Dear member,

We invite you to take part in a questionnaire being conducted by the Water Global Practice at the World Bank, to seek your input on the human resources-related policies, practices, and procedures at your utility.

The questionnaire is being conducted as part of a broader global study on female employment in water utilities, which looks at the various opportunities and barriers women professionals face in the water sector. Evidence shows that women are underrepresented among utility staff, but we know that such gender gaps are inefficient and costly – in both the public and private sectors. The study aims to provide practical solutions that utilities and development professionals can consider in their efforts to improve gender diversity, career opportunities for staff and overall utility performance.

This questionnaire, which can be filled out by a human resource department, will help recognize good practices for supporting the career advancement of both male and female utility staff. The data you provide will contribute to the evidence base that our study will build upon. If you have any other related information and documents – particularly on staff composition and the policies in place in the utility – we request you to kindly share these with us.

Please note that any personal or sensitive information provided will be treated with the strictest confidentiality. Please let us know if you do not want your utility to be named.

If you have any questions about the study or the questionnaire, which is enclosed to this email for your reference, or have additional information to share with us, please contact Kamila Galeza at [kkasprzycka@worldbank.org](mailto:kkasprzycka@worldbank.org).

Thank you for considering your involvement in this questionnaire.

Yours sincerely,