



Improving gender diversity

Session 4

3rd WePOWER Regional Conference
Bangkok, Thailand (Dec 6-8, 2022)



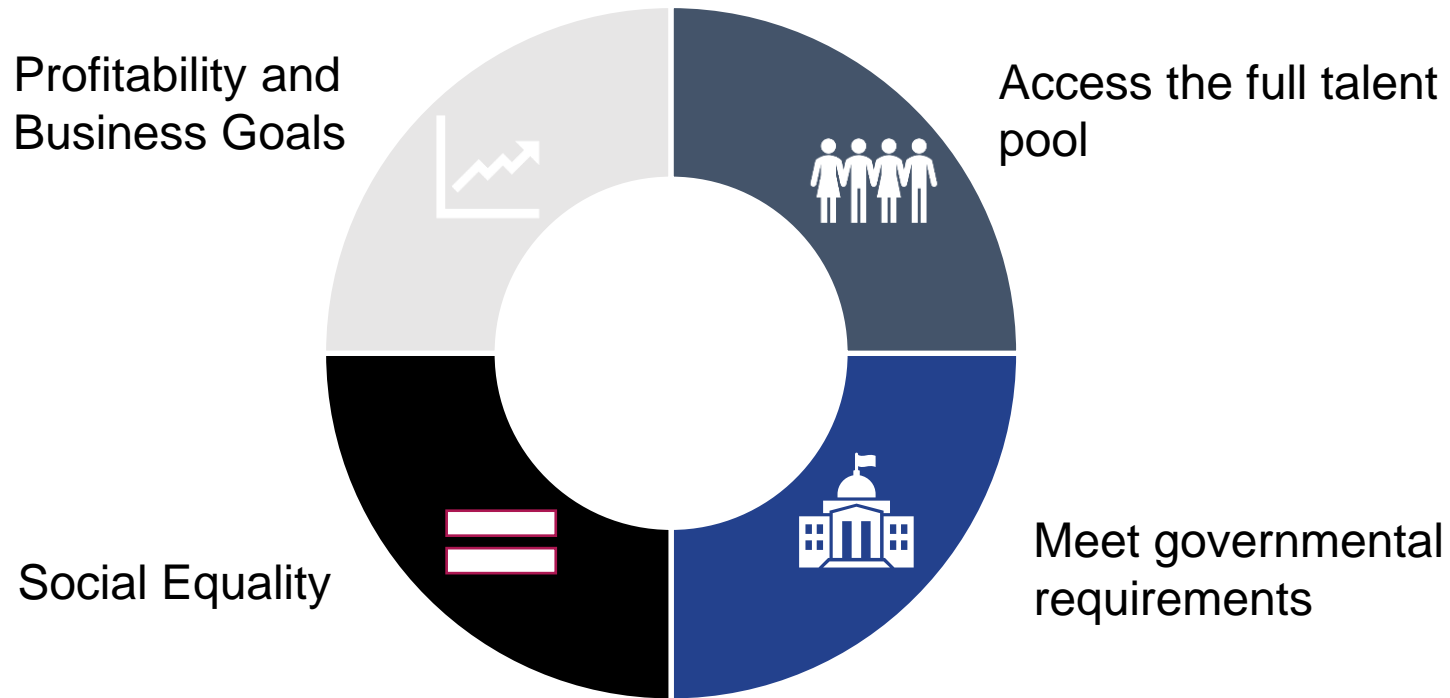
Session overview

- Business case for gender balance
- Success stories on gender balance
- Implicit bias
- Gender bias
- Impact of gender bias in businesses
- Mitigating bias 1) systems/policies 2) people
- Takeaways

Business case for gender balance



Business case



Key findings in South Asia

- **Female representation** in utilities is low (3%-25%)
- **Even lower** for women in technical roles (0.1%-21%).
- **Most women in SAR energy sector** tend to work in the middle- to lower-level non-technical (i.e., administrative) positions.
- **Low female enrollment** in engineering programs (0.5%-31%)

Reports and data

Large-scale studies carried out in recent years by Catalyst Inc, Credit Suisse, McKinsey and Company and Thomson Reuters.

All found that companies with partly female board of directors outperformed those with no females, in areas such as **sales, return on equity and investment, corporate governance and corporate image.**

Why do we need gender diversity and inclusion?

A 2016 study of nearly 22,000 listed companies in 91 countries, found **an increase in the number of women in leadership positions from 0 to 30% was associated with a 15% increase in profitability.**

Organizations including women at all levels are:

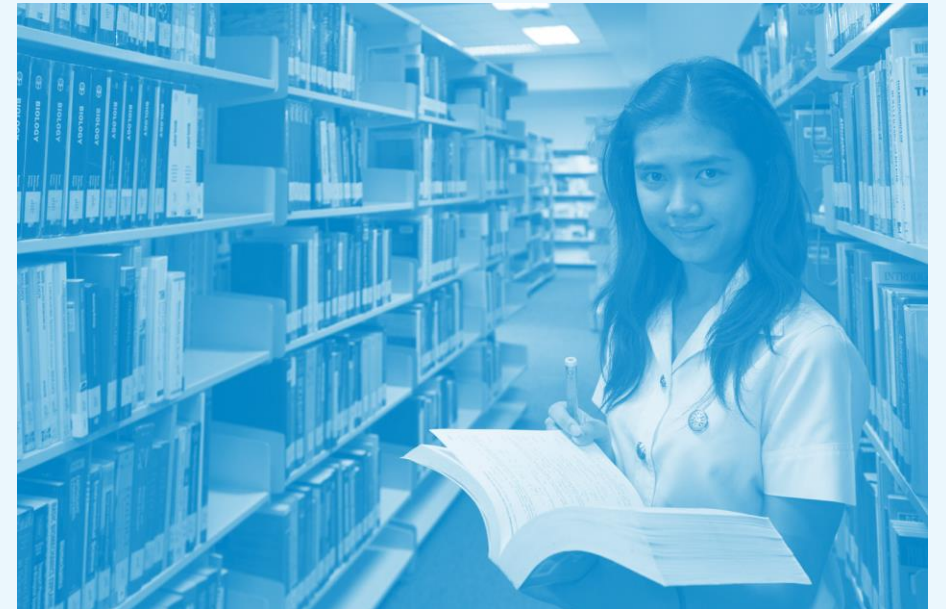
- ✓ **2X** As likely to meet or exceed **financial targets**
- ✓ **3X** As likely to be **high-performing**
- ✓ **6X** More likely to be **innovative** and **agile**
- ✓ **8X** More likely to achieve better **business outcomes**

Talent pool case for gender balance

- Many companies overlook women or hinder women's progression in their talent pool. For example:
 - Students (attraction)
 - Returning mothers: "waste" of talents
- Virtuous circle phenomenon: organizations that succeed in attracting females, build a positive reputation which leads to them being more attractive to men as well
- In conclusion, **greater access to the talent pool** (because women are taken into consideration), gives a competitive advantage to a company in the sector.

War for Talents, Steven Hankin:

"The best companies are those that bring together and retain the best talent »



Success stories on gender balance



Case for women's inclusion

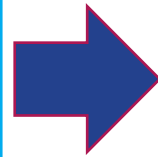
Governmental Regulations

- Appropriate, legal corporate governance
- Avoidance of fines
- Current situation: Distribution companies in some countries not meeting legal inclusion levels for female employees



Social Case

- Countries with higher participation of women in the paid workforce have a higher standard of living
- Single mothers need well-paying jobs to support the family and are willing to be trained for those jobs.



US Example:

Problem: Unemployed mothers trained for low-paying service jobs

Problem: Aging line workers and fewer skilled job applicants

Solution: Offer unemployed mothers qualification training

Result: 67 qualified job applicants



Case studies - Energy and distribution business gains

Increasing the talent pool

Republic of Georgia (Similar cases in many countries)

Problem: Decreasing number of educationally prepared people in the talent pool. Young people saw energy as an “old fashioned” industry and were interest more in “new” industries.

Solution: With approval of the Ministry of Education, outreach to high schools and technical schools. Team of 1 male, 1 female engineer visited schools. Kept students engaged with social-media campaign.

Result: More girls and boys chose energy studies



Making an economic case

Jordan

Problem: Women employees viewed by managers as “too expensive” because of maternity leave.

Solution: Conduct economic analysis of male and female engineers. Females were only an insignificant amount more expensive, however, this was offset by lower turnover than for male engineers

Result: More women engineers, increasing the available talent pool





Case studies - Energy and distribution business gains

Increasing the talent pool

Turkey

Problem: Female engineers not considered for promotion due to lack of field experience

Solution: Implemented field rotation training program

Result: More women qualified for future leadership roles



Making an economic case

Jordan, Kenya and others

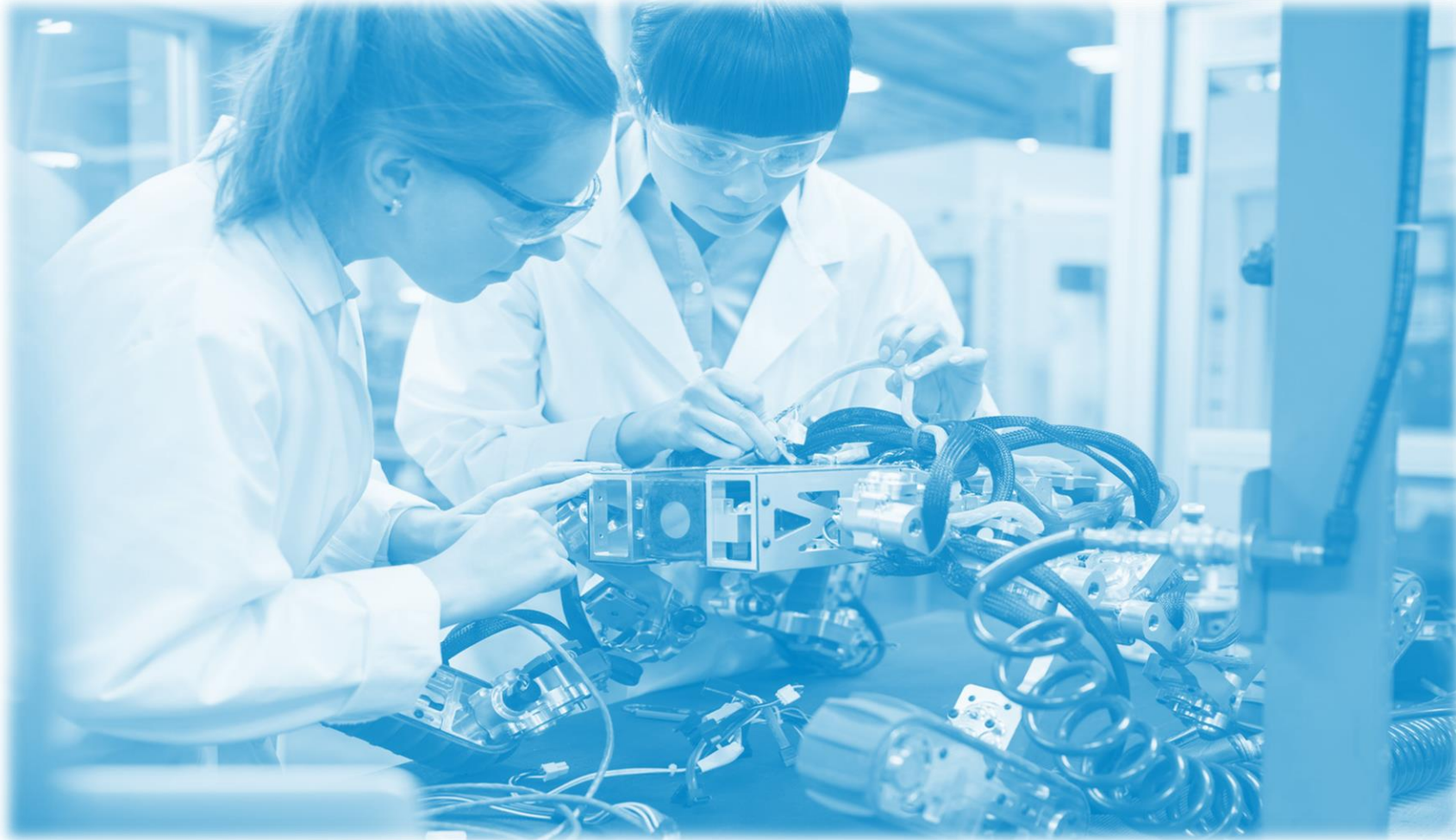
Problem: Customers not paying bills

Solutions: Hire women as bill collectors

Result: Higher collections from residential and small business customers



What does it take to achieve inclusion and gender balance?



Addressing implicit biases



Bias is...

- A tendency or inclination that results in judgment without question
- An automatic response
- A shortcut to interact with our world

Learning from your past

- According to research at Cambridge University, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letter be at the right place. The rest can be a total mess and you can still read it without a problem. This is because the human mind does not read every letter by itself, but the word as a whole.

Unconscious bias

Mental association without

- awareness
- intention
- control

Biases often conflict with conscious attitudes and values.



Unconscious bias

- **Involuntary** and automatic mental patterns formed by our socialisation and experiences
- Our brains rely on these to quickly make judgments
- They therefore intervene in our **decision-making**
- They do not refer exactly to reality => notion of "bias" = on the basis of these mental diagrams, we miss things or misinterpret realities.

Why bias? What purpose does it serve?

- Let's delve a little further into the discovery of the mechanism of unconscious bias...



Bias in the workplace

- **Perception** – how we see people and perceive their traits, skills
- **Attitude** – how we react towards different people
- **Attention** – which aspects of a person we notice more
- **Listening Skills** – how much we actively listen to what certain people say
- **Behaviors** – how receptive/friendly we are towards certain people
- **Micro-behaviors** – how much or how little we connect/disconnect with certain people in certain situations

What bias?



Affinity / Similarity bias

- A bias toward people who are similar to us.
- Assumption: “Culture fit” - We often believe that we work better with people with similar characteristics in working style.
- A hiring manager might be biased toward a candidate with similar interests or a similar background.

Conformity bias

- A tendency to be influenced by and conform to the majority and not challenge.
- Assumption: “Group-think” - If the majority has one particular view, they must be right, so divergent views must be wrong.
- If four out of five people on an interview panel have similar backgrounds, the final panelist may go along with the majority rather than contest an issue.

Experience bias

- We tend to favor our own experience and intuition, and overlook relevant information.
- Assumption: “Gut-feeling” - If it feels right, based on our prior experience, it must be right.
- Based on their vast experience, a manager puts a team member in charge of a project, overlooking other team members who were testing innovative approaches.

Attribution bias

- It derives from attributing a specific outcome to external circumstances rather than an individual's own efforts.
- Assumption: “Good luck” - We tend to attribute other people's success to luck and ours to effort.
- A manager might assume that a woman who succeeded at a specific challenging task did so because of external factors (like help from others) rather than her own efforts.

Recency / distance bias

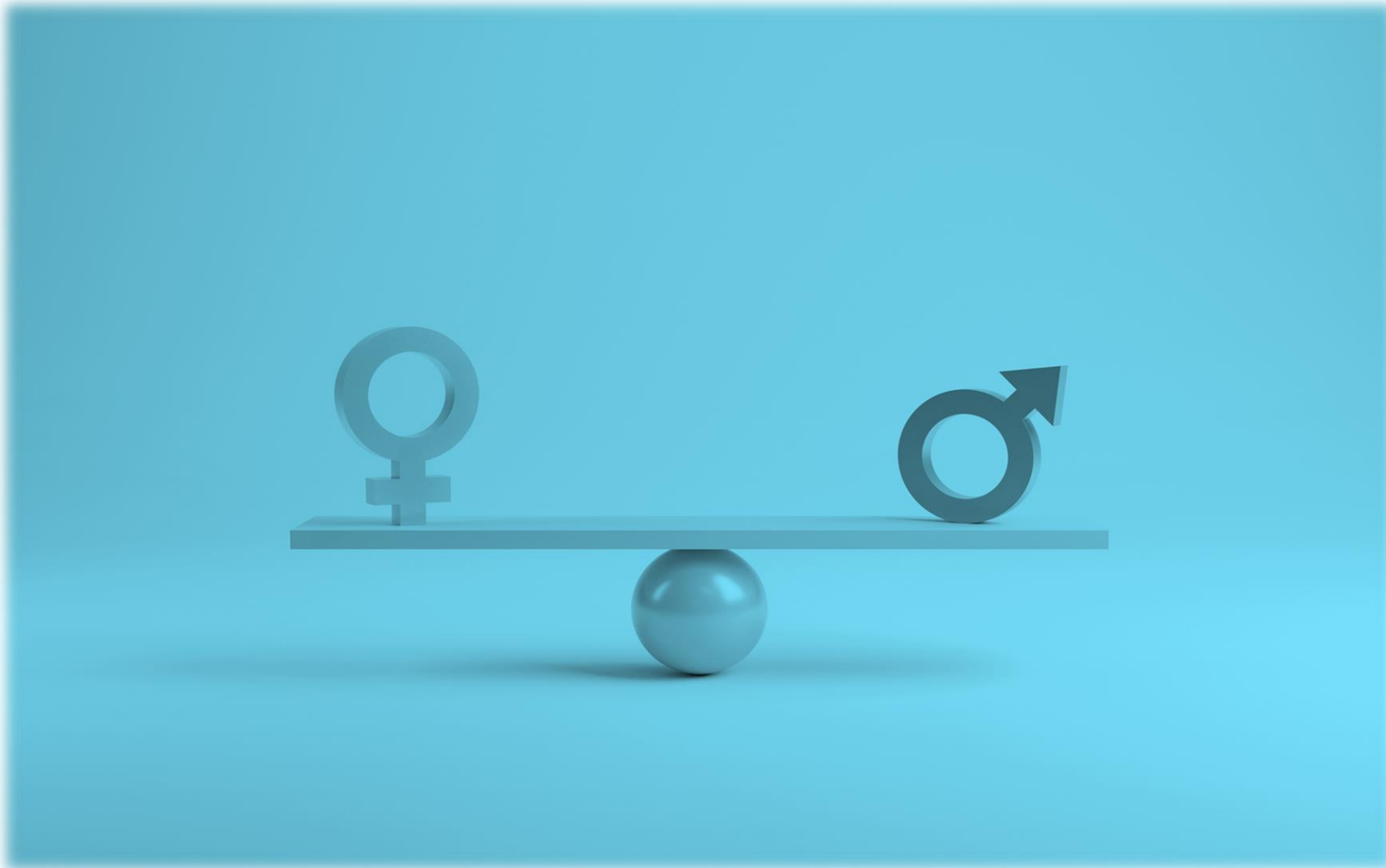


- A tendency to favor recent events and information over what happened in the past. A related type of bias is the distance bias by which we tend to give more relevance to those who are physically closer to us. The opposite would be “out of sight, out of mind.”
- Assumption: “Communication skills” - We tend to assign better communication abilities to people with whom we interact more and who spoke more recently.
- A manager evaluating the leadership potential of a team member overlooks less recent presentations and underestimates their communication and persuasion skills.

What bias? Slido slide (multiple choice)

- ❖ Affinity /similarity bias
- ❖ Conformity bias
- ❖ Experience bias
- ❖ Attribution bias
- ❖ Recency / distance bias

Gender bias



Unconscious gender bias

“Unconscious gender bias is defined as **unintentional** and **automatic mental associations** based on gender, stemming from traditions, norms, values, culture and/or experience.

Automatic associations feed into decision-making, enabling a quick assessment of an individual according to gender and **gender stereotypes.**”

International Labour Organisation (ILO, 2017)

[wcms_601276.pdf \(ilo.org\)](#)

Unconscious gender bias in the workplace

Leadership is historically associated with masculinity and therefore conversely, opposed to femininity. The image we have of the leader is that of a man, frequently a military leader.

Strong
Directive
Assertive
Impersonal
Fighting Spirit
Take Charge
Leads from the Front
Always Available
Puts Work First



Gender stereotypes

“Preconceived ideas whereby females and males are **arbitrarily assigned characteristics and roles** determined and limited by their gender. Gender stereotyping can limit the development of the natural talents and abilities of girls and boys, women and men, as well as their educational and professional experiences and life opportunities in general.” European Institute for Gender Equality (EIGE)

“Men Are Rational”



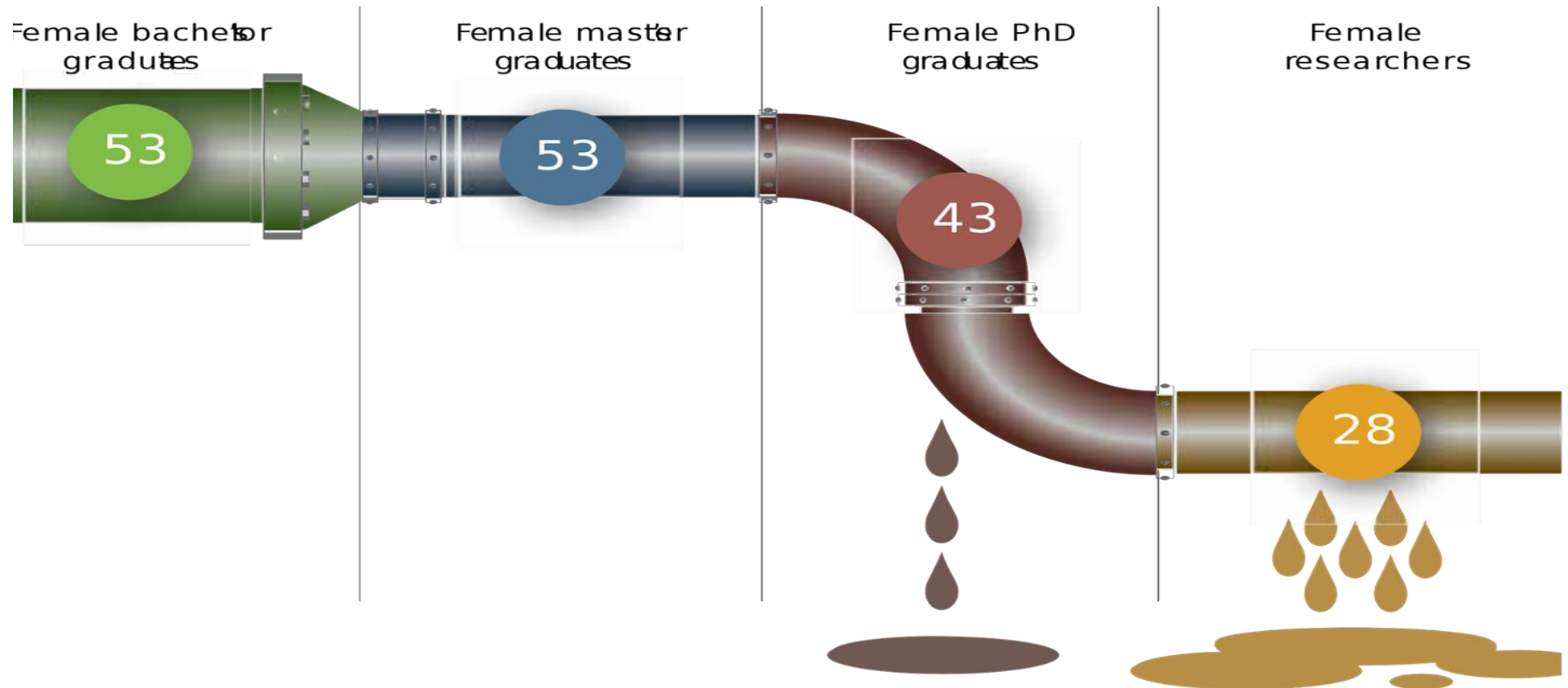
“Women Are Emotional”



Impact of unconscious gender bias in businesses



Women significantly underrepresented in leadership

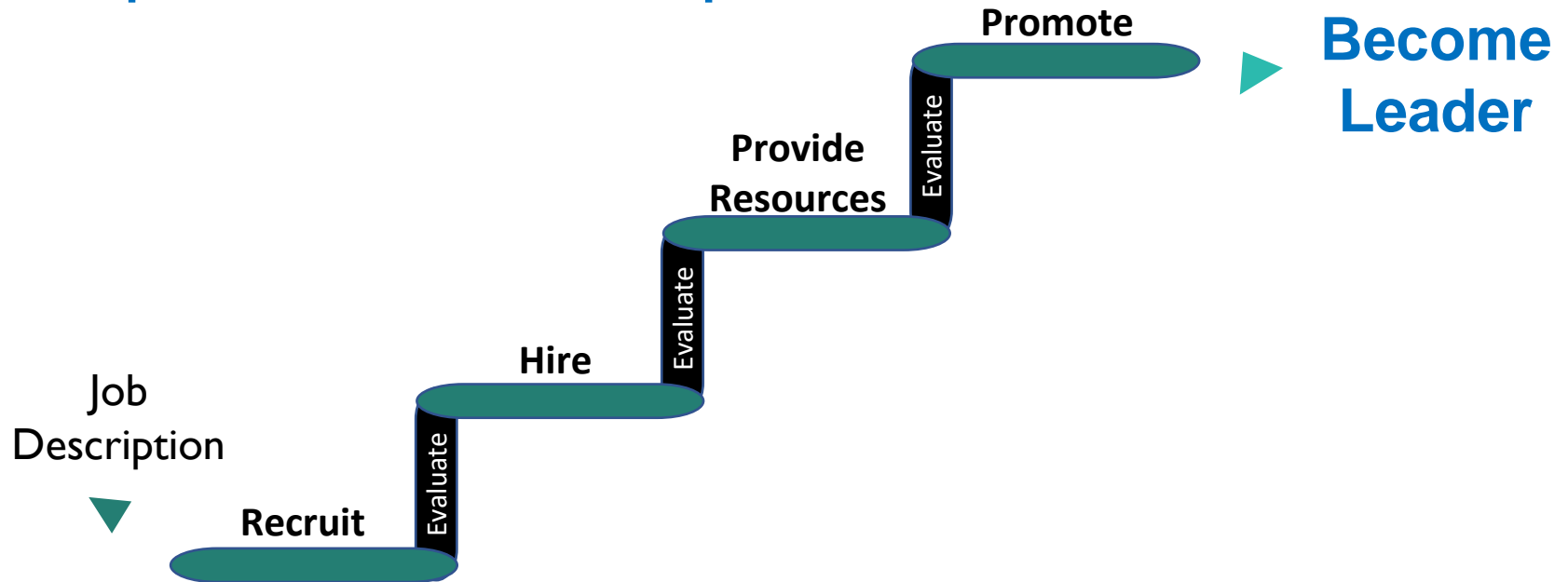


Impact of bias in the workplace

Career path of women in business

If we schematically take the "path" to leadership within an organization, at all stages, we find different evaluation moments and gender biases creep into these processes...

Simplified Path to Leadership



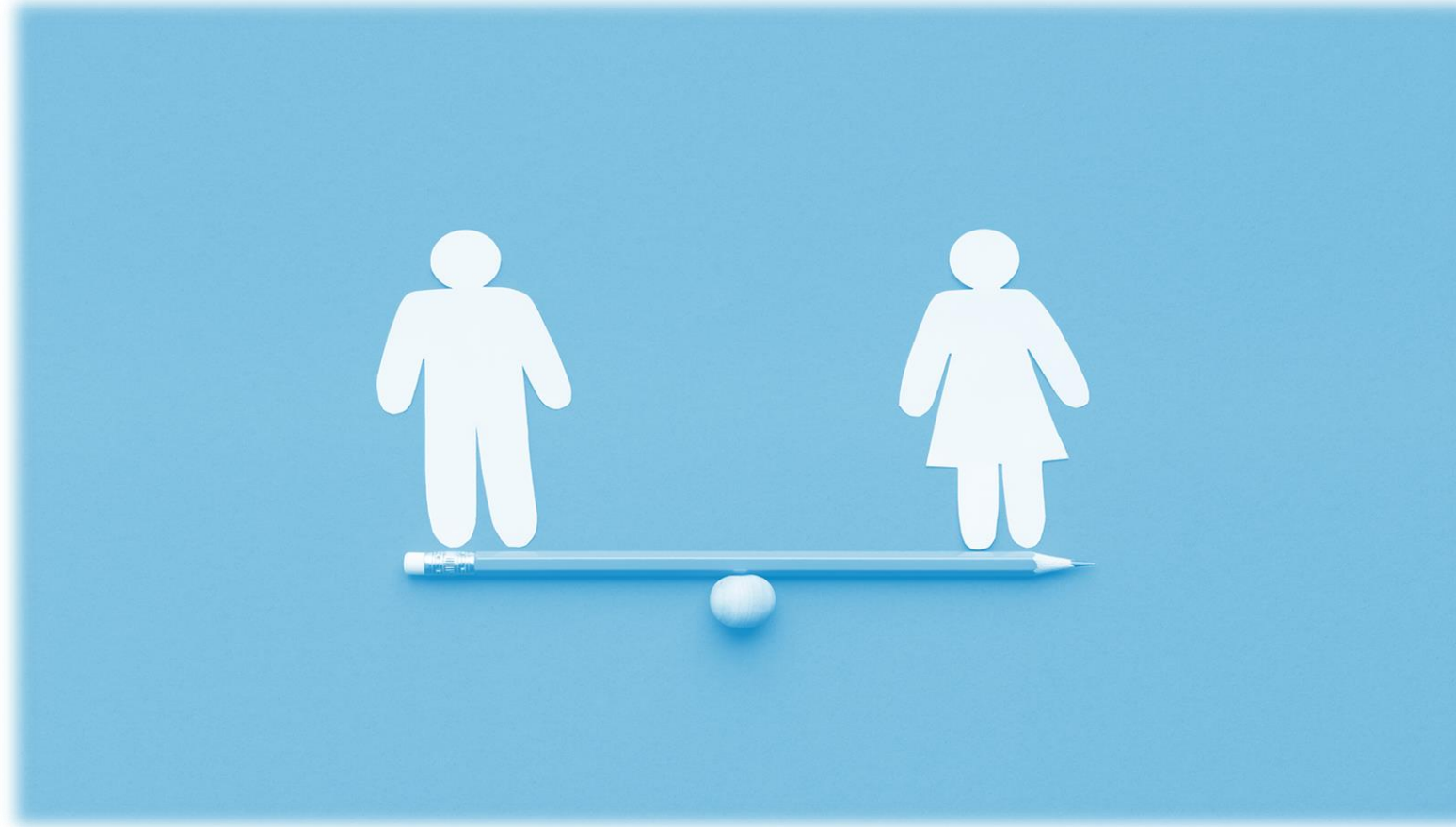
Mitigating bias impacting women's careers



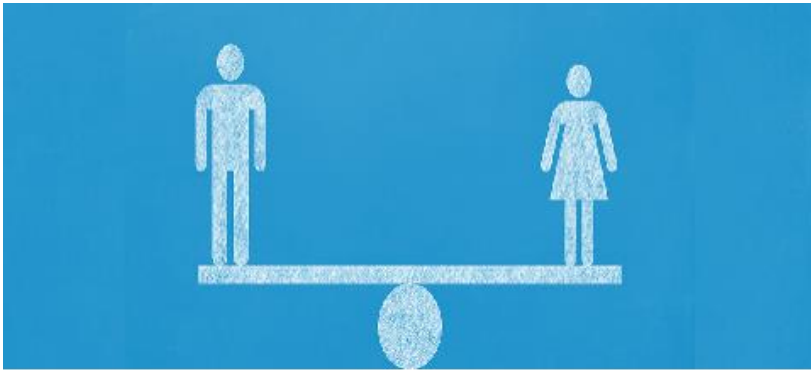
Systems and people can be changed to create a fairer environment

- Changes in systems and practices: these changes are managed the same way as any other business process - (policies and practices)
- Changes in people: continuous learning and increased self-awareness

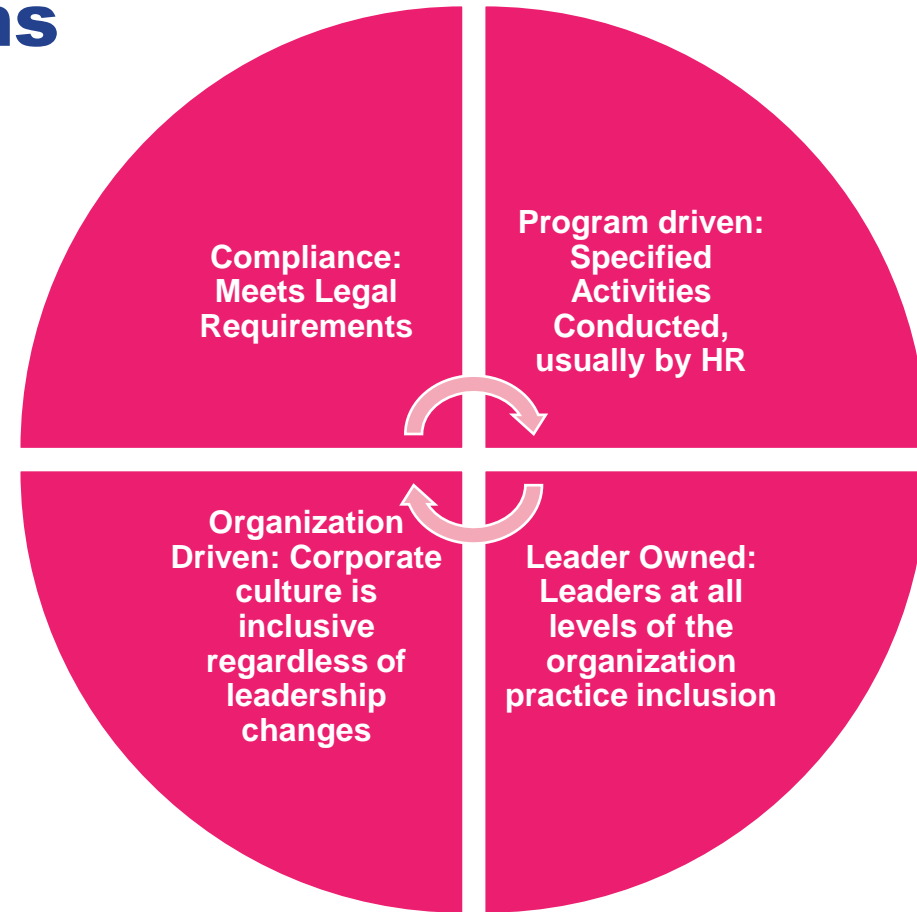
Mitigating biases - changes in systems and practices



Goal: Inclusive organizations



Inclusive = Meets Best in Practice Gender, Diversity and Inclusion Practices



UN WEP (Women's Empowerment Principles)

Principle 1: Establish high-level corporate leadership for gender equality

Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination

Principle 3: Ensure the health, safety and well-being of all women and men workers

Principle 4: Promote education, training and professional development for women

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Principle 6: Promote equality through community initiatives and advocacy

Principle 7: Measure and publicly report on progress to achieve gender equality

Performance Management System



Purpose of a Performance Management System

Examples of gender goals within PMS

Detail for Gender Inclusive employee development

Unconscious bias in PMS employee ratings

Performance Management Systems (PMS)

Purpose:

- Foster accountability for meeting organizational goals at every level of the organization
- Set timelines, standards and level of quality expected

Why?

- What get measured gets done

Example:

- Increase the number of women employees by 5% in FY 2023 with at least 1% of the women hired into positions women have not previously held.



Gender inclusive employee development

Develop a comprehensive succession process

1. **Set goals for inclusion of women in leadership**
2. **Review training and development for inclusion**
 1. Do women have equal access to leadership training? Mentorship? Participation in conferences? Meetings with Senior Leaders?
3. **Review on the job experiences for inclusion**
 1. Do women have equal access to field and financial work?
 2. Are men's and women's on the job performance rated equivalently? Have competencies been checked for biased wording and validated?
4. **Review selection processes for future leaders**
 1. Where is there unconscious bias in the processes? ALL human processes have unconscious bias.
 2. What is the plan to mitigate biases?

Turkish Distribution Company

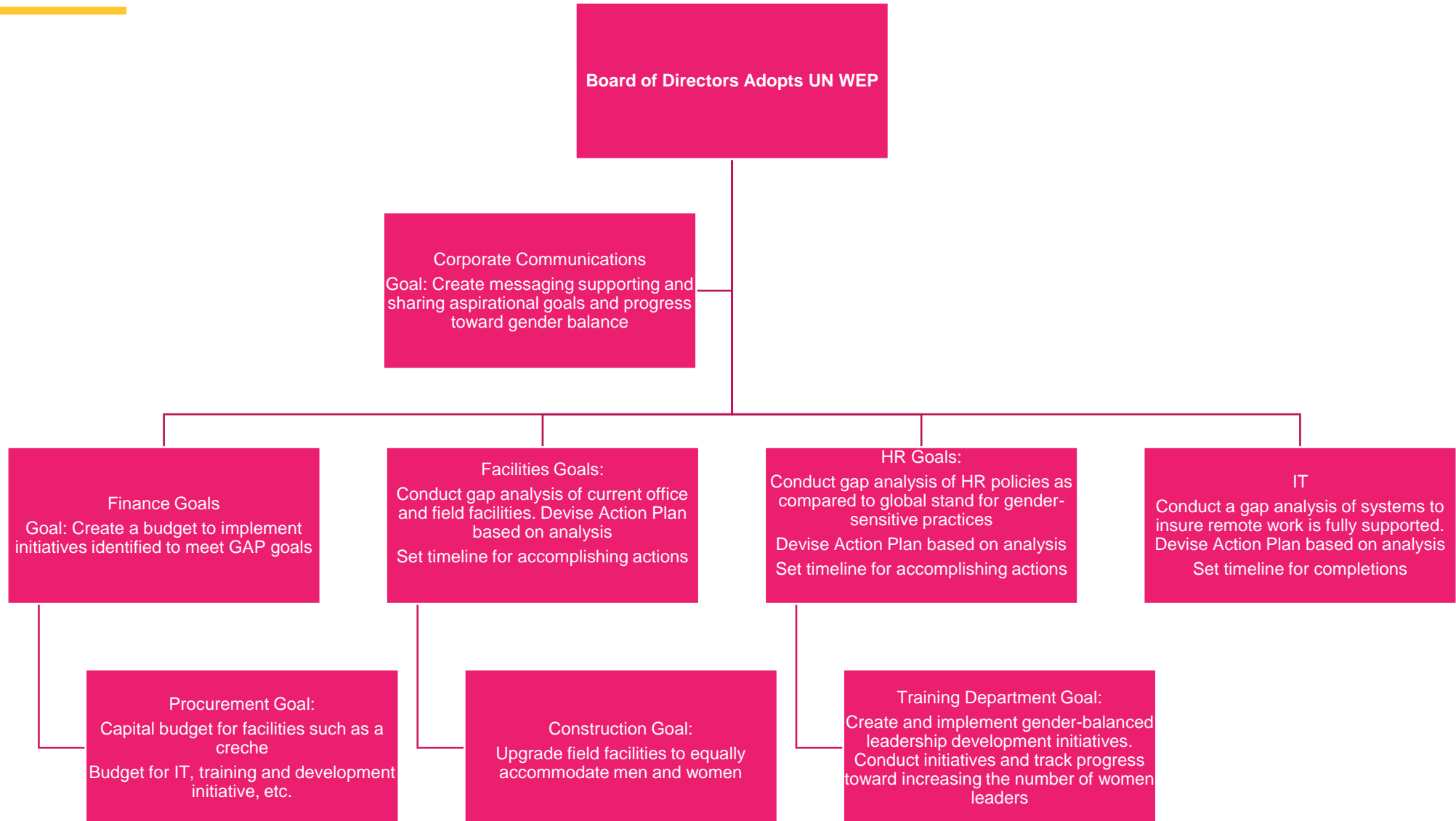
Commitment:

- Hire at least 30% women engineers
- Implement a field rotation program for both men and women
- Assign projects with budgetary responsibility equally to men and women
- Include at least 1 woman in a list of 3 potential successors for each Senior Manager

European Energy Companies

- Legal Requirement to have 30% women on Boards of directors
- E.ON, UK division, E.ON has continually improved its ranking year-on-year and has been named in the top 25 most inclusive employers in the UK in 2020.
- It is the only energy company on the list of top 50 inclusive employer
- [ELC-Third-Annual-Report November-2021-FINAL.pdf](#) (powerfulwomen.org.uk)

PMS Gender example: Key actions for gender balanced leadership development



Gender assessment step



Report

DATA FOR STEP 1: Representative list

1. Current data for male/female employees by position
2. Current data for male/females in management positions
3. HR policies for equality
4. HR policies for maternity/paternity, sexual harassment, Gender-based violence, safety, etc.
5. Examples of communication both internal and external demonstrating inclusive language and pictorial representation of male and females in the organization and as customers.
6. Current data for male/female member of Board of Directors
7. Employee survey data disaggregated by sex
- 8.

Human Resources (HR) and governance

Governance

- At the Board of Directors' Level, the company adopts Equal Opportunity Statement and/or commits to UN WEP (Women's Empowerment Principles) or like agreement
- Board role models inclusion expected throughout the organization

HR

- Analyzes and revises HR policies and procedures to be global standard for diversity and inclusion in: Outreach, Attraction, Hiring, Training, Promotion, Work/Life Balance and Health and Safety functions
- Corporate communication analyzes its output for inclusion. It supports governance and HR in communicating to employees and the public

E.ON UK

Goal:

50/50 gender balance in senior exec roles by 2025, and to eradicate gender pay gap “Current performance is 32% of senior exec roles are held by women.

Progress as of 2021:

Overall, our status is green, as this is an improvement on last year and we have a series of interventions and activities in place to help us achieve this.”

[ELC-Third-Annual-Report_November-2021-FINAL.pdf](#)
[\(powerfulwomen.org.uk\)](#)

E.ON UK Gender-balanced leadership development



Fast Forward: A talent network to accelerate women's career progression and development
A launch campaign for International Women's Day celebrated the brilliant women role models within E.ON, to inspire others to join the Fast Forward network.

The network is hosted on the company intranet and is open to everyone whatever their gender. It features a wall feed where all members can share content, start conversations and ask questions. Topics covered include allyship, career barriers, self-confidence and sponsorship.

There is full access to a tailored learning curriculum, which includes content to support personal branding, self-development and assessment tools, and each month listening circle events are co-hosted by leaders and steer co members, attended by around 100 colleagues so far. Launched on International Women's Day in March 2021, and now with over 375 members, E.ON's Fast Forward talent network is aimed at inspiring and enabling women to accelerate their career progression.

[ELC-Third-Annual-Report_November-2021-FINAL.pdf \(powerfulwomen.org.uk\)](#)

Scottish Power

Maternity leave has long served as a significant barrier to career progression for females and, by association, to achieving gender balance amongst senior leadership. Research from HR Review (2020) shows that 80% of professional women in the UK who go on maternity leave return experiencing a lack of confidence, a feeling that they must 'make up' for time away from the business and doubts about their ability to achieve career progression.

Further, 60% of UK professional women who do progress in their careers choose to switch employers to do so. In recognition of the challenges those on parental leave face, ScottishPower has partnered with Talent on Leave to conduct a thorough review of the parental leave process, identifying opportunities to improve the 'return to work' process at both a business-wide and an individual specific level

[ELC-Third-Annual-Report_November-2021-FINAL.pdf \(powerfulwomen.org.uk\)](#)

Scottish Power - Result

ScottishPower has seen year on year progression in female representation at middle and senior management levels with women now making up 26% of its senior and 33% of its middle management populations respectively. Moreover, with the support of Talent on Leave, 80% of women who have received individual coaching in 2020/21 have applied for and achieved promoted positions.

[ELC-Third-Annual-Report_November-2021-FINAL.pdf](#)
[\(powerfulwomen.org.uk\)](#)

Mitigating gender bias at individual level



Interrupting bias - Setting the tone



“Housekeeping” rotation list gives different team members visibility

- This may be actual housekeeping, break room, meeting room, etc.
- Also includes rote administrative tasks such as scheduling, note taking, etc.

* HBR *Interrupting Bias* Nov. 2019

“Mindfully design and assign high-value projects

- Assign projects based on qualifications
- Acknowledge the importance of lower-profile contributions
- Respond to double standards
- Schedule meetings inclusively
- Be equally accessible

Interrupting bias - A team sport

- Demystify bias: Discuss the topic of bias at team meetings and how it impacts teamwork and decisions.
- Establish a series of learning experiences across organization and make them highly recommended, not compulsory.
- Have teams come up with bias-interrupting practices to apply what they are learning.

Key learning points

