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
Enhanced gender equity practices and policies effectively implemented in utilities

Increased gender equality within utilities

Women economically empowered in utilities

Utility Performance Strengthened

Improved gender equality in the workplace

Strengthened, resilient sectors

- 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

Increased capacity and knowledge to implement effective gender equitable interventions with change management approaches

Male and female leaders and employees engaged and committed to strategically prioritize gender equitable workplace culture and practice changes

Gender-equity policies and strategies adopted throughout the employee life cycle
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)

Source: Global Gender Gap Index, 2006–17 editions.
Note: Dashed lines indicate gender gap.
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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Female Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care</td>
<td>61%</td>
</tr>
<tr>
<td>Education</td>
<td>59%</td>
</tr>
<tr>
<td>Non-profit</td>
<td>57%</td>
</tr>
<tr>
<td>Legal</td>
<td>50%</td>
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<tr>
<td>Public Administration</td>
<td>50%</td>
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<tr>
<td>Media &amp; Communications</td>
<td>50%</td>
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<tr>
<td>Corporate Services</td>
<td>46%</td>
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<tr>
<td>Real Estate</td>
<td>45%</td>
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<tr>
<td>Finance</td>
<td>41%</td>
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<tr>
<td>Software &amp; IT Services</td>
<td>27%</td>
</tr>
<tr>
<td>Energy &amp; Mining</td>
<td>25%</td>
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<tr>
<td>Manufacturing</td>
<td>23%</td>
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</tbody>
</table>

World Economic Forum, 2017
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).

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.

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

Source: McKinsey & Company and LeanIn.org
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
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 at $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 (EKEEDC) 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)

**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

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

**Middle East**
- Irbid District Electricity Company (IDECO) in Jordan
- Electricity Distribution Company (EDCO) in Jordan
## Focus on Gender Equality Best Practices Framework

<table>
<thead>
<tr>
<th>Recruiting/ Hiring Best Practices</th>
<th>Description of Best Practice</th>
<th>Challenges to Implementation</th>
<th>What Success Looks Like</th>
<th>Available Resources and Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruiting &amp; Hiring</strong></td>
<td>Apply gender inclusive recruitment and hiring practices</td>
<td>• 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</td>
<td>• 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</td>
<td><strong>Report:</strong> Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment (PwC) <strong>Guide:</strong> A Step-By-Step Guide to Preventing Discrimination in Recruitment (Australian HRC) <strong>Video:</strong> Conducting Unbiased Interviews (Iris Bohnet) <strong>Article:</strong> All-Male Job Shortlists Banned by Accountancy Giant PwC (BBC News) <strong>Article:</strong> How To Alter Your Hiring Practices To Increase Diversity (Forbes) <strong>Article:</strong> “How To Keep Bias Out Of The Hiring Process” (Quartz)</td>
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### Gender Equity Executive Leadership Program
**USAID & Georgetown University**

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Modules 2–6</th>
<th>Module 7</th>
<th>Capstone Project</th>
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<tbody>
<tr>
<td><strong>In-person</strong></td>
<td><strong>Online</strong></td>
<td><strong>In-person</strong></td>
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<tr>
<td>• Strategic Leadership</td>
<td>• Salary and Benefits</td>
<td>• Persuasion/Influence</td>
<td>• Summarize strategic value of addressing gender equity</td>
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<tr>
<td>• HR Policies</td>
<td>• Equity Analysis</td>
<td>• Personal Leadership</td>
<td>• Presented to top utility leadership</td>
</tr>
<tr>
<td>• Recruitment</td>
<td>• Civility</td>
<td>• Leading Others</td>
<td>• Actionable</td>
</tr>
<tr>
<td>• Hiring</td>
<td>• Sexual Harassment</td>
<td>• Change Management</td>
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<tr>
<td>• Employee Development</td>
<td>• Childcare and Family-Friendly Practices</td>
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<td>• Performance Management</td>
<td>• Communication</td>
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<tr>
<td>• Succession Planning</td>
<td>• High Potential Leadership Development</td>
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<tr>
<td></td>
<td>• Employee Resources</td>
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<td>• Groups and Teams</td>
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<td>• Role Models</td>
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<td>• Male Engagement</td>
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<td>• Negotiations</td>
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**July Y1**  
**August Y1–March Y2**  
**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!