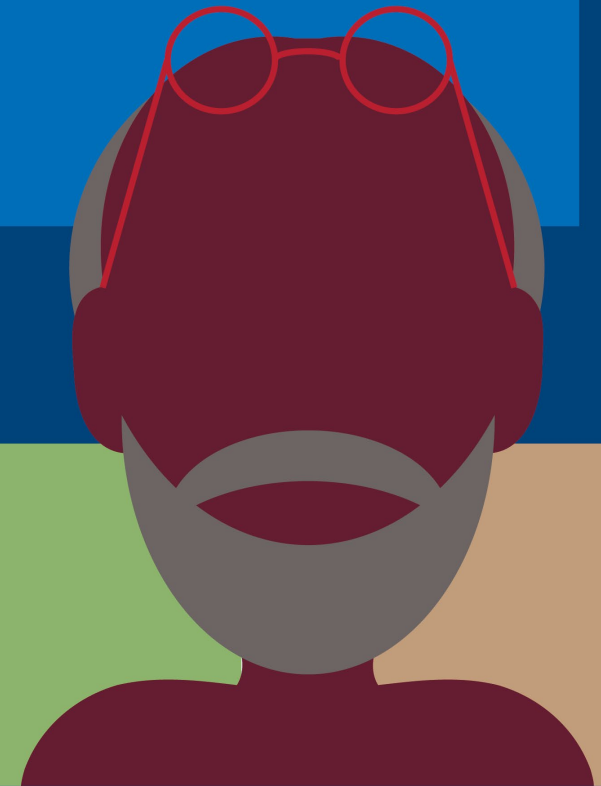
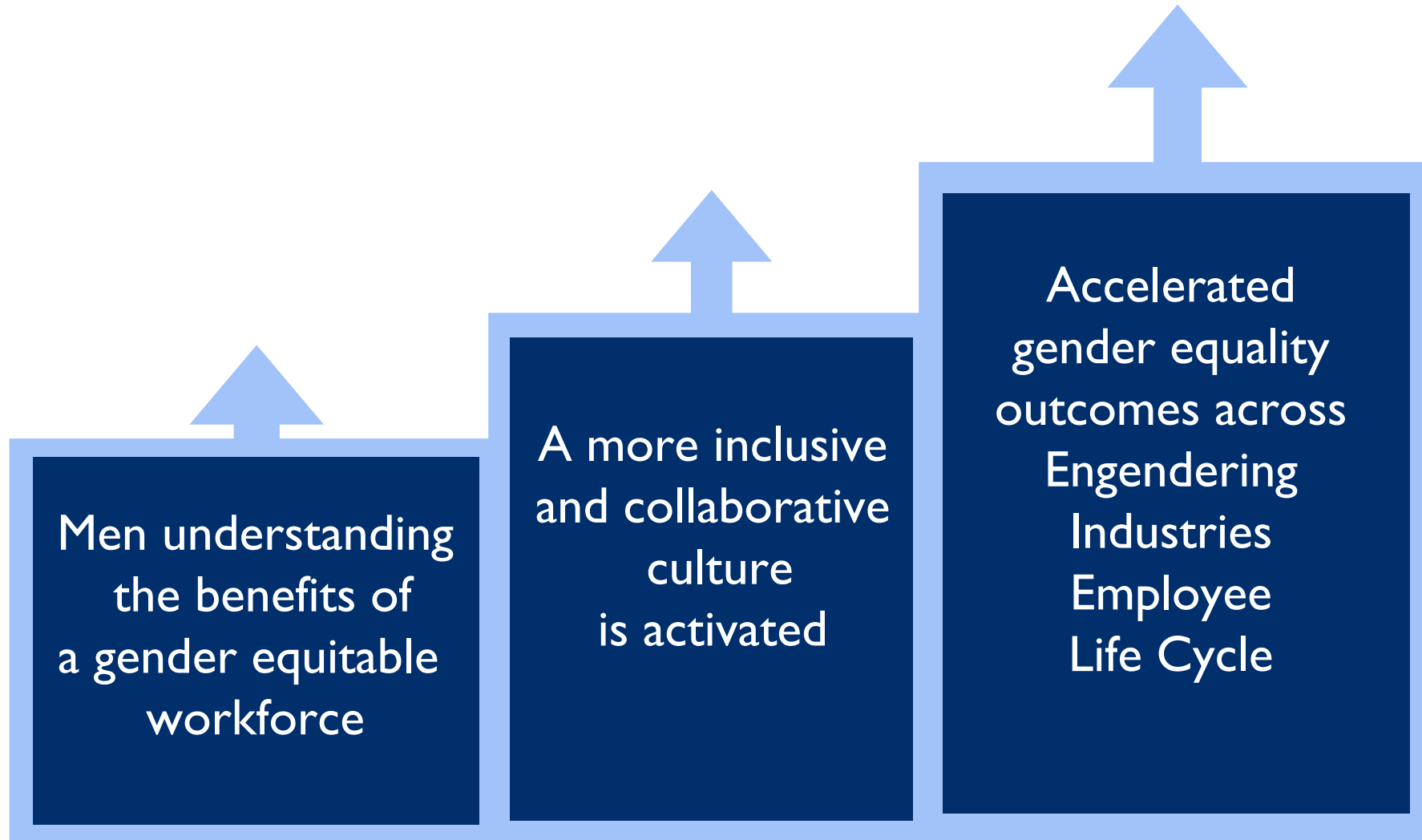


# The Business Case for Engaging Men for Gender Equality



# Why do we engage men for gender equality?



“When men do become directly involved in gender diversity, both men and women believe that their company is making much greater progress in achieving gender parity. Worldwide data shows that among companies where men are actively involved in gender diversity, 96% report progress. Conversely, among companies where men are not involved, only 30% show progress.”

“Five Ways Men Can Improve Gender Diversity at Work.” Matt Krentz, Olivier Wierzba, Katie Abouzahr, Jenn Garcia-Alonso and Frances Brooks Taplett. Boston Consulting Group. 2017.



# What does engage men for gender equality mean in practice?

## Personal and Collective Reflection on Privilege and Manhood

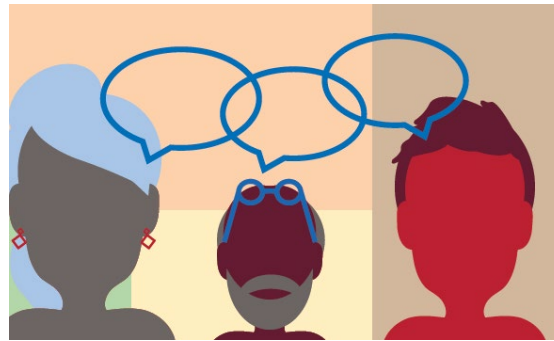
Challenge and end harmful beliefs and behaviors related to masculinity.

Help men see the ways that gender equality is directly beneficial to them as well, both personally and professionally.



## Identifying Equitable Attitude and Behavior Shifts

Transform men's harmful beliefs and behaviors into positive ones which benefit those men, the women around them, and their workplaces, families, and communities. Reward and amplify equitable behavior and holding people accountable for inequitable attitudes and behaviors.

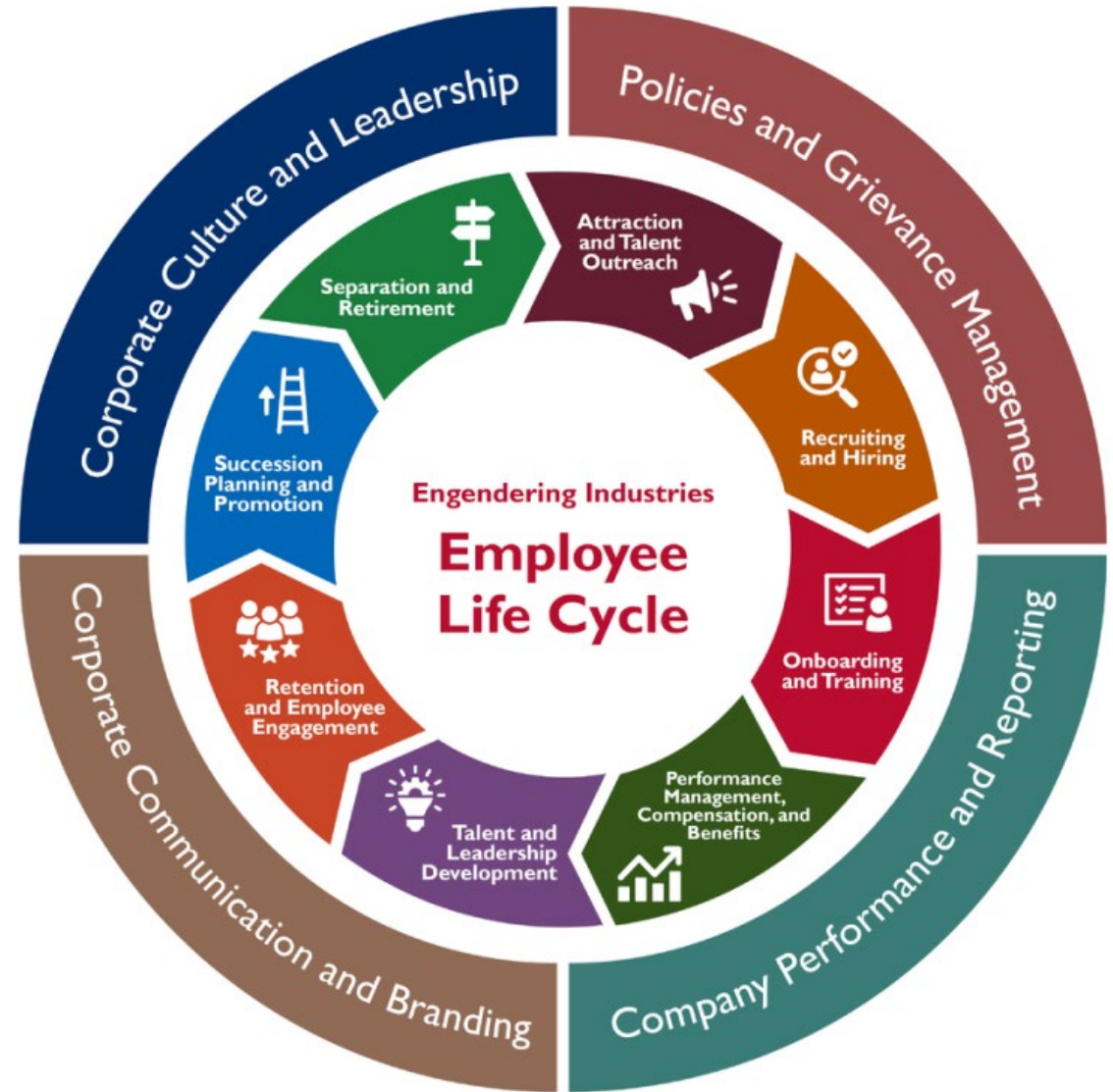


## Integration into Company Culture

Work at all levels to transform corporate culture and ensure our workforce's behaviors, our company's values, and our workplace policies align to effectively promote gender equality at each stage of the employee life cycle.



# Engaging Men for Gender Equality across the Engendering Industries Employee Life Cycle Model



# Evidence across the Engendering Industries Employee Life Cycle model



## Performance Management

“Macho behavior was not only unnecessary but actually got in the way of [men] doing their jobs.”

“Evidence also shows that in the absence of violence and harassment at work, the productivity of survivors and perpetrators, as well as bystanders, improves.”

**Citations:** “Unmasking Manly Men.” Robin J. Ely and Debra Meyerson. Harvard Business Review. July–August 2008.

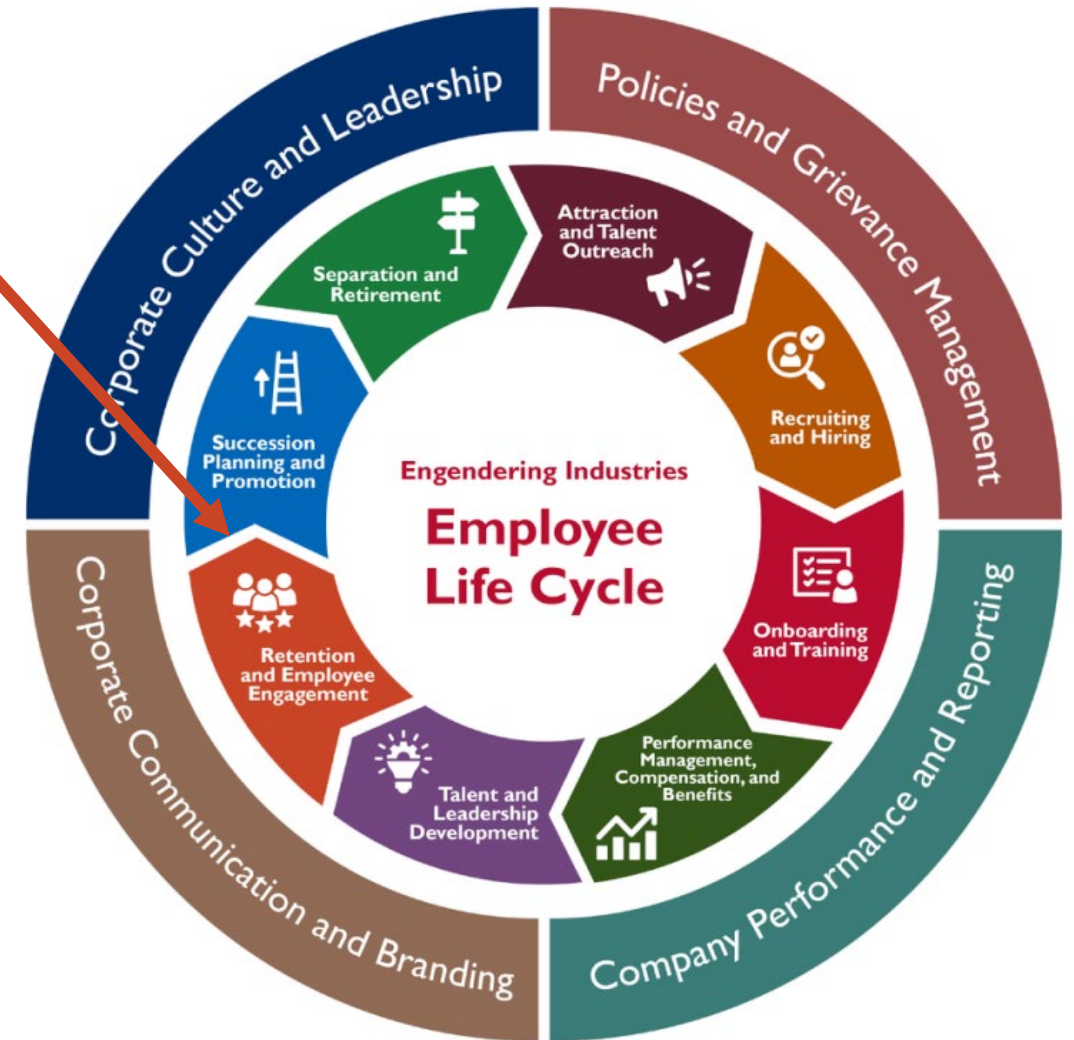
“Tackling Sexual Harassment in the World of Work.” Women’s Empowerment Principles Guidance Note, Principle 3. Anna Falth, Carla Kraft, Diana Rusu and Inkeri von Hase. UN Women.

# Evidence across the Engendering Industries Employee Life Cycle model

## Retention and Employee Engagement

“After Ernst & Young equalized its parental leave program, giving new fathers 16 weeks of paid leave... the company noted that turnover among female employees declined. When men get equal leave, women are less likely to be saddled with the lion’s share of caregiving responsibilities or punished professionally for taking maternity leave.”

“Many of the fathers we interviewed said that they felt more motivated after taking [parental] leave and that they were considering staying in their organization longer. They also said that the leave led them to change the way they work, becoming more productive and prioritizing their time better.”



**Citations:** “EY says its female turnover dropped — thanks in part to equal leave for dads.” Valerie Bolden-Barrett. HR Dive. June 3, 2019.

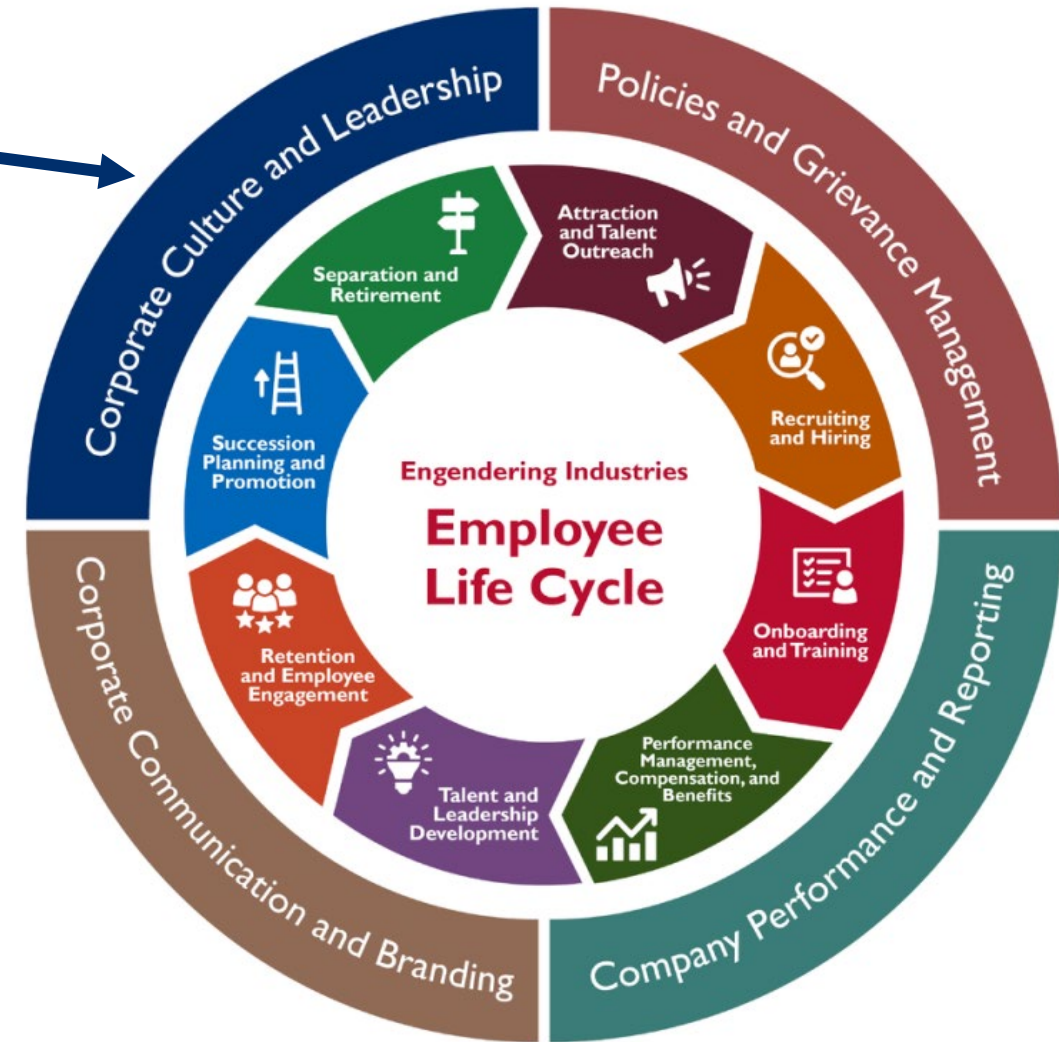
“A fresh look at paternity leave: Why the benefits extend beyond the personal” Francesca Colantuoni, Shaibyaa Rajbhandari, Gila Tolub, Wahi Diome-Deer and Karl Moore. McKinsey & Company. March 5, 2021.

# Organizational Enablers

## Corporate Culture and Leadership

“The people who used to rise to the top—the ‘biggest, baddest roughnecks,’ as one worker described them—weren’t necessarily the best at improving safety and effectiveness. Rather, the ones who excelled were mission-driven guys who cared about their fellow workers, were good listeners, and were willing to learn.”

“Organizations that score high on masculinity contest culture tend to have toxic leaders who abuse and bully others to protect their own egos...and low work/family support among leaders, discouraging work-life balance.”



**Citations:** “Unmasking Manly Men.” Robin J. Ely and Debra Meyerson. Harvard Business Review. July–August 2008.

“How Masculinity Contests Undermine Organizations, and What to Do About It.” Jennifer L. Berdahl, Peter Glick, and Marianne Cooper. Harvard Business Review. November 02, 2018.



# Key Benefits for Engaging Men for Gender Equality

## Employees

- Job satisfaction, motivation, and engagement with their work
- Productivity
- Sense of safety and well-being at work
- Participation in the workforce
- Decision-making
- Stress, injury, illness, and depression
- Work/family conflict



## Employers

- Profitability and organizational performance
- Productivity, efficiency and reliability
- Safety including reductions in accidents, risky behavior, harassment, violence and abusive behavior
- Attract talent and retain employees
- Organizational reputation
- Absenteeism
- HR violations

# Engaged Fatherhood is Good for Business and Gender Equality

Companies are making it possible for men to be more involved as fathers and caregivers for these key reasons:

1

Male employees want to be more involved fathers including taking paternity leave and having flexible schedules so they can participate more fully in their children's lives.

2

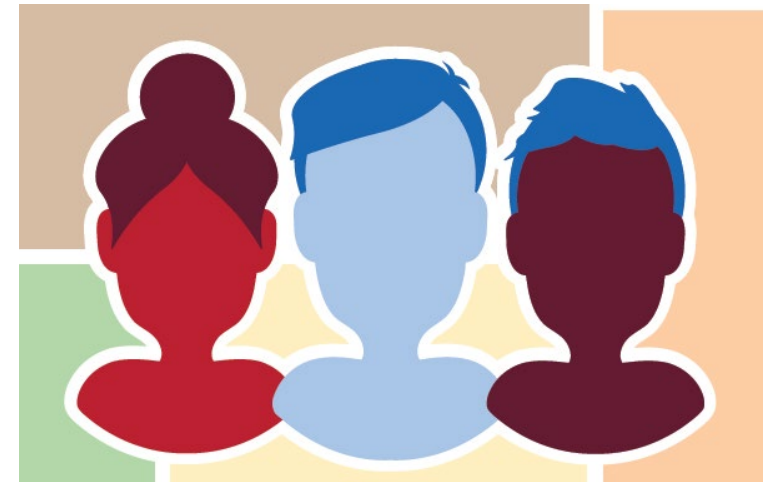
Those involved fathers, in turn, become better employees with greater job satisfaction, engagement and performance and reduced turnover.

3

Men's paternity leave and involved parenting is good for your female employees and women's workforce participation overall.

4

More and more men (and women) are voting with their feet for workplaces that support involved fatherhood.



“By creating conditions that focus people on the real requirements of the job, rather than on stereotypical images believed to equate with competence, organizations can free employees to do their best work.”

“Unmasking Manly Men.” Robin J. Ely and Debra Meyerson.  
Harvard Business Review. July–August 2008.



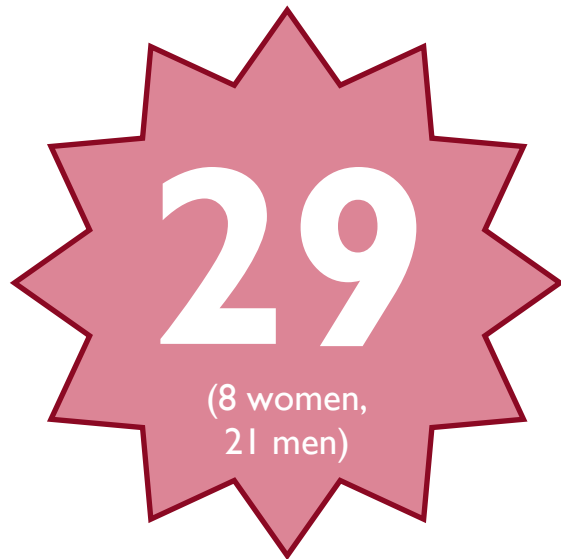
# Case Study: India

**Company:** BSES Rajdhani Power Ltd (BRPL)  
**Location:** Delhi, India  
**Engendering Industries participant since:** 2019  
**Number of customers:** 3.0 million



*“Because BRPL is a male-dominated organization, it is the job of men to encourage and promote women's engagement and to create a climate that is favorable and friendly for them.”*

*“Engaging men in such programs will help in mitigation of gender inequality at organizational as well societal levels.”*



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# The Business Case for Paternity Leave India

BSES Rajdhani Power Ltd (BRPL) in Delhi, India, **introduced paternity leave** for its employees in 2019. Male staff can now take ten days of leave after the birth or adoption of a child.

The utility implemented this policy to reduce the stress associated with welcoming a newborn into the house, allowing employees to focus exclusively on their responsibilities at home as they settle into fatherhood.

*“It is our experience that men who participate in family care-giving are more satisfied at work and are also more efficient.”*

Alok Varma, Senior Executive Vice President and Head of HR

*“When I returned to work after my leave, I felt happy, motivated, and full of energy, which proved beneficial for the business.”*

Anuj Rawat, Assistant Manager

*“Happy parents make happy employees, and happy employees are what make BRPL an employer of choice in India.”*

Puneet Jain, General Manager of Human Resources



# Mentorship

## India

BRPL developed a mentorship program to support women to be placed in non-traditional or field roles. BRPL has undertaken various initiatives related to personal mentoring to encourage women to take on these roles. This included a survey of women at the company. The mentors also provided mentees with basic amenities at field offices. This has resulted in an enhancement of roles of women and placement in key technical roles which have historically been occupied by men.

These placements include: Divisional Construction Head, Quality Head, Divisional Operations and Maintenance Head, among others.



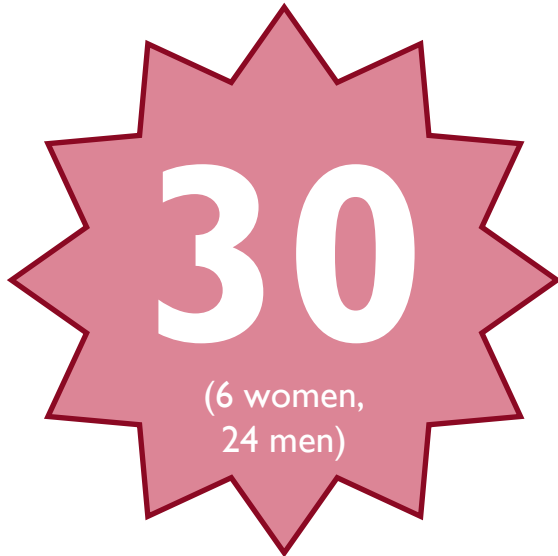
# Case Study: Nigeria



**Company:** Ibadan Electricity Distribution Company (IBEDC)  
**Location:** Ibadan, Nigeria  
**Engendering Industries participant since:** 2015  
**Number of customers:** 1.7 million approx.

*"[I have] completely shifted my position on gender equality from a neutral participant to a main advocate."*

*"We need each other as allies to succeed."*



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# The Business Case for a Masculinity Lens on Performance Management

## Nigeria

Engineer Abdulrasaq Jimoh is the IBEDC Regional Head for Ogun, the largest of its regions and which accounts for two-thirds of company revenue.

In advancing IBEDC's gender equality change management strategy, alongside men's engagement training in 2022 aimed at fostering skills to promote male allyship, Engr. Jimoh took a strategic step to put the company's gender equality business case to the test. He promoted women to key management positions in business units with low revenue generation to assess the impact.

The outcomes were remarkable. Within a little over a year, **revenue collection increase by 30%**, customer response rates saw a rise, and hostility levels towards customer relationship agents significantly decreased.

“I discovered the women [in leadership roles] have positively impacted the revenue generations for IBEDC... They were more honest, passionate and straightforward in delivering their activities timely and precisely. They also put more effort in a way that they want to challenge the men, which is also bringing positive contributions to IBEDC's revenue generations ...[which] increased by 30% owing to the activities of those women.”

Eng. Abdulrasaq Jimoh,  
Regional Head, Ogun





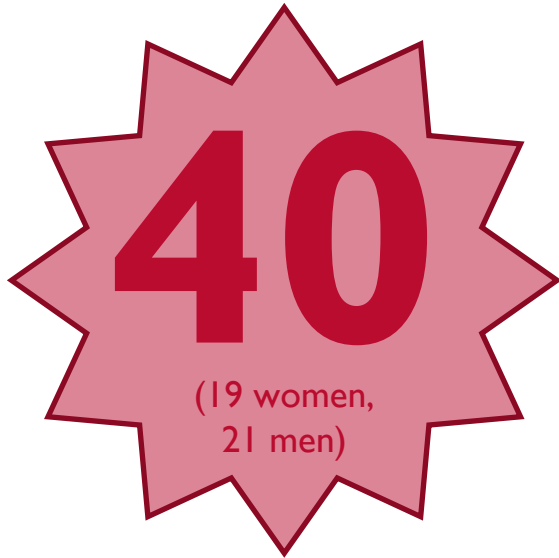
# Case Study: Dominican Republic



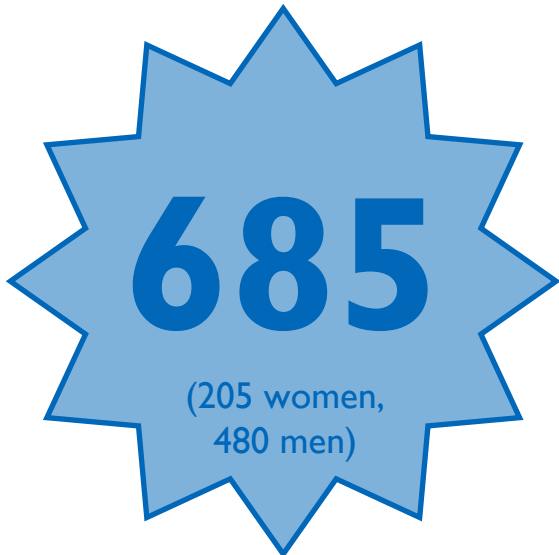
**Company:** EDESUR  
**Location:** Santo Domingo, Dominican Republic  
**Engendering Industries participant since:** 2019  
**Number of customers:** 920,000 approx.

*“[The trainings] positively transformed my mentality in relation to the bad side of a machista society and opened my eyes to our responsibilities and roles.”*

*“[The trainings] changed my perception of the role of men in the change of the culture of hegemonic masculinity towards one of more inclusivity.”*



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# The Business Case for Sexual Harassment Prevention

## Dominican Republic

EDESUR, a power utility in the Dominican Republic, operates in a context of pronounced Machismo and domestic violence. In 2020, the company **introduced a Sexual Harassment policy**, later expanded to address broader GBV issues with a survivor-centered focus.

Alongside the policy, they initiated training, workshops, campaigns, and inter-company collaboration, to address harmful masculinities and enhance male allyship in combating GBV.

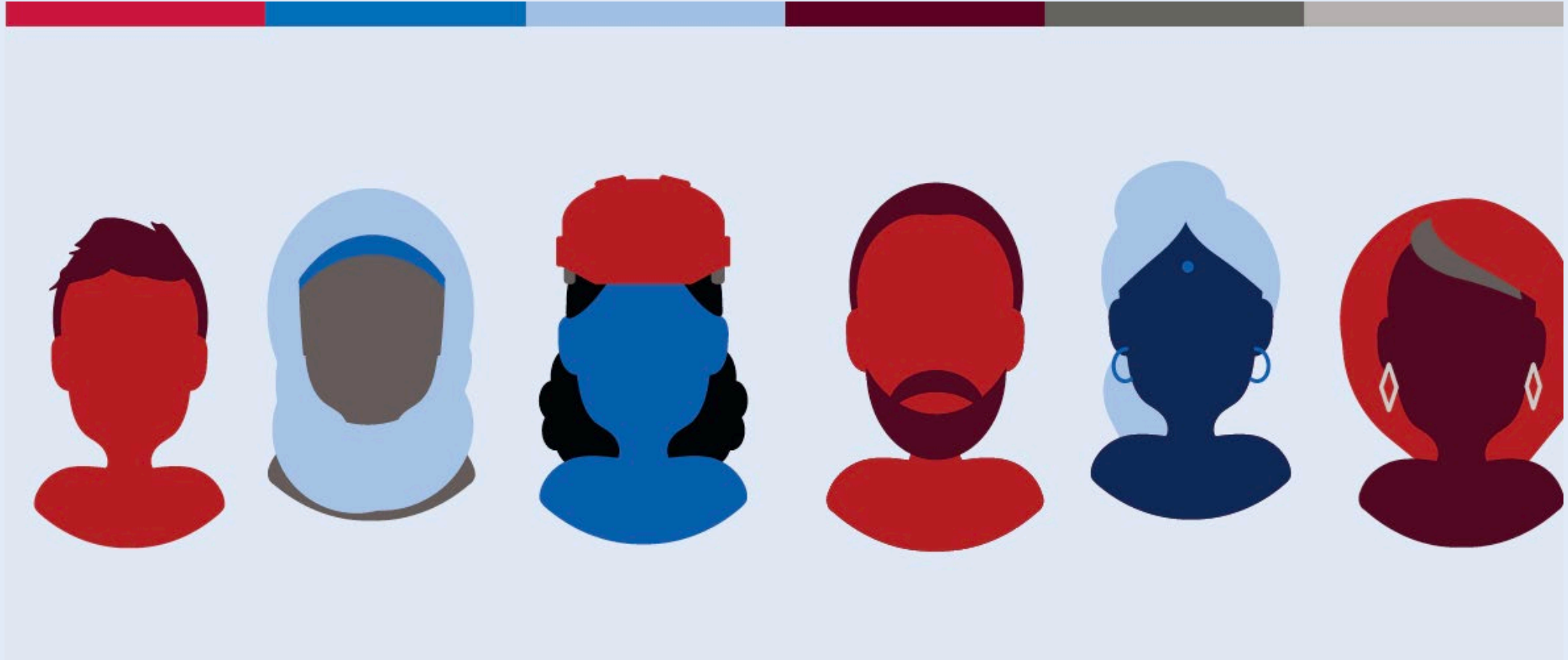
This approach has fostered a safer work environment, leading to better retention, productivity, and company reputation.

*“Before, our employees were not aware of what acts are considered sexual harassment nor their rights and responsibilities to report it. Since we established the Policy on Sexual Harassment and Gender-Based Violence and began to engage men in prevention, we have seen an increase in understanding as well as reporting and filing complaints by both men and women. They now feel safe to do so, and trust there will be consequences, which has increased their sense of safety and led to greater collaboration, productivity and loyalty to the company.”*

Miguel Santana, Manager of Development and Innovation



# Thank you!



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