



# EDGE GENDER AND AGE DIAGNOSTIC

World Bank Danube Project

Brasov Water Company, Tirana Water Utility,  
and Prishtina Regional Water Company

November 2018

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# Key Findings

## Utility-by-Utility comparison

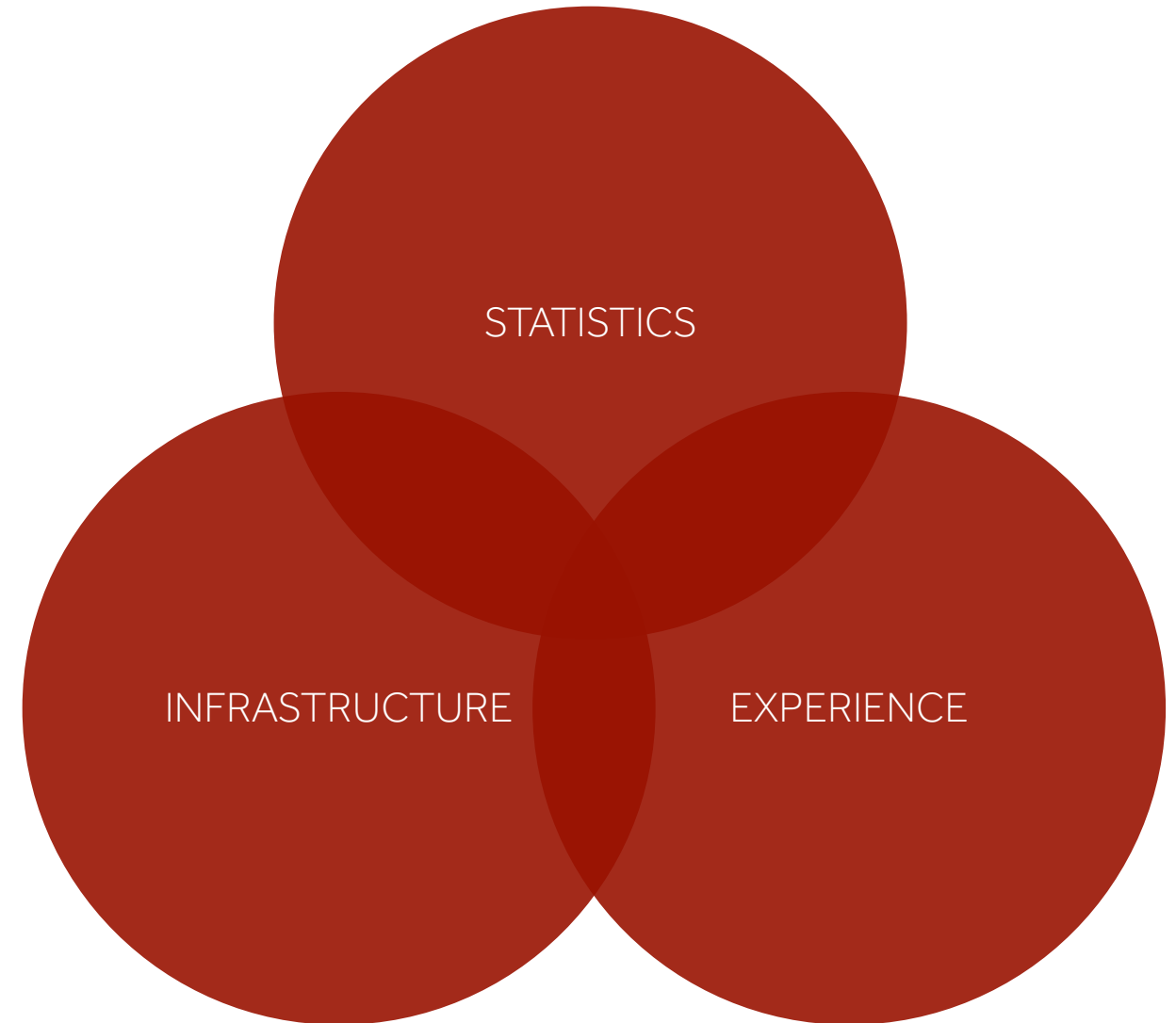
	Brasov Water Company	Prishtina Regional Water Company	Tirana Water Utility
Underlying talent strategy	✓ Most of the movements took place at the operational level but the numbers of recruitment, promotions and exits were very low at every management level	✓ Predominantly made use of external hires at the junior/entry level while there were no transitions at the middle, upper, and top management levels.	✓ Both buy and develop talent strategy, limited transitions at three highest levels
Gender representation	<ul style="list-style-type: none"> <li>✓ Underrepresentation of women at all levels of responsibility</li> <li>✓ The share of women is the highest at the operational level with 30% but decreases to 25% at the junior/entry level, 7% in middle management, 20% in upper management, and to 0% at the top</li> <li>✓ The share of women was only above the threshold for substantive representation, of 30%, at the operational functions level</li> </ul>	<ul style="list-style-type: none"> <li>✓ Underrepresentation of women at the operational functions, junior/entry, and middle management levels of the company and no women are represented in upper and top management</li> <li>✓ The share of women was below the threshold for substantive representation, of 30% at all levels</li> </ul>	<ul style="list-style-type: none"> <li>✓ Underrepresentation of women at the operational functions level, upper management, and top management level</li> <li>✓ Balanced representation of men and women at the junior/entry and middle management level</li> <li>✓ Share of women meets threshold for substantive representation, or 30% only at the junior/entry and middle management level</li> </ul>
Career gender dynamics	<ul style="list-style-type: none"> <li>✓ Women were more likely to be hired at the operational level and leave from the middle management level</li> <li>✓ Men were more likely to be hired at the upper management and to leave from the junior and upper management level</li> <li>✓ There were no hires into the junior management, middle management, and top management levels of the company during the year under review</li> <li>✓ Men were more likely to get promoted at every single level of responsibility where promotions took place</li> </ul>	<ul style="list-style-type: none"> <li>✓ Women were more likely to be recruited into the operational functions level</li> <li>✓ Men were more likely to be hired at the junior/entry level and to leave at the operational and junior/entry levels</li> <li>✓ There were no hires into the middle, upper, or top management levels of the company during the period under review</li> <li>✓ Men were more likely to be promoted from the operational function level, the only level at which promotions took place</li> </ul>	<ul style="list-style-type: none"> <li>✓ Women were more likely to be hired at the middle management level</li> <li>✓ Men were more likely to be hired and to leave from the operational and junior/entry levels</li> <li>✓ There were no hires at the upper management and top management levels during the year of reference</li> <li>✓ Men were more likely than women to be promoted from the operational level, the only level at which promotions took place</li> </ul>
Career accelerators	<ul style="list-style-type: none"> <li>✓ Top talent population was not identified</li> <li>✓ Underrepresentation of women identified as part of the profit and loss population compared the overall share of men and women across levels</li> </ul>	<ul style="list-style-type: none"> <li>✓ Top talent population was not identified</li> <li>✓ Overall good alignment between the identified P&amp;L compared with the overall representation of men and women at all levels</li> </ul>	<ul style="list-style-type: none"> <li>✓ Top talent population was not identified</li> <li>✓ Underrepresentation of women identified as part of the profit and loss population compared to the overall share of women at the middle management level</li> </ul>
Unexplained gender pay gap	✓ Not part of the assessment	✓ Not part of the assessment	✓ Not part of the assessment
Effectiveness of policies & practices	✓ Below EDGE Standard: in equal pay for equal work, recruitment and promotion, leadership development training and mentoring, flexible working, and company culture	✓ Below EDGE Standard: in equal pay for equal work, recruitment and promotion, leadership development training and mentoring, flexible working, and company culture	✓ Below EDGE Standard: in equal pay for equal work, recruitment and promotion, leadership development training and mentoring, flexible working, and company culture
Inclusiveness of the culture	✓ Below EDGE Standard: fair opportunities to be hired, fair opportunities to be promoted, highly recommend working to male friends and colleagues, highly recommend working to female friends and colleagues, being paid fairly compared to others in similar roles	✓ Meets EDGE Standard: fair opportunities to be hired, fair opportunities to be promoted, highly recommend working to male friends and colleagues, highly recommend working to female friends and colleagues, being paid fairly compared to others in similar roles	✓ Meets EDGE Standard: fair opportunities to be hired, fair opportunities to be promoted, highly recommend working to male friends and colleagues, highly recommend working to female friends and colleagues, being paid fairly compared to others in similar roles
Survey participation rate	✓ 48% overall participation rate	✓ 48% overall participation rate	✓ 42% overall participation rate
Areas for further investigation	<ul style="list-style-type: none"> <li>✓ If the concept of workplace gender equality resonates with the employees</li> <li>✓ How the overall talent management practices can be strengthened and how the gender equality strategy could become an integral part of these practices</li> <li>✓ Analyze if the average gross gender pay gap detected can be objectively explained</li> </ul>	<ul style="list-style-type: none"> <li>✓ If the concept of workplace gender equality resonates with the employees</li> <li>✓ How the overall talent management practices can be understood and how the gender equality strategy could become an integral part of these practices</li> <li>✓ Reasons for the very low number of transitions across the organization and for men to leave at the operational level</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reasons for men to leave at operational and junior/entry level</li> <li>✓ Reasons for the sizeable gap between men and women on the compatibility for men to have a career and family</li> <li>✓ Reasons for low uptake of flexible working arrangements</li> </ul>

# DEFINING SUCCESS IN GENDER EQUALITY

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Organizations that excel on gender equality show the following characteristics:

1. Strong **gender balance** at all levels of the organization
2. A statistically **insignificant unexplained gender pay gap**
3. A solid framework of **effective policies and practices** to ensure equitable career flows for both women and men
4. An **inclusive culture** as reflected in employees' high ratings in terms of career development opportunities



# MEASURING SUCCESS IN GENDER EQUALITY

## Sources of information

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The results of the EDGE Strategy Assessment Tool™ are based on an analysis of the following sources of information:

- ✓ Company statistics by gender and by level of responsibility, covering the total workforce as provided by the utilities' Diversity & Inclusion / Human Resources professionals across the following reference periods:
  - Brasov Water Company (859 employees) for the period Jan 2017 – Dec 2017
  - Prishtina Regional Water Company (529 employees) for the period Jan 2017 – Dec 2017
  - Tirana Water Utility (1181 employees) for the period Mar 2016 – Mar 2017
- ✓ The answers from the utilities' Diversity & Inclusion / Human Resources professionals to a gender equality policies and practices questionnaire
- ✓ The responses from surveyed employees from the total workforce
  - Brasov Water Company (416 surveyed employees; 189 women and 227 men) representing a 48% response rate
  - Prishtina Regional Water Company (256 surveyed employees; 42 women and 214 men) representing a 48% response rate
  - Tirana Water Utility (499 surveyed employees; 241 women and 258 men) representing a 42 % response rate



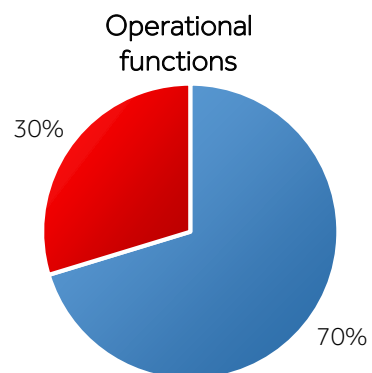
# TALENT PIPELINE DYNAMICS



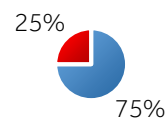
# TALENT PIPELINE

Gender composition

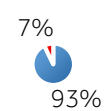
## Brasov Water Company



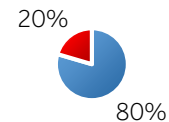
### Junior management



### Middle management



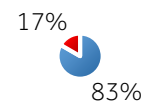
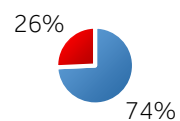
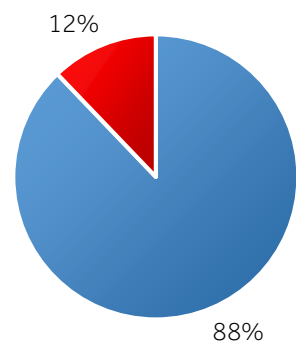
### Upper management



### Top management

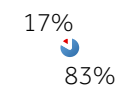
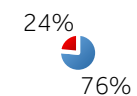
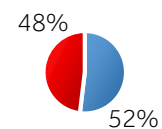
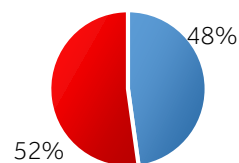
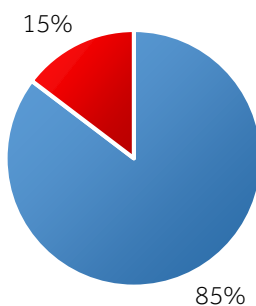


## Prishtina Regional Water Company



Women  
Men

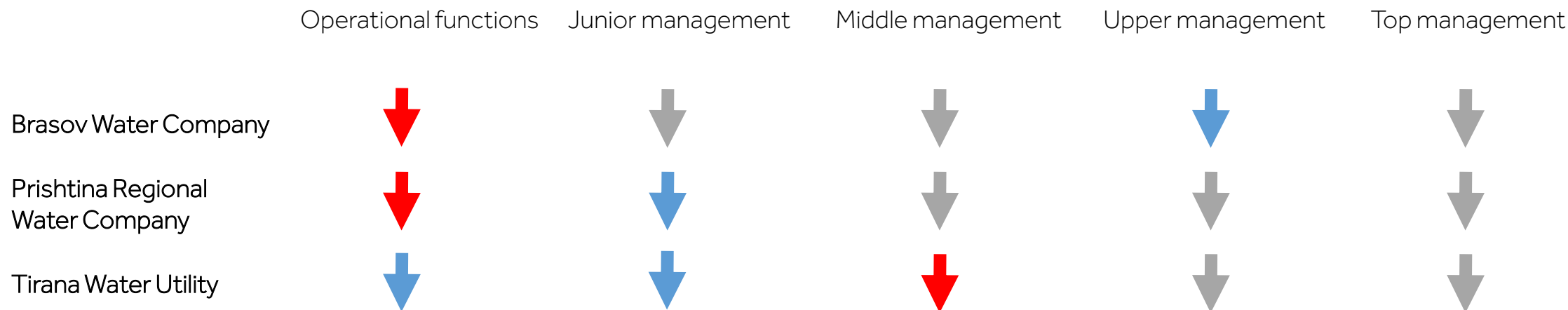
## Tirana Water Utility



# CAREER TRANSITIONS

## Recruitments

In terms of **recruitments** made across the three utilities, **men were on average more likely to be recruited compared to women at the junior management level while the opposite was true at the operational functions level**. Few recruitments occurred at the top three levels of responsibility across all three utilities. At Brasov Water Company, women were more likely to be recruited at the operational functions level while men were more likely to be recruited at the upper management. At Prishtina Regional Water Company, women were more likely to be recruited at the operational level while men were more likely to be recruited at the junior management level. Finally, at Tirana Water Utility, men were more likely to be hired at the operational functions and junior management level while women were more likely to be hired at the middle management level.



↓ = New hire    ↑ = Exit    → = Promotion    U = Stay in same position or lateral move

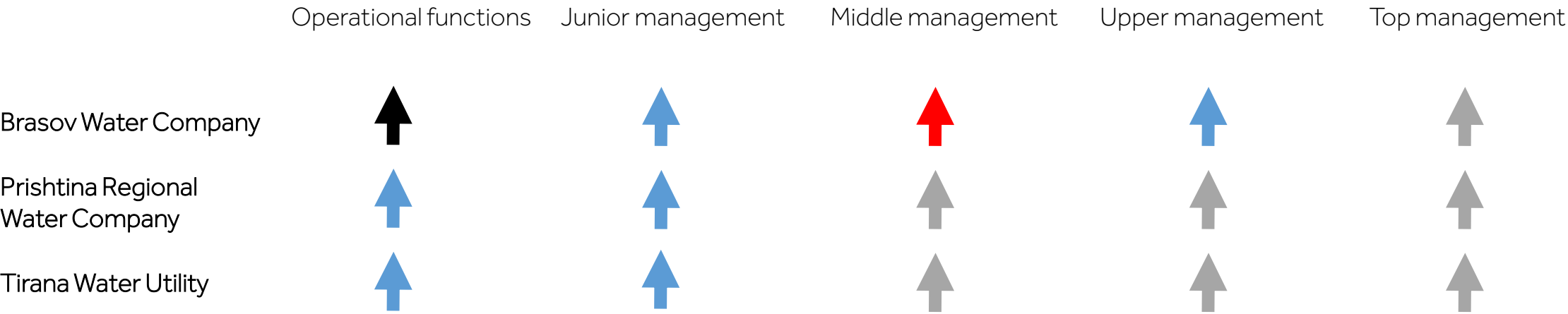
Red arrow: Women more likely than men to make this transition  
Black arrow: Women and men equally likely to make this transition  
Blue arrow: Men more likely than women to make this transition  
Grey arrow: No transitions



# CAREER TRANSITIONS

## Exits

In terms of **exits made from the three utilities**, **men were on average more likely to leave the three water utilities compared to women**. Furthermore, few exits took place at the three highest levels of responsibility across all three companies. At Brasov Water Company, men were more likely to leave the company at the junior and upper management, women were more likely to leave at the middle management level, and men and women were equally likely to leave at the operational functions level. At both Prishtina Regional Water Company and Tirana Water Utility, men were more likely to leave at the operational functions and junior management levels.



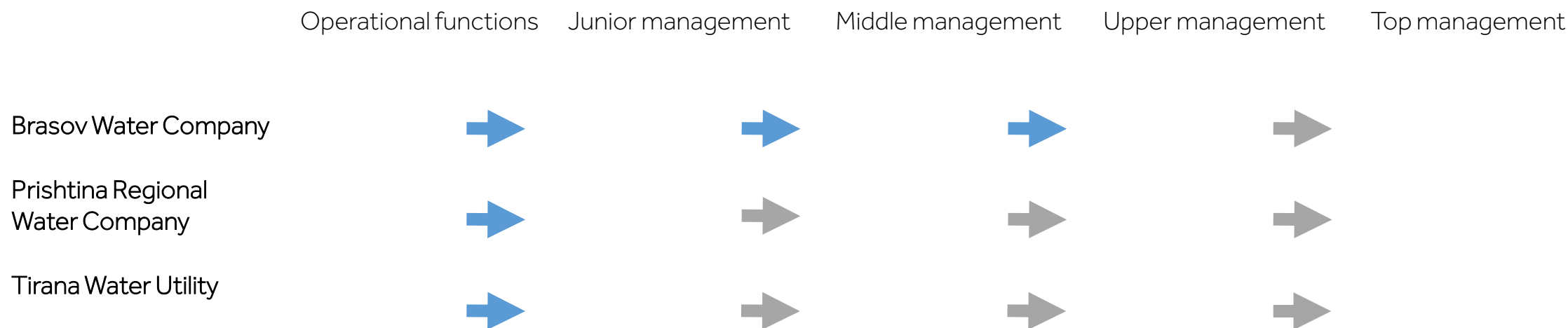
↓ = New hire    ↑ = Exit    ➡ = Promotion    U = Stay in same position or lateral move

➡ Women more likely than men to make this transition  
➡ Women and men equally likely to make this transition  
➡ Men more likely than women to make this transition  
➡ No transitions

# CAREER TRANSITIONS

## Promotions

Regarding **promotions**, **men were systematically more likely to be promoted compared to women at all levels where promotions were made across all three utilities**. At Brasov Water Company, men were more likely to be promoted from the first three levels of responsibility while at Prishtina Regional Water Company and Tirana Water Utility, promotions were only recorded from the operational level.



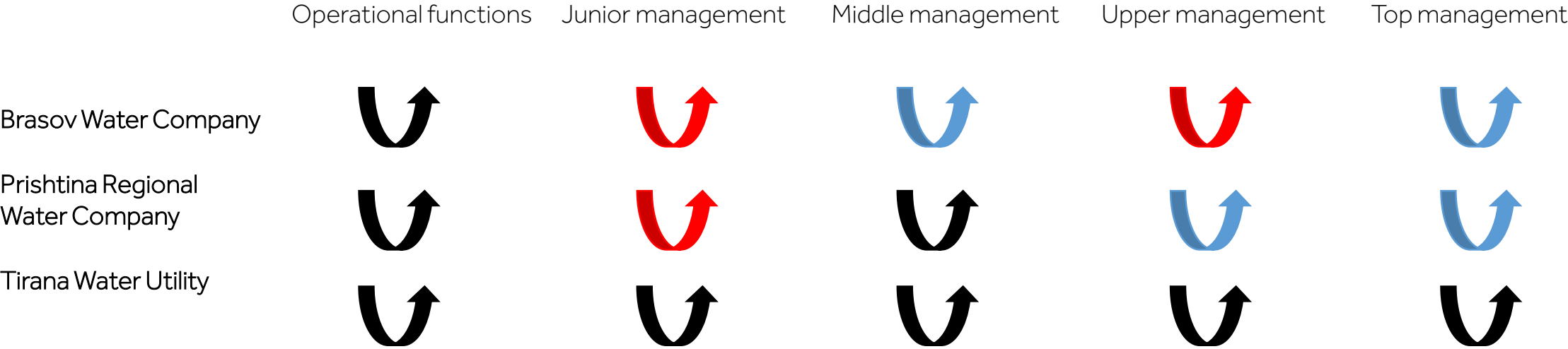
↓ = New hire    ↑ = Exit    ➡ = Promotion    U = Stay in same position or lateral move

➡ Women more likely than men to make this transition  
➡ Women and men equally likely to make this transition  
➡ Men more likely than women to make this transition  
➡ No transitions





# CAREER TRANSITIONS

Lateral moves or staying in the same position

When comparing the **likelihood of lateral moves or staying in the same position** by gender across the three utilities, it seems that **men were on average slightly more likely to stay within a certain level of responsibility**. At Brasov Water Company, women were more likely to stay in the same position or make a lateral move at the junior management and upper management levels while men were more likely to make that transition at the middle and top management levels. At Prishtina Regional Water Company, women were more likely to stay in the same position or make a lateral move at the junior management level while men were more likely to make that transition at the upper and top management levels. Finally, at Tirana Water Utility, men and women were equally likely to stay in the same position or make a lateral move across all levels of responsibility.

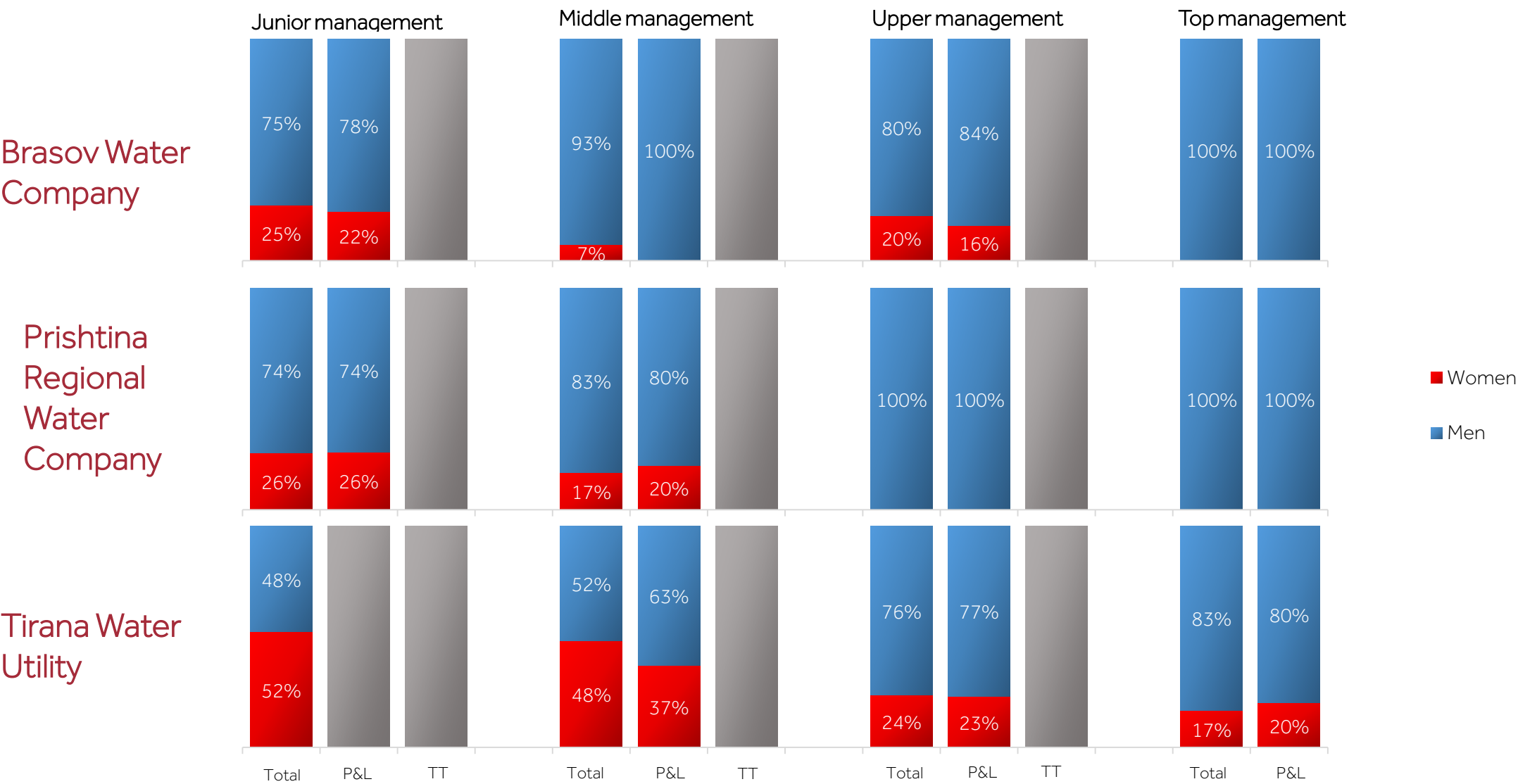


↓ = New hire    ↑ = Exit    ➡ = Promotion    U = Stay in same position or lateral move

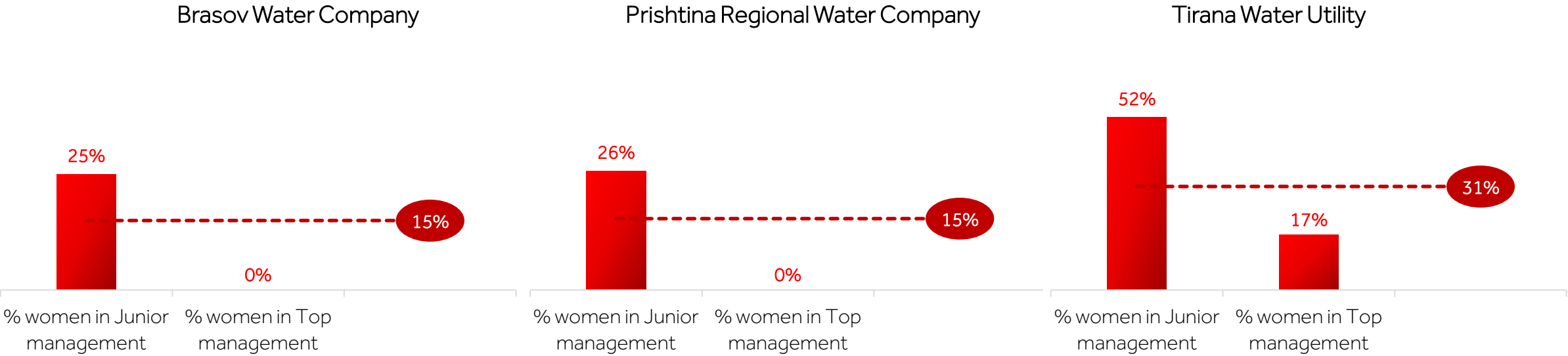
 Women more likely than men to make this transition  
 Women and men equally likely to make this transition  
 Men more likely than women to make this transition  
 No transitions

# CAREER ACCELERATORS

Gender composition of profit and loss responsibility and top talent across utilities



# RETENTION OF FEMALE TALENT: COMPARISON



**Note:** the dotted line in this graph indicates the percentage of female managers in top management positions that the utilities would need to have, at a minimum, in order to reach the EDGE Standard. It is calculated as 60% of the percentage of women in first level management



EFFECTIVENESS OF  
POLICIES AND PRACTICES  
TO ENSURE  
EQUITABLE CAREER FLOWS

# MEASURING EFFECTIVENESS

## Methodological approach

To investigate the underlying causes of the above-mentioned talent pipeline dynamics the EDGE methodology further looks at the **effectiveness of policies and practices** for workplace gender equality by comparing:

- ✓ The **existence of specific policies and practices in** equal pay for equivalent work, recruitment and promotion. leadership development training and mentoring, flexible working and company culture
- ✓ How **employees know** about such policies and practices, **how they use them** and - in some cases - **why they do not use them**
- ✓ Their **impact / utilization** in terms of numbers by gender and by level of responsibility

**0%** indicates no policy and/or no practice and/or no knowledge and use by the employees of such policies and practices.

**50%** indicates some policy and/or practices but which are not applied systematically and/ or there is a limited knowledge and use by the employees.

**100%** indicates a policy and practice fully implemented, known and used by the employees to their full extent and desired impact.

- ✓ The **total score** in five areas of analysis where the effectiveness of policies and practices is calculated as the average of the individual scores
- ✓ The column "**Sources of information for scoring**" indicates which of the three sources of information that are used to calculate the individual scores

Statistics: 

Policies & Practices: 





Employee survey: 



# EQUAL PAY FOR EQUIVALENT WORK

## Effectiveness of policies and practices (gender assessment)


While all three utilities demonstrate some degree of proactiveness when it comes to equal pay for equivalent work, there is still room for improvement in this area for all three water utilities. In particular, none of the three companies have formulated a specific policy when it comes to equal pay for equivalent work and none of the three utilities conduct any gender pay gap assessments.

Policies & Practices	Score Brasov Water Company	Score Prishtina Regional Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy on equal pay for equivalent work	50%	50%	50%	
Gender pay-gap assessments	0%	0%	0%	
Elimination of identified gender pay gaps	100%	50%	50%	
Communication on the principles of compensation practices	50%	100%	100%	
Total score	50%	50%	50%	

# EQUAL PAY FOR EQUIVALENT WORK

Effectiveness of policies and practices (age assessment)

Both Brasov Water Company and Tirana Water Utility declared that equal pay for equivalent work regardless of age is demanded by the law and therefore the company has not formulated a specific policy in this regard.











Policies & Practices	Score Brasov Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy on equal pay for equivalent work	50%	50%	
Total score	50%	50%	

**Note:** Data from Prishtina Regional Water Company was not made available

# RECRUITMENT AND PROMOTION

## Effectiveness of policies and practices (gender assessment)



When it comes to the area of recruitment and promotion, some commonalities are identified. None of the three utilities set targets or objectives for the gender compositions at any management level and both Brasov Water Company and Prishtina Regional Water Company do not take the gender dimension into consideration in their success planning. On the other hand, all three companies state that they have flexible promotion practices which systematically accommodate flexible promotion rhythms, do not require geographical mobility, and allow career breaks. Overall, this is an area with notable improvement opportunities for all three utilities.

Policies & Practices	Score Brasov Water Company	Score Prishtina Regional Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy on non-discriminatory recruitment and promotion practices	100%	50%	50%	
Gender sensitive language and visuals in job advertisings, and promotion or recruitment videos	100%	0%	50%	
Gender diverse recruitment teams	50%	100%	50%	
Gender diverse candidate pools	100%	0%	0%	
Awareness training of potential gender biases	0%	0%	100%	
Flexibility of the promotion process	100%	100%	100%	
Transparency of the promotion process and promotion criteria	50%	50%	100%	 
Targets / objectives for the company's gender composition by management levels	0%	0%	0%	
Gender dimension in succession planning	0%	0%	50%	
<b>Total score</b>	<b>56%</b>	<b>33%</b>	<b>56%</b>	

# RECRUITMENT AND PROMOTION

## Effectiveness of policies and practices (age assessment)

When it comes to effectiveness of policies and practices in the area of recruitment and promotion across generations, notable disparities are to be noted. Brasov Water Company has a policy on non-discriminatory recruitment and promotion practices that include age, and systematically uses non-age related language in its job advertisements and in its promotion/recruitment materials. This is however not the case of Tirana Water Utility which has not formulated a specific policy in this regard and does not use non-age related language across its job advertisements.










Policies & Practices	Score Brasov Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy on non-discriminatory recruitment and promotion practices	100%	50%	
Age sensitive language and visuals in job advertisings, and promotion or recruitment videos	100%	0%	
Total score	100%	50%	

**Note:** Data from Prishtina Regional Water Company was not made available

# LEADERSHIP DEVELOPMENT TRAINING AND MENTORING

## Effectiveness of policies and practices (gender assessment)



Some commonalities are also observed in the context of leadership development training and mentoring. Non-discrimination with regards to professional development is demanded by the law and therefore none of the three utilities have formulated a specific policy in this regards. Furthermore, when it comes to mentoring and sponsorship, none of the three utilities demonstrated that they had had formal mentoring programmes for men and women and that employees benefited from such programmes. Overall, this is an area with important improvement opportunities across all three utilities.

Policies & Practices	Score Brasov Water Company	Score Prishtina Regional Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy referring to non-discrimination with regards to professional development	50%	50%	50%	
Access to leadership development training	50%	100%	100%	 
Access to career-critical assignments	50%	50%	100%	 
Access to mentoring and sponsorship	0%	0%	0%	 
Top talent by gender	0%	0%	50%	 
Total score	30%	40%	60%	

# LEADERSHIP DEVELOPMENT TRAINING AND MENTORING

## Effectiveness of policies and practices (age assessment)

Non-discrimination with regards to professional development is demanded by the law in both Romania and Albania and therefore neither Brasov Water Company nor Tirana Water Utility have formulated a specific policy in this regard. Furthermore, both utilities have some practices to ensure equal access to career-critical assignments for employees from all ages but these are ad-hoc, or at the discretion of individual managers.














Policies & Practices	Score Brasov Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy referring to non-discrimination with regards to professional development	50%	50%	
Access to leadership development training	50%	50%	
Total score	50%	50%	

**Note:** Data from Prishtina Regional Water Company was not made available

# FLEXIBLE WORKING

## Effectiveness of policies and practices (gender assessment)

When it comes to the area of flexible working, some commonalities are to be noted. Findings from the employee survey across all three utilities suggest that the companies' work environment value face-time and none of the three utilities have designed a menu of flexible work options designed based on the specific needs of their employees in designing it. Overall, this area could be improved across all three utilities to make the framework more robust.








Policies & Practices	Score Brasov Water Company	Score Prishtina Regional Water Company	Score Tirana Water Utility	Sources of information for scoring
Policy, framework or guidelines on flexible working practices	50%	50%	100%	
Menu of flexible work models	0%	0%	0%	  
Uptake of flexible work models	0%	50%	0%	
Uptake of paternity and/or parental leave for men	100%	50%	50%	 
Re-entry programs/ phased-return after longer career-breaks for employees with family responsibilities	0%	0%	50%	 
Top leadership team commitment to the uptake of flexible work models	50%	0%	50%	 
Childcare support	100%	0%	100%	
Output driven work environment	0%	0%	0%	
<b>Total score</b>	<b>38%</b>	<b>19%</b>	<b>44%</b>	



# COMPANY CULTURE

## Effectiveness of policies and practices (gender assessment)


When it comes to the company cultures, findings from all three utilities point to notable similarities. All three utilities indicate that they have a policy with a general reference to non-discrimination. Furthermore, the implementation of gender equality is not reflected in the performance measures of any managers and all three utilities do not have any dedicated resources to implement gender equality such as specific person or team responsible for this. Overall, this is an area that could be further improved upon across all three water utilities.

Policies & Practices	Score Brasov Water Company	Score Prishtina Regional Water Company	Score Tirana Water Utility	Sources of information for scoring
Diversity and Inclusion Policy	50%	50%	50%	
Top leadership commitment to achieve gender equality	0%	0%	100%	
Gender equality is part of the company's strategic goals	0%	0%	100%	 
Gender equality is reflected in managers' performance measures	0%	0%	0%	
Dedicated resources within the company to implement gender equality	0%	0%	0%	
Sexual harassment and workplace violence prevention policy	100%	50%	100%	
<b>Total score</b>	<b>25%</b>	<b>17%</b>	<b>58%</b>	

# COMPANY CULTURE

## Effectiveness of policies and practices (age assessment)

When it comes to age, both utilities do not have a policy explicitly mentioning the value of diversity and inclusion with a specific reference to the value of an inter-generational workforce.

Policies & Practices	Score Brasov Water Company	Score Tirana Water Utility	Sources of information for scoring
Diversity and Inclusion Policy	0%	50%	
Total score	0%	0%	

**Note:** Data from Prishtina Regional Water Company was not made available

# THE EFFECTIVENESS OF POLICIES AND PRACTICES

## Comparison across countries

Comparing the effectiveness of policies and practices, the utilities meet the EDGE standard in none of the five areas of analysis.

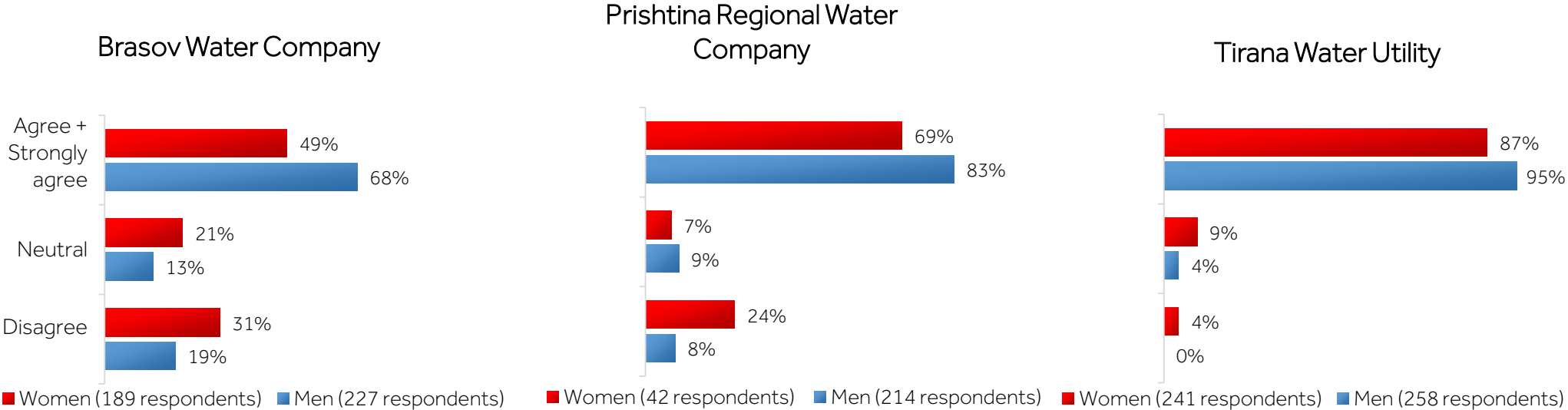


**Note:** the dotted line at 65% indicates the minimum percentage to be reached in each area, in order to meet the EDGE Standard. The color of the horizontal bars indicates whether your score is below 65% (red bars) or above 65% (yellow bars).

# INCLUSIVE CULTURE

I believe that women and men are given the same opportunities to be hired by this company

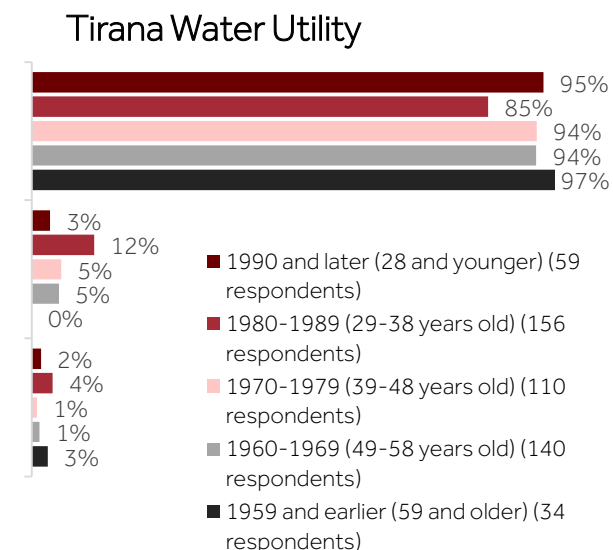
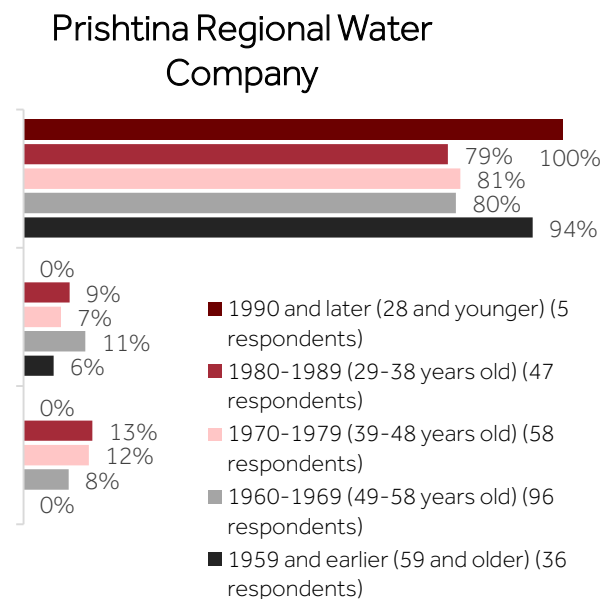
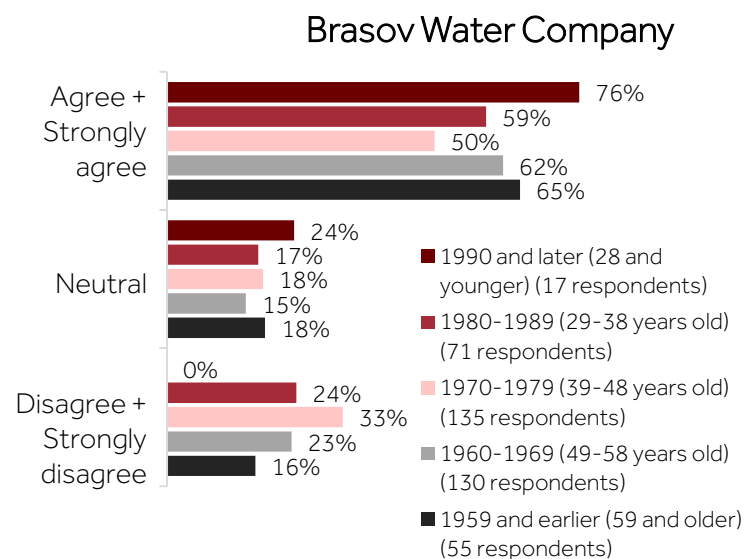
More than 50% of men and women across all three utilities consider that women and men are given the same opportunities to be hired with the exception of women at Brasov Water Company where 49% of women answered positively. A notable gender gap in perceptions is to be noted across all three utilities with men being more optimistic than women on this question.



# INCLUSIVE CULTURE

I believe that women and men are given the same opportunities to be hired by this company

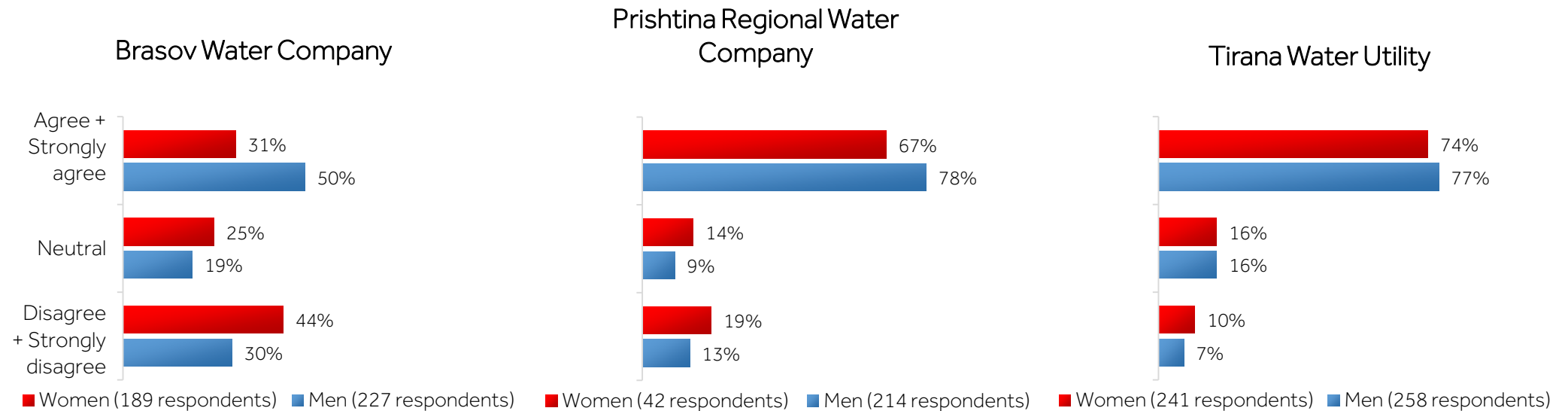
Across all three utilities, the younger (aged 28 and younger) and older generations (aged 59 and older) tend to be the most positive when it comes to being given the same opportunities to be hired by this company.



# INCLUSIVE CULTURE

I am given fair opportunities to be promoted in this company

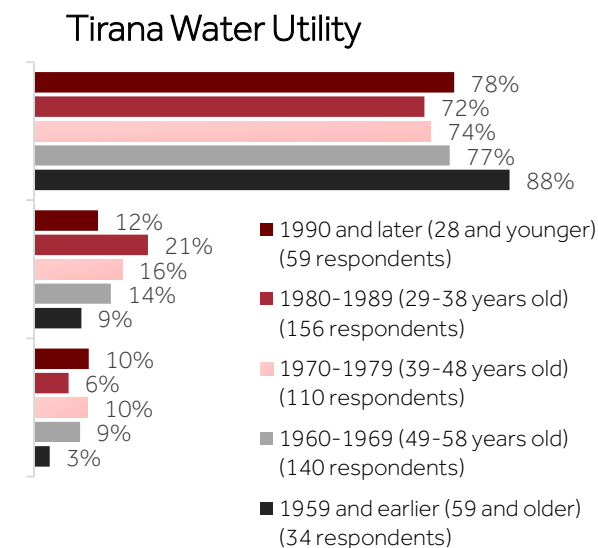
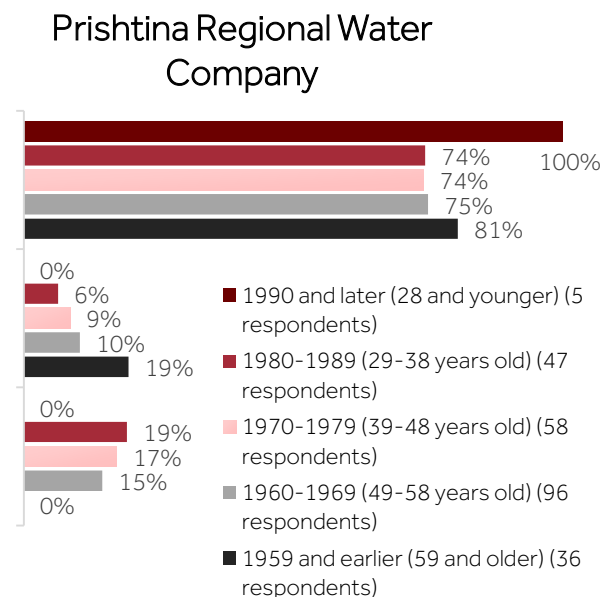
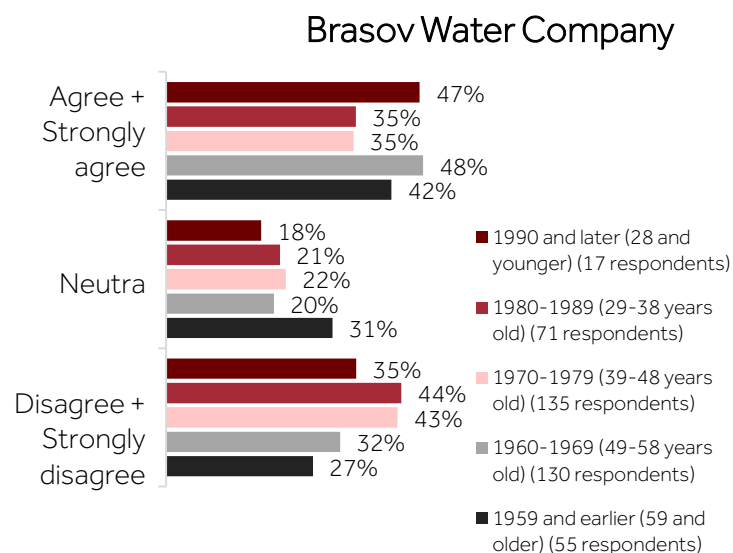
Respondents were less optimistic when it comes to being given fair opportunities to be promoted across all three utilities. A notable gender gap in perceptions persist across all three utilities with men being more optimistic than women on this question. Tirana Water Utility exhibits the smallest gender gap with 74% of women and 77% of men agreeing or strongly agreeing to this question.



# INCLUSIVE CULTURE

I am given fair opportunities to be promoted in this company

The younger and older generations (aged 27 and younger and 50 and older) also hold overall the most positive perceptions when it comes to being given fair opportunities to be promoted across the three companies assessed.

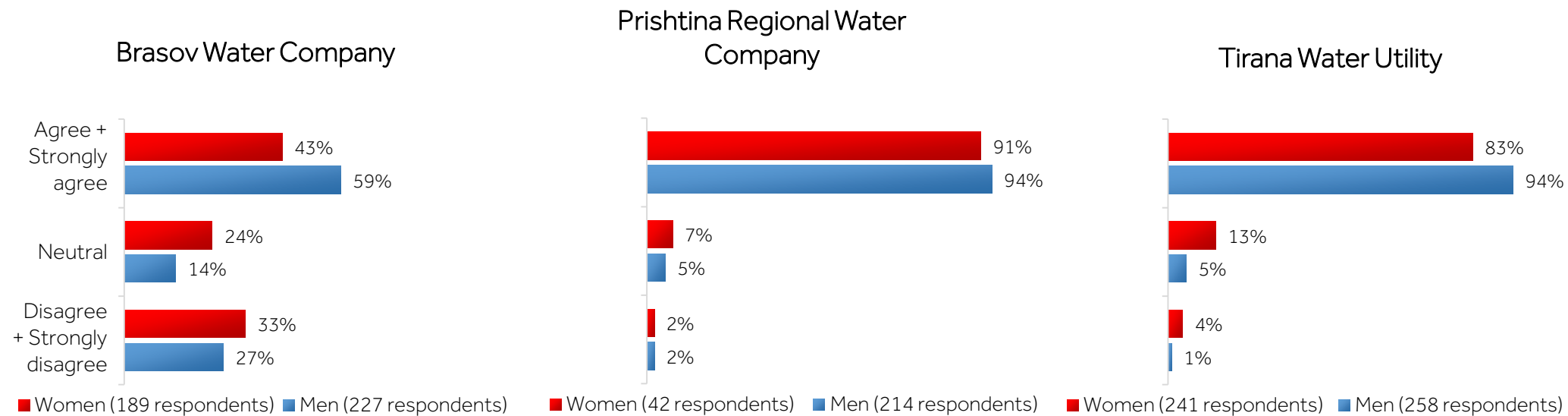




# INCLUSIVE CULTURE

I would highly recommend working at this company to a male friend or colleague

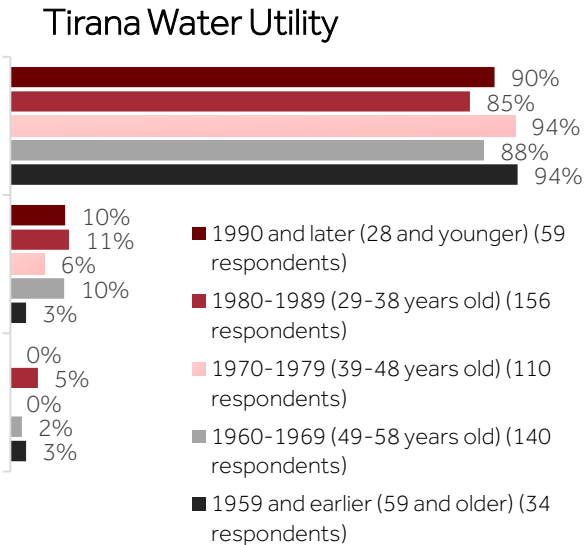
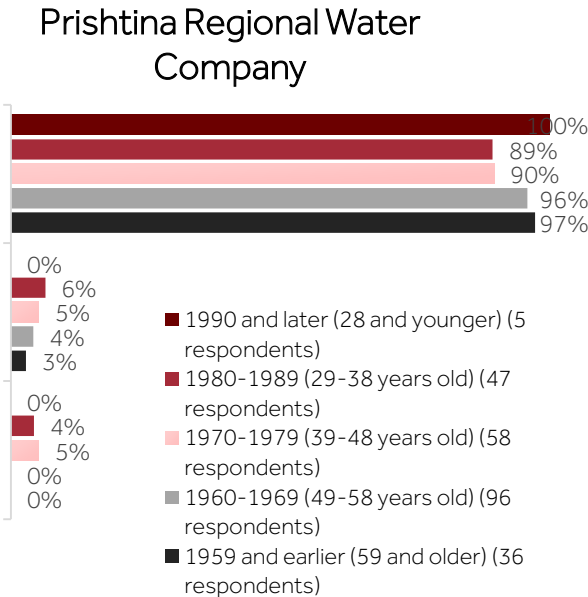
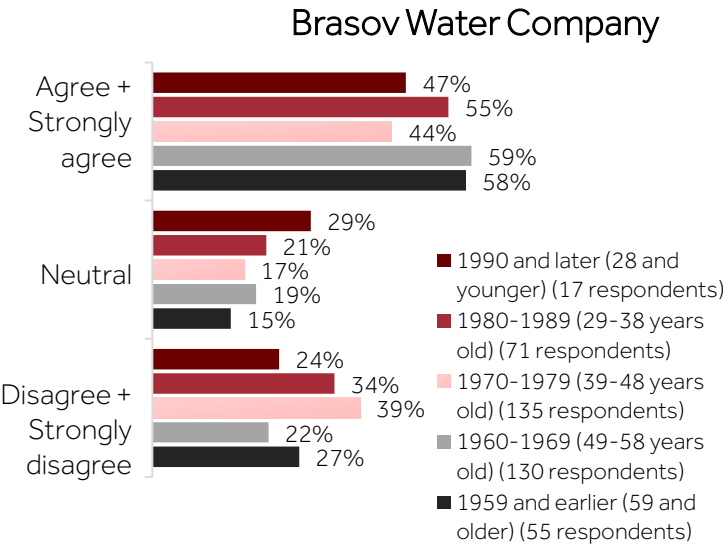
Perceptions on whether employees would highly recommend working at this company to a male friend or colleague were very positive at Prishtina Regional Water Company and Tirana Water Utility while somewhat pessimistic at Brasov Water Company with only 43% of women and 59% of men holding positive views on the topic. Furthermore, a notable gender gap in perception was detected for Brasov Water Company with men being notably more pessimistic than women. This gap was less pronounced for Tirana Water Utility.



# INCLUSIVE CULTURE

I would highly recommend working at this company to a male friend or colleague

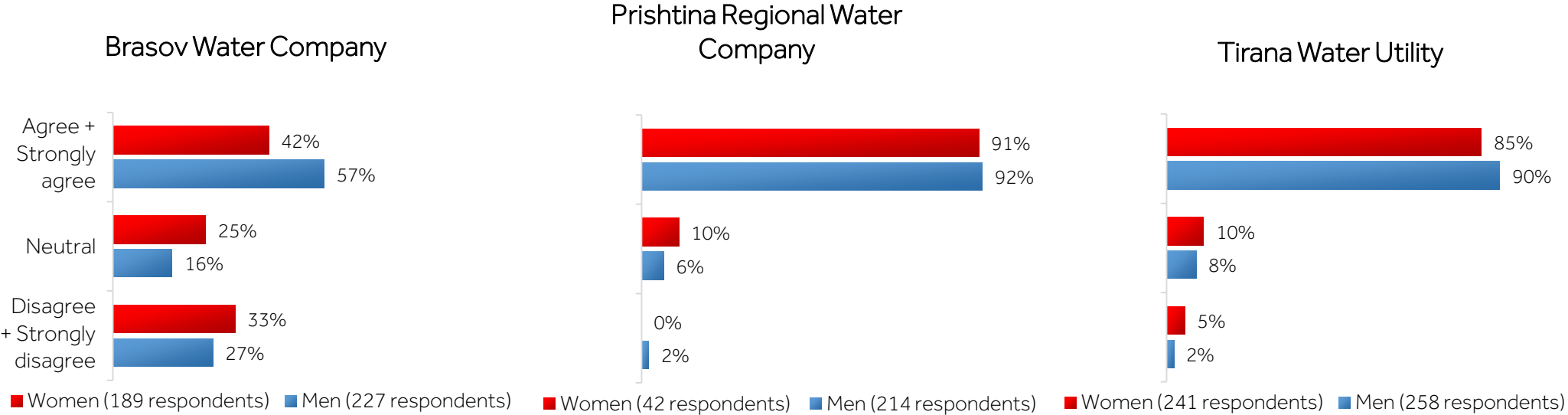
Employees across generations at Prishtina Regional Water Company and Tirana Water Utility were overall very optimistic when asked whether they would highly recommend working at this company to a male friend or colleague. Perceptions were more nuanced at Brasov Water Company with the older generations aged 49 and older being the most optimistic with 59% agreeing or strongly agreeing.



# INCLUSIVE CULTURE

I would highly recommend working at this company to a female friend or colleague

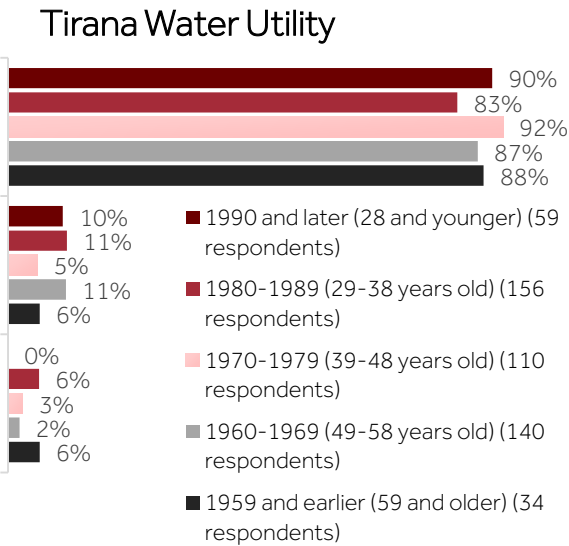
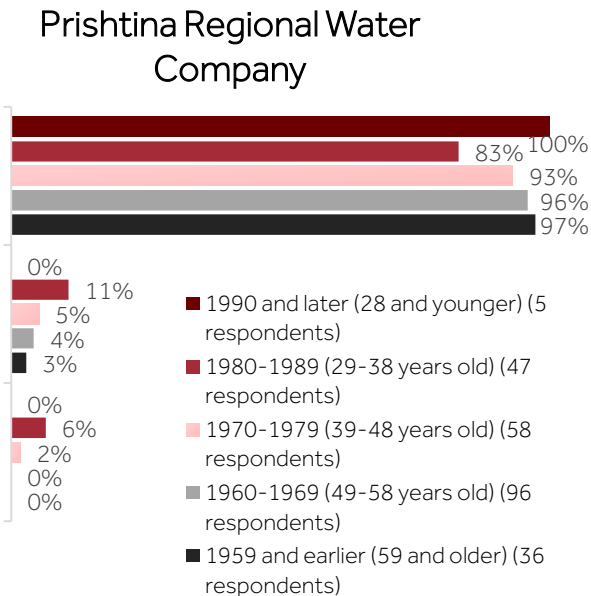
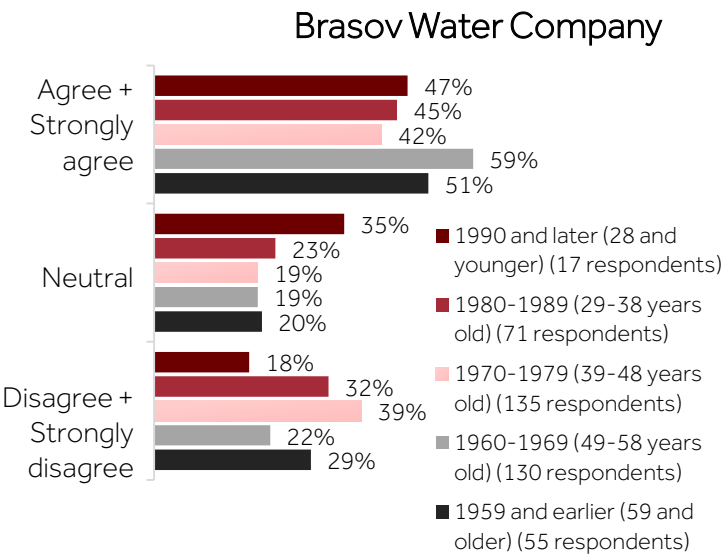
Perceptions on whether employees would highly recommend working at this company to a female friend or colleague were very positive at Prishtina Regional Water Company and Tirana Water Utility while more pessimistic at Brasov Water Company with only 42% of women and 57% of men holding positive views on the topic. No notable gender gap in perceptions is to be noted for Prishtina Regional Water Company and Tirana Water Utility.



# INCLUSIVE CULTURE

I would highly recommend working at this company to a female friend or colleague

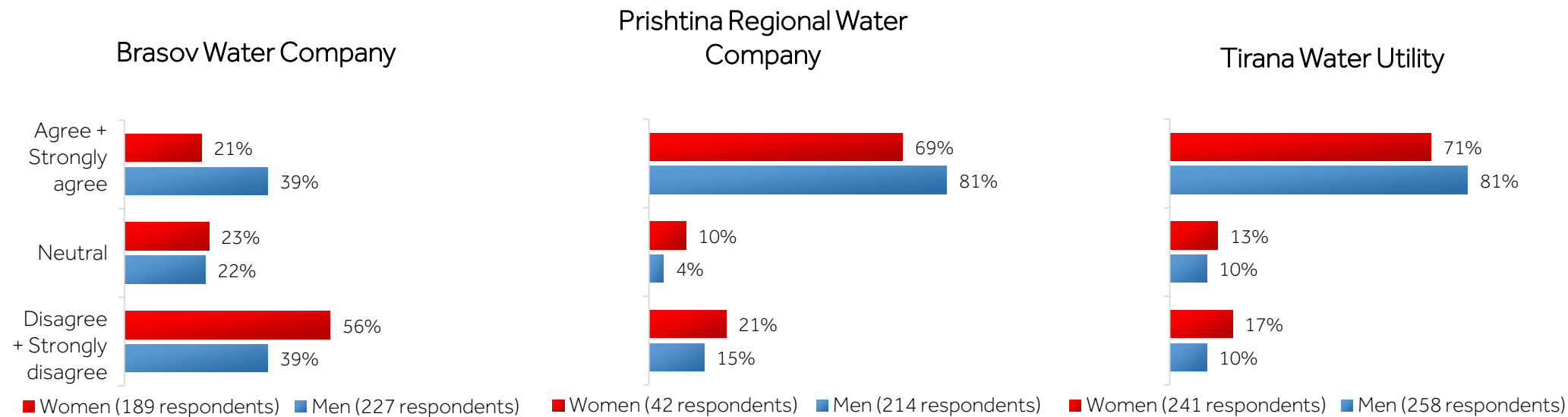
At Prishtina Regional Water Company and Tirana Water Utility, perceptions on whether employees would highly recommend working at the company to a female friend or colleague were overall very optimistic across generations with a minimum of 83% of employees aged 29-38 years old agreeing or strongly agreeing. Perceptions at Brasov Water Company were more nuanced with 42% of employees aged 39-48 years old and 59% of employees aged 49-58 years old agreeing or strongly agreeing to this question.



# INCLUSIVE CULTURE

I am being paid fairly for the work that I do compared to others in similar roles in this company

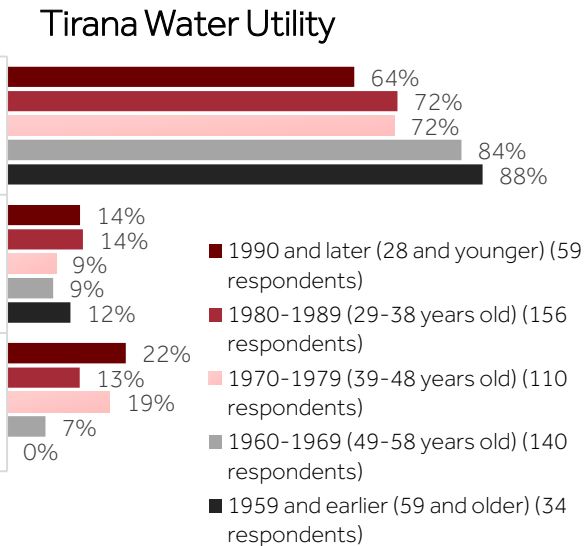
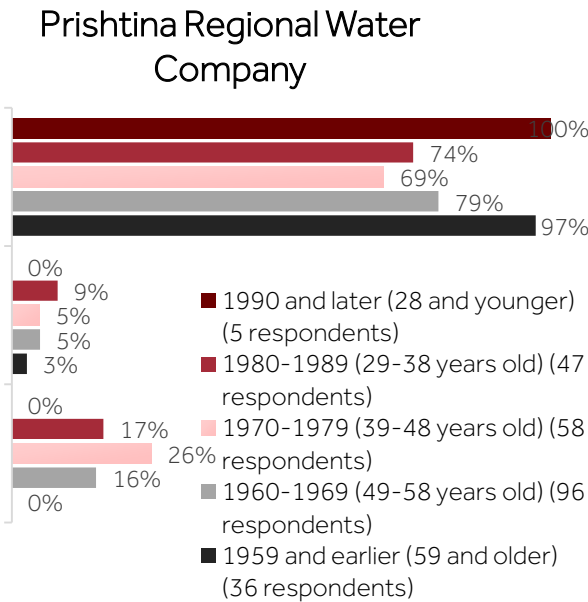
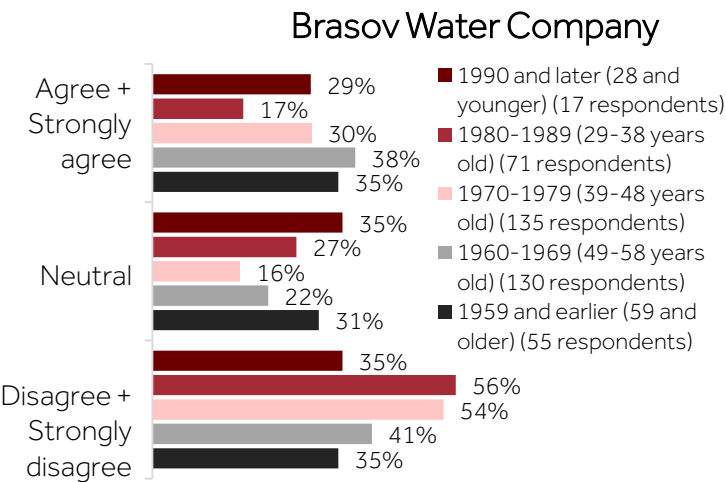
When it comes to being paid fairly for the work that they do compared to others in the utilities, employees were more negative across utilities. Employees were particularly negative on this topic at Brasov Water Company with 21% of women and 39% of men agreeing or strongly agreeing. Furthermore, a notable gap in perceptions is to be noted across utilities.



# INCLUSIVE CULTURE

I am being paid fairly for the work that I do compared to others in similar roles in this company

When it comes to pay, perceptions were more nuanced across generations and across utilities. At Brasov Water Company, employees aged 49-58 years old were the most optimistic with 38% of positive responses while employees aged 59 and older were the most optimistic at Prishtina Regional Water Company and Tirana Water Utility with 97% and 88% of respondents respectively answering positively to this question.





# BENCHMARKING AGAINST THE EDGE STANDARD



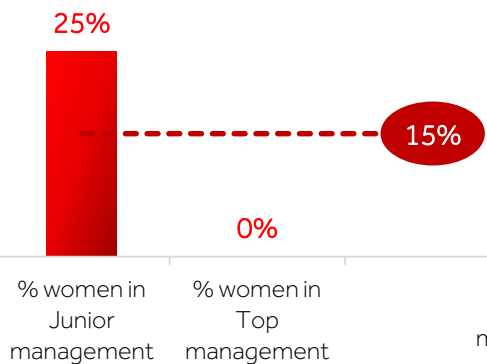


# BRASOV WATER COMPANY

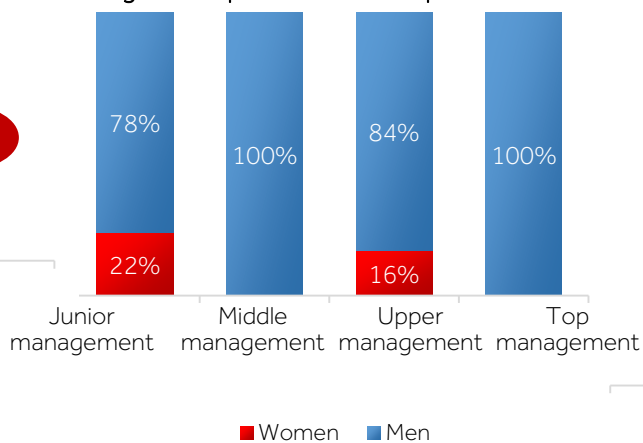
Your performance at a glance in the EDGE Strategy Tool™

## 1. Gender balance

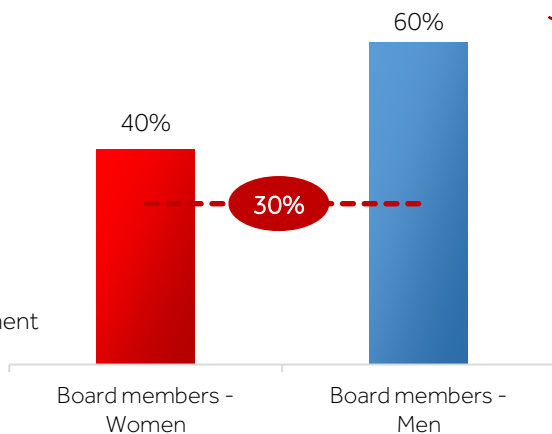
### Proportionate retention



### Managers with profit and loss responsibilities



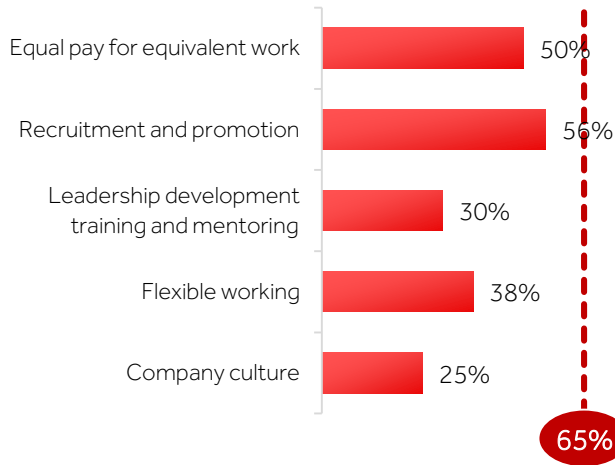
### Board composition



## 2. Unexplained gender pay gap

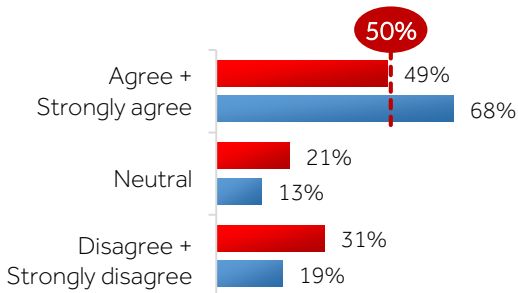
Not part of this assessment.

## 3. Effectiveness of policies and practices

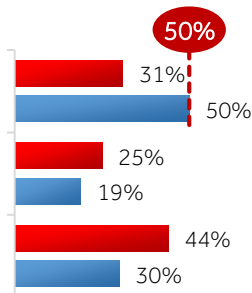


## 4. Inclusive culture - employees ratings

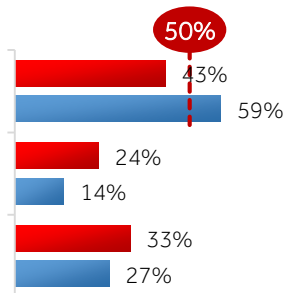
I believe that women and men are given the same opportunities to be hired by this company



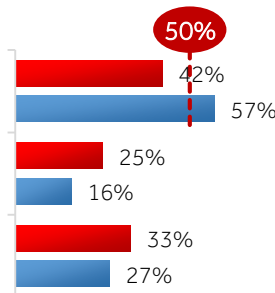
I am given fair opportunities to be promoted in this company



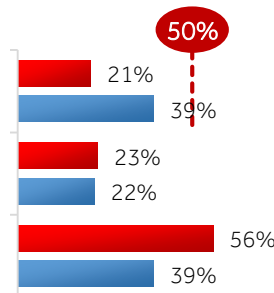
I would highly recommend working at this company to a male friend or colleague



I would highly recommend working at this company to a female friend or colleague



I am being paid fairly for the work that I do compared to others in similar roles in this company



Women (189 respondents)

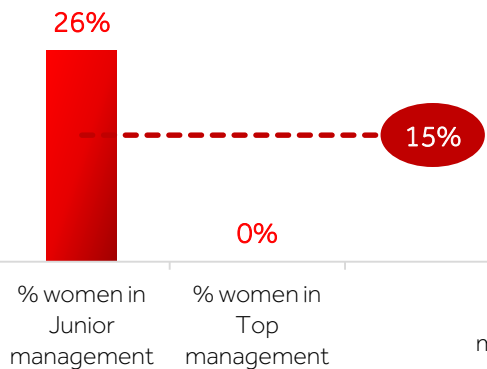
Men (227 respondents)

# PRISHTINA REGIONAL WATER COMPANY

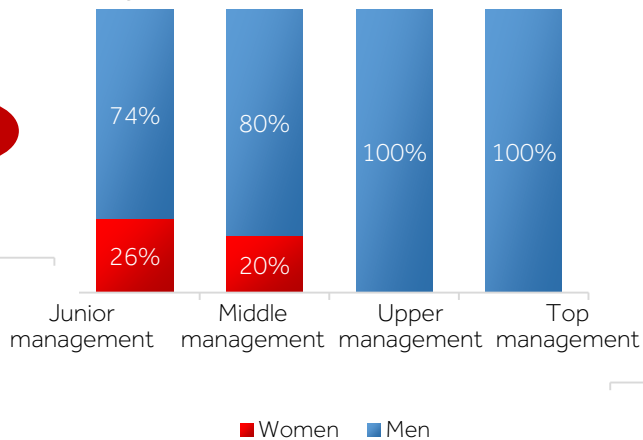
Your performance at a glance in the EDGE Strategy Tool™

## 1. Gender balance

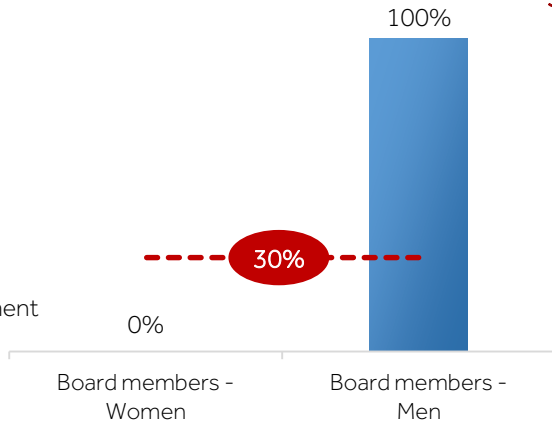
### Proportionate retention



### Managers with profit and loss responsibilities



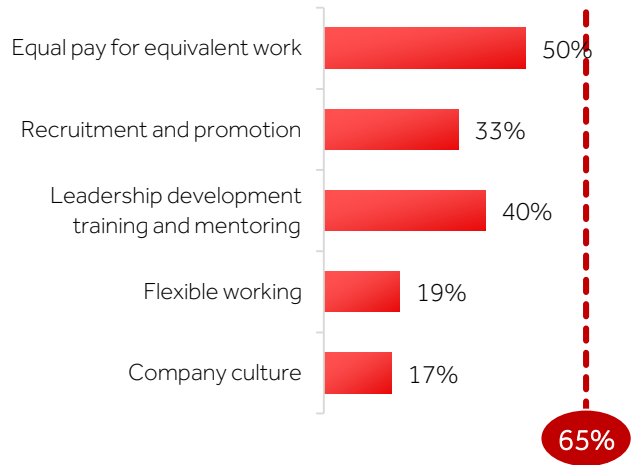
### Board composition



## 2. Unexplained gender pay gap

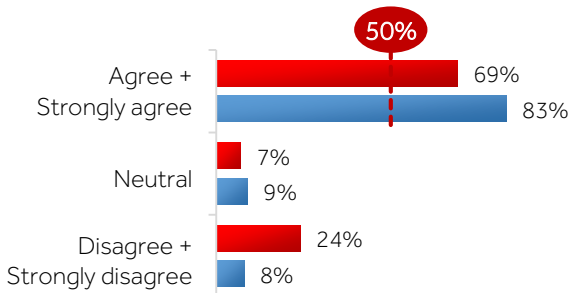
Not part of this assessment.

## 3. Effectiveness of policies and practices

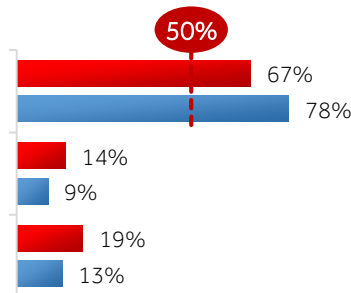


## 4. Inclusive culture - employees ratings

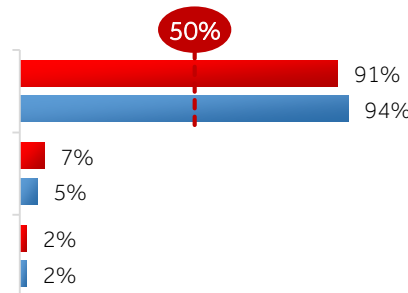
I believe that women and men are given the same opportunities to be hired by this company



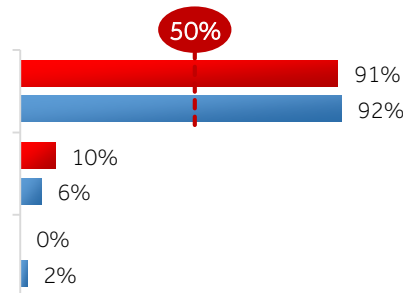
I am given fair opportunities to be promoted in this company



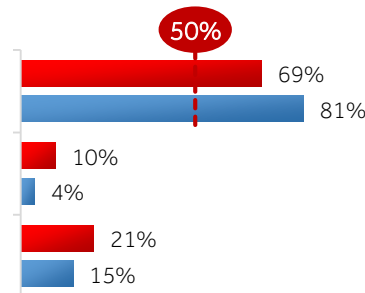
I would highly recommend working at this company to a male friend or colleague



I would highly recommend working at this company to a female friend or colleague



I am being paid fairly for the work that I do compared to others in similar roles in this company



Women (42 respondents)

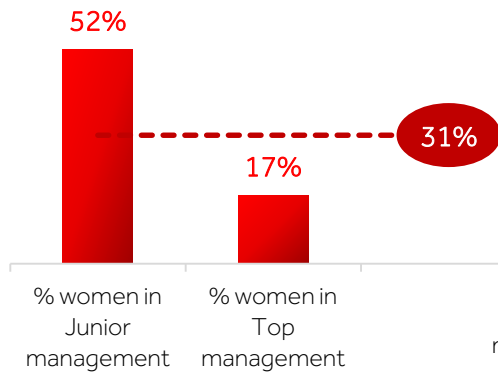
Men (214 respondents)

# TIRANA WATER UTILITY

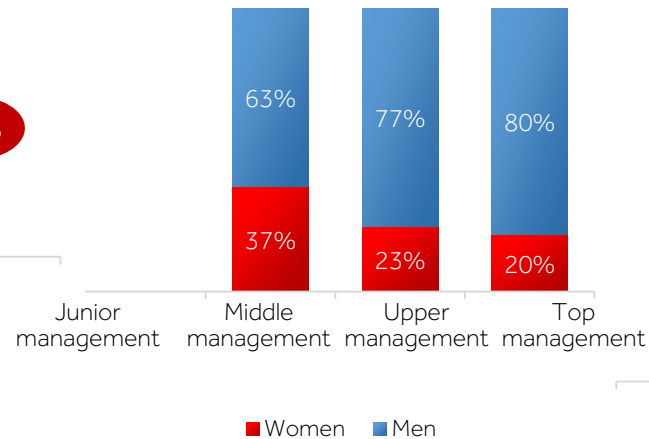
Your performance at a glance in the EDGE Strategy Tool™

## 1. Gender balance

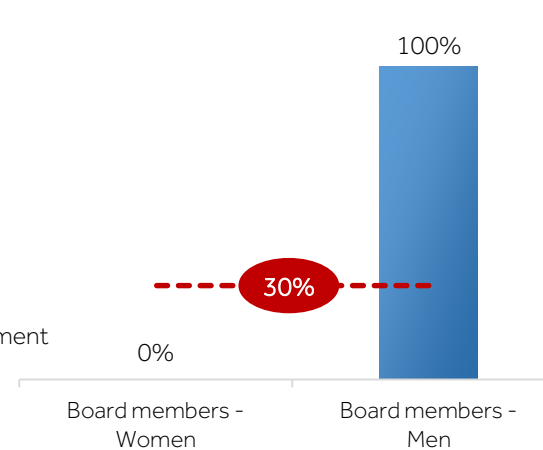
### Proportionate retention



### Managers with profit and loss responsibilities



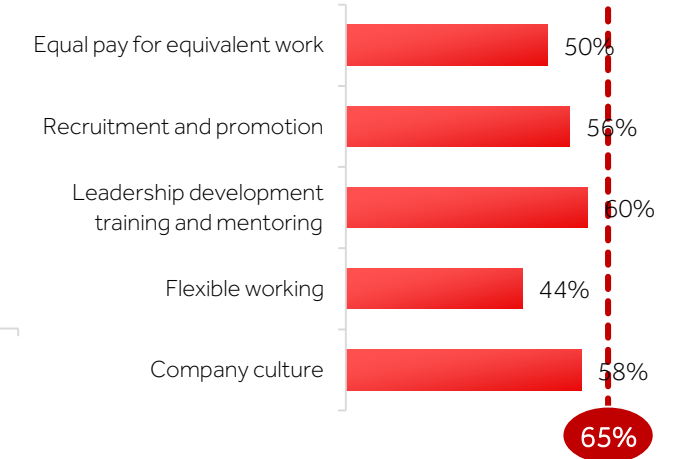
### Board composition



## 2. Unexplained gender pay gap

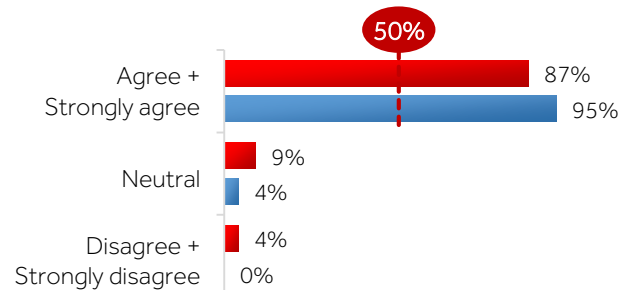
Not part of this assessment.

## 3. Effectiveness of policies and practices

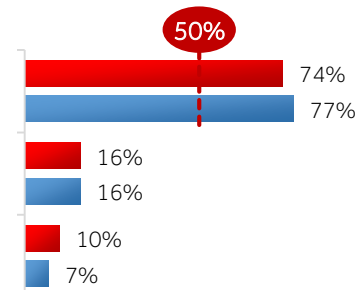


## 4. Inclusive culture - employees ratings

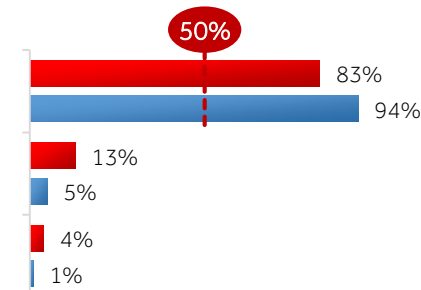
I believe that women and men are given the same opportunities to be hired by this company



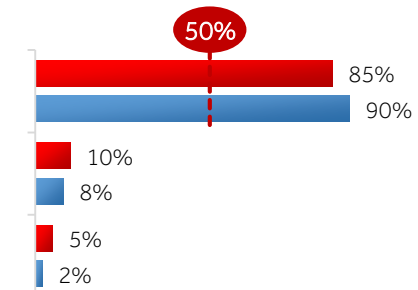
I am given fair opportunities to be promoted in this company



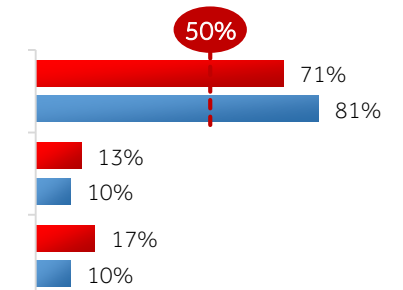
I would highly recommend working at this company to a male friend or colleague



I would highly recommend working at this company to a female friend or colleague



I am being paid fairly for the work that I do compared to others in similar roles in this company



Women (241 respondents)

Men (258 respondents)



## SELECTED ACTIONS

# SELECTED ACTIONS

## Brasov Water Company

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Rationale	Proposed actions
The company does not conduct any gender pay gap assessments	Conduct yearly gender pay gap assessments which cover base salaries, but also bonuses and other cash benefits by using a regression analysis, and proactively communicate on the company's commitment to ensure gender pay equity
The company does not have a specific recruitment process in place	Implement a systematic interview system to promote and ensure a gender equitable process across the organization
The company does not have a systematic approach to identify its top talent employees	Implement a systematic procedure to identify top talents and ensure that both men and women are equally represented in the top talent population at every level of responsibility in the company

**Note:** These selected actions were the result of the workshop held in Vienna

# SELECTED ACTIONS

## Prishtina Regional Water Company

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Rationale	Proposed actions
The company has limited options for flexible working, although a significant number of employees have declared to be given the flexibility they need	Design and promote flexible work options based on the specific needs of the employees in particular reaching out to department already requesting flexible work options
Despite the optimistic employees' perception, the company systematically communicates only on certain aspects of its promotion process and criteria	Improve the transparency of the promotion process and promotion criteria
The company does not have a systematic approach to identify its top talent employees	Implement a systematic procedure to identify top talents and ensure that both men and women are equally represented in the top talent population at every level of responsibility in the company

**Note:** These selected actions were the result of the workshop held in Vienna

# SELECTED ACTIONS

## Tirana Water Utility

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Rationale	Proposed actions
The company does not conduct any gender pay gap assessments	Conduct yearly gender pay gap assessments which cover base salaries, but also bonuses and other cash benefits by using a regression analysis, and proactively communicate on the company's commitment to ensure gender pay equity
The company has formal mentoring programmes for men and for women, but no employees took part in them	Set up formal sponsorship programmes for men and women and measure their effectiveness in terms of the rates of promotions of men and women mentees (sponsorship)
The company does not have a systematic approach to identify its top talent employees	Implement a systematic procedure to identify top talents and ensure that both men and women are equally represented in the top talent population at every level of responsibility in the company

**Note:** These selected actions were the result of the workshop held in Vienna



# ANNEX



# MAPPING OF RESPONSIBILITY LEVELS

For the purpose of peer group benchmarking, the bands of responsibility across all analyzed entities have been mapped against the five standardized levels of responsibility in the EDGE Methodology as follows:

EDGE levels	Brasov Water Company	Prishtina Regional Water Company	Tirana Water Utility
Top Management	Line directors	Chief Executive Officer	Vice Directors, Department Directors, Support staff of the CEO
Upper Management	Chief of service, Workshop chief, Chief of the sector, Chief of office, Laboratory chief	Senior Officials	Directory Directors
Middle Management	Shift manager, Area manager, and Compartment coordinator	Executive Managers	Head Of Offices
Junior Management	Employees with higher education who have staff in subordination, Technicians with subordinate staff, Foreman with subordinate staff	Chiefs	Specialists
Operational functions	Other employees	Operational staff	Field employees

# DEFINITIONS OF PROFIT AND LOSS ROLES

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The following definitions were used by the three utilities to identify employees with profit and loss responsibility roles, otherwise referred to as core roles:

Brasov Water Company	Drinking Water Laboratory, Waste Water Laboratory, Technical, Production, Investments Dept., Designing Dept., Rupea Sector, Săcele Sector, Codlea Sector , Exteriors Sector, Waste Water Treatment Plants Dept., Metrological Laboratory, Water Dept., Sewerage Dept. , Dispatch, Poiana Sector, Meters Dept.
Prishtina Regional Water Company	Functions connected to the revenue-making activities of the organization.
Tirana Water Utility	Included as profit and loss roles are: the engineering department responsible for designing, implementing new projects, connecting new customers to the network, deciding the technical vision of the company for the future; the sales department responsible for opening new contracts, new customers, collecting the money from the service; the units responsible for providing direct services to the customers; and the Vice General Directors making technical and administrative decisions.

# CAREER TRANSITIONS CHART FOR BRASOV WATER COMPANY (NUMBERS SOURCE)

Level of Responsibility	Total number at beginning of 12-month period	Recruited at this level from outside Brasov Water Company	Promoted to this level from inside Brasov Water Company	Promoted from this level to a higher level	Left Brasov Water Company from this level	Total number at end of 12-month period
Top management men	3	0	0	0	0	3
Top management women	0	0	0	0	0	0
Upper management men	32	1	4	0	2	35
Upper management women	9	0	0	0	0	9
Middle management men	13	0	4	4	0	13
Middle management women	2	0	0	0	1	1
Junior management men	31	0	7	4	1	33
Junior management women	9	0	2	0	0	11
Operational men	543	33	0	7	39	530
Operational women	226	16	0	2	16	224
Total men	622	34	15	15	42	614
Total women	246	16	2	2	17	245
TOTAL	868	50	17	17	59	859

## Arrow color calculations

$x = \text{Female Transition Probability} / \text{Male Transition Probability}$

- if  $x < 0.95$  Women less likely than men to make the transition
- if  $0.95 \leq x \leq 1.05$  Men and women equally likely to make the transition
- if  $x > 1.05$  Women more likely than men to make the transition

# GENDER BALANCE AT THE OPERATIONAL LEVEL FOR BRASOV WATER COMPANY (NUMBERS SOURCE)

Direction	Department	Number of men at the end of 12-month period	Number of women at the end of 12-month period
General Direction	Human Resources Dept.	0	3
	Legal Dept., Patrimony, Shareholders	2	4
	Quality Management Office	0	3
	IT Dept.	2	3
	Drinking Water Laboratory	1	8
	Waste Water Laboratory	0	9
	Environmental Protection Office	2	4
	Internal Prevention and Protection Dept.	0	3
	Emergency Situations Service	2	1
	Internal Audit Dept.	0	1
	Communication and Public Relations Dept.	0	0
	Financial Controlling Dept.	0	1
Technical Direction	Technical, Production, Investments Dept.	8	10
	Designing Dept.	0	5
	Rupea Sector	30	13
	Săcele Sector	15	8
	Codlea Sector	24	7
	Exteriors Sector	24	3
	Waste Water Treatment Plants Dept.	50	6
	Transportation Workshop	53	3
	Mechanical Workshop	17	2
	Energetic Workshop	14	1
	Metrological Workshop	2	2

Direction	Department	Number of men at the end of 12-month period	Number of women at the end of 12-month period
Operational Direction	Water Dept.	110	12
	Sewerage Dept.	32	4
	Dispatch	49	3
	Poiana Sector	23	3
Economical Direction	Accountancy Dept.	0	10
	Financial Dept	0	6
	Economical Analysis Dept.	0	3
	Administrative Dept.	3	16
	Public Procurement Dept.	7	6
	Meters Dept.	21	3
	Meter Readers Dept.	18	0
	Billing-Collection Dept.	1	26
	Debtors Office	1	3
	Customer Service	1	17
External Programs Direction	Project Implementation Unit- Cohesion Funds	9	5
	Project Implementation Unit Economical Office	0	3
	Contracts and Works Supervision Office	9	4
TOTAL		530	224

# CAREER TRANSITIONS CHART FOR PRISHTINA REGIONAL WATER COMPANY (NUMBERS SOURCE)

Level of Responsibility	Total number at beginning of 12-month period	Recruited at this level from outside Prishtina RWC	Promoted to this level from inside Prishtina RWC	Promoted from this level to a higher level	Left Prishtina RWC from this level	Total number at end of 12-month period
Top management men	1	0	0	0	0	1
Top management women	0	0	0	0	0	0
Upper management men	4	0	0	0	0	4
Upper management women	0	0	0	0	0	0
Middle management men	10	0	0	0	0	10
Middle management women	2	0	0	0	0	2
Junior management men	25	1	2	0	2	26
Junior management women	9	0	0	0	0	9
Operational men	423	12	0	2	14	419
Operational women	56	2	0	0	0	58
Total men	463	13	2	2	16	460
Total women	67	2	0	0	0	69
TOTAL	530	15	2	2	16	529

## Arrow color calculations

$x = \text{Female Transition Probability} / \text{Male Transition Probability}$

- if  $x < 0.95$  Women less likely than men to make the transition
- if  $0.95 \leq x \leq 1.05$  Men and women equally likely to make the transition
- if  $x > 1.05$  Women more likely than men to make the transition

# CAREER TRANSITIONS CHART FOR TIRANA WATER UTILITY (NUMBERS SOURCE)

Level of Responsibility	Total number at beginning of 12-month period	Recruited at this level from outside Tirana Water Utility	Promoted to this level from inside Tirana Water Utility	Promoted from this level to a higher level	Left Tirana Water Utility from this level	Total number at end of 12-month period
Top management men	5	0	0	0	0	5
Top management women	1	0	0	0	0	1
Upper management men	13	0	0	0	0	13
Upper management women	4	0	0	0	0	4
Middle management men	41	0	0	0	0	41
Middle management women	37	1	0	0	0	38
Junior management men	133	9	4	0	5	141
Junior management women	148	6	0	0	0	154
Operational men	666	18	0	4	11	669
Operational women	115	0	0	0	0	115
Total men	858	27	4	4	16	869
Total women	305	7	0	0	0	312
TOTAL	1163	34	4	4	16	1181

## Arrow color calculations

$x = \text{Female Transition Probability} / \text{Male Transition Probability}$

- if  $x < 0.95$  Women less likely than men to make the transition
- if  $0.95 \leq x \leq 1.05$  Men and women equally likely to make the transition
- if  $x > 1.05$  Women more likely than men to make the transition

## GENDER BALANCE AT THE OPERATIONAL LEVEL FOR TIRANA WATER UTILITY (NUMBERS SOURCE)

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Department	Number of men at the end of 12-month period	Number of women at the end of 12-month period
Support Service Department	70	4
Sales Department	12	2
Economy Directory	4	1
Technical Department	72	1
Water Production and Distribution Department	177	1
Unit 1	41	14
Unit 2	39	15
Unit 3	33	24
Unit 4	37	24
Unit 5	34	11
Regional Directory	150	18
TOTAL	669	115



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