



Engendering Utilities

Strengthening the Power and
Water Sectors through Gender
Equality

U.S. Agency for International
Development



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— ENGENDERING UTILITIES

Program Components
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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.



Sources:1 Ernst and Young. (2016). Women in Power and Utilities Index 2016. / 2 McKinsey Global Institute. (2015). The power of parity: How advancing women's equality can add \$12 trillion to global growth. / 3 Noland, M, Moran, T., & Kotschwar, B. (2016). Is gender diversity profitable? Evidence from a global survey. / 4 Credit Suisse Research Institute. (2012). Gender Diversity and Corporate Performance.

Engendering Utilities Program Components



Igniting Gender Equality: A Best Practices Framework for Utilities



Customized Gender Equity Executive Leadership Program



Tailored Change Management Coaching

Focus for Interventions and Course Learning

A comprehensive model covering

- Employee Life Cycle Phases
- Organizational Enablers
- Societal and Sectoral Context



Delivering Gender Equality: A Best Practices Framework for Utilities

TABLE I. ATTRACTING/HIRING BEST PRACTICES

BEST PRACTICE	DESCRIPTION OF BEST PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p>Attraction:</p> <p>Conduct outreach to educational institutions that leads to long-term attraction of both male and female job candidates</p>	<p>Identify schools that have the potential to generate future employees such as technical schools, universities and higher-education institutions</p> <p>Develop outreach program with administration and faculty</p>	<p>Technical schools have low numbers of women as students</p> <p>Universities may also have fewer women in appropriate courses of study</p>	<p>Company increases awareness among the next generation workforce of potential jobs available upon graduation and what course of study is needed for graduates to get those jobs</p>	<p>Women in Energy work</p> <p>Inclusive Sourcing</p> <p>Wise: A Campaign to Promote Women in Science, Technology and Engineering</p> <p>Why Don't European Girls Like Science or Technology?</p>



Framework for download [here](#).



Gender Equity Executive Leadership Program

USAID & Georgetown University

Module 1 <i>In-person</i>	Modules 2-6 <i>Online</i>	Module 7 <i>In-person</i>	Capstone Project
<ul style="list-style-type: none">• Strategic Leadership• HR Policies• Recruitment• Hiring• Employee Development• Performance Management• Succession Planning	<ul style="list-style-type: none">• Strategic Leadership• 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	<ul style="list-style-type: none">• Persuasion/Influence• Personal Leadership• Leading Others• Change Management	<ul style="list-style-type: none">• Summarize strategic value of addressing gender equity• Presented to top utility leadership• Actionable

Gender Equity Executive Leadership Program Principles

Structure

- 2 in-person deliveries
- 5 modules of online content
- Asynchronous & synchronous
- Capstone presentations

Methods Used

- Classroom Discussion
- Case studies and Simulations
- Diverse Media
- Global Examples
- Group Work
- Live Webinars
- Presentations



Tailored Change Management Coaching

To create interventions and integrate GEELP learning

- 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



Engendering Utilities Partners

Africa

- 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



Good Practice: Graduated Utilities' Accomplishments

All Engendering Utilities of Phase I worked on

- Data disaggregated by sex is being used in decision-making
- Pay inequity is being addressed by HR departments
- Equal Employment Opportunity policies 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



Good Practice: EVN, Macedonia

Attracting & Employee Engagement

- Child to work day
- Women in Energy conferences
- Gender component in Outreach activities (e.g. Project 20-20-20)
- Involvement in initiatives and events on state level



Hiring & Development

- Assessment center improved, behavior based interviews

Work -life balance

- Introduction of flexible working hours
- Health@ EVN



Promotion

- Project «Engineering Future Leaders»
- Salary and compensations equity analysis



Good Practice: EnergyBro, Georgia

Activities

- Outreach program: approximately 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.
- New maternal/paternal leave policies.
- Addressing equal pay issues.

