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

PRESENTED BY ENGENDERING UTILITIES

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ABBREVIATIONS

BRPL	BSES Rajdhani Power Limited
CSR	Corporate Social Responsibility
EDCO	Electricity Distribution Company (Jordan)
EDESUR	Edesur Dominicana, S.A.
EDM	Electricidade De Moçambique
EEO	Equal Employment Opportunity
EGENCO	Electricity Generation Company Malawi
EKEDP	Eko Electricity Distribution Plc (Nigeria)
EVN	EVN Macedonia
D&I	Diversity and Inclusion
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEELP	Gender Equity Executive Leadership Program
GRI	Global Reporting Initiative
GRIDCo	Ghana Grid Company Limited
HR	Human Resources
HRIS	HR Information System
IBEDC	Ibadan Electricity Distribution Company (Nigeria)
IDECO	Irbid District Electricity Company (Jordan)
KOSTT	Kosovë Operator Sistemi, Transmisioni Dhe Tregu
KPI	Key Performance Indicator
KPLC	Kenya Power and Lighting Company
KSA	Knowledge, Skills and Ability
LEC	Liberia Electricity Corporation
LASURECO	Lanao Del Sur Electric Cooperative
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MGI	The McKinsey Global Institute

OPTO	Other Paid Time Off
P&U	Power and Utilities
ROE	Return on Equity
SDG	Sustainable Development Goal
STAR	Situation, Task, Action, Result
STEM	Science, Technology, Engineering, And Mathematics
TPDDL	Tata Power Delhi Distribution Limited
UN	United Nations
USAID	U. S. Agency for International Development
VET	Vocational Education and Training
WEF	World Economic Forum
WEP	Women’s Empowerment Principles

EXECUTIVE SUMMARY

Women and girls represent half of the world’s employment potential. Nonetheless, gender inequality persists globally and stagnates social progress. Effectively developing this talent is a key part of ensuring organizational competitiveness in the future. In addition, a growing body of evidence demonstrates a correlation between diversity at the executive level and a company’s performance. A study by McKinsey & Company analyzed more than 1,000 companies in 12 countries and concluded that gender-diverse companies are more likely to outperform their national industry average in terms of profitability.¹

Despite the evidence demonstrating women’s value in the workforce, women continue to encounter structural barriers to participate in the world economy, particularly in industries traditionally dominated by men. Globally, the labor force participation rate for women is 27% lower than the rate for men.² On average, women work fewer hours for pay or profit either because they opt to work part-time or because part-time work is the only option available to them. In some countries, gender gaps in hourly wage rates for similar work can reach 40 percent.³ According to World Economic Forum (WEF), with current trends, the overall global gender gap can only be closed in 108 years.⁴

The U.S. Agency for International Development (USAID) is committed to both promoting gender equality and women’s empowerment and strengthening all workplaces, especially in male-dominated industries where significant equality gaps are observed, in order to fuel economic growth and social development. Through its Engendering Utilities program, USAID identified the employee life cycle as a key entry point to effecting long-lasting and impactful change within partner electricity and water utilities and identified applicability to other industries. From attraction and talent outreach to separation and retirement, there are numerous opportunities to promote gender equality within any workplace.



FIGURE I: Employee Life Cycle

This framework provides workplaces, particularly those in male-dominated industries, with global best practices and practical resources to identify gaps, define objectives, and establish a road map for sustained progress in integrating gender equity throughout their operations and corporate structures. As illustrated in **Figure I**, the framework is divided into twelve categories, eight of which are phases of an employee life cycle, and four which represents organizational enablers for gender equity.

¹ McKinsey & Company. (2018). Still looking for room at the top: Ten years of research on women in the workplace. Available at <https://www.mckinsey.com/featured-insights/gender-equality/still-looking-for-room-at-the-top-ten-years-of-research-on-women-in-the-workplace>

² International Labour Organization (ILO). ILOSTAT database. Data retrieved in April 2019 from <https://www.ilo.org/ilostat/>

³ International Labour Organization (ILO). (2017). World Employment and Social Outlook: Trends for Women 2017. Available at <https://www.ilo.org/global/research/global-reports/weso/trends-for-women2017/lang--en/index.htm>

⁴ World Economic Forum (WEF). (2018). The Global Gender Gap Report 2018. Available at http://www3.weforum.org/docs/WEF_GGGR_2018.pdf

Within each phase, multiple best practices are outlined that are derived from an extensive literature review of global resources and complemented by lessons learned from USAID’s Engendering Utilities program. As illustrated in [Figure 2](#), a description is provided for each best practice, as well as potential implementation challenges; examples of successful implementation; and tools, resources and templates that provide additional information on each best practice.

FIGURE 2. ATTRACTING/HIRING BEST PRACTICES

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p>RECRUITING</p> <p>Attract more diverse women candidates through inclusive job ads</p>	<p>Revise job descriptions and job ads to make them competency-based to reduce potential bias (e.g., demand certain skills instead of years of experience, and limit the number of mandatory qualifications required to apply)</p> <p>Create gender neutral job ads that do not use words more commonly associated with men or women, while encouraging women and men with diverse social identities to apply</p> <p>Use tools like the “Gender Decoder” or the “Check my Job” to check job descriptions for unconscious gender bias, length, and recruitment best practice</p> <p>Post job advertisements in a variety of media such as company career page, job and recruiting websites, and LinkedIn, in order to reach more diverse women and men</p>	<p>Validating competency-based job descriptions is time-consuming</p> <p>Local languages may present a challenge for clearly worded job postings, particularly when different words are used for masculine and feminine nouns, like “engineer”</p> <p>Gender neutral and/or gender inclusive language may be viewed as an unimportant detail by the author of the job ad</p>	<p>Utilities adopt gender inclusive and neutral language and base job descriptions on validated competencies</p> <p>Notable increases in female candidates applying to open positions</p>	<p>Guide: Tips for Writing Better Job Ads (NCWIT)</p> <p>Guide: Checklist for Reducing Unconscious Bias in Job Descriptions/Advertisements (NCWIT)</p> <p>Tool: Gender Decoder for Job Ads (Kat Matfield)</p> <p>Tool: Check my Job (Eploy)</p> <p>Case Study: KOSTT Gender-inclusive job ads</p> <p>Article: Women Do Not Apply To ‘Male Sounding’ Job Postings (Science Daily)</p>

The target audience for this framework includes decision-makers within a workplace, including Human Resources (HR) and operations professionals, as well as development practitioners, gender experts, and technical advisors working in male-dominated sectors, including water and energy sectors. This framework can be used as a standalone guide for organizations looking to improve gender equality by identifying gaps in their current practices and taking concrete steps toward implementing sustainable change.

Due to the diversity of companies, cultures, national and local labor laws and trade unions, the framework addresses issues related to both equity and equality. These efforts are jointly referred to as “gender equality” to ensure consistency; however, both equity and equality practices are included in this framework. Definitions for equality and equity can be found in the glossary in [Annex I](#).

Further, gender equality is only one lens through which to improve diversity and inclusion. Although this framework emphasizes gender equality, nearly all of the best practices may be applied with a broader diversity and inclusion lens, and users are reminded at intervals to consider the intersectionality of gender equality alongside other social identities (e.g. race, socio-economic status, ability status, etc.).

WHY WAS THIS FRAMEWORK CREATED?

USAID commissioned the development of this framework as part of its Engendering Utilities program in 2018 to provide a user-friendly resource that outlines evidence-based best practices that can be applied to increase gender equity in utilities. The framework has since been revised on an annual basis and applied to workplaces in other male-dominated industries beyond energy and water utilities.

Workplaces can use this framework to identify within their organization gender equality gaps, set gender equality goals and priorities, benchmark their progress, and establish longer term plans for sustained progress on gender equality. This framework may also be used to apply best practices in a way that understands and respects that neither women, nor men, are a homogenous group and other social identities such as race, ethnicity, age, ability add to the diversity of workforces and must be considered.

Additionally, this framework was developed to raise awareness among workplace leaders about the importance of gender equality by providing an overview of the business case for gender equality and outlining concrete steps that can be taken to achieve gender equality. Workplace leaders must set gender equality as a corporate goal because managers and staff need to commit the time, strategic planning, and resources to change the organizational culture to achieve gender equality. Senior leadership, HR managers, and other department managers can use this framework to design, implement and evaluate gender equality interventions and shift the corporate culture to include shared values and beliefs that include gender equality.

ABOUT ENGENDERING UTILITIES

The **vision** of the Engendering Utilities program is to contribute to increased gender equality in male-dominated sectors, thereby contributing to the industry's overall strength and resilience and the empowerment of women in the workplace. Its primary **mission** is to improve gender equality and business performance outcomes in male-dominated organizations through the implementation of gender equity and organizational change management interventions throughout the employee life cycle.

Engendering Utilities delivers a unique approach to improving gender equality in male-dominated sectors, including the energy and water sectors. Through customized best practices, demand-driven coaching, and a Gender Equity Executive Leadership Program (GEELP), Engendering Utilities builds the capacity of workplace leaders to implement gender equality interventions in their organizations.

- This framework provides tools and resources to implement gender equality interventions throughout the Engendering Utilities Employee Life Cycle to drive broader organizational change using HR as one key entry point.
- Developed by USAID and Georgetown University's McDonough School of Business, the Gender Equity Executive Leadership Program (GEELP) delivers a best-in-class curriculum that spans the breadth of the Engendering Utilities Employee Life Cycle. The course empowers partner employees, including administrators, operational area managers, and other key decision-makers, to effectively integrate gender equality initiatives within their corporate structure.
- USAID complements this by pairing each partner with an expert change management and gender equality coach. The coach delivers tailored technical support to partner utilities as they work through the GEELP to analyze gaps, design and implement interventions, and monitor their progress toward gender equality and strengthening business outcomes.

- Using a customized scorecard tool, utilities and their dedicated coaches track the progress of gender equality interventions and their impact on organizational performance.

Launched in 2015 by USAID, the Engendering Utilities program pilot phase sought to better understand interventions that effectively increase the role of women in electricity utilities. The program began with a study—the first of its kind—to examine the role of women and gender disparities within electric power distribution companies. The data showed wide variation in employment practices and outcomes and suggested that women were excluded from the majority of jobs within these companies. The findings illustrated inequalities in employment outcomes and disparities in the way utilities run their businesses, both of which ultimately impact women’s ability to fully participate in the energy sector.

To address these findings, Engendering Utilities began working in the pilot phase in 2016 with seven utilities in five countries. As a result, all utilities saw an increase in the number of female employees, most saw an increase in the number of women participating in employee training programs, and some saw an increase in the number of women trainees hired, interviewed, and participating in internship programs. Following the success of the pilot phase, Engendering Utilities continued its partnership with these utilities, while expanding in two subsequent rounds to working with a total of 29 utilities in 21 countries in both the energy and water sectors: Albania, Burkina Faso, Dominican Republic, El Salvador, Ethiopia, Ghana, Georgia, India, Jordan, Kenya, Kosovo, Lesotho, Liberia, Macedonia, Malawi, Mozambique, Nigeria, Philippines, Rwanda, Senegal, and Vietnam. The Engendering Utilities program continues to expand its work into other traditionally male-dominated sectors, such as construction.

METHODOLOGY

The methodology to develop this framework (as depicted in [Figure 3](#) below) included the selection and adaptation of the Engendering Utilities Employee Life Cycle, a literature review, the selection of best practices and tools, and the implementation of a selection of those best practices with the Engendering Utilities partners.



FIGURE 3. Methodology for the Development of the Best Practices Framework

I. SELECT AND ADAPT EMPLOYEE LIFE CYCLE MODEL

The selected best practices in this guide are informed by the Employee Life Cycle illustrated in [Figure 4](#) below, which includes two layers of entry points: 1) the employee life cycle and 2) the organizational enablers surrounding it.

The **Employee Life Cycle** is the main entry point for gender equality interventions. The Employee Life Cycle contains all eight phases an employee can experience, starting with Attraction and Talent Outreach, going to Recruiting and Hiring, Onboarding and Training, Performance Management, Compensation and Benefits, Talent and Leadership Development, Retention and Employee Engagement, Succession Planning and Promotion and ending with Separation and Retirement – all of them informing related HR practices.

The second layer focuses on **Organizational Enablers**, which include entry points for gender equality that serve as prerequisites to support interventions within the Employee Life Cycle. These identified organizational enablers are critical, as they may either be success factors or strong hindering factors, and therefore need close attention. These enablers include Company Policies and Grievance Management, Corporate Culture and Leadership Models, Company Performance and Reporting, as well as Corporate Communication and Branding.



FIGURE 4. Employee Life Cycle

Although the Employee Life Cycle explicitly focuses on a specific workplace and its employees, it is also important to recognize the **societal and sector context** within which an organization operates. This context influences norms, beliefs, and practices within organizations that pervade workplace culture, and therefore is critical for workplace leaders to understand when implementing best practices. This includes the national legal and policy framework, regional gender norms and values, the economic environment and attractiveness of the market, the quality of the education system, services and infrastructure to enable workforce participation, as well as monitoring and regulatory organizations.

Additionally, workplaces may also influence the societal and sector context. Therefore, although this best practice framework and the Engendering Utilities approach focuses on the Employee Life Cycle and Organizational Enablers and does not explicitly address this broader context, organizations are encouraged to understand the societal and sector context when implementing best practices.

2. CONDUCT LITERATURE REVIEW

A literature review was conducted to select and analyze the most relevant research on gender equality in the Employee Life Cycle and beyond. Over 300 open source publications were reviewed throughout the original formulation and two subsequent updates to this report. Periodic review and refresh will take place, culminating in updated versions of this document.

Criteria were set to narrow the scope of the literature review. These parameters narrowed the review to evidence most directly applicable to improving gender equality across the Employee Life Cycle and within organizational culture in male-dominated sectors. These criteria included resources that:

- were open source,
- included tested and proven practices from reputable sources,
- measured impact using data collected from objective sources and
- aligned with global best practice and principles.

3. SELECT BEST PRACTICES

To curate the best practices featured in this framework and include the most applicable recommendations for male-dominated industries in the developing world, the selection of best practices are aligned with the employee life cycle phases and organizational enablers and follows these principles:

- Consider the in-country regulatory environment and laws when analyzing regional/country variables, planning training and providing technical assistance;
- Foster diverse cultural and gender equitable environments with special emphasis on developing country scenarios and experiences; and
- Align with global best practices in addressing gender equality issues in the workforce broadly.

There are many gender equality, diversity and inclusion, and intersectionality issues to consider throughout the employee life cycle; however, this framework aims to address the most critical and relevant gender equality issues for male-dominated sectors. Specifically, it focuses on those issues that limit women's participation, employment, and leadership within utilities in the developing world.

4. IMPLEMENT BEST PRACTICES

Currently, the Engendering Utilities program participants from 29 partner organizations in 21 countries globally receive tailored coaching to support them in applying the best practices in real life working conditions and scenarios. These partners predominantly represent electricity and water utilities, as the program expands partnerships into other male-dominated industries. During each phase of expansion into a new industry, the Engendering Utilities program tests the application of this framework.

Faculty from Georgetown University's McDonough School of Business and the Engendering Utilities coach developed the curriculum for the Gender Equity Executive Leadership Program (GEELP) based on the selected best practices during the pilot phase of the program. During all partnership engagements, partner HR and operations staff learn firsthand how to apply the best practices in their companies by applying these practices with support from the GEELP course, faculty, and Engendering Utilities change management coaching. Additionally, the Engendering Utilities program is launching a week-long accelerated program, accompanied by virtual coaching, in five regions globally with a targeted audience from diverse male-dominated industries. The curriculum for the accelerated course is organized around this framework and the Employee Life Cycle and presents additional opportunities for application and testing in diverse industries.

5. MONITOR, EVALUATE, LEARN, AND ADAPT

A monitoring and evaluation (M&E) system complemented the pilot implementation of this framework to facilitate learning and adaptation. M&E activities continue to capture both qualitative and quantitative information on the effectiveness of the approaches, strategies and activities designed and implemented by partners during their participation in the Engendering Utilities program. Additionally, M&E activities gather information to build, test and validate the framework by confirming that the best practices are appropriate and effective for application in a variety of male-dominated sectors, beginning with power and water utilities, and expanding beyond to other industries. Iterative and adaptive monitoring and evaluation activities continue with subsequent program phases and additional partnerships.

Based on analysis of partner changes in gender parity and gender equality results, best practices are continuously revised and adapted, and case studies and tools are developed to share practical experiences and results. Both the GEELP and the accelerated will continue to be updated to stay current and cutting edge, as well as applicable to a variety of industries, with each revision of this publication and learning.

WHY GENDER EQUALITY MATTERS

Increasing gender equity and opportunities for women in the economy not only establish a foundation for increasing prosperity and economic growth around the world, but also lead to increased gender equality and women's empowerment. Gender equality is a fundamental human right and its advancement is critical to all areas of a healthy society, from reducing poverty to promoting the health, education, protection and the well-being of girls and boys.⁵

According to the United Nations, 143 out of 195 countries guarantee equality between women and men in their constitutions as of 2014, yet discrimination against women persists in many areas, directly or indirectly, through laws and policies, gender-based stereotypes as well as social norms and practices.⁶ The World Economic Forum (WEF) showed that in recent years we have actually moved backward in our quest for gender equality.⁷ The WEF attributed this reversal to a significant discrepancy in the global labor force participation rate; a significant gap in pay between women and men; a persistently small number of women in senior leadership positions; and insufficient hiring, promotion and retention rates to reach gender equality by 2025.

Several studies have found that by not addressing gender gaps in economic participation and employment, economic growth can be stymied. The United Nations (UN) estimate that the full participation of women in labor forces would add double-digit percentage points to most national growth rates.⁸ The McKinsey Global Institute (MGI) estimated the economic losses of not achieving parity by 2025:⁹

- In a “best in region” scenario, in which all countries match the rate of improvement of the fastest-improving country in their region, could add as much as \$12 trillion, or 11 percent, in annual gross domestic product (GDP) by 2025.
- In a “full potential” scenario, where women play an identical role in labor markets to that of men, as much as \$28 trillion, or 26 percent, could be added to global annual GDP by 2025.

There is a growing body of evidence establishing a correlation between increased representation of women in corporate leadership roles and stronger business outcomes for companies. The Peterson Institute for International Economics examined the business case for gender equity by conducting a global survey with 21,980 firms from 91 countries. The results suggested that the presence of women in corporate leadership positions may improve a firm's performance.¹⁰ In a study of Fortune 500

⁵ United Nations. (n.d.). Gender Equality: Why it Matters. Available at <https://www.un.org/sustainabledevelopment/wp-content/uploads/2016/08/5.pdf>

⁶ United Nations. (n.d.). Gender Equality. Available at <https://www.un.org/en/sections/issues-depth/gender-equality/>

⁷ Mercer LLC and EDGE. (2017). When women thrive: Turning disruption into opportunity for women. Presentation at World Economic Forum's Annual Meeting. Available at <https://www.mercer.com/our-thinking/when-women-thrive-turning-disruption-into-opportunity-for-women.html>

⁸ United Nations. (n.d.). Gender Equality: Why it Matters. Available at <https://www.un.org/sustainabledevelopment/wp-content/uploads/2016/08/5.pdf>

⁹ Woetzel et al. (2015). How advancing women's equality can add \$12 trillion to global growth. Available at <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth#>

¹⁰ Nolan, M., Moran, T., & Kotschwar, B. (2016). Is gender diversity profitable? Evidence from a global survey. Available at <https://piie.com/publications/working-papers/gender-diversity-profitable-evidenceglobal-survey>

companies, Catalyst found that firms with higher gender diversity in management had 35 percent better return on equity (ROE) than firms with poor gender equity.¹¹ Additionally, research conducted by FP Analytics reveals that the top-quartile companies with the highest percentage of women in executive management roles are on average 47 percent more profitable than those in the bottom quartile.¹² These studies are part of a mounting body of evidence that show gender balance in management and leadership matters.

¹¹ Catalyst. (2004). The Bottom Line: Connecting Corporate Performance and Gender Diversity. Available at <https://www.catalyst.org/research/the-bottom-line-connecting-corporate-performance-and-gender-diversity/>

¹² FP Analytics. (2020). Women as Levers of Change. Available at <https://womensleversofchange.com>

Resources that underscore the business case for gender equality in the workplace

- **Guide:** [Developing a Business Case for Gender Equality \(Engendering Utilities\)](#)
- **Guide:** [Handbook on Gender and Organizational Change \(ILO International Training Centre\)](#)
- **Guide:** [Minimum Standards for Mainstreaming Gender Equality \(Gender Practitioners Collaborative\)](#)
- **Guide:** [Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ \(Wharton School of Business\)](#)
- **Guide (incl. Case Studies):** [A Gender Equal Future of Work: A Discussion Guide for Leaders \(Male Champions of Change\)](#)
- **Tool:** [Developing a Business Case for Gender Equality \(USAID\)](#)
- **Tool:** [The Women's Empowerment Principles Gender Gap Analysis Tool \(UNGC\)](#)
- **Case Study:** [Female Perspectives Raise Revenue for Indian Power Utility](#)
- **Case Study:** [Gender-Smart Solutions reduce Employee Absenteeism and Turnover in Solomon Islands \(IFC\)](#)
- **Case Study:** [Employing Women Catalyzes Change at a Chemical Plant in India \(IFC\)](#)
- **Example:** [Women on Boards and in Business Leadership \(IFC\)](#)
- **Report/Study:** [The Business Case for Gender Equality \(Workplace Gender Equality Agency, Australian Government\)](#)
- **Report/Study:** [Women in the Workplace 2019 \(McKinsey & Company and LeanIn\)](#)
- **Report/Study:** [Women in the Workplace 2020 \(McKinsey & Company and LeanIn\)](#)
- **Report/Study (incl. Case Studies):** [Understanding the Business Case for Gender Equality in the Workplace \(UN Women\)](#)
- **Report/Study:** [The Business Case for Change \(ILO\)](#)
- **Report/Study:** [Women as Levers for Change \(FP Analytics\)](#)
- **Report/Study:** [Why Gender Diversity Makes Business Sense \(WISE\)](#)
- **Report/Study (incl. Case Studies):** [Investing in Women's Employment – Good for Business, Good for Development \(IFC\)](#)
- **Report/Study:** [Stepping Up Women's STEM Careers in Infrastructure \(World Bank\)](#)
- **Report/Study:** [Why Diversity and Inclusion Matter: Quick Take \(Catalyst\)](#)
- **Report/Study:** [We Lead: Five Women Who Drove Company Success in the Middle East and North Africa and How Good Corporate Governance Helped \(IFC\)](#)
- **Report/Study:** [Women on Boards Research Study in Egypt \(IFC\)](#)
- **Report/Study:** [Women on Boards in Nigeria \(IFC\)](#)
- **Report/Study:** [The Costs of Sex-Based Harassment to Businesses: An In-Depth Look at the Workplace \(ICRW\)](#)
- **Report/Study:** [How to Calculate the Cost to Business of Gender-Based Violence in Papua New Guinea: Review of existing Approaches and Methodologies \(Overseas Development Institute\)](#)
- **Report/Study:** [The Business Case for Gender-Smart Solutions in the Private Sector \(IFC\)](#)
- **Report/Study:** [Occupational Segregation in the United States \(Washington Center for Equitable Growth\)](#)
- **Article:** [Gender Equity Starts at Home \(Harvard Business Review\)](#)
- **Article:** [When Gender Diversity makes Firms more Productive \(Harvard Business Review\)](#)
- **Article:** [What makes a Team Smarter? More Women \(Harvard Business Review\)](#)
- **Article:** [Still looking for Room at the Top: Ten Years of Research on Women in the Workplace \(McKinsey\)](#)

ADDRESSING GENDER EQUITY AND WOMEN'S LEADERSHIP IN THE ENERGY SECTOR

Despite women comprising 48 percent of the global workforce¹³, women's participation in the energy sector is only 25 percent¹⁴. Women face structural barriers to participation in the power sector, including underrepresentation and exclusion from employment, especially in technical, higher-paying

¹³ Johnstone, N. & Silva, M. (2020). Gender Diversity in Energy: What we Know and What we Don't Know. Available at <https://www.iea.org/commentaries/gender-diversity-in-energy-what-we-know-and-what-we-dont-know>

¹⁴ World Economic Forum. (2017). The Global Gender Gap Report 2017. Available at <https://www.weforum.org/reports/the-global-gender-gap-report-2017>

positions and leadership roles. The lack of sex-disaggregated data and research on women's roles in sector employment exacerbate inequalities by limiting understanding of where women are currently working in the sector, where gaps exist, and which interventions are most effective for addressing these gaps.

Beginning in 2014, the Ernst and Young Women in Power and Utilities (P&U) Index analyzed the boards and leadership teams of the top 200 utilities, by revenue, in the world. The 2016 report notes that the top 20 most gender-diverse utilities significantly outperformed the bottom 20 in terms of return on equity (ROE), with a 1.07 percent difference in ROE between the two groups¹⁵. Given that utilities are asset-heavy, this difference in ROE is significant, as it could result in millions of dollars of lost profit. The fact that similar conclusions have been reached in two different years with two different data sets (the Ernst and Young 2015¹⁶ index showed a 1.5 percent difference between the two groups) further demonstrates the connection between gender diversity in leadership and better business performance.

Ernst and Young also found that the number of women on P&U boards and leadership teams is increasing, but progress is slow. The trend in the Ernst and Young 2016 index showed a reduction in both non-executive directors and total board members. At the current rate of a 1 percent rise every three years, it would take as long as 42 years to reach a 30% rate of women on boards, and 72 years to reach 40 percent.

Resources that underscore the business case for gender equality in the energy sector

- **Report/Study:** [Getting to Gender Equality in Energy Infrastructure: Lessons from Electricity Generation, Transmission, and Distribution Projects](#) (World Bank)
- **Article:** [The Financial Case for Hiring More Women in Energy](#) (Barrons)
- **Article:** [Empowering Women to Reduce an Energy Utility's Commercial Losses](#) (World Bank)
- **Video:** [Comorian Women help transform Power Utility](#) (World Bank)

¹⁵ Ernst and Young. (2016). Women in Power and Utilities Index 2016. Available at [http://www.ey.com/Publication/vwLUAssets/ey-talent-at-the-table-women-in-power-and-utilities-index-2016/\\$FILE/ey-talent-at-the-table-women-in-power-and-utilities-index-2016.pdf](http://www.ey.com/Publication/vwLUAssets/ey-talent-at-the-table-women-in-power-and-utilities-index-2016/$FILE/ey-talent-at-the-table-women-in-power-and-utilities-index-2016.pdf)

¹⁶ Ernst and Young. (2015). Women in Power and Utilities Index 2015. Available at [https://www.ey.com/Publication/vwLUAssets/EY-women-in-power-and-utilities-index-2015/\\$FILE/EY-women-in-power-and-utilities-index-2015.pdf](https://www.ey.com/Publication/vwLUAssets/EY-women-in-power-and-utilities-index-2015/$FILE/EY-women-in-power-and-utilities-index-2015.pdf)

ADDRESSING GENDER EQUITY AND WOMEN'S LEADERSHIP IN THE WATER SECTOR

Women play a crucial role in managing and safeguarding water at the domestic and community level; however, empirical evidence shows that they are significantly underrepresented in the water sector. Data collected from 64 water and sanitation service providers in 28 economies around the world showed that only 18 percent of the utilities' workforce are women which means that less than one in five water workers are women.¹⁷

Women are facing barriers to joining, staying, and growing in a sector that is dominated by men. Amongst these barriers are harmful gender norms, lack of role models, harassment, and lack of a women-friendly environment.¹⁸ When women are present in water utilities, their progression through the organization is slow, with few women in technical or leadership positions.¹⁹ For example, a World Bank study shows that only 23 percent of engineers and managers in water utilities are women.²⁰ Further, water utilities often do not attract women due to entrenched social norms and practices.

Resources that underscore the business case for gender equality in the water sector

- **Guide:** [Sustainable Water and Sanitation in Africa \(SUWASA\): A Tool for Mainstreaming Gender In Water Supply and Sanitation Services](#) (USAID)
- **Case Study:** [Women in Utilities: A Driving Force for Workforce Modernization](#) (World Bank Group)
- **Report/Study:** [Women in Water Utilities – Breaking Barriers](#) (World Bank)
- **Report/Study:** [The Untapped Resource: Gender and Diversity in the Water Workforce](#) (The International Water Association, IWA)
- **Report/Study:** [Tapping the Power of Inclusion and Diversity in Urban Water](#) (Water Services Association of Australia, WSAA)
- **Report/Study:** [Narrowing Gender Gaps in the Water and Sanitation Workforce](#) (World Bank Group)
- **Webinar:** [Diversity in the Water Workforce: Ensuring Gender Equality and Inclusion](#) (International Water Association, World Bank)

However, evidence shows that gender equality and the empowerment of women is crucial for the water sector. A study conducted by the World Bank showed that water projects are six to seven times more effective when women were involved than when they were not.²¹ Attracting more female candidates can bring numerous benefits to a company, including increased financial productivity, greater innovation, and improved customer satisfaction.²² Moreover, a gender-diverse workforce will improve performance, particularly if the company reflects the diverse and universal customer base as the one it serves in the

¹⁷ World Bank. (2019a). Women in Water Utilities: Breaking Barriers. Available at <https://openknowledge.worldbank.org/handle/10986/32319>

¹⁸ World Bank. (2019b). Women in Water Utilities: Breaking Barriers. Available at <https://www.worldbank.org/en/news/feature/2019/08/27/breaking-barriers>

¹⁹ Moulik, S.M. (2018). Inclusion in Water. Breaking down Barriers. Available at <https://blogs.worldbank.org/water/inclusion-water-breaking-down-barriers>

²⁰ The International Water Association (IWA). (2016). The Untapped Resource: Gender and Diversity in the Water Workforce. Available at https://www.iwa-network.org/wp-content/uploads/2016/08/The_Untapped_Resource_screen.pdf

²¹ The International Water Association (IWA). (2016). The Untapped Resource: Gender and Diversity in the Water Workforce. Available at https://www.iwa-network.org/wp-content/uploads/2016/08/The_Untapped_Resource_screen.pdf

²² World Bank. (2019a). Women in Water Utilities: Breaking Barriers. Available at <https://openknowledge.worldbank.org/handle/10986/32319>

water sector.²³ According to the International Water Association (IWA), “there exists a strong case to focus attention on encouraging, recruiting, training and retaining more women water professionals. From early education all the way up to leadership positions at major water utilities, the inclusion of women in the workforce will improve the business, for investors, regulators and customers alike.”²⁴

²³ The International Water Association (IWA). (2016). The Untapped Resource: Gender and Diversity in the Water Workforce. Available at https://www.iwa-network.org/wp-content/uploads/2016/08/The_Untapped_Resource_screen.pdf

²⁴ The International Water Association (IWA). (2016). The Untapped Resource: Gender and Diversity in the Water Workforce. Available at https://www.iwa-network.org/wp-content/uploads/2016/08/The_Untapped_Resource_screen.pdf

WHY INTERSECTIONALITY, DIVERSITY, AND INCLUSION MATTERS

While gender equality, diversity, and inclusion interventions all seek to address social exclusion, stereotyping, and discrimination, the focus of these concepts varies slightly. While anyone can be on the receiving end of disrespectful behavior, this should never be confused with systemic inequalities.

Gender is but one of many social identities that must be considered in an organization's journey towards equality. This framework encourages users to apply a thoughtful intersectional approach that recognizes the diversity of the workforce in order to promote equality and inclusion. The Employee Life Cycle can also be used to increase diversity and inclusion within an organization the same way it is used to increase gender equality in this framework.

Gender equality and diversity go hand-in-hand, and it is almost impossible for an organization to achieve its gender equality and diversity goals without using an intersectional approach. Within traditionally male-dominated workplaces, including utilities, disparities often stem from historical and cultural biases and preferences that are given to a group or individual because of their gender, race, ethnicity, religion, sexual orientation, educational backgrounds, work experience, or other social identity.

DEFINITIONS: GENDER EQUALITY, DIVERSITY, INCLUSION

- **Gender equality** concerns women and men, and it involves working with men and boys, women and girls to bring about changes in attitudes, behaviors, roles and responsibilities at home, in the workplace, and in the community. Genuine equality means more than parity in numbers or laws on the books; it means expanding freedoms and improving overall quality of life so that equality is achieved without sacrificing gains for males or females. (Source: USAID Gender Equality and Female Empowerment Policy 2012). Gender equity is the process of reaching equality. To ensure fairness, measures must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men and boys and girls from operating on a level playing field. (USAID, IGWG, 2009).
- **Diversity** is any dimension that can be used to differentiate groups and people from one another, and diversity interventions empower people by respecting and appreciating what makes them different in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. Diversity is about moving beyond tolerance towards valuing an individual or group for their differences ([Global Diversity Practice](#)).
- **Inclusion** is an organization's effort and practice of welcoming, socially accepting, valuing, and equitably treating groups or individuals from different backgrounds. These differences could be self-evident, such as national origin, age, race and ethnicity, religion/belief, gender, marital status and socioeconomic status or they could be more inherent, such as educational background, training, sector experience, organizational tenure, and even personality, such as introverts and extroverts. Inclusion often means a shift in an organization's mind-set and culture that has visible effects, such as participation in meetings, how offices are physically organized or access to particular facilities or information ([Global Diversity Practice](#)).

- **Intersectionality** describes the unique ways race, gender, class, ethnicity, sexual orientation, age, ability, status, education, profession, social status, and other social and demographic identities come together to inform peoples’ lived experiences. It is a framework to conceptualize and take a situational approach to experiences of discrimination or opportunities people face. Intersectionality recognizes that so called identity markers (e.g. “woman” and “black”) do not exist independently of each other, and that each informs the others, often creating a complex convergence of disadvantage.^{25/26}
- **Micro-inequities** describes small events of unfair behavior or the various ways in which people are overlooked or ignored based on unchangeable characteristics. Micro-inequities are mostly directed at people with less power, such as women, people of color, people with childcare duties, people with special needs, people within a certain age group or less economic power. [Read more on the subtle power of micro-inequities.](#)
- **Stereotypes** are standardized mental pictures that are held in common for members of a group and that represent an oversimplified opinion, prejudiced attitude, or uncritical judgment. (Source: [Merriam-Webster](#)).
- **Unconscious bias** describes positive or negative tendencies of favoring or disliking people or groups of people. Most common biases are:
 - **Affinity Bias** is a tendency to favor people who are like us.
 - **Halo effect** is a tendency to think that a person is skilled out of sympathy.
 - **Perception bias** is a belief about a person or group of people based on stereotypes and assumptions.

The glass ceiling, glass cliff, and sticky floor describe some of the impeding dynamics created by diversity dimensions. For example, the McKinsey & Company and LeanIn “Women in the Workplace Report” demonstrates that cracking the glass ceiling and reaching C-suite levels in a corporation is hard for women, but even harder for women of color. In 2019 women represented 18 percent of C-suite executives, but women of color represented only 4 percent. Both groups have significantly lower representation compared to white men, with 68 percent representation, and men of color with 10 percent.²⁷ This illustrates how discrimination and inequities related to one diversity dimension become even more severe when additional dimensions are added.

Imagine a young, single mother with three children and a non-technical educational background in a male-dominated industry. She may be able to progress and succeed despite these dimensions, but her starting position will be more challenging than the starting position of others with characteristics held by those already in power. Regional context, culture, tradition, religion, as well as the historic evolution of the identity of those in power strongly influence which dimensions are seen as favorable, and which create systemic disadvantages. While skin color may have disadvantages in one region, ethnic background, political affiliation, or socio-economic factors may create disadvantages in another.

²⁵ Hearn & Louvrier. (2015). Theories of Difference, Diversity, and Intersectionality: What Do They Bring to Diversity Management? Available at <https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199679805.001.0001/oxfordhb-9780199679805-e-28>

²⁶ YW Boston. (2017). What is intersectionality, and what does it have to do with me? Available at <https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-with-me/>

²⁷ McKinsey & Company and LeanIn. (2019). Women in the Workplace 2019. Available at https://wiw-report.s3.amazonaws.com/Women_in_the_Workplace_2019.pdf

Research from the US and other OECD countries showed that companies with 20 percent or more women in leadership roles tended to significantly outperform companies with less than 20 percent women.²⁸ Complimenting this, new research conducted by the Foreign Policy includes data from 15 countries, including Nigeria, South Africa, India, and Brazil, alongside OECD countries found that diversity matters for the bottom-line in male-dominated industries globally.²⁹

The diversity dimensions model below, adapted from Loden and Rosener (1990),³⁰ organizes different identity markers in four main layers (internal, external, organizational, and cultural). It recognizes that each individual comprises all of these dimensions, which can lead to exclusion or inclusion depending on the dominant characteristics in an organization. Given the evolution of society and culture since the inception of this model, including new technologies, increased global connectedness, and increased mobility, the model reflected here has been significantly updated, including the addition of the fourth layer.

Companies' value systems and HR approaches are influenced by these changes, which have also evolved generationally. For example, Deloitte focuses their research on the transformation of diversity and inclusion through the influence of millennials, who are the largest generation in the world with over 75 million people. Millennials will comprise 75 percent of the workforce by 2025.³¹ This group tends to define diversity beyond demographic characteristics, such as cognitive diversity and variety of experiences and perspectives that each individual brings to the table, compared to Gen X and Boomers, who typically define diversity along more traditional measures (e.g., gender, race, ethnicity). Compared to earlier generations, millennials emphasize inclusion as fundamental to the way that companies do business and is an increasingly important factor for companies, as millennials tend to change jobs more frequently than the generations before.

Glass ceiling is a metaphor referring to an artificial barrier that prevents women and minorities from being promoted to managerial- and executive-level positions within an organization. (Read more on the limiting effects of the glass ceiling [here](#))

Sticky floor is a metaphor sometimes used to convey the difficulties that disadvantaged groups experience in moving from the bottom of the organizational hierarchy. It focuses attention on the first stage of progression where discrimination can be experienced. ([Oxford Reference](#))

Glass Cliff refers to a phenomenon wherein women or members of minority groups tend to be promoted to positions of power during times of crises, when failure is more likely. ([Investopedia](#))

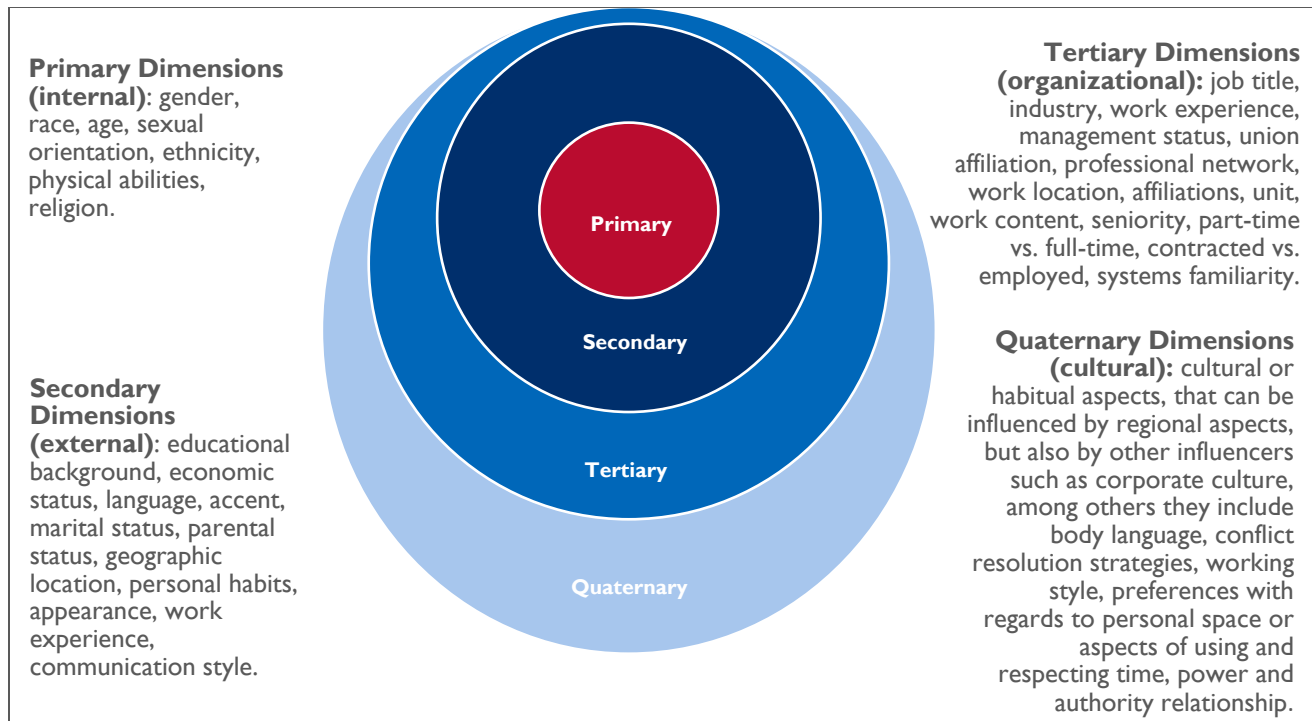
Read more on the subtle mechanisms of exclusion in [Handbook on Gender and Organizational Change](#)

²⁸ McKinsey & Company. (2020). Diversity Wins: How Inclusion Matters. Available at <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Diversity%20and%20Inclusion/Diversity%20wins%20How%20inclusion%20matters/Diversity-wins-How-inclusion-matters-vF.pdf>

²⁹ McKinsey & Company. (2020). Diversity Wins: How Inclusion Matters. Available at <https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Diversity%20and%20Inclusion/Diversity%20wins%20How%20inclusion%20matters/Diversity-wins-How-inclusion-matters-vF.pdf>; FP Analytics. (2020). Women as Levers of Change. Available at <https://womensleversofchange.com>

³⁰ Loden and Rosener's "Workforce America! Managing Employee Diversity as a Vital Resource", published in 1990 by McGraw-Hill Professional Publishing, developed a [framework for analyzing dimensions of diversity](#) within individuals and institutions and is still the foundation for diversity and inclusion within workforce approaches today.

³¹ DeHaas, D.L., Bachus, B. & Horn, E. (2017). Unleashing the power of inclusion: Attracting and engaging the evolving workforce. Available at <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-about-deloitte-unleashing-power-of-inclusion.pdf>



These diversity dimensions are used to describe and recognize that differences exist between individuals. Inclusion is born from recognizing and honoring these differences by designing and implementing active, intentional, and ongoing engagement with diversity to leverage it as a benefit for an organization. With an inclusion approach people’s differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters and they are able to perform to their full potential.³²

³² Chartered Institute of Personnel and Development (CIPD). (2020). Diversity and inclusion in the workplace. Available at <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet>

Although this best practices framework focuses explicitly on gender equality as the main entry point, the vast majority of these best practices, approaches, and resources may be used to support intersectional and inclusive approaches within the workplace more broadly. Therefore, throughout the best practices framework, language is used to remind users to apply best practices through both an intersectional and diversity and inclusion lens. In addition to resources that are embedded throughout the framework, the resources below explicitly support increasing diversity and inclusion.

Additional Resources to Support Increasing Diversity and Inclusion within Male-Dominated Workplaces

Diversity and Inclusion in the Workplace

- **Guide:** [Driving diversity and inclusion in firms \(AICPA\)](#)
- **Guide:** [How To Build An Inclusive Workplace \(JUMP\)](#)
- **Guide:** [A Step-by-Step Guide to Cultivating Diversity and Inclusion Part 1: 50+ Ideas \(Lever\)](#)
- **Report/Study:** [Diversity wins: How inclusion matters \(McKinsey & Company\)](#)
- **Report/Study:** [Delivering through diversity \(McKinsey & Company\)](#)
- **Report/Study:** [Unleashing the Power of Inclusion \(Deloitte\)](#)
- **Article:** [What is Unconscious Bias in the Workplace \(Engage in Learning\)](#)
- **Article:** [Leaders in Diversity and Inclusion: 5 Lessons From Top Global Companies \(Aperian Global\)](#)

Hiring Practices to increase Diversity

- **Guide:** [A Step-By-Step Guide to Preventing Discrimination in Recruitment \(Australian Human Rights Commission\)](#)
- **Guide:** [A Toolkit for Recruiting and Hiring a More Diverse Workforce \(University of California, Berkeley\)](#)
- **Guide:** [A Guide to Conducting Behavioral Interviews with Early Career Job Candidates \(Society for Human Resource Management\)](#)
- **Guide:** [How To Conduct a Behavioral Interview \(Glassdoor\)](#)
- **Tool:** [Checklist for Diversity Hiring Process \(Process Street\)](#)
- **Tool:** [Diversity and Inclusion Checklist Generator \(Michael Page\)](#)
- **Article:** [10 Ways to Attract and Hire Diverse Candidates \(TalentLyft\)](#)
- **Article:** [How To Alter Your Hiring Practices To Increase Diversity \(Forbes\)](#)
- **Article:** [Diversity Hiring: 6 Steps to Hiring More Diverse Candidates \(Ideal\)](#)
- **Article:** [5 Vital Workplace Diversity Metrics & How to Use Them \(iDashboards\)](#)
- **Article:** [5 Must-Do's for Writing Inclusive Job Descriptions \(LinkedIn\)](#)
- **Article:** [An inclusive workplace begins with the wording of job ads \(BBVA\)](#)

USING THIS FRAMEWORK TO ADDRESS GENDER EQUALITY, DIVERSITY, AND INCLUSION IN TIMES OF CRISIS

This version of the framework was released in January 2021, following a remarkable and impactful year for nations, organizations, and individuals universally impacted by the COVID-19 pandemic. The global pandemic caused by COVID-19 has created major disruptions in the social and economic sphere. It was a unique experience as this crisis “hit” almost all nations at the same time and there was no escaping impact.

The situation required immediate disaster response planning, swift solutions, and an immediate need to adapt organizationally processes so that workforces could continue operating and delivering essential services to communities globally. Although the impacts have been staggering for individuals, governments, and companies, it has also created opportunities for companies to become more resilient, prepare for a “new normal,” and strengthen disaster response planning.

This framework provides workplace leaders and change agents with tools and resources to increase gender equality, diversity, and inclusion within their organizations. COVID-19 has forced leaders and change agents to reflect on their ability to manage competing priorities in times of crisis. *How can an organization’s gender equality, diversity, inclusion, and other mission-driven efforts be kept alive when the economic survival of the company is at risk?* There is a risk that equality and inclusion efforts may recede as a strategic priority for organizations in times of crises. Paradoxically, achieving equality and inclusion may be strategic in building an organization’s resilience during times of crisis.³³

This chapter outlines risks to gender equality, diversity, and inclusion during times of crises, opportunities that arise to realign these as strategic priorities, and the benefits of including these priorities as integral parts of disaster planning.

RISKS TO GENDER EQUALITY, DIVERSITY, AND INCLUSION DURING CRISIS

An organization must reflect on how to continue prioritizing gender equality, diversity, and inclusion during times of crisis, and to ensure that ad hoc crisis response measures will not negatively or disproportionately impact women or men.

I. Direct negative impacts of disaster response on women or men, including layoffs

Due to massive demand decreases during COVID-19 as industrial customers were shuttered and non-essential businesses were closed, many essential service providers, such as electricity and water utilities, began preparing for worst case scenarios. Many utilities responded by reducing working hours for their staff, implementing hiring freezes, and reducing training initiatives. Others began preparing for layoffs should the situation require more drastic measures. The International Labor Organization (ILO) estimates there will be a total of 25 million jobs lost globally as a result of COVID-19.³⁴

³³ Dolan, K. et al. (2020). Diversity still matters. Available at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters>

³⁴ International Labour Organization (ILO). (2020). COVID-19: Protecting workers in the workplace. Available at https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_738742/lang--en/index.htm

In response to an April 2020 survey of utilities by PWC, power and utility companies cited the following as their top three concerns in respect to COVID-19:³⁵

- Financial impact, including effects on results of operations, future periods, liquidity and capital resources (71 percent).
- Fear of a global recession following the event (64 percent).
- Effects on workforce and reduction in productivity (41 percent).

Many of the COVID-19 pandemic impacts have disproportionately impacted women. Women are more likely than men to work in low-paying, insecure, and informal jobs. Women also take a larger share of unpaid work, and are more likely the victims of domestic violence amidst increased economic and social tensions.³⁶ When companies downsize, female-dominated roles—including office jobs and general function roles—are most vulnerable, and diversity is often no longer a priority.³⁷ In the electricity, gas, water and waste sectors, McKinsey predicts that the most layoffs due to COVID-19 will be felt among sales workers, who are very often women.³⁸ There is growing concern that gender inequalities around the world will increase, rolling back progress on gender equality and the Sustainable Development Goals.³⁹ McKinsey & Company and LeanIn indicated that “the COVID-19 crisis could erase all the gains we’ve made over the past years since two million women are considering taking a leave of absence or leaving the workforce altogether.”⁴⁰

2. Unequal women’s representation in disaster response planning

Women are often overlooked as stakeholders and decision-makers in disaster response planning. According to a study by CARE undertaken in 30 countries globally in June 2020:⁴¹

- Women only comprised 24 percent of national-level disaster response committee members;
- 25 percent of countries had no gender-specific response plans;
- 54 percent of countries did not counteract gender-based violence, even though it was known that during times of lock-down the gender-based violence increased significantly; and

³⁵ PwC. (n.d.). COVID-19: What it means for the power and utilities industry. Available at <https://www.pwc.com/us/en/library/covid-19/how-covid-19-is-impacting-power-and-utilities.html>

³⁶ Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The impact of the coronavirus pandemic on gender equality. Available at <https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality>

³⁷ Kalev, A. (2016). How “Neutral” Layoffs Disproportionately Affect Women and Minorities. Available at <https://hbr.org/2016/07/how-neutral-layoffs-disproportionately-affect-women-and-minorities>; Catalyst. (2020). Coronavirus Layoffs Could Erase Many of Women’s Workplace Gains. Available at <https://www.catalyst.org/2020/03/26/coronavirus-layoffs-could-erase-many-of-womens-workplace-gains/>

³⁸ Fine, D. et al. (2020). How to rebuild and reimagine jobs amid the coronavirus crisis. Available at <https://www.mckinsey.com/industries/public-sector/our-insights/how-to-rebuild-and-reimagine-jobs-amid-the-coronavirus-crisis>

³⁹ UN Global Compact. (n.d.). COVID-19: How Businesses Can Support Women in Times of Crisis. Available at <https://unglobalcompact.org/academy/how-business-can-support-women-in-times-of-crisis>

⁴⁰ McKinsey & Company and LeanIn.Org. (2020). Women in the Workplace 2020. Available at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

⁴¹ CARE. (2020). The Absence of Women in COVID-19 Response. Available at https://www.care-international.org/files/files/CARE_COVID-19-womens-leadership-report_June-2020.pdf

- There was a direct correlation between absence of women in the response planning and a failure in considering gendered implications.

3. Negative gender inequality impacts resulting from well-intended measures

Amid the fear and uncertainty of COVID-19 companies followed through with purpose statements, eliminated bureaucracy, and empowered previously untested leaders with big responsibilities. Companies “turbocharged” decision making to adopt new forms of working that would help employees reconcile work-life and family-life.⁴² In response to the pandemic, many businesses were adopting work-from-home and telecommuting options on a wide scale for the first time as a response to social distancing requirements, and in an effort to keep employees and customers safe.

While new policies—like flexible work options—are welcome developments in times of crisis, they can create unintended and negative impacts when they are not rolled-out thoughtfully. Implementing flexible work options for employees requires changes in leadership, management style, and corporate culture, which often takes time (see the [Benefits](#) best practice on flexible working). Managers must change the way they assign tasks, assess performance, and learn to trust that employees are working when they are at home.

The Engendering Utilities program anecdotally observed that, during the start of the COVID-19 pandemic, some electricity utilities granted work-from-home flexibility to more women than men, partly because more men operate field jobs and partly because utilities wanted to be more protective towards women than men. The unintentional, unanticipated, and adverse effect was that some individuals who were working from home became invisible. Managers did not assign important tasks to them, were uncertain about their performance, and some utilities report that staff “disappeared” for three or four months. This can, over the long-term, create negative implications for career progression and also put those who are invisible at higher risk for layoffs (e.g., when companies start downsizing based on performance evaluations during this period).

During this unprecedented time, schools and daycare centers closed, and grandparents were discouraged from providing childcare due to the risk of exposure to the virus. With limited childcare options, working from home has required parents to juggle work while being responsive to family demands and educating their children. Both women and men have been challenged to take on more home-care duties and support their children with virtual learning and homework.⁴³

Finally, this period of time has increased and exacerbated gender-based violence, including domestic violence, which has disproportionately impacted women and children. Factors for this increase were uncertainty-related stress, loss of jobs and income, economic stress, social isolation, lack of access to support mechanisms, lock-down measures resulting in exposure to abusers without escape options, and reduced mobility.⁴⁴

⁴² McKinsey & Company. (n.d.). Reimagining the post-pandemic organization. Available at <https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-post-pandemic-organization>

⁴³ Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The impact of the coronavirus pandemic on gender equality. Available at <https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality>

⁴⁴ O'Donnell, M., Peterman, A. & Potts, A. (2020). A Gender Lens on COVID-19: Pandemics and Violence against Women and Children. Available at <https://www.cgdev.org/blog/gender-lens-covid-19-pandemics-and-violence-against-women-and-children>; UNFPA. (2020). Gender Equality and Addressing Gender-based Violence (GBV) and Coronavirus Disease (COVID-19) Prevention, Protection and

4. Deprioritization of gender equality, diversity and inclusion initiatives

Gender equality, diversity, and inclusion efforts are often put on hold as companies prioritize what is viewed as their most pressing basic needs. These needs may include putting in place urgent measures to adapt to new ways of working, consolidating workforce capacity, and maintaining productivity.⁴⁵ Although this shift in priority seems justified in the moment, the long-term impacts may stall and roll-back gains made toward organizational gender equality gains, diversity, and inclusion. This may ultimately undermine the company's resilience to future crises and disasters because companies with greater gender equality and diversity fare better during times of crisis. Companies with gender diverse boards are known to outperform those with no women during times of crisis or volatility.⁴⁶ A study also found that female leaders outscored men on most leadership competencies during COVID-19 such as taking initiative, learning agility, inspiring and motivating others, and more.⁴⁷

OPPORTUNITIES TO STRENGTHEN GENDER EQUALITY, DIVERSITY, AND INCLUSION DURING TIMES OF CRISIS: THE SILVER LININGS

Despite the challenges, these unprecedented times have offered new opportunities to support gender equality and resilience in families and businesses. Strengthening gender equality will not only protect a company against future crises, but it also ensures a company can retain critical female talent and build back better. Research shows that companies with strong female representation in leadership are 50 percent more likely to outperform others without female leadership.⁴⁸ While COVID-19 has caused many women to reduce their hours or drop out of the workforce entirely, companies can help reverse these trends to ensure future resilience, retention of talent, and improved business outcomes. If companies rise to the occasion with bold action, they can protect hard-won gains in gender equality and diversity and lay the foundation for a better workplace long after COVID-19 is behind us.⁴⁹

I. Companies with a strong business case for gender equality have continued and ramped up their gender equality efforts

One of the fundamental principles of the Engendering Utilities program is the development of a utility-specific business case that articulates how gender equality will improve company performance. (see also the employee life cycle phase Corporate Culture and Leadership). During the COVID-19 pandemic,

Response. Available at <https://www.unfpa.org/resources/gender-equality-and-addressing-gender-based-violence-gbv-and-coronavirus-disease-covid-19>

⁴⁵ Dolan, K. et al. (2020). Diversity still matters. Available at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters>

⁴⁶ Credit Suisse Research Institute. 2016. "The CS Gender 3000: The Reward for Change." Available at: <http://publications.creditsuisse.com/tasks/render/file/index.cfm?fileid=5A7755E1-EFDD-1973-A0B5C54AFF3FB0AE>

⁴⁷ Folkman, Joseph and Zenger, Jack. (2020). Research: Women Are Better Leaders During a Crisis. Harvard Business Review. Available at https://hbr.org/2020/12/research-women-are-better-leaders-during-a-crisis?utm_medium=email&utm_source=newsletter_weekly&utm_campaign=weeklyhotlist_not_activesubs&deliveryName=DM113092&fbclid=IwAR2FtiGjSQti62-tHXTRIsXMYzHhTXRC8mejcmxqUq0eaRa7WD6E2X-yutA

⁴⁸ McKinsey & Company and LeanIn.Org. (2020). Women in the Workplace 2020. Available at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

⁴⁹ McKinsey & Company and LeanIn.Org. (2020). Women in the Workplace 2020. Available at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

Engendering Utilities observed that partner utilities with a business case for gender equality continued to implement strategic gender equality approaches and interventions. In fact, these utilities **increased** their gender equality efforts during COVID-19, creating related strategies and policies and preparing interventions to begin after the lockdown. Because of what they've learned during their participation in Engendering Utilities, these utilities are confident that this focus will help them to be more resilient in the future to better-tackle unforeseen crises and challenges.

Ultimately, gender equality, diversity, and inclusion are critical for business recovery, resilience, and reimagination.⁵⁰ The reality is that companies who do not let up on their gender equality, diversity, and inclusion efforts bounce back from recessions best. A 2019 study that reviewed publicly-traded companies before, during, and after the 2009 Great Recession found that the financials of companies that maintained a diverse and inclusive environment flourished while those that didn't saw precipitous declines.⁵¹

Therefore, it is in the businesses interest of companies to maintain gender equality, diversity, and inclusion as a priority for increasing resilience to prepare for the challenges of the future. It is critical to consider the bigger picture and to keep the long-term vision in mind. More diversity and inclusion will help any organization to be prepared for changes that the COVID-19 pandemic and future crises may create. Firms that choose to capitalize on these underlying changes will succeed and the ones that do not will be disrupted.⁵²

2. New work-life balance requirements shifting the gender equality paradigm

This crisis has also catalyzed a tangible shift in gender norms, which has forced fathers—including managers and CEOs—to better understand the childcare needs of their own families. The crisis has resulted in some fathers becoming the primary childcare provider of the family; a shift that has the potential to alter gender norms in the long term.⁵³ Some men are experiencing the challenges and demands of balancing work and family responsibilities for kids for the first time. The fact that more men are now engaged in fulfilling domestic duties for an extended period of time has the potential to create a sea change in gender norms—at home and at work. Men who are working remotely during the pandemic are more likely to appreciate women's work-family responsibilities, understand the value of flexible work arrangements, appreciate the benefits of relationships with work colleagues, and model more equitable work-family gender roles for their children.⁵⁴

If the new work-from-home arrangements persist, they will disproportionately benefit working women, who struggle to combine their careers with childcare needs. Indeed, Goldin (2010) identifies lack of

⁵⁰ Dolan, K. et al. (2020). Diversity still matters. Available at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-still-matters>

⁵¹ Gerkovich, P. (n.d.). Want to Thrive Through Crisis? Focus on Diversity & Inclusion. Available at <https://neuroleadership.com/your-brain-at-work/focus-diversity-inclusion-during-crisis>

⁵² Mudassir, H. (2020). COVID-19 Will Fuel the Next Wave of Innovation. Available at <https://www.entrepreneur.com/article/347669>

⁵³ Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The impact of the coronavirus pandemic on gender equality. Available at <https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality>

⁵⁴ Smith, D.G. & Johnson, W.B. (2020). Gender Equity Starts in the Home. Available at <https://hbr.org/2020/05/gender-equity-starts-in-the-home>

flexible work arrangements, especially in business and financial services jobs, as one of the biggest remaining sources of the gender pay gap.⁵⁵

Women with equal partners at home are more successful at work,⁵⁶ can focus more on their job duties, and take advantage of career opportunities. Fathers who participate equally in domestic duties are able to model gender equality for their children, which helps them develop career aspirations that are not as bound by gender stereotypes, as well as shapes their future expectations for equality at home and work. Also, taking over these responsibilities makes them better allies, and in some cases they become champions for gender equality at the workplace who will advocate for equality. Additionally, when men opt for flexible work arrangements, they add to the normalcy of using a range of options to achieve better work-life balance.⁵⁷

ACTIONS COMPANIES CAN TAKE TO IMPROVE RESILIENCE BY PRIORITIZING GENDER EQUALITY, DIVERSITY, AND INCLUSION

What can businesses do to continue prioritizing gender equality, diversity, and inclusion during times of crisis and avoid disproportionate impacts on women and other minority groups?

Create inclusive gender response plans and measures:⁵⁸

- Apply a gender and diversity lens to all decision-making to ensure any budget, planning, cuts, or other support considers the short-term and long-term differential impact on individuals and the organization. Consider alternative solutions, especially when it comes to layoffs.
- Ensure new planned policies do not create adverse effects for women or others with diverse social identities, such as work-from-home options that decrease visibility and opportunities for challenging assignments, or safety measures limiting women's ability to perform.

⁵⁵ Alon, T., Doepke, M., Olmstead-Rumsey, J. & Tertilt, M. (2020). The impact of the coronavirus pandemic on gender equality. Available at <https://voxeu.org/article/impact-coronavirus-pandemic-gender-equality>

⁵⁶ Smith, D.G. & Johnson, W.B. (2020). Gender Equity Starts in the Home. Available at <https://hbr.org/2020/05/gender-equity-starts-in-the-home>

⁵⁷ Smith, D.G. & Johnson, W.B. (2020). Gender Equity Starts in the Home. Available at <https://hbr.org/2020/05/gender-equity-starts-in-the-home>

⁵⁸ Developed based on several sources including the following:

Women's Empowerment Principles. (2020). COVID-19 and Gender Equality: A call to action for the private sector. Available at https://www.weps.org/sites/default/files/2020-04/WEPS%20COVID-19_Updated%209%20April_%20Final.pdf

UN Global Compact. (n.d.). COVID-19: How Businesses Can Support Women in Times of Crisis. Available at <https://unglobalcompact.org/academy/how-business-can-support-women-in-times-of-crisis>

World Bank Group. (2020). Gender Dimensions of the COVID-19 Pandemic. Available at <http://documents1.worldbank.org/curated/en/618731587147227244/pdf/Gender-Dimensions-of-the-COVID-19-Pandemic.pdf>

UN Women. (2020). Guidance for Action: Gender-Sensitive Private Sector Response to COVID-19 for Accelerated and Inclusive Economic Recovery. Available at <https://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2020/04/guidance%20for%20action%20private-sector-f.pdf?la=en&vs=5155>

UNDP. (2020). UNDP Gender and Recovery Toolkit. Available at <https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-and-recovery-toolkit.html>

- Draft a formal crisis response or plan to communicate both internally and externally that supporting and including women at this time is a priority.
- Ensure women and others with diverse social identities are equally represented in crisis task forces and response teams, and all decisions related to the workplace, as both participants and leaders.
- Survey employees' needs to learn what their greatest stressors are as a result of the crisis and ensure women and other minority groups are equally included with data disaggregated by sex and other characteristics.
- Consult women and other minority groups, both as employees and customers, when making decisions and drafting plans to respond to a crisis to ensure that their greatest challenges are understood and that their inputs are meaningfully included in the organization's response.
- Consider how female and minority customers or other end users are disproportionately affected by the crisis and ensure that responses are equitable so that current inequalities are not exacerbated.
- Support female and minority customers by implementing temporary measures such as suspending payments, implementing safe delivery options, distributing home health kits, etc.

Ensure measures will not create adverse effects

- Support working parents, and keep in mind that the majority of unpaid care work falls on women. Men can be motivated to support women to reconcile work-life and family-life.
- Allow flexible work schedules and home-based work, while recognizing the need for childcare and provision of support mechanisms (e.g., hotlines or childcare support) for those who struggle due to insufficient working conditions or social challenges.
- Develop a plan to account for the impacts of work from home during performance reviews – in most cases performance criteria set before COVID-19 may no longer be appropriate – especially for women who had childcare responsibilities at home. Ensure they will not get punished for being “absent.”
- Support mental well-being of employees in times of crisis. Share domestic violence resources with all employees or find ways for women to report cases of domestic violence. Offer mental or psychological support virtually through psychologists or other form of coaching and/or regular check-ins with the entire team.

Ensure gender equality, diversity, and inclusion are still a priority

- Ensure gender equality, diversity, and inclusion initiatives continue during times of crisis. This could include continuing to make progress towards strategy and policy development, and developing interventions and activities, even if these need to be implemented at a later date.
- Recognize employees (with an equal number of women) on public channels/company-wide to boost morale and emphasize the importance of the roles women and others play at the company.
- Publicly commit to taking a gender equitable and inclusive approach to the response and recovery strategy by addressing the socioeconomic impact on women and girls. Ensure female-dominated supply chains are supported and paid and find additional ways to continue the business relationship.
- As a corporate social responsibility (CSR) measure, suspend service payments for vulnerable customers, especially female-headed households (e.g., electricity or water utility bills).

Tools and Resources to Address Gender Equality, Diversity, and Inclusion in Crisis

Surveying Employee Needs: Social Suite offers a free [COVID-19 Social Impact assessment](#) to help companies identify the biggest stressors on their employees

Scenario Planning: Salesforce created a [tool](#) that helps organizations plan out one to three-year potential scenarios to plan a coordinated response to the crisis

Other Resources

- **Guide:** [Gender and Recovery Toolkit](#) (UNDP)
- **Guide:** [COVID-19 and gender equality. A call to action for the private sector](#) (Women's Empowerment Principles)
- **Guide:** [Family-friendly policies and other good workplace practices in the context of COVID-19](#) (UNICEF)
- **Course/E-learning:** [Skills and Practices for Leaders](#) (USAID)
- **Example:** [Gender Equality & Social Inclusion in the Time of COVID-19 Resource Hub](#) (Equilo)
- **Report/Study:** [Women in the Workplace 2020](#) (McKinsey & Company and LeanIn)
- **Report/Study:** [Diversity still matters](#) (McKinsey & Company)
- **Report/Study:** [Guidance for Action: Gender Sensitive Private Sector Response to COVID-19 for Accelerated and Inclusive Economic Recovery](#) (UN Women)
- **Report/Study:** [The impact of the coronavirus pandemic on gender equality](#) (Alon et al.)
- **Report/Study:** [Building Emergency Planning Scenarios for Viral Pandemics](#) (University College London)
- **Article:** [Want to Thrive Through Crisis? Focus on Diversity & Inclusion](#) (NeuroLeadership Institute)
- **Article:** [COVID-19: How business can support women in times of crisis](#) (UN Global Compact)
- **Article:** [Gender equity starts in the home](#) (Harvard Business Review)
- **Article:** [Re-imagining the post-pandemic organization](#) (McKinsey & Company)
- **Article:** [COVID-19 Will Fuel the Next Wave of Innovation](#) (Entrepreneur)

HOW TO USE THIS FRAMEWORK

The framework is divided into twelve sections, one for each of the eight employee life cycle phases and the four organizational enablers. Each section includes a description of the employee life cycle phase in general terms and is followed by a table of evidence-based best practices that can be implemented to improve gender equality. Each best practice is accompanied by the following:

- A description of the gender equality issues that are addressed by the best practice;
- Common implementation barriers;
- Definitions of success; and
- Links to resources and tools to help implement each best practice, denoting the resource type:
 - **Article:** short piece of writing about a certain topic from a print or online newspaper, magazine, journal, or other publication;
 - **Award/Certificate:** organization or website where the reader can receive information and/or apply for an award/certificate;
 - **Case Study:** record of an experience or instance that provides detailed analysis to illustrate application of a practice, principle, or theory;
 - **Example:** company, website, initiative, campaign, index, policy or document that acts as an example for a best practice;
 - **Guide/Framework:** document that provides structure and/or guidance to lead users on how to approach thought and action a particular topic;
 - **Podcast:** digital audio/video file or recording, usually part of a themed series, that can be downloaded from a website to a media player or computer and provides information about a special topic;
 - **Report/Study:** in-depth document that provides observations and/or investigations, accompanied by a summary of key findings and recommendations about a particular topic.
 - **Tool:** hands-on/practical document that can be directly used to implement a best practice (e.g., readily available templates, interview or survey questions, checklists for processes, step-by-step instructions, etc.);
 - **Course/ E-learning/ Webinar:** in-person or online course or content that include explicit learning objectives, achieved via training and teaching the user at a guided or self-paced level on a certain topic, and sometimes accompanied by a certificate at successful conclusion;
 - **Training Resource/Tool:** resources/materials (e.g., presentations/recorded webinars, templates, videos, etc.) that can be used by the reader to conduct a training;
 - **Video:** resource that visually provides information about a topic (e.g., video explaining a topic, video of a speech/presentation, video of a panel discussion).

Resources provided in the tables are links to live websites. As organizations update their websites, original resources and URLs may not be available or may change over time. Static versions of most original resources in this guide are available on [Google Drive](#). As many resources and organizations evolve over time, these websites will also provide additional and new information and resources that you may find helpful.

There will likely be common challenges that arise for utilities implementing these best practices. Strategies to overcome these challenges should be developed early on to avoid common pitfalls.

Common challenges include the following:

- Lack of senior leadership buy-in;
- Lack of committed resources;
- Limited understanding of change management processes within the organization;
- Perceptions that utilities are places for only men to work;
- Existence of systemic unconscious bias; and
- Suppression of acknowledgement and/or reporting of gender-based violence (GBV) issues.
- Lack of female students studying relevant technical areas in schools;
- Lack of workplace indicators disaggregated by sex and utilization of disaggregated data in decision making; and
- Failure to articulate the benefits of gender equity to workers and to engage unions.

It is important to note that not all of these best practices may be applicable in all countries and regional context. Factors such as national and local labor laws and a company's internal policies should be taken into consideration when implementing this framework. Organizations using this framework should select the most appropriate best practices to address their organizational needs and use the tools associated with each best practice to guide their implementation.

In addition, as noted in the previous chapter regarding intersectionality, diversity, and inclusion, the vast majority of best practices can be applied to improve an organization's work on gender equality or another specific social identity dimension through a diversity and inclusion lens.

As a practical first step, organizations are encouraged to conduct a gender gap analysis, as defined in the glossary ([Appendix I](#)) to best understand where the most egregious gender gaps exist and to focus on implementing interventions that address the highest priority areas. Conducting additional analysis, such as a salary equity gap analysis, will also strengthen the organization's ability to select and adapt the most relevant and impactful interventions for their company's specific context. It is also highly recommended that organizations work with change management, HR, and/or gender specialists to assist in the selection, design, implementation and M&E of the best practices.

Throughout this framework, there are links to stories from energy utilities that illustrate the application of best practices with support from Engendering Utilities. These stories provide the reader of this framework with information about the challenges, the solutions, as well as the impacts and results of implementing a gender equity and organizational change management intervention throughout the Employee Life Cycle.

BEST PRACTICES FRAMEWORK

The following tables present the best practices across the eight phases of the Employee Life Cycle, followed by best practices within four organizational enablers.

BEST PRACTICES: EMPLOYEE LIFE CYCLE

ATTRACTION AND TALENT OUTREACH

Strategic and long-term approaches to broaden the talent pool by attracting and acquiring talent for future recruiting.

TABLE 1. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>ATTRACTION</p> <p>Prepare the company to be seen as inclusive for women with diverse social identities</p>	<p>Make sure the workplace is attractive for women and those with diverse social identities before starting to develop outreach programs, specific recruitment activities, or other activities to attract talent:</p> <ul style="list-style-type: none"> Clearly state diversity gender equality goals in corporate policy, vision, and mission statements and include them in external communication and outreach campaigns Specifically include employee development options, provisions for a safe and family-friendly workplace, and benefits⁵⁹ for employees with childcare duties in communication to different target groups Create women-friendly policies and improve corporate culture to become more inclusive and attractive place for women 	<p>Companies in historically male-dominated sectors have a reputation for being poor employers to women. They need to put extra effort to show their inclusiveness for women.</p> <p>Companies may need to undergo structural changes first to be seen as inclusive. This can take time.</p>	<p>Policies in place to promote the company as a good place for women and others with diverse social identities to work</p> <p>Staff composition, external appearance, and internal practices show that women and men with diverse identities can be equally successful within the company’s environment</p> <p>Company perceived by women as a good place to work, to be measured internally (e.g., by employee surveys, retention rate of women and people with childcare duties)</p> <p>Company perceived by external public as an employer of choice for women and men with diverse social identities (e.g., through positive worth of mouth, mentions in social media, employer evaluation platforms or other external recognition)</p>

⁵⁹ **BENEFITS.** Employee benefits are part of the total compensation package that includes all tangible return for an employee’s labor except for direct payment. Some benefits are mandatory, such as social security benefits, unemployment compensation, and workers’ compensation, while other benefits are discretionary, such as paid time off, health care, retirement, child care, employee discounts, club memberships, and financial assistance plans. (Source: [Resourcing edge, Human Resource Glossary](#))

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
Guide: Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)			
Guide: Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ (Wharton School of Business)			
Report/Study: Accelerating Progress in Gender Equity from the Inside Out (EY)			
Article: Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)			
<p>ATTRACTION</p> <p>Showcase company as a good place for women with diverse social identities to work</p>	<p>Showcase female role models with diverse social identities in external communication</p> <p>Support individuals in leadership positions to talk about advantages of having a more diverse workforce (e.g., in videos or articles on company website)</p> <p>Provide information to prospective job applicants on company efforts to maintain a welcoming inclusive women-friendly and equal opportunity work environment where women applicants and those with diverse social identities can grow their career</p> <p>Create a profile on various job and recruiting websites (e.g., <i>StepStone</i>, <i>Glassdoor</i>, <i>LinkedIn</i>, <i>Comparably</i>, etc.) and clearly state the importance of gender equality and D&I to the corporate brand; use real testimonials from female and male employees with diverse social identities to showcase the company's commitment</p>	<p>Potential applicants often have a negative perception of companies with a low percentage of women in the workforce, such as utilities that may be perceived as workplaces "appropriate" for only male staff, with heavy-duty, noisy and dirty jobs, with a culture where women may not feel comfortable or welcomed</p> <p>Showcasing the company as a good place to work may be a new concept for utilities and other companies with a strong technical focus and ingrained male-dominated culture</p>	<p>Company has stringent communication policies and practices highlighting female and male role models with diverse social identities on the website and in job platforms</p> <p>Increased interest in open positions from diverse target groups that reflect the customers served by the company</p> <p>Increased positive postings about the company in social media</p>
AVAILABLE RESOURCES AND TOOLS			
Example: Diversity and Inclusion - Women's Perspective (Shell Global)			
Example: #WeSeeEqual (Procter & Gamble)			
Award: Best Places to Work Awards (Comparably)			
Award: Great Place to Work (Great Place to Work Institute)			

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>ATTRACTION</p> <p>Inspire, motivate, and encourage young girls to study STEM⁶⁰ subjects and to strive for a career in STEM industries</p>	<p>Encourage young girls of different ages and with diverse social identities to consider STEM subjects and career paths by exposing them to technical jobs and routines, overcoming stereotypes through playful activities that may include targeted outreach activities, communication efforts, campaigns and presentations such as:</p> <ul style="list-style-type: none"> • Visit to kindergartens, primary/ secondary schools, and universities to spark young girls’ interest for STEM subjects and professions • Campaigns and events to expose girls to technical subjects using quizzes and gamification approaches • Company activities at International Girls Day or Bring-your-Daughter-to-work day (see above) • Feature female role models with diverse social identities in external communications • Organize science/ summer camps for girls, encouraging skills that underlie STEM studies such as curiosity, problem-solving, creativity, critical thinking and collaboration <p>Provide mentoring for girls by male and female staff with diverse social identities</p>	<p>Identification of suitable partners and related stakeholder management requires time</p> <p>Can be difficult to identify female role models and male champions who are skilled in effective communication with children</p> <p>Staff may face time constraints to dedicate time and be involved in activities</p> <p>Lack of creative ideas for suitable activities in the local context</p> <p>Safety concerns and regulations at company facilities may be a barrier that needs to be overcome</p>	<p>Contributions made to increase the talent pipeline of women with diverse social identities with STEM degrees entering the labor market, who serve as role models for other women and hence create a virtuous cycle that helps more girls enter the field</p> <p>Increased number of girls pursuing technical or STEM studies and careers filling up the talent pipeline</p> <p>Increased applications for open positions from female candidates with diverse social identities</p> <p>Reduced stereotypes and harmful beliefs held by girls that technical jobs are only suitable for men</p>

AVAILABLE RESOURCES AND TOOLS

Training Resource/Tool: [From Playdough to Plato - 40 STEM Activities for Kids](#) (Playdough to Plato)

Case Study: [In North Macedonia, the future is female: How a power utility is opening doors for girls and women](#) (USAID)

Case Study: [Eko Electricity Distribution Nigeria](#) (International Center for Research on Women, ICRW)

Example: [STEM Outreach: How Are We Changing the Conversation?](#) (All Together)

Article: [How To Get Young Girls Excited about a Career in STEM](#) (Forbes)

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>ATTRACTION</p> <p>Invite girls with diverse social identities to become familiar with the company</p>	<p>Invite children, especially daughters of employees, for a one-day event hosted at the company, such as “Bring Your Daughter to Work Day” or own event at “International Girls’ Day”</p> <p>Provide participants with information about the company business during the event, ensuring that they are engaged in a fun way in technical activities and topics to gain positive exposure to the company operations, that challenge current gender norms</p> <p>Expose them to female role models from technical areas and in leadership positions as well as to male champions communicating a strong message, that the organization is more than welcoming women from diverse backgrounds at all levels of the organization</p> <p>Prepare gender equitable and inclusive communication materials and participant giveaways, with positive imagery that challenge stereotypes of men and women</p>	<p>Effective and timely planning, including for promotion/ communication and activities are essential for success</p> <p>Selection and preparation of company staff who will interact with the girls is important, as they must act as credible role models and provide the right messaging</p> <p>Staff may face time constraints to dedicate time and be involved in activities</p> <p>Lack of creative ideas for suitable activities in the local context</p> <p>Safety concerns and regulations at company facilities may be a barrier that needs to be overcome</p> <p>Participation numbers may be low the first year (and typically increase consecutively) may demotivate staff</p>	<p>Number of participants with diverse social identities increases with repetition over consecutive years</p> <p>Employees report back stories and discussions, they experienced after the event with participating girls asking more questions and referencing topics brought to their attention</p> <p>Involved employees and girls provide positive feedback on the event</p> <p>Press coverage about the initiative enhances company’s image in the local community</p>
<p>AVAILABLE RESOURCES AND TOOLS</p> <p>Training Resource/Tool: From Playdough to Plato - 40 STEM Activities for Kids (Playdough to Plato)</p> <p>Example: STEM Classroom Activities & Resources (Shell USA)</p> <p>Example: Girls’ Day—Future Prospects for Girls (Competence Center Technology-Diversity-Equal Opportunities)</p> <p>Video: Girls’ Day—A really successful story! (Competence Center Technology-Diversity-Equal Opportunities)</p> <p>Case Study: In North Macedonia, the Future is Female: How a Power Utility is Opening Doors for Girls and Women (USAID)</p>			

⁶⁰ STEM. Science, technology, engineering, and mathematics.

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>TALENT OUTREACH</p> <p>Conduct outreach to educational institutions that leads to long-term attraction of female job candidates with diverse social identities</p>	<p>Analyze recruiting needs and societal/ educational gaps for recruiting female candidates with diverse social identities, and develop an outreach plan</p> <p>Develop relationships with engineering or STEM-related clubs at universities and give presentation to students about career opportunities</p> <p>Identify suitable educational institutions, from kindergarten through vocational training schools and universities, and develop outreach programs with administration and faculty using messages that:</p> <ul style="list-style-type: none"> • Inform students that company is an equal opportunity employer with varied opportunities • Highlight the company’s equal opportunity efforts, showcasing gender equality and D&I practices • Publicly encourage women to study STEM subjects to qualify them for technical careers <p>Offer scholarships⁶¹ to women and girls to study in STEM fields</p> <p>Reach out to parents and feeder schools to allay concerns and encourage female students to pursue careers in STEM</p> <p>Develop practical and fun campaigns and competitions to attract and expose girls to technical topics, such as an “Energy Academy” or online gamification approaches</p> <p>Send female and male managers to represent the company and discuss technical topics at summer camps, in kindergartens, and at other venues with kids and, in particular, young girls participating</p>	<p>Technical schools/universities may have low numbers of women as students registered in relevant courses of study</p> <p>School leadership may not demonstrate interest in targeting gender exclusion biases</p> <p>Organizations such as utilities may be seen as old-fashioned and male-dominated, so may not be attractive to young people, particularly women with diverse social identities</p> <p>Inherent perception that work in the industry is only field work or customer service and is therefore unappealing</p> <p>Utilities may have extremely limited financial and human resources to implement new outreach programs and data tracking systems</p>	<p>Girls and young women get exposure to technical jobs, are encouraged to pursue STEM studies and prepare for jobs/careers in utilities</p> <p>Company positions itself as an attractive employer for women and men</p> <p>Over the medium- and long-term, the number of women applying for internships and/or jobs increases from targeted schools</p> <p>Industry’s image is strengthened as an employer of choice for young women and men with diverse social identities beginning their careers</p>

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
Tool: Outreach and Recruitment Workplan to Attract and Engage Women Applicants (Jobs for the Future)			
Article: How to Approach Teaching Gender Equality to Boys and Girls (British Council)			
Case Study: In North Macedonia, the Future is Female: How a Power Utility is Opening Doors for Girls and Women (USAID)			
<p>TALENT OUTREACH</p> <p>Use internship programs to promote technical jobs and the company as an employer of choice for women and men with diverse social identities</p>	<p>Create meaningful internship programs which provide insights and positive experiences to students while exposing senior leadership within the company to high potential young women</p> <p>Ensure internship outreach communication to schools:</p> <ul style="list-style-type: none"> • States the company’s equal opportunity policy • Encourages women to apply and pursue STEM career • Includes equitable messaging in outreach to parents • Includes women role models from a variety of positions <p>Create high quality internship programs with clear structure and sufficient/ dedicated resources:</p> <ul style="list-style-type: none"> • Clear targets and quality standards for each internship • Orientation that shares company’s equity values • One person in charge of coordinating and promoting it at universities and schools • Intern supervisors trained to be aware of and eliminate gender bias in supervision and create a positive 	<p>Poor quality internship programs may have an adverse effect with unintended negative consequences, such as word spreading in education system about negative internship experiences (e.g., interns sometimes report that their internship program was ineffective or boring; they didn’t receive challenging tasks that helped them to grow; and that they had limited interactions with personnel)</p> <p>High quality intern management is required, with commitment to manager to spend the time required to support a positive internship experience, rather than viewing the management as an extra burden in addition to existing job duties</p> <p>Limited numbers of female students and bias from teachers and parents may limit the flow of information for internship opportunities to the primary target group of female students</p> <p>Legal framework and labor laws in countries may be unsupportive of internships</p>	<p>Women with diverse social identities from targeted educational institutions apply for internships in higher numbers</p> <p>Increased number of women accepted for internships in a wider variety of placements</p> <p>Increased number of women and men with diverse social identities are job applicants from internship pool</p> <p>Training for internship supervisors is expanded to include gender-equity and non-discriminatory practices</p> <p>Interns and instructors for interns report high satisfaction with internship program</p> <p>Female interns with diverse social identities show higher interest in working at the company and within the industry</p>

⁶¹ **Scholarship.** Award of financial aid for a student to further their education. Scholarships are awarded based upon various criteria, such as academic merit, diversity and inclusion, athletic skill, or financial need.

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>environment with clear instructions on managing interns</p> <ul style="list-style-type: none"> • Field and office-based internships equally accessible to women and men • Constant evaluation integrating feedback and suggestions from students, faculty, schools and company personnel <p>Provide guidance and coaching for instructors for internships to feel more comfortable leading/ managing young women</p> <p>Communicate targets and expectations to intern managers to ensure only employees with demonstrated leadership and capacity become intern managers</p>		
AVAILABLE RESOURCES AND TOOLS			
<p>Guide (incl. Sample Internship Job Description & Additional Resources): Shaping the Future of STEM: A Blueprint for Launching a High School STEM Internship Program (Abbott)</p> <p>Guide (incl. Sample Evaluation Forms): Starting and Maintaining a Quality Internship Program (Technology Council of Central Pennsylvania)</p> <p>Guide: Engineering Support Program (ESP): Internship Program For Afghan Women in Engineering and Architecture (USAID)</p> <p>Guide: Internship Program Plan (USAID)</p> <p>Report/Study (incl. Good Practice Examples): Making Apprenticeships Work for Young Women (Young Women’s Trust)</p>			
<p>TALENT OUTREACH</p> <p>Offer scholarships to female students with a focus on STEM subjects</p>	<p>Collaborate with STEM high schools or universities to support via scholarships talented female students with diverse social identities</p> <p>Provide scholarship opportunities to support their access to secondary and tertiary education, especially in regions where access is unequal for boys and girls</p> <p>Establish good relationships with educational institutions to ensure diverse candidate selection</p>	<p>Lack of infrastructure of schools to provide good quality technical education</p> <p>Mindset of teachers may not support equality and girls’ aspirations to study STEM field</p> <p>Expectations of sponsored girls needs to be managed and prepared to pursue other career paths as she may not be guaranteed a job</p> <p>Lack of time and company resources to provide additional mentoring, coaching or other relationship building to the girls may limit positive effect</p>	<p>Number of girls or women who successfully complete secondary, tertiary, and technical education increased</p> <p>Talented girls create a positive relationship with the company</p> <p>Perception of the company to be an employer of choice for women is increased</p> <p>Higher number of female candidates with the required skills and qualifications apply for open positions at the company</p> <p>Participants equipped to be successful in recruitment and assessment processes</p>

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Provide training on unconscious bias⁶² to educational staff to ensure the mindset of boys and girls is prepared to overcome cultural gender norms and stereotypes about suitability of certain professions</p> <p>Provide opportunities for sponsored girls to familiarize with the company and create a positive relationship, e.g., through inviting them to the company or through mentoring and coaching by company staff and through internship opportunities</p>	<p>Parents may not be supportive of daughter's higher education choice to study STEM/ pursue a technical career</p>	

AVAILABLE RESOURCES AND TOOLS

Example: [Scholarships](#) (Shell USA)

Article: [Intel Launches its Largest Women in Technology Program to date](#) (Intel Corporation)

TALENT OUTREACH			
<p>Offer supervision of master thesis or paid master thesis contract with a focus on female students</p>	<p>Identify topics of interest to the company that may be addressed through a master thesis project with a relevant cooperating university program with a focus on female students with diverse social identities (require university to include a minimum participation of 50% women in the program)</p> <p>Provide a well-trained and gender-aware mentor from the company who can serve as a role model while supporting the master thesis student during research and writing</p> <p>Selected mentors should include a good proportion of women from the technical fields</p> <p>Develop intro session or short training for master thesis mentors to ready them with</p>	<p>May be difficult to find suitable topics for a master thesis, acceptable to both the company and university faculty</p> <p>Mentors may be reluctant to interact with women students due to cultural norms and/or corporate culture</p> <p>Universities' awareness on the importance of including women students may be low</p> <p>Student may need intensive support and access to stakeholders within the company to be able to fulfil the assignment</p> <p>Required non-disclosure of some data can interfere with the validity of the research</p>	<p>Company establishes strong university relationship to source students from both genders with a minimum 50/50 sex ratio</p> <p>Company establishes positive image amongst students and especially young women - verified by higher numbers of students interested in having a master thesis contract</p> <p>Increased number of female student participants get exposure to core business topics important to the company</p> <p>Increased numbers of female student participants apply for open positions and are hired</p> <p>Increased number of company personnel volunteers to mentor women master thesis</p>

⁶² **UNCONSCIOUS BIAS.** Also known as implicit biases, they are underlying attitudes and stereotypes that people unconsciously attribute to another person or group of people. In the workplace, unconscious bias has an impact on recruitment decisions, employee development, impairing diversity and retention rates, as well as promoting a disconnected culture. (Source: [Built In. 12 Unconscious Bias Examples And How to Avoid Them in The Workplace](#))

TABLE I. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>mentoring soft skills and gender awareness to support young women</p> <p>Create high quality master thesis program with a clear structure and dedicate sufficient resources (see recommendations for mentorship programs)</p> <p>AVAILABLE RESOURCES AND TOOLS</p> <p>Example: Students and Starters (Vattenfall)</p>		<p>students and proactively ask for students to support business topics</p>
<p>TALENT OUTREACH</p> <p>Use mentorship⁶³ programs to promote technical jobs and the company as employer of choice</p>	<p>Create high quality mentorship programs for female students of different age groups (e.g., for high school students to attract them to technical studies or for university students in the technical fields to promote the company as an attractive place to work)</p> <p>Provide clear structure and dedicate sufficient resources including:</p> <ul style="list-style-type: none"> • Clear targets and quality standards for each mentorship program • One person in charge of coordinating the program, promoting it at universities and schools, and acting as point of contact for students, faculty and mentors • Mentors who are trained to be aware of and eliminate gender and diversity bias in supervision and who create a positive environment for women and men with diverse social identities with clear instructions on guiding mentees • Constant evaluation integrating feedback and suggestions from students, faculties, schools, and company personnel 	<p>Bad quality mentorship programs may have an adverse effect with unintended negative consequences</p> <p>Selection and matching of the right mentor is critical for success</p>	<p>Mentees show higher interest in working at the company and in the sector</p> <p>Mentoring relationships are sustainable, which can be seen in numbers and frequency of contacts between mentors and mentees</p> <p>Women with diverse social identities from targeted educational institutions apply for mentoring opportunities in higher numbers</p> <p>Increased number of women accepted for mentoring</p> <p>Increased number of female job applicants with diverse social identities from mentoring pool</p> <p>Training for mentoring supervisors is expanded to include gender equality, diversity, and non-discriminatory practices</p> <p>Mentoring candidates, women, and educational institutions report high satisfaction with quality of mentoring and target achievement</p>

⁶³ MENTORSHIP. Mentoring relationships are focused on the provision of emotional support and advice to help the protégé achieve greater subjective career outcomes e.g., improved job satisfaction. (Source: Workplace Gender Equality Agency Australian Government, Mentoring or Sponsorship?)

TABLE 1. ATTRACTION AND TALENT OUTREACH

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	Prioritize standardized selection and matching of mentors and mentees, integrating as many women from the company as possible, and providing a strong framework for mentors and mentees for orientation (e.g., mentoring topics and boundaries, expected frequency, and format of meetings)		

AVAILABLE RESOURCES AND TOOLS

Guide: [How to Start a High-Impact Mentoring Program](#) (Chronus)

Guide (incl. Evaluation Planning Worksheets & Sample Survey Questions): [Evaluating a Mentoring Program](#) (NCWIT)

Case Study: [In North Macedonia, the future is female: How a power utility is opening doors for girls and women](#) (USAID)

RECRUITING AND HIRING

Systematic processes that lead to hiring of new employees from a diverse pool of candidates.

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
RECRUITING Attract more diverse women candidates through inclusive job ads	Revise job descriptions and job ads to make them competency-based to reduce potential bias (e.g., demand certain skills instead of years of experience, and limit the number of mandatory qualifications required to apply) Create gender neutral job ads that do not use words more commonly associated with men or women, while encouraging women and men with diverse social identities to apply Use tools like the “Gender Decoder” or the “Check my Job” to check job descriptions for unconscious gender bias, length, and recruitment best practice Post job advertisements in a variety of media such as company career page, job and recruiting	Validating competency-based job descriptions is time-consuming Local languages may present a challenge for clearly worded job postings, particularly when different words are used for masculine and feminine nouns, like “engineer” Gender neutral and/or gender inclusive language may be viewed as an unimportant detail by the author of the job ad	Utilities adopt gender inclusive and neutral language and base job descriptions on validated competencies Notable increases in female candidates applying to open positions

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	websites, and LinkedIn, in order to reach more diverse women and men		
AVAILABLE RESOURCES AND TOOLS			
Case Study: Electricidade de Moçambique (EDM) Increases Women’s Participation in the Power Sector (USAID)			
Guide: Tips for Writing Better Job Ads (NCWIT)			
Guide: Checklist for Reducing Unconscious Bias in Job Descriptions/ Advertisements (NCWIT)			
Tool: Gender Decoder for Job Ads (Kat Matfield)			
Tool: Check my Job (Eploy)			
Article: Women Do Not Apply To ‘Male Sounding’ Job Postings (Science Daily)			
RECRUITING & HIRING	<p>Define targets for percentage of women, as well as women and men with diverse social identities, to be reached overall in the organization, and within different management levels and technical functions, with an aim to reach strategic equality and D&l targets and increase balance of women and men within different parts of the organization</p> <p>Conduct gender gap analysis⁶⁴ to use a data-driven approach for target setting, align targets with company or national strategy, develop a step-wise plan to reach ultimate target and communicate effectively on aim to reach in order to create buy-in within the organization</p> <p>Create a business case⁶⁵ supporting the set hiring targets for women and individuals with diverse social identities</p> <p>Become a signatory of an international agreement supporting gender parity, such as “Equal by 2030” or base your strategic approach on global movements such as the Women’s Empowerment Principles or the Sustainable Development Goals</p>	<p>Pool of diverse female candidates may be much smaller than pool of male candidates, which may make it challenging to use fair evaluation criteria to get the desired diversity results; this may require giving advantage to women with similar competencies as a man competing for the same role</p> <p>Long-term target setting may be counteracted by volatility of the industry or other factors of uncertainty (e.g., limited mandate periods of decision makers)</p> <p>Practices and workplace environment may not be ready to absorb newly hired women in a positive manner and may hinder women’s success</p> <p>Setting hiring targets or quotas may spur resistance and "affirmative action backlash" where men feel disadvantaged</p>	<p>Clear hiring targets are set for the short-, medium- and long-term and there is transparency in mechanisms to reach these targets</p> <p>Strong merit-based processes in place that guarantee women with diverse social identities can successfully perform in selection processes and can be hired</p> <p>Workplace environment shows a welcoming attitude towards newly hired women with diverse social identities and support their success</p> <p>Retention rate of women with diverse social identities after 1-2 years shows that the women feel well equipped for the positions and can be successful</p>

⁶⁴ **GAP ANALYSIS.** Process that compares actual performance or results with what was expected or desired. The method provides a way to identify suboptimal or missing strategies, structures, capabilities, processes, practices, technologies or skills, and then recommends steps that will help the company meet its goals. (Source: [Smartsheet, The Complete Guide to Gap Analysis](#))

⁶⁵ **BUSINESS CASE.** Type of decision-making tool used to determine the effects a particular decision will have on profitability. (Source: [Businessdictionary.com](#))

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	Develop structured approach to apply inclusive hiring and recruiting practices and to eliminate bias against women and others with diverse social identities in recruitment (see below)	by women and individuals with diverse social identities Lack of transparency can lead to stigmatization of the hired women as being “chosen for quotas only”	
AVAILABLE RESOURCES AND TOOLS			
Case Study: Electricidade de Moçambique (EDM) Increases Women’s Participation in the Power Sector (USAID)			
Guide: Developing a Business Case for Gender Equality (USAID)			
Guide: Target Setting for Gender Equality (USAID)			
Guide: Goal Setting for Gender Equality (USAID)			
Guide: Equal by 30 Signatory Toolkit (Clean Energy Education and Empowerment (C3E) Initiative)			
Tool: CEO Statement of Support for Women’s Empowerment Principles (United Nations Global Compact & UN Women)			
Tool: Outreach and Recruitment Workplan to Attract and Engage Women Applicants (Jobs for the Future)			
Example: Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)			
Report/Study: Diversity in Engineering: Managing the Workforce of the Future (Chapter: Affirmative Action Backlash) (National Academy of Engineering)			
Report/Study (incl. Case Studies): Backlash And Buy-In: Responding To The Challenges Of Achieving Gender Equality (MCC)			
Article: Evaluating Affirmative Backlash (The Harvard Crimson)			
Article: Seeking Women: 70+ Companies That Have Set Gender Diversity Targets (Forbes)			
RECRUITING Participate in (university) career fairs and regional job fairs to recruit qualified women with diverse social identities	Analyze recruiting needs and assess opportunities to intentionally reach out to female candidates with diverse social identities enrolled in relevant education programs at university career fairs or regional job fairs Prepare for attendance with female role models and male champions at the company, who can answer candidates’ questions on working	Follow-up with more in-depth selection process may be time-consuming and requires planning and intentionality High number of participating companies, time pressure, and limitations in setting (e.g., more and less favorable locations of exhibit stands) may limit opportunities to meet the right candidates	Number of career or job fairs with a positive hiring result increased Pool of female candidates for recruitment processes increased Number of women hired from targeted universities and job fairs increased, as indicated by data tracking system Positive correlation of touch points with female candidates, female candidates

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>environment and can create a positive perception with targeted candidates</p> <p>Use multiple channels for advertising before the event including engagement with partner institutions, key stakeholders and use of media consumed by target audience</p> <p>Develop job ads and informational material speaking to both women and men with diverse social identities (see above)</p> <p>Develop inclusive communication, interview and assessment process to facilitate follow-up</p> <p>Offer firsthand opportunities to experience technical tasks and get exposure to technical tools or equipment</p> <p>Highlight the company’s equal opportunity aims and efforts and provide information on company benefits</p>	<p>Cost for promotional materials, additional presence at plenary or as speaker, and better exhibit locations may become a limiting factor</p> <p>Competition and one-to-one comparison with other companies looking for similar skill sets</p>	<p>interested in open positions, and female candidates with diverse social identities hired</p>

AVAILABLE RESOURCES AND TOOLS

Tool: [Tip Sheet: Planning a Career Fair for Improving Women’s Access to Nontraditional Jobs](#) (Jobs for the Future)

Case Study: [In North Macedonia, the Future is Female: How a Power Utility is Opening Doors for Girls and Women](#) (USAID)

<p>RECRUITING & HIRING</p> <p>Apply equitable and inclusive recruitment and hiring practices</p>	<p>Design selection processes that reduce bias and improve chances for women with diverse social identities to be successful (e.g., pre-defining selection criteria and varied assessment methods to analyze different strengths, and using behavior-based interview techniques,⁶⁶ and structured instead of unstructured interviews)</p> <p>Develop assessment criteria valuing more diverse skill sets</p> <p>Establish diverse interview panels to reduce unconscious bias in the hiring process</p>	<p>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</p> <p>Managers may resist relinquishing their hiring power to a panel</p> <p>Expert coaching may be required to support revision of all related processes</p>	<p>In-depth candidate assessment and interview techniques such as behavior-based interview techniques are integrated into the selection process</p> <p>Interview panels have at least one suitable representative of each sex</p> <p>Greater gender parity and diversity in the pool of applicants</p> <p>Greater gender parity and diversity in preselected and shortlisted candidates</p>
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⁶⁶ **BEHAVIOR-BASED INTERVIEWING.** Type of interviewing grounded in the theory that the most accurate predictor of future performance is past performance in a similar situation. With this type of approach, employers predetermine the core competencies or skills required for success in a particular job. When interviewers ask questions, they are probing for behavior patterns. This technique is also known as STAR: Situation, Task, Action, Result. (Source: [TPP Recruitment, Using behavioural interviewing](#)).

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Revise selection criteria to support women and men from diverse backgrounds to become equally successful in the selection process</p> <p>Implement mandatory unconscious bias training for all employees involved in the hiring process</p> <p>Make gender balanced shortlists representative of diverse social identities a requirement for open positions</p> <p>Use work sample tests to evaluate the candidate's skills and competencies to avoid bias</p> <p>Apply "blind" selection and evaluation principles, e.g., remove names, pictures, and birth dates from CVs when assessing applications and proposing pre-screened candidates to management for further consideration to reduce unconscious biases</p>		<p>More women with diverse social identities are hired</p> <p>Increased number and/or overall percentage of female employees</p>

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
	Guide: A Step-By-Step Guide to Preventing Discrimination in Recruitment (Australian Human Rights Commission)		
	Guide: Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)		
	Guide: Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 1: Recruitment and Selection) (Gender Equality in Decision-Making, GEM)		
	Guide (incl. Templates & Sample Interview Questions): A Guide to Conducting Behavioral Interviews with Early Career Job Candidates (Society for Human Resource Management)		
	Guide (incl. sample KPIs): Monitoring and Evaluation Framework for Gender Inclusive Recruitment and Selection (USAID & ICF)		
	Guide: Gender Inclusive Recruitment and Selection: A Workbook for Clean Energy Incubators (USAID & ICF)		
	Guide (incl. Action Plan Template): Recruitment and Retention Toolkit (AICPA National Commission on Diversity and Inclusion)		
	Guide (incl. Case Studies): Leadership 21C: Tools and Solutions for Gender Diversity (FLSP Financial & Legal Skills Partnership)		
	Guide: A Toolkit for Recruiting and Hiring a More Diverse Workforce (University of California, Berkeley)		
	Tool: Outreach and Recruitment Workplan to Attract and Engage Women Applicants (Jobs for the Future)		
	Tool: Checklist for Diversity Hiring Process (Process Street)		
	Case Study: Philadelphia Water Department’s Effort to Make Diversity and Inclusion a Priority when Hiring Engineers (Journal AWWA)		
	Case Study: EVN Macedonia (International Center for Research on Women, ICRW)		
	Example (incl. Resources): Interrupt Bias during Recruitment (Queensland Government)		
	Report/Study: Recruiting and Retaining Women in Non-Traditional Positions (Center for Energy Workforce Development, CEWD)		
	Report/Study: Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment (PwC)		
	Article: All-Male Job Shortlists Banned by Accountancy Giant PwC (BBC News)		
	Article: How To Alter Your Hiring Practices To Increase Diversity (Forbes)		
	Article: 7 Practical Ways to Reduce Bias in Your Hiring Process (Harvard Business Review)		
	Article: The Battle for Female Talent in Emerging Markets (Harvard Business Review)		
	Article: If There’s Only One Woman in Your Candidate Pool, There’s Statistically No Chance She’ll Be Hired (Harvard Business Review)		
	Article: Why Women Don’t Apply for Jobs Unless They’re 100% Qualified (Harvard Business Review)		
	Article: Diverse Interview Panels may be a Key to Workplace Diversity (Working Mother)		
	Article: The Maddeningly Simple Way Tech Companies Can Employ More Women (New York Times)		
	Article: How to Recruit More Women to Your Company (Harvard Business Review)		
	Video: Conducting Unbiased Interviews (Iris Bohnet)		

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>HIRING</p> <p>Conduct a diversity hiring audit⁶⁷ to determine what is not contributing to gender equality and diversity goals</p>	<p>Review and improve each step in the hiring process through a diversity hiring audit with the aim of increasing women with diverse social identities in the candidate pool, selection, and hiring processes</p> <p>Evaluate gender and diversity hiring metrics in successive hiring rounds and improve one or two metrics that support equitable and inclusive hiring</p> <p>Appoint a multi-departmental and -disciplinary team with training to perform objectively (if done internally)</p>	<p>Resources to hire external auditor or conduct training for internal audit may be scarce</p>	<p>Areas for improvement in relation to gender and D&I are identified and corresponding measures to address challenges are implemented</p> <p>A review of recruitment and hiring policies and practices is conducted and informed by audit findings</p> <p>Improved design for hiring process successfully helps attain gender equality and diversity hiring goals</p>

AVAILABLE RESOURCES AND TOOLS

Tool: [Self-Assessment Equalities Checklist \(Equality Online\)](#)

Tool: [Diversity and Inclusion Checklist Generator \(Michael Page\)](#)

Article: [Diversity Hiring: 6 Steps to Hiring More Diverse Candidates \(Ideal\)](#)

Article: [5 Vital Workplace Diversity Metrics & How to Use Them \(iDashboards\)](#)

<p>HIRING</p> <p>Use internship programs for direct hiring, with gender parity in intern placements and hiring</p>	<p>Use internship programs systematically to assess potential candidates and familiarize them with the company specifics and the company as a favorable workplace for women with diverse social identities</p> <p>Ensure there is a well-structured and well-run process that includes clear responsibilities and a fair evaluation of outcomes and candidate potential</p> <p>Offer long-term internships of at least six months as this will provide better results; providing an opportunity for the interns to adapt to the company and show better performance</p> <p>Follow up with interns between the end of their engagement with the internship program and the start of their employment (e.g., when the student</p>	<p>Internships are often used to fill staff shortages during summer periods instead of in a systematic way</p> <p>Interns are usually students and the lag time between the end of the mentoring or internship engagement and their graduation may hinder direct employment in the short term</p>	<p>Company has a well-assessed pool of interns in place of which at least 50% are women and proportional representation of diverse social identities that reflect its consumers</p> <p>Increased number of female interns with diverse social identities directly hired and the female candidate pool for future open positions is broadened</p>
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⁶⁷ **DIVERSITY HIRING AUDIT.** An audit used to assess the diversity of the hiring process and to identify any potential bottlenecks and discrepancies (e.g., Is it a top of the funnel issue? Or is it a leaking pipeline issue?). (Source: [Ideal, Diversity Hiring](#))

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	needs to finish studies before s/he can be employed).		
AVAILABLE RESOURCES AND TOOLS			
<p>Guide (incl. Sample Internship Job Description & Additional Resources): <i>Shaping the Future of STEM: A Blueprint for Launching a High School STEM Internship Program (Abbott)</i></p> <p>Report/Study (incl. Good Practice Examples): <i>Making Apprenticeships Work for Young Women (Young Women’s Trust)</i></p>			
<p>HIRING</p> <p>Integrate gender equality, parity, and diversity considerations into procurement policies and practices to ensure sub-contractor/ supplier alignment with the company’s gender equality and diversity goals</p>	<p>Influence sub-contractors and suppliers to improve their own gender equality and D&I practices and policies through competitive procurement practices:</p> <p>Clearly articulate in procurement documents expectations and requirements on how a contractor/ supplier addresses the following, ensuring scoring of contracts and awards includes points related to:</p> <ul style="list-style-type: none"> • Equity in percentages of women in leadership and technical positions within their contract, with targets for gender equality and diversity where possible • Applies gender equitable and inclusive policies related to EEO, sexual harassment, etc. • Extend gender equity and unconscious bias trainings and mentorship opportunities to suppliers and sub-contractors, with a focus on supporting strengthening of woman-owned businesses <p>Create small business set-asides for local women-owned businesses from diverse backgrounds who provide services and supplies. Include gender specific key-performance indicators and targets in contract and follow-up with regular monitoring and reporting against KPIs from sub-contractor/ supplier</p>	<p>Sub-contractors are separate entities with their own organizational practices and policies that may be difficult to change</p> <p>There may be less oversight or influence over sub-contractors</p>	<p>Increase in percentage of women and individuals with diverse social identities employed by sub-contractors in overall workforce and in leadership & technical positions</p> <p>Increase in number and percentage of diverse and woman-owned sub-contractors and suppliers</p> <p>Improvement in gender equality and D&I practices and policies adopted by sub-contractors and suppliers</p>
AVAILABLE RESOURCES AND TOOLS			

TABLE 2. RECRUITING AND HIRING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	Guide (incl. Tools and Checklists): Guide on Integrating Gender throughout Infrastructure Project Phases in Asia and the Pacific, Part III: Gender Mainstreaming in Procurement and Contracts (UNOPS & UN Women)		
	Course/E-learning: Mainstreaming Gender Equality in Procurement (UN Women I Know Gender How-To Training Centre)		
	Guide: Women’s Empowerment Principles (WEPs) (UN Global Compact & UN Women)		
	Report/Study: The Power of Procurement: How to Source from Women-Owned Businesses (UN Women)		
	Report/Study: Women’s Energy Entrepreneurship: A Guiding Framework and Systematic Literature Review, Chapter 4.3 (ENERGIA)		
	Report/Study: Gender-Smart Procurement Policies for Driving Change (Chatham House)		

ONBOARDING AND TRAINING

Measures that support new hires to perform in a short period of time, integrate corporate values and standards, and adjust to social and performance aspects of their new jobs.

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
ONBOARDING			
Define clear responsibilities for everyone involved in the onboarding ⁶⁸ process	Ensure everyone involved, including the manager, HR, other stakeholders, and the new hire, are aware of roles and responsibilities during onboarding	Lack of awareness from management, organization and peers on how important good onboarding is to create an inclusive workplace	New hires feel welcome and fairly treated, they experience an inclusive work culture from day one
	Make gender aware and inclusive onboarding a key deliverable for a manager’s performance review and/or integrate this into the manager’s KPIs	Lack of awareness of HR and support staff of their own biases resulting in differences in supporting women and men in the integration process	Women and men have same chances to perform soon after onboarding
	Pay special attention to which tasks are assigned to women and men in the beginning and what support they get (e.g., is there a difference on the first work day, between men and women being “served” by support functions in setting up their workplace and systems)		Management and HR functions have accepted onboarding as a key responsibility
	Ensure HR and onboarding managers have received gender equality and D&I		The business case for effective or ineffective onboarding is known

⁶⁸ **ONBOARDING.** Also known as “organizational socialization” is the “process of helping new hires adjust to social and performance aspects of their new jobs quickly and smoothly, and learn the attitudes, knowledge, skills, and behaviors required to function effectively within an organization.” (Source: [Panopto, What is Employee Onboarding?](#))

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	training and act as role models that exemplify the company's gender equality and D&I values		
AVAILABLE RESOURCES AND TOOLS			
<p>Report/Study (incl. Tools): Onboarding New Employees: Maximizing Success (Society for Human Resource Management)</p> <p>Article: Understanding and Designing an Inclusive Onboarding Experience (Medium)</p> <p>Webinar: Building an Effective Onboarding Strategy (Ajilon)</p> <p>Video: HR Basics: Onboarding (Gregg Learning)</p>			
<p>ONBOARDING</p> <p>Communicate company commitment to gender equality, diversity, and inclusion during onboarding</p>	<p>Share expectations regarding respect for and contribution to gender equality and D&I by employees, making values an important part of the onboarding process</p> <p>Review onboarding communication and tools, such as specialized software to ensure content is gender-inclusive and diverse, reflects company policies on gender equality and D&I, and includes gender-reflective questions in new employee surveys⁶⁹</p> <p>Use e-learning and gamification to inform new hires about important topics, values, and policies related to equality and D&I</p> <p>Provide checklist with relevant policies, company values, and other information for the new employee's exposure</p>	<p>Lack of awareness from management, organization and peers on how important good onboarding is to create an inclusive workplace</p> <p>Lack of awareness of HR and support staff of their own biases resulting in differences in supporting women and men in the integration process</p> <p>Organization may not be used to informal learning and information sharing</p>	<p>All new hires feel welcome and fairly treated, experiencing an inclusive work culture from day one</p> <p>All new employees are aware of their responsibilities and obligations to promote an inclusive workplace culture free of sexual harassment and discrimination against women and individuals with diverse social identities</p> <p>Onboarding process builds on experiences and knowledge of existing employees and contributes to increased awareness on the benefits of gender equality and D&I</p>
AVAILABLE RESOURCES AND TOOLS			
<p>Report/Study (incl. Tools): Onboarding New Employees: Maximizing Success (Society for Human Resource Management)</p> <p>Article: Understanding and Designing an Inclusive Onboarding Experience (Medium)</p>			

⁶⁹ **EMPLOYEE SURVEY.** Tool used by organizational leadership to gain feedback on and measure [employee engagement](#), [employee morale](#), and [performance](#). The three most common types of employee surveys include employee opinion and satisfaction surveys, employee culture surveys, and employee engagement surveys. (Source: [Society for Human Resource Management, Managing Employee Surveys](#))

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
Webinar: Building an Effective Onboarding Strategy (Ajilon)			
Video: HR Basics: Onboarding (Gregg Learning)			
<p>ONBOARDING</p> <p>Encourage managers and other employees to integrate and “socialize” new hires for their first year</p>	<p>Ensure that newly hired women and men with diverse social identities are equally introduced to important stakeholders</p> <p>Establish social events (mixed-sex and women-only), informally and formally, to introduce new employees to other employees within the company, including managers and leaders</p> <p>Create informal support structures for new hires such as a buddy system⁷⁰ or networks (see below)</p> <p>Create peer-to-peer learning groups, in addition to a buddy system, to support new women and men who join the organization</p> <p>Integrate new female employees and those with diverse social identities into the company’s existing women’s network/ association or other networks that support diverse social identities in the workplace</p>	<p>Time constraints of management and peers</p> <p>No person in place to develop the process and lead initiatives</p> <p>Corporate or local culture may not be supportive of informal gatherings of women and men</p>	<p>All new hires feel welcome and fairly treated, experiencing an inclusive work culture from day one</p> <p>Women and men with diverse social identities have same opportunities to establish inclusive informal networks</p>
AVAILABLE RESOURCES AND TOOLS			
Report/Study (incl. Tools): Onboarding New Employees: Maximizing Success (Society for Human Resource Management)			
Article: Understanding and Designing an Inclusive Onboarding Experience (Medium)			
Webinar: Building an Effective Onboarding Strategy (Ajilon)			
Video: HR Basics: Onboarding (Gregg Learning)			
Blog: Inclusion starts on day one: 10 ways to build an inclusive onboarding experience (Asana)			
<p>ONBOARDING</p> <p>Develop and implement a “buddy system” for new</p>	<p>Establish a quality “buddy system” for new employees with:</p>	<p>Company may not have sufficient resources to set up the system</p>	<p>Well-established system is in place with a good number of buddies from different departments and work areas</p>

⁷⁰ **BUDDY SYSTEM.** An onboarding and knowledge sharing method used to orient new employees where the buddy is an existing employee who guides the new employee through the first few weeks or months on the job. (Source: [PMI, Implementing a Buddy System in the Workplace](#))

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
employees as part of onboarding	<ul style="list-style-type: none"> • Clear targets, roles and time frame (best practice is to pair buddy and new employee for a year) • One person responsible for selection of buddies, matching process, quality management and evaluation of success <p>Match employees from different organizational and job backgrounds to enforce cross departmental learning and allow new hires to get more insight into different aspects of the corporation and business</p> <p>Match women entering the company with someone from an operational or technical field to reduce barriers, make technical areas more accessible</p> <p>Encourage buddies to bring their protégés to their own workplace (e.g., job shadowing day) and/ or introduce the new employee to his/her own informal network</p>	<p>Corporate or local culture may not be supportive of pairing women and men</p> <p>The same employees always volunteer to be a buddy</p> <p>The process may get stuck due to time constraints faced by the buddy and the protégé, and when not reinforced by the program manager</p>	<p>New hires gain exposure to different business areas, which helps them to establish professional relations for cross-sectional working</p> <p>New hires are equipped with a back-up network helping them to address questions and issues they may not want to discuss within their new departments</p> <p>Retention, productivity and satisfaction of new hires improves</p>
AVAILABLE RESOURCES AND TOOLS			
<p>Report/Study: Implementing a Buddy System in the Workplace (Project Management Institute)</p> <p>Article: To Buddy or Not to Buddy? (HR Gazette)</p>			

<p>ONBOARDING</p> <p>Establish system of regular check-ins with new hires in first year of employment</p>	<p>Follow up with new hires on a regular basis to ensure they are feeling comfortable and well embedded in the organization, create opportunities for them to get and provide feedback</p> <p>Use structured or semi-structured interviews and questionnaires, or focus group sessions, to understand whether they are facing any obstacles or hindering factors, asking specific questions on work environment, job satisfaction, potential to deal with assigned duties, team collaboration, cooperation with managers,</p>	<p>Limited HR resources and competing priorities</p> <p>Acceptance to establish such feedback loops in addition to other established complaint mechanisms or functions may be limited</p> <p>Victimization of, or backlash against, new hires who address negative issues may impede open feedback</p>	<p>Satisfaction and retention rate of women and employees with diverse social identities one year after hiring is high</p> <p>Inequality, exclusion, and other negative issues identified in onboarding process are addressed and resolved successfully</p> <p>New hires show strong performance rates</p> <p>New hires feel engaged, motivated, and identify with the organization</p>
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TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>and positive or negative aspects of cooperation including any kind of discrimination or harassment experienced</p> <p>Ensure feedback is taken seriously and reflected back into the organization in a manner that helps to improve and does not create negative backlash</p>		

AVAILABLE RESOURCES AND TOOLS

Article: [New Employee Onboarding Guide](#) (Society for Human Resource Management)

Article: [Understanding and Designing an Inclusive Onboarding Experience](#) (Medium)

Blog: [17 Powerful Employee Onboarding Questions You Can Use](#) (Culture Amp)

<p>ONBOARDING & TRAINING</p> <p>Create standardized training plan with must-have trainings for all employees</p>	<p>Identify trainings, which are essential for each employee to thrive, in a training plan with:</p> <ul style="list-style-type: none"> • Clear goals and timelines • Tools to track employee training progress • Measures to ensure that trainings are conducted without bias and support company values on gender and inclusion • Measures to ensure women and men have equal opportunities to participate and indirect discrimination is counteracted <p>Typical must-have trainings include:</p> <ul style="list-style-type: none"> • Corporate strategies and policies, including company values and guiding principles (e.g., performance management, leadership values, etc.) • Tools used within the company (e.g., communication tools, time tracking tools, project management tools, etc.) • Anti-discrimination, gender awareness, unconscious bias 	<p>Company may lack structured process to assess must-have trainings and setting up training plan</p> <p>Training and skill development may happen on an ad hoc basis, but not with a long-term plan</p> <p>Company may not have sufficient resources to train all employees at once</p>	<p>Good training plan in place with mid-term and long-term goals and target groups identified</p> <p>Gender gaps can be addressed through trainings for different target groups</p> <p>Gender equality, D&I, and other values are addressed in standard trainings or through specialized trainings</p> <p>Women and men feel equally well-equipped to perform within the company</p>
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TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> Health & Safety 		
AVAILABLE RESOURCES AND TOOLS			
Tool: 13+ Sample Training Needs Assessment Templates (Sample Templates)			
Tool: A tool for assessing the gender impact of spending on skills and training (Close the Gap)			
<p>TRAINING</p> <p>Create training plan for each employee with a focus on exposure of women to other work areas and duties to achieve skill parity</p>	<p>Conduct individual and organizational sex-disaggregated functional training gap analysis for individual employees on competencies, skills and knowledge they need to acquire in order to be effective in their roles as outlined in job descriptions, especially where women with diverse social identities are underrepresented</p> <p>Close individual and organizational/department skill gaps and imbalance through trainings with a strategic aim for exposing more women and individuals with diverse social identities to training and development opportunities</p> <ul style="list-style-type: none"> Develop training plan for each employee and make sure to include measures explicitly aimed at guaranteeing exposure and/or upskilling for women to new but important areas of expertise If analysis reveals that women are under-skilled in certain areas, invest in a training solution that targets women to achieve skill parity <p>Track differences between women and men, including those with diverse social identities, as this will provide helpful information for recruiting and onboarding</p> <p>Accommodate unique gender-based constraints of trainees when formulating logistics and timing, platform, and approaches</p>	<p>Company may lack structured process to conduct assessment</p> <p>Analysis may require external support from an expert and resources</p> <p>It may be difficult to address different training needs for women and men without introducing new bias</p> <p>Training and skill development may happen on an ad hoc basis, but not with a long-term plan</p> <p>Company may not have sufficient resources to train all employees at once</p> <p>Company may not have sufficient resources to train all employees at once</p> <p>Planners and trainers may not be sensitive or aware of the nuances and needs of holding training sessions at times convenient for all their employees and via methods that are most effective for different audiences</p>	<p>Skills gaps adequately assessed for individuals and within functional units</p> <p>Gender equality gaps addressed such that women and men feel equally equipped to perform within the company, including in traditionally male-dominated functions and roles</p> <p>Sufficient number of women and men are equally qualified for different positions (long-term)</p> <p>Training plan in place for each employee</p> <p>All employees able to attend trainings without additional burden outside of work hours</p> <p>Employees benefit from learning opportunities, and overall KSAs improve</p>

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Ensure opportunities include both group learning and individual learning plans to close knowledge, skills and abilities (KSA)⁷¹ gaps</p> <p>Develop different training formats and ensure childcare needs are taken into consideration (e.g., allow training attendance from remote work stations or by using online options in order to ensure women are not excluded due to traditional family roles)</p> <p>Ensure trainings are held within regular office hours so that individuals, especially women, are not over-burdened with conflict with childcare responsibilities</p> <p>Ensure learning opportunities are fully supported by the company and are offered through a variety of modalities, such as online learning, job rotations,⁷² and classroom learning</p>		

AVAILABLE RESOURCES AND TOOLS

Tool: [13+ Sample Training Needs Assessment Templates](#) (Sample Templates)

Tool: [A tool for assessing the gender impact of spending on skills and training](#) (Close the Gap)

<p>TRAINING</p> <p>Develop and conduct gender awareness, anti-discrimination, diversity and inclusion, and unconscious bias trainings</p>	<p>Develop detailed training plan to integrate gender awareness, anti-discrimination, D&I, and unconscious bias trainings targeted to all levels of the organization, integrating this content within all trainings to support strategy implementation and mindset shift</p> <p>Develop standardized gender awareness, anti-discrimination, D&I, and unconscious</p>	<p>If the company lacks in-house capacity to deliver gender awareness, unconscious bias, D&I, and anti-discrimination training, then it may have to be outsourced at a cost</p> <p>Focusing on one aspect of the above may be required to support strategy</p>	<p>Detailed training plan, including budget, approved by senior leadership to train all levels of the organization</p> <p>Training material developed to and delivered by a qualified and skilled training provider</p>
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⁷¹ **KNOWLEDGE, SKILLS, AND ABILITIES (KSA).** These are what an employee needs to meet the requirements of a job. (Source: [HR.com, Glossary of HR and Employee Benefit Terms](#))

⁷² **JOB ROTATION.** Practice of transferring employees for temporary periods of time between varying jobs within an organization, which is often used as a training and development method. (Source: [Society for Human Resource Management, Glossary of Human Resources Management Terms](#))

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>bias training materials and/or partner with training providers</p> <p>Include anti-discrimination, gender awareness, unconscious bias, and sexual harassment topics in onboarding trainings</p> <p>Strategically select target groups for various forms of learning on these topics, including:</p> <ul style="list-style-type: none"> • Senior managers • Gender equality and social inclusion groups, company change agents, ambassadors, or focal points • Hiring and promotion committees • Employee representatives (e.g., members of the union) • Male and female role models • Supporting business functions (e.g., HR, communications and branding, ethics) 	<p>implementation and/ or tackle current needs of the organization</p> <p>Developing or adjusting tailored trainings for different target groups may require external support and budget</p>	<p>Related training provided on a regular basis with the aim to have all senior managers and employees trained</p> <p>All senior managers and employees are aware of their responsibilities and obligations to promote an inclusive workplace culture free of harassment and discrimination</p> <p>Employees report higher satisfaction with workplace culture</p> <p>Gender equality and social inclusion group (change agents, ambassadors, focal points) feel well equipped to be active roles and convincing change agents</p>

AVAILABLE RESOURCES AND TOOLS

Guide: [Tips for Facilitating Unconscious Bias Discussions](#) (NCWIT)

Tool: [Bias Quiz](#) (Harvard)

Tool: [Gender Equity Quiz](#) (Jobs for the Future)

Tool: [Give your own Unbiasing Workshop](#) (re:WORK)

Course/E-learning: [I Know Gender](#) (UN Women Training Centre)

Course/E-learning: [Gender Equality and Energy](#) (World Bank Open Learning Campus)

Course/E-learning: [Doing Gender and Why it Matters](#) (edX)

Course/E-learning: [Gender Equality and Sexual Diversity](#) (Udemy)

Course/E-learning: [Diversity and Inclusion in the Workplace](#) (Coursera)

Course/E-learning: [Unconscious Bias](#) (Microsoft)

Course/E-learning: [Optimizing Diversity on Teams](#) (Coursera)

Course/E-learning: [Understanding Diversity and Inclusion](#) (Future Learn)

Course/E-learning: [Manhood 2.0: A Curriculum Promoting a Gender-Equitable Future of Manhood](#) (Promundo)

Course/E-learning: [Gender Integration Training Modules](#) (USAID)

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Training Resource/Tool: Challenge Gender Bias (LeanIn)</p> <p>Training Resource/Tool: Genderbread Person (Hues)</p> <p>Training Resource/Tool: 50 Ways to Fight Bias (LeanIn)</p> <p>Training Resource/Tool: Organize a Workshop for Staff (United Nations)</p> <p>Training Resource/Tool: Gender Equality and Gender Mainstreaming Water Management Initiative: Training of Trainers (USAID)</p> <p>Report/Study: Breaking Barriers: Unconscious Bias in The Workplace (ILO)</p> <p>Video: Gender Equality (World Economic Forum)</p> <p>Video: We should all be Feminists (Chimamanda Ngozi Adichie)</p> <p>Video: What does my Headscarf mean to you? (Yassmin Abdel-Magied)</p> <p>Video: Addressing Unconscious Bias (McKinsey & Company)</p> <p>Video: What is Unconscious Bias? (enei)</p>			
<p>TRAINING</p> <p>Provide company-wide employee and specialized management training on gender equality and diversity strategies, policies and codes of conduct⁷³</p>	<p>Develop training plan for informing employees on gender-related strategies and related policies or codes of conduct as part of the change management⁷⁴ process and strategy implementation</p> <p>Inform managers and other employees about the strategic objectives of the company with regards to gender equality and D&I and create positive momentum for strategy implementation</p> <p>Create additional buy-in through awareness raising sessions and discussions and provide opportunities for employees to raise concerns and discuss issues and challenges</p> <p>Provide a platform for exchange on success stories and strategies to overcome challenges</p>	<p>Training cost and time of employees</p> <p>Training is one part of strategy implementation, but ineffective if company commitment is weak, senior managers do not “walk the talk,” or issues and challenges raised are ignored</p> <p>Issues and resistance that are raised during trainings should not be mistaken as indication that the strategy is bad, but rather as a sign of learning and engagement toward change</p>	<p>Employees understand the strategy and related policies and can identify themselves with the underlying objectives</p> <p>More of the desired behavior, action, and mindset is visible</p> <p>Grievances are reported and severity decreases over time</p>

⁷³ **CODE OF CONDUCT.** Also known as Code of Ethics, it is a central guide that is meant to clarify an organization’s mission, values and principles, linking them with standards of professional conduct. (Source: [Ethics & Compliance Initiative, Glossary](#))

⁷⁴ **CHANGE MANAGEMENT.** Structured approach to transitioning individuals, teams and organizations from a current state to a desired future state, in order to fulfil or implement a vision and strategy. It is an organizational process aimed at empowering employees to accept changes in their current environment. (Source: [ILO International Training Center, Handbook on Gender and Organizational Change](#))

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	Gather information from employees to adjust strategy implementation, if required		

AVAILABLE RESOURCES AND TOOLS

Guide: [Integrating Gender into Workplace Policies](#) (USAID)

Guide: [Gender Equality in Codes of Conduct Guidance](#) (BSR)

TRAINING	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
Provide training to all male and female employees and managers on what sexual harassment is, how to prevent it, report it, and respond to it with a survivor-centered ⁷⁵ approach	Provide sexual harassment training by a very skilled and qualified practitioner only, who understands all nuances of sexual harassment prevention and survivor-centered response, to all employees, with an emphasis on managers and men to socialize the policy, how to prevent to it, respond to it, and report and address it with related grievance management, ⁷⁶ including: <ul style="list-style-type: none"> • Information on policy foundations, aims, and principles • Clear definitions on what constitutes sexual harassment and gender-related harassment • Principles and norms of professional behavior expected in the workplace • Survivor-centered approaches include providing independent third party emotional/ mental counseling support options separate from reporting mechanisms; victims/ survivors choose when, how, and if they would like to make a report with support they need; independent 3rd party investigations 	Traditional/historical acceptance of inappropriate behavior may function like social filters and may limit the learning To accept and learn behavioral change needs a variety of different learning forms and often more than one learning event Co-educated groups may be tricky to lead due to the sensitivity of the topic and issues for potential survivors to express themselves, especially when perceived violators may be in the same room with survivors Single-sex trainings limit opportunities for potential perpetrators to learn Unskilled managers and HR personnel may not have depth and breadth of training to appropriately handle questions and comments in trainings that place responsibility or blame on women or victims of sexual harassment (e.g., trainee signaling the need for a Dress Code Policy targeting women to dress more conservatively, and trainer unable to respond and correct this as wrong within a	Employees and managers awareness are increased, with improved skills to prevent and respond to sexual harassment in the workplace with a survivor-centered approach Potential victims and survivors know about reporting and grievance management mechanisms and are using them Potential perpetrators’ awareness increased about expected behavior and consequences for misconduct Victims of sexual harassment and GBV are supported emotionally and mentally by trained professionals and are empowered to make their own decisions on what is best for them, including whether or not to file a formal report Independent investigations outside of the organization Perpetrators are appropriately punished Employees increasingly report, that the work environment is perceived as

⁷⁵ **SURVIVOR CENTERED.** A survivor or victim-centered approach to addressing workplace harassment prioritizes the needs of the person who has experienced harm. It gives them a voice at every stage of the prevention and response process. It also recognizes that a person can experience harm even if the offender did it unintentionally. It recognizes that the impact of an action is more important than the intent of the person who acted.

⁷⁶ **GRIEVANCE MANAGEMENT.** Regulates all processes for receiving, investigating, responding to and closing out complaints or grievances in a timely, fair and consistent manner. (Source: [Inc.com, Grievance Procedures](#))

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>outside the organization are conducted by trained professionals; and perpetrators are appropriately punished</p> <ul style="list-style-type: none"> Grievance management mechanisms and consequences for violations <p>Training provides opportunities to discuss and learn from each other; if women don't feel comfortable participating in mixed trainings, provide single-sex trainings, but ensure that nuances about incidents that cultivate empathy and understanding is provided on an anonymous basis to both</p> <p>Assign managers responsibility to monitor, prevent, and respond to sexual harassment with training on various survivor-centered tools and approaches available for their use</p> <p>Conduct sexual harassment climate surveys on a regular basis to monitor progress and identify remaining issues</p>	<p>large group setting), which may reinforce existing harmful stereotypes and attitudes, and cause more harm</p>	<p>conducive and safe and the conduct of colleagues and managers is respectful</p> <p>Reporting on sexual harassment may increase in the beginning with awareness</p> <p>Incidences of sexual harassment decrease over the long run as employees understand what constitutes sexual harassment and the consequences</p> <p>Results of sexual harassment climate surveys improve over time</p>
<p>AVAILABLE RESOURCES AND TOOLS</p> <p>Case Study: Dominican Power Utility Moves GBV out of the Shadows (USAID)</p> <p>Example: Policy on Protection from Sexual Exploitation and Abuse (USAID)</p> <p>Course/E-learning: Modern Sexual Harassment Training: Empowering Real Change (Grovo)</p> <p>Course/E-learning: Preventing Discrimination and Harassment (Diversity Builder)</p> <p>Training Resource/Tool: The Iceberg of Sexual Harassment (NAS)</p> <p>Report/Study: Addressing Gender-Based Violence and Harassment (EBRD, CDC & IFC)</p> <p>Article: Reflecting on one very, very strange year at Uber (Susan Fowler)</p> <p>Article: Our fight against sexual exploitation, abuse, and harassment (UNHCR)</p> <p>Blog: What does a Survivor-Centered Approach to Workplace Harassment Look Like? (Medium)</p>			
<p>TRAINING</p> <p>Provide leadership and technical skills training to women to prepare them for new roles and responsibilities</p>	<p>Design and conduct targeted training and workshops for female employees, focusing on leadership skills and other skillsets that women report as underdeveloped or have</p>	<p>Costs required to roll out the training activities (considering any accommodations for off-site training)</p> <p>Opportunity costs to women for time away from core work</p>	<p>Stronger pipeline of women candidates equipped with leadership skills and prepared to step into new opportunities</p>

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>been identified through skill gaps analysis including technical training.</p> <p>Use training needs assessment data to inform tailored content selection</p> <p>General potential training content:</p> <ul style="list-style-type: none"> • Program management or training on management tools used in the company • Industry-specific training to increase knowledge on different business segments • Soft-skills including self-awareness, confidence, self-esteem, self-perception <p>Possible modules for leadership training can include:</p> <ul style="list-style-type: none"> • Successful leadership and people management skills • Project management, strategic work planning, and delegation of tasks • Strategic communications skills – getting heard in meetings, public speaking, persuasion, assertiveness • Time management, reconciliation of work life and family life • Negotiation and consensus-building • Conflict management and resolution • Personal agency, visioning, and goal-setting 	<p>Affirmative action backlash and perception by male employees that the opportunity provided to only women discriminates against men</p>	<p>Stronger pipeline of women candidates equipped with technical skills for specific work areas</p> <p>Greater number of women prepared to model confident, inclusive leadership to colleagues across the company</p> <p>Increased number of women promoted into leadership and management roles</p>

AVAILABLE RESOURCES AND TOOLS

Course/E-learning: [Becoming a Successful Leader](#) (edX & Catalyst)

Training/E-learning/Online Course: [Leading With Effective Communication](#) (edX & Catalyst)

Training Resource/Tool: [Negotiation Advice for Women](#) (LeanIn)

Training Resource/Tool: [Develop Leadership Skills](#) (LeanIn)

Training Resource/Tool: [Build Confidence](#) (LeanIn)

Training Resource/Tool: [Training Package for Women in And into Management and Leadership Positions](#) (Department of Education South Africa)

TABLE 3. ONBOARDING AND TRAINING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
Article: What Makes a Leader? (New York Times)			
Article: Why Leadership Training Fails- And What to Do About It (Harvard Business Review)			
Case Study: In North Macedonia, the future is female: How a power utility is opening doors for girls and women (USAID)			

PERFORMANCE MANAGEMENT, COMPENSATION AND BENEFITS

Performance management is an ongoing process of communication between a supervisor and an employee to accomplish strategic objectives of the organization. Compensation and Benefits include tangible and intangible rewards for employees that adhere to legal requirements and enhance employability, attraction, retention, and motivation of talent.

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>PERFORMANCE MANAGEMENT</p> <p>Design and implement a fair and unbiased employee performance management⁷⁷ and appraisal system and process</p>	<p>Develop structure and process for a fair and unbiased performance management and appraisal system</p> <p>If such system already in place evaluate for potential bias e.g., by analyzing ratings given to male and female employees, analyzing quality of targets assigned to male and female employees and evaluating feedback from male and female employees to their supervisors</p> <p>Determine the root cause of the bias and develop corrective action based on the root cause</p> <p>Include gender parity or diversity and inclusion targets and key performance indicators for managers</p> <p>A good quality performance management process and system include:</p> <ul style="list-style-type: none"> • Transparent process of target setting in the beginning of the performance period (targets for each employee visible to HR) • Good mix of individual targets and targets, that are linked to overall business performance of the company • Individual learning targets for each employee • Logged performance talks on a regular basis, at least once in the middle of the 	<p>Establishing a high quality performance management system requires time and resources</p> <p>Human Resources Department access to performance agreements and reviews not granted due to non-transparent process</p> <p>Performance targets for the organization not monitored</p> <p>Managers setting targets do so inconsistently and with varying quality</p> <p>Pressure to use business performance metrics that the individual employee cannot influence may create frustration</p> <p>The performance management system may be prone to systematic bias when ratings impact pay raises. For example, all ratings are at the top of the scale, so all employees receive maximum raise</p>	<p>Performance ratings accurately assess the performance of each individual employee and are used for development of the employee</p> <p>Managers are fully trained on how to assess and rate performance</p> <p>Employees feel empowered to actively plan and perform</p> <p>Employees feel motivated and engaged to contribute to business targets</p> <p>Women and men can equally reach high performance scores</p>

⁷⁷ **PERFORMANCE MANAGEMENT.** Process of maintaining or improving employee job performance through the use of performance assessment tools, coaching and counseling as well as providing continuous feedback. (Source: [Society for Human Resource Management, Glossary of Human Resources Management Terms](#))

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>performance evaluation period) and opportunity to adjust targets if new competing priorities came up</p> <ul style="list-style-type: none"> • Logged appraisal talk at the end of the performance period, in which manager and employee provide feedback to each other and new learning targets are set • Handbooks or trainings for managers on how to set targets, provide feedback and lead appraisal talks 		
AVAILABLE RESOURCES AND TOOLS			
<p>Guide (incl. Checklists and Training Guide): Supervising in a Box Series: Performance Review/Talent Management (NCWIT)</p> <p>Guide: The 2019 Guide to Modern Performance Management (impraise)</p> <p>Guide: Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide (Chapter 2: Performance Management) (Gender Equality in Decision-Making, GEM)</p> <p>Guide: The Manager’s Guide to Effective Feedback (impraise)</p> <p>Report/Study: Breaking Barriers: Unconscious Bias in The Workplace (ILO)</p> <p>Article: Women are given Feedback that is likely to slow down their Progression to Senior Roles (Loughborough University)</p> <p>Article: How Performance Reviews are reinforcing Gender Bias: 5 Steps to fight against it (impraise)</p> <p>Article: How Gender Bias corrupts Performance Reviews, and what to do about it (Harvard Business Review)</p> <p>Article: 4 Unconscious Biases that Distort Performance Reviews (Entrepreneur)</p> <p>Article: The Performance Management Revolution (Harvard Business Review)</p>			
COMPENSATION	<p>Conduct periodic salary analyses to determine gender-based pay gaps:</p> <ul style="list-style-type: none"> • Within a job category, such as “Junior Engineer” • Between job categories, such as “Office Manager” and “Field Office Manager”, when both have the same duties but have different salaries and are dominated by one gender <p>Develop, implement, and communicate a clear and transparent process to remove</p>	<p>Some job categories do not currently have enough women to conduct a valid salary analysis</p> <p>It is difficult and requires time to correctly assess two different job categories to determine if they should be valued the same or differently</p> <p>Employee and manager push back regarding salary adjustments for impacted female employees</p>	<p>Company periodically conducts salary data analysis and addresses salary inequities (i.e., adjust salary of affected person or group)</p> <p>Corporate-level commitment to pay equity is communicated regularly throughout the company</p> <p>HR department and managers are held accountable for salary equity enforcement and related benefits, such as pension plans and training for retirement planning</p>

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	salary inequities, and track them over employees' careers Use certified tools to undertake external salary gap analysis such as PayAnalytics or EDGE certificate	Difficulty in assessing how reduced work-time for women affects merit pay increases (quality vs. quantity) Costs of external assessment process	
AVAILABLE RESOURCES AND TOOLS			
Guide (incl. Checklists & Case Studies): Guide to Gender Pay Equity (Workplace Gender Equality Agency, Australian Government)			
Guide: How to Analyze Your Gender Pay Gap: An Employer's Guide (Glassdoor)			
Tool: Pay Equity Audit Tool Resources (Government of Western Australia)			
Tool: PayAnalytics			
Tool: 10-step Equal Pay Self-Audit for Employers (US Department of Labor's Women's Bureau)			
Tool: GenderGap.AFRICA (Code for Africa)			
Certificate: The Global Business Certification Standard for Gender Equality (EDGE)			
Example: UK Gender Pay Gap Report 2018 (BlackRock)			
Report/Study: Equal Pay: An Introductory Guide (ILO)			
Report/Study: Closing the Gender Pay Gap: The Link Between Pay and Happiness (Personal Group)			
Report/Study: Global Wage Report 2018/19 (ILO)			
Report/Study: A Comparative Analysis of Promoting Pay Equity: Models and Impacts (ILO)			
Report/Study: Pay Equity: A Key Driver of Gender Equality (ILO)			
Report/Study: Tackling the Gender Pay Gap (UN Women)			
Article: Compensation Bias is Bad for Business. Here's How to Fix It. (MIT Sloan)			
Article: "How I Did It" (Human Capital Analytics Group)			
Article: Why Companies' Attempts to Close the Gender Pay Gap Often Fail (Harvard Business Review)			
Video: Here Is What Companies Can Do to Close the Gender Pay Gap (CNBC)			

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>BENEFITS</p> <p>Conduct equity and impact analysis of benefits, including usage/uptake of benefits</p>	<p>Benchmark your benefit schemes on a regular basis against national legislation, country best in class and international best practice to determine benefits supporting gender equity</p> <p>Conduct periodic benefit analysis surveys to determine equitable distribution and use of benefits</p> <p>Ask women and men separately which benefits are important for them</p> <p>Adjust accordingly if benefits are not being equitably distributed/used</p>	<p>Human Resources Information System (HRIS) may not capture all relevant data categories</p> <p>Cultural norms within some countries may lead to unequal use of benefits</p> <p>Corporate culture may discourage use of some benefits</p> <p>Managers may have negative opinions about employees using company benefits</p>	<p>The company periodically conducts benefits data analysis, disaggregates the data by sex and addresses benefit inequities</p> <p>Increased numbers of men and women equitably using benefits</p> <p>Through communication, showcasing good practice (e.g., users of paternity leave), and leading by example, the company demonstrates a culture in which employees feel comfortable using their benefits</p>

AVAILABLE RESOURCES AND TOOLS

Article: [The Most Desirable Employee Benefits](#) (Harvard Business Review)

Article: [These Are the Benefits Women Actually Want at Work](#) (Fairy God Boss)

Report/Study: [Tackling the Gender Pay Gap](#) (UN Women)

<p>BENEFITS</p> <p>Ensure that benefits — such as medical coverage, tuition reimbursement and retirement savings — are equally accessible to male and female employees</p>	<p>Ensure medical benefits cover both male and female employees and that health issues specific to both men and women are covered</p> <p>Ensure both men and women can enroll family members when family medical care is offered</p> <p>Offer tuition reimbursement to both men and women</p> <p>Provide equal opportunity to women and men to participate in retirement plans</p> <p>Assess gender disparities in participation and usage of benefits using sex disaggregated data and equity and impact analysis tools</p>	<p>Culturally, women may not report certain health issues or may be denied treatment</p> <p>Disproportionate unpaid care work responsibilities may impact women’s ability to use tuition reimbursement benefits</p>	<p>Sex disaggregated data show that men and women use benefits at similar rates</p> <p>If data show disparate impact, corrective measures are taken</p>
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TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
Report/Study: State of the World's Fathers (Promundo)			
Report/Study: A Review of the Evidence on How to Cover all Families for Paid Family and Medical Leave (WORLD Policy Analysis Center)			
Article: 4 Policies That Encourage a Family-Friendly Company Culture (Justworks)			
BENEFITS Create working conditions that support improved reconciliation of work-life and family-life for women and men with care duties	<p>Create benefits that promote work-life balance such as flexible working arrangements, including work from home and support mechanisms for employees (women and men) with child care or other care duties</p> <p>Allow for paid time off options that may be used instead of sick leave or other kinds of leave, without the need to monitor the reasons for its use</p> <p>Company-sponsored leisure or family activities can encourage time away from work</p> <p>Limit expectations on both the company and employee side regarding extra work hours or days</p> <p>Conduct a company-wide survey that identifies what work issues most affect employee work-life balance and health or happiness factors, and design solutions that address these</p> <p>Establish a work culture where productivity is prioritized over physical presence</p> <p>Ensure senior leadership and managers, including men, are modeling work-life balance</p>	<p>Mistrust from managers and other employees, when women or men use flexible working or leave options</p> <p>Lack of acceptance by managers due to limited focus on related change management efforts to be undertaken, when introducing new work schemes</p> <p>Flexible work options can backfire, when departments are understaffed or managers have weaknesses in delegating tasks in an unconscious manner</p> <p>Employees using flexible work options or leave arrangements can get stigmatized and left out (e.g., through non-assignment of important tasks or those that create visibility for the employee) if the corporate cultures is not supportive</p> <p>Terms not clearly defined or communicated</p> <p>More advanced options may require more planning and resources for external support or for implementing IT systems to manage flexible working, work from home and leave options</p> <p>Telecommuting options appear limited in tech or other resource-constrained companies</p>	<p>The company benefits from providing more flexibility and increased work-life balance through higher productivity of employees working with focus, reduced absenteeism during work hours, higher satisfaction rate of employees, better retention and motivation of qualified staff and reduced costs for replacement of employees, who do not return with full capacity after taking leave</p> <p>Employees are more satisfied and exercise some of company's work-life balance provisions, increasing retention and work quality or productivity</p> <p>More women are attracted to and stay with companies with work-life balance options</p>

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Provide leave options, that exceed the legal framework for parental leave, ⁷⁸maternity leave,⁷⁹ maternity leave and family leave⁸⁰</p> <p>Make leave management a managers' duty and clearly define responsibilities for managers and employees to ensure women and men who are using parental leave options can hand-over duties in a structured way and can return after leave without impediment or negative impact on their careers</p> <p>Inform employees and managers about legal and policy framework related to flexible working arrangements, leave options, work from home, and other benefits the company offers to better reconcile work-life and family-life</p>		

AVAILABLE RESOURCES AND TOOLS

Guide: [Building a Workplace Flexibility Strategy](#) (Workplace Gender Equality Agency, Australian Government)

Tool: [Sample Employee Flexible Working Questionnaire](#) (Workplace Gender Equality Agency, Australian Government)

Report/Study: [Flexible working time arrangements and gender equality](#) (European Commission)

Report/Study: [The Smart Working Handbook](#) (Flexibility.co.uk)

Report/Study: [Leveraging Workplace Flexibility for Engagement and Productivity](#) (Society for Human Resource Management)

Report/Study: [The Benefits of a Remote Workforce and Virtual Collaboration](#) (Aperian Global)

Report/Study: [Developing A Flexible Working Arrangements Policy](#) (Workplace Gender Equality Agency, Australian Government)

⁷⁸ **PARENTAL LEAVE.** A benefit designed to provide employees with approved paid or unpaid time off following the birth or adoption of a child. (Source: [Society for Human Resource Management, Glossary of Human Resources Management Terms](#))

⁷⁹ **MATERNITY LEAVE.** Maternity leave is the period of time in which women are legally allowed to be absent from work in the weeks before and after birth. Some companies also grant a limited number of days in case of adoption of a child.

⁸⁰ **FAMILY LEAVE.** Benefit for employees to take paid or unpaid leave for serious family issues. Such reasons may among others include adoption, pregnancy, foster care placement, family or personal illness, death of a family member, child care needs and support for administrative procedures for close family members. The reasons covered under this benefit vary depending on national laws and/or company agreements.

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Report/Study: The Great Debate: Flexibility Vs. Face Time (Catalyst)</p> <p>Article: Inflexible Working Hours Could Be Making The Gender Gap Worse (World Economic Forum)</p> <p>Article: How to Encourage Work-Life Balance for Employees (The Balance Careers)</p> <p>Article: Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)</p> <p>Article: From Employee Experience To Human Experience: Putting Meaning Back into Work (Deloitte)</p> <p>Article: The Pros and Cons of a Flexible Work Schedule (The Balance Careers)</p> <p>Article: A Blueprint for Remote Working: Lessons from China (McKinsey & Company)</p> <p>Article: 4 Policies that Encourage a Family-Friendly Company Culture (Justworks)</p> <p>Example: Work-Life Balance: OECD Better Life Index (OECD)</p>			
<p>BENEFITS</p> <p>Institute an inclusive employee health and wellness program to improve the health, wellbeing, and productivity to support all female and male employees</p>	<p>Align the employee health and wellness program with demographic profile and needs of all female and male employees with diverse social identities, taking industry-specific health risks into account</p> <p>Design interventions using a data driven-approach to address needs by conducting a health risk assessment for specific job categories and related to workforce demographics</p> <p>Use employee surveys to evaluate the personal health and wellness needs of employees, ensuring both mental and physical health are addressed</p> <p>Conduct health culture audits to assess potential workplace impact on employee wellness behavior</p> <p>Develop strategy with supportive business case demonstrating the return on investment for the program to obtain management buy-in and allocate sufficient budget</p>	<p>Lack of resources and budget lead to ad hoc, one-time measures that may be perceived as lip service, rather than genuine interest in the health and wellbeing of employees</p> <p>Unequitable access for employees to the programs can create feelings of favoritism</p> <p>Managers may not be willing to allow employees time away from KPI driven duties, and employees may be unwilling to spend additional unpaid hours at work.</p> <p>Lack of visible sponsorship and modelling can undermine the effectiveness of the program (e.g., while leadership might endorse the program, they are not participating or “walking the talk)</p>	<p>Interventions are designed to meet the specific health risks related to the industry demographic and business and are designed in a way, that they do not perpetuate harmful stereotypes, but still address health risks stronger related to one of the both genders</p> <p>Female and male employees report that the programs address their needs and are using the services</p> <p>Positive effects, such as increased productivity, less absenteeism,⁸¹ and better physical and mental health can be measured</p> <p>Employees demonstrate increased resilience to avoid and overcome challenges in their lives and reach out for support when seek support when needed</p>

⁸¹ **ABSENTEEISM.** Failure to show up for scheduled work. The main reasons for being concerned with absenteeism are increased cost to the organization, clues about employees' mental and physical health, and employees' job satisfaction. (Source: [resourcing edge, Human Resource Glossary](#))

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Create a structure to ensure coordination and implementation of the initiatives (e.g., wellness committee)</p> <p>Communicate and market continuously throughout the organization</p> <p>The program can address:</p> <ul style="list-style-type: none"> • Health risk assessments and early detection initiatives, such as onsite screening • General medical services, awareness, and treatment provided to employees on site or with partner organizations • Gender-specific health topics such as breast cancer, pregnancy and breastfeeding, cervical cancer, prostate cancer • Mental health topics such as substance abuse, domestic violence, depression, and suicide • Health content and wellness programs • Stress management and relaxation techniques • Sponsored fitness programs, including onsite courses and gym <p>AVAILABLE RESOURCES AND TOOLS</p> <p>Guide: Five Steps to a Successful Workplace Wellness Program (RAND Corporation)</p> <p>Article: 10 Great Examples of Workplace Wellness Programs (RISE)</p> <p>Article: Why workplace health programs work more for men than women (World Economic Forum)</p> <p>Article: 5 Key Factors That Contribute to Wellness Program Success (CBG Benefits)</p> <p>Video: Skills and Practices for Leaders (JHU)</p>		
<p>BENEFITS</p> <p>Establish an Employee Assistance Program (EAP) to support the mental and</p>	<p>Employee Assistance Programs (EAP) support the wellbeing of employees and provide external support to increase their productivity by supporting, assessing, and referring employees to appropriate care</p>	<p>EAPs can be challenging to implement effectively because of their complex and sensitive nature</p> <p>EAP service providers may have limited scope to general counseling topics and</p>	<p>EAP covers gender specific issues and has a scope of work explicitly including consulting topics to improve gender equality and reconciliation of work-life and family-life</p>

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
emotional health of female and male employees	<p>Provide in the form of a general hotline, coaching, and/or outsourced specialist service that employees can access to address their health and wellbeing, emotional factors influencing their performance such as stress at work or at home, and reconciliation of work-life and family-life related topics</p> <p>Ensure the EAP (internal or outsourced) is seen as a trustworthy support system, providing neutral and anonymous support, socializing it early and often during onboarding and beyond</p> <p>Define a framework for either an internal or outsourced system that specifies:</p> <ul style="list-style-type: none"> • Terms of contract and scope of work • Independence of advice • Confidentiality • Private and safe data analysis to identify effectiveness of services and support decision-making • Access to support mechanism and associated monetary fees for the employee and/or employer • Communication plan and materials to sensitize employees to available services <p>Typical issues that the program may address include:</p> <ul style="list-style-type: none"> • Work-related experiences that limit individual performance, such as discrimination, harassment, and disrespectful behavior • Need for career advice or support for reconciliation of work-life and family-life • Individual physical and mental health related challenges and issues, including trauma, domestic violence and gender- 	<p>quality of support for gender related issues not sufficient</p> <p>Financial costs to the utility for outsourcing the service and/or upskilling employees internally to manage</p> <p>Employees may be reluctant to use it due to mistrust or stigma related to cultural attitudes around seeking care services, especially with taboo issues such as mental healthcare challenges or addiction</p> <p>Ineffective communication strategy, resulting in a lack of awareness about the program</p>	<p>EAP has specialized personnel for gender-related issues and/or all personnel are trained</p> <p>All employees are aware of the EAP and feel it is accessible</p> <p>Employees are more satisfied with the organization due to the provision of services</p> <p>Female and male employees who choose to use the program perform better as a result of having access to the services</p> <p>Reduced absenteeism</p> <p>Women are able to perform better and qualify for promotions within the utility</p> <p>Company receives anonymized data regarding demand, effectiveness, use and satisfaction by employees to make decisions about service offerings and providers to ensure quality and relevance</p>

TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	based violence outside of the workplace, substance abuse, and HIV/AIDS <ul style="list-style-type: none"> Family challenges and issues in handling transition phases, e.g., due to family duties and changes (birth, death, divorce, additional care duties) Financial and legal advice 		

AVAILABLE RESOURCES AND TOOLS

Guide (incl. Sample EAP Policy): [What is an Employee Assistance Program & How Does it Work?](#) (Fit Small Business)

Report/Study: [An Employer’s Guide to Employee Assistance Programs](#) (National Business Group on Health)

Example: [Mental Health & Self-Care](#) (Equilo)

Example: [OSH Answers Fact Sheets](#) (Canadian Centre for Occupational Health & Safety)

Webinar: [10 Ways to Boost the Value of your Employee Assistance Program](#) (LifeWorks by Morneau Shepell)

Study: [How Employers Can Better Support Employees with Mental Health Issues](#) (Emerald Insight)

Report/Study: [Applying gender-based analysis plus to Employee Assistance Programs: A Canadian Perspective](#) (Journal of Workplace Behavioral Health)

<p>BENEFITS</p> <p>Establish childcare facilities (e.g., crèche or nursery) or provide monetary assistance with childcare arrangements</p>	<p>Conduct an analysis to determine what assistance most meets employee needs, with data disaggregated by sex and office site location</p> <p>Conduct a forecast of financial benefits to determine the option that best meets the needs of all stakeholders</p> <p>Implement the option that best meets (most of) the needs of stakeholder groups</p>	<p>The cost of onsite childcare facilities, staffing, and maintenance costs may not be financially feasible, especially in companies with multiple office and work sites</p> <p>Regional offices may be located in places with few or no childcare facilities nearby</p>	<p>Childcare facilities, monetary assistance, or a combination of the two are adopted</p> <p>Parents use childcare options provided</p> <p>Care facilities are maintained for safety and comfort</p> <p>Care facility staff are properly trained in childcare</p>
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AVAILABLE RESOURCES AND TOOLS

Guide (incl. Additional Resources & Toolkit): [Tackling Childcare: A Guide for Employer-Supported Childcare](#) (IFC)

Guide: [Guideline for Childcare Facilities in the Public Service](#) (Department of Public Service and Administration South Africa)

Report/Study (incl. Case Studies): [Tackling Childcare: The Business Case for Employer-Supported Child Care](#) (IFC)

TALENT AND LEADERSHIP DEVELOPMENT

Structured process of identifying, developing and promoting future talent and leaders with goals to enhance their knowledge, skills, and abilities to take on leadership roles in the future.

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>TALENT & LEADERSHIP DEVELOPMENT</p> <p>Assess diverse talent pipeline health by identifying talent and leadership development needs through gap analysis</p>	<p>Conduct gap analysis and root cause analysis based on company leadership model and leadership values addressing:</p> <ul style="list-style-type: none"> • Future supply and demand for talent • Needs for skill development based on leadership model and values, and on future demand • Assessment of current talent pool and potential for promotions (sex-disaggregated) and benchmarking against total workforce, industry benchmarks and non-industry benchmarks • Evaluation of previous efforts to develop talent and leaders • Training and development needs analysis focusing on knowledge, skills and abilities 	<p>Resistance from leadership to question status quo and current practice</p> <p>Company may not have a strong leadership model or clear values in place, or values may have changed in the past resulting in disregard for values</p> <p>Talent pool may be based on weak criteria and selection process</p> <p>Talent selection may be strongly biased, or the process may lack transparency, making it inaccessible for women</p>	<p>Gap analysis identifies current talent and leadership models, with redress mechanisms developed to address gaps</p> <p>Company leadership demonstrates commitment to a healthy talent pipeline with equitable representation of male and female candidates for different positions and departments</p>

AVAILABLE RESOURCES AND TOOLS

Report/Study: [Cascading Gender Biases, Compounding Effects: An Assessment of Talent Management Systems](#) (Catalyst)

Tool: [WEPs Gender Analysis Tool](#) (UN Global Compact)

<p>TALENT DEVELOPMENT</p> <p>Develop structured talent development plan and process to counteract bias and gender parity and diversity imbalances in talent pool</p>	<p>Define based on gap analysis:</p> <ul style="list-style-type: none"> • Talent and leadership development strategy, which is long-term and includes both mid and long-term targets, to counteract gender parity and diversity imbalance • Targets for inclusion of women and individuals with diverse social identities in the talent programs set higher than the current 	<p>Development opportunities for employees and access to training may be ad hoc rather than connected to career goals or talent needs of the company</p> <p>Development initiatives offered may not be fully aligned with corporate strategy</p> <p>Managers may not be fully trained to have development conversations with employees</p>	<p>Development plans for employees are connected to career goals and audited for equity and any inequities found are corrected</p> <p>Professional development opportunities are designed intentionally to address identified gender parity and diversity gaps</p> <p>Measures are developed to counteract bias in talent selection, assessment and ultimately in promotion (e.g., annual talent</p>
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TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>representation of women in the overall workforce (50:50 gender parity targets advised)</p> <ul style="list-style-type: none"> Structured process to meet targets and to counteract bias, especially in identification and assessment of talent <p>Create individual development plans for employees and leaders connected to career goals and audited for parity and diversity</p> <p>Embed gender awareness and diversity curriculum in all talent and leadership development programs</p>	<p>Corporate culture and infrastructure may not support women in leadership positions and therefore not support female talent</p>	<p>and leadership committee assessing the progress of each person within the talent and leadership pool)</p> <p>Increased numbers and percentages of women and men with diverse social identities in talent development programs within different positions and departments</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Tool: Gender Inclusion & Diversity Toolkit (Canadian Manufacturers & Exporters)</p>			
<p>Report/Study: Empowering Women in the Workplace. Future Talent Strategies: Gender Diversity and Leadership (Robert Walters)</p>			
<p>LEADERSHIP DEVELOPMENT</p> <p>Develop structured and long-term leadership development plan to include women with diverse social identities at all leadership levels</p>	<p>Develop a separate leadership development plan, based on gap analysis and talent development plan, with an explicit aim to close identified gender parity and diversity gaps at all management levels</p> <p>Assess differences between the leadership model and successful leadership behaviors; revise the leadership model or start a change management process to align leader’s behavior with the defined leadership model if gaps are identified</p> <p>Base development opportunities on leadership knowledge, skills and abilities identified as success factors</p>	<p>Companies may not have competency-based leadership development</p> <p>Unconscious bias may affect training opportunities offered</p> <p>Classroom learning, conferences and job rotations may require travel and time away from home making it more difficult for parents with childcare duties</p>	<p>Companies have planned leadership development and keep records to ensure equitable participation</p> <p>Support is provided for employees who must travel, and/or career development and training opportunities are offered through multiple modalities</p> <p>Increased number of women and individuals with diverse social identities possess the defined skills for future leadership positions</p> <p>Increased number of women with diverse social identities promoted to open leadership positions</p> <p>Increased number of women with diverse social identities with a positive track record two years after promotion</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Guide (incl. Worksheets & Templates): Female Talent Management: Toolkit for Organizations (Chartered Professional Accountants Canada)</p> <p>Guide (incl. Additional Resources & Case Studies): Resources for Retaining and Advancing Mid-Career Technical Women (NCWIT)</p> <p>Case Study: The Return on Investing in Women at Tata Power-DDL (USAID)</p> <p>Training Resource/Tool: Training Package for Women in And into Management and Leadership Positions (Department of Education South Africa)</p> <p>Report/Study: 7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership (ManpowerGroup)</p> <p>Report/Study: Barriers for Women to Positions of Power: How Societal and Corporate Structures, Perceptions of Leadership and Discrimination restrict Women's Advancement to Authority (Dee-Ann Schwanke)</p> <p>Report/Study: Women Rising: The Unseen Barriers (Harvard Business Review)</p> <p>Article: Breaking the Glass Ceiling (CEO Today)</p> <p>Article: Board Experience is Helping more Women get CEO Jobs (Harvard Business Review)</p> <p>Article (incl. Podcast): Why Don't Women Promote Themselves? (Wharton University of Pennsylvania)</p>			
<p>TALENT DEVELOPMENT</p> <p>Provide mentoring for women with diverse social identities to cultivate their talent and mentoring for men to foster male allies</p>	<p>Create high-quality mentorship programs for women and men with diverse social identities at different career levels with specific gender equality and diversity goals</p> <p>Provide clear structure and dedicate sufficient resources including:</p> <ul style="list-style-type: none"> • Clear targets and quality standards • One person in charge of coordinating the program, and acting as a point of contact for mentors and mentees • Mentors who are trained to be aware of and eliminate gender and diversity bias in supervision and who create a positive environment for both women and men, with clear instructions on benefits, targets and roles, and establishing the relationship • Encourage diverse mentor-mentee relationships; in addition to same sex mentor-mentee relationships (e.g., women mentoring women or men mentoring men), strategically match men to mentor and help advance women, as well as female leaders to develop, support, and advance men to 	<p>Senior staff may perceive their role as an additional burden</p> <p>Senior managers or supervisors may be reluctant to assume a mentoring role for female employees</p> <p>Powerful biases that are the exact reason that this match is critical for transforming individuals need to be overcome:</p> <ul style="list-style-type: none"> • Female leaders may be uncomfortable and hesitant to mentor male colleagues • Men may not accept to be mentored by a woman • Corporate culture and \ norms may be unsupportive of men and women establishing a mentoring relationship 	<p>Transparent company-wide mentoring program is established with goals, tools, guidelines, and metrics to measure achievements</p> <p>Mentoring relationships are sustainable as can be seen in numbers and frequency of contacts between mentors and mentees</p> <p>Women with diverse social identities ask actively for mentoring opportunities</p> <p>Increased number of women with diverse social identities who participated in mentoring are perceived as good performers and/or get promoted to next level</p> <p>Training for mentors is expanded to include gender-equality and non-discriminatory practices</p> <p>Mentoring candidates, mentors, and supervisors of mentees report high satisfaction with quality of mentoring and target achievement</p> <p>Mentor becomes a sponsor of the candidate (see below)</p>

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>orient men early in their careers to respect women in positions of power</p> <ul style="list-style-type: none"> • Constant evaluation, integrating feedback and suggestions from mentors, mentees, and their supervisors • Prioritize standardized selection and matching of mentors and mentees, integrating as many successful women from the company as possible, and providing a strong orientation framework for mentors and mentees (e.g., mentoring topics and boundaries, expected frequency, and format of meetings) 		<p>Diverse mentor-mentee relationships are established</p> <p>Male employees mentored by female leaders become male leaders and champions of equality, supporting transformation and cultivation of more equitable work places</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Guide (incl. Templates): Mentoring in A Box: Technical Women at Work (NCWIT)</p>			
<p>Guide: Mentoring/ Sponsorship (Diversity Inc.)</p>			
<p>Guide (incl. Self-Assessments): Making Mentoring Work (Catalyst)</p>			
<p>Guide: Evaluating a Mentoring Program (NCWIT)</p>			
<p>Guide: How to Start a High-Impact Mentoring Program? (Chronus)</p>			
<p>Guide: Mentoring Program: Guidance and Program Plan (U.S. Department of Energy)</p>			
<p>Example: Men, Commit to Mentor Women (Lean In)</p>			
<p>Report/Study: Women as Mentors? Does She or Doesn't She? (Development Dimensions International, Inc.)</p>			
<p>Report/Study: Modern Mentoring: Emboldening Women in the Workplace (Chronus)</p>			
<p>Article: What the Best Mentors Do (Harvard Business Review)</p>			
<p>Article: Challenging Our Gendered Idea of Mentorship (Harvard Business Review)</p>			
<p>Article: Men Need Mentors too in the #MeToo Era (Inc.)</p>			
<p>Article: The Best Person a Women Leader can mentor? A Man. (Progressive Women's Leadership)</p>			
<p>Article: What happens when women mentor men (CNN Business)</p>			
<p>Podcast: Energy Leadership on Mentorship (Zpryme)</p>			

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>LEADERSHIP DEVELOPMENT</p> <p>Provide sponsorship for women with diverse social identities to make them more visible for promotion</p>	<p>Create high-quality mentorship and sponsorship programs for women at different career levels</p> <p>Provide clear structure and dedicate sufficient resources including:</p> <ul style="list-style-type: none"> • Clear targets and quality standards with a transparent division between mentoring and sponsoring • Information provided to potential sponsors on company objectives and strategies to increase gender equality and diversity, and to develop women with diverse social identities for leadership positions • Incentives provided for providing sponsorship, e.g., being active as a sponsor can be used as part of the individual performance management of the sponsor 	<p>Senior managers or supervisors may be reluctant to assume a sponsorship role for female employees and may find it difficult to identify suitable candidates due to overall lack of visibility of women</p> <p>Difference between mentoring and sponsorship not clearly addressed</p> <p>Corporate culture and local gender norms may be unsupportive of men and women establishing a sponsor relationship</p> <p>Senior managers may use time and effort to promote protégés, but are not placed well enough in the organization or hindered by company politics to effectively support the success of the person sponsored by them</p>	<p>Transparent company-wide sponsoring guidelines are established</p> <p>Visibility of sponsored candidates increased</p> <p>Increased number of women with diverse social identities are perceived as good performers and/or get promoted to next level</p> <p>Sponsors use professional capital to support careers of their protégés</p> <p>Corporate sponsorship programs assign top leaders and have target goals to which sponsors are held accountable</p> <p>Senior managers perceive involvement as a sponsor as supporting company targets and personally enriching</p>

AVAILABLE RESOURCES AND TOOLS

Report/Study: [Supporting Careers: Mentoring or Sponsorship?](#) (Workplace Gender Equality Agency, Australian Government)

Report/Study (incl. Additional Resources & Readings): [Mentorship, Sponsorship, and Networks: The Power and Value of Professional Connections](#) (Center for Women and Business, Bentley University)

Report/Study: [Why Men Still Get More Promotions Than Women](#) (Harvard Business Review)

Article: [A Lack of Sponsorship Is Keeping Women from Advancing into Leadership](#) (Harvard Business Review)

Podcast: [Women are Over- Mentored \(But under-Sponsored\)](#) (Harvard Business Review)

Video: [What Exactly Is Sponsorship in Business?](#) (Institute for Gender and the Economy)

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>LEADERSHIP DEVELOPMENT</p> <p>Introduce job sharing⁸² for management functions and other key roles</p>	<p>Implement job sharing and leadership sharing opportunities for women with diverse social identities:</p> <ul style="list-style-type: none"> • Expose them to new roles and responsibilities or to new business areas within an organization • Provide them opportunities to grow into a new position and to learn from a more experienced person with whom they share duties • Better reconcile work-life and family-life duties especially in times of transition such as return from maternity leave with reduced working hours <p>Identify suitable job-sharing opportunities and pair women with partners who have high awareness of their responsibility to make the arrangement work</p> <p>Support job sharing candidates to make independent and cooperative decisions about job sharing, including splitting responsibilities, tasks, and reporting lines, with good communication and knowledge sharing system (e.g., common drives, access to each other’s e-mails, etc.)</p>	<p>Bad pairing, strong competition, and lack of understanding for the need to work as a team to be successful can harm the success of job sharing opportunities</p> <p>Co-workers and management may resist change needed to adapt to the model</p> <p>Company culture and politics that may not be in favor of successful women can threaten those sharing a job (e.g., complaints about the person not being available full time)</p>	<p>Job sharing model is in place and used by the organization to retain and support talented women</p> <p>Women who have used job sharing models can continue in challenging key positions and in leadership roles afterwards</p> <p>Managers of those who are sharing a job report high satisfaction with the performance of both candidates</p> <p>Retention rate of talented women with diverse social identities in management or key functions after maternity leave or with part-time working arrangements increased</p>
<p>AVAILABLE RESOURCES AND TOOLS</p> <p>Report/Study: Job Sharing At Senior Level: Making It Work (The Job Share Project)</p> <p>Report/Study: Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Harvard Business Review)</p> <p>Article: How To Make Job Sharing Work (The Guardian)</p> <p>Article: Will Job Sharing Support Gender Equality at Work? (The Guardian)</p>			

⁸² **JOB SHARING.** Type of flexible work arrangement in which two different employees work part-time schedules to complete the work one person would do in a single full-time job. (Source: [Monster, What is Job Sharing?](#))

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>LEADERSHIP DEVELOPMENT</p> <p>Provide on-the-job learning opportunities, such as job shadowing⁸³ and job rotations, especially for business areas in which women are underrepresented</p>	<p>On-the-job learning opportunities create exposure for women to working areas in which women are underrepresented or where the company wants to attract more women and expose managers and staff in these company segments to women as potential colleagues, which may reduce resistance to hire more women</p> <p>These opportunities may include:</p> <ul style="list-style-type: none"> • Job-shadowing (single days or for a certain period of time) • Working on different job locations and in different business segments for a limited period of time • Buddying with somebody from a different department and/or business segment with structured exchange facilitation to learn about the specifics of their work • Cross-functional project assignments or other assignments that require the person to collaborate more closely with other departments • Research or data collection assignments, which expose the person to other business areas and support their understanding of the specifics of these business areas <p>Develop high quality programs with a clear structure including:</p> <ul style="list-style-type: none"> • Clear strategy and targets and quality standards for each program in place • One person in charge of coordinating the program, acting as point of contact for learners and supporters 	<p>Supporters may not be aware of their role as ambassadors and role models for their specific business area</p> <p>Supporters may face comments or jokes from co-workers due to cultural boundaries between women and men</p> <p>Supporters may experience their role as burdensome, especially in cases of bad matching</p>	<p>A variety of on-the-job-training opportunities are in place supporting women to leverage their skills through interpersonal learning and exposure to working areas within the company, in which women are underrepresented or more women are desired to work</p> <p>Supporters of on-the-job-learning opportunities have been trained/instructed to act as role models with regards to gender and as ambassadors for their business area</p> <p>Feedback from supporters and candidates is positive</p> <p>Women become interested in working in one of the job areas they were exposed to</p> <p>Managers' mindset of working areas with less women is more supportive of having women in their departments</p>

⁸³ **JOB SHADOWING.** Type of on-the-job employee job training in which a new employee, or an employee desiring to become familiar with a different job, follows and observes a trained and experienced employee. (Source: [The Balance Careers, Job Shadowing is Effective On-The-Job Training](#))

TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> • Identification of target group and suitable supporters and quality matching process in place • Training or clear instructions for supporters • Constant evaluation and integration of feedback from learners and supporters <p>Instruct supporters to create a positive image of the job area and act as role models with regards to gender values in their role, as ambassadors for a specific job area</p> <p>Job rotations can also increase opportunities for women to work for more than one supervisor and increase opportunities for more unbiased and fair evaluation of their performance</p>		

AVAILABLE RESOURCES AND TOOLS

Example: [Sodexo North America Hosts National Job Shadowing Program to Promote Professional Development for Women](#) (Sodexo US)

Article: [Job Shadowing – Why the Big Fuss?](#) (EduConnect)

RETENTION AND EMPLOYEE ENGAGEMENT

Efforts and ability of an organization to maintain a working environment which motivates and engages current staff, resulting in identification with the organization and retention of talent.

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>RETENTION</p> <p>Use workplace climate and employee satisfaction surveys to identify gender equality and diversity and inclusion challenges</p>	<p>Design and administer survey according to global best practices (e.g., validated surveys are disaggregated by sex and other social identity factors)</p> <ul style="list-style-type: none"> • Design survey to ask questions to better understand issues related to gender equality, D&I, sexual harassment, and discrimination, including the following examples: • I feel well respected by my supervisor/co-workers • Management shows, through action that diversity and/or gender equality is one of the highest priorities of the company. • Job promotions are fair and based on the principles of equality • The performance of women and men is evaluated with the same accuracy OR with fair judgment. • Diverse perspectives are valued and encouraged in my team • I am comfortable voicing my ideas and opinions, even if they are different from others • In my department or work unit, people are treated respectfully, regardless of their differences • I feel a good gender balance within the organization • The behavior of our senior leadership team is consistent with this company's value • My CEO prioritizes gender diversity 	<p>Multiple modalities (e.g., phone, computer, paper) may be needed to reach all employees</p> <p>Union employees may be required to complete the survey on company time and phone-based surveys may be prohibited</p> <p>If surveys are outsourced, the survey company may increase the cost for the additional service of disaggregating data</p> <p>Invalid surveys (e.g., surveys that are not well designed) could result in inaccurate results or gender bias</p>	<p>Employee satisfaction surveys are conducted periodically, and data are disaggregated by sex</p> <p>Data are analyzed and used to inform decisions to further advance gender equality</p> <p>Women and individuals with diverse social identities increasingly report satisfaction</p>

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> • Commitment to gender diversity is important, because it contributes to a positive image of the company • Promotions at this company are based on fair and objective criteria • In the past 12 months, how often did someone at work: • Make unwanted attempts to establish a romantic sexual relationship with you despite your efforts to discourage it? • Make offensive remarks about your appearance, body, or sexual activities? • I was subjected to negative comments or remarks • I was subjected to offensive jokes <p>Analyze data from the survey and use findings to develop an action plan to close gaps</p>		

AVAILABLE RESOURCES AND TOOLS

Guide: [Workplace Climate Surveys](#) (Workplaces Respond to Domestic and Sexual Violence)

Tool: [Gender in The Workplace Survey Template](#) (SurveyMonkey)

Tool: [Gender Discrimination Survey Questions & Sample Questionnaire Template](#) (QuestionPro)

Article: [30 Employee Satisfaction Survey Questions That You Can't Afford To Miss](#) (QuestionPro)

Article: [A New Survey Looks at How Women and Men View Their Jobs](#) (TINYpulse)

Article: [Employee Satisfaction: The Female Perspective](#) (Forbes)

<p>RETENTION</p> <p>Devise a targeted strategy to retain top female talent including high-performing women, women in key technical functions, and women demonstrating leadership potential</p>	<p>High-performing women and men with diverse social identities, including those in key functions, technical roles, and have potential for leadership roles (e.g., women, who have recently started) may resign soon after being hired, at a mid-career point, or after parental leave due to negative organizational culture or limiting factors, resulting in loss of talent</p>	<p>Male employees may perceive preferential treatment towards women</p>	<p>The employer successfully identifies and retains top female talent with diverse social identities</p> <p>The company is viewed by prospective female employees as a woman-friendly employer</p> <p>When scheduling retention or engagement-focused activities (e.g., networking events, etc.) the organizers consider women's</p>
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TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Apply findings from the employee satisfaction survey (see above) to identify high-impact retention solutions that respond to female employees' interests and needs</p> <p>A sound retention strategy will address three dimensions: culture, connection, contribution</p> <p>Conduct interviews with top female performers to deepen understanding of what they value in the employment relationship</p> <p>Conduct exit interviews with departing female talent to understand the factors that led them to resign</p> <p>Raise the visibility of female high performers by featuring them as role models and mentors</p> <p>Organize informal networking opportunities during times that do not conflict with child care responsibilities</p>		<p>schedule preferences and/or childcare needs</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Guide (incl. Additional Resources & Case Studies): Resources for Retaining and Advancing Mid-Career Technical Women (NCWIT)</p>			
<p>Report/Study: Recruiting and Retaining Women in Non-Traditional Positions (Center for Energy Workforce Development, CEWD)</p>			
<p>Report/Study: Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success (Harvard Business Review)</p>			
<p>Article: 6 Powerful Ways to Keep Your Top Female Employees (Inc.)</p>			
<p>Article: How to Reduce Employee Turnover Through Robust Retention Strategies (Society for Human Resource Management)</p>			
<p>Article: Top 10 Way Managers Can Retain Technical Women (NCWIT)</p>			
<p>Article: How We Closed the Gap Between Men's and Women's Retention Rates (Harvard Business Review)</p>			

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>EMPLOYEE ENGAGEMENT</p> <p>Engage senior leadership and staff in gender equality, diversity, and inclusion efforts</p>	<p>Develop an employee engagement plan to support gender equality and D&I interventions, leveraging the influence of senior managers and other key personnel to act as ambassadors of change and generating understanding, learning and additional buy-in by employees engaging with female talent</p> <p>Develop KPIs⁸⁴ for employee engagement and use the engagement around gender equality and D&I as an indicator for performance management and promotions</p> <p>Senior leadership and other staff can be included in gender equality and D&I efforts as:</p> <ul style="list-style-type: none"> • Mentors or buddies for female employees or students • Sponsors • Presenters at school roadshow, job fairs and other activities targeting young talent • Ambassadors and role models, influencers in internal and external events, campaigns and communication activities • Trainers or instructors for formal and on-the-job learning activities, for interns and working students • Supporters in a change management group • Implementers of part of the gender strategy (e.g., communications develops campaigns as part of their department performance plan) 	<p>Time constraints of senior managers and other key personnel</p> <p>Cultural or traditional barriers may limit willingness of male senior managers to interact with women</p> <p>Managers may need support or training to interact with children or students</p>	<p>Gender equality and D&I initiatives are supported by various stakeholders and gain additional momentum</p> <p>Senior managers and other staff increase awareness through interaction with target groups</p> <p>Company perception increased as various people walk the talk and are visible as active supporters of gender equality and D&I</p>

⁸⁴ **KEY PERFORMANCE INDICATOR (KPI).** Critical (key) indicators of progress toward an intended result. KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most. As Peter Drucker famously said, “What gets measured gets done.” (Source: KPI.org)

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
See best practices related to mentorship, sponsorship, and buddy systems in Talent and Leadership Development			
<p>EMPLOYEE ENGAGEMENT</p> <p>Organize informal talks between the CEO and employees, ensuring inclusion of women with diverse social identities</p>	<p>Organize informal meetings such as breakfast, lunch, or coffee with the CEO with the goal to foster connection, belonging, and relevance in the company culture; this will not only foster the relationship between employees and management, but will also lead to cross-functional exchange between employees</p> <p>Invite male and female employees to participate or set up a raffle/lottery to win a spot at the event</p> <p>Target invitations to women so they may attend these meetings and talk about challenges/difficulties faced by female employees at the firm, proactively engaging and empowering women so their concerns are heard by the head of the organization</p>	<p>There may be limited time and financial resources to organize these events</p> <p>Employees may be reluctant to sign up or participate in the event due to fear or unease about talking to the CEO or upper-level management</p> <p>Open and “eye-to-eye” culture is needed for this format to be successful</p> <p>Challenges with the CEO following through with commitments to host events regularly, may result in a poor internal reputation for consistency</p>	<p>Meetings result in high potential team members being “discovered,” new and innovative ideas and/or problems identified along with suggested improvements</p> <p>Female employees are given a platform to discuss challenges as well as propose improvements for the organization</p>
AVAILABLE RESOURCES AND TOOLS			
<p>Article: Why You Should Create a “Shadow Board” of Younger Employees (Harvard Business Review)</p>			
<p>Article: How CEO Lunches Improve Employee Engagement (Forbes)</p>			
<p>Article: Executive and CEO Lunches with Employees help Build Bridges (The Balance Careers)</p>			
<p>Article (incl. Video Interview): The Rewards of an Engaged Female Workforce (Boston Consulting Group)</p>			

TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>EMPLOYEE ENGAGEMENT</p> <p>Leverage existing women’s and diversity networks to support development of good practices</p>	<p>Use well-established networks to generate ideas for improvements, give women and men with diverse social identities a voice in the change management process, and ask members to act as ambassadors for planned interventions (e.g., reaching out to employees in remote locations and onboarding them)</p> <p>In order to make these networks effective it is important to:</p> <ul style="list-style-type: none"> • Define purpose, roles and targets for the network • Agree on frequency and rules for agenda setting, invitation of external input providers and means of collaboration between the network and the organization 	<p>In many companies, women and diversity networks have been established in phases, in order to create a safe space to discuss gender equality and D&I issues and needed improvements, but over time the aims and direction of these networks get lost and the networks fail to create impact within the organization</p> <p>Women and men with diverse social identities may be reluctant to participate because they do not want to be perceived as having the need for a support group, or sometimes do not want to be seen as being aligned with other women and individuals who share their identity</p> <p>Women may not have time for networking and events outside of business hours due to family responsibilities</p> <p>There may be weak/lack of support from management and the CEO</p>	<p>Women and diversity network is well established and has a purpose</p> <p>Members of the network are perceived as strong partners for change management interventions and act as ambassadors for new measures</p> <p>The network is used by employees as an informal entry point for ideas, complaints, and feedback on gender equality and D&I interventions</p>
<p>AVAILABLE RESOURCES AND TOOLS</p> <p>Article: 6 Trends Driving Cutting-Edge Corporate Women’s Networks (Thrive Global)</p> <p>Article: Are Female-Only Networks Hurting Women in the Workforce? (OZY)</p> <p>Article: How to Start a Women’s Networking Group at Work (Equality Works)</p>			

SUCCESSION PLANNING AND PROMOTION

Systematic and long-term process of identification and development of potential successors for key positions to ensure that an employee’s knowledge, skills and abilities are developed to fill key roles.

TABLE 7. SUCCESSION PLANNING AND PROMOTION

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
SUCCESSION PLANNING Establish and implement succession plans ⁸⁵ that are inclusive of women	Ensure succession planning is the process of identifying long-range needs and cultivating a supply of internal talent to meet those future needs Use succession plans to anticipate the future needs of the company and assist in finding, assessing and developing the necessary human capital (internal and external) Ensure gender-equitable succession plans include the identification of key positions, gender-neutral selection criteria, a plan for how to develop candidates selected and goals for inclusion at all levels of leadership Set a minimum number or percentage of female participants in the succession training group	Companies may not have succession plans in place Promotion is often seniority-based In some countries, performance appraisal ⁸⁶ is between the supervisor and employee and not shared with HR, so those appraisals cannot be used for succession planning There may be an unconscious gender bias regarding who should fill a particular position Women may not apply for leadership positions in a workplace that is not specifically supportive of women workers’ development	Gender-equitable succession plans are written and implemented, specifically closing gender gap and pay equity gaps through a primary focus on: recruitment, retention, development, and accountability activities Increasingly equal representation is achieved in leadership positions (long term) Aspirational goal or quota set for percentage of women selected succession candidates

AVAILABLE RESOURCES AND TOOLS

Guide: [Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide \(Chapter 4: Promotion and Succession Planning\)](#) (Gender Equality in Decision-Making, GEM)

Guide: [Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners](#) (Singapore Management University)

Report/Study: [7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership](#) (ManpowerGroup)

Article: [Fostering Women Leaders: A Fitness Test for Your Top Team](#) (McKinsey & Company)

Video: [The Career Advice You Probably Didn't Get](#) (Susan Colantuono)

⁸⁵ **SUCCESSION PLANNING.** Strategy for identifying and developing future leaders at a company — not just at the top but for major roles at all levels. It helps a business prepare for all contingencies by preparing high-potential workers for advancement. (Source: [Robert Half, What Is Succession Planning?](#))

⁸⁶ **PERFORMANCE APPRAISAL.** Periodic review and evaluation of an individual's job performance. (Source: [Society for Human Resource Management, Glossary of Human Resources Management Terms](#))

TABLE 7. SUCCESSION PLANNING AND PROMOTION

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>SUCCESSION PLANNING & PROMOTION</p> <p>Use skill mapping⁸⁷ to support unbiased succession planning and promotion</p>	<p>Establish skill maps for core functions based on industry best practices and adapt to company needs:</p> <ul style="list-style-type: none"> • Skill maps for each function include at least 4 levels to support fair promotion • All cross-functional moves and promotions are based on agreed skill profiles 	<p>Skill mapping is a resource-intensive process</p> <p>It takes time to establish the system, which can become a challenge for companies undergoing rapid change as the skill pool and related skill maps may quickly change</p>	<p>HR has identified pool of suitable candidates for each skill pool, including women and men</p> <p>Employees have full transparency for all functions and skill levels and can adequately develop relevant knowledge, skills and abilities</p>
<p>AVAILABLE RESOURCES AND TOOLS</p> <p>Guide: Skills Mapping Process Guide (P-TECH Brooklyn)</p> <p>Tool: Skill Maps for Professions at Utilities (O-NET OnLine)</p> <p>Article (incl. Sample Skills Matrix Template): What is a Skills Matrix and How Do I Create One? (Manager’s Resource Handbook)</p>			
<p>PROMOTION</p> <p>Develop promotion processes to counteract bias in promotions</p>	<p>Follow successfully proven practices that include:</p> <ul style="list-style-type: none"> • Once a year all managers are invited to submit proposals on a set number of employees for promotion • The committee assesses all candidates based on their potential to successfully perform in a new role • Promotions are granted consensually • In case no consensus can be reached, the best candidates are invited to participate in an application process, where assessment of these candidates can be done by an external party <p>Establish a promotion committee with equal representation of female and male high-level leaders who meet on a regular basis to evaluate current talent pool and potential of individuals for promotions</p>	<p>Company politics may influence decisions on promotions</p> <p>Women may not be in visible functions and therefore not as known to committee members</p> <p>May be difficult to nominate female committee members when they are underrepresented in leadership roles</p>	<p>Promotion committee is functional and used for all promotions</p>

⁸⁷ **SKILLS MAPPING.** Creating a visual representation of the skills needed to perform well in any given role and comparing that with the existing skills held by employees throughout the organization. This comparison allows gaps to be identified and remedied. (Source: [HR Daily Advisor, What Is Skills Mapping?](#))

TABLE 7. SUCCESSION PLANNING AND PROMOTION

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
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AVAILABLE RESOURCES AND TOOLS

Guide: [A Toolkit for Recruiting and Hiring a More Diverse Workforce](#) (University of California, Berkeley)

Guide: [Tailoring Organizational Practices to Achieve Gender Equality: A Best Practice Guide](#) (Chapter 4: Promotion and Succession Planning) (Gender Equality in Decision-Making, GEM)

Article: [Why Do So Many Men Become Incompetent Leaders?](#) (HBR)

SEPARATION AND RETIREMENT

Process of managing the voluntary or involuntary leave of employees.

TABLE 8. SEPARATION AND RETIREMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
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SEPARATION

Address the gender inequality impact of retrenchment

Develop written plan and data collection method to ensure that retrenchment does not have disparate impacts on a particular group or groups

Conduct data analysis prior to beginning retrenchment and correct any disparate impact identified

Culturally/legally, companies may rely on retirement and programs that encourage early retirement, making retrenchment unlikely and limiting the ability to manage separation equity

HRIS may not capture all relevant data points (i.e., sex disaggregated data)

Ratios of men and women within job classifications are proportionately retrenched during downsizing

AVAILABLE RESOURCES AND TOOLS

Guide: [Managing Retrenchment](#) (IFC)

RETIREMENT

Ensure both men and women participate in retirement plan and/or financial education programs

Fund corporate retirement plan to provide income to retirees

Support financial education regarding saving for retirement

Clearly define employee participation in the plan or education support; share information on how all employees can participate

Retirement plans may be governmental rather than corporate and are subject to legal constraints

Governments may also set different legal retirement ages for men and women

When a corporate retirement plan exists, men and women participate and benefit equally

Male and female employees report satisfaction and increased knowledge regarding financial retirement planning and financial security

TABLE 8. SEPARATION AND RETIREMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Periodically audit the plan usage and/or participation in training to determine if there is a disparate impact inclusive of:</p> <ul style="list-style-type: none"> • Collecting sex-disaggregated participation and usage data to understand potential gender differences • Root cause analysis <p>Developing corrective action</p> <p>Offer review of benefits and financial planning training for retirement when approaching retirement age</p>	<p>The ability to save and plan for retirement is intrinsically connected to pay equity, promotion and other related HR policies⁸⁸</p>	
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Report/Study: Closing the Retirement Gender Gap (Mass Mutual)</p>			
<p>Report/Study: Closing the Retirement Income Gender Gap (Prudential Financial)</p>			
<p>Report/Study: The New Social Contract: Achieving Retirement Equality for Women (Aegon)</p>			

⁸⁸ **HUMAN RESOURCES (HR) POLICIES.** (1) Agreements organizations have with employees about expected mutual behavior. Policies must align with laws and contracts, such as union agreements. (2) System of codified decisions established by an organization to drive administrative personnel functions, salary and benefits, performance management, employee relations and resource planning. (Source: [Inc.com, Human Resource Policies](#))

BEST PRACTICES: ORGANIZATIONAL ENABLERS

CORPORATE CULTURE AND LEADERSHIP

Culture of an organization is characterized by the shared values, attitudes, standards, and beliefs of its members. Leadership builds the foundation of corporate culture and plays an important role in changing it.

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
CORPORATE CULTURE & LEADERSHIP Develop a business case for gender equality, diversity, and inclusion based on company-specific gender and diversity assessment	Familiarize all senior leadership with the global evidence for the business case for gender equality and diversity Conduct a comprehensive gender assessment of the company to identify gaps and opportunities to improve gender equality and diversity Develop a specific business case unique to the organization based on the assessment Conduct a cost-benefit analysis of gender inequality to support the business case, (e.g., benefits vs. employee turnover and decreased productivity and costs of sexual harassment and GBV) Communicate the assessment findings and business case across the organization Identify priority areas for measurement, define indicators and gather baseline and regular periodic data	Precise attribution of benefits will not always be feasible Additional resources may be required for effective measurement There may be resistance to gender equality initiatives until such time that the business case has been developed	Senior leadership and employees understand the business case for gender equality and buy-in to company initiatives for gender equality and diversity

AVAILABLE RESOURCES AND TOOL

Guide: [Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ](#) (Wharton School of Business)

Guide (incl. Additional Resources): [Minimum Standards for Mainstreaming Gender Equality](#) (Gender Practitioners Collaborative)

Guide (incl. Case Studies): [A Gender Equal Future of Work: A Discussion Guide for Leaders](#) (Male Champions of Change)

Guide: [Sustainable Water and Sanitation in Africa \(SUWASA\): A Tool for Mainstreaming Gender In Water Supply and Sanitation Services](#) (USAID)

Tool: [Women's Empowerment Principles Gender Gap Analysis Tool](#) (United Nations Global Compact & UN Women)

Tool: [Developing a Business Case for Gender Equality](#) (USAID)

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
Case Study:	Female Perspectives Raise Revenue for Indian Power Utility: How BRPL made the Business Case for Gender Equality (USAID)		
Case Study:	Women in Utilities: A Driving Force for Workforce Modernization. A Case Study of Three Utilities in the Danube Region (World Bank Group)		
Case Study:	Gender-Smart Solutions Reduce Employee Absenteeism and Turnover in Solomon Islands (IFC)		
Case Study:	Employing Women Catalyzes Change at a Chemical Plant in India (IFC)		
Example (incl. Additional Resources):	Women on Boards and in Business Leadership (IFC)		
Report/Study (incl. Case Studies):	Understanding the Business Case for Gender Equality in the Workplace (UN Women)		
Report/Study (incl. Sample Indicators & Company Case Studies):	Investing in Women's Employment (IFC)		
Report/Study:	The Business Case for Gender Equality (Workplace Gender Equality Agency, Australian Government)		
Report/Study:	Quick Take: Why Diversity and Inclusion Matter (Catalyst)		
Report/Study:	Women in the Workplace 2019 (LeanIn and McKinsey & Company)		
Report/Study:	How to Calculate the Cost to Business of Gender-Based Violence in Papua New Guinea (ODI)		
Report/Study:	The Business Case for Change (ILO)		
Report/Study:	Women in Water Utilities: Breaking Barriers (World Bank)		
Report/Study:	The Untapped Resource: Gender and Diversity in the Water Workforce (The International Water Association)		
Report/Study:	Handbook on Gender and Organizational Change (ILO International Training Centre)		
Report/Study:	We Lead: Five Women Who Drove Company Success in the Middle East and North Africa and How Good Corporate Governance Helped (IFC)		
Report/Study:	Women as Levers for Change (FP Analytics)		
Report/Study:	Occupational Segregation (Washington Center for Equitable Growth)		
Study/Report:	Executive Briefing: The Business Case for Gender-Smart Solutions in the Private Sector (IFC)		
Report/Study:	Why Gender Diversity Makes Business Sense (WISE)		
Report/Study:	The Costs of Sexual Harassment to Business: An In-Depth Look at the Workplace (International Center for Research on Women, ICRW)		
Report/Study:	One-Pager of Women in Water Utilities (World Bank)		
Report/Study:	Women on Boards Research Study in Egypt (IFC)		
Report/Study:	Women on Boards in Nigeria (IFC)		
Article:	Gender Equity Starts at Home (Harvard Business Review)		
Article:	When Gender Diversity makes Firms more Productive (Harvard Business Review)		
Article:	What makes a Team Smarter? More Women (Harvard Business Review)		
Article:	Still looking for Room at the Top: Ten Years of Research on Women in the Workplace (McKinsey & Company)		
Article:	Innovate! Run a Strategic Debate on Gender for the C-Suite (Forbes)		
Article:	The Financial Case for Hiring More Women in Energy (Barron's)		

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Article: Empowering Women to Reduce an Energy Utility’s Commercial Losses (World Bank)</p>			
<p>Webinar: Water Workforce: Ensuring Gender Equality and Inclusion (The International Water Association)</p>			
<p>Video: Comorian Women help transform Power Utility (World Bank)</p>			
<p>CORPORATE CULTURE</p> <p>Develop a strategy and change management plan to promote gender equality, diversity, and inclusion throughout the company</p>	<p>Develop a gender equality and D&I strategy with a focus on gender diversity based on international standards and international best practice including</p> <ul style="list-style-type: none"> • Company vision • Related objectives and aims • Company specific business case • Roles and responsibilities • Action plan and timeline for achieving targets <p>Develop a written change management plan that includes gender equality and D&I best practices in short-, medium-, and long-term, with specific goals for each period, and with individuals and teams assigned to implement specific activities</p> <p>Develop change leaders, change ambassadors, and supporters who are influential or in key positions and help create buy-in</p> <p>Conduct regular follow-up and evaluations to determine success of the implementation plan; put in place a process to resolve any issues identified</p> <p>Assign related targets to senior managers and key functions and make achievement part of their performance</p> <p>Conduct trainings and discussion groups to inform all staff on the strategy</p>	<p>Change management efforts usually start with resistance as they require those who are in a privileged position to leave their comfort zone; it is required to prepare managing resistance</p> <p>Potential supporters may have time constraints</p> <p>Change efforts may get stuck after some time, if nobody feels responsible for driving efforts or after first achievements create a sense of "we are doing well" even though they are on the beginning of a long journey</p> <p>Managers may strive to meet or report requirements without due consideration for quality for fear of losing budgetary or other resources if targets are not met</p> <p>Motivation can diminish as change requires time to show visible and sustainable results</p>	<p>Strategy with clear vision and targets exists, employees are informed about it, and they know how to contribute to achieve the targets</p> <p>Employees at all levels contribute to ideas for organizational change according to the change management plan</p> <p>Senior managers and people with high visibility walk the talk and act as role models in the implementation of the strategy</p> <p>Action plan and related targets are SMART and KPIs are assigned to all key functions, such that performance (e.g., progress against these targets) are measured on a regular basis and processes adjusted if required</p>

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOL			
<p>Guide: Gender Strategy Toolkit (Workplace Gender Equality Agency, Australian Government)</p> <p>Guide (incl. Change Assessment & Planning Template, Communications Strategy Template & Checklists): Change Management Leadership Guide (Ryerson University)</p> <p>Tool: Organizational Goal Setting for Gender Equality and Inclusion (USAID)</p> <p>Example: Gender Equality Strategy & Action Plan 2015-2020 (Western Sydney University)</p> <p>Example: Sample Diversity & Inclusion Strategy (Making Work Absolutely Human)</p> <p>Report/Study: Handbook on Gender and Organizational Change (ILO International Training Centre)</p> <p>Article (incl. Video): SMART Goals (MindTools)</p> <p>Article: Diversity as Strategy (Harvard Business Review)</p> <p>Article: 5 Change Management Best Practices (Whatfix Academy)</p>			
<p>CORPORATE CULTURE</p> <p>Make gender equality, diversity, and inclusion part of the workplace culture</p>	<p>Introduce company values of gender equality, diversity, and inclusion during employee onboarding</p> <p>Include gender equality, diversity, and inclusion in company mission and values statement</p> <p>Ingrain a corporate culture and leadership model harnessing diversity</p> <p>Establish corporate values and practices that make everybody’s voices heard and invite women with diverse social identities to speak up such as:</p> <ul style="list-style-type: none"> • Rules at company meetings and fora to ensure that women are encouraged to make their voices heard • Build the expectation that meeting leaders and facilitators elicit input from quieter participants • Ensure that meeting members demonstrate equal respect/ regard for the opinions of men and women 	<p>Key individuals may resist change or resist being held accountable for inclusive actions</p> <p>Time required to socialize all employment processes with transformational changes and embed within orientations</p> <p>Gendered social norms or habits of attributing higher value to men’s input than to women’s input persist</p> <p>Backlash may result from male participants perceiving a loss of authority</p>	<p>Men and women work productively and cohesively in all business areas</p> <p>Corporate business goals attained with greater level of success as corporate culture changes and inclusion goals take hold</p> <p>Women and men with diverse social identities assume increasingly greater share of leadership and management positions across all areas of company</p> <p>Meeting chair or facilitator manages group dynamics to afford participants equal opportunity to contribute regardless of gender or social identity; facilitator limits behavior which undermines equal participation, such as interrupting/ talking over/disregarding or undervaluing input from women and individuals with diverse social identities</p>

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	Upskill women with targeted talent and leadership development focused on effective communication, negotiations, and leadership skills		
AVAILABLE RESOURCES AND TOOL			
Guide: Building Gender-Inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners (Singapore Management University)			
Guide: Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ (Wharton School of Business)			
Guide: Strategies for Chairing Gender-Inclusive Meetings (ParlAmericas)			
Report/Study: Delivering Through Diversity (McKinsey & Company)			
Report/Study: Tapping the Power of Inclusion and Diversity in Urban Water (Water Services Association of Australia)			
Report/Study: Accelerating Progress in Gender Equity from the Inside Out (EY)			
Report/Study: Quick Take: Why Diversity and Inclusion Matter (Catalyst)			
Article: Why Goldman Sachs's Push for Diversity Is Unlikely to Drive Real Change (Harvard Business Review)			
Article: Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)			
Article: Speaking While Female (New York Times)			
Article: It's Not Just You: In Online Meetings, Many Women Can't Get a Word In (New York Times)			
Article: Run Meetings That Are Fair to Introverts, Women, and Remote Workers (Harvard Business Review)			
Article: Women and Negotiation: Narrowing the Gender Gap in Negotiation (Harvard Law School Daily Blog)			
Article: The Role of Gender in Team Collaboration and Performance (Interdisciplinary Science Reviews)			
Article: When gender diversity makes firms more productive (Harvard Business Review)			
Article: What makes a team smarter? More women. (Harvard Business Review)			
<p>CORPORATE CULTURE</p> <p>Support male engagement through identification of male change agents and motivating them to act as promoters and ambassadors for gender equality</p>	<p>Recognize male employees as critical stakeholders in achieving gender equality in the workplace</p> <p>Raise awareness among male employees on gender equality issues, toxic masculinity, and how gender equality benefits both women and men</p> <p>Encourage male employees to become allies and change agents, with active roles and responsibilities identified in job</p>	<p>Men may be hesitant to become allies or support gender equality activities because they fear being perceived as less masculine or less powerful</p> <p>Men may not see the personal benefit of being involved in gender equality initiatives or may feel threatened by the idea of empowering women</p> <p>Men don't easily recognize unconscious gender biases that permeate the</p>	<p>A culture which encourages gender equality partnerships among colleagues is established</p> <p>Men are allies for female colleagues which supports women in various ways and makes them feel more equal</p> <p>Male leaders actively and publicly demonstrate their commitment to gender equality, and encourage others to do so</p>

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>descriptions and/or change management plans</p> <p>Participate in the #HeForShe campaign, which asks men to speak out against violence and discrimination against women and girls around the world</p> <p>Coordinate company and division dialogue where men and women hold small group discussions and interactive trainings sharing what their corporate culture change goals are, and how to achieve them</p> <p>Support male leaders to amplify and model what male allyship looks like and encourage other male employees to participate in achieving culture change and gender equality goals</p>	<p>organization, and may not recognize the importance of their engagement</p> <p>Male employees may feel uncomfortable joining a women’s network or any events or discussions on gender equality, because they are in the minority</p>	<p>Men and women at all levels effectively work to support change of culture and gender equality in the organization</p>
<p>AVAILABLE RESOURCES AND TOOL</p>			
<p>Guide: Actions Men Can Take to Create an Inclusive Workplace (MARC by Catalyst)</p>			
<p>Guide: Men Make a Difference: Engaging Men on Gender Equality (Diversity Council Australia)</p>			
<p>Guide (incl. Action Plan & Commitment Sheet): HeForShe Action Kit (UN Women)</p>			
<p>Guide: Do’s and Don’ts for Engaging Men and Boys (USAID Interagency Gender Working Group)</p>			
<p>Guide: Actions Women Can Take to Support Men’s Engagement (MARC by Catalyst)</p>			
<p>Tool: Continuum of Male Engagement: A Conceptual Model for Engaging Men to Prevent Gender-Based Violence and Promote Gender Equality (Rus Funk Consulting)</p>			
<p>Course/E-learning: Manhood 2.0: A Curriculum Promoting a Gender-Equitable Future of Manhood (Promundo)</p>			
<p>Training Resource/Tool: Barbershop Toolbox (National Committee of UN Women Iceland)</p>			
<p>Example (incl. Additional Resources): Continuum of Male Engagement (Rus Funk Consulting)</p>			
<p>Example (incl. Additional Resources): MenEngage Alliance</p>			
<p>Example: Men, Boys and Gender Equality (Institute of Development Studies)</p>			
<p>Example: Promundo Workplace Advisors (Promundo)</p>			
<p>Example: White Ribbon Campaign</p>			
<p>Example: HeForShe Campaign</p>			

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Example (incl. Additional Resources): Men, Commit to Mentor Women (Lean In)</p> <p>Report/Study: State of the World's Fathers (Promundo)</p> <p>Report/Study: The Man Box (Promundo)</p> <p>Report/Study: Men as Allies: Engaging Men to Advance Women in the Workplace (Center for Women and Business, Bentley University)</p> <p>Report/Study: Better Together: Increasing Male Engagement in Gender Equality Efforts in Australia (Bain & Company)</p> <p>Report/Study: The Design of Everyday Men: A New Lens for Gender Equality Progress (Deloitte)</p> <p>Report/Study: Gender Equality is Everyone's Business (Business Fights Poverty)</p> <p>Report/Study: We Set the Tone: Eliminating Everyday Sexism (Male Champions of Change)</p> <p>Article: Pixar Unravels Toxic Masculinity in the Workplace (JOBLO)</p> <p>Article: How to Get Men Involved with Gender Parity Initiatives (Harvard Business Review)</p> <p>Article: Five Ways Men Can Improve Gender Diversity at Work (Boston Consulting Group)</p> <p>Article: Lebanese NGO reminds men that a women's honor is only hers (StepFeed)</p> <p>Article: Men United, for Women (INSEAD)</p> <p>Article: How Men Can Become Better Allies to Women (Harvard Business Review)</p> <p>Video: Men as Allies (JP Morgan Chase & Co.)</p> <p>Video: It starts with Me – Why Men should engage for Gender Equality (Tomas Agnemo)</p> <p>Video: #NotYourHonor Campaign Song (ABAAD MENA)</p> <p>Video: Gender Equality (World Economic Forum)</p> <p>Video: What does my Headscarf mean to you? (Yassmin Abdel-Magied)</p> <p>Video: MenEngage</p>			
<p>CORPORATE LEADERSHIP</p> <p>Model action that supports gender equality, diversity, and inclusion at leadership levels</p>	<p>Senior leaders at top leadership levels model inclusive language with strong and direct communication committing to gender equality and D&I</p> <p>Disclose board selection process, skills, and diversity goals in a transparent process</p>	<p>Unconscious bias exists within the company</p>	<p>Implemented training programs raise awareness of unconscious bias and build commitment to implementing policies and procedures that ensure gender equality and D&I</p> <p>Gender equality and D&I is an ingrained part of corporate culture and institutionalized in all programs and activities</p> <p>Leaders are acting as role models for driving gender equality and D&I efforts</p>

TABLE 9. CORPORATE CULTURE AND LEADERSHIP

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOL			
Report/Study (incl. Case Studies): Gender Diversity Journey: Company Good Practices (ILO)			
Report/Study (incl. Case Studies): Backlash And Buy-In: Responding To The Challenges Of Achieving Gender Equality (Male Champions of Change)			
Report/Study: 7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership (ManpowerGroup)			
Article: Madam C.E.O., get me a coffee. (New York Times)			
Video: Gender Inequality at Energy Utilities (Bjarni Bjarnason, Reykjavik Energy)			

COMPANY PERFORMANCE AND REPORTING

Organization’s tracking and delivery on its defined goals and targets, and communication of progress to various stakeholders through reporting.

TABLE 10. COMPANY PERFORMANCE AND REPORTING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
COMPANY PERFORMANCE			
Collect and analyze sex-disaggregated data at the company level and use the data to regularly monitor progress of gender equity interventions	Ensure reporting systems have statistical ability to sex-disaggregate employee satisfaction data, training hours, positions in company, use of leave and pay disparities (pay gap)	Companies are at varying levels of sophistication with HR analytics, which may inhibit their ability to sex-disaggregate and use data	Sex-disaggregated data meet industry standards and are routinely collected and maintained
	Ensure HR has capacity to analyze and use sex-disaggregated data	Ability to capture subjective opinions (e.g., satisfaction level) may be compromised if employees mistrust confidentiality of surveys	Sex-disaggregated data are continuously available and used to make decisions
	Regularly use data to analyze successes and areas for improvement	Correcting pay gaps impacts finances, and there may not be funding to correct the gap	Identified gaps are closed
	Regularly share data with upper management to inform decision making regarding allocation of resources and commitment to initiatives or goals	Changes that impact union contracts may take several years to implement	
	Mitigate confidentiality mistrust by utilizing a third party to administer the survey or anonymize		

TABLE 10. COMPANY PERFORMANCE AND REPORTING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
Report/Study: Guidelines on How to Collect Sex-Disaggregated Water Data (UNESCO)			
Article: Measuring What Matters in Gender Diversity (Boston Consulting Group)			
<p>COMPANY PERFORMANCE</p> <p>Dedicate budget and track use of financial resources to increase gender equality and diversity</p>	<p>Develop a policy statement on gender budgeting and obtain board approval</p> <p>Establish budget committees with an equal representation of women and individuals with diverse social identities and ensure their participation in budgetary planning and decision-making processes</p> <p>Train all managers and budget committees on gender budgeting</p> <p>Company and project budgets are developed including perspectives and needs of female and male employees equally and aim to reduce gender inequality</p> <p>Ensure budget priorities and spending allocation close gender equity gaps in high impact areas including:</p> <ul style="list-style-type: none"> • Talent outreach • Recruitment and hiring • Talent development and training • Employee benefits • Leadership development <p>Monitor and evaluate the degree to which the budget contributed to closing gender equality and diversity gaps</p> <p>Company reports on budget used for gender equality and diversity initiatives in annual reports or other publicly available reports</p>	<p>Budgeting decisions are typically made by individuals who may not understand the importance, relevance, or business priority of considering gender equality and diversity implications of budgets</p> <p>Budgeting as a topic may be considered too technical an issue by managers of key departments within the utilities, e.g., Human Resources Department</p>	<p>Leadership commitment and support to use the budget as a tool to allocate company resources in an equitable way, thereby achieving equality and diversity, in provision of benefits, training opportunities, policy impacts, leadership development opportunities and onsite facilities</p> <p>A policy statement on the company's commitment to gender budgeting approved by the Board and published</p> <p>All budgets within the company include a gender equality and diversity perspective</p> <p>Women and individuals with diverse social identities are adequately represented and participate in budgetary planning and decision-making processes</p> <p>All managers and budget committees are competent on gender budgeting</p> <p>Sex-disaggregated data is available and used to make decisions that equally benefit female employees and individuals with diverse social identities</p> <p>Existing company budgets are assessed from a gender equality and diversity perspective, to identify and reduce gender inequalities and diversity disparities</p>

TABLE 10. COMPANY PERFORMANCE AND REPORTING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
<p>Guide: A Guide to Gender-Responsive Budgeting (OXFAM)</p> <p>Report/Study: Overview of Gender-responsive Budget Initiatives (Bureau for Gender Equality)</p> <p>Report/Study: Gender Budgeting in the Capability Approach from Theory to Evidence (Tindara Addabbo)</p> <p>Report/Study: Gender Mainstreaming and Gender Budgeting (Diane Elson)</p> <p>Report/Study: Budgeting for Gender (Wharton University of Pennsylvania)</p> <p>Article: Gender Budgeting: A Tool for achieving Equality (Gender and the Economy)</p> <p>Article: What is gender budgeting and how can it help equality? (Deutsche Welle)</p>			
<p>COMPANY REPORTING</p> <p>Disclose gender equality and diversity targets and/or key performance indicators (KPIs) on gender equality and D&I in publicly available reports and indices</p>	<p>Set gender equality and diversity targets and report on gender equality and D&I objectives and performance toward these objectives in the company’s annual report, on its website, in a separate gender equality or sustainability report, to realize these benefits:</p> <ul style="list-style-type: none"> • Compliance with global sustainability reporting standards such as the Global Reporting Initiative (GRI) which request the disclosure of gender related indicators and targets • Supports achievement of the United Nations Sustainable Development Goals (SDGs), especially SDG 5 which calls for gender equality and the empowerment of all women and girls by 2030 • Ensures company measures progress toward achieving gender equality and D&I in a meaningful way <p>Include in the annual report, website, and in a separate gender equality or sustainability report, the proportion of women employees overall, including senior executives and board members</p> <p>Measure progress by evaluating company against Thomson Reuters D&I (Diversity</p>	<p>CEO commitment to disclose KPIs or gender equality and diversity targets may be weak</p> <p>Required qualitative or quantitative (sex-disaggregated) data may not exist or may be difficult to obtain</p> <p>Potential fear from leadership that disclosing data/ information about gender equality and D&I makes the company vulnerable to criticism</p> <p>Sustainability reporting according to GRI requires time and effort, which may constrain limited available human and financial resources</p>	<p>Quantitative gender equality and diversity targets set with regular annual reporting on performance</p> <p>Transparency, awareness and visibility on gender equality and D&I increased</p> <p>Improved public image of company through disclosure of performance in gender equality and D&I practices</p> <p>Increased number of qualified female candidates with diverse social identities apply to open positions</p> <p>Potential to be included within the top 100 ranked Diversity and Inclusion indices for investors</p>

TABLE 10. COMPANY PERFORMANCE AND REPORTING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	and Inclusion) or another Social Responsibility Index to see where scores may need improvement in order to attain top 100 ranking for investor funds		

AVAILABLE RESOURCES AND TOOLS

- Guide:** [How to Set Gender Diversity Targets](#) (Workplace Gender Equality Agency, Australian Government)
- Guide (incl. Sample Employee Survey Questions):** [Guideline for Gender Balance Performance and Reporting](#) (ASX Corporate Governance Council)
- Guide:** [8 Tips For Announcing Your Workforce Diversity Numbers](#) (NCWIT)
- Tool:** [Organizational Goal Setting for Gender Equality and Inclusion](#) (USAID)
- Tool (incl. Explanatory Video):** [Target Setting Calculator](#) including (Workplace Gender Equality Agency, Australian Government)
- Example:** [Diversity & Inclusion Index](#) (Thomson Reuters)
- Example:** [Gender-Equality Index](#) (Bloomberg)
- Report/Study:** [Gender Indicators: What, Why and How?](#) (BRIDGE)
- Report/Study:** [Towards More and Better Reporting](#) (Global Reporting Initiative)
- Article:** [Transparency And Gender Equality](#) (Global Reporting Initiative)
- Video:** [Transparency as a Force for Gender Equality](#) (Global Reporting Initiative)
- Video:** [The Facts About Gender Equality and The Sustainable Development Goals](#) (UN Women)

COMPANY PERFORMANCE & REPORTING			
Adopt international standards and endorse international commitments for gender equality	<p>Become a signatory of international commitments to increase gender equality such as Women’s Empowerment Principles or Equal by 2030 and report on progress and related indicators</p> <p>Join a global network of private sector companies to receive guidance on advancing gender equality and women’s empowerment</p> <p>Benefits include:</p> <ul style="list-style-type: none"> • Gain access to resources such as learning and research material and best practice examples • Benefit from a global network of change agents 	<p>Lack of awareness of initiatives</p> <p>Lack of resources to join and follow up on commitments (e.g., needs clear allocation of budget and responsibilities for progressing)</p> <p>Statement of support for the initiative often needs to be signed by the CEO, which could result in difficulties if there is a lack of commitment</p> <p>Participation in some initiatives costs money</p> <p>Lack of time to be an active member of the network</p> <p>Lack of resources to report on progress</p>	<p>Company has joined/endorsed relevant gender equality/women’s empowerment initiatives such as the Women’s Empowerment Principles (WEP) or EqualBy2030</p> <p>Company benefits from network and exchange with global change agents</p> <p>Being a member of a global initiative increases the company’s image and commitment to gender equality</p>

TABLE 10. COMPANY PERFORMANCE AND REPORTING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> Gain access to an online discussion forum, webinars as well as online and offline events Send clear signal to various stakeholders that gender equality and women’s empowerment is very important to the company as demonstrated by top leadership involvement & CEO commitment <p>AVAILABLE RESOURCES AND TOOLS</p> <p>Tool: CEO Statement of Support for Women’s Empowerment Principles (United Nations Global Compact & UN Women)</p> <p>Guide: Women’s Empowerment Principles (WEPs) (United Nations Global Compact & UN Women)</p> <p>Example: Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)</p> <p>Video: Equality = Business (Empower Women)</p>		
<p>COMPANY PERFORMANCE & REPORTING</p> <p>Participate in gender equality and diversity awards, rankings certification processes</p>	<p>Company actively participates in gender equality and diversity award and certification process with a strategic approach, including regular screening of awards, rankings and certification processes.</p> <p>Demonstrate commitment and gains made to achieving gender equality and D&I to current employees, possible candidates, and other stakeholders to increase visibility and credibility in the job market as an attractive employer that has created a workplace where women and men with diverse social identities are all treated equally</p> <p>Communicate publicly and often about to gain a competitive advantage in the search for talent</p>	<p>Participation requires time and effort (including human/financial resources)</p> <p>Required quantitative or qualitative (sex-disaggregated) data for the certification process may not exist or may be difficult to obtain</p> <p>Management may not see the advantage of the gender certificate and consequently may not approve participation</p>	<p>Company has a list of related awards, rankings and certification processes and uses a strategic approach for participation or non-participation</p> <p>Company is awarded with a gender certification which can be used as a source for internal as well as external communication & branding</p> <p>Gender certificates help the company to measure progress (“what gets measured gets done”) and to benchmark itself against other companies</p> <p>Company ranks high in awards or can progress in ranking over time</p>

TABLE 10. COMPANY PERFORMANCE AND REPORTING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
Award:	Best Places to Work Awards (Comparably)		
Award:	Great Place to Work (Great Place to Work Institute)		
Award:	Gender Equality Awards (EBRD)		
Award:	WEP Leadership Award (United Nations Global Compact)		
Award:	Catalyst Award (Catalyst)		
Award:	IWA Women in Water Award (International Water Association, IWA)		
Certificate:	Economic Dividends for Gender Equality (EDGE) Certification (EDGE Strategy)		
Certificate:	Gender Equality Seal for Public and Private Organizations (UNDP)		
Report/Study:	Setting International Standards for Gender Equality in the Private Sector: The Gender Equity Model (World Bank)		

POLICIES AND GRIEVANCE MANAGEMENT

Documented set of broad guidelines informing staff and management behavior and mechanisms in place to address non-compliance.

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
POLICIES			
Adopt and implement a gender equality and social inclusion policy	<p>Develop a gender equality or gender and social inclusion policy based on international standards including related targets, responsibilities and provisions for handling grievances</p> <p>Include company gender equality and D&I goals and objectives, measures to achieve them, responsibilities for implementation and indicators for monitoring</p> <p>Demonstrate a new direction and dedicated commitment to gender equality and D&I goals by developing and implementing a supportive strategy and action plan</p>	<p>Stakeholders may lack commitment to, and awareness of, gender equality and D&I during formulation and adoption amidst competing priorities</p> <p>Board members may not agree that a Gender Policy or Gender and Social Inclusion (GSI) Policy is needed</p> <p>Policy without a strategy may not trigger change</p>	<p>Gender equality or Gender Equality and Social Inclusion policy is adopted and fully implemented through supporting processes, as detailed in this framework</p> <p>Gender equality is an ingrained part of corporate culture and institutionalized in all programs and activities</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Implement training programs to raise awareness of unconscious bias and build commitment to implementing the policy</p> <p>Ensure accountability for implementation is with senior leadership</p>		

AVAILABLE RESOURCES AND TOOLS

Guide: [Integrating Gender into Workplace Policies](#) (USAID)

Guide: [Gender Strategy Toolkit](#) (Workplace Gender Equality Agency, Australian Government)

Guide: [Developing a Workplace Gender Equality Policy](#) (Workplace Gender Equality Agency, Australian Government)

Example: [Gender Equality and Empowerment of Women Policy](#) (AngloGold Ashanti)

POLICIES	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Establish a corporate-level equal employment opportunity (EEO) policy</p>	<p>Adopt an equal employment opportunity (EEO) policy statement at the board of directors/ownership level</p> <p>Disclose board selection process, skills, and gender equality and D&I goals</p> <p>Ensure that all relevant characteristics are included such as race, religion, color, gender, pregnancy, sexual orientation, marital status, national origin, age, genetic information, military status or disability and any other characteristic protected by applicable law.</p> <p>Appoint HR or another organizational unit such as a gender equality and D&I department to implement EEO policy and other company gender equality and D&I policies, strategies, programs and initiatives aimed at promoting gender equality and dedicate necessary financial resources</p> <p>Establish a multi-divisional gender equality and D&I committee comprised of women and men with diverse social identities to plan, oversee and support the implementation of gender equality and</p>	<p>Stakeholders may lack commitment during EEO policy formulation and adoption</p> <p>Unconscious bias exists within the company</p>	<p>EEO policy is adopted and fully implemented through supporting processes, as detailed in this framework</p> <p>Implemented training programs raise awareness of unconscious bias and build commitment to implementing policies and procedures that ensure gender equality and diversity</p> <p>Gender equality and D&I is an ingrained part of corporate culture and institutionalized in all programs and activities</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>D&I initiatives with the gender equality and/or HR Departments</p> <p>Create accountability by declaring specific targets and goals on gender equality and D&I and hold the company’s leaders accountable for achieving these goals over a defined timeframe</p>		
AVAILABLE RESOURCES AND TOOLS			
<p>Guide: Integrating Gender into Workplace Policies (USAID)</p>			
<p>Guide: Setting Strategic Gender Equality Targets (USAID)</p>			
<p>Guide: Guidelines for Employment Equality Policies in Enterprises (Irish Human Rights and Equality Commission)</p>			
<p>Tool: Sample EEO Policy (Employment Law Information Network)</p>			
<p>Example: TATA Power-DDL Equal Opportunity Policy (TATA Power-DDL)</p>			
<p>Example: Equal Employment Opportunity Reaffirmation Statement (Capital One Financial Corporation)</p>			
<p>Report/Study (incl. Case Studies): Gender Diversity Journey: Company Good Practices (ILO)</p>			
POLICIES	Ensure salary equity policy explicitly addresses the following areas:	Funds may not be available to close identified pay gaps	Company adopts and enforces salary equity
Adopt a salary equity policy with mechanisms for analysis and redress	<ul style="list-style-type: none"> Salary discrimination within a job category, for example “Engineer I”: A male and a female both with master’s degrees in engineering and 5 years’ experience being paid differently Salary discrimination between job categories, for example having two job titles “Office Manager” and “Field Office Manager” with the same responsibilities, but “Office Manager” is paid less and held mostly by women or from traditionally socially excluded groups In the hiring and promotions processes, do not ask or use prior salary to determine current salary 	<p>Union contracts may require amendment during upcoming contract negotiation cycle</p> <p>There is a perception of bias by groups whose salary is unchanged</p> <p>Potential legal action is taken by the group previously paid less</p>	<p>Company closes salary gaps in both areas</p> <p>Men and women with diverse social identities are paid equitably</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
<p>Guide: Integrating Gender into Workplace Policies (USAID)</p> <p>Report/Study: A Comparative Analysis of Promoting Pay Equity: Models and Impacts (ILO)</p> <p>Report/Study: Pay Equity: A Key Driver of Gender Equality (ILO)</p>			
<p>POLICIES</p> <p>Establish health and safety policy that explicitly and equally considers the needs of women and men</p>	<p>Adopt safety policies addressing the needs of women and men and the processes for implementing them</p> <p>Include health and safety protocols in job duties and responsibilities</p> <p>Provide women equal access to personal protective equipment (helmet, etc.)</p> <p>Provide equal access to separate toilet, changing room, shower and other facilities appropriate for women and men</p> <p>Ensure women have equal access to field safety training and benefit equally from field safety protocols (i.e., live-line protocols, tag-out procedures).</p>	<p>Company may have to change purchasing protocols to ensure a wider range of equipment sizes</p> <p>Cost of installing facilities and purchasing additional gear could be unrealistic for company</p> <p>Company may not have developed a complete set of safety protocols or may not be properly enforcing existing protocols, putting both male and female workers in danger</p>	<p>Company adopts health and safety policies and practices that equitably protect men and women</p> <p>Women and men have the same access to safety equipment, facilities and training</p>
AVAILABLE RESOURCES AND TOOLS			
<p>Guide: Integrating Gender into Workplace Policies</p> <p>Guide: 10 Keys for Gender Sensitive OSH Practice: Guidelines for Gender Mainstreaming in Occupational Safety and Health (ILO)</p> <p>Report/Study (incl. Workplace Risks Checklist & Sample Risk Assessment Form): Healthy Beginnings: Guidance On Safe Maternity At Work (ILO)</p>			
<p>POLICIES</p> <p>Create and adopt a workplace menstrual health management (MHM) policy to ensure that women can manage their sanitation needs safely and with dignity while at work</p>	<p>Align policy with national legal provisions and international best practice related to MHM</p> <p>Conduct a gender audit of existing sanitation facilities with attention to MHM and provide adequate facilities that are safe, clean, and single-sex</p> <p>Ensure women are included in policy formulation and that their inputs are considered</p>	<p>Cultural stigma surrounding MHM may prevent women from discussing their MHM needs</p> <p>Field offices or work sites may not have physical infrastructure to ensure that men and women have separate latrines or toilets Facilities may be unclean, unsafe or lack disposal bins, water and other necessary provisions</p>	<p>Facilities are appropriate and issues detected through audits are resolved in reasonable time and with adequate resources</p> <p>Female employees report being able to manage their periods without suffering income loss, using sick leave, reducing their productivity, or experiencing negative emotional or physical effects (e.g., stigma)</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Policy should address hard infrastructure topics, such as:</p> <ul style="list-style-type: none"> • Access to cold and warm water and soap • Safe and culturally appropriate disposal options • Doors can be locked and provide full privacy <p>Policy should also address and provision for soft measures, including:</p> <ul style="list-style-type: none"> • Mind set and process shift (e.g., women should not need to ask or declare, when they want to use the restroom) • MHM sensitization activity to build awareness of managers & supervisors on women’s sanitation needs • Support women’s self-esteem and self-awareness, that this is a natural process and help them to overcome culturally rooted stereotypes and negative feelings about their body 	<p>Cost of improving or building new facilities</p> <p>Supervisors may be reluctant to provide female staff with breaks to attend to MHM needs, including pain or discomfort</p> <p>Gendered power dynamic between male supervisors and female employees may further inhibit women from asking for breaks, leave, or other necessary accommodations while menstruating</p>	<p>Managers and male employees’ awareness raised, contributing to reduce stigma, unwanted attention, or friction around menstruation</p>
POLICIES	<p>Identify needs of staff for better reconciliation of work-life and family-life and adopt international good practice</p> <p>Implement global best practices that are aligned with the national legal framework</p>	<p>Local employment laws may prohibit some options</p> <p>Individual work units may have set hours, where flexible hours may create staffing difficulties</p>	<p>Provided options are well known and perceived as positive contribution of the company to generate better reconciliation of work-life and family life</p>

AVAILABLE RESOURCES AND TOOLS

Guide: [Integrating Gender into Workplace Policies](#) (USAID)

Guide: [WASH@Work: A Self-Training Handbook](#) (see pg. 107 f.) (ILO)

Guide: [Female-friendly public and community toilets: A guide for planners and decision makers](#) (WaterAid, UNICEF and WSUP)

Guide: [Menstrual Hygiene Matters, Chapter 8: Menstrual hygiene in the workplace](#) (WaterAid)

Report/Study: [Menstrual Hygiene Management and Women’s Economic Empowerment](#) (USAID)

Article: [Putting an end to period stigma and taboo](#) (Plan International UK)

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>AVAILABLE RESOURCES AND TOOLS</p>	<p>and local culture and support corporate culture change:</p> <ul style="list-style-type: none"> • Flexible work schedule • Work from home and home office, including telework options • Shorter workday for returning parents • Longer lunch break for baby feeding/breast pumping • Return to work programs offering catch-up training on topics to enable competitiveness for job promotions • Provision of facilities such as lactation rooms, on-site childcare and family lunch options • Support for external childcare (See Benefits best practice on child care) • Employee Assistance Program providing support for new parents and for better reconciliation of work-life and family-life (See Benefits best practice on EAP) • Job-sharing for female talents and leaders (see Talent and Leadership best practice on job sharing) • Online training in addition to in-class training, that might be difficult to attend • Company benefits extended to family members • Cooperation with high quality schools and financial support for tuition fees <p>Create and implement processes to maintain full staffing while reintegrating the returning employee</p>	<p>Field offices may not have the physical space to provide a lactation room or childcare facilities</p> <p>Telework requires reliable internet, which is not always available</p> <p>Some positions are staffed 24/7 and/or are on call for emergencies.</p> <p>Managers may lack experience and be reluctant to grant flexible working or work from home options</p> <p>Senior management and board must be willing to adopt practices beyond national legislation (e.g., granting paternity leave may not be a legal obligation)</p>	<p>Image of working parents increased as can be seen through promotions and assignment of challenging tasks to women (and men) with childcare duties</p> <p>Employees report in satisfaction or engagement surveys that they perceive leave policies as fair to all employees</p> <p>Mothers feel comfortable making use of lactation rooms</p> <p>Parents are using provided or supported child care facilities and are satisfied with the quality</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Guide: Integrating Gender into Workplace Policies</p> <p>Guide: Returners: A Toolkit for Employers (UK Government Equalities Office)</p> <p>Guide: Building a Workplace Flexibility Strategy (Workplace Gender Equality Agency, Australian Government)</p> <p>Guide: Easy Steps to Supporting Breastfeeding Employees (HRSA)</p> <p>Report/Study: Developing A Flexible Working Arrangements Policy (Workplace Gender Equality Agency, Australian Government)</p> <p>Report/Study: Phase Back to Work Best Practices and Implications (Diversity Best Practices)</p> <p>Report/Study (incl. Case Studies): Returner Programmes: Best Practice Guidance for Employers (UK Government Equalities Office)</p> <p>Article: 8 Ways to Retain Female Talent After Maternity Leave (Forbes)</p>			
<p>POLICIES</p> <p>Provide parental leave (maternity and paternity leave⁸⁹) that meets or exceeds the requirements of national legislation</p>	<p>Meet or exceed in-country legal requirements for parental leave (maternity and paternity leave), based in part on survey of employees' needs</p> <p>Gold standard for parental leave policies provides equal paid time-off for both women and men; when this is equal, women face less discrimination in hiring and promotion, and men are able to enjoy their role as fathers and caregivers while enjoying better work/life balance</p> <p>Implement additional leave or options to close the gap identified by the company's benefits analysis</p> <p>Communicate these benefits to all employees</p> <p>Train supervisors and managers about their role in creating a supportive climate in which employees feel comfortable and encouraged using leave</p> <p>Encourage company leadership to take appropriate leave in order to encourage employees to do the same</p>	<p>Culture may discourage fathers from taking paternity leave</p> <p>There may exist legal/regulatory hurdles regarding paternity leave</p> <p>Company culture may discourage both women and men from taking full parental leave, particularly for men in leadership positions</p> <p>Bias may discourage supervisors and managers from hiring women because they perceive that women will leave the workplace, especially when maternity leave benefits exceed paternity leave benefits</p> <p>Business unit is short-staffed and remaining employees must pick up extra duties (which may result in resentment)</p> <p>Company funds may not be available to pay for the additional leave or extra hours by other employees</p> <p>Men may not want to fully take advantage of paternity or parental leave provisions that would enable less care responsibilities for women</p>	<p>Both fathers and mothers use available parental leave with full pay and other benefits</p> <p>Business units are supported through such programs as job sharing, hiring temporary workers and cross-functional training to maintain full staffing while employees take leave</p> <p>Employees are more satisfied with better work-life balance and concern with their personal needs, resulting in improved retention and quality or output of work</p>

⁸⁹ **PATERNITY LEAVE.** A benefit designed to provide fathers of newborn children with paid or unpaid time off from work following the birth of the child. Some companies grant a limited number of days in case of adoption of a child. (Source: [Society for Human Resource Management, Glossary of Human Resources Management Terms](#))

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Create and implement processes to maintain full staffing while employees are on leave</p> <p>Foster formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets</p>		

AVAILABLE RESOURCES AND TOOLS

Guide: [Integrating Gender into Workplace Policies](#) (USAID)

Case Study: [Paternity Leave ‘Beneficial for Business’ at Indian Power Utility](#) (USAID)

Report/Study: [Maternity and Paternity at Work: Law and Practice Across the World](#) (ILO)

Report/Study: [State of the World’s Fathers](#) (Promundo)

Report/Study: [Parental Leave Systems](#) (OECD)

Report/Study: [The MenCare Parental Leave Platform](#) (MenCare)

Report/Study: [Paid Parental Leave: A Detailed Look at Approaches Across OECD Countries](#) (WORLD Policy Analysis Center)

Article: [How Companies Can Ensure Maternity Leave Doesn’t Hurt Women’s Careers](#) (Harvard Business Review)

Article: [The Unequal Burden for New Mothers in the Caribbean](#) (World Bank)

Article: [Want To Improve Gender Equality At Work? Help Men Take Parental Leave](#) (Mercer)

Article: [“No-one asks new dads how they’re feeling at work”](#) (BBC)

Article: [How to Approach Inclusive Parental Leave in a Male-Dominated Industry](#) (HR Dive)

Article: [More Leave for Dads means Low Turnover for Moms](#) (bizwomen journal)

Article: [Paternity Leave Was Crucial After the Birth of My Child, and Every Father Deserves it](#) (New York Times)

Article: [Paternity Leave Has Long-Lasting Benefits. So Why Don’t More American Men Take It?](#) (New York Times)

POLICIES	<p>Meet in-country legal requirements for leave</p> <p>Implement additional leave to close the gap identified by the company’s benefits analysis</p> <p>Communicate these benefits to all employees</p>	<p>Company culture may discourage men from taking family leave</p> <p>Business unit is short-staffed and remaining employees must pick up extra duties</p> <p>Company funds may not be available to pay for the additional leave</p>	<p>Both fathers and mothers use available leave</p> <p>Men and women use available leave for care of family</p> <p>Business units are supported through such programs as job sharing, hiring temporary workers and cross-training so</p>
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TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Train supervisors and managers about their role in creating a supportive climate in which employees feel comfortable using leave</p> <p>Encourage company leadership to take appropriate leave in order to encourage employees to do the same</p> <p>Create and implement processes to maintain full staffing while employees are on leave</p>		<p>as to maintain full staffing while employees take leave</p>
AVAILABLE RESOURCES AND TOOLS			
<p>Guide: Building a Workplace Flexibility Strategy (Workplace Gender Equality Agency, Australian Government)</p> <p>Report/Study: Developing A Flexible Working Arrangements Policy (Workplace Gender Equality Agency, Australian Government)</p> <p>Report/Study: Family-Friendly Policies: Redesigning the Workplace of the Future (UNICEF)</p> <p>Report/Study: Business and Family-Friendly Policies (UNICEF)</p> <p>Report/Study: Family-Friendly Policies: A Global Survey of Business Policy (UNICEF)</p> <p>Report/Study: A Review of the Evidence on How to Cover all Families for Paid Family and Medical Leave (WORLD Policy Analysis Center)</p> <p>Report/Study: Leveraging Workplace Flexibility for Engagement and Productivity (Society for Human Resource Management)</p> <p>Article: Creating a "Human-Friendly" Workplace (Allen Communications Learning Services)</p> <p>Article: 4 Policies that Encourage a Family-Friendly Company Culture (Justworks)</p> <p>Article: Inflexible Working Hours Could Be Making The Gender Gap Worse (World Economic Forum)</p>			
<p>POLICIES</p> <p>Review and revise all company policies to support gender equality, diversity, and inclusion goals</p>	<p>Conduct comprehensive policy gap analysis and benchmark with international standards and best practices</p> <p>Review company policies with a gender and diversity lens and develop new policies to ensure they are promoting gender equality and D&I goals</p> <p>Identify areas for improvement and for supporting change management efforts; revise and adopt changed policies</p> <p>Ensure policies are using gender equitable concepts and wording</p>	<p>It may be easier to create new policy than to revise old one/s</p> <p>Some policy changes may require approval from employee representatives and unions prior to adoption</p> <p>HR department may not have gender equality or D&I orientations or capacity for review</p> <p>Policy review may need external expertise to adopt international standards</p>	<p>All policies are reviewed with a gender and diversity lens and revised in order to promote gender equality and D&I goals</p> <p>Policies adhere to international standards and are based on international best practice</p> <p>Policies contain gender-inclusive language and are equitable</p> <p>Employees take ownership of policies</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>Involve female and male stakeholders with diverse social identities at all levels to contribute to policies</p> <p>Sensitize communications and HR departments on gender equality and D&I, and language before undertaking this task</p>	<p>Internal and external stakeholders may not be supportive of adopting policies that go beyond legal requirements</p>	<p>Gender equality and D&I concepts and language utilized for all new corporate policies and practices⁹⁰</p>

AVAILABLE RESOURCES AND TOOLS

Guide: [Integrating Gender into Workplace Policies](#) (USAID)

Guide: [Organizational Goal Setting for Gender Equality and Inclusion](#) (USAID)

Tool: [Guidelines for Gender-Inclusive Language in English](#) (United Nations)

<p>POLICIES</p> <p>Adopt a survivor-centered sexual harassment and gender-based violence (GBV) policy including grievance management</p>	<p>Create and implement survivor-centered sexual harassment and GBV policies with the following attributes:</p> <ul style="list-style-type: none"> • Definition and examples of prohibited behaviors • Description of rights of victims and witnesses with a survivor-centered approach to respect, safety, and confidentiality; this should include allowing the victim to decide if and when s/he wishes to make a formal report • Description of independent 3rd party emotional and mental health service and counseling provision as the first line of support for victims that is separate from the reporting process • Description of reporting procedure that includes multiple reporting channels • Description of independent 3rd party investigation procedures 	<p>Country culture may suppress acknowledgement and/or reporting of GBV issues</p> <p>Societal norms may accept sexual harassment as normal behavior and/or blame the victim</p> <p>Employees and witnesses may choose not to report for fear of retaliation</p> <p>Reported abuses may not be taken seriously by management even if well-established harassment and GBV policies and processes are in place</p> <p>Perpetrators may not respond quickly to counter-GBV initiatives, or may escalate violent behavior</p> <p>Internal HR reporting systems often hinder advancement and true culture change, and resources may limit the ability for third party investigation</p> <p>Organizations may lack resources or understanding of the need for independent 3rd party mental and</p>	<p>Policies are published throughout the organization in multiple languages</p> <p>Staff at all levels are trained on an annual basis on harassment and GBV policies and procedures</p> <p>Staff are trained on and practice respectful language and behavior which is positively reinforced</p> <p>Staff are comfortable using reporting and resolution processes</p> <p>Safe and respectful workplace is created and maintained</p> <p>Reporting increases, demonstrating transparency and safety in reporting, before decrease of incidents observed in the long-term</p> <p>Victims are emotionally and mentally supported and empowered to decide if and when they wish to make a report, and receive support to heal over the long term</p>
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⁹⁰ **HUMAN RESOURCES (HR) PRACTICES.** HR policies are put into action by daily practices, as practices give HR the broader ability to implement and operationalize policies adopted. Practices are more adaptable than policies and can be changed more quickly to reflect the best of HR actions. (Source: [Inc.com, Human Resource Policies](#))

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> • Description of individuals' responsibilities (e.g., employees, managers, supervisors and HR) in upholding/ enforcing the policy • Description of confidentiality expectations • Prohibition of and punishment of retaliation • Description of appropriate discipline for employees found to be in violation <p>Conduct employee-wide training on the policies for greater success in implementation</p> <p>Use an anonymous employee survey, management reports, or other tools to identify and evaluate incidences of sexual harassment and GBV</p> <p>Advocacy of greater public understanding of the cost of GBV and the benefits of taking action</p>	<p>emotional health and counseling support that is separate from reporting processes</p>	
AVAILABLE RESOURCES AND TOOLS			
<p>Guide: Integrating Gender into Workplace Policies (USAID)</p> <p>Training Resource/Tool: The Iceberg of Sexual Harassment (NAS)</p> <p>Case Study: Addressing Gender-Based Violence with Companies in Papua New Guinea (IFC)</p> <p>Example: Sample Sexual Harassment Policy (ILO)</p> <p>Example: Model Workplace Policy (Workplaces Respond to Domestic and Sexual Violence)</p> <p>Example: USAID Protection from Sexual Exploitation and Abuse Policy (USAID)</p> <p>Example: Eliminating Violence and Harassment in the World of Work (ILO)</p> <p>Report/Study: Addressing Gender-Based Violence and Harassment (EBRD, CDC & IFC)</p> <p>Report/Study: Towards An End To Sexual Harassment: The Urgency And Nature Of Change In The Era of #metoo (UN Women)</p> <p>Report/Study: Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering and Medicine (NAS)</p> <p>Report/Study: Sexual Harassment in the Workplace: Let the Conversation Begin! (University of the West Indies)</p> <p>Report/Study: Women's Safety in the Workplace: Helping Business Prevent Sexual Harassment (BSR)</p>			

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
Guide: Integrating Gender into Workplace Policies (USAID)			
Report/Study: Workplace Responses to Domestic and Family Violence: 16 Days of Activism Toolkit (Male Champions of Change)			
Article: The Omissions that Make so Many Sexual Harassment Policies Ineffective (HBR)			
POLICIES			
Develop workplace policies to prevent and respond to domestic violence	<p>Develop an understanding of intimate partner violence and how it impacts employees and the organization; survivors of violence often leads to post-traumatic stress, anxiety and sleep disorders, which negatively impact their ability to focus at work</p> <p>Train managers and employees to recognize signs of violence and respond appropriately</p> <p>Demonstrate leadership commitment to end domestic violence and dedicate appropriate financial and human resources</p> <p>Upskill HR staff with training on taking a survivor-centered approach to handling disclosure of violence, including sexual harassment, GBV, and domestic violence</p> <p>Share resources with all employees, such as a hotline number, contact information for local shelters or support organizations, digital tools, and information on creating an individual safety plan</p> <p>Train male and female employees about prevention of domestic violence (e.g., recognizing what it is and impacts, how to prevent, anger management)</p> <p>Create and implement workplace policies to prevent and respond to domestic violence and monitor / evaluate the impact of the workplace response</p>	<p>Very sensitive topic that requires trust and good management to be tackled in a productive and respectful manner, especially when regional and cultural context condones or normalizes domestic violence</p> <p>Tendencies to trivialize the topic, including jokes about violence within the family, as well as a mindset supporting a reversal of perpetrator and victim may counteract efforts and create a harmful environment for those who share their experiences</p> <p>Ill-informed managers and staff without appropriate training may see domestic violence as out of scope for the company and perceive it as a personal issue neglecting the influence it may have on work productivity</p> <p>Survivors of domestic violence may have diminished self-esteem and/or may be reluctant to share about their issues based on a fear to be stigmatized</p>	<p>Managers and co-workers are sensitized to recognize signs of domestic violence experienced by colleagues</p> <p>Support programs are used by survivors of domestic violence</p> <p>Perpetrators or potential perpetrators of violence understand the harmful impacts of violence and adopt healthier anger management techniques</p>

AVAILABLE RESOURCES AND TOOLS

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>Guide: Integrating Gender into Workplace Policies (USAID)</p> <p>Tool: Pods and Pod Mapping Worksheet (Bay Area Transformative Justice Collective, BATJC)</p> <p>Tool: myPlan App (The Johns Hopkins University School Of Nursing)</p> <p>Course/E-learning:: Virtual Training Exercise: A Supervisor responds to an Employee's Experience of Domestic Violence (Workplaces Respond to Domestic and Sexual Violence)</p> <p>Course/E-learning:: Virtual Training Exercise: A Supervisor responds to an Employee who experienced Sexual Assault (Workplaces Respond to Domestic and Sexual Violence)</p> <p>Example: Gender Equality & Social Inclusion in the Time of COVID-19 (Equilo)</p> <p>Example: Model Workplace Policy (Workplaces Respond to Domestic and Sexual Violence)</p> <p>Example: Resources for Employers (Workplaces Respond to Domestic and Sexual Violence)</p> <p>Example: Resources for Survivors and Co-Workers (Workplaces Respond to Domestic and Sexual Violence)</p> <p>Example: Q&A: Violence against Women during COVID-19 (World Health Organization)</p> <p>Report/Study: Ending Violence is Our Business: Workplace Responses to Intimate Partner Violence in Asia and the Pacific (UN Women)</p> <p>Report: Handbook: Addressing Violence and Harassment Against Women in the World of Work (UN Women & ILO)</p> <p>Report/Study: Workplace Responses to Domestic and Family Violence: 16 Days of Activism Toolkit (Male Champions of Change)</p> <p>Article: How to Revamp your Harassment Prevention Program (Society for Human Resource Management)</p> <p>Article: Survivor-Centred Approaches to eradicating GBV: Centring Survivor Experiences, Intersectionality and restoring Power (The Prevention Collaborative)</p>			
<p>GRIEVANCE MANAGEMENT</p> <p>Implement a fair and respectful process and mechanisms for reporting and handling violations of policies</p>	<p>Institute a fair and transparent investigation and resolution process that creates an open environment to address complaints without fear of associated stigma or retribution</p> <p>Provide training for employees on compliance with anti-harassment, -abuse and -discrimination policies</p> <p>Use Employee Resource Groups to support employees who have filed complaints</p> <p>Include key elements such as:</p> <ul style="list-style-type: none"> • Definitions and examples of unwanted or prohibited behaviors 	<p>Complaint mechanisms are related to sensitive topics and situations and it may be difficult to identify the right complaint mechanism</p> <p>Company may not be ready to offer different grievance channels to ensure trust in confidentiality</p> <p>Employees may perceive that there could be retaliation from an in-company process</p> <p>It may be required to define different complaint mechanisms for different policies</p>	<p>Companies fully implement a complaint process that all employees feel comfortable using</p> <p>Grievance management are used and complaints handled within time</p> <p>Complainants report that the grievance was handled satisfactory and they have trust in the process</p> <p>Company provides training to all employees and specialized training for managers that complements and helps reinforce corporate policies against discrimination, harassment or abuse</p> <p>Complaints are registered</p> <p>Company recognizes that the absence of any complaints indicates that there is</p>

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> • Description of reporting procedure that includes multiple reporting channels • Description of the responsibilities of employees, managers, supervisors and key stakeholders • Description of the investigation process • Description of confidentiality expectations • Prohibition of and punishment of retaliation • Description of appropriate discipline for employee found to be in violation <p>Ensure that various modalities for reporting problems are widely available and communicated throughout company</p> <p>Assign most trusted unit or method to handle complaints</p> <p>Train personnel on investigative techniques (if not outsourced) and procedures</p> <p>Monitor complaints and resolution handling to further improve processes</p> <p>Implement a sound “Whistle-blower Policy” to protect those who report</p>		<p>continued distrust of the reporting and resolution processes or mechanisms</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Guide: Integrating Gender into Workplace Policies (USAID)</p>			
<p>Guide: Sexual Harassment, Exploitation and Abuse: A Toolkit for Building a Prevention and Response Program (Chemonics)</p>			
<p>Guide: Workplace Climate Surveys (Workplaces Respond to Domestic and Sexual Violence)</p>			
<p>Article: How to Handle an Employee Sexual Harassment Complaint (The Balance Careers)</p>			
<p>Guide: Good practice guidelines for internal complaint processes (Australian Human Rights Commission)</p>			
<p>Example: Anti-discrimination policy (Australian Government)</p>			
<p>Example: Complaint procedure on sexual harassment (ILO)</p>			

TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
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Guide: [The policy and procedure for dealing with Equity and Diversity enquiries and grievances](#) (University of Western Australia)

CORPORATE COMMUNICATIONS AND BRANDING

Efforts of a company to communicate with internal and external stakeholders to create a positive image and position the company as a business partner and employer of choice.

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>CORPORATE COMMUNICATION</p> <p>Assess and revise internal and external communications to communicate gender equality, diversity, and inclusion commitment and provide gender equitable messaging, language and photos</p>	<p>Develop communication plan to use internal and external communication to support gender and inclusion strategy implementation and promote the company as an employer of choice for women and a company that values gender equality and D&I</p> <p>Define clear targets for Communication department, senior managers, and other staff representing the company at internal and external events</p> <p>Defined actions can include:</p> <ul style="list-style-type: none"> Review of all internal and external corporate communications to ensure the company’s commitment to gender equality and D&I is explicitly expressed and effectively communicated Use of gender-inclusive language and diverse pictures in all communication (e.g., photos show equal representation of women and men with diverse social identities in different job areas and/or women highlighted in technical sectors) Ensure customer depictions accurately show the full range of customer diversity 	<p>Lack of understanding of the impact of verbal and visual representation on the internal and external perception</p> <p>Use of inclusive wording and creation of inclusive picture world may be perceived as unneeded and as a burden created by exuberant political correctness</p> <p>Resources to create new communication materials may be limited</p> <p>Unintentional usage of stereotypical pictures</p>	<p>Action plan developed and executed to increase inclusive communication for internal and external audiences</p> <p>All company products use inclusive wording and pictures</p> <p>Diverse target groups feel well represented through internal and external communication</p> <p>Top leadership models gender equitable communication and follows through on the expectation for gender equitable communication throughout the organization</p> <p>Internal and external communications equally feature men and women with diverse social identities in a range of positions/roles/jobs</p> <p>Women feel empowered to be part of external communication measures (videos, pictures in reports, etc.)</p>

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<ul style="list-style-type: none"> Gender & Inclusion Strategy, Equal Opportunity Statement, and other relevant documents are published and used to highlight the company's commitment (e.g., on the career website or linked to job ads, etc.) Gender equality and D&I activities are actively communicated and presented in a manner to draw attention (e.g., prominent spot on the website or in reports, using pictures or videos) 		
AVAILABLE RESOURCES AND TOOLS			
Guide: Gender-Checklist for Content Creators (United Nations)			
Guide: Words at Work: Building Inclusion Through the Power of Language (Diversity Council Australia)			
Guide (incl. Checklist for Gender-Sensitive Communications): A Guide to Gender Equality in Communications (Koç Holding)			
Guide: Let's Speak Gender: 10 Principles for Gender-Responsive Communications (UNDP)			
Guide: Principles of Gender-Sensitive Communications (UNDP Gender Equality Seal)			
Tool: Guidelines for Gender-Inclusive Language in English (United Nations)			
Tool: GenderTerm - The Gender-Sensitive Lexicon (UN Women)			
Training/E-learning/Online Course: Apply the Guidelines for Gender-Inclusive Language in English (United Nations)			
Article: 9 Tips For Creating Inclusive Corporate Websites (NCWIT)			
Article: Diversity and Inclusion: A Case for Communication (LinkedIn)			
<p>CORPORATE COMMUNICATION</p> <p>Showcase talented female employees with diverse social identities and their professional achievements</p>	<p>Use media channels to elevate the profiles of talented female employees and individuals with diverse social identities, especially women in management functions or in job roles in rather male dominated work areas</p> <p>Use a variety of tools, such as videos, blog posts, testimonials on career page, and stories on social media (such as LinkedIn or Instagram), which are powerful places to feature female talent;</p>	<p>Women and individuals with diverse social identities may be hesitant to be featured</p> <p>Company may need to invest in speaking skills of role models for public events, media campaigns and conferences</p>	<p>Female and male employees with diverse social identities feel valued and empowered through stories about them and their work</p> <p>Female role models gain exposure to external stakeholders and opportunities to exchange at conferences, national and international fora, which can also support their growth</p>

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	<p>introduce a section in the corporate newsletter to recognize female talents and or create other internal recognition to honor women who have pushed boundaries and are successful (e.g., “Wonder Woman of the Week”)</p> <p>Crate higher visibility for female and diverse talent in internal and external stakeholder meetings by assigning them responsibilities and introducing them internally and in public forums, media campaigns, and in outreach programs to schools or other educational institutions</p> <p>Provide women and individuals with diverse backgrounds who are role models opportunities to speak at conferences and high-level meetings such as national or international stakeholder groups and industry networks</p>		<p>Male employees have increasingly positive views of women’s professional skills and abilities</p> <p>Company increases image of being an inclusive workplace by showcasing successful women with diverse social identities</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Example: Introducing First Ever Women Meter Readers (K-Electric)</p>			
<p>Example: Susana, Nacky and Eileen: Their Contribution to a New Water Resource Management (Suez)</p>			
<p>Video: Women of WILL: Watch the Success Story of Shweta, a Female Technician (TATA Power-DDL)</p>			
<p>Video: Women of WILL: Watch the Success Story of Rajni, a Senior Technician (TATA Power-DDL)</p>			
<p>Video: First Ever Women Meter Readers in KE’s Field Workforce (K-Electric)</p>			
<p>Video: HER SAY: Lilian Ngene Works on Live Power Lines (Kenya CitizenTV)</p>			
<p>Video: Maana, a unique program that delivers water saving technologies by women plumbers (Miyahuna)</p>			
<p>Article: This Company Encourages Female Employees To Brag About Each Other (FastCompany)</p>			
<p>Article: “It’s Not About Muscles” - Grace Karuiru on How She Has Defied Odds to Excel in Engineering (The Star)</p>			
<p>Article: Social Media for Social Good: Raising Awareness of Jordan’s Water Crisis (Medium)</p>			
<p>CORPORATE BRANDING</p>	<p>Showcase the company as having an equitable and inclusive culture, highlighting initiatives that support gender equality and D&I</p>	<p>Strategic importance of corporate branding may be underestimated</p> <p>Setting up an employer branding strategy demands time and effort, which may be</p>	<p>General public image of the company as employer of choice for women and men with diverse social identities is increased</p>

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
Build a successful employer brand ⁹¹ that is attractive to female candidates and individuals with diverse social identities	<p>Communicate about the equitable corporate brand, placing women employees with diverse social identities in brand ambassador/ spokesperson positions to enhance credibility</p> <p>Create a website that clearly communicates gender equality and D&I as a company value and provide examples on how the company acts on these values</p> <p>Create a profile on various job and recruiting websites to openly state why gender equality and D&I are important to your company, disclosing targets and/or strategies on gender equality and D&I (in addition to the company website or career page)</p> <p>Be present at regional job fairs, career days at universities, etc. to attract talent</p> <p>Use creative gender-responsive approaches and messages to communicate your brand and engage current and potential employees (e.g., storytelling, videos, etc.)</p> <p>Ensure female and male employees with diverse social identities are provided with equal opportunities to represent the company at public fora</p>	<p>challenging to prioritize in a resource-constrained environment</p> <p>Results of a successful corporate branding strategy do not show immediately and may require patience to sustain efforts while waiting for longer term results</p>	<p>Current female and male employees involved in the employer branding process</p> <p>Credibility is increased and more diverse female talent is accessed</p> <p>Female candidates and individuals with diverse social identities increasingly apply for positions at the company because they are convinced that gender equality and D&I is part of the company's values, mission, vision and culture</p> <p>Family and friends of female talents are supportive of them working at the company due to increased perception as good employer for women</p>

EMPLOYER BRAND. Describes a company's reputation and popularity from a potential employer's perspective and describes the values a company gives to its employees. (Source: [TalentLyft, What is Employer Brand?](#))

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
AVAILABLE RESOURCES AND TOOLS			
<p>Example: #WeSeeEqual (Procter & Gamble)</p> <p>Example: Women's Perspective (Shell Global)</p> <p>Report/Study: Employer Branding: Using Diversity & Inclusion Strategies and Branding to Win the Talent War (Diversity Best Practices)</p> <p>Video: GE #BalanceTheEquation Campaign: "What If Scientists Were Celebrities?" (General Electric, GE)</p>			
<p>CORPORATE BRANDING</p> <p>Showcase company commitment to gender equality, diversity, and inclusion through membership in relevant networks, associations, and conferences</p>	<p>Screen membership opportunities that have good recognition in the regional and international context</p> <p>Seek membership status in relevant networks and associations focusing on gender equality and D&I</p> <p>Communicate or report on a regular basis on related activities and achievements</p> <p>Join conferences/working groups on gender equality and D&I to show commitment and to learn from other companies, be aware of best practices, and network</p>	<p>International networks and associations may not be well-known in the country</p> <p>National networks and associations may not exist or may have bad reputations</p> <p>Company may lack resources to track membership opportunities</p> <p>Joining conferences/working groups may come with financial expenses, such as conference fees, travel and related costs</p>	<p>Membership opportunities and associations are screened and benchmarked for creating high impact</p> <p>Company is member of the most relevant and well-perceived networks and associations</p> <p>Memberships and achievements are highlighted through company communication</p> <p>Improved knowledge gained through conferences and working groups, including insight on the latest developments in the field</p>
AVAILABLE RESOURCES AND TOOLS			
<p>Example: UN Global Compact (UNGC)</p>			
<p>CORPORATE BRANDING</p> <p>Showcase company commitment through adoption of international standards and participation in rankings or awards on gender equality, diversity, and inclusion</p>	<p>Dedicate resources to screen national and international standards, awards, and rankings</p> <p>Participate in competitions to receive public recognition for commitment towards gender equality and D&I</p> <p>Track and document promising projects, including documenting through pictures and videos that can be used in submissions</p> <p>Establish strong relationship with national initiatives so company is</p>	<p>Participation in awards may require allocation of significant human and financial resources</p> <p>Lack of national or regional awards and competitions</p> <p>International organizations may grant awards on an ad hoc basis rather than on a regular basis</p> <p>Some awards have limited visibility but a high cost to apply</p> <p>Credibility of awards may be limited</p>	<p>Company has a list of awards and rankings to participate in, and adequate resources for applying or joining</p> <p>Company is publicly recognized and rewarded for efforts towards gender equality and D&I in the workplace</p> <p>Company increasingly gains external recognition through awards and winning competitions</p> <p>Company increases its rankings</p> <p>Public awards and rankings for being an employer of choice regarding gender</p>

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
	informed of opportunities for ad hoc submissions	Senior leadership may be reluctant to endorse international commitments	equality and D&I attracts female candidates with diverse social identities
	Become a signatory of international commitments to increase gender equality and D&I, such as Women’s Empowerment Principles or Equal by 2030 and communicate on the commitment	Lack of resources and awareness of content owners to communicate on progress or related activities	

AVAILABLE RESOURCES AND TOOLS

Guide: [Equal by 30 Signatory Toolkit](#) (Clean Energy Education and Empowerment (C3E) Initiative)

Tool: [CEO Statement of Support for Women’s Empowerment Principles](#) (United Nations Global Compact & UN Women)

Award: [Best Places to Work Awards](#) (Comparably)

Award: [Great Place to Work](#) (Great Place to Work Institute)

Award: [Gender Equality Awards](#) (EBRD)

Award: [WEP Leadership Award](#) (United Nations Global Compact)

Award: [Catalyst Award](#) (Catalyst)

Award: [IWA Women in Water Award](#) (International Water Association, IWA)

Certificate: [Economic Dividends for Gender Equality \(EDGE\) Certification](#) (EDGE Strategy)

Certificate: [Gender Equality Seal for Public and Private Organizations](#) (UNDP)

Guide: [Women’s Empowerment Principles \(WEPs\)](#) (United Nations Global Compact & UN Women)

Example: [Equal by 30](#) (Clean Energy Education and Empowerment (C3E) Initiative)

TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE
<p>CORPORATE COMMUNICATIONS & BRANDING</p> <p>Develop or join communication campaigns and organize events to promote gender equality, diversity, and inclusion</p>	<p>Develop strategic approach for launching internal and external campaigns to promote gender equality and D&I</p> <p>Join already existing national or international campaigns to communicate support for improving gender equality and D&I or promoting change</p> <p>Use internal campaigns and events for raising awareness of staff on gender equality and D&I, as well as the company's commitment to it</p> <p>Use company visibility and image to increase external awareness on gender equality or change aims and link to relevant content</p> <p>Ask employees their opinion and feature responses internally or externally</p> <p>Organize events triggering discussion on gender equality and D&I (e.g., internal or external discussions, book or film clubs, quizzes, internal conferences)</p>	<p>Limited resources or missing strategic approach</p> <p>Lack of knowledge on valuable initiatives to promote</p> <p>Additional communication needed to promote events, may take time to create interest</p>	<p>Employees feel engaged and motivated to participate in discussions and events</p> <p>Participation rate and awareness rate of campaigns is high or increases over time</p> <p>Participants at related events and discussions report positive feedback</p>
<p>AVAILABLE RESOURCES AND TOOLS</p>			
<p>Tool: SDG Compass (GRI, UNGC & WBCSD)</p>			
<p>Example: White Ribbon Campaign</p>			
<p>Example: HeForShe Campaign</p>			
<p>Example: Equal by 30 (Clean Energy Education and Empowerment (C3E) Initiative)</p>			
<p>Example: International Women's Day</p>			

ANNEX I. GLOSSARY OF GENDER RELATED TERMS

These definitions are provided to enable the reader to understand the meaning of the gender terminologies used in this document. These definitions are derived from various sources such as United Nations (UN) agencies, USAID, and other international organizations.

AFFIRMATIVE ACTION. Actions, policies, and procedures undertaken in recruiting, hiring, promotions and all other personnel actions that are designed to achieve equal employment opportunity and eliminate the present effects of past discrimination. Affirmative action requires: (1) thorough, systematic efforts to prevent discrimination from occurring or to detect and eliminate it as promptly as possible; and (2) recruitment and outreach measures. (Source: [The Human Resources Team, Glossary of Equal Opportunity/Affirmative Action Terms](#))

AFFIRMATIVE ACTION BACKLASH. Backlash is a negative reaction to social or political change. [Can be] driven by the perception that focus on gender equality initiatives and the promotion of women to leadership roles is unfair and not meritocratic. (Source: [Male Champions of Change, Backlash & Buy-In](#))

DISCRIMINATION AGAINST WOMEN AND GIRLS. Discrimination against girls and women means directly or indirectly treating girls and women differently from boys and men in a way which prevents them from enjoying their rights. Discrimination can be direct or indirect. Direct discrimination against girls and women is generally easier to recognize as the discrimination is quite obvious. For example, in some countries, women cannot legally own property; they are forbidden by law to take certain jobs; or the customs of a community may not permit girls to go for higher education. Indirect discrimination against girls and women can be difficult to recognize. It refers to situations that may appear to be unbiased but result in unequal treatment of girls and women. For example, a job for a police officer may have minimum height and weight criteria which women may find difficult to fulfill. As a result, women may be unable to become police officers. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

DIVERSITY & INCLUSION (D&I). Each individual in an organization brings with them a diverse set of perspectives, work and life experiences, as well as religious and cultural differences. These differences could be self-evident, such as national origin, age, race and ethnicity, religion/belief, gender, marital status and socioeconomic status or they could be more inherent, such as educational background, training, sector experience, organizational tenure, even personality, such as introverts and extroverts. The power of diversity can only be unleashed and its benefits reaped when we recognize these differences and learn to respect and value each individual regardless of their background. Inclusion is an organizational effort and practices in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated. Inclusive cultures make people feel respected and valued for who they are as an individual or group. Evidence shows that when people feel valued, they function at full capacity and feel part of the organization's mission. This culture shift creates higher performing organizations where motivation and morale soar. (Source: [Global Diversity Practice, What is Diversity & Inclusion?](#))

DIVERSITY HIRING. Hiring based on merit with special care taken to ensure procedures are free from biases related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance. (Source: [Ideal, Diversity Hiring](#))

DIVERSITY HIRING AUDIT. An audit used to assess the diversity of the hiring process and to identify any potential bottlenecks and discrepancies (e.g. Is it a top of the funnel issue? Or is it a leaking pipeline issue?). (Source: [Ideal, Diversity Hiring](#))

EQUAL EMPLOYMENT OPPORTUNITY (EEO). A policy statement that prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, age, pregnancy, national origin, disability status, protected veteran status, or any other characteristic protected by law. (Source: [HR.com, Glossary of Human Resources \(HR\) and Employee Benefit Terms](#))

GENDER. Refers to the roles, behaviors, activities, and attributes that a given society considers appropriate for men and women. Gender is a social construct learned through socialization, which can change over time. In addition to the social attributes and opportunities associated with being male and female, gender also refers to the relations between women, girls, men and boys. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER ANALYSIS. A critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER AUDIT. A tool to promote organizational learning at the individual, work unit and organizational levels on how to practically and effectively mainstream gender. It considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed. It establishes a baseline; identifies critical gaps and challenges; and recommends ways of addressing them, suggesting possible improvements and innovations. It monitors and assesses the relative progress made in gender mainstreaming and helps to build organizational ownership for gender equality initiatives and sharpens organizational learning on gender. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER AWARENESS RAISING. Process that aims at showing how existing values and norms influence our picture of reality, perpetuate stereotypes and support mechanisms (re)producing inequality. (Source: [European Institute for Gender Equality, Glossary & Thesaurus](#))

GENDER-BASED VIOLENCE (GBV). In the broadest terms, “gender-based violence” is violence that is directed at individuals based on their biological sex, gender identity, or perceived adherence to culturally-defined expectations of what it means to be a woman and man, girl and boy. It includes physical, sexual, and psychological abuse; threats; coercion; arbitrary deprivation of liberty; and economic deprivation, whether occurring in public or private. GBV is rooted in economic, social, and political inequalities between men and women. GBV can occur throughout the lifecycle, from infancy through childhood and adolescence, the reproductive years and into old age, and can affect women and girls, and men and boys, including transgender individuals. Specific types of GBV include (but are not limited to) female infanticide; early and forced marriage, “honor” killings, and female genital cutting/mutilation; child sexual abuse and exploitation; trafficking in persons; sexual coercion, harassment and abuse; neglect; domestic violence; economic deprivation, and elder abuse. (Source: [Interagency Gender Working Group, Gender-related Terms and Definitions](#))

GENDER BIAS. Making decisions based on gender that result in favoring one gender over the other which often results in contexts that are favoring men and/or boys over women and/or girls. (Source: [UNICEF, Glossary of Terms and Concepts](#))

GENDER BLINDNESS. Failure to recognize that the roles and responsibilities of men/boys and women/girls are assigned to them in specific social, cultural, economic, and political contexts and backgrounds. Projects, programs, policies and attitudes which are gender blind do not take into account these different roles and diverse needs. They maintain the status quo and will not help transform the unequal structure of gender relations. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER EQUALITY. The equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER EQUITY. The process of reaching equality. The process of being fair to women and men, boys and girls. To ensure fairness, equity measures or interventions must be taken to compensate for cumulative economic, social, and political disadvantages that prevent women and men, boys and girls from operating on a level playing field. (Source: [Interagency Gender Working Group, Gender-related Terms and Definitions](#))

GENDER GAP. Any disparity between women and men's condition or position in society. It is often used to refer to a difference in average earnings between women and men, e.g. "gender pay gap." However, gender gaps can be found in many areas, such as the four pillars that the World Economic Forum uses to calculate its Gender Gap Index, namely: economic participation and opportunity, educational attainment, health and survival and political empowerment. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER IDENTITY. One's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from their sex assigned at birth. (Source: [Human Rights Campaign, Sexual Orientation and Gender Identity Definitions](#))

GENDER MAINSTREAMING. Process of incorporating a gender perspective into organizational policies, strategies, and administrative functions, as well as into the institutional culture of an organization. This process at the organizational level ideally results in meaningful gender integration. (Source: [Interagency Gender Working Group, Gender-related Terms and Definitions](#)) The primary objective behind gender mainstreaming is to design and implement development projects, programs, and policies that are gender neutral, gender sensitive, and gender positive/ transformative. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER NEUTRAL. Policy, program or situation that has no differential positive or negative impact in terms of gender relations or equality between women and men. (Source: [European Institute for Gender Equality, Glossary & Thesaurus](#)). Do not reinforce existing gender inequalities. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER NORMS. Ideas about how men and women should be and act. We internalize and learn these “rules” early in life. This sets-up a life-cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER PARITY. Term for equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working toward gender parity (equal representation) is a key part of achieving gender equality, and one of the twin strategies, alongside gender mainstreaming. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER PAY GAP. Measurable indicator of inequality and it captures the difference in pay between men and women. Most governments have legislated to guarantee equality of treatment between men and women in remuneration. The ILO Equal Remuneration Convention, 1951 (No. 100) is one of the most highly ratified conventions. Yet, the gender pay gap persists and the World Economic Forum estimates it will take 202 years to close the global gender pay gap, based on the trend observed over the past 12 years. (Source: [International Labour Organization, Understanding the Gender Pay Gap](#))

GENDER PERSPECTIVE / “GENDER LENS”. Focus that brings a framework of analysis in order to assess how women and men affect and are affected differently by policies, programs, projects and activities. It enables recognition that relationships between women and men can vary depending on the context. A gender perspective takes into account gender roles, social and economic relationships and needs, access to resources, and other constraints and opportunities imposed by society or culture, age, religion, and/or ethnicity on both women and men. (Source: [UN Women & United Nations Global Compact, Women’s Empowerment Principles](#))

GENDER-RESPONSIVE BUDGETING. The goal of gender-responsive budgeting (GRB) initiatives is to promote equality between women and men by influencing the budgeting process. Collectively, GRB initiatives seek to raise awareness of the effects that budgets have on women and men, and hold governments [and companies] accountable for their commitments to gender equality. GRB is budgeting that incorporates a gender equality perspective into the budgeting process and the policies that underpin it in order to promote equality between women and men. (Source: [International Labour Organization, Overview of Gender-responsive Budget Initiatives](#))

GENDER SENSITIVE. Policies and programs that take into account the particularities pertaining to the lives of both women and men, while aiming to eliminate inequalities and promote gender equality, including an equal distribution of resources, therefore addressing and taking into account the gender dimension. (Source: [European Institute for Gender Equality, Glossary & Thesaurus](#)). Attempts to redress existing gender inequalities. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER-SENSITIVE INDICATOR. An indicator is a pointer. It can be a measurement, a number, a fact, an opinion or a perception that focuses on a specific condition or situation, and measures changes in that condition or situation over time. The difference between an indicator and a statistic is that indicators should involve comparison with a norm. Gender-sensitive indicators measure gender-related changes in society over time; they provide a close look at the results of targeted gender-based initiatives and actions. (Source: [UN Women & United Nations Global Compact, Women’s Empowerment Principles](#))

GENDER STEREOTYPES. Simplistic generalizations about the gender attributes, differences and roles of women and men. Stereotypical characteristics about men are that they are competitive,

acquisitive, autonomous, independent, confrontational, concerned about private goods. Parallel stereotypes of women hold that they are cooperative, nurturing, caring, connecting, group-oriented, concerned about public goods. Stereotypes are often used to justify gender discrimination more broadly and can be reflected and reinforced by traditional and modern theories, laws and institutional practices. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GLASS CEILING. Metaphor that has often been used to describe invisible barriers (“glass”) through which women can see elite positions, for example in government or the private sector, but cannot reach them (coming up against the invisible “ceiling”). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious, and highest-paying jobs in the workforce. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

GENDER TRANSFORMATIVE. Attempts to redefine women’s and men’s gender roles and relations. (Source: [UN Women Training Centre, Gender Equality Glossary](#)). Gender transformative approaches address the causes of gender-based inequalities and work to transform harmful gender roles, norms and power relations. (Source: [UNICEF, Technical Note on Gender Transformative Approaches](#))

INTERSECTIONALITY. The intentions, actions, and process for arriving at gender equality greatly benefit from recognizing the interconnected nature of social categorizations such as age, sexuality, race, ethnicity, religion, disability, and economic status. These often create overlapping and interdependent systems of disadvantage, vulnerability, or discrimination. Additionally, many organizations find it more effective and efficient to address gender, diversity, and social inclusion issues as part of the same effort. (Source: [The Gender Practitioners Collaborative, Minimum Standards for Mainstreaming Gender Equality](#))

MASCULINITY. Social meaning of manhood, which is constructed and defined socially, historically and politically, rather than being biologically driven. There are many socially constructed definitions for being a man and these can change over time and from place to place. The term relates to perceived notions and ideals about how men should or are expected to behave in a given setting. Masculinities are not just about men; women may perform and produce the meaning and practices of the masculine as well. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

MALE ENGAGEMENT. Programmatic approach that involves men and boys a) as clients and beneficiaries, b) as partners and c) as agents of change, in actively promoting gender equality, women’s empowerment and the transformation of inequitable definitions of masculinity. Male engagement also includes broader efforts to promote equality with respect to caregiving, fatherhood, and division of labor, and ending gender-based violence. (Source: [Interagency Gender Working Group, Gender-related Terms and Definitions](#))

OCCUPATIONAL SEGREGATION. Occurs when one demographic group is overrepresented or underrepresented among different kinds of work or different types of jobs. The International Labour Organization states that “sectoral and occupational segregation may be viewed as a cycle: as women and men are confined to certain occupations, stereotypes are strengthened regarding women’s and men’s aspirations, preferences and capabilities. In turn, this affects both the perceptions of employers about women’s and men’s skills and attitudes and the aspirations of individual workers. Thus, women and men are likely to continue pursuing careers in sectors and occupations that are considered “feminine” and “masculine” and are discouraged to do otherwise”. (Source: [Washington Center for Equitable Growth, Factsheet](#) & [International Labour Organization, Women at Work: Trends 2016](#))

Patriarchy. Traditional form of organizing society which often lies at the root of gender inequality. According to this kind of social system, men, or what is considered masculine, is accorded more importance than women, or what is considered feminine. Traditionally, societies have been organized in such a way that property, residence, and descent, as well as decision-making regarding most areas of life, have been the domain of men. This is often based on appeals to biological reasoning (women are more naturally suited to be caregivers, for example) and continues to underlie many kinds of gender discrimination. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

Sex. The biological characteristics that define humans as female or male. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both, they tend to differentiate humans as males and females. (Source: [WHO, Gender & Human Rights](#))

Sex-disaggregated data. Data that is cross-classified by sex, presenting information separately for men and women. When data is not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data is necessary for effective gender analysis. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

Sexual harassment. Sex-based behavior that is unwelcome and offensive to its recipient. Sexual harassment at the workplace may take two forms: a) when a job benefit - such as a pay rise, a promotion, or even continued employment - is made conditional on the victim acceding to demands to engage in some form of sexual behavior or b) hostile working environment in which the conduct creates conditions that are intimidating or humiliating for the victim; Behavior that qualifies as sexual harassment: a) physical (e.g. physical violence, touching, unnecessary close proximity), b) verbal (e.g. comments and questions about appearance, life-style, sexual orientation, offensive phone calls) or c) non-verbal (whistling, sexually-suggestive gestures, display of sexual materials). (Source: [International Labour Organization, Sexual Harassment at Work](#))

Social inclusion. The process of improving the ability, opportunity, and dignity of people disadvantaged on the basis of their identity to take part in society. (Source: [World Bank, Inclusion Matters](#))

Tokenism. Policy or practice that is mainly symbolic, and involves attempting to fulfil one's obligations with regard to established targets, such as voluntary or mandated gender quotas, with limited efforts or gestures, especially towards minority groups and women, in ways that will not change men-dominated power and/or organizational arrangements. ([European Institute for Gender Equality, Glossary & Thesaurus](#))

Unconscious gender bias. Unintentional and automatic mental associations based on gender, stemming from traditions, norms, values, culture and/or experience. Automatic associations feed into decision-making, enabling a quick assessment of an individual according to gender and gender stereotypes. Unconscious gender bias remains a significant barrier to women's career advancement. (Source: [ILO, Breaking Barriers: Unconscious Gender Bias in the Workplace](#))

Women's empowerment. The empowerment of women and girls concerns their gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. Empowerment of women cannot be achieved in a vacuum; men must be brought along in the process of change. Empowerment should not be seen as a zero-sum game where gains for women automatically imply losses for men. (Source: [UN Women Training Centre, Gender Equality Glossary](#))

ANNEX II. BIBLIOGRAPHY

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ANNEX III. PROFESSIONAL ORGANIZATIONS WITH MEMBER RESOURCES

The Engendering Utilities Best Practices Framework was developed using open-source resources. The following organizations are member-based organizations, some with membership dues. These organizations also provide relevant and useful information regarding fostering gender equality through the employee life cycle for their membership. You can find out more information about these organizations on their websites:

- African Women in Science and Engineering: <https://www.aawse.org/>
- Association for Talent Development: <https://www.td.org/>
- Australian HR Institute: <https://www.ahri.com.au/>
- Catalyst: <https://www.catalyst.org/mission/>
- Gender at Work: <https://genderatwork.org/>
- Interagency Gender Working Group: <https://www.igwg.org>
- International Center for Research on Women: <https://www.icrw.org>
- International Finance Corporation: <https://www.ifc.org>
- International Labour Organization: <https://www.ilo.org/>
- Male Champions of Change: <https://malechampionsofchange.com>
- Men Engage Alliance: <http://menengage.org/>
- Promundo: <https://promundoglobal.org>
- Society for Human Resource Management: <https://www.shrm.org/>
- Society of Women Engineers: <https://swe.org/>
- The World Bank: <https://www.worldbank.org>
- United Nations Women: <https://www.unwomen.org>
- University of Alberta, Women in Scholarship, Engineering, Science, and Technology (WISEST): <https://www.ualberta.ca/services/wisest>
- Voluntary Protection Programs Participants' Association: <http://www.vpppa.org/>
- WE EMPOWER: <https://www.empowerwomen.org>



About Engendering Utilities

Expanding women's participation in the traditionally male-dominated sectors, including energy and water utilities, leads to tangible economic empowerment outcomes for women, such as formal employment opportunities and higher income. Additionally, increased gender equality can improve business performance and help organizations meet their bottom-line goals by enhancing employee satisfaction, reducing turnover, and driving productivity. Moreover, well-functioning companies create stronger and more resilient industries, including national energy and water sectors, that are critical for economic growth and promoting a path to self-reliance.

Engendering Utilities delivers a unique approach to improving gender equality in male-dominated industries, with a focus on energy and water sectors. Through customized best practices, demand-driven coaching, and a Gender Equity Executive Leadership Program (GEELP), Engendering Utilities builds the capacity of workplace leaders to implement gender equality interventions in their organizations.

Learn more at usaid.gov/energy/engendering-utilities.