

ENGENDERING INDUSTRIES

Strengthening Gender Equality in Male-Dominated Industries



Photo courtesy of STEG

Engendering Industries partners with companies around the world to increase gender equality in male-dominated industries. Engendering Industries uses a unique approach to empower gender equality champions to implement interventions in their organizations, providing change management coaching, a customized suite of tools and best practices, academic coursework, and Men's Engagement workshops.



Photo by Khumo Mokhethi

LIFE OF PROJECT IMPACT BY THE NUMBERS* (2017-2023)

68%

Of partners promoted women at the same rate as men, or higher, in 2023

6,600

Women hired by partner organizations

6,300

Women promoted by partner organizations

6,600

Young women and girls enrolled in internships and trainee programs

75%

Of partners report improved business performance

13

Partners explicitly linked increased gender equality to decreased revenue loss

22

Partners reported an increase in employee retention, attributable to gender equality

20

Partners attributed improvements in image and reputation to gender equality initiatives

943

Gender equality activities implemented by partners across the employee life cycle

80

Policies related to gender equality created or enhanced at partner organizations

6,200

Women reached through outreach and recruitment events

\$3.2 million

Of direct and in-kind funding from utilities to implement gender equality initiatives

*Life of project results reported above are from the Engendering Industries Intensive Program

GENDER EQUALITY ACHIEVEMENTS (2017-2023)

With Engendering Industries support, Intensive Program partners have implemented nearly **950** actions and interventions to increase gender equality in their organizations.

- **180 attraction and talent outreach activities and events reached over 16,000 women.** In order to attract women in rural communities to the energy sector, **ISA-Group in Colombia** launched a line maintenance school for women and enrolled its first 16 participants who will be employed in operations and maintenance roles upon graduation. **EKEDC in Nigeria** launched an energy club in three secondary schools designed to encourage female students to pursue education in STEM.
- **60 recruitment and hiring initiatives supported the hiring of more than 6,600 women.** **STEG in Tunisia** held a five-day recruitment event for technical positions, such as line workers and meter readers. The event included training for recruiters and HR members on how to make hiring processes more inclusive by using techniques like unconscious bias training for interview panels. **UEGCL in Uganda** used a new hiring strategy to fill power plant positions, adding graphics of female engineers performing technical tasks to job advertisements. As a result, more women applied and the utility hired two female engineers.
- **194 onboarding and training interventions resulted in the upskilling of more than 7,200 female employees.** **USUG in Mongolia** developed a curriculum to train all new employees on gender equality during the onboarding phase. **KenGen in Kenya** trained female technical employees to help them map their individual career and leadership pathways in the energy sector. Many of these women become mentors for other women enrolled in STEM programs from public universities.
- **34 activities were implemented to improve performance management, compensation, and benefits.** **IDECO in Jordan** built a childcare facility at the company's head office which is a unique benefit for businesses in the region. The facility provides services at approximately 30% of the cost of private care options.
- **79 activities were launched by partners to offer talent and leadership development opportunities to female staff.** **KenGen in Kenya** launched a mentorship program for new engineers, including four women. Participants received a full year of training, including a two-month induction period in the company's power stations, followed by extensive classroom learning and visits to other operation sites. The program gives mentees exposure to the company's various modes of power generation and engineering activities and increases their visibility across the company.
- **38 gender equality initiatives that improve retention and increase employee engagement were implemented by partners.** **IDECO in Jordan** used employee satisfaction surveys to bolster female retention. **OFOR in Senegal** developed a Women's Association which received national recognition. The association will be able to implement gender equality and women empowerment activities at the company and beyond for broader sectoral and societal impact.
- **45 succession planning and promotion interventions supported the promotion of 6,300 women, with 27% moving into leadership positions.** **KPLC in Kenya** and **EDCO in Jordan** appointed a female CEO and female Managing Director for the first time ever. **ISWSC in Nigeria** conducted a readiness survey among women in the succession pool to inform a more responsive gender-inclusive succession plan and prepare women to fill soon to be vacant positions of male retirees. **SENELEC in Senegal** promoted 64 women into senior leadership, management, and supervisor roles.
- **104 activities to improve policies and grievance management mechanisms were implemented by partners.** Partners created, designed, or enhanced 80 policies to improve gender equality, diversity, and inclusion in the workplace, and implemented 20 activities to support the roll out, training, and dissemination of these policies.
- **31 interventions that improve company performance and reporting were implemented by partners.** **BRPL and Tata Power in India**, **Energo-Pro in Georgia** and **KenGen in Kenya** were recognized with national awards for their work improving gender equality, diversity, and inclusion across their organizations. **Tata Power in India** and **DELSUR in El Salvador** became signatories to the United Nations Women's Empowerment Principles, and **Tata Power in India** also registered for the UNDP Gender Equality Seal, signaling their commitment to gender equality, and increasing external accountability.

- **155 actions were taken to improve corporate communication and branding and publicly position partners as employers of choice for women.** CENS in Colombia collaborated with a regional radio station to broadcast gender-related information and share the company's work on gender equality. DELSUR in El Salvador conducted a national survey of women in the electric sector talent pool and then convened a conference with industry leaders from 29 different organizations to develop a roadmap to improve gender equality, positioning the company as a national leader in the space.
- **110 best practices that improved corporate culture and leadership support for gender equality were implemented.** EKEDC in Nigeria held a workshop for middle and senior management on the importance of being a male champion for gender equality. Additionally, KenGen in Kenya developed a blended

change management model for improving gender equality based upon the utility's awareness, desire, knowledge, ability, reinforcement of their change management model approach.



Photo courtesy of Tata Power

GENDER EQUALITY ACHIEVEMENTS (2017-2023)

With Engendering Industries support, Intensive Program partners have implemented nearly **950** actions and interventions to increase gender equality in their organizations.

- **13 partners reported decreases in revenue loss or improved revenue collection after improving gender equality in their organization.** ZCWD in the Philippines credited the hiring of a female manager in the accounts receivable department for drastically reducing the number of accounts in arrears. IDECO in Jordan reported decreased revenue loss and improved customer service attributable to a group for women in the call center department. As a result of these efforts, IDECO improved their government customer service rating and has obtained the highest score among the distribution companies in the country. Female employees at BRPL in India designed and led community outreach activities that resulted in the connection of over 200 new households in slum areas of Delhi, enabling the utility to recover 100 percent of billed revenue from these homes.
- **22 partners reported increases in employee retention.** At EKEDC in Nigeria, improved policies, including a succession planning policy, prepared more women to take up leadership roles. New and improved organizational policies that support women made female employees at EKEDC feel more valued, and the organization reports improved retention in 2021.
- **20 partners reported that increased gender equality improved their reputation and image.** EDESUR in the Dominican Republic credited the leadership of the female Director of Planning and Management for helping the organization receive International Organization for Standardization (ISO) certification. The organization also attributed their improved reputation and image to an increase in the number of women in their communications department. DELSUR in El Salvador attested that the organization's gender equality efforts have earned the organization a reputation for supporting female leadership.

Learn more about Engendering Industries and partner achievements [here](#).

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