

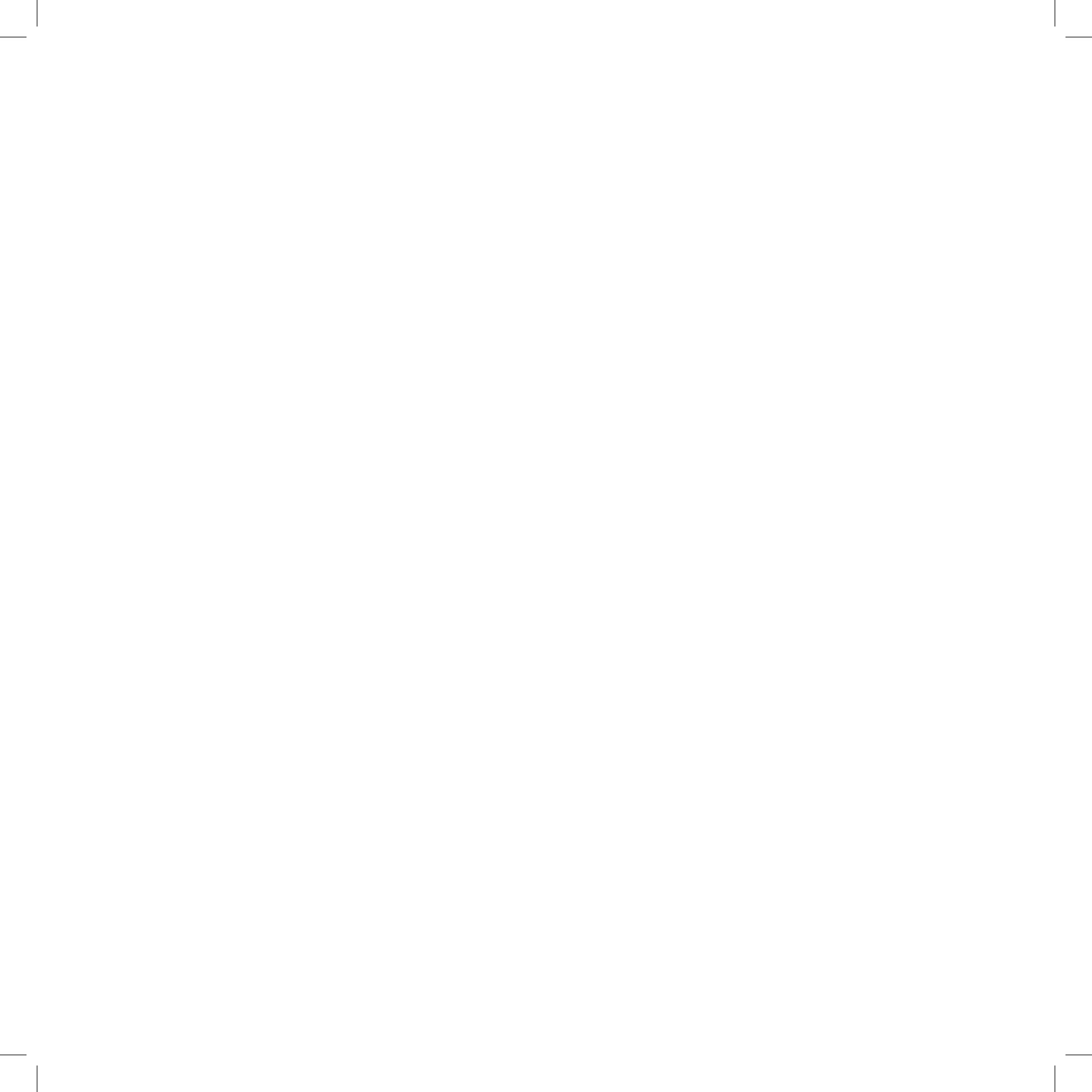


**ENERGY EFFICIENCY SERVICES LIMITED**  
A JV of PSUs under the Ministry of Power



**VERSION 1**

**DATA AS ON JUNE 30, 2019**



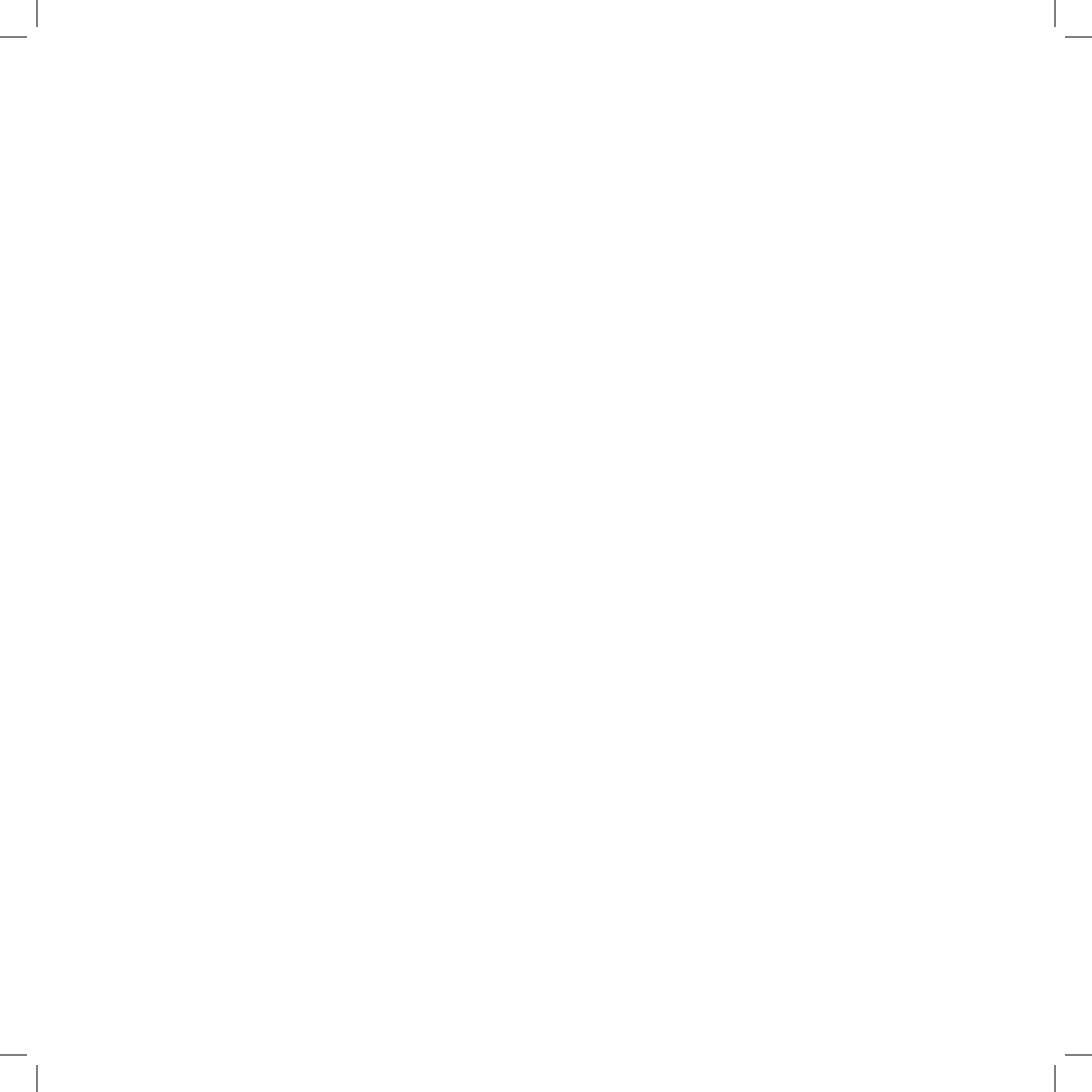
## ACKNOWLEDGEMENTS

We would like to express our deepest appreciation for our Managing Director, Mr. Saurabh Kumar and Mr. Bhawanjeet Singh, Chief General Manager (Corporate Planning), along with the larger senior management team for their continuous support in taking this initiative forward.

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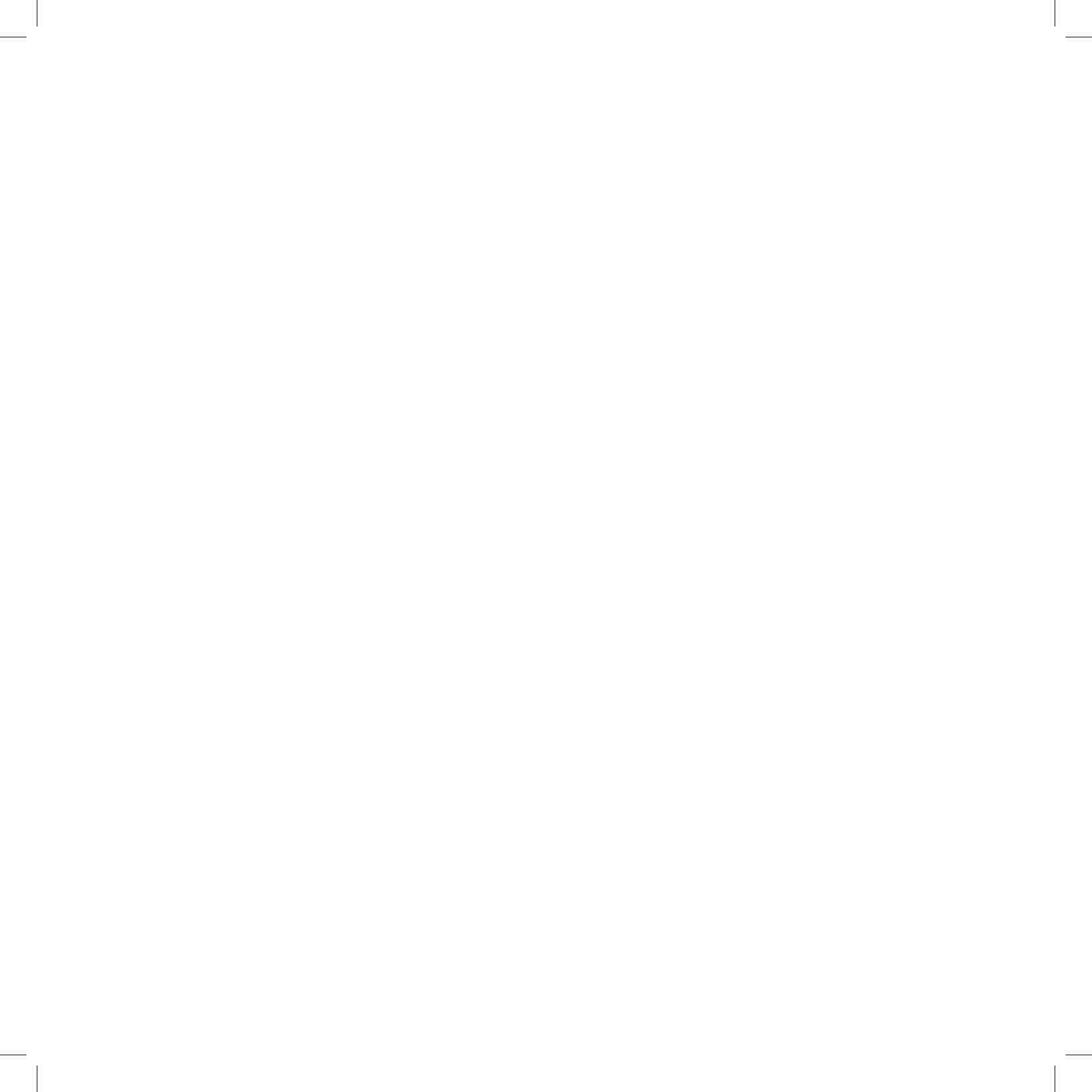
Furthermore, we would also like to acknowledge the efforts of the PR team (Ms. Swati Sharma) along with the team from 'Better Communications' (Mr. Jai Kumar and Ms. Komal), who were responsible for the design and layout of the report. Thank you to the communication team, Edelman India led by Ms. Leher Thadani. A big shout-out to the women employees of EESL as well, for their active participation in answering the questionnaire and voicing their views.

The data is collated as of June 30, 2019. This is the first version of the report, which will be updated annually.



## TABLE OF CONTENTS

<b>1</b>	<b>Introduction</b>	<b>1</b>
<b>2</b>	<b>Need for a Gender Baseline</b>	<b>2</b>
<b>3</b>	<b>Women in public sector undertakings</b>	<b>3</b>
<b>4</b>	<b>Analysis of Employment at EESL</b>	<b>4</b>
4.1	EESL Grades Definition	4
4.2	Grades and Description	5
4.3	Types of Employment	7
4.4	Employee Strength and Structure	7
<b>5</b>	<b>Friendly policies empowering women at EESL</b>	<b>12</b>
5.1	Structure of Top Management	12
5.2	Child Care policy	12
5.3	Maternity policy	12
5.4	Medical provisions	12
5.5	Culture of celebration and employee engagement	13
<b>6</b>	<b>Identified Gaps</b>	<b>14</b>
6.1	Significant Gender gap at the supervisory cadre	14
6.2	Promotion policy	14
<b>7</b>	<b>Means for increasing Gender ratio</b>	<b>15</b>
7.1	Promotion Policy	15
7.2	Improvements in Recruitment Policy	15
7.3	Defining new perks for encouraging women enrolment	16
<b>8</b>	<b>Plan of Action</b>	<b>17</b>
<b>9</b>	<b>Monitoring and Evaluation</b>	<b>18</b>
9.1	Monitoring	18
9.2	Evaluation	18
9.3	Bi-annual Reporting	18
<b>10</b>	<b>Conclusion and the way forward</b>	<b>19</b>
<b>11</b>	<b>References</b>	<b>20</b>
	Annexure I - WePOWER Platform	21
	Annexure II - Qualitative Questionnaire Analysis [EESL]	22
	Questionnaire	25



## 1. Introduction

### About the company

Energy Efficiency Services Limited (EESL) has emerged as a vital entity in India by financing and scaling the market for energy efficiency solutions in India, especially in the residential and public sectors. EESL has thus been instrumental in the implementation of the Government's energy efficiency vision.

To enable the acceleration of Indian government's efforts in the energy efficiency domain, the World Bank is providing EESL a US \$220 million Programme for Results (PforR) loan and US \$80 million as Guarantee. The support will enable EESL to scale up the activities related to the distribution of Light Emitting Diode (LED) bulbs, LED tube lights, and energy efficient ceiling fans under Unnat Jyoti Affordable LEDs for All (UJALA) initiative, and to the Street Lighting National Programme (SLNP), which retrofits sodium vapor public street lights with smart energy efficient LED street lights. The programme also extends technical support to EESL for incorporation of sustainability elements into its newer business areas, including energy efficient buildings, super efficient air conditioning and agricultural pumps.

Additionally, support from the World Bank is also enhancing EESL's efforts for institutional strengthening and access to commercial financing.



## 2. Need for a Gender Baseline

India is currently ranked the world's sixth largest economy, but is one of the fastest growing economies in the world, and is projected to reach USD 4.83 trillion by 2025. However, according to a 2015 McKinsey report<sup>1</sup>, India could increase its GDP by as much as 60% simply by enabling women to participate at par with men in the economy.

A WEF Gender Gap Report<sup>2</sup> estimates that, at current trends, global gender equality may be achievable only after 217 years. India, currently ranking 108th out of 149 countries assessed, faces an uphill task for addressing the issue of women employment, along with career advancement opportunities for those who are already employed.

The, "System-wide strategy GENDER parity," report published by the United Nations in 2017, states that while the global goal is 50/50 parity, it is recognized that that number is unlikely and unsustainable. For the purposes of this strategy, parity is considered to be within the 47%-53% margin. Entities that are on track are encouraged to be ambitious and aim to achieve parity by the 2021 deadline or as soon thereafter as possible.<sup>3</sup>

Currently, there are 838 employees at EESL. Out of these, 15% are women. EESL is taking various measures to reach the ambitious target of 25% women representation by 2023 (as part of its five-year plan). EESL aims to adopt certain measures to increase this ratio in the coming years to follow the UN trend.

There is a direct positive co-relation between gender parity and economic propensity. Countries like Iceland, Finland, and Norway fare the highest at the Gender Gap Index and have one of the highest GDP per capita (2015 World Economic Forum report<sup>4</sup>). As per a 2017 report by the World Bank<sup>5</sup>, India must address the issue of women participation in workforce in order to achieve double-digit growth. Therefore, enhancing and sustaining women's participation in the workforce demands urgent attention and intervention.

EESL wants to proactively work towards identifying gender baseline for women in the organization, and to increase and promote significant participation of women in all the roles across the organisation.

	Regular	FT	UPL
Executive	86%	88%	39%
Supervisor	0%	6%	0%
Workman	14%	6%	61%

**Table 1: % of Employees in EESL**

1 The Power of Parity: Advancing Women's Equality in India: November 2015, Page No. 6: [https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Employment%20and%20Growth/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20India/MGI%20India%20parity\\_Full%20report\\_November%202015.ashx](https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Employment%20and%20Growth/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20India/MGI%20India%20parity_Full%20report_November%202015.ashx)

2 The Global Gender Gap Report 2017 : November 2017, Page No. 10 & 35: [http://www3.weforum.org/docs/WEF\\_GGGR\\_2017.pdf](http://www3.weforum.org/docs/WEF_GGGR_2017.pdf)

3 Gender Parity Strategy, Page No. 12: [https://www.un.org/gender/sites/www.un.org/gender/files/gender\\_parity\\_strategy\\_october\\_2017.pdf](https://www.un.org/gender/sites/www.un.org/gender/files/gender_parity_strategy_october_2017.pdf)

4 Same document as footnote 2

5 India's Development Update: June 2016: Financing Double-Digit Growth, Page 15: <http://documents.worldbank.org/curated/en/543111468194942579/pdf/106456P156828-PUBLIC-MAKE-PUBLIC-8PM-DC-JUNE-19-IDU-Jun16-vweb.pdf>



### 3. Women in public sector undertakings

Central Public Sector Entities (CPSEs) represent the largest organised sector workforce in India. A look at the Public Enterprise Survey 2016-17 by GoI<sup>6</sup>, provides ample information on the state of women employment in this sector.

As per the report, 10.2% of the employees in CPSEs were women as of March 31, 2018. The breakup of employment at various levels such as managerial/executive, supervisory and workmen/clerical in the last three years is shown in the table below:

Total Employees				Total Female Employees			Female Employees as % of Total		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Managerial/ Executives	264497	262665	264648	26661	27010	28631	10.08	10.28	10.82
Supervisors	130208	117487	104404	9506	8297	10308	7.30	7.06	9.87
Workers	896469	803681	760209	85907	80011	76299	9.58	9.96	10.04
Total	1291174	1183833	1129261	122074	115318	115238	9.45	9.74	10.20

**Table 2: Female Employee Data CSPE, 2014-2017**

It is evident from the above table that women employment in CPSEs during the last three years has been approximately 10% across levels.



<sup>6</sup> Public Enterprises survey 2016-17, Volume-I: page-154

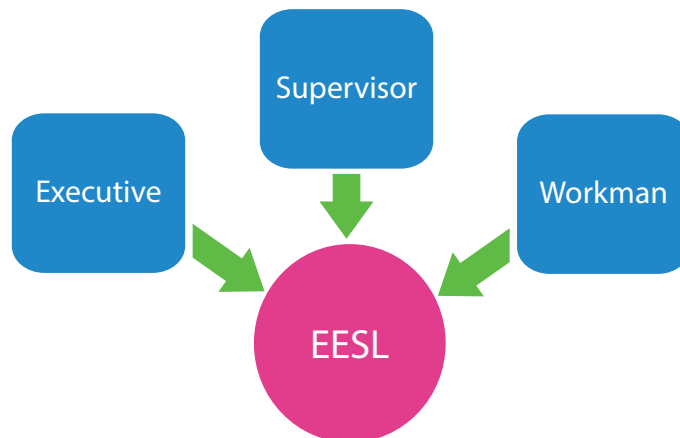
## 4. Analysis of Employment at EESL

Being a relatively new public sector organisation, EESL has been adaptive of the best practices in the sector while proactively introducing policies to facilitate women's inclusion and retention in its workforce. EESL plans to continue its efforts to enhance women's participation in its workforce.

'Retention - Ensuring the pipeline of women leaders for tomorrow requires a focus on managing talent at the entry level. Equally, all staff within the system should have an opportunity to be considered for posts without any consideration, save qualification and criteria.'<sup>7</sup>

### 4.1 EESL Grades Definition

- **"Executive"** - An employee who is employed mainly in a managerial and administrative capacity
- **"Supervisor"** - An employee who is employed in a supervisory capacity, draws wages exceeding five hundred rupees per month or exercises, either by nature of his duties or by reason of power vested in him, functions mainly of a managerial nature.
- **"Workman"** - A person as defined in the Industrial Employment (Standing Orders) Act, 1946, and to whom the provisions of these rules shall not apply.



**Figure 1: EESL Grade Definition**

<sup>7</sup> Page 26: [https://www.un.org/gender/sites/www.un.org/gender/files/gender\\_parity\\_strategy\\_october\\_2017.pdf](https://www.un.org/gender/sites/www.un.org/gender/files/gender_parity_strategy_october_2017.pdf)

## Analysis of Employment at EESL

### 4.2 Grades and Description

Each cadre group has been graded in terms of leadership position in the organisation. At the executive level, there are 10 grades. Below is the description of these grades:

#### Executive Grade:

GRADE	NATURE	DESIGNATION
E9	Executive	Executive Director
E8	Executive	Chief General Manager
E7A	Executive	General Manager
E7	Executive	Additional General Manager
E6	Executive	Dy. General Manager
E5	Executive	Sr. Manager
E4	Executive	Manager
E3	Executive	Dy. Manager
E2	Executive	Asst. Manager
E1	Executive	Engineer/Executive
ET	Executive	Engineer Trainees/Executive Trainees

**Table 3: Description of Grades at Executive level**

#### Supervisory Grade:

GRADE	NATURE	DESIGNATION
S7	Supervisory	Sr. Addl. Engineer Gr. I / Sr. Addl. Officer Gr.I
S6	Supervisory	Sr. Addl. Engineer Gr. II / Sr. Addl. Officer Gr.II
S5	Supervisory	Addl. Engineer Gr. I / Addl. Officer Gr. I
S4	Supervisory	Addl. Engineer Gr. II / Addl. Officer Gr. II
S3	Supervisory	Dy. Engineer / Dy. Officer
S2	Supervisory	Asstt Engineer Gr. I / Asstt Officer Gr. I
S1	Supervisory	Asstt Engineer Gr. II / Asstt Officer Gr. II
S0	Supervisory	Supervisory Trainees / Asstt Eng Gr. III/ Asstt Officer Gr. III

**Table 4: Description of Grades at the Supervisory Group**

## Analysis of Employment at EESL

### Workmen grade:

GRADE	NATURE	DESIGNATION
W11	Workmen	Assistant Special Gr.I/Sr. Chief Technician
W10	Workmen	Assistant Special Gr.II/ Chief Technician
W9	Workmen	Assistant Special Gr.III/ General technician
W8	Workmen	Sr. Assistant Gr.I/Master Technician
W7	Workmen	Sr. Assistant Gr.II/Sr. Technician
W6	Workmen	Sr. Assistant Gr.III/Technician
W5	Workmen	Assistant Gr I/ Technical Assistant Gr.I
W4	Workmen	Assistant Gr.II/ Technical Assistant Gr.II
W3	Workmen	Assistant Gr.III /Technical Assistant Gr.III
W2	Workmen	Data Entry Operator Gr.I/ Office Attendant Gr.I
W1	Workmen	Data Entry Operator Gr.II/ Office Attendant Gr.II
W0	Workmen	Office Attendant Gr.III

**Table 5: Description of Grades at the Workmen Cadre**



# Analysis of Employment at EESL

## 4.3 Types of Employment

EESL is a growing organisation and its workforce requirements are quite dynamic. Apart from addressing requirements at the administrative level, the organization also deploys manpower at working sites, along with hiring skilled employees for various projects.

EESL offers many modes of employment to address the human resource requirements of the organization.

A description of the various mode of employment:

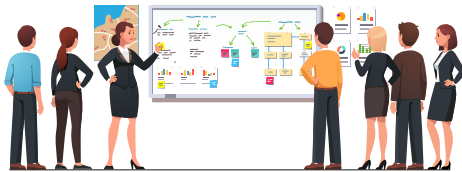
- **Regular:** Regular employees are hired if the position necessitates employment of persons on regular payroll and is not justified by employment of contractual or third-party agencies. Open advertisement recruitment process is followed in line with DoPT guidelines. The same is carried out 2-3 times a year, or based on project requirements.
- **Fixed Tenure:** The recruitment of fixed tenure employees is done for 4.5 years to meet the requirements of the project and the organisation as a whole. The process followed is the same as that for a regular employee.
- **Third-party employees:** The prime purpose of hiring third-part employees is to meet urgent manpower demand, and for meeting demand on various project sites.

## 4.4 Employee Strength and Structure

An analysis of EESL’s current workforce reveals that the organization has put forward considerable amount effort on gender parity. Of EESL’s 838 employees, 15 percent are women, which is better than sectoral 10.20 percentage in the public sector. The table below shows the segregation of employees:

	Regular	FT	UPL	Total No. of Employees
Male	216	145	351	712
Female	44	16	66	126
Total	260	161	471	838

Table 6: Gender-wise EESL employee distribution



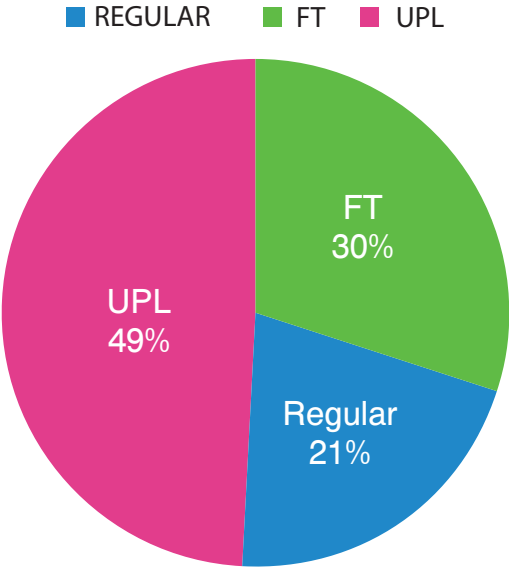
## Analysis of Employment at EESL

Looking at the percentage distribution of gender ratio across all recruitment mode, it can be seen that gender ratio is a little higher for permanent employees (regular) over other types of employment as show in the table below:

Total No. of Employees		Regular	FT	UPL	Total
838	Male	83%	90%	84%	85%
	Female	17%	10%	16%	15%

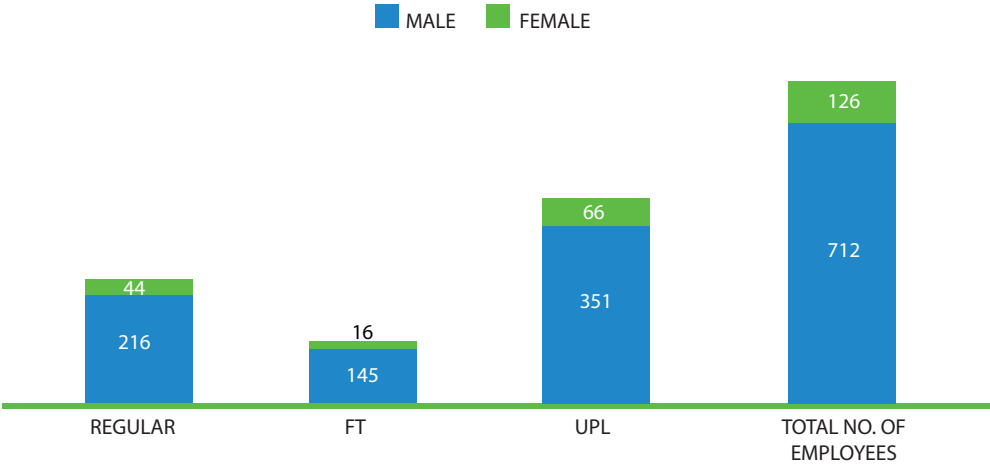
**Table 7: % Gender-wise EESL employee distribution**

Third-party agency employment forms a significant chunk of EESL’s workforce. Many personnel belong to permanent roles, as shown below:



**Figure 2: % of type of employment**

### Analysis of Employment at EESL



**Figure 3: Employee distribution percentage (Gender-wise)**

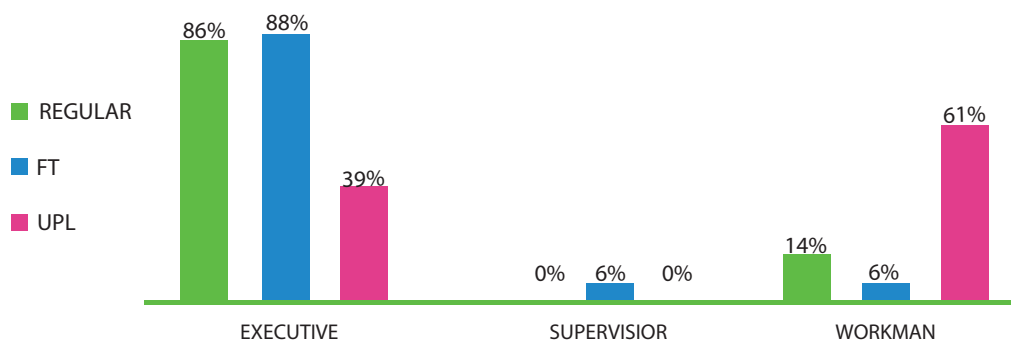
Based on the data mentioned above, it is ascertained that there is a need to engage a third-party agency to improve the workforce's gender diversity. Also, women-centric recruitment for regular and fixed tenure employees can be carried out to increase the representation of women in the workforce.

In terms of distribution of workforce into executives, supervisors and workmen, the following table throws light on the current status. It is clear that there is unequal distribution of workforce across all cadres. The table below shows female employees at each position (executive, supervisor, and workman):

	Regular		FT		UPL	
	Male	Female	Male	Female	Male	Female
Executive	183	38	94	14	228	583
Supervisor	0	0	44	1	0	45
Workman	33	6	7	1	123	210
Total	216	44	145	16	351	838

**Table 8: Cadre-wise employee distribution across various mode of employment**

## Analysis of Employment at EESL



**Figure 4: Cadre-wise women employee distribution across various mode of employment**

It is clear that the proportion of women at the executive and permanent pay roles are higher than at the organisational average. On the other hand, third-party female employees have significant presence at the workmen level. Although a significant percentage of women are at supervisory levels for permanent as well third-party pay roles, the actual numbers are low. There is a significant gender gap in the supervisory levels for the fixed tenure employees. Thus, recruitment needs to target more women for fixed tenure roles to increase the share of women.

Grade	Regular Employee						Total
	Technical	Finance	HR	PR	CS	Administrative	
E0	1		2				3
E1	11	5	4				20
E2	1	3	1		1	1	7
E3	1		1				2
E4			1	1			2
E5	1				1		2
E7	2						2
S0							
W1			2				2
W3	1	1	1				3
W4			1				1
Total	18	9	13	1	2	1	44

**Table 9: Grade-wise & department-wise women employees under Regular mode of employment**



## Analysis of Employment at EESL

Grade	Fixed Tenure						Total
	Technical	Finance	HR	PR	CS	Administrative	
E1	3	2				1	6
E2	2			2			4
E3	1						1
E4	1						1
E7			1			1	2
S1	1						1
W1	1						1
Total	9	2	1	2		2	16

**Table 10: Grade-wise & department-wise no. women employees under Fixed Tenure mode of employment**

Grade	UPL						Total
	Technical	Finance	HR	PR	CS	Administrative	
E12	23	2			1		26
S2							
W1						10	10
W3			1			16	17
W42	2	2	1			8	13
Total	25	4	2		1	34	66

**Table 11: Grade-wise & department-wise no. women employees under 3rd Party mode of employment**

35 female employees, who initially started their career through fixed tenure or third-party mode of employment were promoted to permanent or fixed tenure roles in EESL.

## 5. Friendly policies empowering women at EESL

EESL has always tried to provide a favourable environment for women at work. With women at top managerial posts and its women friendly policies, EESL has always been pre-emptive in nipping the menace of gender inequality in the bud.

### 5.1 Structure of Top Management

While an Organisation Restructuring and Transformation exercise is ongoing in EESL in consultation with McKinsey, the Project Monitoring Office for the same constituted at the highest level consists of 33.33 % of senior women leadership carrying forward this most critical project. One of the key focus areas of this is capability building where women empowerment and talent development of women in the organisation is a key focus area.

The steering committee of Learning and Development is also headed by a senior woman leader .

EESL has always had women in top management positions, which has set a precedent in eliminating gender disparity. EESL has appointed women in key positions, such as Head (Human Resource) and earlier had a woman in the senior position of Director (Finance) as well. EESL has had women leaders in the organisations in the past in the role of Directors (2018-19), Head of Departments (HR dept. 2017 onwards), National Programme Managers (UJALA: 2014-17), Regional Heads (Rajasthan, Andhra Pradesh, Europe & UK) and Company Secretary etc. (2014 onwards). Having women at senior positions inspires other women employees to aim for higher positions in the organisation and mitigates apprehensions on gender disparity. EESL has also undertaken an internal survey, with the aim to understand the impact of having women in key positions.

### 5.2 Child Care policy

EESL understands the importance of motherhood for its women employees. Hence, it has a comprehensive childcare leave policy, which allows for a paid leave from work for providing much needed care and attention to the new-born. There is also a provision for 2 years<sup>1</sup> of childcare leave without pay for the female employees, in line with the orders from DoPT<sup>2</sup>.

### 5.3 Maternity policy

Women expecting motherhood are entitled to 6 months of paid leave. The leave can be combined with the Child Care policy and can be utilized to avail complete care and attention during the period.

### 5.4 Medical provisions

EESL conducts annual health check-ups for employees every year (both males and females). Records are kept and floated via intranet for reference of every individual. This is a cashless drive and still has to be implemented at the regional office/cluster level. Some check-ups are done exclusively for females where diagnostics are undertaken for improvement of female health (includes blood tests, cardiac tests, gynae check-ups such as breast examination etc

<sup>1</sup> HR Policy Manual; Leave rules, Clause No. 19.3

<sup>2</sup> [http://www.delhi.gov.in/DoIT/DTC/PDF/6PCR/maternity\\_leave.pdf](http://www.delhi.gov.in/DoIT/DTC/PDF/6PCR/maternity_leave.pdf) (Order no. 13018/2/2008)

## Friendly policies empowering women at EESL

which helps in identification of disease which can be taken care of and treated). This was started in Sep 2017 when a medical department was formed in EESL, under CMO, EESL. There is a lady doctor who regularly talks to female employees to discuss both physical and mental concerns.

Several camps and talks have been organized in EESL (eye camps, talks on health benefits-stress management, yoga day, eye-care, female health talk by Apollo gynae). A medical camp was organised in the eastern region in BHAJBHAJ, 40 km way from Calcutta.

### 5.5 Culture of celebration and employee engagement

At EESL, (a young organisation), we proudly celebrate the beautiful festivals of India where our women employees always take a lead apart from the usual celebrations on Women's Day. Women employees are also actively leading our CSR initiatives especially in Govt Schools and Orphanages.



## 6. Identified Gaps

Based on the numbers identified in section 4, it can be concluded that EESL also has certain gender parity issues and much effort is needed to address them. From the current employment figures, it is quite clear that EESL needs to focus on women-centric recruitment drives to deploy enough women employees from the three mechanisms of employment.

### Scope for women employment at EESL.

For better stability and job security at the workplaces, it is extremely important to carry out women-centric recruitment through regular and fixed tenure mode of employment.

#### 6.1 Significant Gender gap at the supervisory cadre

From the data received, it is clear that there is a lack of women employees in supervisory roles. This gap needs to be filled through mass-scale recruitment drives or through internal promotions.

#### 6.2 Promotion policy

EESL's promotion policy does not hold provisions for women-centric promotion. Since there is a huge gap to be filled in a bid to achieve the desired target of women engagement, special provisions should be made at the policy level to address this need.

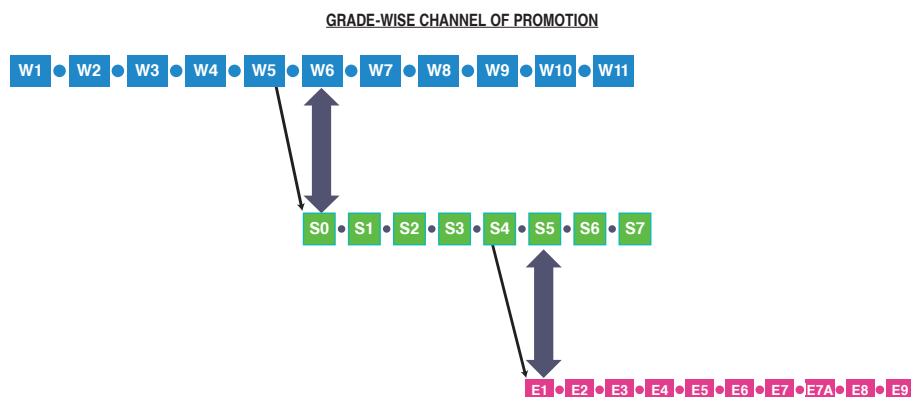


## 7. Means for increasing Gender ratio

Certain gaps have been identified from the above analysis. There is a significant scope for improving numbers in the supervisory roles as well, in the fixed tenure mode of employment. Besides, a well-defined policy for third-party agency employment has to be laid out. Also, there is a need for defining a roadmap for women career advancement policy.

### 7.1 Promotion Policy

The promotion policy followed at EESL is entirely performance-based. While the Promotion Policy cannot have any gender bias, it is ensured that no glass ceiling prevails when it comes to promotion in case of women. Below is the path followed for grade-wise promotion. It is clear from the below that there is a scope for promotion for exceptional performances, as it can be seen that a W5 grade workman can be promoted to Supervisory role S0, while a S5 can be promoted to the executive cadre E1.



**Figure 8: Grade-wise Channel of Promotion at EESL**

### 7.2 Improvements in Recruitment Policy

Since the three modes of employment (regular employees, fixed term employees and other employees) have their own characteristics for existence, hence, on careful scrutiny, it is clear that there is significant scope for improvement in the recruitment policies as below:

- Third-party agency employment is the immediate mode of employment for EESL. A specific gender-centric recruitment policy should be followed by the vendor. Instructions on gender sensitivity should be followed with supervision from EESL.
- While conducting fixed tenure recruitment, care should be taken to accumulate roles and responsibilities for women employment so that it invites interest from the respective parties.

## Means for increasing Gender ratio

- As recruitment on regular roles is a strategic decision and requires active involvement of board members, it is advised to consider women employment as a priority to improve on the existing number of regular women employees. There can be women-centric recruitment drives for specific roles, viz. executive or managerial.

### 7.3 Defining new perks for encouraging women enrolment

In addition to the existing policies like Childcare and Maternity policy, further aid can be provided, such as crèche etc. for childcare. Internal surveys can be conducted to identify the requirement of working women. This would certainly attract women workforce from other organisations as well as reduce the attrition rate of the current workforce.



## 8. Plan of Action

According to the Project Appraisal Document, a target of 25 percent women employment by 2022 has been set. In line with the current scenario, it is clear that a significant number of women employees need to be hired in the next three years.

Hence, it is required that women-centric recruitment drive should be conducted in the upcoming fiscal quarters to bridge the gap.

The following action points should be explored further:

- Grade-wise employment details should be identified across all departments. Percentage of women should be identified from all grades, with segregation at the mode of employment level.
- Recruitment planning should be reviewed for the next two quarters and should be scrutinised against gender-based numbers.
- A separate recruitment-cum-training programme should be initiated exclusively for hiring women in addition to the normal recruitment drives
- Special capacity building programmes along with gender sensitization campaigns should be conducted at the workplace
- A study and survey should be conducted that includes all business unit heads, to understand the scope for inclusion of women at various levels. Accordingly, a priority map should be prepared, that would help in advertising the preference of women for certain roles during recruitment drives
- Internal career advancement programmes should also be conducted that would cater to the performance-based promotion for women. For this, special positions should also be created to fast track their careers.
- A policy for hiring women in senior leadership positions should be followed. SEBI guidelines to include a woman director among board members should be followed and included in the organisation's hiring policy.
- Review meetings should be conducted for business unit heads with their respective women team members to understand how women-specific problems can be addressed better, both at the team level and at the organisation level
- Advertising campaigns should be conducted to propagate the message of woman parity at EESL and to showcase best practices being followed at the organisation, to create a sense of inquisitiveness among aspiring women candidates

## 9. Monitoring and Evaluation

As per the baseline analysis, there is scope for improvement in employment at various cadres. Necessarily, recruitment policies need to be updated to address the need for gender equality and should be properly advertised during the recruitment campaigns.

For monitoring, it is needed to develop and track indicators that measure gender-specific outcomes. For evaluation, it is required to measure progress and impact of the programmes and policies on gender equality. Results of monitoring and evaluation shall be used to refine the procedures and activities of the campaigns in order to contribute towards more gender outcomes. One challenge would be to ensure that equitable and improved outcomes in gender are integrated into the monitoring and evaluation system.

### 9.1 Monitoring

Develop indicators to measure gender-specific outcomes, especially the alleviation of gender-based constraints and application of opportunities. Collect baseline data on impact indicators and regularly monitor process indicators.

### 9.2 Evaluation

Collect end-line data and analyse differences between baseline and end line to assess the effectiveness of campaign elements designed to address the gender issues. Re-examine the gender analysis, identifying any constraints not anticipated at the beginning and adjusting design and activities accordingly.

### 9.3 Bi-Annual Reporting

Since, the mode of employment operates as per the organizational requirement, it is proposed to develop a bi-annual gender assessment process that will evaluate progress on the campaigns and initiatives towards achieving gender parity.



## 10. Conclusion and the way forward

To be able to truly embrace diversity, organizational culture must be challenged at the deepest level (Meyerson and Fletcher, 2000). It calls for a “perceptive and reflective” change in mind-sets that becomes aware of and leverages diversity.

It is clear from the above discussion that there is potential scope of improvement in gender ratio at EESL. While 14.69 percent seems relatively higher in comparison to CPSE standards, it is far from the target of 25 percent. To achieve the target by 2022, a significant consideration and inclusive efforts are required from the EESL management. Proposed actions have to be taken with a well-laid out plan in order to achieve gender parity, ideal for the ever-progressive environment of EESL.

Also, the data in terms of department-wise and grade-wise employee distribution is not captured, which could have shed light on the current workplace dynamics in terms of gender parity across all departments. Hence, there is ample scope for further scrutiny that will give directions to the next steps to be followed at a granular level.

It is concluded that this baseline report serves the purpose of providing a definitive picture of the current status of women employment in EESL. However, there are pointers on plan of action and inclusion of other necessary details in the upcoming bi-annual Monitoring & Evaluation reports.



## 11. References

### Other references

- WEF Gender Gap Index Report 2015, 2018
- Public Enterprise Survey 2017-18 of GOI
- The Power of Parity: Advancing Women's Equality in India, McKinsey Global Institute, November 2015
- The World Bank-EESL EMF report

## Annexure I - WePOWER Platform

### Initiatives – WePOWER

The **South Asia Gender and Energy Facility (SAGE) at the World Bank**, in collaboration with multiple stakeholders, has established WePOWER, as a regional network. The objectives of **WePOWER** are to support workforce participation of women in energy projects and institutions, and promote normative change regarding women in Science, Technology, Engineering, and Mathematics (STEM) education. WePOWER is envisaged to become a vibrant and self-sustaining professional network. SAGE will serve as its Interim Secretariat, in the formative years. Five pillars were identified for engagement – STEM education, recruitment, development, retention, and policy and analysis.

**EESL has agreed to become a Strategic Partner of the WePOWER Network by the World Bank and has formed a committee of 5 members to lead this initiative in the organisation.** As a part of this endeavour, 4 participants from EESL attended the WePOWER conference, conducted in Kathmandu, Nepal from 20-22 Feb 2019. Additionally, weekly calls are being arranged between various organisations from South Asia to learn about good practises.

As a part of continuous learning to enable growth of EESL, a qualitative questionnaire for the women employees of EESL was developed and floated. This is added in Annexure II.



## Annexure II- Qualitative Questionnaire Analysis [EESL]

### Questionnaire Analysis

Women in 'POWER'

MEET your WOMEN: EESL

#### Methodology

As a part of continuous learning to enable growth of EESL, a questionnaire was developed and floated to the women employees of EESL. This questionnaire helped the company to understand the needs and wants of women employees. This analysis will feed into various gender-specific studies of the firm. The methodology adopted highlights the current gap in the system and potential suggestions for its improvement.

#### Findings

Out of women employed at EESL, about 55 respondents responded to the questionnaire. 49 (out of 55) respondents lie in the bracket of 20-35 years of age and employed in the early and mid-level management in the organisation.

Most of the respondents felt that work life balance is very important and it could be achieved by managing time and prioritizing tasks. The respondents felt that one should be able to multitask and adapt to changing priorities over the course of the day. On being questioned about the time they could devote to themselves, the respondents felt that they were able to devote more time to themselves over the weekend. A 5 day working week made it easy for them to recuperate over the weekend.

The firm exercises a harassment policy which prohibits employees from engaging in unacceptable behaviour in the organisation. The respondents felt that the work environment is cordial between male and female employees. However, they felt that they should be given due responsibility and recognition for their tasks and more freedom to express their views while at work.

An app portal of EESL contains all policies related to HR, Recruitment, Medical and others. And also, there is Women Grievance Committee where women employees are free to voice their concerns. But surprisingly respondents are not aware of EESL's policies and Grievance committee.

An interesting finding in the questionnaire highlighted their views on marriage and work. Majority felt that marriage would not impact their work. They cited that parents and in-laws were quite supportive and support their decision to work. They have a supportive family who support their decision of working, both pre and post marriage. Education system, cultural upbringing in the society has groomed the current society that they are equally confident that male and females share the domestic responsibility. However, they did feel that some post-maternity benefits should be given to the employees which range from flexible working hours, creche facilities or providing healthy eating options at the cafeteria.

Most of the respondents felt that the key takeaway for women would be to maintain dignity at work while enhancing their technical skills so that they are able to perform at par with their male colleagues. They wanted a workplace to be a combination of comfort and respect.



## Annexure II- Qualitative Questionnaire Analysis [EESL]

### Recommendation

As per the survey analysis, the major 5 recommendations which the women employees of EESL provided are:

#### 1. Infrastructure improvement

- External - Transport facilities

The women employees felt that a cab facility should be provided in case a women employee is required to stay at work after office hours. This could be a part of an HR policy along with some clauses (e.g. necessary approval from the manager, substantive justification for stay back etc.)

- Internal - (Washroom, leisure room, canteen)

Women felt that basic amenities such as clean washrooms, an in-house cafeteria with healthy eating options and leisure rooms should be provided for. This will lead to enhancement in productivity.

#### 2. Flexible Working Arrangements

Work from home and flexi-hours should be incorporated in the organisation, which should be introduced with the approval of line-manager and the overall team lead. This will lead to an improve in productivity and help in managing post-marriage/pregnancy requirements.

#### 3. Trainings and domestic secondments

- Trainings

Women wanted equal opportunities for representing the organisation in domestic and international trainings. This further leads to a boost in confidence and enhancement of technical skills. Every women employee should be sent to at least one technical and communication/behaviour training/mission in a year (contractual/calendar year). Besides, Induction Programmes should be made compulsory for all new recruits that can introduce them to existing organisational structure and policies.

- Buddy and mentorship programme

This will lead to behavioural changes and help in handholding during the first one week/month of the induction. This could be a part of the HR policy wherein one person in the firm is assigned to the new joiner who can act as a buddy and guide, helping the woman with necessary help during that one week/one month.

#### 4. Internal and External Female representatives

Women felt that at least one woman representative should be a part of every EESL board meeting/stakeholder consultation/domestic and international mission etc. This should be made mandatory in the HR policy. Besides, recruitment policy should include hiring of women employees across all scales.

### 5. **Online system (for listing policies)**

An online system where female employees are free to voice out their concerns and suggestions. These suggestions if found productive can be incorporated in policy guideline.

#### **Conclusion**

Through this analysis, EESL proposes some tangible recommendations and suggestions, which could become a part of the EESL's policy in the way forward.

## Questionnaire

Women in 'POWER'  
MEET your WOMEN: EESL

### I. Details about the person

Name: .....

Age: .....

Marital Status: .....

Years of work experience (in total): .....

Details of office location: .....

Mode of travel: .....

Distance travelled from residence to office: .....

### II. Details of the project you are working on

1. Brief description about the project

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2. Top learnings from the project (3 learnings)

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## Questionnaire

3. Top areas of improvement (related to gender)

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### III. Questions

#### 1. Going places

- How comfortable are you with travelling, for work?

Scale of 1-5 (5 being the highest)

- Can you travel and move freely for work, within the country? **Y/N**
- Can you travel and move freely for work, outside the country? **Y/N**

#### 2. Starting a job

- Are discrimination and sexual harassment prohibited in your workplace? **Y/N**
- Are you aware about any policy on prohibition of sexual harassment in your organisation? If yes, mention the policies you are aware about

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#### 3. Getting recruitment and getting paid

- Do you think women in your industry are getting paid equally, as per your male counterparts? **Y/N**
- Are you aware about the recruitment policy in your organisation? If yes, mention the policies you are aware about

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## Questionnaire

### 4. Getting married

- Do you think marriage will impact your work performance in any way? **Y/N**
- What are the benefits that you would want from your organisation? (e.g. marriage leaves, location change requests, work-from-home)

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### 5. Having children

- Does your organisation provide benefits pre/during/post- maternity? **Y/N**
- Are you aware about any policy which provides these benefits? If yes, mention the policies you are aware about

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### 6. Getting a pension

- Are men and women able to retire with equal benefits at the same mandatory age? **Y/N**

### 7. Working late

- If work demands, are you comfortable in working, after-office hours? **Y/N**
- Are cab facilities provided by your organisation, in case you work after-office hours? **Y/N**

### IV. Conclusion (Subjective)

- 1. How do you manage work-life balance?

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## Questionnaire

- 2. What is the average amount of time you spend at home?

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- 3. Do you have free time for yourself?

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- 4. Do you have parental/in-law/domestic support at home?

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- 5. Mention any one area of improvement for women at your workplace.

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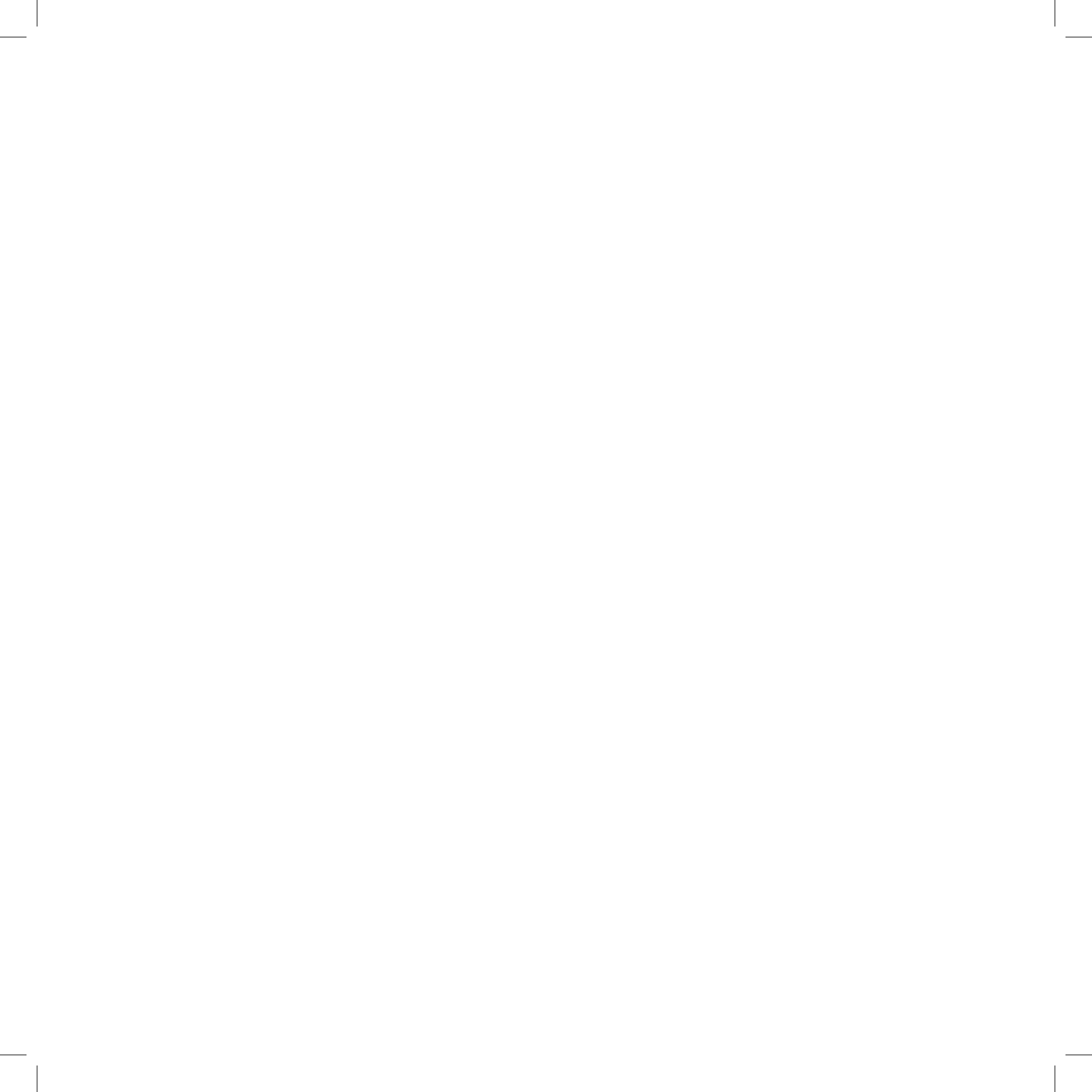
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- 6. Mention any one key take away for women (personal/professional)

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