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USAID'S ENGENDERING INDUSTRIES

Vision. Approach. Impact.

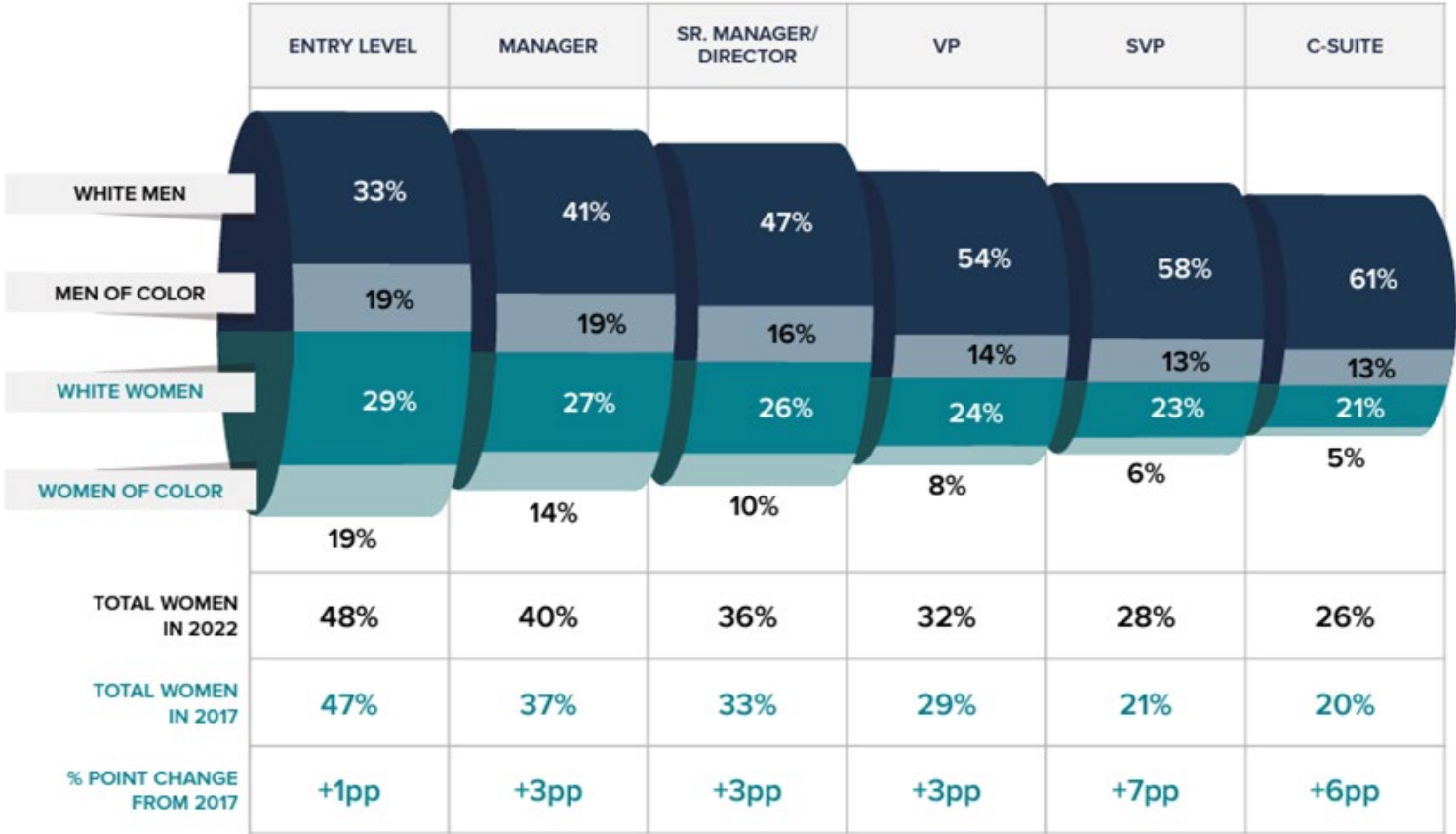
THE PROBLEM

Women Dramatically Underrepresented in Leadership

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE⁸

■ MEN ■ WOMEN

% of employees by level at the start of 2022



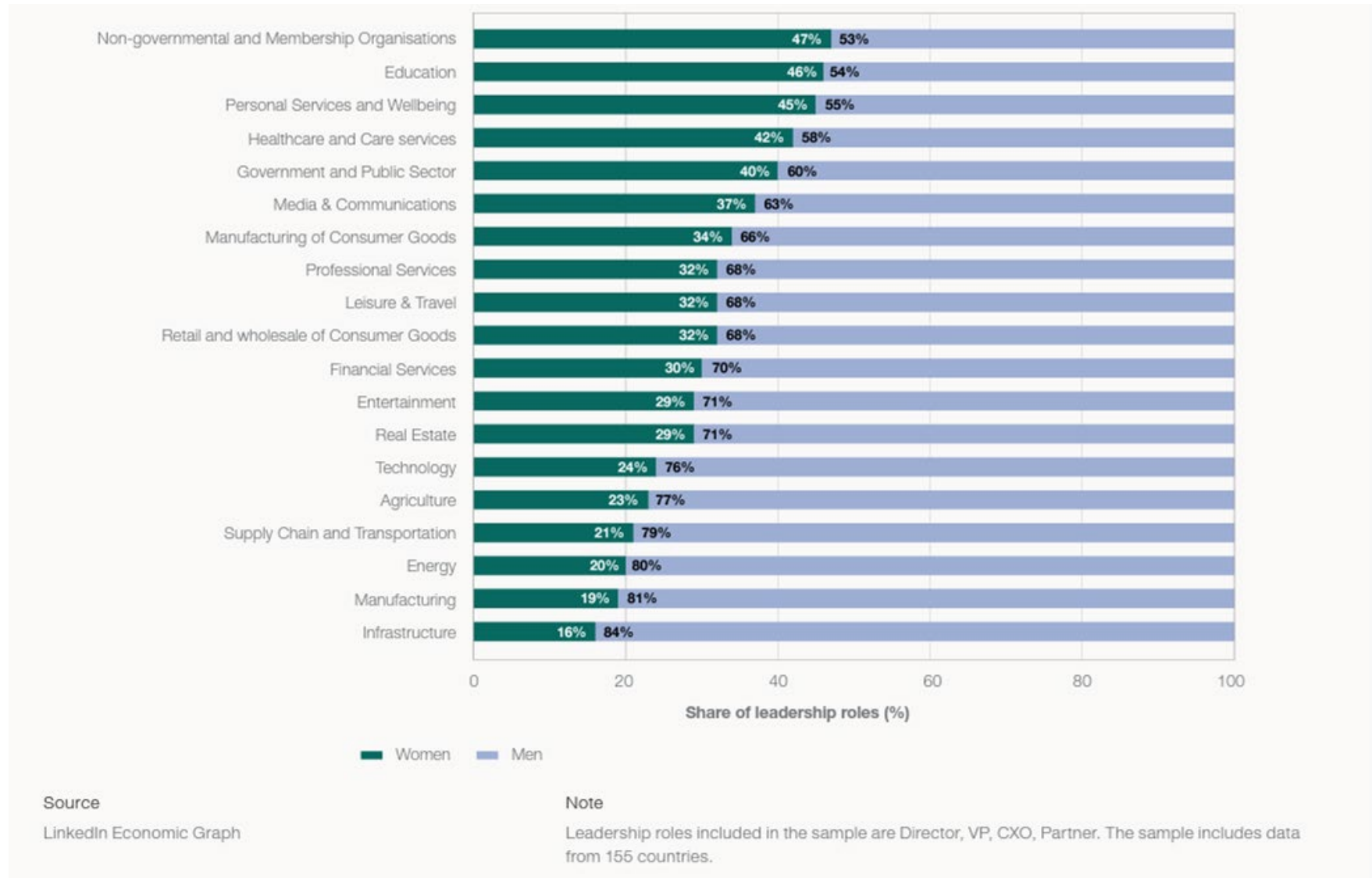
Occupational Segregation



Share of women in functional senior and middle management areas ▲

International Labor Organization: 2019. [The Business Case for Change](#)

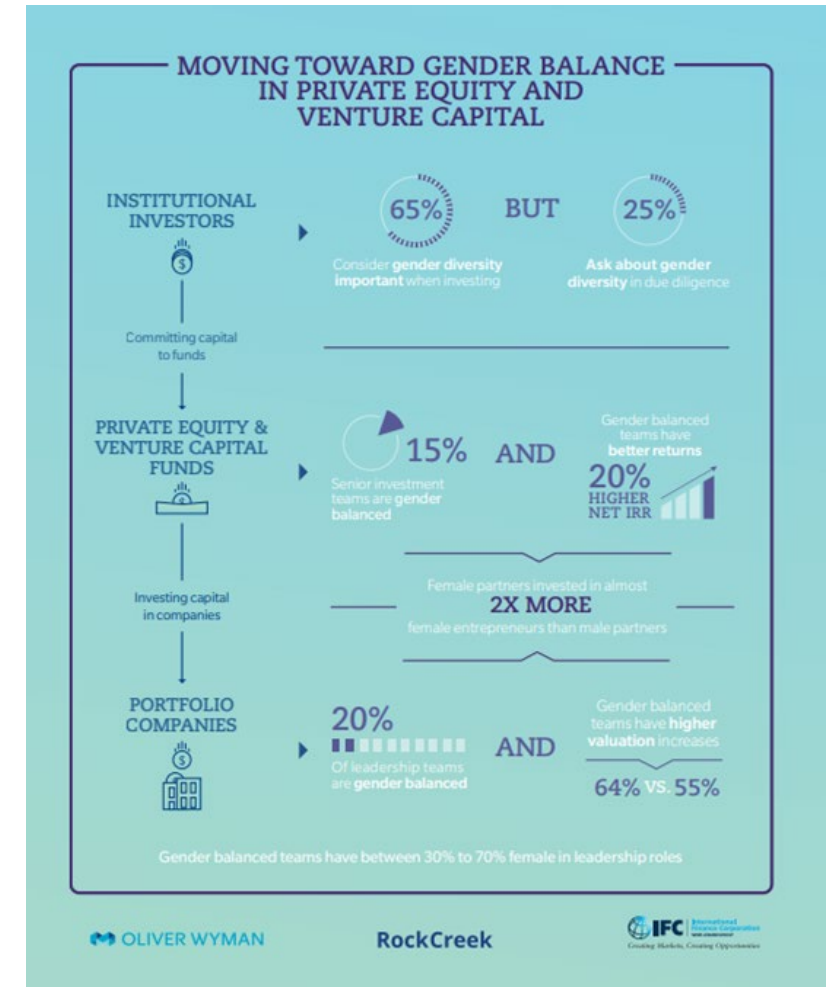
Women in Leadership, by Industry



Lack of Understanding of the Business Case for Gender Equality

EI increases knowledge of the business case for advancing workforce gender equality.

- The top 20 most **gender-diverse utilities significantly outperformed** the bottom 20 in terms of return on equity (Ernst and Young).
- Companies in the top quartile for gender diversity on their executive teams are 21 percent more likely to experience above-average profitability than companies in the fourth quartile (McKinsey and Company, 2018).
- Companies in male-dominated sectors that have gender-diverse executive leadership teams are **47 percent more profitable** (Women as Levers for Change, 2020).
- Top-25 most equitable energy companies report a **59.1 percent increase in creativity and innovation** (Women as Levers for Change, 2020).



Moving Toward Gender Balance in Private Equity and Venture Capital. IFC, 2019

Other Workplace Barriers to Advancing Gender Equality

Engendering Industries works to address other common workplace barriers that prevent women from advancing in the workforce, including:

- Organizations implement "one-off" gender equality initiatives that are not comprehensive or transformational (check the box type activities)
- Organizations focus exclusively on number of women compared to men (staff composition)
- Benevolent sexism
- Lack of male engagement



THE VISION

Theory of Change

Expected Results

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

Increasing capacity, leadership skills, and knowledge to implement change management approaches.

Adopting gender-equity policies, practices, and strategies across the employee life cycle.

Contributing to the knowledge base and global understanding of best practices that increase gender equality.

Empowered Women

Increased Gender Equality

Improved Company Performance

Strengthened, Resilient Industries

Cross-Cutting Expected Results in our Theory of Change

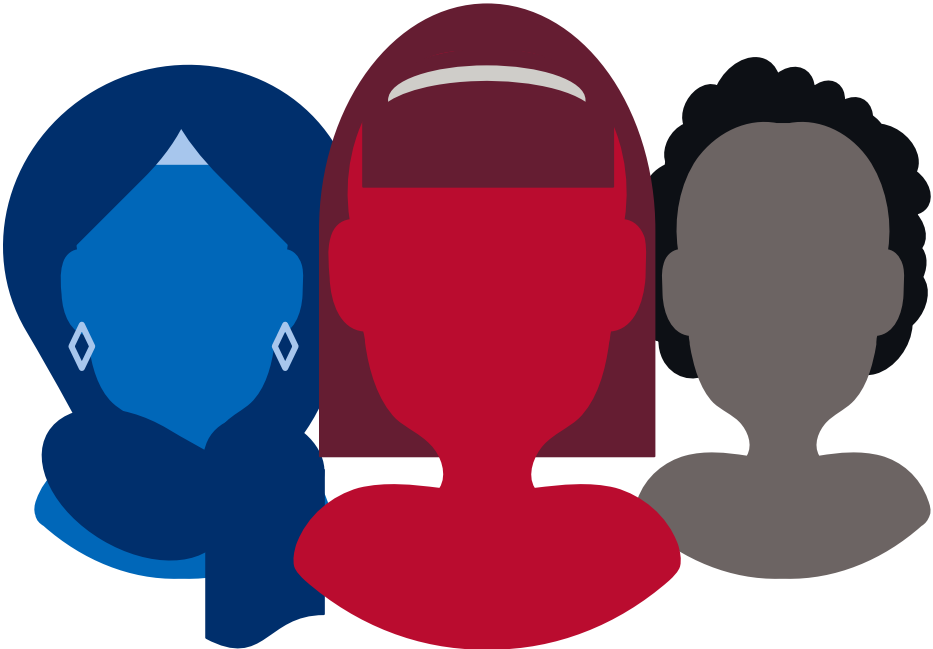
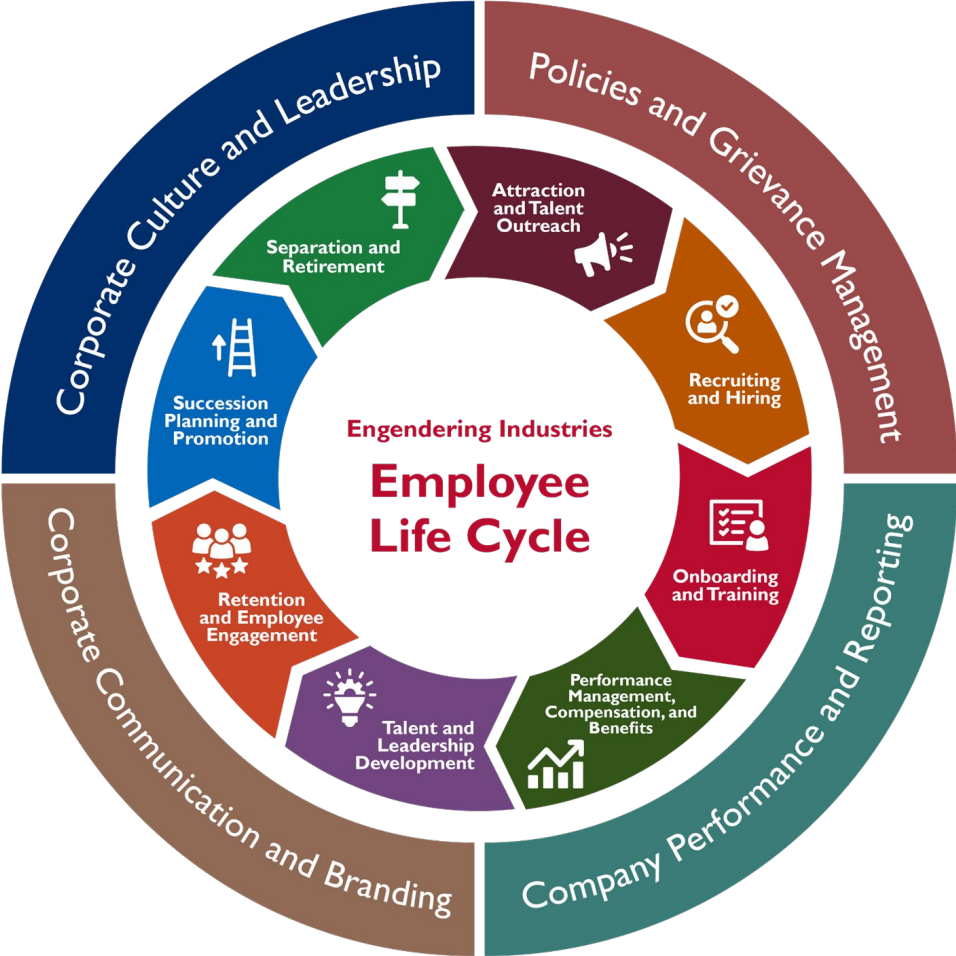
Partners are influenced by USAID's thought leadership and program data, compelling partners to adopt best practices

Global knowledge of best practices is increased and widely disseminated

ENGENDERING INDUSTRIES APPROACH



The Employee Life Cycle



The Engendering Industries Approach



Implement Gender Equality Best Practices across the Employee Life Cycle



Provide Tailored Change Management Coaching and Technical Support



Develop a Business Case to Generate Commitment and Buy-In



Train Employees to Become Gender Equality Change Agents



Engage Men to Enhance Gender Equality



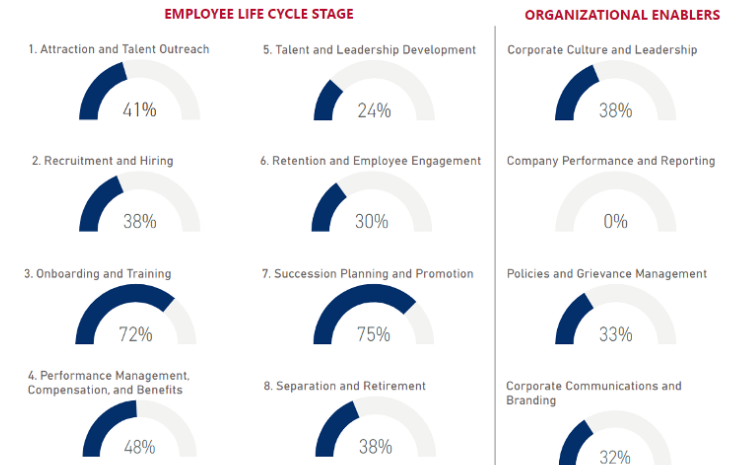
Use Data for Strategic Planning and Decision-Making

Engendering Industries Best Practices Framework for Male Dominated Industries

- Best Practices Framework - ranking companies along a series of 8 employee lifecycle phases and 4 categories of organizational enablers for gender equality.
- Through its thought leadership, Engendering Industries has developed a methodology based on the Framework to score each partner. The scoring provides a roadmap for the partner's gender equality action plan.
- Partner coaching provides guidance to partner to implement the plan.



DELIVERING GENDER EQUALITY:
A BEST PRACTICES FRAMEWORK FOR
MALE-DOMINATED INDUSTRIES
PRESENTED BY ENGENERATING INDUSTRIES



**Engendering Industries partner scoring example.*

Engendering Industries Partners: **67 Companies***; **38 Countries**

Intensive Program

2-Year Engagement

Academic Course +
Coaching

47 Companies

30 Countries

120 Participants

Accelerated Program

1-Year Engagement

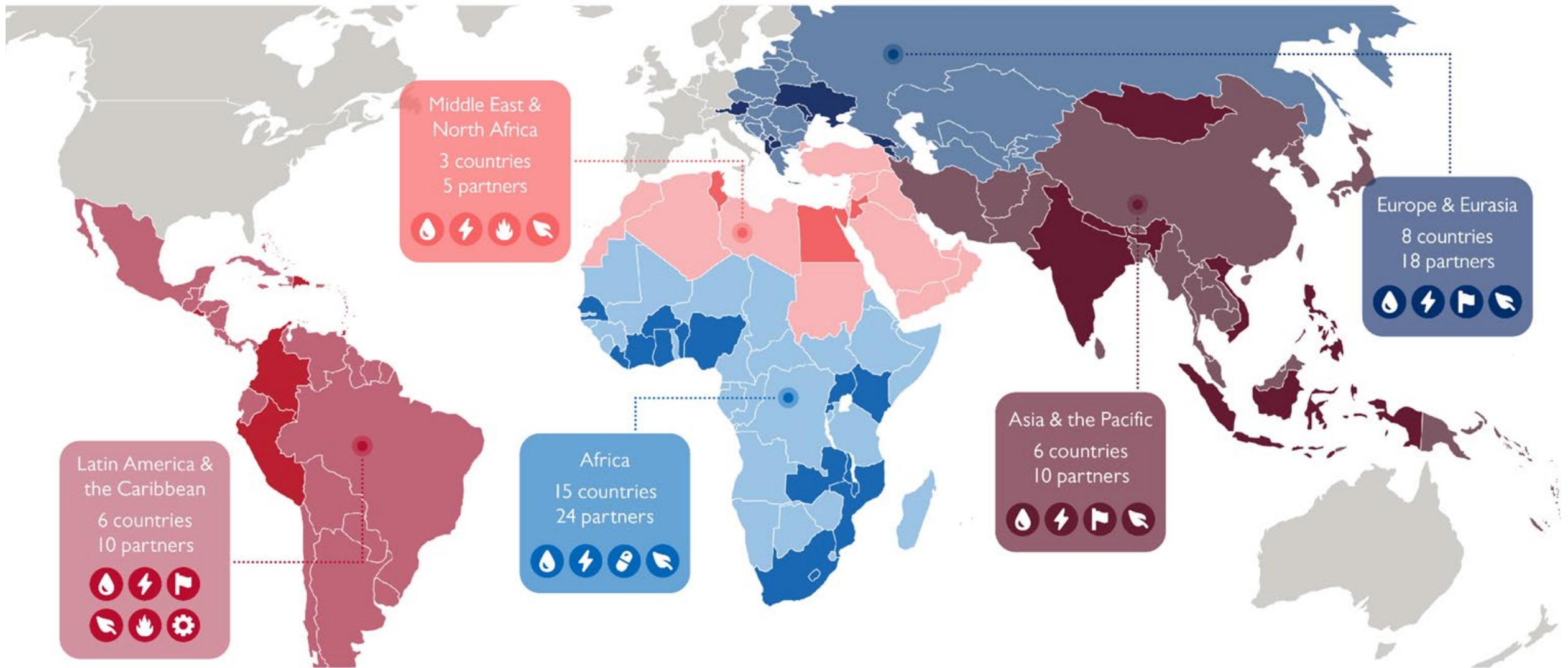
Academic Course +
Coaching

20 Companies

19 Countries

57 Participants

ENGENDERING INDUSTRIES PARTNER MAP



PARTNER INDUSTRIES



Energy



Health



Local & National Government



Mining, Oil & Gas



Water & Sanitation



ICT



Renewables

Demand-Driven Thought Leadership

The Best Practices Framework (Updated Annually)

Guide: Integrating Gender Into Workplace Policies

Guide: Developing a Business Case for Gender Equality

Guide: Change Management Coaching for Gender Equality

Guides: Organizational Goal and Target Setting for Gender Equality

Guide: Addressing GBV in the Workplace

Guide: Organizational Surveys to Advance Gender Equality

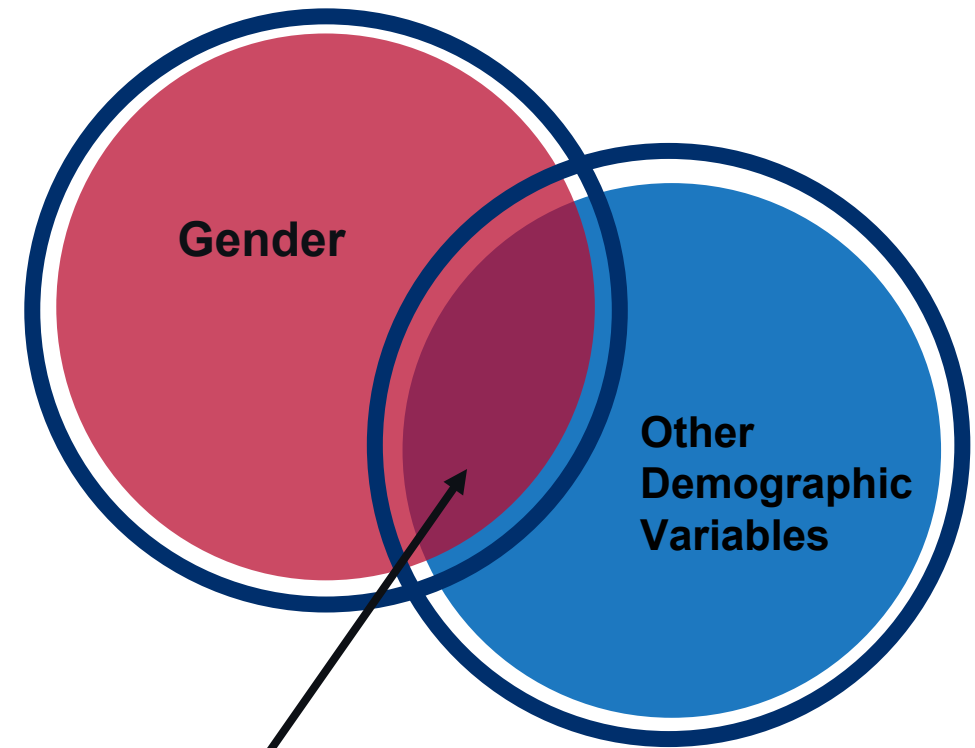
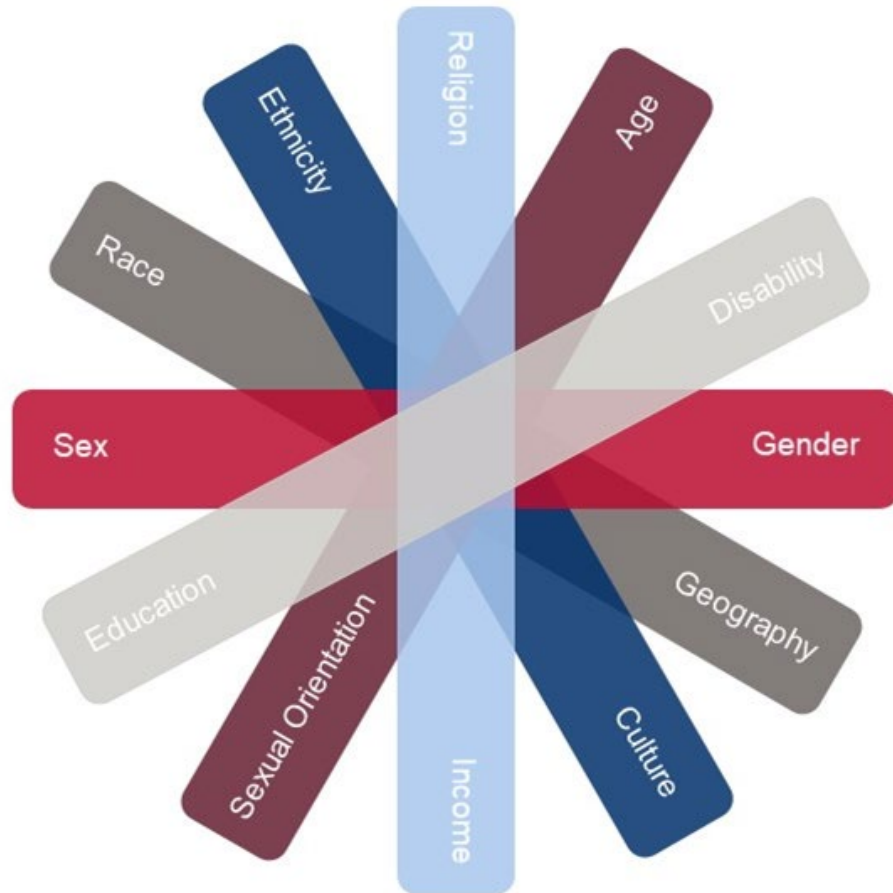
Engendering Industries Complementary Suite of Programs

- Male Engagement Intensive Workshops
- SEE Change Initiative
- Social and Behavior Change Communication (SBCC)
- The Partner Network
- The Partner Support Fund



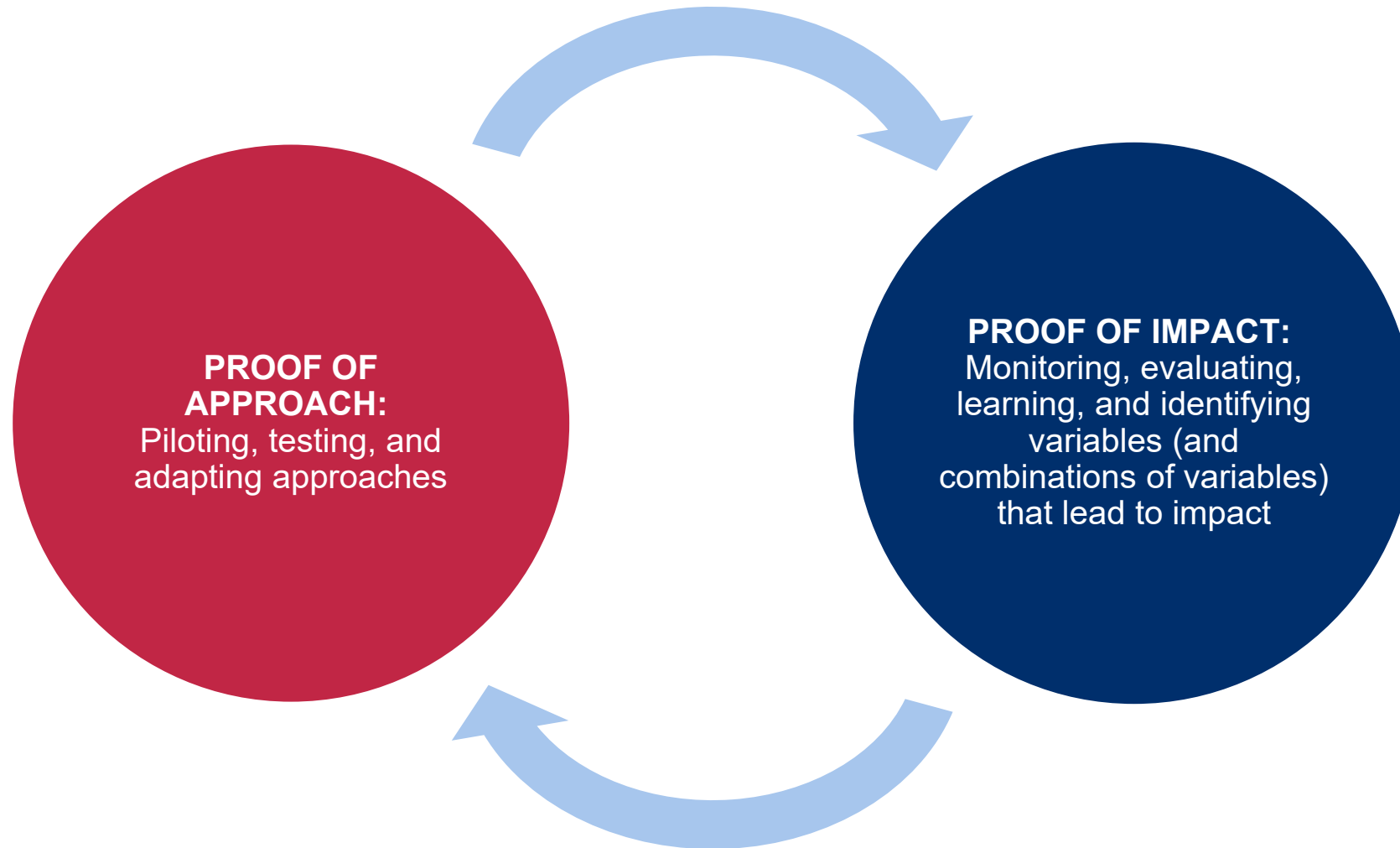
Male engagement activity at EDESUR/DR

An Intersectional Lens



**Engendering
Industries Approach**

Learn. Adapt. Iterate.



Engendering Industries Iterative Approach & Expansion

2015-2018

Conducted research on the status of gender equality in the global power sector

Formed partnerships with seven power utilities

Developed and piloted the Gender Equity Executive Leadership Program in partnership with Georgetown University

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

Created the Engendering Industries Gender Equality Scorecard

2018-2020

Expanded partnerships to include 17 companies in the energy and water sectors.

Developed a unique Engendering Industries employee life cycle model, which was adopted as the foundation and structure of the Best Practices Framework

Standardized change management coaching approach across the program

Developed baseline assessment tools to monitor and evaluate the impact of gender equality initiatives

Partnered with Equipundo to advance men's engagement across partners

Standardized partner selection criteria & partner onboarding processes

2020-2022

Expanded partnerships to include 109 companies across the energy, water, sanitation, agriculture, environment, health, oil, gas, mining, ICT, gender, government agencies, and regulators

Developed the Workforce Gender Equality Accelerated Program and embedded the program at academic and training institutions worldwide

Launched Engendering Industries Partner Network

Launched SEE Change Initiative, in partnership with Johns Hopkins University

Launched the Partner Fund to provide small grants to partners for gender equality initiatives

Introduced Social and Behavior Change Communication initiatives with select partners

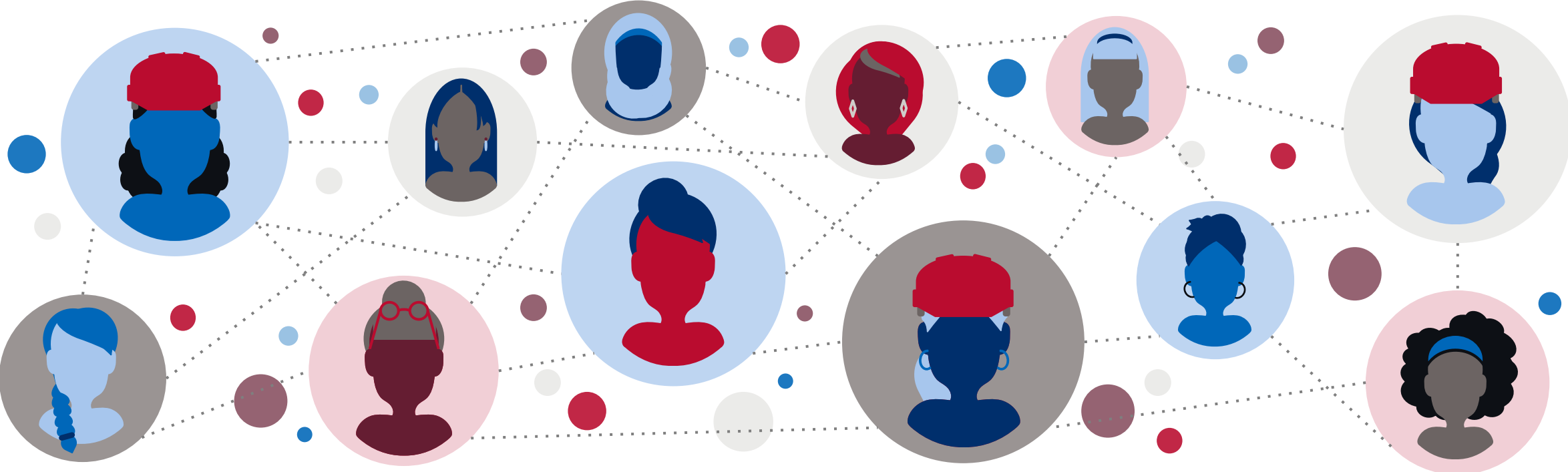
The Impact: Women's Economic Empowerment

**Results presented in the following impact slides represent achievements from the Engendering Industries 47 Intensive Program Partners. Partners self report results, and explicitly link the following impacts to their gender equality initiatives.*

12,900 Women Hired or Promoted since 2017

2,200 women hired into technical and leadership roles since 2020.

2,000 women promoted into technical and leadership roles since 2020.



*Results from 47 Intensive Program Partners



In 2023, more than 27,000 women trained on technical and soft skills needed to advance in their careers.

Over 1,000 "first women" hired or promoted by partners.

These women are the first female employees to assume positions historically occupied by men.



Dorentina Shala
First Female Substation Operator, KOSTT

In 2023, 68% of Engendering Industries partners promoted women at the same or higher rate as men.



*With 31 of the program's 47 Intensive Program partners reporting



Students from the University of Ibadan participate in the DISCO for Women Career Fair organized by IBEDC

6,600 young women enrolled in internship and trainee programs.



Female line workers support each other on site at LASURECO/Philippines.

Over 80 organizational policies drafted or improved to advance gender equality.

*Results from 47 Intensive Program Partners

GBV Policy Development and Implementation

Findings:

- Some partners do not have GBV policy
- Few partners use survivor-centered approaches, which risk retraumatizing victims
- Few address domestic violence

Reviewed Intensive partners policies with a focus on GBV, ensuring:

- Drafting of survivor-centered policies
- Clear action steps and responsibilities
- Meet or exceed national and international legislation
- Have quantifiable measures to evaluate policy effectiveness long-term

Results:

- 13 partners have drafted, adopted, or enhanced GBV policies or grievance mechanisms
- 26 partners have implemented more than 100 activities such as holding trainings or events with more than 12,000 employees (51% women) on GBV and sexual harassment.
- Produced demand-driven GBV resources, including a guide on [Survivor-Centered approaches in preventing, addressing and responding to workplace GBV.](#)



“Stop GBV” campaign at EDESUR/DR.

\$3.2 million in direct and in-kind funds leveraged from partners to implement gender equality initiatives.



A female employee lays transmission line for EVN/Vietnam.

The Impact: Improved Business Performance

**Results presented in the following impact slides represent achievements from Engendering Industries' 47 Intensive Program Partners. Partners self report results, and explicitly link the following impacts to their gender equality initiatives.*

75% of Intensive Program partners report improved business performance as a result of their gender equality initiatives.



Female employees at Engendering Industries partner, CELSIA/Colombia

**22 partners
report
increased
retention.**



Female leaders from IBEDC/Nigeria at the DISCO for Women Conference sponsored by the utility.

13 partners decreased revenue losses.

LEC/Liberia decreased revenue loss after staffing community outreach teams with women.

In 2021, female-led outreach teams worked with communities to reduce power theft and commercial losses and increase customer connections from 80,000 to 170,000 in a single year. As a result, revenues increased from \$1.5 million per month to more than \$2.2 million per month.

*Results are self-reported by partner



Credit: LEC/Liberia



20 partners improved company brand and reputation.

IDECO in Jordan recently hired a woman who revolutionized the company by introducing GPS and GIS technologies across departments. She currently negotiates the location of power line installations with municipal governments across IDECO's coverage region. Since assuming her position, IDECO's municipal satisfaction rate has increased from 30% to 98%.

16 partners report improved customer service.

Kenya Power's (KPLC) reputation as a public service provider improved significantly after more than 60 women were added to the customer service team between 2020-2022. KPLC's Customer Satisfaction Index increased from 65 percent in 2019 to 72 percent in 2021, and incidents of disconnections have declined by 6 percent.



Two female power line workers implement KPLC Kenya's live line maintenance program to reduce power outages.

The Impact: Women and Green Jobs



76% of Engendering Industries partners (51 companies) work in renewable energy and collectively employ more than 70,000 women.

Since 2020, Intensive Program* partners have:

- Hired more than 5,500 women, including 550 into positions historically held by men.
- Promoted more than 4,500 women, including 300 into positions historically held by men.
- Drafted or improved more than 60 policies to advance gender equality in the workplace.



Halla Jaradat, first female Head of Installation and New Connections, EDCO/Jordan

KOSTT/Kosovo enters renewables market

Renewable energy (mostly hydropower) currently accounts for approximately five percent of installed capacity in Kosovo. The country intends to increase this capacity to 25% through the National Renewable Energy Action Plan, and Engendering Industries partner, KOSTT, signed an agreement for a solar park in Peja-Peć that will start production in 2023. Engendering Industries is supporting women to capitalize on increased investments in Kosovo's renewables sector.

Engendering Industries has supported KOSTT to

- Create a Gender Equality Policy, making KOSTT the first and only company in Kosovo with such a policy
- Create a Workplace Harassment Policy
- Hire 19 women (8 of into technical positions, 4 into leadership positions)
- Promote 20 women (8 into technical positions, 8 into leadership positions)



Administrator Power Highlights Engendering Industries as “Flagship Program” Supporting Women's Economic Agency & Gender Equality



“Through the GEEA Fund, we’re going to expand Engendering Industries and programs like it to promote gender equality in business worldwide...when something is working and we have proof of concept – we know it is working – it is a really good idea, generally speaking, to expand its reach.”



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Thank You!

