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# THE POTENTIAL ROLE OF WOMEN WITHIN ENERGY SERVICE PROVIDERS IN JORDAN

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# **THE POTENTIAL ROLE OF WOMEN WITHIN ENERGY SERVICE PROVIDERS IN JORDAN**

USAID JORDAN ENERGY SECTOR CAPACITY BUILDING

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## 1.0 List of Acronyms

| <b>ACRONYM</b> | <b>DEFINITION</b>   |
|----------------|---|
| ESCB           | Energy Sector Capacity Building                           |
| MEMR           | Ministry of Energy and Mineral Resources                  |
| ERC            | Electricity Regulatory Commission                         |
| ESP            | Energy Service Provider                                   |
| EE             | Energy Efficiency   |
| EDCO           | Electricity Distribution Company                          |
| NEPCO          | National Electricity Power Company                        |
| JREEEF         | Jordan Renewable Energy and Energy Efficiency Fund        |
| WRCEP          | Jordan Water Reuse and Environmental Conservation Project |

## 2.0 Executive Summary

The purpose of the assessment carried out by the Energy Sector Capacity Building Activity (ESCB) in early 2014 is to understand the challenges and opportunities faced by women working with energy service providers (ESPs) in Jordan. The gender team carried out interviews with ESPs, as well as with women who work in the energy sector, to determine how HR policies, job requirements and company culture work to support or hinder the hiring, retention and advancement of women within private companies. The team also met with other actors (universities, micro-lenders, women's professional associations etc.) to determine the type of support available to women as they move into the sector and advance, and the role that ESCB can play in further developing and coordinating this support.

Generally, ESPs showed a willingness to hire women and invest in them. They cited examples where the professional and technical skills of their female staff were equal to or superior to those of their male colleagues. However, social and cultural limitations led most companies to state that their female staff are not working, or developing, to their full potential, despite being both professional and committed.

Most women interviewed by ESCB discussed the social and cultural limitations associated with being employed. They also reported inferior treatment to that received by their male colleagues, particularly when it came to training and career development opportunities.

To support the upward advancement of women in the sector, there are complementary roles for energy service providers, an ESP association and ESCB to play. It is recommended that companies develop equitable, transparent HR policies and set targets for training their female staff. The anticipated ESP association can work with different stakeholders (academia, women, the private sector and women's associations) to ensure that women are supported to join the sector and to advance within it. Additionally, in the coming four years, ESCB will support the establishment of systems and processes to create a foundation for women's support and leadership - as well as for gender considerations on the consumer side - upon which ESPs and the ESP association can build.

## 3.0 The Current Situation

This section covers the participation of women within the broader energy sector in Jordan, with a focus on the private sector. The findings describe the viewpoint of energy service providers, the perspectives of women working in the sector and the opportunities associated with energy consumption and services at the household level.

### 3.1 THE PARTICIPATION OF WOMEN WITHIN THE BROADER ENERGY SECTOR

An assessment of the role of women in the energy sector in Jordan conducted by ESCB in November 2013 found a low level of women's involvement in the sector, particularly at leadership levels. The reasons behind this conclusion were related both to the perceived nature of the work and women's general participation in the economy. These reasons included:

- gender differences in the choice of bachelors' degrees (mechanical and electrical engineering programs are 90%-95% male);
- perceptions that energy careers require a great deal of field work and manual labor;
- a generally low level of female participation in the workforce (15% of the Jordanian workforce is comprised of women and less than 5% of entrepreneurs are women);
- a general lack of understanding of non-engineering related work in the energy sector; and
- discrimination against women related to training and advancement opportunities.

The assessment also concluded that there is little to no discussion of the institutionalization of gender equality, inclusiveness, or women's leadership at a senior management level in the ERC, MEMR or the private energy sector where there are a number of factors which may discourage women from employment. One potential issue is wage discrimination, highlighted as a concern in Jordan by a number of organizations. Most notably, the International Labor Organization reported in a policy brief in 2010 that women employees in Jordan are paid less than men in the same skill category. When skill level is taken into account, professional women in Jordan are paid 33% less than male professionals.<sup>1</sup>

### 3.2 THE PARTICIPATION OF WOMEN IN ENERGY SERVICES

In December 2013, ESCB conducted a survey of ten self-described ESPs in order to better understand their activities and identify their needs and concerns regarding the energy market in Jordan. The survey found that the majority of ESPs in Jordan are small and

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<sup>1</sup> Policy Brief 9: Pay Equity in Jordan, International Labor Organization. 2010

medium-sized companies, typically engineering firms involved in conducting energy audits and installation and maintenance of energy efficient equipment.

The survey also found that around 16% of ESP staff in Jordan are women, with the majority working in non-engineering positions, such as marketing and sales, accounting and office assistance. Only 14% of managerial positions and 10% of technical engineering positions are held by women, as illustrated in the table below.

| Positions   | Male             | Female        |                      |               |            |
|---|------------------|---------------|----------------------|---------------|------------|
| Managers  | 72               | 12            |                      |               |            |
| Marketing & Sales Staff                                 | 81               | 20            |                      |               |            |
| Accounting/Finance                                      | 34               | 12            |                      |               |            |
| Other Staff-Adm   | 77               | 5             |                      |               |            |
| Other Staff-Bidding                                     | 1                |               |                      |               |            |
| Other Staff-Driver                                      | 2                |               |                      |               |            |
| Other Staff-Green Bldg                                  |                  | 2             |                      |               |            |
| <b>Total</b>  | <b>267</b>       | <b>51</b>     | <b>318</b>           |               |            |
| <b>Technical Staff: Energy Managers/Energy Auditors</b> | <b>Certified</b> |               | <b>Not Certified</b> |               |            |
|   | <b>Male</b>      | <b>Female</b> | <b>Male</b>          | <b>Female</b> |            |
| Electrical Engineers                                    | 30               | 2             | 26                   | 12            |            |
| Mechanical Engineers                                    | 76               | 10            | 30                   | 1             |            |
| Chemical Engineers                                      | 1                | 4             | 1                    | 2             |            |
| Other Technical Staff                                   | 108              | 9             | 115                  | 20            |            |
| Other Staff-Industrial & Computer Engg                  | 1                |               | 8                    | 8             |            |
| Other Technical Staff-Civil & Cnv. Engg                 |                  |               | 1                    | 1             |            |
| Other-Manufacturing                                     | 3                |               |                      |               |            |
| Other Technical Staff Biologist                         | 1                |               |                      |               |            |
| <b>Total Technical Staff</b>                            | <b>220</b>       | <b>25</b>     | <b>181</b>           | <b>47</b>     | <b>473</b> |
| <b>Total Employment by ESCOs</b>                        |                  |               |                      |               | <b>791</b> |

Survey results also indicate that 20% of marketing and sales staff and 26% of accounting and finance staff are women. The fact that these numbers are higher compared to those of female engineers shows that these may be fields that are more appealing to women.

### 3.2.1 An Assessment of Energy Service Providers

For its assessment of the role of women in energy service providers, ESCB interviewed seven small, medium and large ESPs in March 2014. Although the general perception of the private sector in Jordan is that it is reluctant to hire women or invest in them because of the possibility that they may require extended leave in the future or exit the workforce altogether,

the companies interviewed by ESCB claim this is not entirely the case. Following are the detailed findings of the assessment.

### ***Advertising, Hiring and Retaining***

Most companies use social media and their own websites for advertising, though they also rely heavily on outreach through their networks, which may leave potential female candidates at a disadvantage. Though a majority of the companies do not specify preferences for males or females in job advertisements, only one company reported having a clear non-discrimination policy in its employee handbook.

Overall, the companies interviewed do not have written hiring processes to adhere to. When asked about hiring, and whether or not the company strives to have a woman on the hiring committee, most companies responded that they are quite small and do not have a hiring committee per se; candidates are interviewed by the CEO and/or the direct manager. Only one company has a Human Resources Department which fully leads and directs the hiring process to ensure fair and equitable practice. All companies ask questions about professional qualifications and experience and most reported asking about marital status and dependents. Two companies stated that the marital status of a woman, and whether or not she had children, would affect their hiring decision. One of those companies stressed that it was a consideration only if relocation was a possibility (this particular company has regional and global reach). Most companies however, stated that experience and passion for the job were their main requirements. Two companies reported that there is an overall decline in the quality of both female and male engineers in Jordan and that a company needs to seek experienced, professional staff, regardless of gender.

All companies reported that in order to retain female staff, they ensure that they pay competitive salaries, equal to those of their male colleagues. They also strive to give them a sense of job security, as well as physical safety. Only one company mentioned a written sexual harassment policy which is documented in the company's employee handbook. The harassment policy is discussed in the orientation of new staff, along with examples of what constitutes sexual harassment and the consequences associated with harassing a co-worker. Most companies mentioned giving their employees a sense of ownership and a feeling that they were partners, instead of employees, by rewarding them for bringing in new projects and asking them to participate in decision-making. Interestingly, two companies mentioned that it is more difficult to fire female employees than male employees, as they feel more protective towards their female staff and feel that men are likely to find another job more easily.

When asked about maternity leave, companies admitted that it is a challenge to train someone and hire them on a short-term basis in order to replace a woman who is on maternity leave. This was especially apparent with smaller companies which don't have the human resources to support the extended leave of one of their staff members. However, most saw it as a basic right and another way to retain staff who perform well.

Companies were also questioned about Article 72 of the Jordanian Labor Law which states that if there are 20 women in a company with a total of 10 children who are four years of age and younger, the company is obliged to provide onsite childcare services, to be paid for by the employees. Though none of the companies interviewed meet the thresholds that would

require them to offer daycare services to their staff, they were asked about their opinion of Jordan's childcare law. All agreed that physical proximity to their children would be of great benefit to the well-being of their staff. They believed that this would, in turn, reflect well on the company's performance. Most interviewees were aware of the time and effort that their staff had invested in securing quality care for their children. However, they believed that unless the government subsidizes the cost, most private companies – not just those in the energy sector - would keep their number of female staff below 20. A few of the larger companies felt that, if the time came, they could come to an agreement with their staff regarding cost-sharing for day care. One manager described providing childcare for his staff as a form of corporate social responsibility (CSR) and believed it could easily be incorporated into a company's CSR strategy.

### ***Field Work and Other Challenges***

ESCB found that most companies believe that jobs requiring field work are unsuitable for their female staff. Sending women to the field sometimes requires additional company resources, due to social and cultural norms as well as staff preferences. Several companies mentioned that, in many cases, dispatching a female engineer to a work site requires sending a male colleague along. Small companies do not have the capability to send two individuals to the field to do the job of one person. Typically, this occurs when the job involves the need to carry or install heavy equipment and to climb ladders or poles. A few companies also mentioned that they have found young women engineers to be shy and unused to dealing with men on work sites. In this case a male colleague or a more experienced female colleague needs to accompany them to the site. One ESP owner mentioned that in some rural areas the reputation of his company – and the reputation of the women who work for him – have been called into question when communities have witnessed his female staff arriving to the area in the same car as men who are not related to them. In some circumstances, he has had to contemplate sending two cars to accommodate cultural standards.

Other reasons given for the unsuitability of women for field work were the lack of proper accommodations for women on work sites (lavatories, for example); the unwillingness of female staff to get dirty (working in boiler rooms, etc.); their reluctance to drive themselves to remote locations or be outside the capital after sunset, even if they are on a return trip; and the strict dress requirements they need to adhere to when visiting more conservative areas.

To deal with the issues that arise from sending female staff into the field, most companies assign project planning, auditing and design tasks to the female engineers, leaving the site visits to their male staff. They also focus on hiring female staff for accounting or marketing positions. Only one manager reported that he has informed his entire engineering team, male and female, that they are to take on the same type of tasks and that he doesn't have the resources to differentiate between them. The response from his team has been positive, but he credits his current female staff for being unwilling to let others do their jobs for them and claims that this is not always the case.

### ***Skill-Sets, Professionalism and Commitment***

Generally, companies believed that female staff are professional, committed and well qualified to do their jobs. The concerns that they have about hiring women are rooted in cultural and social norms, as well as educational systems and capacity building practices.

All companies reported that female staff can be counted on to produce well-executed, timely work. They mentioned that they are likely to be more efficient, better organized and more conscientious about their work than their male colleagues and can be expected to submit tidier, better researched documents.

However, and as stated above, most companies reported an issue with communication skills, finding even more experienced women to be shy and less likely to speak up in meetings or voice an opinion that might contradict that of their colleagues. They attributed this to Jordanian culture and the failure of Jordan's educational system to better prepare young people for the workforce. However, a few managers reported that when female staff *are* more forthcoming and exhibit stronger personalities, companies are more likely to rely on them to do marketing and PR. These managers viewed women as strategic thinkers and more articulate, and able to deal with problematic situations more diplomatically, than their male counterparts.

Companies found that females in non-engineering positions are well qualified and well suited to their jobs, but that female engineers require more training in some areas than their male colleagues. Most attributed this to less technical field experience among woman engineers, as well as fewer training opportunities.

All companies stated that, in general, female staff are committed to their jobs. However, they require more flexible hours and are more likely than male staff to come in late or ask for leave without prior notice. Companies attributed this to social and cultural norms since women's jobs are typically perceived to be less important than those of their husbands. Companies also attributed the need for more flexibility to the norm of women being primarily responsible for child rearing and household work, even if they are working full time outside the home. Working women often carry the load both outside and inside the home. Thus, there appears to be a shift in gender roles for women, but not for men (or it is occurring at a much slower pace). In fact, a few companies interviewed stated that many women in Jordan will not leave the house if their husbands are still at home, even if it is to go to work. Their female employees have been known to send text messages on a work day morning to inform them that they will be late because their husbands have not yet left for the office. One also mentioned that not only are women expected to be responsible for their children, but also for their elderly parents, and sometimes their elderly parents-in-law.

All companies but one found that women expected preferential treatment in their employment, with some stating that though male colleagues generally accept it, it does cause resentment. Some examples given were refusing field work; making personal phone calls during working hours; consistently coming in late to work; giving short notice for a leave of absence because of a sick child or other family member; leaving exactly at close of business even when a project requires working overtime; and bringing in their male family members to assess the work environment before they agree to sign a contract.

Conversely, a few companies mentioned that male employees are more likely to leave a company for a better position or a higher salary, and that female employees are more likely to stay where they are comfortable or where they feel safe and appreciated. This has

created a feeling among many of the companies interviewed that women can be counted on to remain in a job for the long term. Job seeking in the Gulf countries was specified as a challenge by a few of the companies. Six months of experience is required for most jobs and young men will join a company in Jordan for the length of time necessary to qualify and then move on to an opportunity in the Gulf. Women, however, seem to be viewed as more settled and less likely to move, unless it is to follow their husband's careers.

### ***Progression and Advancement***

Generally, ESPs showed a willingness to hire women and invest in them. They cited examples where the professional and technical skills of their female staff were equal to or superior to those of their male colleagues. However, social and cultural limitations led most companies to state that though their female staff are, for the most part, professional and committed, they are not working or developing to their full potential. Most agreed that women do not tend to move vertically in their career cycle, but rather remain where they are comfortable. One exception was a company which maintained that in international companies with performance-based cultures, and where women are treated as equals, they will be motivated to move upwards.

Most companies reported that female staff start out fairly ambitious, but that this tapers off as they marry and start families. They felt that female employees will look for opportunities to develop their skills, but that they limit themselves geographically and vis-à-vis the length of the training, searching only for training possibilities within Amman and with shorter hours. All companies reported that they are willing to invest in their female employees at the same level as their male employees. However, only one company found its female staff to be as ambitious and as eager to develop as its male staff. One manager reported that he was keen to have one of his female staff attend a highly beneficial training outside the country, but she refused to travel on her own and he had to pay for one of her female relatives to accompany her. He admitted that this was a financial strain, but he felt this staff member was worth the investment.

While most of the companies interviewed by ESCB reported that they do not have written HR policies, all have procedures for annual evaluations and performance reviews and link them to promotions and wage increases. Staff objectives and training needs are discussed and most companies, especially those who are working toward – or have received – ISO certification, work with their staff to develop capacity building plans. This is vital, as clear career paths with promotion milestones will prevent women from becoming complacent and remaining in low-level positions. Additionally, having clear, documented and transparent HR policies ensures that employees across the organization are treated fairly and consistently and are essential to guaranteeing gender equality.

### **3.2.2 The Perspective of Women Working in the Sector**

In addition to interviewing ESPs, ESCB met individually with a number of women working throughout the energy sector to discuss their careers and their perceptions about working for the private sector. In general, these women displayed passion for their chosen fields and an eagerness to learn and move ahead. Most agreed that they look for companies with flexible working hours and in-house job responsibilities. They avoid field work and training opportunities that require them to leave their families for extended periods of time, especially

if they are married and/or have children. However, some also reported being overlooked for training and being under-evaluated to keep their wages low and to prevent them from being promoted.

When presented with a choice between the public and private sectors, the women interviewed agreed that the public sector has clear, relatively lenient policies related to maternity leave, unpaid leave and working hours which are more appealing to women, especially those with families. However, though there are clear examples of women leaders in the public sector, some women believed that the private sector affords more opportunity for learning. They expressed that more ambitious women, i.e. those for whom working is about building a career and not merely about having an income or a secure job, will be more satisfied working for a private company.

Women managers and supervisors reported that, while generally they are well-respected by male subordinates and that job titles that signify seniority are very effective in this regard, this is not always the case with their male peers. They felt that they have to put in extra effort to seem 'tough' and prove time and again that they deserve the positions that they are in.

Currently, there is no structured guidance or support for potential women leaders in the energy field. These potential leaders include young women working in energy in the private sector, young women entrepreneurs who have started their own energy businesses or are thinking of moving into energy; women interning at ESPs or other energy companies and women in fields that can support the energy sector (finance, IT etc.). There is no network capable of supporting mentorship programs, networking activities, or capacity building. Young women are generally not aware of possible career paths within the sector, engineering-related or not, and this impacts their decision when choosing undergraduate studies. There are policies in place to support women in the sector who encounter discrimination in hiring, training and capacity building programs, but they are rarely enforced.

Financing for women-owned businesses is limited and includes many challenges, from requiring a male guarantor to not being taken seriously by banks. Micro-lending programs for women appear to be aimed towards small home businesses and have been found by women-owned ESPs to be inadequate for their needs. For women and men alike, the government regulations, licenses and taxes linked to opening a business in Jordan are confusing and misleading, but for women there is the additional challenge of – in the words of one woman business owner – 'being made to feel like a joke'.

### **3.2.3 Inclusion and Integration at the Household Level**

When considering energy usage and services at the household level, there appears to be a significant role for women to play within the private sector.

On the consumer side, women tend to be primary users of energy in the household but are often not involved in decision making surrounding energy usage and energy efficiency. They are generally less aware of energy prices and energy saving alternatives. The USAID Public Action Project's (PAP) report, "Gender Study in Jordan" (Development & Training Services, Inc. 2010) mentions that a baseline household survey found that men were more knowledgeable about energy saving methods, particularly "hi-tech" options such as energy

saving light bulbs. An exception to this was women's greater awareness of solar water heaters, which may be because men are less willing to invest in expensive technologies. However, messaging related to energy saving techniques has not always taken these gender differences into consideration. Having more women in management and leadership positions within ESPs will ensure that gender differences regarding energy usage, awareness and decision-making are considered at every level in the development of ESP procedures and services.

Additionally, as gender and cultural norms often require a man to be present in the home when other men come to the household, women would have easier access to households during the day for energy audits and other energy services. ESPs may find that having women on the team to visit homes and perform audits broadens the timeframe in which they can work during the day and makes their services more appealing to clients.

## **4.0 Addressing the Issue**

There are specific actions that can be taken to support the participation and advancement of women within ESPs. A comprehensive approach, working directly with individual women, universities, ESPs, financing institutions, the Ministry of Energy and Mineral Resources, the Electricity Regulatory Commission and an ESP association will ensure that women at all levels are supported.

## **4.1 RECOMMENDATIONS**

Following are the recommended actions for ESPs, an ESP association and ESCB to implement in order to support the advancement of women within the energy sector:

### **4.1.1 The Role of Energy Service Providers**

There are specific actions ESPs can take to ensure that they are supporting women in the sector.

#### Hiring and Retaining Staff

- ESCB recommends that ESPs develop transparent, equitable and inclusive Human Resource policies including personnel selection and recruitment, equal wages for equal work, career development (including training and promotions), family-work balance to minimize the likelihood that women will leave (including adherence to labor laws regarding care facilities for children in the workplace, maternity leave and nursing breaks) and the prevention of, and response to, sexual harassment.
- It is recommended that companies set a target for the number of women who participate in capacity building and certification programs every year and that staff development programs reflect this goal.
- ESPs are advised to conduct market analyses to determine whether hiring more women to conduct household energy audits would enable them to grow and expand their market opportunities.

## Progression and Advancement

- ESPs are encouraged to adopt targeted strategies for promoting female access to management positions and to encourage female leadership in general. A June 13, 2011 article in Forbes.com claimed that "Diversity management is the key to growth in today's fiercely competitive global marketplace" and that "Organizations that seek global market relevancy must embrace diversity – in how they think, act and innovate."<sup>2</sup> ESPs should consider that females in management will better represent the needs of female clients and staff, leading to improved services and a healthier, more innovative work environment. ESCB's leadership forums and mentorship program will support these efforts. ESCB should include ESPs in the design and implementation of these and other programs to encourage female advancement and leadership.
- Where possible, ESCB and its partners should highlight the success stories of entities in the sector that have been successful in hiring and promoting a notable percentage of women, especially at a management or board level. Jordan Green Building Council and EDAMA have been highlighted as leaders in this area.

### **4.1.2 The Role of an Energy Service Providers Association**

Any ESP association to be supported by ESCB is encouraged to have inclusive membership policies and to undertake activities specifically targeted to increasing women's participation and advancement within ESPs, including, but not limited to:

- working with universities and schools to encourage women to consider energy fields when mapping out their career path;
- facilitating women's access to financing for entrepreneurial activities;
- providing business training for women who are considering opening their own companies;
- facilitating access to lawyers and accountants who can provide guidance and advice regarding labor laws and government licenses, taxes and regulations for business owners;
- supporting women to receive energy-related technical certification;
- building the capacity of women in fields that can support the sector and which may be more appealing to them (for example, marketing and sales, IT, finance and communications);
- supporting internship activities for university students within ESPs;
- participating in ESCB's women's leadership activities, including the forums planned over the coming three years and assume ownership of specific follow-up activities;
- opening up membership to include energy consumers, bringing the voice of women at the household level to ESPs, possibly leading to better service design and delivery and enhanced client satisfaction;

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<sup>2</sup> Diversity Management is the Key to Growth: Make it Authentic. Forbes.com, June, 13 2011. Available from <http://www.forbes.com/sites/glennlopi/2011/06/13/diversity-management-is-the-key-to-growth-make-it-authentic/>

- working with UNWOMEN to create an accreditation similar to the gender-equity seal, specific to companies working in the energy sector; and
- facilitating discussions between women's organizations, such the Jordanian National Commission for Women, and ESPs to discuss where and how companies can improve their gender status.

#### **4.1.3 The Role of the Energy Sector Capacity Building Activity**

Over the next four years, ESCB can play a significant role in coordinating efforts and ensuring that a suitable foundation is created to support the advancement of women within the energy sector.

- Review ESP and ESP association bylaws to ensure that they are gender-sensitive. This could include a non-discrimination clause, as well as other elements.
- In coordination with the donor task force, ensure that loaning guidelines and criteria for ESP financing are woman-friendly.
- Recruit women for the training of ESPs on the development of business and marketing plans and ensure that ESP marketing materials are tailored for women consumers.
- Ensure that ESP services are household-friendly and take into account gender and cultural norms.
- Encourage female ESCB and counterpart staff to act as role models and participate in job fairs/career days and other opportunities to showcase to school and university students the prospects of a career within the energy sector.
- Develop a system to select qualified women interested in energy services. Establish an ESP internship program for women engineers at Jordanian Universities
- Identify women who are interested in opening their own energy businesses and support them to do so.
- Develop a mentorship program for young women in the sector.
- Conduct leadership forums to promote the advancement of women within the sector.

## 5.0 APPENDIX

### 5.1 ANNEX I: INTERVIEW QUESTIONS FOR ESPS

**Company:**

**Name and Title:**

1. How and where do you advertise new positions in your company?
2. Do your advertisements indicate a preference for male or female candidates? If so, for what positions and why?
3. Are there positions you feel are more suitable for women? For men?
4. Do you have concerns about hiring women for particular positions?
5. Do you ensure having males/females on interviewing committees?
6. What kind of questions do you ask in an interview? Do you inquire about marital status and dependents?
7. How do you announce training opportunities in the company? Do you try to ensure that an equal number of women and men participate?
8. Are there discrepancies between the skills that young women have versus young men? What kind of training/orientation do young women need to support their entry into the private sector?
9. Do you have policies for evaluation, moving between departments and promotion?
10. Are there any wage gaps between male and female employees?
11. From your experience, what is the career cycle for women? For men?
12. Have you faced any challenges in retaining your female staff?
13. What do you think your company can do to increase the female retention rate?
14. Do you consider maternity leave to be a burden for your company? Why? Why not?
15. Are you aware of the childcare law for companies? Do/would you implement it? Why or why not?

## 5.2 ANNEX II: INTERVIEWEES

### Companies Interviewed

| Company  | Name           | Position                      |
|--|----------------|-------------------------------|
| Reliance Power Services                        | Nancy Dabain   | General Manager               |
| Energy Management Services                     | Naim Awadallah | Executive Consultant          |
| Sustainable Environmental and Energy Solutions | Amal Hijazi    | Managing Director             |
| Millenium                                      | Motaz Alborno  | HR and Administration Manager |
| EcoSol   | Hasan Suboh    | General Manager               |
| Consolidated Energy & Economic Engineering     | Monsour Murad  | Chief Executive Officer       |
| GreenTech                                      | Azzam Hamaideh | Projects Manager              |

### Individuals Interviewed

| Name          | Organization                                    | Position               |
|---------------|---|------------------------|
| Reem Hamdan   | EDCO  | Planning Director      |
| Amani Azzam   | NEPCO   | Deputy GM for Planning |
| Wejdan Rabadi | ERC   | Commissioner           |
| Ola Sarhan    | MEMR  | EE department          |
| Ruba Zubi     | Jordan Green Building Council                   | Co-Founder             |
| Enas Shahin   | Jordan Forum of Business and Professional Women | Energy Consultant      |

|                         |                               |  |
|-------------------------|-------------------------------|--|
| Prof. Ahmed Al-Salaymeh | University of Jordan          | Director of Water, Energy, and Environment Center          |
| Rania Hendawi           | MEMR                          | Acting Head of Legal Department                            |
| Nancy Rimawi            | JREEEF                        | International Affairs Coordinator                          |
| Ola Al-Jundi            | UN Women                      | Head of Gender Equity Seal Program                         |
| Linda Mubaideen         | MEMR                          | Energy Efficiency Program                                  |
| Salam al Momami         | Engicon                       |  |
| Shada al Sharif         | Arabtech Jaradaneh            | Head of Sustainability                                     |
| Rania Taha              | USAID WRCEP                   | Network Manager  |
| Sherin Shahin           | Drivers of Change Institute   | Director   |
| Prof. Adnan Jaradat     | University of Jordan          | Mechanical Engineering Department Head                     |
| Prof. Ayman Al- Maaitah | American University in Madaba | Vice President   |
| Prof. Suhil Kiwan       | German-Jordanian University   | Dean, School of Natural Resources Engineering & Management |
| Ban al Alawi            | Engicon                       | HR Department Manager                                      |
| Fatina Abu Okab         | Women's Microfund             | Deputy General Manager                                     |

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| Fadi al Tawabini | Women's Microfund | Marketing and Business Development Manager |

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