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# ENGENDERING UTILITIES

## DELIVERING GENDER EQUALITY: A BEST PRACTICES FRAMEWORK FOR UTILITIES





## **ACKNOWLEDGEMENTS**

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## ABBREVIATIONS

AHRI	Australian HR Institute
ATD	Association for Talent Development
BRPL	BSES Rajdhani Power Limited
D&I	Diversity and Inclusion
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
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
SHRM	Society for Human Resources Management
STAR	Situation, Task, Action, Result
STEM	Science, Technology, Engineering, And Mathematics
TPDDL	Tata Power Delhi Distribution Limited
USAID	U. S. Agency for International Development
VET	Vocational Education and Training
VPPPA	Voluntary Protection Programs Participants' Association
WEF	World Economic Forum
WEP	Women's Empowerment Principles



## EXECUTIVE SUMMARY

Women represent half of the world's employment potential; 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 with a company's performance. A study by McKinsey<sup>1</sup> 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.

Despite the evidence demonstrating women's value in the workforce, women continue to encounter structural barriers to participating 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.<sup>2</sup> 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.<sup>3</sup> According to World Economic Forum (WEF), with current trends, the overall global gender gap can only be closed in 108 years.<sup>4</sup>

The U.S. Agency for International Development (USAID) is committed to both promoting gender equality and women's empowerment and strengthening the energy sector 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 utilities. From attraction and talent outreach to separation and retirement, there are numerous opportunities to promote gender equality within utilities. To serve as a guide for implementing gender equity practices throughout the employee life cycle, USAID developed this Best Practices Framework.

This framework provides utilities 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 1, the framework is divided into twelve categories. Eight of these are part of the employee life cycle: (1) attraction and talent outreach, (2) recruiting and hiring, (3) onboarding and training, (4) performance management, compensation and benefits, (5) talent and leadership development, (6) retention and employee engagement, (7) succession planning and promotion, and (8) separation and retirement. The other four categories represent organization enablers for gender equity: (1) policies and grievance management, (2) company performance and reporting, (3) corporate communications and branding, and (4) corporate culture and leadership.

Within each category, 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. 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.

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<sup>1</sup> McKinsey. (2018). Still looking for room at the top: Ten years of research on women in the workplace, McKinsey Quarterly, March 2018.

<sup>2</sup> International Labour Organization, ILOSTAT database. Data retrieved in April 2019.

<sup>3</sup> ILO. (2017). World Employment and Social Outlook: Trends for women 2017, International Labour Office—Geneva.

<sup>4</sup> WEF. (2018). The Global Gender Gap Report 2018.

**FIGURE I. ATTRACTING/HIRING BEST PRACTICES**

BEST PRACTICE	DESCRIPTION OF BEST PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>Attraction:</b></p> <p>Conduct outreach to educational institutions that leads to long-term attraction of both male and female job candidates</p>	<p>Identify schools that have the potential to generate future employees such as technical schools, universities and higher-education institutions</p> <p>Develop outreach program with administration and faculty</p>	<p>Technical schools have low numbers of women as students</p> <p>Universities may also have fewer women in appropriate courses of study</p>	<p>Company increases awareness among the next generation workforce of potential jobs available upon graduation and what course of study is needed for graduates to get those jobs</p>	<p><a href="#">Women in Energy Work Inclusive Sourcing</a></p> <p><a href="#">Wise: A Campaign to Promote Women in Science, Technology and Engineering</a></p> <p><a href="#">Why Don't European Girls Like Science or Technology?</a></p>

The target audience for this framework includes decision makers in utilities, including HR and operations professionals, as well as development practitioners, gender experts and technical advisors throughout the energy sector. 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.

It is important to note that 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 II.

## WHY GENDER EQUALITY MATTERS

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. 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.

The World Economic Forum’s Global Gender Gap Report<sup>5</sup> found that, in absolute terms, earned incomes of both men and women have been increasing. However, this upward trend has been steeper for men than for women, suggesting that the growth in prosperity is not equitably distributed between sexes.

Several research studies have found that by not addressing gender gaps in economic participation and employment, economic growth can be stymied. The McKinsey Global Institute (MGI) estimated the economic losses of not achieving parity by 2025.<sup>6</sup> MGI reported that 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%, 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%, could be added to global annual GDP by 2025.

The World Economic Forum (WEF) showed that in recent years we have actually moved backward in our quest for gender equality.<sup>7</sup> 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.

Additional research has examined the business case for gender equity, including the Peterson Institute’s global survey of 21,980 firms from 91 countries,<sup>8</sup> which suggested that the presence of women in corporate leadership positions may improve a firm’s performance. Although it is a significant finding, the article notes the statistical results are the product of a single snapshot and should be interpreted cautiously. In a study of Fortune 500 companies, Catalyst found that firms with higher gender diversity in management had 35% better return on equity than firms with poor gender equity.<sup>9</sup> These studies are part of a mounting body of evidence that show gender balance in management and leadership matters.

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<sup>5</sup> World Economic Forum. (2017). The Global Gender Gap Report.

<sup>6</sup> McKinsey Global Institute. (2015). The power of parity: How advancing women’s equality can add \$12 trillion to global growth.

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

<sup>8</sup> Noland, M., Moran, T., & Kotschwar, B. (2016). Is gender diversity profitable? Evidence from a global survey. Available at <https://piiie.com/publications/working-papers/gender-diversity-profitable-evidence-global-survey>.

<sup>9</sup> Catalyst. (2004). The Bottom Line: Connecting Corporate Performance and Gender Diversity. Available at [https://www.catalyst.org/system/files/The\\_Bottom\\_Line\\_Connecting\\_Corporate\\_Performance\\_and\\_Gender\\_Diversity.pdf](https://www.catalyst.org/system/files/The_Bottom_Line_Connecting_Corporate_Performance_and_Gender_Diversity.pdf).

## ADDRESSING GENDER EQUITY AND WOMEN'S LEADERSHIP IN THE POWER SECTOR

Women face structural barriers to participation in the power sector, including underrepresentation and exclusion from employment, especially in technical, higher-paying 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 (2016)<sup>10</sup> 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% difference in ROE between the two groups. 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 2015<sup>11</sup> index showed a 1.5% 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% 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%.

## ABOUT ENGENDERING UTILITIES

The **vision** of the Engendering Utilities program is to contribute to increased gender equality in the energy sector, thereby contributing to the sector's overall strength and resilience and the empowerment of women in the sector. Its primary **mission** is to improve gender equality and business performance outcomes in utilities 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 the energy sector. Through customized best practices, demand-driven coaching, and a Gender Equity Executive Leadership Program (GEELP), Engendering Utilities builds the capacity of utility leaders to implement gender equality interventions in their organizations.

- This framework provides tools and resources to implement gender equality interventions throughout the 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 delivers a best-in-class curriculum that spans the breadth

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<sup>10</sup> 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)

<sup>11</sup> 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)

of the employee life cycle. The course empowers partner utility 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 male-dominated sectors. 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: Georgia, Jordan, Kenya, Macedonia and Nigeria. 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 pilot utilities, while expanding in 2018 to deliver the program in full, with an additional nine utilities in eight new countries: Dominican Republic, Ghana, India, Kosovo, Liberia, Malawi, Mozambique, and Philippines.

## **WHY WAS THIS FRAMEWORK CREATED?**

USAID commissioned the development of this framework to provide a user-friendly resource that outlines evidence-based best practices that can be applied to increase gender equity in utilities. Utilities can use this framework to identify gender equality gaps, set gender equality goals and priorities, benchmark their progress, and establish longer term plans for sustained progress on gender equality.

Additionally, by providing an overview of the business case for gender equality and outlining concrete steps that can be taken to achieve gender equality, this framework can be used to raise awareness among key utility decision makers about the importance of gender equality. Utility leadership 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 in order 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.

## METHODOLOGY

The methodology to develop this framework (Figure 2) included the selection and adaptation of the 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 2. Methodology for the Development of Best Practices Framework

### I. INTRODUCE EMPLOYEE LIFE CYCLE MODEL

The selected best practices in this guide are informed by the Employee Life Cycle illustrated in **Figure 3** 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 (see model below) – 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 3.** Employee Life Cycle

Although the employee life cycle explicitly focuses on a specific utility and its employees, it is also important to recognize the **societal and sector context** within which a utility operates. This context influences norms, beliefs, and practices within utilities that pervade workplace culture, and therefore is critical for utility 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, utilities 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 organization enablers and does not explicitly address this broader context, utilities are encouraged to understand the societal and sector context when implementing best practices.

## 2. CONDUCT LITERATURE REVIEW

An initial literature review was conducted to select and analyze the most relevant research on gender equality in the employee life cycle and beyond. Criteria was 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 the power sector. These criteria included research and 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.

More than 90 open-source publications were reviewed to identify key gender equality issues within each stage of the employee life cycle and organizational enablers. Keywords utilized included “women’s empowerment,” “gender equity,” “gender equality” and “gender mainstreaming.” The research team prioritized publications that aligned with the guiding principles and omitted documents that suggested best practices that required changing legislation or legal frameworks. The research team included sources from a variety of countries and regions to account for the variability in global labor laws, regulatory constraints, organizational practices and cultural context. An extensive bibliography is included in Annex I. Additionally, findings from management consulting firms—including McKinsey, Bloomberg, and Ernst and Young—were reviewed along with publications recommended by the resident HR expert and the Georgetown University’s McDonough School of Business team.

A subsequent literature review was conducted to update this version 2.0 in 2019 with the latest evidence, research, and resources. Periodic review and refresh will take place, culminating in updated versions of this document.

## 3. SELECT BEST PRACTICES

It is universally recognized that recruiting, hiring, developing, motivating and retaining qualified employees is a critical part of a successful business strategy. Therefore, this methodology focused on identifying evidence-based best practices for increasing gender equity within each of these recognized steps. Addressing gender equity in organizational policies and practices can widen the qualified candidate pool, increase employee retention and satisfaction, and ultimately increase business efficiency and productivity while increasing economic opportunities for women. This can be done through the following two types of interventions:

**ORGANIZATIONAL POLICIES.** A system of codified decisions established by an organization to inform processes and decisions on specific issues including administrative personnel functions, salary and benefits, performance management, employee relations and resource planning. The term refers only to the legal documents produced by the organization, accepted by the company and disseminated to employees. Some policies are deliberately focused on what the company is legally evaluated by in the event of employee grievances. Some companies have even adopted specific gender equality policies.

**ORGANIZATIONAL PRACTICES.** Policies are put into action by daily practices that give the organization the ability to adopt, implement and operationalize policies. Practices are more adaptable than policies and can be adapted more quickly to meet evolving organizational needs.

To curate the best practices featured in this guide and include the most applicable recommendations for power sector utilities in the developing world, the selection of best practices follows these guiding 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 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 issues to consider throughout the employee life cycle; however, this framework aims to address the most critical and relevant gender equality issues for power sector utilities. Specifically, it focuses on those issues that limit women’s participation, employment, and leadership within utilities in the developing world. The gender equality gaps identified in the initial Engendering Utilities baseline study served as the starting point for identifying evidence-based interventions. Building on those initially identified gaps, the literature review revealed additional challenges and accompanying best practices that were then integrated into this framework.

#### 4. IMPLEMENT BEST PRACTICES

Faculty from Georgetown University’s McDonough School of Business and the Engendering Utilities expert coach developed the curriculum for the GEELP based on the selected best practices during the pilot phase of the program. During the first GEELP course, partner utility HR and operations staff learned firsthand how to apply the best practices in their companies. The utility staff conducted gender equality gap analyses in their respective utilities, identified which best practices were most relevant and applicable to address their gaps, designed interventions to implement selected best practices, and utilized change management techniques to garner high-level approval to begin implementing their recommendations. In addition to the GEELP, participants received tailored coaching to support them in applying the best practices in real life working conditions and scenarios.

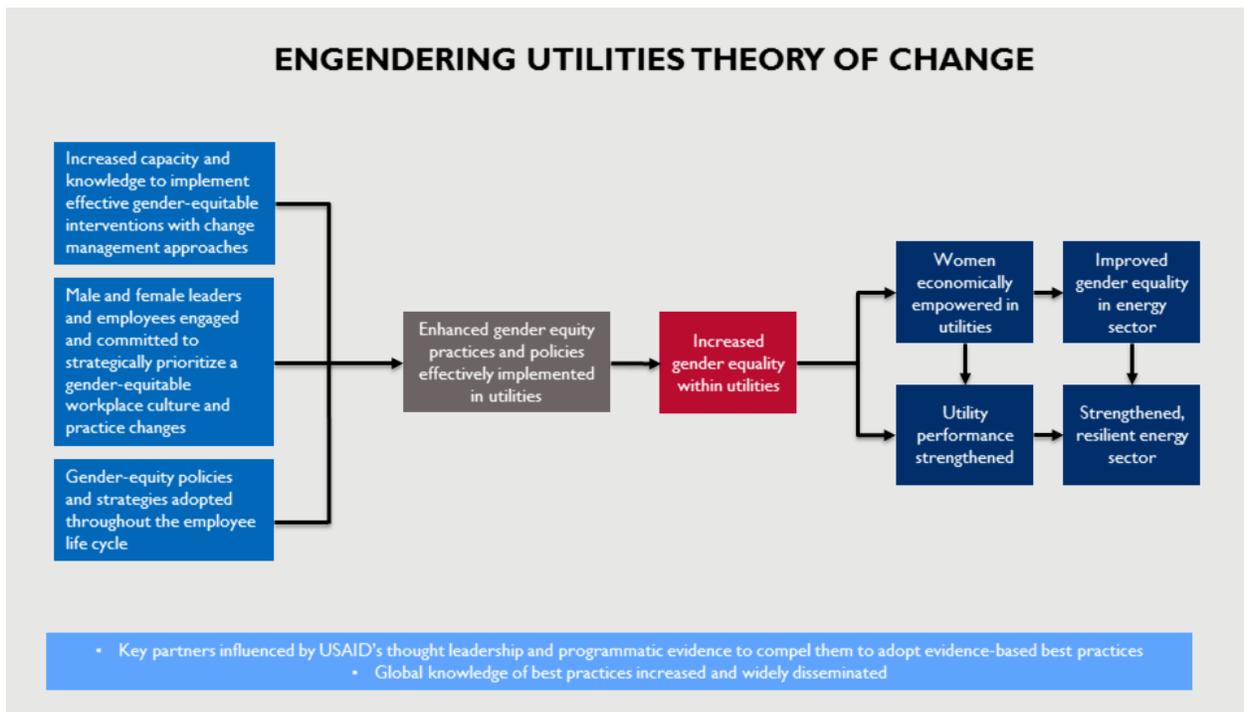
#### 5. MONITOR, EVALUATE, LEARN, AND ADAPT

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 the utilities during their participation in Engendering Utilities during the pilot phase and beyond. 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 power sector utilities.

During the pilot phase, quantitative data for a set of standardized program indicators was collected and analyzed using data reported quarterly by participating utilities, staff from Georgetown University’s

McDonough School of Business and the expert coach. Quarterly qualitative reports supplemented quantitative information with case studies, success stories and firsthand perspectives on program activities and results. Two types of evaluations examining participant experiences were utilized: (1) one for each module of the GEELP; and (2) a follow-up survey to evaluate the program as a whole and how course participants implemented what they learned. Finally, supplemental qualitative interviews were conducted with the utility employees participating in the program, as well as with other beneficiaries and decision makers from the utilities.

Based on this learning during the pilot phase, this framework was enhanced during program expansion in 2019, and will continue to be updated with new best practices and tools on a rolling basis. Similarly, the GEELP curriculum has been enhanced to incorporate learning from the pilot phase and additional best practices and tools that have since been added. Iterative and adaptive monitoring and evaluation activities continue with subsequent program phases and additional utility partnerships, with a Theory of Change, as depicted in **Figure 4** below, guiding the M&E approach and program indicators. Similar monitoring, evaluation, and learning activities that took place during the pilot phase continue.



**FIGURE 4.** Theory of Change

# HOW TO USE THIS FRAMEWORK

The framework is divided into twelve sections, one for each of the eight employee life cycle stages and the four organizational enablers. Each section includes a description of the employee life cycle stage 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:
  - Tool
  - Guide
  - Training (Course/Manual)
  - Case study
  - Example
  - Report/Study/White paper
  - Article
  - Award/Certification
  - Website
  - Blog
  - Video

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.

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. As a practical first step, organizations are encouraged to conduct a gender gap analysis, as defined in the glossary (Appendix II), 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.

## BEST PRACTICES FRAMEWORK

The following two sections provide best practices with accompanying tools and resources. The sections are divided in two parts:

1. Best Practices: Employee Life Cycle
2. Best Practices: Organizational Enablers

These best practices were compiled, assessed, selected and adapted from a comprehensive literature review of more than 90 sources and the pilot phase of USAID's Engendering Utilities in 2018. It was subsequently enhanced with a new employee life cycle model and addition of best practices and tools in 2019. It is important to note that not all of these best practices may be applicable in all countries. Factors such as national and local labor laws and a company's internal policies should be taken into consideration when implementing this framework.

Readers should note that the resources provided in the following 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 all 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.

## BEST PRACTICES: EMPLOYEE LIFECYCLE

### ATTRACTION AND TALENT OUTREACH

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

**TABLE I. ATTRACTION AND TALENT OUTREACH**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>ATTRACTION</b></p> <p>Prepare the utility to be seen as inclusive to women</p>	<p>Make sure the workplace is attractive for women before starting to develop outreach programs, specified recruiting activities, or other activities to attract talent:</p> <ul style="list-style-type: none"> <li>Clearly state diversity and gender equality goals and objectives in corporate policy, vision, and mission statements and include them in external communication and outreach campaigns</li> <li>Specifically include employee development options, provisions for a safe and family-friendly workplace, and benefits for employees with child care duties in your communication to different target groups</li> <li>Create women-friendly policies and improve corporate culture to become more inclusive and attractive place to work for women</li> </ul>	<p>Energy utilities traditionally have a reputation of being poor employers to women with technical or engineering degrees, which they must proactively overcome to assure women that this has changed</p>	<p>Policies in place to promote the utility as a good place for women to work</p> <p>Utility 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 child care duties) and externally (e.g., through mentions in social media, employer evaluation platforms or other external recognition)</p>	<p><b>Report:</b> <a href="#">Accelerating Progress in Gender Equity from the Inside Out</a> (EY)</p> <p><b>Article:</b> <a href="#">Creating a human-friendly workplace</a> (Allencomm)</p> <p><b>Guide:</b> <a href="#">Building Gender-inclusive Workplaces in Singapore: A Practical Guide for Companies and Human Resource Practitioners</a> (Singapore Management University)</p> <p><b>Online courses:</b> <a href="#">edX</a> (Catalyst)</p>

**TABLE I. ATTRACTION AND TALENT OUTREACH**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>ATTRACTION</b> Showcase utility as a good place for women to work</p>	<p>Showcase women role models 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 your website)</p> <p>Showcase and provide information to prospective job applicants on company efforts to maintain a women-friendly and equal opportunity work environment and make clear that women are welcome and encouraged to grow their career in the industry</p> <p>Set up a profile on various job and recruiting websites (e.g., StepStone, Glassdoor, LinkedIn, Comparably, etc.) and clearly state the importance of gender equality, diversity and inclusion, why these aspects are part of the corporate brand and use real testimonials from women and men employees to showcase the company's commitment</p>	<p>Potential applicants often have a negative perception of energy utilities as workplaces for mainly male staff, heavy-duty, noisy and dirty jobs, which are not suitable for women or girls</p>	<p>Utility has stringent communication policies and practices highlighting female and male role models on the website and in job platforms</p> <p>Increased interest in open positions from different target groups</p> <p>Increased positive postings about the utility in social media</p>	<p><b>Example:</b> <a href="#">Diversity and Inclusion - Women's Perspective</a> (Shell Global)</p> <p><b>Example:</b> <a href="#">Diversity and Inclusion</a> (Black Rock)</p> <p><b>Tool:</b> <a href="#">Comparably</a>, a company rating website using gender and diversity as evaluation criteria</p>
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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>welcome and encouraged to grow their career in the industry</p> <p>Set up a profile on various job and recruiting websites (e.g., StepStone, Glassdoor, LinkedIn, Comparably, etc.) and clearly state the importance of gender equality, diversity and inclusion, why these aspects are part of the corporate brand and use real testimonials from women and men employees to showcase the company's commitment</p>			
<p><b>ATTRACTION</b></p> <p>Invite young girls to familiarize with the utility</p>	<p>Invite children, especially daughters of employees or girls in general, for a one-day event hosted at the utility, such as "Bring Your Daughter to Work Day"</p> <p>Provide participants with information about the utility business during the event, ensuring that they are engaged in a fun way in technical activities and topics to gain positive exposure to the utility operations that challenges current gender norms</p> <p>Prepare gender equitable communication materials with positive imagery that challenges stereotypes of what men and women do, and giveaways for participants</p>	<p>Poor planning for promotion/communication and activities, compounded by lack of human and financial resources, could have an adverse effect with unintended negative consequences</p> <p>Safety concerns may limit the potential to do activities on-site</p> <p>Especially in the first year, participation numbers may be low, but usually become higher with repetition in consecutive years</p>	<p>Number of participants 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 to topics brought to their attention</p> <p>Involved employees and girls provide positive feedback on the event</p> <p>Press coverage about initiative enhances utility's image in the local community</p>	<p><b>Video:</b> <a href="#">Girls Day - a really successful story</a> with <a href="#">additional information</a></p> <p><b>Tool:</b> <a href="#">STEM classroom activities &amp; resources</a> (Shell)</p> <p><b>Tool:</b> <a href="#">From Playdough to Plato - 40 STEM activities for kids</a> (Malia Hollowell)</p>
<p><b>TALENT OUTREACH</b></p> <p>Conduct outreach to educational institutions that leads to long-term attraction of both male and female job candidates</p>	<p>Analyze recruiting needs as well as societal and educational gaps for recruiting of female candidates and set up an outreach plan</p> <p>Include various educational institutions – starting from kindergarten and ending with VET</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 have demonstrated interest in targeting gender biases</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>The company positions itself as an attractive employer for women and men</p>	<p><b>Article:</b> <a href="#">STEM outreach: How are we changing the conversation?</a> (Society of Women Engineers)</p> <p><b>Tool:</b> <a href="#">STEM classroom activities &amp; resources</a> (Shell)</p> <p><b>Example:</b> <a href="#">WISE: A campaign for gender balance in science</a></p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>(Vocational Education and Training) schools and universities</p> <p>Identify suitable educational institutions and develop outreach programs with administration and faculty using messages that:</p> <ul style="list-style-type: none"> <li>• Inform students that the company is an equal opportunity employer with a wide variety of careers</li> <li>• Highlight the company’s equal opportunity efforts</li> <li>• Showcase gender equality or women-friendly policies</li> <li>• Publicly encourage women to study science, technology, engineering and mathematics (STEM) subjects to qualify them for technical careers</li> </ul> <p>Offer scholarships or other support specifically for women in STEM areas</p> <p>Reach out to parents or to feeder schools to allay concerns and encourage female students to pursue utility careers in STEM fields</p> <p>Develop 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 talk about technical topics at summer camps, in kindergartens, and for other formats with kids and young girls participating, utilizing practical and fun engagement methods</p>	<p>Utilities may be seen as old-fashioned businesses (are perceived as places for men to work) and therefore have less appeal to young people, particularly women</p> <p>Inherent perception that utility work 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>Over the medium- and long-term, the number of women applying for internships and/or jobs increases</p> <p>Overall image of industry sector as employer of choice is positively influenced</p>	<p><a href="#">technology and engineering, from the classroom to the boardroom</a></p> <p><b>Case Study:</b> <a href="#">Employing women catalyzes change at a chemical plant in India</a> (World Bank Group)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	Develop and implement a data tracking system (disaggregated by sex) to determine if more students from the targeted schools apply for internships and/or jobs			
<p><b>TALENT OUTREACH</b></p> <p>Use internship programs to promote technical jobs and the utility as an employer of choice</p>	<p>Create meaningful internship programs which provide insights and positive experiences to students while exposing senior leadership within the utility to high potential young women that:</p> <p>Ensure internship outreach communication to administration and faculty:</p> <ul style="list-style-type: none"> <li>• State the company’s equal opportunity policy</li> <li>• Encourage women to apply for internships and pursue a career within the utility</li> <li>• Include gender messaging in outreach to parents via the school</li> <li>• Include women role models from a variety of positions</li> </ul> <p>Create high quality internship programs with a clear structure dedicated/ sufficient resources including:</p> <ul style="list-style-type: none"> <li>• Clear targets and quality standards for each internship program in place</li> <li>• Orientation that shares the company’s message of inclusive employment</li> <li>• One person in charge of coordinating the program, promoting it at universities and</li> </ul>	<p>Poor quality internship programs may have an adverse effect with unintended negative consequences</p> <p>Interns sometimes report that their internship program was an ineffective and boring experience without receiving challenging tasks that help them to grow and limited interactions with personnel; word may spread quickly in education systems about negative internship experiences</p> <p>Mindset of utility personnel can be a challenge (e.g., if managing interns is perceived as a personal 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 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 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 on internship program</p> <p>Female interns show higher interest in working in the utility and the sector</p>	<p><b>Guide:</b> <a href="#">Making Apprenticeships Work for Young Women</a> (Young Women’s Trust)</p> <p><b>Guide:</b> <a href="#">Starting and Maintaining a Quality Internship Program</a> (Technology Council of Central Pennsylvania)</p> <p><b>Video:</b> <a href="#">An LGO Internship Journey at Quest Diagnostics</a> (MIT LGO Leaders for Global Operations)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>schools, and acting as point of contact for students, faculties, and utility instructors for interns</p> <ul style="list-style-type: none"> <li>• Intern supervisors who are trained to be aware of and eliminate gender bias in supervision and who create a positive environment for both women and men, with clear instructions on managing interns</li> <li>• Field and office-based internships equally accessible to women and men</li> <li>• Constant evaluation integrating feedback and suggestions from students, faculty, schools and utility personnel</li> </ul> <p>Provide guidance and coaching, where necessary, 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>			
<p><b>TALENT OUTREACH</b></p> <p>Use mentorship programs to promote technical jobs and the utility 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 utility as an attractive place to work)</p> <p>Provide clear structure and dedicate sufficient resources including:</p>	<p>Bad quality mentorship programs may have an adverse effect with unintended negative consequences</p> <p>The selection and matching of the right mentor is critical for success.</p>	<p>Mentees show higher interest in working in the utility and the sector</p> <p>Mentoring relationships are sustainable as can be seen in numbers and frequency of contacts between mentors and mentees</p> <p>Women from targeted educational institutions apply for</p>	<p><b>Guide:</b> <a href="#">How to start a high-impact mentoring program</a> (Chronus)</p> <p><b>Guide:</b> <a href="#">Evaluating a mentoring program</a> (NCWIT)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<ul style="list-style-type: none"> <li>• Clear targets and quality standards for each mentorship program in place</li> <li>• 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</li> <li>• Mentors who are trained to be aware of and eliminate gender bias in supervision and who create a positive environment for both women and men, with clear instructions on guiding mentees</li> <li>• Constant evaluation integrating feedback and suggestions from students, faculties, schools, and utility personnel</li> </ul> <p>Prioritize standardized selection and matching of mentors and mentees, integrating as many successful 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)</p>		<p>mentoring opportunities in higher numbers</p> <p>Increased number of women accepted for mentoring</p> <p>Increased number of female job applicants from mentoring pool</p> <p>Training for mentoring supervisors is expanded to include gender equity and non-discriminatory practices</p> <p>Mentoring candidates, women, and educational institutions report high satisfaction with quality of mentoring and target achievement</p>	
<p><b>TALENT OUTREACH</b></p> <p>Offer supervision of master thesis or paid master thesis contract with a focus on women students</p>	<p>Identify topics of interest to the utility that may be addressed through a master thesis project with a relevant cooperating university program with a focus on women students (minimum participation 50% of women in the program with the university)</p> <p>Provide a mentor from the utility to support the master thesis</p>	<p>It may be difficult to find suitable topics for a master thesis acceptable to both the utility and university faculty</p> <p>Mentors may be reluctant to interact with women students due to cultural norms and/or corporate culture</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 number of students</p>	<p><b>Example:</b> <a href="#">Students and graduates - Thesis projects</a> (Vattenfall)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>student during research and writing, who is gender aware and knows about the importance of acting as a role model</p> <p>Mentors should include a good proportion of women from the technical field</p> <p>If needed develop intro session or short training for master thesis mentors to make them ready for supporting young women</p> <p>Create high quality master thesis program with a clear structure and to dedicate sufficient resources (see recommendations for mentorship programs above)</p>	<p>Universities' awareness on the importance of including women students may not be a given</p> <p>Student may need intensive support and access to stakeholders within the utility to be able to fulfil the assignment</p> <p>Required non-disclosure of some data can interfere with the validation of the research</p>	<p>interested in having a master thesis contract</p> <p>Increased number of women student participants get exposure to core business topics of the utility</p> <p>Increased numbers of women student participants apply for open positions and are hired</p> <p>Increased number of utility personnel volunteers to mentor women master thesis students and proactively ask for students to support business topics</p>	

## BEST PRACTICES: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>RECRUITING</b></p> <p>Attract more women candidates through gender inclusive job ads</p>	<p>Create gender neutral job ads that do not use words more commonly associated with men or women</p> <p>Limit the number of mandatory qualifications required to apply for the job</p> <p>Consider removing names/gender/school references from applications to reduce unconscious biases</p> <p>Use search engines with Google Chrome extension S.H.E., which stands for "Search Human Equalizer" to avoid male-dominated results</p> <p>Base job descriptions and postings on validated job competencies to reduce potential bias</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 men and women</p>	<p>Validating competency-based job descriptions is time-consuming</p> <p>Local languages may present a challenge for clearly wording 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</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><b>Guide:</b> <a href="#">Tips for Writing Better Job Ads</a> (NCWIT)</p> <p><b>Guide:</b> <a href="#">Checklist for Reducing Unconscious Bias in Job Descriptions/Advertisements</a> (NCWIT)</p> <p><b>Tool:</b> <a href="#">Gender Decoder for Job Ads</a></p> <p><b>Tool:</b> <a href="#">SHE Google Chrome Extension</a></p> <p><b>Article:</b> <a href="#">Women Do Not Apply To 'Male Sounding' Job Postings</a> (Science Daily)</p> <p><b>Example:</b> <a href="#">Careers website</a> (Twitter)</p>
<p><b>RECRUITING &amp; HIRING</b></p> <p>Apply gender inclusive recruitment and hiring practices</p>	<p>Design selection processes that reduce bias through behavior-based interviewing, using structured instead of unstructured interviews</p> <p>Implement mandatory unconscious bias training for all employees involved in the hiring process</p> <p>Make gender balanced shortlists a requirement for open positions</p>	<p>Managers may resist relinquishing their hiring power to a panel</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-</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><b>Report:</b> <a href="#">Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment</a> (PwC)</p> <p><b>Guide:</b> <a href="#">A Step-By-Step Guide to Preventing Discrimination in</a></p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>Use work sample tests to evaluate the candidate’s qualifications to avoid bias</p> <p>Remove names, pictures, and birth dates from CVs when proposing pre-screened candidates to management for further consideration</p>	<p>consuming, but at the same time bring better results</p>	<p>Greater gender balance in the pool of applicants</p> <p>Increased number and/or overall percentage of women employees</p>	<p><a href="#">Recruitment</a> (Australian HRC)</p> <p><b>Video:</b> <a href="#">Conducting Unbiased Interviews</a> (Iris Bohnet)</p> <p><b>Article:</b> <a href="#">All-Male Job Shortlists Banned by Accountancy Giant PwC</a> (BBC News)</p> <p><b>Article:</b> <a href="#">How To Alter Your Hiring Practices To Increase Diversity</a> (Forbes)</p> <p><b>Article:</b> <a href="#">“How To Keep Bias Out Of The Hiring Process”</a> (Quartz)</p>
<p><b>HIRING</b></p> <p>Conduct a diversity hiring audit to determine what in the hiring process is not contributing to gender equality goals</p>	<p>Review and improve each step in the hiring process through a diversity hiring audit with the aim of increasing women in the candidate pool, selection and hiring processes</p> <p>Evaluate gender diversity hiring metrics in successive hiring rounds and improve one or two metrics that support inclusive and equitable 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 diversity 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 diversity hiring goals</p>	<p><b>Article:</b> <a href="#">Diversity Hiring: 6 Steps to Hiring More Diverse Candidates</a> (Ideal)</p> <p><b>Tool:</b> <a href="#">Equalities Checklist</a> (Equality Online)</p> <p><b>Tool:</b> <a href="#">Diversity and Inclusion Checklist Generator</a> (Michael Page)</p> <p><b>Article:</b> <a href="#">5 Vital Workplace Diversity Metrics and How to Use Them</a> (idashboards)</p>
<p><b>HIRING</b></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 utility specifics and the utility as a favorable workplace for women</p> <p>Ensure there is a well-structured and well-run process that includes clear responsibilities and a good evaluation of outcomes and of candidate potential</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 period end of the mentoring or internship engagement and their graduation may hinder direct employment in the short term</p>	<p>Utility has a well-assessed pool of interns in place of which 50% are women</p> <p>Increased number of women interns directly hired and the women candidate pool for future open positions is broadened</p>	<p><b>Guide:</b> <a href="#">Making Apprenticeships Work for Young Women</a> (Young Women’s Trust)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<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 the engagement within these programs and the start of their employment at a later point in (e.g., when the student needs to finish studies before she can be employed).</p>			

## BEST PRACTICES: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>ONBOARDING</b></p> <p>Design an inclusive onboarding process</p>	<p>Develop an inclusive and effective onboarding process with the following elements:</p> <ul style="list-style-type: none"> <li>• Clear responsibilities (Manager, HR, other stakeholders, new hire)</li> <li>• Communication package</li> <li>• Checklist with relevant policies, company values and other information the new employee should get exposure to</li> </ul> <p>Make values an important part of the onboarding process</p> <p>Make good onboarding a management key deliverable</p> <p>Assure that HR and onboarding managers are gender sensitive and act as role models when it comes to gender values</p> <p>Assure that men and women are equally introduced to important stakeholders</p> <p>Provide time and resources for informal networking or events and raise awareness of managers to include men and women</p> <p>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)</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 own biases and resulting differences in supporting women and men in the integration process</p> <p>Time constraints of management and peers</p> <p>Corporate or local culture may not be supportive of informal gathering of women and men</p>	<p>New hires feel welcome and fairly treated, they experience an inclusive work culture from day one</p> <p>Women and men have same chances to perform soon after onboarding</p> <p>Women and men have same opportunities of establishing informal networks</p> <p>Management and HR functions have accepted onboarding as a key responsibility</p> <p>The business case for effective or ineffective onboarding is known</p>	<p><b>Guide:</b> <a href="#">Tips on Inclusive Onboarding</a> (Harvey Nash Group)</p> <p><b>Tool:</b> <a href="#">Adding a Gender Lens to Non-Traditional Jobs Training Programs</a> (Jobs for the Future)</p> <p><b>Guide:</b> <a href="#">Onboarding New Employees: Maximizing Success</a> (SHRM)</p> <p><b>Video:</b> <a href="#">HR Basics: Onboarding</a> (Gregg Learning)</p> <p><b>Webinar:</b> <a href="#">Building an Effective Onboarding Strategy</a> (Ajilon)</p> <p><b>Article:</b> <a href="#">New Employee Onboarding Guide</a> (SHRM)</p>

**TABLE 3. ONBOARDING AND TRAINING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>being “served” by support functions in setting up their workplace and systems</p> <p>Create informal support structures for new hires such as buddy system or networks (see below)</p>			
<p><b>ONBOARDING</b></p> <p>Integrate gender-responsive questions into new employee surveys and meetings</p>	<p>Follow up with new hires via new employee surveys with gender-reflective questions on onboarding process and meetings with HR and department managers to understand how women and men benefit from the onboarding process and the extent to which they feel welcome and supported</p> <p>Review onboarding communication and tools, such as specialized software to ensure content is gender inclusive, reflects company policies on gender equality and diversity, and includes gender-reflective questions in new employee surveys</p>	<p>Companies or HR may not have capacity to evaluate tools and software options or resources to hire a specialist to select best one/s</p> <p>Company may not be able to use software programs due to hardware or capacity limitations</p>	<p>All new employees are aware of their responsibilities and obligations to promote a gender-inclusive workplace culture free of sexual harassment and discrimination against women</p>	<p><b>Article:</b> <a href="#">Maintaining Diversity and Inclusion in Recruitment with Gender Sensitive Onboarding</a> (ETS Recruiters)</p>
<p><b>ONBOARDING</b></p> <p>Develop and implement a “buddy system” for new employees as part of onboarding</p>	<p>Establish a quality buddy system for new employees with:</p> <ul style="list-style-type: none"> <li>• Clear targets, roles and time frame (it is recommended to pair buddy and new employee for a year)</li> <li>• One person responsible for selection of buddies, matching process, quality management and evaluation of success</li> </ul> <p>Match employees from different organizational and job backgrounds to enforce cross departmental learning and allow new hires to get more insights into different aspects of the corporation and business. Encourage buddies to bring their protégés to their own workplace, maybe even for a shadowing day.</p> <p>Match women entering the company with someone from an operational or</p>	<p>Company may not have sufficient resources to set up the system</p> <p>Corporate or local culture may not be supportive of coupling 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>Well-established system is in place with a good number of buddies from different departments and work areas</p> <p>New hires get 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>	<p><b>Article:</b> <a href="#">To Buddy or Not to Buddy?</a> (HR Gazette)</p> <p><b>Article:</b> <a href="#">Buddying Up for Great Employee Onboarding</a> (Sapling)</p>

**TABLE 3. ONBOARDING AND TRAINING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	technical field. This helps to reduce barriers, also it helps to make the technical areas more permeable, if the buddy for example invites his/her protégé for a shadowing day or introduces the new employee to his/her own informal network.			
<p><b>ONBOARDING</b></p> <p>Establish a strategic onboarding process with an out-of-the-box- approach</p>	<p>Utilize managers and other employees to integrate and “socialize” new hires for their first year</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 women employees into the company’s existing women’s network/ association</p> <p>Establish social events (mixed-sex and women-only) for new employees to get to know other employees within the company</p> <p>Use e-learning and gamification to inform new hires about important topics, values and policies</p>	<p>Organization may not be used to informal learning and information sharing</p> <p>No person in place to develop the process and lead initiatives</p>	<p>New hires feel engaged</p> <p>Onboarding process builds on experiences and knowledge of existing employees, especially women</p>	<p><b>Guide:</b> <a href="#">The Employee Onboarding Guide - 15 Steps For An Amazing First Week</a> (Talmundo)</p> <p><b>Article:</b> <a href="#">Three Examples of Gamification for New Employee Onboarding</a> (Mindtickle)</p>
<p><b>TRAINING</b></p> <p>Include gender awareness and unconscious bias training as part of onboarding</p>	<p>Develop standardized gender awareness and unconscious bias training materials as part of standardized new employee trainings</p> <p>Include sexual harassment training in onboarding and review of relevant policy provisions</p> <p>Announce company commitment to gender equality during onboarding and share expectations regarding respect for and contribution to gender equality by employees</p>	<p>If there is not the required capacity in-house then gender awareness training may have to be outsourced at a cost</p>	<p>All new employees are aware of their responsibilities and obligations to promote a gender-inclusive workplace culture free of sexual harassment and discrimination against women</p>	<p><b>Guide:</b> <a href="#">Tips for Facilitating Unconscious Bias Discussions</a> (NCWIT)</p>

**TABLE 3. ONBOARDING AND TRAINING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>TRAINING</b></p> <p>Create training plan for must-have trainings for all employees</p>	<p>Identify trainings, which are essential for each employee to have and develop a training plan with:</p> <ul style="list-style-type: none"> <li>• Clear aims and timelines</li> <li>• Tools to track training progress of employees</li> <li>• Measures to ensure that trainings are conducted without bias and support company values on gender and inclusion</li> <li>• Measures to ensure women and men have equal opportunities to participate and indirect discrimination is counteracted</li> </ul> <p>Typical must-have trainings include:</p> <ul style="list-style-type: none"> <li>• Trainings on corporate strategies and policies</li> <li>• Trainings on tools used within the company (e.g., communication tools, time tracking tools, project management tools, etc.)</li> <li>• Trainings on company values, guiding principles and standards (e.g., performance management, leadership values, etc.)</li> <li>• Safety trainings</li> </ul>	<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 and inclusion as well as other values are addressed in trainings or specialized trainings conducted</p> <p>Women and men feel equally well equipped to perform within the company</p>	<p><b>Tool:</b> <a href="#">I4+ Sample Training Needs Assessment Templates</a> (Sample Templates)</p>

**TABLE 3. ONBOARDING AND TRAINING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>TRAINING</b></p> <p>Provide training to all employees on what constitutes sexual harassment and how to report it</p>	<p>Integrate into routine onboarding and refresher trainings information about the company’s sexual harassment policy and norms of professional behavior expected in the workplace</p> <p>Assign managers responsibility to monitor, prevent, and respond to sexual harassment with training on various tools and approaches available to use</p>	<p>Traditional/historical acceptance of inappropriate behavior is difficult to change, including reporting of it by victims or witnesses</p> <p>Managers try to hide problems</p>	<p>Safe and respectful workplace is created and maintained</p> <p>Reporting on sexual harassment may increase with awareness of and confidence in policy and enforcement process, before declining</p> <p>Incidences of sexual harassment decrease as employees understand what constitutes sexual harassment and the consequences</p>	<p><b>Guide:</b> <a href="#">Towards An End To Sexual Harassment: The Urgency And Nature Of Change In The Era Of #metoo</a> (UN Women)</p> <p><b>Report:</b> <a href="#">The Costs of Sexual Harassment to Business: An In-Depth Look at The Workplace</a> (ICRW)</p> <p><b>Guide:</b> <a href="#">Eliminating Everyday Sexism</a> (MCC)</p> <p><b>Guide:</b> <a href="#">Sexual Harassment in The Workplace: What Employers Need to Know</a> (Catalyst)</p>
<p><b>TRAINING</b></p> <p>Create training plan for each new employee with a focus on exposure to other work areas and gender inclusiveness</p>	<p>Make a gap analysis for new hires on competencies, skills and knowledge they need to acquire, within the first year, in order to be effective within the organization:</p> <ul style="list-style-type: none"> <li>• Identify gaps for each employee</li> <li>• Track differences between women and men as they will provide good information for recruiting and onboarding</li> <li>• Develop training plan for each employee and make sure to include measures, which explicitly aim at guaranteeing exposure for women to new, but important areas of expertise</li> <li>• Develop different formats and ensure child care needs are taken into consideration</li> </ul> <p>Ensure opportunities include both group learning and individual learning plans to</p>	<p>Trainings may take place outside of office hours or in other locations making it difficult for people with childcare responsibilities to attend</p> <p>It may be difficult to address different training needs for women and men without introducing new bias</p>	<p>Training plan in place for each employee</p> <p>Gender gaps addressed through training activities without creating additional bias</p> <p>Women and men feel equally equipped to perform within the company</p> <p>Long-term women and men are equally qualified for different positions</p>	<p><b>Tool:</b> <a href="#">14+ Sample Training Needs Assessment Templates</a></p>

**TABLE 3. ONBOARDING AND TRAINING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>close knowledge, skills and abilities (KSA) gaps identified</p> <p>Ensure learning opportunities are fully supported by the company and offered through a variety of modalities, such as online learning, job rotations, and classroom learning</p> <p>Conduct separate gap analysis for women and for men in cases where women are underrepresented in certain jobs or positions to assure that different starting positions can be counteracted.</p>			
<p><b>TRAINING</b></p> <p>Provide company-wide employee and specialized management training on gender-responsive codes of conduct and requirements of Anti-Discrimination, -Abuse and -Harassment Policies</p>	<p>Support department and unit heads to assume responsibility for monitoring their personnel and managing issues proactively and decisively when a formal or informal complaint made</p> <p>Conduct regular training on codes of conduct and cited policies provided to all incoming personnel (employees, interns and contractors) and periodic refresher training provided</p>	<p>Training on policies and codes of conduct are insufficient for implementation</p> <p>Department or unit leaders continue to minimize or dismiss instances of improper conduct</p> <p>Problems are not reported due to lack of trust in process or mechanisms</p>	<p>Problems are reported and resolved according to due process and fair, unbiased investigation</p> <p>Employees' behavior on gender-related issues improves according to periodic employee surveys by third party</p> <p>Gender awareness and training incorporated as permanent part of employee development program</p> <p>An increase in the registration of complaints demonstrates employee confidence in mechanisms</p>	<p><b>Guide:</b> <a href="#">Gender Equality in Codes of Conduct Guidance</a> (BSR)</p> <p><b>Training:</b> <a href="#">Preventing Discrimination and Harassment Outline</a> (Diversity Builder)</p>

## BEST PRACTICES FRAMEWORK: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>PERFORMANCE MANAGEMENT</b></p> <p>Ensure that a fair and unbiased employee performance management process exists</p>	<p>Analyze ratings given to male and female employees to determine if there is a statistical bias in ratings</p> <p>Determine the root cause of the bias and develop corrective action based on the root cause</p> <p>Include gender parity targets and key performance indicators for managers</p>	<p>HR may not have access to performance reviews as they are, under some circumstances, confidential between manager and employee</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>Some organizations may not have a performance management system or managers may ignore it</p>	<p>Performance ratings accurately assess knowledge, skills, and abilities (KSAs) for all employees</p> <p>Managers are fully trained on how to assess and rate performance</p>	<p><b>Tool:</b> <a href="#">Supervising in a Box Series: Performance Review/Talent Management</a> (NCWIT)</p> <p><b>Report:</b> <a href="#">Breaking Barriers: Unconscious Bias in The Workplace</a> (ILO)</p>
<p><b>COMPENSATION &amp; BENEFITS</b></p> <p>Conduct salary gap analysis to determine if there are gender differences and adjust salaries to close identified gaps</p>	<p>Conduct periodic salary analyses to determine gender-based pay gaps:</p> <ul style="list-style-type: none"> <li>• Within a job category, such as “Junior Engineer”</li> <li>• 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</li> </ul> <p>Develop, implement, and communicate a clear and transparent process to</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 are to be valued the same or differently</p> <p>Employee and manager push back regarding salary</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</p>	<p><b>Guide:</b> <a href="#">Model Agency Pay Equity Audit</a> (Government of Western Australia)</p> <p><b>Guide:</b> <a href="#">Equal Pay: An Introductory Guide</a> (ILO)</p> <p><b>Example:</b> <a href="#">Gender Pay Gap Report 2018</a> (BlackRock)</p> <p><b>Article:</b> <a href="#">5 Steps To Closing The Gender Pay Gap</a> (HRtechnologist)</p>

**TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	remove salary inequities, and track them over employees' careers	<p>adjustments for impacted female employees</p> <p>Difficulty in assessing how reduced work-time for women affects merit pay increases (quality vs. quantity)</p>	equity enforcement and related benefits, such as pension plans and training for retirement planning	<p><b>Video:</b> <a href="#">Here Is What Companies Can Do the Close the Gender Pay Gap</a> (CNBC)</p> <p><b>Report:</b> <a href="#">Closing the Gender Pay Gap: The Link Between Pay and Happiness</a> (Personal Group)</p> <p><b>Article:</b> <a href="#">Compensation Bias is Bad for Business. Here's How to Fix It.</a> (MIT Sloan)</p>
<p><b>COMPENSATION &amp; BENEFITS</b></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) system 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>	<p><b>Guide:</b> <a href="#">Employee Benefits Analysis</a> (Insurance &amp; Benefits Group)</p> <p><b>Article:</b> <a href="#">The Most Desirable Employee Benefits</a> (Harvard Business Review)</p> <p><b>Article:</b> <a href="#">These are the Benefits Women Actually want in the Workplace</a> (Fairy God Boss)</p>
<p><b>COMPENSATION &amp; BENEFITS</b></p> <p>Ensure that benefits—such as medical coverage, tuition reimbursement and retirement savings—are equally accessible to men and women employees</p>	<p>Ensure medical benefits cover both male and female employees and that health issues specific to both men or 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>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>	<p><b>Article:</b> <a href="#">How Can Organisations Align Their Wellbeing Strategies With Inclusion?</a> (Employee Benefits)</p>

**TABLE 4. PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<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><b>COMPENSATION &amp; BENEFITS</b></p> <p>Establish child care facilities or provide monetary assistance with childcare arrangements</p>	<p>Conduct an analysis to determine what assistance most meets employee needs. This data may need to be disaggregated by both sex and region (for companies with multiple offices)</p> <p>Conduct a forecast of financial benefits to determine the option best meeting 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 child care facilities, staffing and maintenance costs may not be financially feasible, especially in companies with regional offices as well as headquarters</p> <p>Regional offices may be located in places with few or no child care facilities nearby</p>	<p>Child care facilities, monetary assistance or a combination of the two are adopted</p> <p>Parents use the options provided</p> <p>Care facilities are maintained for safety and comfort</p> <p>Care facility staff are properly trained in childcare</p>	<p><b>Study:</b> <a href="#">Tackling Childcare: The Business Case for Employer-Supported Child Care</a> (World Bank Group)</p> <p><b>Good Practice Example:</b> <a href="#">Guideline for Childcare Facilities in the Public Service</a> (Department of Public Service and Administration South Africa)</p>

## BEST PRACTICES FRAMEWORK: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>TALENT &amp; LEADERSHIP DEVELOPMENT</b></p> <p>Assess 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"> <li>• Future supply and demand for talent</li> <li>• Needs for skill development based on leadership model and values and on future demand</li> <li>• Assessment of current talent pool and potential for promotions (sex-disaggregated) and benchmarking against total workforce, industry benchmarks and non-industry benchmarks</li> <li>• Evaluation of previous efforts to develop talents and leaders</li> <li>• Training and development needs analysis focusing on knowledge, skills and abilities</li> </ul>	<p>Resistance from leadership to question status quo and current practice</p> <p>Utility 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 impermeable 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>	<p><b>Report:</b> <a href="#">Cascading Gender Biases, Compounding Effects: An Assessment of Talent Management Systems</a> (Catalyst)</p>
<p><b>TALENT DEVELOPMENT</b></p> <p>Develop structured talent development plan and process to counteract bias and gender imbalances in talent pool</p>	<p>Define based on gap analysis :</p> <ul style="list-style-type: none"> <li>• Talent and leadership development strategy, which is long-term and includes targets to counteract gender imbalance to be achieved mid-term, long-term</li> <li>• Targets for inclusion of women in the talent programs, set higher than the current representation of women the</li> </ul>	<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>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 equity gaps</p> <p>Measures are developed to counteract bias in talent</p>	<p><b>Report:</b> <a href="#">Empowering Women in the Workplace. Future Talent Strategies: Gender Diversity and Leadership</a> (Robert Walters)</p> <p><b>Report:</b> <a href="#">Breaking Barriers: Unconscious Bias in The Workplace</a> (ILO)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>overall workforce (50:50 targets advised)</p> <ul style="list-style-type: none"> <li>Structured process to meet targets and to counteract bias, especially in identification and assessment of talents</li> </ul> <p>Create individual development plans for employees and leaders</p> <p>connected to career goals, audited for equity; Embed gender awareness curriculum in all talent and leadership development programs</p>	<p>Managers may not be fully trained to have development conversations with employees</p> <p>The corporate culture and infrastructure may not support women in leadership positions and therefore not provide perspective for female talents</p>	<p>selection, assessment and ultimately in promotion (e.g., annual talent and leadership committee assessing the progress of each person within the talent and leadership pool)</p> <p>Increased numbers and percentages of women included in talent development programs within different positions and departments</p>	
<p><b>LEADERSHIP DEVELOPMENT</b></p> <p>Develop structured and long-term leadership development plan to include women in 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 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 child care duties to attend</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 the development is offered through multiple modalities</p> <p>Increased number of women possessing the defined skills for future leadership positions</p> <p>Increased number of women promoted to open leadership positions</p> <p>Increased number of women with a positive track record two years after promotion</p>	<p><b>Guide:</b> <a href="#">7 Steps to Conscious Inclusion: A Practical Guide to Accelerating More Women into Leadership</a> (Manpower Group)</p> <p><b>Article:</b> <a href="#">Which Is The Bigger Issue For Women Leaders: The Glass Ceiling Or The Glass Cliff?</a> (EY)</p> <p><b>Video:</b> <a href="#">The Career Advice You Probably Didn’t Get</a> (TED Talk by Susan Colantuono)</p> <p><b>Tool:</b> <a href="#">Training Package for Women in And into Management and Leadership Positions</a> (Department of Education South Africa)</p>
<p><b>TALENT DEVELOPMENT</b></p> <p>Provide mentoring for women</p>	<p>Create high quality mentorship programs for women on different career levels</p> <p>Provide clear structure and dedicate sufficient resources including:</p> <ul style="list-style-type: none"> <li>Clear targets and quality standards</li> </ul>	<p>Senior managers or supervisors may be reluctant to assume a mentoring role for female employees</p> <p>Senior staff may perceive their role as additional burden</p>	<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</p>	<p><b>Tool:</b> <a href="#">Mentoring in A Box: Technical Women at Work</a> (NCWIT)</p> <p><b>Tool:</b> <a href="#">Making Mentoring Work</a> (Catalyst)</p> <p><b>Guide:</b> <a href="#">Definition of Mentoring, Benefits of</a></p>

**TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<ul style="list-style-type: none"> <li>• One person in charge of coordinating the program, and acting as point of contact for mentors and mentees</li> <li>• Mentors who are trained to be aware of and eliminate gender 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</li> <li>• Constant evaluation integrating feedback and suggestions from mentors, mentees and their supervisors</li> </ul> <p>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>	<p>Corporate culture and local gender norms may be unsupportive of men and women establishing a mentoring relationship</p>	<p>contacts between mentors and mentees</p> <p>Women ask actively for mentoring opportunities</p> <p>Increased number of women 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>	<p><a href="#">Mentoring, &amp; Other FAQs</a> (Management Mentors)</p>
<p><b>LEADERSHIP DEVELOPMENT</b></p> <p>Provide sponsorship for women to make them more visible for promotion</p>	<p>Create high quality mentorship and sponsorship programs for women on different career levels</p> <p>Provide clear structure and dedicate sufficient resources including:</p> <ul style="list-style-type: none"> <li>• Clear targets and quality standards with a transparent division between mentoring and sponsoring</li> <li>• One person in charge of coordinating the program, promoting it at universities and schools, and acting as point of contact for students, faculties and mentors</li> <li>• Training for mentors, and clear instructions for sponsors including targets</li> </ul>	<p>Sponsoring candidates who are already visible and may not need support</p> <p>Senior managers or supervisors may be reluctant to assume a sponsorship role for female employees</p> <p>Senior staff may perceive their role as additional burden</p> <p>Difference between mentoring and sponsorship not clearly addressed</p> <p>Corporate culture and local gender norms may be unsupportive of men and</p>	<p>Transparent company- wide sponsoring guidelines are established with goals, tools to measure achievements</p> <p>Visibility of sponsored candidates increased</p> <p>Increased number of women with sponsors are perceived as good performers and/or get promoted to next level</p> <p>Sponsors use professional capital to support career of their proteges</p> <p>Corporate sponsorship programs assign top leaders</p>	<p><b>Guide:</b> <a href="#">Supporting Careers: Mentoring or Sponsorship?</a> (Australian Government)</p> <p><b>Report:</b> <a href="#">Mentorship, Sponsorship, and Networks: The Power and Value of Professional Connections</a> (Center for Women and Business)</p> <p><b>Video:</b> <a href="#">What Exactly Is Sponsorship in Business?</a> (Institute for Gender and the Economy)</p> <p><b>Podcast:</b> <a href="#">Women are Over-Mentored (But under-Sponsored)</a>. (Harvard Business Review)</p>

**TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<ul style="list-style-type: none"> <li>Constant evaluation integrating feedback and suggestions from mentors, mentees and their supervisors</li> </ul> <p>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>	<p>women establishing a sponsor relationship</p>	<p>and have target goals to which sponsors are held accountable.</p> <p>Senior managers perceive involvement as a sponsor as supporting company targets</p>	
<p><b>LEADERSHIP DEVELOPMENT</b></p> <p>Introduce job sharing for management functions to counteract career cuts for women with child care duties</p>	<p>Implement Job sharing and leadership sharing opportunities, which provide great support tools for women with child care duties to bridge the time they cannot work full time, without harming their career opportunities</p> <p>Identify suitable job-sharing opportunities and pair women with partners who have high awareness of their responsibility to make this work</p> <p>Support two candidates to make independent and cooperative decisions about job sharing, including splitting of responsibilities, tasks, and reporting lines (depends on maturity of organization and strength of candidates), with good communication and knowledge sharing system (common drives, access to each other’s e-mails, etc.)</p>	<p>Bad pairing, strong competition, and lack of understanding for the need of working as a team to be successful can harm the success of job-sharing opportunities</p> <p>Co-workers and management may resist change 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 only used for good matches</p> <p>Women who have used job sharing models can continue a leadership career afterwards</p> <p>Managers of those who are sharing a job report high satisfaction with the performance of both candidates</p>	<p><b>Report:</b> <a href="#">Job Sharing At Senior Level: Making It Work</a> (The Job Share Project)</p> <p><b>Article:</b> <a href="#">How To Make Job Sharing Work</a> (The Guardian)</p> <p><b>Article:</b> <a href="#">How Two Women Became CEOs Through Job Sharing</a> (The Telegraph)</p>

**TABLE 5. TALENT AND LEADERSHIP DEVELOPMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>LEADERSHIP DEVELOPMENT</b></p> <p>Provide on-the-job learning opportunities, such as job shadowing, job rotations especially for business areas in which women are underrepresented</p>	<p>Develop high quality programs with a clear structure including:</p> <ul style="list-style-type: none"> <li>• Clear targets and quality standards for each program in place</li> <li>• One person in charge of coordinating the program, acting as point of contact for learners and supporters</li> <li>• Identification of target group and suitable supporters and quality matching process in place</li> <li>• Training or clear instructions for supporters</li> <li>• Constant evaluation and integrating of feedback and suggestions from learners and supporters</li> </ul> <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>Supporters may not be aware of their role as ambassadors and role models for the specific business area</p> <p>Supporters may face comments or jokes from co-workers after they have introduced their female candidates</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 different working areas within the company</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 gain interest to work in one of the job areas they were exposed to</p>	<p><b>Guide:</b> <a href="#">Improving Mobility Activities: EVS and Job Shadowing Practical Guidelines</a> (PiNA)</p>

## BEST PRACTICES FRAMEWORK: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>RETENTION</b></p> <p>Disaggregate and analyze employee satisfaction survey by sex</p>	<p>Design and administer survey according to global best practices (i.e., validated surveys are disaggregated by sex)</p> <p>Design survey to ask questions related to better understanding issues related to gender, such as:</p> <ul style="list-style-type: none"> <li>• My CEO prioritizes gender diversity</li> <li>• Commitment to gender diversity is important, because it contributes to a positive image of the company</li> <li>• Promotions at this company are based on fair and objective criteria</li> </ul> <p>Analyze data from the survey</p> <p>Use satisfaction data to develop an action plan to close gaps</p>	<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 (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><b>Tool:</b> <a href="#">Gender in The Workplace Survey Template</a> (SurveyMonkey)</p> <p><b>Tool:</b> <a href="#">Gender Discrimination Survey Questions</a> (QuestionPro)</p> <p><b>Guide:</b> <a href="#">10 Best Practices for Employee Surveys</a> (Workforce)</p>
<p><b>EMPLOYEE ENGAGEMENT</b></p> <p>Organize informal talks between the CEO and employees, ensuring inclusion of women</p>	<p>Organize informal meetings such as breakfast, lunch, or coffee with the CEO with a 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 in the event</p>	<p>There may be limited time and financial resources to organize such events and fund catering</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>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>	<p><b>Guide:</b> <a href="#">How CEO Lunches Improve Employee Engagement</a> (Forbes)</p> <p><b>Guide:</b> <a href="#">Executive and CEO Lunches with Employees help Build Bridges</a> (The Balance Careers)</p>

**TABLE 6. RETENTION AND EMPLOYEE ENGAGEMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>Target invitations to women so they may attend these meetings and talk about challenges/difficulties of female employees at the firm, proactively engaging and empowering women as their concerns are heard by the head of the organization</p>	<p>Challenges in the CEO following through with commitment to host an event regularly may result in a poor internal reputation for inconsistency</p>		<p><b>Study:</b> <a href="#">The Rewards of an Engaged Female Workforce</a> (Boston Consulting Group)</p>
<p><b>EMPLOYEE ENGAGEMENT</b> Leverage existing women’s networks to support development of good practice</p>	<p>Use well established networks to generate ideas for improvements, give women 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 for change)</p> <p>In order to make these networks effective it is important to:</p> <ul style="list-style-type: none"> <li>• Define purpose, roles and targets for the network</li> <li>• Agree on frequency and rules for agenda setting, invitation of external input providers and means of collaboration between the network and main functions within the organization</li> </ul>	<p>In many companies, women networks have been established in phases in which it was important to create a safe space to discuss on gender issues and needs for improvement, but over time the aims and direction of these networks gets lost and the networks fail to create impact within the organization</p> <p>Women 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</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’s 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 informal entry point for ideas, complaints, and feedback on gender equality interventions</p>	<p><b>Article:</b> <a href="#">6 Trends Driving Cutting-Edge Corporate Women’s Networks</a> (Thrive Global)</p> <p><b>Article:</b> <a href="#">Are Female-Only Networks Hurting Women in the Workforce?</a> (Ozy)</p>

## BEST PRACTICES FRAMEWORK: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>SUCCESSION PLANNING</b></p> <p>Establish and implement succession plans that are inclusive of women</p>	<p>Ensure succession planning is the process of identifying long-range needs and cultivating a supply of internal talent to meet those future needs</p> <p>Use succession plans to anticipate the future needs of the company and assist in finding, assessing and developing the human capital (internal and external) necessary</p> <p>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</p> <p>Set a minimum number or percentage of female participants in the succession training group</p>	<p>Companies may not have succession plans in place</p> <p>Promotion is often seniority-based</p> <p>In some countries, performance appraisal is between boss and employee and not shared with HR, so those appraisals cannot be used for succession planning</p> <p>There may be an unconscious gender bias regarding who should fill a particular position</p> <p>Women may not apply for leadership positions in a workplace that is not specifically supportive of women workers’ development</p>	<p>Gender-equitable succession plans are written and implemented, specifically closing gender gap and pay equity gap through primary focus on: recruitment, retention, development, and accountability activities</p> <p>Increasingly equal representation is achieved in leadership positions (long term)</p> <p>Aspirational goal or quota set for percentage of women selected succession candidates</p>	<p><b>Guide:</b> <a href="#">Tailoring Organizational Practices to Achieve Gender Equality: Best Practice Guide</a> (Gender Equality in Decision-Making-GEM, chapter on Succession Planning)</p> <p><b>Article:</b> <a href="#">Fostering Women Leaders: A Fitness Test for Your Top Team</a> (McKinsey)</p>
<p><b>SUCCESSION PLANNING &amp; PROMOTION</b></p> <p>Use skill mapping to support unbiased succession planning and promotion</p>	<p>Establish skill maps for core functions based on industry good practice and adapt to company needs:</p> <ul style="list-style-type: none"> <li>• Skill maps for each function include at least 4 levels to support fair promotion</li> <li>• All cross-functional moves and promotions are based on agreed skill profiles</li> </ul>	<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><b>Guide:</b> <a href="#">What is a Skills Matrix and How Do I Create One?</a> (Managers Resource Handbook) - template for download</p> <p><b>Guide:</b> <a href="#">Skills Mapping Process Guide</a> (P-TECH Brooklyn)</p> <p><b>Tools:</b> <a href="#">Skill Maps for All Technical Professions</a> (O-NET Online)</p>

**TABLE 7. SUCCESSION PLANNING AND PROMOTION**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>PROMOTION</b></p> <p>Establish promotion committees to counteract bias in promotions</p>	<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>Follow successfully proven practices that include:</p> <ul style="list-style-type: none"> <li>• Once a year all managers are invited to submit proposals on a set number of employees for promotion</li> <li>• The committee assesses all candidates with potential for a function</li> <li>• Promotions are granted consensually</li> <li>• 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</li> </ul>	<p>Company politics may influence the decisions for 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 underrepresented in leadership roles</p>	<p>Promotion committee is functional and used for all promotions</p>	

## BEST PRACTICES FRAMEWORK: EMPLOYEE LIFECYCLE

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>SEPARATION</b></p> <p>Address the gender inequality impact of retrenchment</p>	<p>Develop written plan and data collection method to ensure that retrenchment does not have disparate impact on a particular group or groups</p> <p>Conduct data analysis prior to beginning retrenchment and correct any disparate impact identified</p>	<p>Culturally/legally, companies may rely on retirement and programs that encourage early retirement, making retrenchment unlikely and limiting the ability to manage separation equity</p> <p>HRIS may not capture all relevant data points (i.e., sex disaggregated data)</p>	<p>Ratios of men and women within job classifications are proportionately retrenched during downsizing</p>	<p><b>Guide:</b> <a href="#">Managing Retrenchment</a> (IFC)</p>
<p><b>RETIREMENT</b></p> <p>Ensure both men and women participate in retirement plan and/or financial education programs</p>	<p>Fund corporate retirement plan to provide income to retirees</p> <p>Support financial education regarding saving for retirement</p> <p>Clearly define employee participation in the plan or education support; share information on how all employees can participate</p> <p>Periodically audit the plan usage and/or participation in training to determine if there is disparate impact inclusive of:</p> <ul style="list-style-type: none"> <li>Collecting sex-disaggregated participation and usage data to understand potential gender differences</li> <li>Root cause analysis</li> </ul> <p>Developing corrective action</p> <p>Offer review of benefits and financial planning training for retirement when approaching retirement age</p>	<p>Retirement plans may be governmental rather than corporate and are subject to legal constraints</p> <p>Governments may also set different legal retirement ages for men and women</p> <p>The ability to save and plan for retirement are intrinsically connected to pay equity, promotion and other related HR policies</p>	<p>When a corporate retirement plan exists, men and women participate and benefit from equally</p> <p>Male and female employees report satisfaction and increased knowledge regarding financial retirement planning and financial security</p>	<p><b>Report:</b> <a href="#">Closing the Retirement Gender Gap</a> (Mass Mutual)</p> <p><b>Report:</b> <a href="#">Closing the Retirement Income Gender Gap</a> (Prudential)</p>

## 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	AVAILABLE RESOURCES AND TOOLS
<p><b>CORPORATE CULTURE &amp; LEADERSHIP</b></p> <p>Develop a business case for gender equality based on company-specific gender assessment</p>	<p>Familiarize all senior leadership with the global evidence for the business case for gender equality</p> <p>Conduct a comprehensive gender assessment of the company to identify gaps and opportunities to improve gender equality</p> <p>Develop a specific business case unique to the organization based on the assessment</p> <p>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)</p> <p>Communicate the assessment findings and business case across the organization</p> <p>Identify priority areas for measurement, define indicators and gather baseline and regular periodic data</p>	<p>Precise attribution of benefits will not always be feasible</p> <p>Additional resources may be required for effective measurement</p> <p>There may be resistance to gender equality initiatives until such time that the business case has been developed</p>	<p>Senior leadership and employees understand the business case for gender equality and buy-in to company initiatives for gender equality</p>	<p><b>Report:</b> <a href="#">Investing in Women's Employment</a> (World Bank Group)</p> <p><b>Article:</b> <a href="#">Innovate! Run a Strategic Debate on Gender for the C-Suite</a> (Forbes)</p> <p><b>Tool:</b> <a href="#">Women's Empowerment Principles Gender Gap Analysis</a> (UNGC)</p> <p><b>Tool:</b> <a href="#">Gender Equality Mainstreaming (GEM) Framework</a> (MEDA)</p> <p><b>Resource:</b> <a href="#">Understanding the Business Case for Gender Equality in the Workplace</a> (UN Women)</p> <p><b>Study:</b> <a href="#">Quick Take: Why Gender Equality and Diversity Matter</a> (Catalyst)</p> <p><b>Study:</b> <a href="#">Women in the Workplace 2018</a> (McKinsey)</p> <p><b>Guide:</b> <a href="#">Four for Women: A Framework for Evaluating Companies' Impact on the Women They Employ</a> (Wharton School of Business)</p> <p><b>Tool:</b> <a href="#">Gender-Smart Investment Resource Hub</a></p>

**TABLE 9. CORPORATE CULTURE AND LEADERSHIP**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
				<p><a href="#">Power Infrastructure</a> (ICRW)</p> <p><b>Study:</b> <a href="#">Promoting a Culture of Equity in the #MeToo Era: Moving Beyond Responding to Gender-Related Workplace Issues to Tackling Root Causes</a> (HBR)</p> <p><b>Report:</b> <a href="#">How to Calculate the Cost to Business of GBV in Papua New Guinea</a> (ODI)</p> <p><b>Report:</b> <a href="#">The Business Case for Change</a> (ILO)</p> <p><b>Blog:</b> <a href="#">The Financial Case for Hiring More Women in Energy</a> (Barron's)</p>
<p><b>CORPORATE CULTURE</b></p> <p>Implement change management plan to promote gender equality throughout the company</p>	<p>Develop a written change management plan that includes gender equality best practices in short-, medium-, and long-term, with specific goals for each period with individuals and teams assigned responsible to implement specific activities</p> <p>Conduct regular follow-up and evaluations to determine success of the implementation plan; put in place a process to solve the issue</p>	<p>The global standard is an outsourced reporting process that companies may not be able to afford</p> <p>Employees may perceive that there could be retaliation from an in-company process</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 not met</p>	<p>Employees at all levels contribute to ideas for organizational change according to the change management plan</p> <p>Companies fully implement a complaint process that all employees feel comfortable using</p>	<p><b>Guide:</b> <a href="#">Change Management Leadership Guide</a> (Ryerson University)</p> <p><b>Tool:</b> <a href="#">Gender at Work Analytical Framework</a> (Gender at Work)</p>
<p><b>CORPORATE CULTURE</b></p> <p>Make inclusion and diversity part of the workplace culture</p>	<p>Introduce company values of inclusion and diversity during employee onboarding</p> <p>Include diversity and inclusion in company mission and values statement</p> <p>Ensure that all business processes are equitable, fair, and help harness the power of diverse perspectives</p>	<p>Key persons in the organization may resist change or being held accountable for inclusive actions</p> <p>It may take time to synchronize all employment processes with transformational changes and orientations</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><b>Report:</b> <a href="#">Accelerating Progress in Gender Equity from the Inside Out</a> (EY)</p> <p><b>Article:</b> <a href="#">Creating a human-friendly workplace</a> (Allencomm)</p> <p><b>Guide:</b> <a href="#">Building Gender-Inclusive Workplaces in Singapore: A Practical Guide</a></p>

**TABLE 9. CORPORATE CULTURE AND LEADERSHIP**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
			Women assume increasingly greater share of leadership and management positions across all areas of company	<a href="#">for Companies and Human Resource Practitioners</a> (Singapore Management University)  <b>Online courses:</b> <a href="#">edX</a> (Catalystx)
<b>CORPORATE CULTURE</b>  Model gender equality and equal opportunity at leadership levels	Model inclusive language and commitment to gender from top leadership  Disclose board selection process, skills, and diversity goals	Unconscious bias exists within the company	Implemented training programs raise awareness of unconscious bias and build commitment to implementing policies and procedures that ensure gender equality  Gender equality is an ingrained part of corporate culture and institutionalized in all programs and activities	<b>Report:</b> <a href="#">Gender Inequality at Energy Utilities</a> (Bjarni Bjarnason)  <b>Report:</b> <a href="#">Gender Diversity Journey: Company Good Practices</a> (ILO)  <b>Article:</b> <a href="#">Backlash And Buy-In: Responding To The Challenges Of Achieving Gender Equality</a> (MCC)
<b>CORPORATE CULTURE &amp; LEADERSHIP</b>  Endorse the Women's Empowerment Principles (WEP)	Join a global network of private sector companies to receive guidance on advancing gender equality and women's empowerment by becoming a signatory to the WEP through signing an online Statement of Support  Benefits include: <ul style="list-style-type: none"> <li>• Gain access to resources such as learning and research material as well as and best practice examples</li> <li>• Benefit from a global network of change agents</li> <li>• Access to an online discussion forum, webinars as well as online and offline events</li> <li>• 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</li> </ul>	Statement of Support needs to be signed by the CEO, which could result in difficulties due to lack of commitment  No financial resources available for the voluntary donation to the WEP  Lack of time to be an active member of the network	Signatory to the WEP	<b>Video:</b> <a href="#">Empower Women. "Equality = Business"</a> (Empower Women)  <b>Brochure:</b> <a href="#">Women's Empowerment Principles (WEP)</a> (UNGC)  <b>Example:</b> <a href="#">CEO Statement of Support</a> (Empower Women)  <b>Case Study:</b> <a href="#">Companies Leading the Way</a> (UNGC)

**TABLE 9. CORPORATE CULTURE AND LEADERSHIP**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>CORPORATE CULTURE</b></p> <p>Proactively promote and incentivize male employees to participate in efforts to improve gender equality and corporate culture change</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 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 may discuss in small groups and interactive training what their corporate culture change goals are, and how to achieve them</p> <p>Support male leaders to amplify and role model what male allyship looks like and encourage other male employees to participate in achieving culture change and gender equality goals</p>	<p>Men may be hesitant to become allies or support gender equality activities as they fear of 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 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>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> <p>Men and women at all levels effectively work to support change of culture and gender equality in the organization</p>	<p><b>Guide:</b> <a href="#">Actions Men Can Take to Create an Inclusive Workplace</a> (MARC)</p> <p><b>Guide:</b> <a href="#">Men Make a Difference: Engaging Men on Gender Equality</a> (Diversity Council Australia)</p> <p><b>Guide:</b> <a href="#">Better Together: Increasing Male Engagement in Gender Equality Efforts in Australia</a> (Bain &amp; Company)</p> <p><b>Article:</b> <a href="#">How to Get Men Involved with Gender Parity Initiatives</a> (HBR)</p> <p><b>Article:</b> <a href="#">Five Ways Men Can Improve Gender Diversity at Work</a> (BCG)</p> <p><b>Article:</b> <a href="#">Tips: 8 Ways to Increase Male Advocacy</a> (NCWIT)</p> <p><b>Article:</b> <a href="#">Continuum of Male Engagement</a> (Rus Funk Consulting)</p> <p><b>Study:</b> <a href="#">Man Box Study</a> (Promundo)</p> <p><b>Study:</b> <a href="#">Men as Allies: Engaging Men to Advance Women in the Workplace</a> (Center for Women and Business)</p> <p><b>Tool:</b> <a href="#">HeForShe campaign</a> including <a href="#">Action Toolkit</a></p> <p><b>Video:</b> <a href="#">Men as Allies</a> (JP Morgan Chase)</p> <p><b>Video:</b> <a href="#">The Power Of Engaging Men As Allies</a> (Rayona Sharpnack)</p>

**TABLE 9. CORPORATE CULTURE AND LEADERSHIP**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
				<b>Study:</b> <a href="#">State of the World's Fathers</a> (Promundo)
<p><b>CORPORATE CULTURE</b></p> <p>Ingrain and model a culture that thrives on work-life balance</p>	<p>Implement policies that promote work-life balance (See Table 11)</p> <p>Allow for Other Paid Time Off (OPTO) options to be used instead of sick 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 designs 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>Employees cannot manage workload and take advantage of work-life balance</p> <p>Terms not clearly defined or communicated</p> <p>More advanced options may require more planning</p> <p>Telecommuting options appear limited in tech or other resource-constrained companies</p> <p>Cost-benefit analysis of each option may be needed</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> <p>Overtime work is acknowledged as abnormal effort to meet deadlines, but not become a norm or measuring stick</p> <p>Employees have less stress and personal/family-related absences</p>	<p><b>Guide:</b> <a href="#">Developing A Flexible Working Arrangements Policy</a> (Australian Government)</p> <p><b>Report:</b> <a href="#">The Great Debate: Flexibility Vs. Face Time</a> (Catalyst)</p> <p><b>Article:</b> <a href="#">Inflexible Working Hours Could Be Making The Gender Gap Worse</a> (World Economic Forum)</p> <p><b>Article:</b> <a href="#">The Benefits of a Remote Workforce and Virtual Collaboration</a> (Aperian Global)</p> <p><b>Article:</b> <a href="#">Can Working Women Achieve Work-Life Balance?</a> (HuffPost)</p> <p><b>Guide:</b> <a href="#">How to Encourage Work-Life Balance for Employees</a> (The Balance Careers)</p> <p><b>Article:</b> <a href="#">Creating A Human-Friendly Workplace</a> (Allencomm)</p> <p><b>Article:</b> <a href="#">From Employee Experience To Human Experience: Putting Meaning Back Into Work</a> (Deloitte)</p>

## BEST PRACTICES: ORGANIZATIONAL ENABLERS

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>COMPANY PERFORMANCE</b></p> <p>Collect and analyze sex-disaggregated data at the company level and use the data to regularly monitor progress for gender equity interventions</p>	<p>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)</p> <p>Ensure HR has capacity to analyze and use sex-disaggregated data</p> <p>Regularly use data to analyze successes and areas for improvement</p> <p>Regularly share data with upper management to inform decision making regarding allocation of resources and commitment to initiatives or goals</p> <p>Mitigate confidentiality mistrust by utilizing a third party to administer the survey or anonymize</p>	<p>Companies are at varying levels of sophistication with HR analytics, which may inhibit their ability to sex-disaggregate and use data</p> <p>Ability to capture subjective opinions (e.g., satisfaction level) if employees mistrust confidentiality of surveys</p> <p>Correcting pay gaps impacts finances, and there may not be funding to correct the gap</p> <p>Changes that impact union contracts may take several years to implement</p>	<p>Sex-disaggregated data meet industry standards and are routinely collected and maintained</p> <p>Sex-disaggregated data are continuously available and used to make decisions</p> <p>Identified gaps are closed</p>	<p><b>Guide:</b> <a href="#">Measuring What Matters in Gender Diversity</a> (Boston Consulting Group)</p>
<p><b>REPORTING</b></p> <p>Disclose gender equality targets, key performance indicators on gender equality in publicly available reports and indices</p>	<p>Set gender equality targets and report on gender 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"> <li>• Compliance with global sustainability reporting standards such as the Global Reporting Initiative (GRI) request the disclosure of gender related indicators and targets</li> <li>• Supports achievement of the United Nations Sustainable Development Goals (SDGs), especially SDG 5 which</li> </ul>	<p>CEO commitment to disclose KPIs or gender targets may be weak</p> <p>Required quantitative or qualitative (gender-disaggregated) data may not exist or is difficult to obtain</p> <p>Potential fear from leadership that disclosing data/information about gender equality makes the company vulnerable to criticism</p> <p>Sustainability reporting according to GRI requires</p>	<p>Quantitative gender equality targets set with regular annual reporting on performance</p> <p>Transparency, awareness and visibility on gender equality increased</p> <p>Improved public image of utility through disclosure of performance in gender and diversity practices</p> <p>Increased number of qualified female candidates apply to open positions</p>	<p><b>Guide:</b> <a href="#">How to Set Gender Diversity Targets</a> (Australian Government)</p> <p><b>Guide:</b> <a href="#">Guideline for Gender Balance Performance and Reporting</a> (ASX Corporate Governance Council)</p> <p><b>Tool:</b> <a href="#">Target Setting Calculator</a> including <a href="#">Explanatory Video</a> (Australian Government)</p> <p><b>Guide:</b> <a href="#">8 Tips For Announcing Your Workforce</a></p>

**TABLE 10. COMPANY PERFORMANCE AND REPORTING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>calls for gender equality and the empowerment of all women and girls by 2030</p> <ul style="list-style-type: none"> <li>Ensures company measures progress toward achieving gender equality in a meaningful way</li> </ul> <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 <a href="#">D&amp;I (Diversity and Inclusion)</a> or another Social Responsibility Index and to see where scores may need improvement to attain top 100 ranking for investor funds</p>	<p>time and effort, which may constrain limited available human and financial resources</p>	<p>Potential to be included within the top 100 ranked Diversity and Inclusion indices for investors</p>	<p><a href="#">Diversity Numbers</a> (NCWIT)</p> <p><b>Article:</b> <a href="#">Transparency And Gender Equality</a> (GRI)</p> <p><b>Video:</b> <a href="#">Transparency as A Force for Gender Equality</a> (GRI)</p> <p><b>Video:</b> <a href="#">The Facts About Gender Equality And The Sustainable Development Goals</a> (UN Women)</p> <p><b>Index:</b> <a href="#">Diversity &amp; Inclusion Index</a> (Thomson Reuters)</p> <p><b>Index:</b> <a href="#">Gender-Equality Index</a> (Bloomberg)</p>
<p><b>COMPANY PERFORMANCE &amp; REPORTING</b></p> <p>Participate in global gender equality certification processes</p>	<p>Demonstrate commitment and gains made to achieving gender equality 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 for both women and men are treated equally</p> <p>Communicate publicly and often about the certification to gain a competitive advantage in the search for talent</p>	<p>Participation in the certification process requires time and effort (including human/financial resources)</p> <p>Required quantitative or qualitative (gender-disaggregated) data for the certification process may not exist or is difficult to obtain</p> <p>Management may not see the advantage of the gender certificate and consequently does not approve the participation</p>	<p>Company is awarded with a gender certification which can be used as a source for internal as well as external communication &amp; 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><b>Certification:</b> <a href="#">Economic Dividends for Gender Equality (EDGE) Certification</a> (EDGE Strategy)</p> <p><b>Certification:</b> <a href="#">UNDP Gender Equality Seal</a> (UNDP)</p> <p><b>Certification:</b> <a href="#">Seals of Inclusion</a> (League of Allies)</p> <p><b>Case Study:</b> <a href="#">A Model for Promoting Gender Equity in Private Companies and in Government Agencies</a> (World Bank)</p>

**TABLE 10. COMPANY PERFORMANCE AND REPORTING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>COMPANY PERFORMANCE &amp; REPORTING</b></p> <p>Participate in awards and rankings on gender equality</p>	<p>Participate in awards/ rankings for women’s empowerment or gender equality initiatives to receive public recognition</p> <p>Join conferences/working groups on gender equality to show commitment and to learn from other companies, be aware of best practices, and to network</p> <p>Ensure male and female employees are provided with equal opportunities to represent the company at public fora</p>	<p>Limited human and financial resources for preparation of award submission time and effort</p> <p>Joining conferences/working groups may come with financial expenses, such as conference fees, travel and related costs</p>	<p>Utility is publicly recognized and rewarded for effort on gender equality in the workplace</p> <p>Improved knowledge gained through conferences and working groups, including insight on the latest developments in the field</p> <p>Public awards and rankings for being an employer of choice regarding gender equality attracts workforce, especially female candidates</p>	<p><b>Award:</b> <a href="#">Gender Equality Awards</a> (EBRD)</p> <p><b>Award:</b> <a href="#">WEP Leadership Award</a> (UNGC)</p> <p><b>Award:</b> <a href="#">Catalyst Award</a> (Catalyst)</p> <p><b>Award:</b> <a href="#">Best Places to Work Awards</a> (Comparably)</p>

## BEST PRACTICES: ORGANIZATIONAL ENABLERS

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>POLICIES</b></p> <p>Adopt and implement a gender equality policy</p>	<p>Include company gender equality 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 inclusive goals with a supportive strategy and action plan for implementation</p> <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>	<p>Stakeholders may lack commitment and awareness on gender equality and commitment during formulation and adoption of a gender equality policy amidst competing priorities</p>	<p>Gender equality 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>	<p><b>Example:</b> <a href="#">Gender Equality and Empowerment of Women Policy</a> (AngloGold Ashanti)</p> <p><b>Tool:</b> <a href="#">Gender Strategy Toolkit</a> (Australian Government)</p>
<p><b>POLICIES</b></p> <p>Establish a corporate-level 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 diversity goals</p> <p>Appoint HR or another organizational unit such as a gender department to implement EEO policy and other company gender equality policies, strategies, programs and initiatives aimed at promoting gender equity and integration and dedicate financial resources necessary</p> <p>Establish a multi-divisional gender equality committee comprised of men and women to plan, oversee 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</p> <p>Gender equality is an ingrained part of corporate culture and institutionalized in all programs and activities</p>	<p><b>Tool:</b> <a href="#">Sample EEO Policy</a> (City of Dayton Human Relations Council)</p> <p><b>Report:</b> <a href="#">Gender Diversity Journey: Company Good Practices</a> (ILO)</p> <p><b>Guide:</b> <a href="#">Guidelines for Employment Equality Policies in Enterprises</a> (IHREC)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<p>support the implementation on gender equity initiatives with the gender and/or HR Departments</p> <p>Create accountability by declaring specific targets and goals on gender equality and holding the company's leaders accountable for achieving these goals over a defined timeframe</p>			
<p><b>POLICIES</b></p> <p>Adopt a salary equity policy with mechanisms for analysis and redress</p>	<p>Ensure salary equity policy explicitly addresses the following areas:</p> <ul style="list-style-type: none"> <li>• Salary discrimination within a job category, for example “Engineer 1”: A male and a female both with master’s degrees in engineering and 5 years’ experience being paid differently</li> <li>• 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</li> <li>• In the hiring and promotions processes, do not ask or use prior salary to determine current salary</li> </ul>	<p>Funds may not be available to close identified pay gaps</p> <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 adopts and enforces salary equity</p> <p>Company closes salary gaps in both areas</p> <p>Men and women are paid equitably</p>	<p><b>Guide:</b> <a href="#">A Comparative Analysis of Promoting Pay Equity: Models and Impacts</a> (ILO)</p> <p><b>Study:</b> <a href="#">Pay Equity: A Key Driver of Gender Equality</a> (ILO)</p>
<p><b>POLICIES</b></p> <p>Establish health and safety policy that explicitly and equally consider the needs of men and women</p>	<p>Adopt safety policies addressing the needs of men and women 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 men and women</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</p>	<p>Company adopts health and safety policies and practices that equitably protect men and women</p> <p>Men and women have the same access to safety equipment, facilities and training</p>	<p><b>Guide:</b> <a href="#">10 Keys for Gender Sensitive OSH Practice: Guidelines for Gender Mainstreaming in Occupational Safety and Health</a> (ILO)</p> <p><b>Guide:</b> <a href="#">Healthy Beginnings: Guidance On Safe Maternity At Work</a> (ILO)</p>

**TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	Ensure women have equal access to field safety training and benefit equally from field safety protocols (i.e., live-line protocols, tag-out procedures).	protocols, putting both male and female workers in danger		
<p><b>POLICIES</b></p> <p>Establish return to work policies to provide a transition back to full time work for parents returning from leave</p>	<p>Implement options that are aligned with the national legal framework and local culture Among global best practices are:</p> <ul style="list-style-type: none"> <li>• Telework for part of the work week</li> <li>• Flexible work schedule</li> <li>• Shorter workday for returning parents</li> <li>• Longer lunch break for baby feeding</li> <li>• Clean, comfortable, private and safe lactation room</li> <li>• Returnship programs offering catch-up training on topics to enable competitiveness for job promotions</li> </ul> <p>Create and implement processes to maintain full staffing while reintegrating the returning employee</p>	<p>Local work law may prohibit some options</p> <p>Individual work units may have set hours within which flexible hours create staffing difficulties</p> <p>Field offices may not have the physical space to provide a lactation room</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. Flexible work hours may be difficult to accommodate</p>	<p>Mothers feel comfortable and make use of lactation rooms</p> <p>Parents use options to create work/life balance</p> <p>Employees report in satisfaction or engagement surveys that they perceive leave policies as fair to all employees</p>	<p><b>Guide:</b> <a href="#">Returner Programmes: Best Practice Guidance for Employers</a> (UK Government Equalities Office)</p> <p><b>Article:</b> <a href="#">Exemplar Employers Best Practice Recommendations Women Returners</a> (BITC)</p> <p><b>Article:</b> <a href="#">8 Ways to Retain Female Talent After Maternity Leave</a> (Forbes)</p> <p><b>Guidance:</b> <a href="#">Phase Back to Work Best Practices and Implications</a> (Diversity Best Practices)</p>
<p><b>POLICIES</b></p> <p>Provide parental leave (maternity and paternity leave) 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>Implement additional leave or OPTO 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 using leave</p>	<p>Country 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</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 training so as to maintain full staffing while employees take leave</p> <p>Employees are more satisfied with better work-life balance and concern with their human needs, resulting in improved retention and quality or output of work</p>	<p><b>Report:</b> <a href="#">Maternity and Paternity at Work: Law and Practice Across the World</a> (ILO)</p> <p><b>Article:</b> <a href="#">How Companies Can Ensure Maternity Leave Doesn't Hurt Women's Careers</a> (HBR)</p> <p><b>Article:</b> <a href="#">Want Equality? Make New Dads Stay Home</a> (WSJ)</p> <p><b>Blog:</b> <a href="#">The Unequal Burden for New Mothers in the Caribbean</a> (The World Bank)</p>

**TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<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>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> <p>Equal well-paid parental leave policies for both parents are effective in encouraging men’s caregiving and promoting greater equality in the household, workplace, and society as a whole, helping to reduce and redistribute caregiver responsibilities and work</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><b>Guide:</b> <a href="#">The MenCare Parental Leave Platform</a> (MenCare)</p> <p><b>Report:</b> <a href="#">Want To Improve Gender Equality At Work? Help Men Take Parental Leave</a> (Mercer)</p> <p><b>Study:</b> <a href="#">Paid Parental Leave: A Detailed Look at Approaches Across OECD Countries</a> (World Policy Analysis Center)</p>
<p><b>POLICIES</b></p> <p>Establish family leave policies meeting the stated needs of parents and employees caring for sick family members</p>	<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>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>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 as to maintain full staffing while employees take leave</p>	

**TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>POLICIES</b></p> <p>Review and revise HR policies to contain updated gender inclusive language</p>	<p>Use this framework to analyze current HR policies for gender inclusion</p> <p>Identify areas for change; revise and adopt changed policies</p> <p>Involve male and female stakeholders at all levels to contribute to policies</p> <p>Sensitize communications and HR departments on gender issues and language before undertaking this task</p>	<p>Board members may not agree that a Gender or GSI Policy is needed</p> <p>It may be easier to do new policy than to revise old one/s.</p> <p>Some policy changes may require union review prior to adoption</p> <p>HR department may not have gender-sensitive orientations or capacity for review</p> <p>Non-inclusion of stakeholders may make it less relevant in practical terms</p>	<p>There is a pro-active policy that specifically promotes gender equality and integration within the utility</p> <p>Policies contain gender-inclusive language and are equitable</p> <p>Employees take ownership of policies</p> <p>Gender-sensitive and equitable language utilized for all new corporate policies and practices</p>	<p><b>Training:</b> <a href="#">Gender Mainstreaming in Human Resource Policies, Processes and Systems</a> (Philippine Civil Service Commission)</p>
<p><b>POLICIES</b></p> <p>Adopt a sexual harassment and a workplace gender-based violence (GBV) policy</p>	<p>Create and implement sexual harassment and GBV policies with the following attributes:</p> <ul style="list-style-type: none"> <li>• Definition and examples of prohibited behaviors</li> <li>• Description of reporting procedure that includes multiple reporting channels</li> <li>• Description of rights of victims and witnesses with a survivor-centered approach to respect, safety, and confidentiality</li> <li>• Description of individuals' responsibilities (e.g., employees, managers, supervisors and HR) in upholding/ enforcing the policy</li> <li>• Description of investigation process</li> <li>• Description of confidentiality expectations</li> <li>• Prohibition of and punishment of retaliation</li> </ul>	<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 or respond quickly to counter-GBV initiatives, or may escalate violent behavior</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 given positive reinforcement</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><b>Guide:</b> <a href="#">Sample Sexual Harassment Policy</a> (ILO)</p> <p><b>Infographic:</b> <a href="#">The Iceberg of Sexual Harassment</a> (NAS)</p> <p><b>Report:</b> <a href="#">Sexual Harassment of Women</a> (NAS)</p> <p><b>Study:</b> <a href="#">Sexual Harassment in the Workplace: Let the Conversation Begin!</a> (Tracy Robinson)</p> <p><b>Article:</b> <a href="#">The Omissions that Make so Many Sexual Harassment Policies Ineffective</a> (HBR)</p> <p><b>Tool:</b> <a href="#">Women's safety in the workplace: Helping business prevent sexual harassment</a> (BSR)</p> <p><b>Case Study:</b> <a href="#">Addressing Gender-Based Violence with</a></p>

**TABLE 11. POLICIES AND GRIEVANCE MANAGEMENT**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<ul style="list-style-type: none"> <li>Description of appropriate discipline for employee found to be in violation</li> </ul> <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><a href="#">Companies in Papua New Guinea</a> (World Bank Group)</p> <p><b>Tool:</b> <a href="#">Workplace Responses to Domestic and Family Violence</a> (MCC)</p>
<p><b>GRIEVANCE MANAGEMENT</b></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 women who have filed complaints</p> <p>Include key elements of the reporting process such as:</p> <ul style="list-style-type: none"> <li>Definitions and examples of prohibited behaviors</li> <li>Description of reporting procedure that includes multiple reporting channels</li> <li>Description of the responsibilities of employees, managers, supervisors and HR</li> <li>Description of the investigation process</li> </ul>	<p>The global standard is an outsourced reporting process that companies may not be able to afford</p> <p>Employees may perceive that there could be retaliation from an in-company process</p>	<p>Companies provide gender equality training to all employees and specialized training for managers that complements and helps reinforce corporate policies against discrimination, harassment or abuse</p> <p>Companies fully implement a complaint process that all employees feel comfortable using</p> <p>Complaints are registered, noting that the absence of any complaints indicates that there is continued distrust of the reporting and resolution processes or mechanisms</p>	<p><b>Blog:</b> <a href="#">Diversity Training in the Workplace</a> (Compliance Training Group)</p> <p><b>Website:</b> <a href="#">Employee Resource Groups</a> (Diversity Best Practices)</p>

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PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	<ul style="list-style-type: none"> <li>• Description of confidentiality expectations</li> <li>• Prohibition of and punishment of retaliation</li> <li>• Description of appropriate discipline for employee found to be in violation</li> </ul> <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>			

## BEST PRACTICES: ORGANIZATIONAL ENABLERS

### 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	AVAILABLE RESOURCES AND TOOLS
<p><b>CORPORATE COMMUNICATION</b></p> <p>Assess and revise internal and external communications to contain gender neutral and/or gender equitable language and photos</p>	<p>Ensure internal and external corporate communications contain the Equal Opportunity Statement (and/or Gender Equality Policy)</p> <p>Use gender-inclusive language in all communication and photos of women and men equitably distributed among pictured work environments</p> <p>Ensure representation of female and male employees in pictures/videos is equal</p> <p>Ensure customer depictions accurately show the full range of customer diversity</p> <p>Send key messages to external stakeholders that is easier to digest through visual content (e.g., videos, pictures, etc.) instead of text, where possible</p>	<p>Word and photo communication choices may be viewed as trivial</p> <p>Resources to create new communication material may be limited</p> <p>Unintentional usage of stereotypical pictures</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 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>	<p><b>Guide:</b> <a href="#">9 Tips For Creating Inclusive Corporate Websites</a> (NCWIT)</p> <p><b>Article:</b> <a href="#">Diversity and Inclusion: A Case for Communication</a> (Wendy Berk)</p> <p><b>Guide:</b> <a href="#">A Guide to Gender Equality in Communications</a> (Koç Holding)</p> <p><b>Report:</b> <a href="#">Words at Work: Building Inclusion Through the Power of Language</a> (Diversity Council Australia)</p> <p><b>Guide:</b> <a href="#">Let's Speak Gender: 10 Principles for Gender-Responsive Communications</a> (UNDP)</p>
<p><b>CORPORATE COMMUNICATION</b></p> <p>Showcase talented female employees and their professional achievements</p>	<p>Top male, as well as female, executives or senior managers should introduce talented women on various internal channels as well as in public forums, media campaigns, and in outreach programs to schools</p> <p>Use media channels to elevate the profiles of talented female employees, such as on videos, blog posts, testimonials on career page, and stories on LinkedIn or Instagram, which are</p>	<p>Women may be hesitant to be featured due to cultural barriers that contribute to an uneasiness to be the center of attention</p>	<p>Female employees feel valued and empowered through stories about them and their work</p> <p>Male employees have increasingly positive viewpoints about women's professional skills and abilities</p>	<p><b>Article:</b> <a href="#">This Company Encourages Female Employees To Brag About Each Other</a> (FastCompany)</p> <p><b>Blog Post:</b> <a href="#">28 Employee Newsletter Content Ideas That Will Boost Engagement</a> (Bananatag)</p> <p><b>Guide:</b> <a href="#">Internal Newsletter Ideas</a> (Contact monkey)</p>

**TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
	powerful places to feature female talent; introduce a section in the corporate newsletter to recognize female talents (e.g., “Wonder Woman of the Week”)			
<p><b>CORPORATE BRANDING</b></p> <p>Build a successful employer brand that is attractive to female candidates</p>	<p>Showcase the company as having an equitable and inclusive culture, highlighting initiatives that support gender equality</p> <p>Communicate about the equitable corporate brand, placing women employees in brand ambassador/ spokesperson positions to enhance credibility</p> <p>Create a profile on various job and recruiting websites to openly state why gender equality, diversity, and inclusion are important to your company, disclose targets and/or strategies on gender equality (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>Strategic importance of corporate branding may be underestimated</p> <p>Setting up an employer branding strategy demands time and effort, which may be 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>Involve current male and female employees in the employer branding process</p> <p>Increase credibility and attract more female talent through female brand ambassadors</p> <p>Female candidates increasingly apply for positions at the company because they are convinced that gender equality is part of the company’s values, mission, vision and culture</p>	<p><b>White Paper:</b> <a href="#">White Paper on Employer Branding</a> (Ortec)</p> <p><b>Article:</b> <a href="#">Why Showcasing Employee Stories Is Good For Your Employer Brand</a> (Forbes)</p> <p><b>Example (Video):</b> <a href="#">GE #BalanceTheEquation Campaign: “What If Scientists Were Celebrities?”</a> (General Electric, GE)</p>
<p><b>CORPORATE BRANDING</b></p> <p>Showcase company commitment through membership in relevant networks and associations</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 diversity, gender, and inclusion</p> <p>Communicate or report on a regular basis on related activities and achievements</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 reputation</p> <p>Company may lack resources to track membership opportunities</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><b>Website:</b> <a href="#">UN Global Compact</a> (UNGC)</p>

**TABLE 12. CORPORATE COMMUNICATIONS AND BRANDING**

PRACTICE	DESCRIPTION OF PRACTICE	CHALLENGES TO IMPLEMENTATION	WHAT SUCCESS LOOKS LIKE	AVAILABLE RESOURCES AND TOOLS
<p><b>CORPORATE BRANDING</b></p> <p>Showcase company commitment, established good practice, and successful implementation through participation in international awards and competitions on gender equality</p>	<p>Dedicate resources for screening national and international awards and participation in competitions</p> <p>Track and document promising projects, including documentation through pictures and videos suitable for submissions</p> <p>Establish good relationship to national initiatives to be informed on ad hoc submission</p>	<p>Participation in awards may require allocation of significant resources</p> <p>Lack of national or regional awards and competitions</p> <p>International organizations may grant awards on ad hoc basis rather than on a regular basis</p> <p>Some awards have limited visibility but high cost during application process</p> <p>Credibility of awards may be limited</p>	<p>Company has a list of awards to participate and adequate resources</p> <p>Company increasingly gains external recognition through awards and winning of competitions</p>	<p><b>Award:</b> <a href="#">Great Place to Work (India)</a></p> <p><b>Award:</b> <a href="#">Gender Equality Awards</a> (EBRD)</p>

## ANNEX I. BIBLIOGRAPHY

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## ANNEX II. GLOSSARY

**BEHAVIOR-BASED INTERVIEWING.** A 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.

**BEST PRACTICE.** A procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption. (Source: Merriam-Webster, 2018)

**CERTIFICATE COURSE.** See Gender Equity Executive Leadership Program (GEELP). Community of practice “Groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.” This learning that takes place is not necessarily intentional. (Source: Lave and Wenger, 1991)

**CHANGE MANAGEMENT COACHES.** Change management coaches use proven practice of coaching - a professional one-to-one relationship to enhance solution finding with change management approaches - supporting and preparing change within organizations.

**CONFERENCE.** A meeting of several people to discuss a particular topic, not to be confused with a convention, colloquium or symposium. While a conference differs from the others in terms of size and purpose, the term can be used to cover the general concept. At a conference, innovative ideas are formulated and new information is exchanged among experts. For Engendering Utilities, the purpose is likely a business conference held for people working in the same company or industry. They come together to discuss new trends and opportunities pertaining to the business.

**CORE COMPETENCY.** A defined level of proficiency that results from a specific set of skills or techniques that deliver additional value to utility customers. Engendering Utilities and the GEELP emphasize the following as core competencies: strategic leadership; gender equity leadership; equitable human resources (HR) policies and practices; change management; understanding and accommodation of the career life cycle of women; and creation of organizational environments that promote inclusion, diversity and growth for all employees.

**CORPORATE BRANDING.** Corporate branding refers to the practice of promoting the brand name of a corporate entity, as opposed to specific products or services. Within the context of this framework it includes all activities a company or corporation sets in order to be perceived as employer and business partner of choice.

**CORPORATE CULTURE.** The culture of an organization is characterized by the shared values, attitudes, standards, and beliefs of its members. It also relates to the behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in various ways such as working modes, business hours, office setup, employee benefits, processes, standards, policies, decision making and every aspect of daily interaction and operations. As it is grown over time, it needs

effort and commitment to be changed. (Source: Investopedia, <https://www.investopedia.com/terms/c/corporate-culture.asp>)

**CORPORATE-LEVEL EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT.** A global best practice. This type of commitment to equal opportunity states the intent of the corporation to commit resources and adopt policies and employment practices that are fair and equal.

**COURSE COMPLETION.** For Engendering Utilities, course completion refers to full, satisfactory and complete participation in the GEELP. The program involves two in-person, one-week workshops; five required virtual classroom sessions, application of tools provided; and the completion of a group capstone project that entails developing or implementing practices or policies that promote equity within the utility where the trainees work.

**ELECTRIC UTILITY.** An electric utility is a company in the electric power industry (often a public utility) that engages in electricity generation, transmission and distribution of electricity for sale generally in a regulated market. A utility can be publicly owned, investor owned or part of a cooperative.

Engendering Utilities began partnership with seven electric utilities in five countries during the pilot phase beginning in 2016: 1. Electricity Distribution Company (EDCO)–Jordan 2. Eko Electricity Distribution PLC (EKEDP)–Nigeria 3. Energo-Pro–Georgia 4. EVN Macedonia (EVN)–Macedonia 5. Ibadan Electricity Distribution Company (IBEDC)–Nigeria 6. Irbid District Electricity Company (IDECO)–Jordan 7. Kenya Power and Lighting Company (KPLC)–Kenya. In 2018, while continuing support to these utilities, the program expanded partnerships to work with an additional nine electric utilities in another eight countries: 8. Electricidade de Moçambique (EDM), 9. Electricity Generation Company Malawi (EGENCO), 10. Kosovo Operator Sistemi, Transmisioni dhe Tregu (KOSTT), 11. Liberia Electricity Corporation (LEC), 12. Ghana Grid Company Limited (GRIDCo), 13. Tata Power Delhi Distribution Limited (TPDDL), 14. BSES Rajdhani Power Limited (BRPL) in India, 15. Lanao del Sur Electric Cooperative (LASURECO) in the Philippines, and 16. Edesur Dominicana, S.A. (EDESUR) in the Dominican Republic.

**EMPLOYEE LIFE CYCLE.** An employee life cycle identifies the different stages an employee advances through in an organization and refers to related HR processes. For Engendering Utilities we developed a new model comprising all different stages as entry points for interventions plus the company enablers supporting the development of a healthy employee life cycle. For Engendering Utilities, the employee life cycle includes two layers of entry points: 1) the employee life cycle and 2) the organizational enablers surrounding it. Figure II-I shows each phase in the life cycle as defined in Engendering Utilities. Figure II-I. Employee Life Cycle

**FIGURE II-1. EMPLOYEE LIFE CYCLE**



**FRAMEWORK.** An open set of tools for project planning, design, management and performance assessment. Frameworks help to identify project elements (goals, objectives, outputs, outcomes), their causal relationships and the external factors that may influence success or failure of the project. (Source: MEASURE Evaluation, 2006)

Engendering Utilities uses as the basis for the GEELP and change management coaching this framework, *Delivering Gender Equality: A Best Practices Framework for Utilities*. It provides clear, detailed, and evidence-based guidance on specific policies and practices that may be adopted throughout the employee life cycle to promote gender equality within utilities and other companies.

**GAP ANALYSIS.** Strategic analysis of the current state and the desired future state of gender equity in utilities, gap analysis and a prioritized implementation plan for moving to the future state. Central to the GEELP is a capstone project that uses the gap analysis as its foundation and consists of a presentation to an expert panel and a brief written report including a one-page executive summary and appendices with all deliverables created throughout the program documenting the process maturity and existing gaps.

**GENDER.** Refers to a culturally defined set of roles, duties, rights, responsibilities and accepted behaviors associated with being male or female, as well as the power relations between and among women and men and boys and girls. The definition and expectations of what it means to be a woman or girl and a man or boy, and sanctions for not adhering to those expectations, vary across cultures and over time, and often intersect with other factors such as race, class, age and sexual orientation. (Source: World Health Organization, 2009)

**GENDER EQUALITY.** 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.** 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)

**GENDER EQUITY EXECUTIVE LEADERSHIP PROGRAM (GEELP).** A 12-month executive leadership program run by Georgetown University's McDonough School of Business. GEELP is a blended learning solution composed of in-person and online courses, assignments on improving gender equality in power utilities. Georgetown University collaboratively designed and customized the GEELP with USAID funding during the pilot phase. Building upon a foundation of core, evidence-based management principles, this program helps participants see how specific practices within the employee life cycle and organization more broadly impact gender equality and business performance within their organizations. It also provides evidence and tools to demonstrate how unbiased acquisition, development and retention of high-quality employees can foster growth. This program focuses on research that connects good people management to bottom-line results, such as improved performance and reduced turnover, and is aligned with USAID's Best Practices Framework.

**GOAL.** A broad statement of a desired, long-term outcome of a program. Goals express general program intentions and help guide a program's development. Each goal has a set of related, more specific objectives that, if met, will collectively permit program staff to reach the stated goal. (Source: MEASURE Evaluation, 2007)

**GRIEVANCE MANAGEMENT.** Grievance management regulates all processes for receiving, investigating, responding to and closing out complaints or grievances from in a timely, fair and consistent manner.

**HUMAN RESOURCES POLICIES.** (1) HR policies are essentially the agreements organizations have with employees about expected mutual behavior. Policies must align with laws and contracts, such as union agreements. (2) A system of codified decisions established by an organization to drive administrative personnel functions, salary and benefits, performance management, employee relations and resource planning. The term refers only to the legal documents produced by HR, accepted by the company and disseminated to employees. HR policies are deliberately focused, as they constitute what the company is legally evaluated by in the event of employee grievances.

**HUMAN RESOURCES 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. Indicator A variable that measures one aspect of a program; a project; or a specific population, health or environmental outcome. Indicators should describe a specific behavior, concept or phenomenon. To effectively monitor and evaluate a program or project, implementers should have enough indicators to measure every important aspect of that program or project. Indicators provide clues, signs or markers that measure one aspect of a program and show how close a program is to its desired path and outcomes. They are used to provide benchmarks for demonstrating the achievements of a program. (Source: MEASURE Evaluation, 2007)

**IN-PERSON MODULE OR SESSION.** A GEELP certificate course session that occurs face-to-face in a professional development workshop or classroom setting. In-person modules are inherently synchronous (i.e., all the participating students engage with the same material and instructor at the same time).

**LEARNING COMMUNITY.** Professional learning—including the components of the Engendering Utilities training program—within communities requires continuous improvement; promotes collective responsibility; and supports alignment of individual, team, organization and system goals. Learning communities convene frequently throughout the workday to engage in collaborative professional learning that strengthens their practice and increases individual results. Learning community members are accountable to one another to achieve the shared goals of the organization and system and work in transparent, authentic settings that support their improvement. (Source: Learning Forward, 2017)

**LEARNING OBJECTIVE.** A statement that defines the expected goal of a curriculum, course, lesson or activity in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction. Also known as instructional objective, learning outcome, or learning goal. The first GEELP module addresses one or more central learning objectives or core competencies required to complete the course and be awarded a certificate from Georgetown University and Engendering Utilities. Modules may be delivered in person in a traditional classroom or workshop setting, or virtually via webinar.

**MENTORING.** A professional relationship in which an experienced person (the mentor) assists another person (the mentee) in developing specific skills and knowledge, that will enhance the less-experienced person's professional and personal growth. (Source: Management Mentors <https://www.management-mentors.com/resources/corporate-mentoring-programs-resources-faqs#Q1>)

**MONITORING, EVALUATION AND LEARNING (MEL) PLAN.** A plan that documents a strategy to measure progress toward results. For Engendering Utilities, it includes a learning agenda, a Theory of Change, indicators, data collection methods, tools and analysis plans, responsibilities and a time frame.

**OBJECTIVE.** A statement of desired specific and measurable program results. An objective should be SMART: Specific, Measurable, Attainable, Relevant and Timebound. The elements of the SMART mnemonic are criteria to guide the setting of objectives—for example, in project management, employee-performance management or personal development. (Source: MEASURE Evaluation, 2007)

**PROMISING APPROACH.** A procedure or practice that does not yet have an established base of evidence of its effectiveness or has not risen to the level of an established best practice but has been well received by the intended audience and has produced anecdotal successes among those who implement the procedure or practice. (Source: Engendering Utilities, 2017)

**REMUNERATION.** Salary, benefits and bonuses received by employees in exchange for job performance.

**RESULTS FRAMEWORK.** Explains how a project's strategic objective is to be achieved, including those results that are necessary and sufficient, as well as their causal relationships and underlying assumptions. It is usually diagrammed with the main program goal at the top, each of the main objectives in its own box under the goal and the results feeding into each objective from the bottom to the top. (Source: MEASURE Evaluation, 2007)

**RETURN ON EQUITY (ROE).** A measure of a corporation's profitability that reveals how much profit a company generates with the money shareholders have invested. (Source: Investopedia, 2018)

**SESSION.** A meeting (virtual or face-to-face) that is organized to discuss a particular topic or module. Within Engendering Utilities and the GEELP, sessions are usually educational in nature and attendees are expected to have gained new knowledge or skills by the end.

**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: World Health Organization, 2017)

**SPONSORSHIP.** Career-related support from a senior leader to provide an employee with direct human capital enhancement opportunities and connections with powerful individuals who can assist career progression. The sponsor goes beyond giving emotional support to advocate for career advancement. Sponsorship is used to accelerate the careers of high performing individuals. (Source: Australian Workplace Gender Equality Agency, 2016)

**STAR.** Mnemonic for an interviewing technique that focuses on behaviors: Situation, Task, Action, Result.

**TRAINING.** Formal sessions with a clear training agenda, training materials and a time frame. The term encompasses all skill- or knowledge-building efforts that follow a documented curriculum with stated learning objectives and/or expected competencies for the trainees. (Source: USAID, IGWG, 2009)

**THEORY OF CHANGE.** A diagram of a set of relationships among factors that are believed to either have an impact on or lead to a target condition. It is the foundation of project design, management and monitoring. Synonym: Conceptual model. For the purposes of Engendering Utilities, the theory of change serves as the conceptual model. (Source: MEASURE Evaluation, 2007)

**UTILITY TRACKER.** The Engendering Utilities Gender Equity Utility Tracker is a multidimensional instrument that assists utilities (and other companies) in tracking their progress toward achieving more equitable workplaces. It allows them to gauge the uptake and implementation of employee life cycle best practices alongside measures of gender equity, productivity and profitability.

**WEBINAR.** A live, online educational presentation during which participating viewers can submit questions and comments. (Source: Merriam-Webster, 2018)

## GLOSSARY SOURCES CITED

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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:

- Association for Talent Development (ATD) <https://www.td.org/>
- Society for Human Resource Management (SHRM) <https://www.shrm.org/>
- Voluntary Protection Programs Participants' Association (VPPPA) <http://www.vpppa.org/>
- Australian HR Institute (AHRI) <https://www.ahri.com.au/>
- Gender At Work: <https://genderatwork.org/>
- Men Engage Alliance: <http://menengage.org/>
- Catalyst: <https://www.catalyst.org/mission/>





## About Engendering Utilities

USAID's Engendering Utilities program works with electricity utilities in developing countries to increase economic opportunities for women, improve gender equality, boost business performance, and strengthen the energy sector. Through a customized best practices framework, demand-driven coaching, and a Gender Equity Executive Leadership Program, Engendering Utilities builds the capacity of utility leaders to implement gender equality interventions that increase the professional participation of women and meet their core business goals.

Launched in 2015, Engendering Utilities demonstrates USAID's commitment to promote a path to self-reliance in developing countries by fostering enterprise-driven innovation, inclusive economic growth, and gender equality and women's economic empowerment. Engendering Utilities is a key activity under the U.S. Government's new Women's Global Development and Prosperity Initiative (W-GDP), which aims to reach 50 million women by 2025 through innovative and effective programs.

Learn more at [usaid.gov/energy/engendering-utilities](https://usaid.gov/energy/engendering-utilities).