

WOMEN'S EMPOWERMENT PRINCIPLES

DECEMBER 2020

WEPS IN ACTION



PRINCIPLE 4

**Promote education,
training and professional
development for women**

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CASE STUDY: ESKOM DEFYING STEREOTYPES THROUGH ESKOM WOMEN ADVANCEMENT PROGRAMME (EWAP)

LESSONS LEARNED AND KEY ENABLERS

Top lessons learned:

- The case for change was approved for the EWAP by the Executive Committee
- The EWAP was driven and supported by executive leadership
- Institutional mechanisms and governance structures to sustain implementation and behavioral change (Organisation-wide Steercom and Champions)
- Clear targets linked to business scorecard
- Men were key to the programme

Key Enablers:

- Executive Support
- Dedicated budget
- Stakeholder Engagement

CONTEXT

Rationale and motivation behind the intervention

Eskom Woman Advancement Programme is aimed at “**breaking the mould**” based on the perceptions of and about women that perpetuates misrepresentation of women in leadership and technical roles. The programme is a deliberate attempt to influence culture to ensure;

- Leadership support for EWAP
- All stakeholders are involved in changing stereotypes (including men)

International alignment to sustainable Development Goals and Beijing declaration: Eskom is committed to advance the goals of equality, development and peace for all women.

Legislative rationale: Section 9 of the South African Constitution creates the basis for the elimination of gender and racial inequality. The Gender Empowerment and Equality Bill gives effect to Section 9 of the Constitution as it:

- Provides legislative framework for the empowerment of women
- Set expectations on appointment and representation of women in decision making positions

Level of priority for the intervention: The intervention and commitments are supported by the senior leaders in the organization including Board.

ACTIONS

In August 2014 Eskom Launched EWAP in an effort to develop and advance women in the workplace. We needed to re-write the story of gender equity, focussing on how men and women can contribute to the gender landscape both in and outside the workplace.

One of the hallmarks of EWAP has been a commitment to influence and change the gender landscape through interventions with strong emphasis on results.

With very clear focus areas and objectives namely;

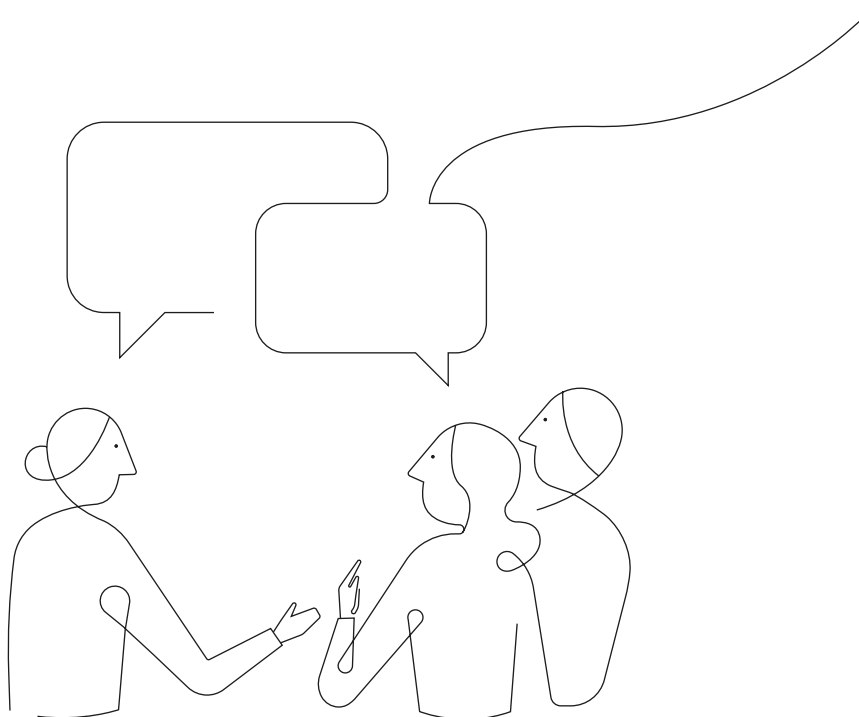
- To increase representivity and influence of women at all leadership levels
- To increase the number of women in technical roles and in nuclear and ensure that the working conditions are conducive
- Assess all workplace policies, practices and processes to ensure a conducive work environment.
- To leverage partnerships with a common purpose of developing, advancing and empowering women.

Budget: To ensure success, a budget was allocated for the various initiatives. Some local initiatives were supported through fundraising led by women e.g. support for child home care centers

Monitoring and Reporting

- Programme 's deliverables (activities and numerical targets) are monitored and reported quarterly and on annual basis to various stakeholders e.g. ExCo, Board and Department of Employment and Labour)
- Progress is shared with all employees through internal & external communication platforms

We adopted an approach on a **roadmap towards an integrated gender equality** as we believed that we could not just focus on the women in isolation:



Implement a Fact- Based Gender Diversity Strategy

- In June 2016 our Executive Committee approved a detailed review of gender statistics that committed Eskom to gender equalization targets 50% gender representation at all occupational levels by 2020
- Efforts should be focused on semi-skilled and senior management areas to for the most impact

Confront limiting attitudes towards women in the Workplace

- A gender Equality Framework was designed and addressed 9 areas amongst others;
 - Eradication of barriers
 - Targeting women for development and advancement
 - Target setting at ExCo level
 - Correcting income differentials

Address male privilege in the Workplace and organization sexism

- Eskom is committed to a Zero tolerance to gender based violence and has adopted a multipronged approach and sustained engagement with stakeholders to deal with social norms about gender roles as well as the acceptance of violence.
- Through the He For She campaign, a solidarity campaign for the advancement of gender equality, initiated by UN, Eskom is committed to encourage Men and Women to partake as change agents and take action against negative stereotypes and behaviours.

Create visible opportunities for the advancement of women and exposure

- Through partnerships with JICA, the Tsinghua University we exposed women to sector specific post degree qualifications
- The young women are given exposure through the Rising Stars programme with full support from the programme
- The office encourage the women to participate in top women programmes in the country i.e. Standard Back Top Women Awards.
- Women Accelerator programme when 40 were promoted to executive level at a go to prepare them for leadership roles

Culture Change for Managers

- Created awareness on sexual harassment and workplace bullying (programmes designed and delivered on line)
- Reviewed policies and procedures to eradicate barriers to women advancement
- On-line Mentorship and coaching programme for women by women
- Enabling mechanism-Gender office, Ethics Hotline, Round Table Discussion and events.

PROGRESS AND RESULTS

Important steps taken to implement this measure and advance Gender Equality

| | 2016/2018 | 2018-2020 |
|--|--|--|
| Women in Leadership | <ul style="list-style-type: none"> • Executives signed a pledge for 50/50 gender equalization by 2020 • 40 women promoted to Executive level to increase representation from 28% to 36% in 2017 were taken through the Women Accelerator Program • Mentorship and coaching at senior, middle and supervisory levels • Addressed gender pay disparities with 7042 women salary adjusted | <ul style="list-style-type: none"> • 251 women trained a mentors and 686 as coaches to support other women • 351 females participated in the middle management program which represents 54% of participants • Rolled out self-management/self-actualization intervention through round table discussions • Draft succession plan for women |
| Women in the Technical environments | <ul style="list-style-type: none"> • 40 women trained as part of the Nuclear Operator Programme • Techno Girl programme established (empowering young girls to take up careers in STEM programmes) • Take an office worker to the technical field introduced | <ul style="list-style-type: none"> • Hosted women in Science Indaba (conference) in partnership with the South African Council for natural Science Professionals • Developed and rolled out an orientation programme for women in technical environment |
| Create a Conducive work environment | <ul style="list-style-type: none"> • Introduced annual round table discussions on gender equalization topics • Established and rolled out "My Sister's Keeper Initiative" to improve safety of women field workers | <ul style="list-style-type: none"> • Launched HeForShe initiative • Held Round table discussions in support of zero tolerance pledge towards elimination of; <ul style="list-style-type: none"> – Sexual harassment – Workplace bullying – Gender based violence – Discrimination of Women with disabilities in the workplace |
| Partnerships | Developed Partnerships with the following institutions <ul style="list-style-type: none"> • Department of Women in the Presidency • Commission for Gender Agency • Japan International Cooperation Agency • Business Women South Africa | Developed Partnerships with the following institutions <ul style="list-style-type: none"> • Khuluma Ndoda • Kuhluka Movement • Thuthuzela Care Centre |
| Institutional mechanisms and Governance | <ul style="list-style-type: none"> • Established: <ul style="list-style-type: none"> – EWAP steering committees – Gender office – Gender equalization target of 50/50 by 2020 • Developed gender calendar & appointed EWAP champions | <ul style="list-style-type: none"> • Developed a Gender Policy |

CHALLENGES

1. Financial constraints slowing down initiatives to create a conducive work environment for women e.g. Lactation and child cares facilities on site
2. Progress towards 50/50 gender equalization hampered by change in organizational strategy- headcount reduction

Strategies to overcome identified challenges

- Reviewing and reprioritizing facilities capex programme
- Staggering targets over an extended period of time








RECOMMENDATIONS

- Obtain Executive and Board support for women empowerment programmes
- Set clear targets and integrate into business scorecards to ensure alignment
- Set up governance structures and engagement platforms to ensure programme sustainability

- Prioritise and constantly communicate achievements and impact of initiatives
- Ensure the programmes caters for diverse teams and work environments
- Ensure men are involved and lead in the various initiatives


THE ROLE OF WEPs


Women's empowerment Principles were incorporated into EWAP to ensure the programme is sustainable including lessons learned from the WEP Gender audit. We have made tangible progress and below are an expansion of the progress raised above.

- | | | |
|-------------|--|---|
| 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. |


This case study was produced through the NAMA UN Women Flagship project on Stimulating Equal Opportunities for Women and content provided by the WEP Signatory



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