



USAID
FROM THE AMERICAN PEOPLE



ENGENDERING UTILITIES RESULTS

IMPROVING GENDER EQUALITY IN THE GLOBAL ENERGY SECTOR

Based on its own groundbreaking research across 14 global electricity utilities, USAID's Engendering Utilities program began working with an initial cohort of utilities in 2016 to improve gender equality and enhance business performance. For nearly two years, USAID partnered with seven utilities from five countries to implement tailored interventions to improve gender outcomes, guided by an evidence-based approach that includes:

Global Best Practices. USAID's *Delivering Gender Equality: A Best Practices Framework for Utilities* provides tools and resources to implement gender equality interventions throughout the employee life cycle, and to drive broader organizational change using HR as one key entry point.

Gender Equity Executive Leadership Program. Developed by USAID and Georgetown University McDonough School of Business, this 12-month course empowers utility employees to effectively implement gender equality initiatives.

Tailored Change Management Coaching and Interventions. Each utility is paired with an expert change management and gender equality coach to help design and implement interventions and monitor progress toward goals.

IMPACT

All seven Engendering Utilities partners significantly expanded their talent pools for recruitment and diversified their organizations. All utilities have:

- Increased the number of female employees
- Drafted or Adopted Equal Employment Opportunity (EEO) statements
- Conducted pay gap analyses and are implementing plans to address gaps that were identified
- Reviewed Human Resources policies against global standards to determine gender equity gaps
- Gathered sex-disaggregated employment and employee satisfaction data, in some cases for the first time, for use in decision making
- Adopted new policies to address gender equity, which are being implemented and enforced at all levels of the company
- Moved to behavior-based interviewing techniques to reduce bias in hiring processes

Each utility partner implemented tailored interventions designed to address their gender equality goals.

EVN – MACEDONIA



- In the process of formalizing a new EEO policy
- Enacted four new payroll and administration practices, including periodic salary and benefits data analysis in order to identify and address inequities
- Provides scholarships to high-performing electrical engineering students; two-thirds of the recipients are now young women
- Hosts an annual Women in Energy Conference, which is attended by Macedonia's President and Prime Minister

EKEDC – NIGERIA



- Implemented an EEO policy and related programs that promote gender equity
- Conducted a focused search to identify and increase female line workers, resulting in the hiring of EKEDC's first four female line workers in 2018
- Instituted a "whistleblower" policy and process for employees to confidentially report violations, including sexual harassment
- Increased the number of women employees, despite a reduction in the company's workforce in 2018

ENERGO-PRO – GEORGIA



- Instituted new maternal/paternal leave policies, including flexible and part-time work options for pregnant women
- Through gender-equitable outreach, increased the number of women interviewed by 15 percent
- Started an outreach program to promote the energy field as a career choice, which reached 1,500 girls and boys. A follow-on social media effort allows engagement between utility staff and girls who are interested in the sector
- Actively addressing pay equity issues in jobs with same and similar categories

EDCO – JORDAN



- Created a gender-informed communications strategy that ensures gender-inclusive language, and provides corporate-sponsored forums and community initiatives to promote women's economic empowerment
- Provided leadership training to 21 female employees – the first time women had been included in such training
- Improved child care benefits and flex time for mothers
- Raised awareness among female university students about EDCO's job application processes to avoid discriminatory practices that might occur outside HR's formal gender-equitable hiring processes

IBEDC – NIGERIA



- Developed new HR compliance and recruiting practices that include gender-inclusive language
- Implemented trainings to raise awareness of unconscious bias in hiring and management
- Drafted and implemented an EEO policy
- Established an after-school program to encourage interest in the energy field among primary school students
- Doubled the number of female applicants from schools targeted for outreach, resulting in females holding nearly 50 percent of IBEDC internships

IDECO – JORDAN



- Developed a Code of Conduct to aid the establishment of a gender-equitable company culture, along with a corporate gender equity statement
- Revised job advertisements to be gender-equitable
- Adopted a gender-equitable communications strategy
- Self-funded construction of a child care center at the company headquarters, and implemented a Bring Your Child to Work Day celebration

KENYA POWER



- Amended parental leave policy to include 10 days of paternity leave, in addition to 90 days of maternity leave
- Increased the number of women participating in training programs by 60 percent between 2014 and 2018
- Partnered with the Institute of Engineers of Kenya to encourage girls to study STEM for their careers
- Held Kenya Power's first-ever celebration of International Women's Day in 2018

NEXT STEPS

17

Adding new partner utilities, for a total of 17

14

Expanding from five to 14 countries in four global regions



Updated Best Practices Framework with latest evidence, tools, and resources



Conducting second Gender Equity Executive Leadership Program

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