WePOWER Conference
Data for Change

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Kamila Galeza
Inclusion in Water, World Bank
What will this presentation cover?

• Introduction
• What does the evidence tell us?
• Methodology for collecting data
• How we advance gender diversity
Introduction
Analytical work

WOMEN IN WATER UTILITIES REPORT
At each stage of an employee’s career cycle, women face barriers as well as opportunities. Different utilities will have different issues to address. The first step is to diagnose the challenge.

**DIAGNOSIS**
- HR survey
- Scorecards
- Database

**ATTRACTION**
- Gender roles marked through social norms
- Divisions of labor
- STEM graduates
- Role models

**RECRUITMENT**
- School-to-work transition
- Targeting candidates/job advertisements
- Hiring process

**RETENTION**
- Work-life balance
- Family-friendly policies
- Fair wages
- Work environment
- Sexual harassment
- Work facilities and amenities

**ADVANCEMENT**
- Training, mentorship, and networking opportunities
- Opportunities for leadership
Equal Aqua, a global Partnership Platform for Inclusive Water Institutions, to advance the efforts to close gender gaps in **employment** in water writ large.

www.worldbank.org/equalaqua
Equal Aqua is guided by three interlinked pillars:

- **The Platform**
- **Building Evidence and Benchmarking**
- **Technical Assistance/Country engagements**
Aggregated data in database

https://wbwaterdata.org/breakingbarriers/home/

164+ utilities

45 countries

CLOSING GENDER GAPS IN WATER JOBS

Water is a crucial source of jobs, both directly, as an employer in water services, and indirectly, through the economic opportunities that depend on water. Women remain an untapped resource for the water sector - only 1 in 5 utility employees are female. Greater diversity is linked to higher financial performance, innovation and customer satisfaction.

This dataset illustrates gender gaps in employment drawing on survey results from Women In Water Utilities: Breaking Barriers report, and additional surveys collected as part of Equal Aqua platform. Utilities can use it to compare their performance to other utilities in their region and globally.
What does the evidence tell us?
Women are underrepresented in water and sanitation utilities

A diverse workforce brings numerous benefits, including increased financial productivity, greater innovation, and improved customer satisfaction.

Source: Women in Water Database
Larger utilities tend to have higher representation of women

**Share of salaried employees in the average institution**

<table>
<thead>
<tr>
<th>% of employees that are women</th>
<th>% of engineers that are women</th>
<th>% of managers that are women</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;200 employees</td>
<td>19%</td>
<td>18.5%</td>
</tr>
<tr>
<td></td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>200+ employees</td>
<td>20%</td>
<td>20.4%</td>
</tr>
<tr>
<td></td>
<td>80%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Share of engineers who are women is around 20% in a utility globally – with stark regional variations

Women are often concentrated in administrative positions and are excluded from technical occupations. But occupational segregation is costly.
Female employees leave utilities at a higher rate than men

Turnover costs are high, so it is important to ensure that all employees, including women, remain in their positions.

Source: Women in Water Database
Less than 1 in 10 utilities reported having childcare facilities, 15% reported providing lactation rooms

Business case for employer-supported childcare: improved retention of female employees

Source: Women in Water Database
Technical training is common, but soft skills or gender-related training is less widespread.

Trainings can enable women to grow professionally. This can improve employee satisfaction and skills and thereby drive performance results.
Methodology for data collection
Survey question areas:
1. General HR Information
2. Policies and programs
3. Training Opportunities
4. Work environment

Available in Spanish, French and Portuguese
How we advance gender diversity
Tools and resources

Self-paced e-course

Open Learning Campus
ACCELERATING SOLUTIONS THROUGH LEARNING

OLC Home  My OLC  Staff Learning  WbAAcademy  WbA Connect  Calendar  About OLC

Self-Paced e-learning
Water, Women and Jobs: Breaking Female Employment in Water

Water institutions and service providers face unprecedented challenges of urbanization, climate change, water scarcity and financial stress, which in turn affect the diversity and composition of their workforce. Yet, women and other excluded groups often face many barriers to starting and advancing their careers in the water sector. However, there are many practical actions to enhance diversity and inclusion in the workforce, retain staff, attract the best possible talent and thereby strengthen performance. This online course guides participants through the steps of identifying barriers that prevent women from participating and advancing in the water sector and equips them with approaches and tools to address these barriers. At the end of the course, participants will have a clear understanding of what can be done to improve women’s opportunities to access better jobs in water.

Video

Blogs & case studies

Learning and events
Database of 180 Gender Equality, Disability and Social Inclusion Initiatives (GEDSI) from organizations around the world, including water and sanitation services, government departments, civil society organizations, businesses and the private sector.

### Inclusive Water and Sanitation Workplaces Database

<table>
<thead>
<tr>
<th>Framework Stage</th>
<th>Area of Inclusion</th>
<th>Sub-category</th>
<th>Type of activity</th>
<th>Description of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1: Framework Stage</td>
<td>Gender Equality</td>
<td>Data collection</td>
<td>Assess organization against established and well researched indicators, to get an understanding of gender parity within the organisation</td>
<td>Develop a Gender Parity Score (GPS) using 15 indicators of gender equality in work and society to measure countries progress towards parity.</td>
</tr>
<tr>
<td>Step 2: Area of Inclusion</td>
<td>Gender Equality</td>
<td>Data collection</td>
<td>Conduct gender audits</td>
<td>Gender audits fall in the category of social audits. There are many variations of gender audits and some include the notion of diversity based on other characteristics. Gender audit methodologies started to spread in the late 1980s as many civil society and UN organisations developed their own specific methods. In the UN the most widely used approach is the ILO Participatory Gender Audit (LCO, 2011, 2012). The ILO has a set of three manuals on the gender audit.</td>
</tr>
<tr>
<td>Step 3: Area of Inclusion</td>
<td>Gender Equality</td>
<td>Data collection</td>
<td>Advocate for partner organisations to conduct gender audits</td>
<td>Advocate for government partners to do gender equality and inclusion audits and analyses to measure current gender mainstreaming integration across the organisation.</td>
</tr>
<tr>
<td>Step 4: Area of Inclusion</td>
<td>Gender Equality</td>
<td>Data collection</td>
<td>Evaluate empowerment outcomes with rights holder organisations</td>
<td>WASH NGO’s to partner and collaborate with women’s groups to promote and raise awareness of gender stereotypes in WASH. This could include engaging more with women’s empowerment groups who are focused on improving education, or groups focusing on promoting women’s economic empowerment.</td>
</tr>
</tbody>
</table>
Some examples

**Ethiopia**
- 23 utilities applied diagnostic tools and set targets for gender diversity.
- Share of engineers increased from 8% to 12%, board members from 16 to 24%

**Cambodia**
- EA is supporting data collection through the HR survey.
- Information obtained used to prioritize actions for gender inclusion.

**Burkina Faso**
- Actions to remove barriers to female employment in the water sector (e.g. scholarships and training opportunities).
- HR coach
- Utility share of women in utility increased from 20% in 2019 to 23% in 2022.

**Argentina**
- Gender outcomes linked to disbursements.
- Its share of women in leadership has already increased from 22% to 24% in the first year

**Malawi**
- Data and engagement of EA (incl. HR coach) informed actions (e.g. childcare facilities, trainings).
- Share of women in decision-making and supervisory positions increased by 20%
Some final messages:

- **Start with an assessment** to identify the challenges and opportunities + **repeat regularly**
- **Management buy-in and champions/focal points** to translate data into action
- **This is a universal challenge**, and an opportunity for cross-regional and **cross-sectoral** exchanges and collaboration

www.worldbank.org/equalaqua
https://wbwaterdata.org/
THANK YOU

Contact: equalaqua@worldbank.org
Why should we care?
Benefits of gender diversity in the workplace

The Business for Gender Diversity

- Better financial performance
- Greater innovation
- Improved community relations
- Improved employee retention
- Better decision-making
- Improved customer satisfaction
- Better governance

In larger water utilities, higher share of women correlated with better service quality (less interruption and more hours of service per day)