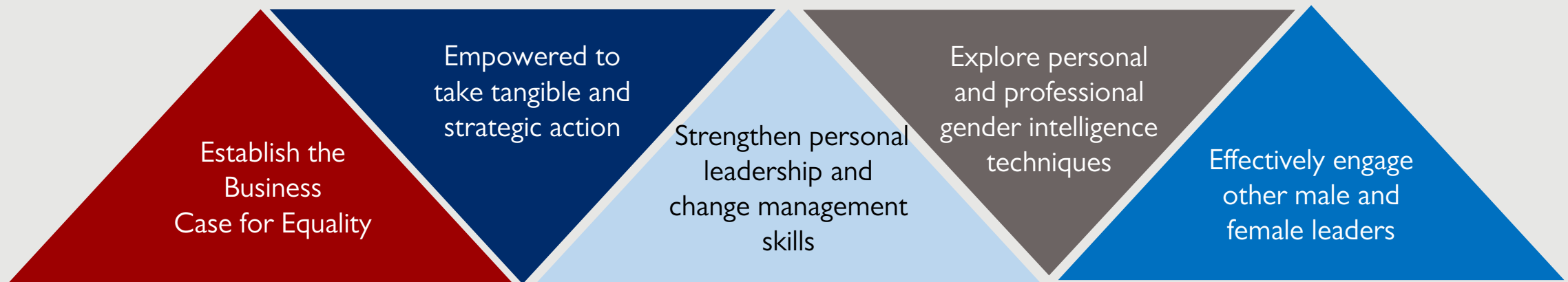
- Six-month program consisting of organizational gender equality assessments, a seven-week virtual course, and four months of change-management coaching
- Provides practical and soft skills to **increase organizational gender equality, inclusion, and resilience**
- Curriculum based on Engendering Industries Best Practices Framework
- Designed to scale the program to a broader audience globally and target participants outside of our Engendering Industries partners
- Training of trainers delivered to partner university faculty by expert facilitators and faculty from Engendering Industries and the Georgetown McDonough School of Business



# Accelerated Program Goals

## Supports development of skills and implementation of tools to increase gender equality

- Mid- to senior-level managers—women and men from male-dominated industries
- Post-course virtual coaching supports practical application of developed action plan



## Accelerated Program Benefits

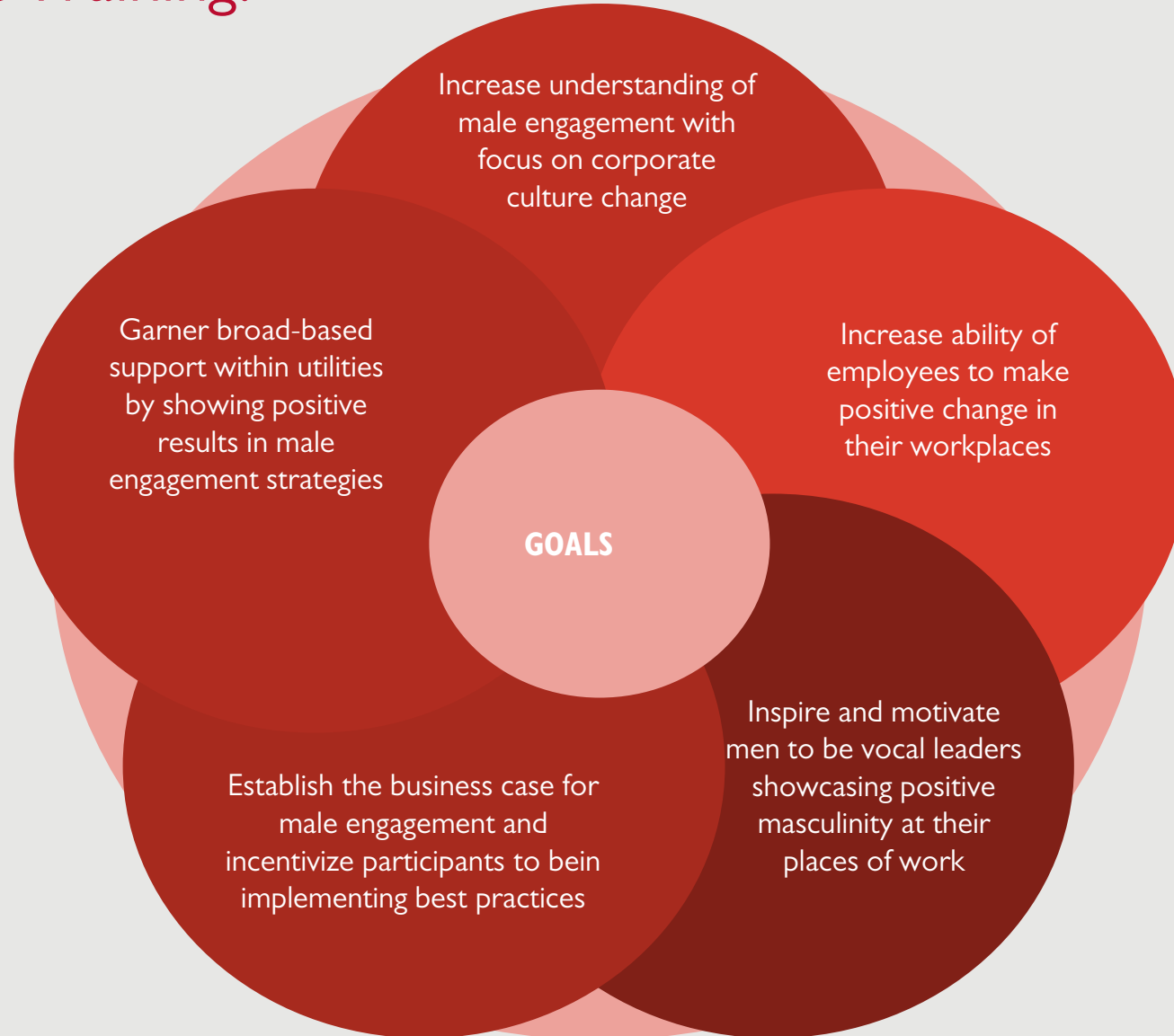
- Define and articulate the **key gaps, strategic actions, and organizational benefits** (i.e. improved business performance) related to increased gender equality and inclusion.
- **Strategic and practical progress** toward meeting the organization's gender equality and diversity goals.
- **Increased talent and leadership pool**, with participating managers who have improved skills and are able to share change management and gender equality expertise within their teams.
- **Positive reputation boost**, with opportunities for PR and branding to showcase commitment to gender equality, highlighting the USAID and academic partnership and the employees' university certification.
- **Connections to an international network** of academic institutions, international partners, and organizations operating within the region and industry that provides ongoing learning and engagement opportunities.

# Self-Empowerment and Equity for Change (SEE Change) Initiative

- Provides research, training, and support to help entrepreneurs and employees achieve personal and leadership goals.
- Strengthens personal agency and supports individuals to enter a “growth mindset,” make informed decisions, and use available resources and opportunities.
- Learning management system (Canvas) and hub where participants access resources, education, and networks based at Johns Hopkins University (JHU).
- Adapts JHU’s **Personal Empowerment Training** to the context of the workplace
  - Pilots will be held with three power utilities: EGENCO in Malawi, EDM in Mozambique, and WIRE in Rwanda
  - Trainings will be made available for other Engendering Industries partners in the future.



# Male Engagement Training: Promundo





# Engendering Industries Grants Program

- In the first round, the project will award **five to ten grants between \$10,000 and \$50,000 each.**
- Grants will enable partner Industries to compete for funding to support organizational goals related to improving gender equality.
- **Timeline**
  - Round One November–December 2021
  - Round Two: TBD 2021–2022
- **Criteria for determining awards include:**
  - Level of participation with Engendering Industries activities to date
  - Strategic fit of proposed grant activity with Engendering Industries objectives
  - Sustainability of results and anticipated benefit to project beneficiaries
  - Clearly defined need, clear goals and objectives, and a sound technical approach
  - Results related to improved gender equality to date
  - Cost effectiveness, including demonstrated commitment from applicant through cost sharing

# — Engendering Industries Program Impacts

## Engendering Industries Gender Equality Results 2017–2020

453

Gender equality and women's empowerment activities over the LOP across the 12 ELC phases

57

Policies related to gender equality created

6,105

Women trained on technical and soft skills to advance their careers

220

Girls enrolled in internships and trainee programs

1,115

New women hired; 7 percent into leadership roles and 22 percent into technical roles

955

Women promoted; 28 percent into leadership positions and 29 percent into technical positions

2,066

Female learners and job seekers reached through school outreach and recruitment events

\$1.27

Million in direct and in-kind funding from partners to implement gender equality initiatives

# Business Performance Results 2017- 2020

1

Partners report tangible increases in employee retention, attributed directly to coaching

5

Utility partners explicitly linked increased gender equality to decreased revenue loss

3

Partners attribute improvements in image and reputation to gender equality initiatives



# EVN, Macedonia

## Attraction and Talent Outreach

- Junior Engineers Program increased women's representation from 38 percent to 62 percent, leading to 9 out of 20 of employed candidates being women
- The Matka Exhibition Center for children, with a focus on attracting girls
- Outreach to secondary and vocational schools to encourage female students to pursue a career in the energy sector
- Scholarships to female students studying electrical engineering

## Recruiting and Hiring

- Increased percentage of females employed by 2.8 percent in two years; 141 new women hired in three years
- Using behavior based STAR interviews and competency based hiring practices

## Policies & Grievance Mechanism

- EEO, Policy
- Flexible Work Policy

## Succession Planning & Promotion

- 52 women promoted over 3 years

## Benefits & Employee Engagement

- Salary and benefits equity analysis
- Employee opinion survey
- Flexible work time and work at home

## Business Performance Improvement

- Increased staff retention and employee engagement with women leaving the company at lower rates than men



# BSES Rajdhani Power Limited (BRPL), India

## Attraction and Talent Outreach

- 334 female and 160 male job seekers and learners reached (FY 2019–2020)

## Onboarding and Training

- 120 women and 339 men attended unconscious bias and gender equality training
- 563 female and male employees trained in Prevention of Sexual Harassment (FY 2019–2020)
- 304 women participated in vocational training (FY 2019–2020)

## Talent and Leadership development

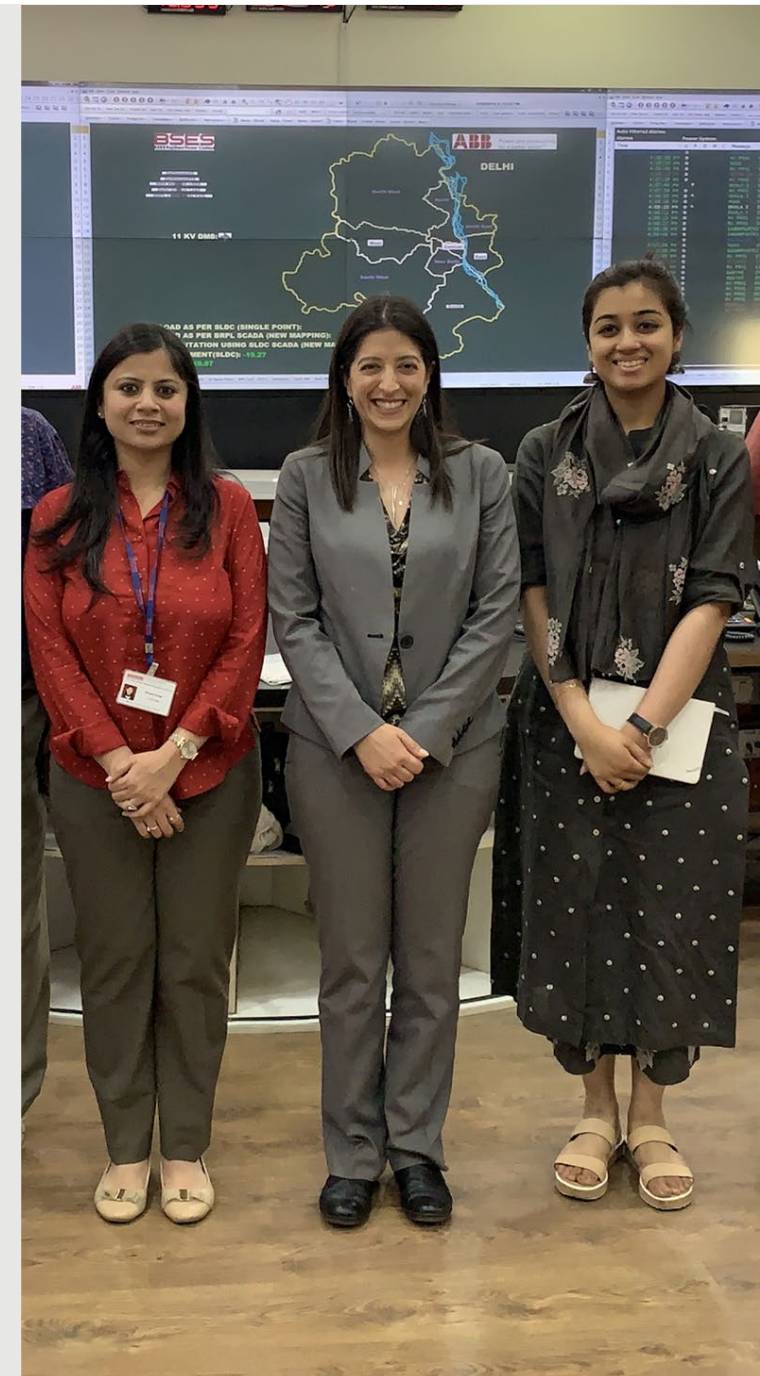
- Leadership training conducted for high potential employees trained to be future leaders.
- Formalized mentoring and on-the-job learning opportunities to prepare women for operations roles.

## Policies and Grievance Mechanisms

- Implemented first-ever Work from Home Policy in response to COVID-19.
- Reviewed corporate disaster response plans to ensure the response does not create adverse effects for women.
- Adopted and implemented paternity leave policy

## Business Performance Improvement:

- Women-designed and -led community-outreach strategies resulted in connection of over 200 new households to the grid in high-loss slum areas of Delhi, enabling the utility to recover 100 percent of billed revenue from these homes.



# EDESUR, Dominican Republic

## Recruitment, Hiring, Succession Planning, Promotion

- 223 women hired and 224 women promoted in FY 2019–2020

## Onboarding & Training

- 50 department heads trained in a “Gender-Inclusive Language Workshop”
- 2,237 women upskilled on technical and soft skills for career advancement (FY 2019–2020)

## Performance Management, Compensation, & Benefits

- Hired female medical doctor and psychologist to support employees during COVID-19
- Ran “Work-Life Balance” workshop, sensitizing staff on need to share domestic and care work during COVID-19.

## Corporate Culture & Leadership

- 21 influential male company leaders committed to becoming ambassadors for gender equality at EDESUR after attending male engagement workshops

## Policies & Grievance Management

- Created and adopted Anti-Discrimination, Gender Equity, EEO, Paternity Leave, Sexual Harassment.

## Business Performance Improvement:

- Decreased revenue loss from 28% in FY 2019 to 22 percent in FY 2020 due to improved service quality and company image after female manager took over Communications Department; increased retention rate to 95 percent of women and 92 percent of men.



# Electricidade de Moçambique (EDM), Mozambique

## Attraction and Talent Outreach

- 1,000 female job seekers and learners reached through outreach events and Young Professionals Program initiated

## Recruitment, Hiring, Succession Planning, Promotion

- Committed to filling 50% of all vacant positions with women; 45 women hired FY 2019–FY 2020
- 3 women promoted FY 2019–FY 2020

## Onboarding and Training

- 118 people trained on gender issues as part of the employee onboarding process in FY 2019–FY 2020.
- 350 women upskilled on technical and soft skills for career advancement FY 2019–FY 2020
- 10 women participating in internship or trainee programs FY 2019–FY 2020

## Corporate Culture and Leadership

- Integrated gender equality as a strategic corporate priority in the new CEO onboarding.

## Policies and Grievance Mechanisms

- Drafted a Gender and Social Inclusion Strategy
- Ethics Code approved

## Business Performance Improvements:

- As a result of increased productivity in technical functions and decrease in number of women requesting to leave technical units due to their units better engaging them and improvements in corporate culture.







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