



Private Infrastructure
Development Group

Pioneering infrastructure changing lives



2021

Gender Equity Action Plan

Why have we developed a Gender Equity Action Plan?

One of PIDG's core values is Impact, which we define as having a strong, positive and tangible effect on people's lives. Fundamental to this is improving outcomes for women and girls. Particularly in the countries that PIDG operates in, a variety of barriers prevent women and girls from participating in and benefitting from infrastructure equitably, and women are also disproportionately affected by gender-based violence and harassment (GBVH).¹ Yet there is strong evidence that addressing these risks, deliberately addressing women's needs and perspectives and engaging women's skills across the project lifecycle creates tangible benefits for individuals, businesses, the environment and the wider community.²

Globally, women have unequal rights and access to property, assets, formal jobs, education and decision making. They suffer more from shocks and crisis, like the effects of the climate crisis and the global pandemic. Women are important agents of change and play fundamental roles as carers, educators and innovators in the community and investing in women multiplies positive impacts. The business case for gender equity is equally strong, as inclusive leadership and workforce positively correlate to productivity, returns and innovation.

At the Private Infrastructure Development Group we are determined to be deliberate in adopting a gender and inclusion lens in our investments and operations, as this furthers our mandate on both impact and financial returns, and makes PIDG a better place to work. We fully recognise our responsibility to safeguard women and girls across our operations and we are committed to empowering women through our investments and to deliver gender equity in the workplace.

The PIDG Gender Equity Action Plan ("the Plan") brings together the different areas of our Group work and operations that are relevant to gender equity. It outlines the key actions that we are committed to implementing in 2021 across our Group of companies and for which we will be held accountable.

What have we done so far?

In 2020, we launched the first PIDG Gender Equity Action Plan, which is comprised of the following three pillars:

- i. Safeguarding Women and Girls from GBVH in PIDG Investments and Operations
- ii. Empowering Women and Girls through PIDG Investments
- iii. Leading by example: Gender Equity at PIDG

We set up a cross-Group Gender Task Force to develop our Gender Equity Action Plan, review progress and evolve its ambition over time.

The Plan builds on the work of several teams:

The HSES (Health Safety Environmental and Social) team develops and monitors policies and standards on gender equality and gender-related risks (including GBVH).

The Development Impact team implements processes and guidance to advance gender lens investing across projects.

¹ www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190

² https://www.ifc.org/wps/wcm/connect/4a839797-99ca-40f8-89eb-5c5ad124bd41/TipSheet_AddressingGenderGBVinIFCProjects_Jan2018.pdf?MOD=AJPERES&CVID=muauSdu

HR and the Communications team address discrimination and promote diversity and equal opportunities within the workplace.

All PIDG Companies work across the pillars to improve gender outcomes within investments for women in the project companies and in the communities in which we work.

GuarantCo has a dedicated Task Force to identify and drive relevant actions within the Company.

Below is a summary of the key achievements in 2020 across each Pillar, with a detailed report in the Appendix.

Pillar 1 – Safeguarding Women and Girls from GBVH	Pillar 2 – Empowering Women through Gender Lens Investing	Pillar 3 – Leading by Example: Gender Equity at PIDG
<ul style="list-style-type: none"> • 100% of portfolio projects screened for GBVH risk • GBVH training delivered across the entire PIDG Group 	<ul style="list-style-type: none"> • 100% of projects classified as compliant with PIDG Gender Equality Standard • 78% of newly closed deals producing gender-disaggregated reporting • Four new projects classified as empowering women • Two TA grants improving the gender scoring of a project 	<ul style="list-style-type: none"> • One set of training sessions were delivered to all board members on GBVH, unconscious bias training to all staff incl. Board in Feb 2021 • Gender-disaggregated analysis produced on 100% of new positions recruited for at PIDG.

Climate and Gender Lens

PIDG put both climate and gender climate considerations at the core of its investment approach. At the Group level we introduced climate and gender KPIs for each company since 2019. In investment decision making, compliance with PIDG Climate Change Standards and Gender Equality Standard are two of three minimum compliance thresholds in the very first investment screening (the other being financial additionality).

The development impact rating of each deal is heavily influenced by its expected outcomes for the planet and for women. Deals that directly empower women and demonstrate innovative climate solutions receive bonus ratings and benefit from increased credit limit and higher risk appetite. Conversely, analysis of climate and gender related risks is prioritised.

We screen all projects for both gender risks and potential for positive gender outcomes against five gender lens domains: company and project governance, workforce, supply chain, consumer market (products and services) and community. The approach is showing some results in bringing about innovative solutions that demonstrate gender lens in infrastructure as evidenced in PIDG 2020 investments.

PIDG Gender Equity Action Plan 2021

Pillar 1

Safeguarding women and girls from GBVH in PIDG Investments and Operations

Our 2021 commitments. We will:

Screening and due diligence

1. Screen all new projects for GBVH as they enter the portfolio.
2. Visit a selection of project sites in 2021

Training

1. Provide two further project focused training sessions over the year (10th Feb and Q3) for new joiners.
2. Conduct training on receiving and responding to GBVH incidents for GBVH focal points across companies (Q3)
3. Provide training in ESHIA guidance and GBVH as a risk focus area March 2021
4. Provide training to GBVH champions on expectation of their roles

Monitoring and reporting

1. Update the HSES serious incident investigation procedure to include specific reporting protocols for GBVH
2. Report on GBVH incidents as a category of social incidents at end of year
3. Monitor ESHIAs undertaken by project companies to ensure inclusion of GBVH risks
4. Enhance monitoring of active projects using Meltwater Media Surveillance for GBVH key words

Roll out of HSES safeguarding rules

1. Raise awareness of the PIDG HSES Safeguarding Rules during the HSES awareness day
2. Conduct training in PIDG HSES Safeguarding Rules in Q2 2021
3. Link HSES Safeguarding Rules to HSES lessons learnt

At the end of 2021 we will measure progress through the following metrics:

Metric	Target 2021
# of HSES monitoring and assurance visits with GBVH as a focus area	4
% training achieved against plan	100%
% of projects who have received the safeguarding rules	100%

Pillar 2

Empowering women and girls through PIDG Investments

Our 2021 Commitments. We will:

Gender Lens Investment tools

1. Screen all new projects using the existing gender lens investing tools incorporated in the DI Review system.
 2. Further explore how investments that are classified as “empowering women” can become “transformative of gender dynamics” and harvest and disseminate learning across the group in the process.
 3. Update the PIDG Gender Lens Investing and Ambition Policy as the overarching framework for PIDG, based on the tools developed in 2020. We will also include an updated and simplified version of the previous gender ambition framework, so it contains updated recommendations across sectors, mirroring our empowering and transformative criteria as a practical toolkit for the companies.
 4. Deliver training for the companies/project teams on the Gender Lens Investing and Ambition Policy, tools and criteria with a focus on practical applications to projects.
 5. Conduct a gender lens analysis of the quantifiable outcomes of PIDG portfolio investments with a view to setting portfolio targets by the end of the year.
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Climate and Gender Lens intersection

1. Explore and disseminate practical analysis and best practice of the intersection between climate and gender lens investing, as women are disproportionately affected by climate change and at the same time possess invaluable skills and knowledge that is key to solving some of the biggest climate challenges. For example, women’s pivotal role in the community to adapt to climate-related stresses and shocks or as change agents in the community is well-documented.
 2. Develop and disseminate practical guidance and recommendations based on the latest evidence for projects in two programmatic sectors: Water and Off-Grid Solar.
 3. Develop and disseminate analysis of how to meaningfully promote female-led, owned or managed SMEs in the supply chains that we invest in.
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Partnerships for Gender Equity and Inclusion in the infrastructure sector

1. Proactively develop partnerships both globally and locally in the regions in which we invest that allow us to:
 - Mobilise networks that promote inclusive outcomes for women around our investments, both within the sphere of influence of our investment and in the wider supply chain and ecosystem.
 - Empower more female-led, owned and managed SMEs through our investments.
 - Support the companies in which we invest to fulfil their gender ambitions on a practical/project level.

At the end of 2021 we will measure progress through the following metrics:

Metric	2021 Target
# and % of newly closed transactions reporting on gender targets or producing gender disaggregated reporting (+ corrective action for 5 FC that did not meet the criteria in 2020)	100%
# of new projects classified as empowering women which is based on the 2x Challenge criteria	5
\$ mobilised in the projects that meet the “empowering women” classification	tbc
# of investments for which lessons are learnt and disseminated on how to fulfil a transformative role for women	1
# of PIDG TA grants that improve project scoring on gender (against the Gender Empowering Criteria based on 2x Challenge criteria)	3
# of new partnerships joined or established globally and in the investment markets to advance gender equity and inclusion in the infrastructure sector	1
# of projects directly supporting female-led, managed or owned businesses in the primary supply chain	tbc

Pillar 3

Leading by example at PIDG

2021 Commitments. We will:

- Integrate the gender and diversity taskforce to ensure key issues are addressed and not duplicated
 - In collaboration with the diversity taskforce and PIDG ExCo deliver an action plan following the unconscious bias training which was delivered across the Group in February 2021.
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- **Continue to gather data on recruitment and opportunities for promotion**, finalise and communicate gender pay analysis
 - **Review flexible working guidelines** post-COVID this should also take into consideration social events and avoid London-centric hours
 - **Demonstrate an internal commitment to empowering women** just as it does to project investments. Linked to this are our values (further discussions to follow with diversity taskforce). How do we support a development path for women who aspire to senior positions? What can we offer in terms of mentoring/coaching both inside the Group and also external amongst industry peers?
 - **Improve our use of diverse voices** at speaking engagement, internally and externally. Scope and deliver appropriate trainings (media and presentation skills); look into the possibility to have a light touch mentoring system where more experienced colleagues can support less experienced. Make a pledge internally not to accept all-male panels and encourage partners and providers to have a more diverse approach.
 - **Continue to be conscious in selecting images and visuals** used in comms materials, on websites, social media etc. Use a wide variety of voices internally but also
 - **Ensure policies are communicated** across the companies and made easily accessible
 - **Update PIDG whistleblowing OPP** to provide link to “safe call”
 - **Provide mandatory GBVH awareness training** for all PIDG employees as part of induction training
 - **Roll-out training from culture survey and from diversity taskforce survey** – mandatory for all (first round complete, this will be set up on a rolling basis)

At the end of 2021 we will measure progress through the following metrics:

Metric	2021 Target
% gender pay gap analysis conducted and communicated	100%
# review of policies linked to flexible working (post-COVID)	TBC
% company culture (improved perception linked to employee survey)	TBC
% speaking opportunities for women	40%
% images/presentation of women in communications materials	50%
# mandatory training on unconscious bias implemented and included as part of induction	TBC
# mandatory training on GBVH as part of induction	TBC

Appendix: 2020 PIDG Gender Equity Action Plan Report (Goals, Results and Metrics)

Pillar 1 – Safeguarding Women and Girls from GBVH

2020 Goal	Did we achieve it?	Details
a) Screened all projects across the portfolio for significant GBVH risk and undertake further assessment /monitoring visits on a selection of sites where appropriate (to be completed by the central HSES team)	Y	<ul style="list-style-type: none"> All portfolio projects have been screened for GBVH risk which is recorded on the PIDG HSES portfolio risk register. No monitoring visits have been undertaken in 2020 due to Covid.
a) Delivered GBVH-focussed training sessions for staff across the PIDG Group	Y	<ul style="list-style-type: none"> Project focused GBVH training supported by Ergon Associates, delivered over four sessions to all staff, senior management and Board. Training materials retained for future sessions.
a) Developed PIDG GBVH project monitoring and reporting guidelines and a checklist to be used in screening new investments	Y	<ul style="list-style-type: none"> Developed HSES 005-006 PIDG GBVH Due Diligence Guidance including a checklist to be used in screening new investments and guidance for further due diligence. Developed HSES 005-022 PIDG ESHIA Guidance including GBVH as a risk focus area.
a) Developed a booklet on assurance against GBVH to distribute to project managers	Y	<ul style="list-style-type: none"> Developed HSES 003-014 PIDG HSES Safeguarding Rules (SGR) Put SGRs on PIDG website. Developed HSES 005-007 PIDG HSES Project Safeguarding Code of conduct Guidance to support SGR 02. Made the requirement for each project company to adopt a project safeguarding code of conduct a condition of funding and a contractual obligation.

Metric	2020 Result
# and % of portfolio projects screened for GBVH risk (target 100%)	100%
# of GBVH-focussed training sessions delivered	100%

Pillar 2 – Empowering Women through Gender Lens Investing

2020 Goal	Did we achieve it?	Details
<p>a. Launched the updated PIDG Gender Ambition Framework 2020</p>	<p>Y</p>	<ul style="list-style-type: none"> Updated version was circulated to the companies with sector specific recommendations and KPIs across the compliant, empowering and transformative classifications.
<p>b. Delivered training for all PIDG companies on the new Gender Lens Investing Guidance Note</p>	<p>P</p>	<ul style="list-style-type: none"> The finalisation of the document required company-wide consultations as opposed to the delivery of a training. As such, the guidance note was finalised with the inputs of the DI focal points and included in presentations with the companies.
<p>c. Screened all new investment opportunities using the PIDG Gender Ambition Framework 2020, identifying where opportunities to improve women empowerment outcomes exist</p>	<p>Y</p>	<ul style="list-style-type: none"> The latest version of the gender-empowering criteria was launched in December 2020, following extensive consultations across the PIDG companies and using the 2x Challenge criteria as a foundation. The criteria also outlined the role of TA in light of their 2021-2023 KPI.
<p>d. Ensured that women and girls’ voices are sought in project consultations and in investment monitoring activities when relevant</p>	<p>Y</p>	<ul style="list-style-type: none"> This is now reflected in step 1 of the DI scorecard. Regardless of the potential impact on women, all projects need to be classified at a minimum as ‘expected compliance’, which signals compliance with HSES standards.
<p>e. Assessed the need for additional resources at PIDG Ltd. to propel gender lens investing within the Companies and take action accordingly</p>	<p>Y</p>	<ul style="list-style-type: none"> The pilot with Social Development Direct (SDD) was launched in September 2020, with five proposals reviewed to date for Indonesia Rural Broadband, Chandpur LPG Bottling, Shams, CRDB and Pran. Discussions are ongoing with SDD as to potential ad-hoc work in the future with CRDB, Indonesia Rural Broadband and Pran. We will continue experimenting to find a fit-for-purpose support function for the companies.

Metric	2020 Result
# and % of newly closed transactions reporting on gender targets or produced gender disaggregated reporting	14; 78% (14/18)
# and % of new projects classified as compliant with PIDG Gender Equality standard	18; 100%
# of new projects classified as empowering women or gender transformative	4
# of PIDG TA grants that improve project scoring on gender (against the Gender Ambition Framework)	2

Pillar 3 – Leading by Example: Gender Equity at PIDG

2020 Goal	Did we achieve it?	Details
<p>1. Surveyed gender attitudes across the PIDG Group through a dedicated segment in the PIDG Culture Survey, identifying and following up on key areas for improvement (including from staff suggestions) through a dedicated plan</p>	<p>P</p>	<p>There was a good response to the Culture Survey conducted in 2020, where 80.65% of responses said that all genders were treated equally and that 83% felt they were not disadvantaged in regard to their gender. There is some work to do to get this score closer to 100%.</p> <p>The intention was for the Culture Survey to be followed up with an all staff away day to allow us to delve into some of the issues that the survey revealed and come up with clear actions. Due to COVID this didn't happen but will need to be looked at as an action for 2021. The unconscious bias training (Feb 2021) picked up some of these points but there is still more work to do.</p>
<p>2. Established gender equitable organisation policies and practices, including:</p> <ul style="list-style-type: none"> a) Gender blind recruitment procedures b) Gender equitable employee pay, promotion and evaluation procedures c) Gender equitable work policies (e.g. flexible work) and ways of working d) Dedicated sexual harassment policy and whistleblowing procedures 	<p>P</p>	<p>The PIDG Recruitment and selection policy states that we welcome candidates from all backgrounds and abilities including gender. We actively counsel our recruitment partners to seek out applications from women. Data on gender and equality gathered for all applicants, shortlisted applicants and appointment candidates.</p> <p>With the refresh of the 2020 Remuneration Framework, and the grading of all roles across the group, salaries are awarded against the competencies for the role, which will ensure that there is no pay gap in terms of gender. Flexible working practices will be implemented, and policies that relate to women such as maternity are under constant review.</p> <p>Sexual harassment is covered in the PIDG Equality and Diversity policy, the Equal Opportunities Statement, the Grievance Policy and the Disciplinary policy.</p>
<p>3. Delivered training to senior staff and across the group to support the implementation of policies and practices</p>	<p>Y</p>	<p>GBVH training (unconscious bias training to all staff incl. Board delivered in Feb 2021)</p>

Metric	2020 Result	Details
% of key improvement areas identified that have been followed up with an action plan	0	Dedicated action plan was not developed, and the action rolled into the 2021 plan.
# of training sessions delivered to senior staff and across the Group on gender equitable policies and practices	1	Training sessions were delivered to all board members on GBVH, unconscious bias training to all staff incl. Board delivered in Feb 2021
<p># (and %) of events with PIDG female representation in speaking roles, on website, social media and communications materials</p> <p>% of positions recruited for which gender-disaggregated recruitment data is analysed</p>	<p>#TBC</p> <p>100% of positions recruited for are analysed</p>	<p>Not enough progress on speaking roles and opportunities, 2020 still saw majority covered by men. Planned media and presentation training for 2020 postponed due to COVID-19, this will be picked up in Q2 across the group, and specifically focus on more female voices. Internal events also need to improve (townhall).</p> <p>Social media and digital has a better split, with some focussed campaigns (i.e. IWD) but also more deliberate focus on female voices (internal and external). A much more conscious effort across the group of using all-male imagery (i.e. from events and site visits), and selecting women when content gathering, not just as beneficiaries but also in leadership positions.</p> <p>We are continuing to work with the 'I Can Be' initiative which focuses on girls aged between 7 and 8, and this year we will have 3 senior women managers speaking to the groups. In PIDG Ltd, all positions recruited for are analysed, but we can still do more on ensuring the roles have sufficient appeal to women, and that barriers to recruitment are removed.</p>