



Private Infrastructure
Development Group

Gender Equity, Diversity and Inclusion (GEDI)

What does GEDI mean at PIDG?

GEDI refers to Gender Equity, Diversity and Inclusion. At the Private Infrastructure Development Group's (PIDG), GEDI is embedded across all functions, as promoting inclusive opportunities through climate resilient and nature restorative infrastructure is central to PIDG's mandate (see PIDG's Strategy). At the same time, these values extend beyond our projects, as we aim to work transparently and seek out the diverse voices of our people, our partners, and everyone impacted by our work. These goals are partly supported through the GEDI Network, which gathers periodically across PIDG to identify bottlenecks in goal implementation, drive ambition by generating new ideas for their resolution and monitor progress made on our yearly commitments as reported in our annual Action Plans.

What are the main areas of focus of the GEDI Network?

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 community².

Globally, women have unequal rights and access to property, assets, formal jobs, education and decision making. They are more vulnerable to shocks and crises, like the effects of climate change³ and the 2020 global pandemic⁴. 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 equality is equally strong, as an inclusive leadership and workforce positively correlates with productivity, returns and innovation⁵. At PIDG, 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 promoting gender equality through our investments and to deliver gender equity in the workplace.

Even though at PIDG we recognise that there are numerous determinants of social exclusion beyond gender, we continue to focus on gender and disability in this third iteration of the PIDG GEDI Action Plan. The Plan will still predominantly focus on gender, as we believe this is still the key driver of unequal access to infrastructure. However, PIDG will also be raising its level of ambition around disability inclusion, in line with its renewed commitments from the 2025 Global Disability Summit (GDS)⁶, and as a result of the discussions raised across the GEDI Network in 2024.

It is worth noting that there are high levels of synergy between Pillar 1 and Pillar 2, which is in line with PIDG's understanding of risk and opportunities for the promotion of gender equality and wider inclusion as being part of a continuum of sustainable development impact. These two Pillars inform the work being done at the investment level, which is fundamentally different to the focus of Pillar 3, which looks at PIDG's GEDI commitments at the Group level; as a business.

The GEDI Network provides an accountability mechanism to support the delivery of pre-agreed targets from different parts of the business, such as checking, for example whether the HR Function has introduced a diversity policy, or whether the Communications team has launched the annual International Women's Day media campaign, as planned. The GEDI Network also takes responsibility for the delivery of certain items, such as the organisation of Cultural Days across the PIDG Offices. Such actions do not belong to a particular business function but instead are a shared responsibility of the core members of the Network.

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

2. <https://www.ifc.org/content/dam/ifc/doc/mgrt/gpn-addressinggbvh-july2020.pdf>

3. <https://www.unwomen.org/en/articles/explainer/how-gender-inequality-and-climate-change-are-interconnected>

4. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9395988/#:~:text=There%20are%20two%20main%20reasons,1%2C%203%2C%205>

5. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact>

6. PIDG has submitted its 2025-2026 commitments to the Global Disability Secretariat. The outcome of these draft commitments will be communicated in mid-May 2025. PIDG will also have the chance to report against its 2022-2025 commitments once the GDS reporting window re-opens between April and June 2025. Will be reporting against its progress on its GDS commitments at the 2025 Summit.

What have we done so far?

Pillar 1 – Safeguarding Women and people with disabilities

This pillar focuses on safeguarding women and girls from GBVH on PIDG investments, on disability-related risks and the overlap of gender and disability from a risk perspective.

Key contact:
Emily Wood

Pillar 2 – Promoting Gender Equality and Inclusion through PIDG Investment

This pillar focuses, from an impact perspective, on promoting gender equality through gender lens investing and on enabling inclusivity and the overlap of gender and disability on PIDG investments.

Key contact:
Celia Carbajosa

Pillar 3 – Leading by Example: Gender Equity, Diversity and Inclusion at PIDG

This pillar focuses on fostering a culture of equity, diversity and inclusion in the workplace, in line with PIDG values and mirroring the work we do at the investment level at the Group level.

Key contact:
Cecilie Sørhus

GEDI Network Lead: Margherita Calderone

We have spent 2024 implementing the commitments from the [second GEDI Action Plan](#), taking stock against our progress (please see the [Appendix](#) section) and agreeing on commitments for 2025 (see pages 4-7).

The Plan provides accountability and direction to the work undertaken across several teams:

- The HSES (Health Safety Environmental and Social) team develops and monitors policies and processes on gender equality standards, gender-related risks (including GBVH) and disability risks.
- The Sustainable Development Impact (SDI) team implements processes and guidance to advance gender lens investing and wider inclusion across projects.
- Human Resources (HR) and the Communications team address discrimination and promote diversity and equal opportunities within the workplace.

1. See [PIDG's 2024 Sustainability and Impact Report](#)

PIDG works across the Pillars to improve gender and wider inclusion outcomes within our investments, the communities in which we work and across our business.

Below is a summary of the key achievements from 2024 across each Pillar, with a detailed report in the Appendix:

Pillar 1 – Safeguarding Women and people with disabilities	Pillar 2 – Promoting Gender Equality and Inclusion through PIDG Investment	Pillar 3 – Leading by Example: Gender Equity at PIDG
PIDG HSES GBVH and Disability Due Diligence Guidance finalised and being implemented.	100% of newly closed transactions reporting on gender targets or produced gender disaggregated reporting. Conducted a review of PIDG's GLI tools and processes.	GEDI Network reviewed the Gender and inclusion questions in the PIDG Engagement Survey (2024) and responded to the output from these questions via the Engagement Survey working group.
Five monitoring and assurance (M&A) visits were undertaken to portfolio projects with GBVH as a focus area ¹ . One M&A visit was undertaken considering disability as a focus area ² .	72% (18/25) FCs were classified as promoting gender equality in 2024 ³ ; the highest proportion ever recorded since the establishment of the gender KPI at the group level in 2021.	Cultural days have been reintroduced across PIDG offices. We have celebrated the South African, Italian, French, Hungarian and Welsh national days and celebrated the Lunar New Year.
Provided PIDG Impact Team GBVH awareness training.	39% of TA grants (14/36) contributed to significant and / or improved gender outcomes in PIDG projects against its 30% 2024 target.	International Women's Day was celebrated through a PIDG Pulse Podcast showcasing some of our gender projects across the Group.
GBVH is included in the mandatory training delivery to all new PIDG employees.	PIDG attended the 2025 Global Disability Summit for the first time and had its new set of commitments approved by the Global Disability Secretariat (May 2025) ⁴ .	A wellbeing room has been provided across the PIDG London, Singapore and Nairobi offices.
All new projects are made aware of and provided with a link to the PIDG HSES Safeguarding rules.	2025 Annual Update Process allowed PIDG to take stock of its disability inclusive portfolio for the first time - six projects as of 2024 year-end classify as disability inclusive ⁵ .	Throughout 2024, PIDG has shown a consistent commitment to enable women in the Group to engage in external speaking events. The group also continues to be conscious in selecting inclusive images and visuals used in communications materials.

1. Acorn, KWASH, Pran, Runner Auto and Spiro.

2. Acorn.

3. See [PIDG's 2024 Sustainability and Impact Report](#)

4. PIDG's 2025-2026 Commitments include: 1). Identify at least one project where a sponsor has identified and agreed on disability inclusion as a route to impact with PIDG supporting implementation. 2). Ensure that i). at least 50% of our end-user surveys in-year include a dedicated disability module/disability inclusion lens, ii). at least one end-user survey (or evaluation) captures feedback from people with disabilities on what could be improved on a product or service, 3). Generate at least one learning product on disability inclusion; i.e. one case study, AND OR: one training or knowledge sharing event; internal or external.

5. Acorn Holdings (EAAIF and GtCo individual transactions), Acorn Holdings – Expansion (GuarantCo), Royal Railway Cambodia (GuarantCo), Cambodia Water Portfolio (InfraCo Asia) and Zimborders (EAAIF) following gender and disability inclusive findings from externally commissioned evaluation.

Climate and Gender Lens

PIDG puts both climate and gender considerations at the core of its investment approach. In 2023, PIDG launched its 2023-2030 Strategy, which focuses on accelerating sustainable development and inclusion through a climate resilient and nature-positive approach in our investments. The GEDI Network ensured that the new strategy was aligned with PIDG's GEDI ambitions, recognising how economic inclusion, climate change and nature are inextricably linked, and providing guidance on what 'good' looks like in the infrastructure sector via PIDG's Climate and Nature Approach, which was approved by ExCo in April 2025.

In 2020, PIDG introduced both climate KPIs and gender KPIs at the Group level and for each company, which came into effect in 2021. These have since evolved to align to the new strategy. It is a requirement for all investment decision making that we align with the requirements of the PIDG Climate Change Standard and the PIDG Gender Equality Standard. These, together with the exclusion list in the Investment Policy and financial additionality, form the four minimum requirement thresholds for early investment screening.

The SDI rating of each deal is a function of its expected positive outcomes on climate change, nature and women, among other impact areas. Deals that promote gender equality, demonstrate innovative climate solutions, climate resilience or action initiatives to improve nature, receive strategic alignment points and benefit from an increased credit limit and higher risk appetite. In parallel, the analysis of climate, nature and gender related risks (and the relationship between these) is prioritised.

We screen all projects for the potential for positive gender outcomes against five gender lens domains: company and project governance, employment, supply chain, products and services, and community. In addition, projects that qualify under PIDG's Gender Equality criteria (tailored to the infrastructure sector but largely based on the 2X Criteria), trigger the development of a Gender Equality Assessment (GEA). This is an evidence-based assessment of whether the gender equality potential identified by the project is relevant to address the gender gaps and barriers found at the country and sector level. The analysis from the GEA highlights which interventions are most impactful and relevant to the project, and the document is then used to identify which intervention(s) is within the project's remit and feasible to implement on the side of the investee company. The GEA also serves as a tool to identify meaningful indicators and timebound targets to monitor the project's progress and against which to test our impact thesis on gender equality. The GEA process has been showing positive results since 2021 in terms of how to implement a meaningful gender lens in infrastructure investments, evidenced by our increasing proportion of gender-empowering financially closed projects year-on-year (outlined in PIDG's **Gender Lens Investing Policy**).

PIDG Gender Equity, Diversity and Inclusion Action Plan 2025

Pillar 1 –

Safeguarding women and girls from GBVH, and managing disability risk, in PIDG Investments and Operations

Our 2025 commitments. We will:

Screening and due diligence:

1. Continue implementing the risk screening and DD process for gender and disability and enhance the guidance through continual feedback.
2. Track GBVH risks on the HSES risk register for all portfolio projects and monitor at the portfolio level.

Training:

1. Engage an OPD¹ to raise internal capacity on understanding the risks and opportunities applicable to the PIDG portfolio.
2. Provide Group-wide training on GBVH awareness, PIDG policies and processes, and the GBVH and disability risk management process across the investment cycle.
3. Provide GBVH training to the Impact team specific to the risks applicable to the agricultural sector and supply chains, which will include a disability inclusion lens.
4. Provide Impact team training on identifying vulnerable groups under the IFC Performance Standards.

Monitoring and reporting:

1. Conduct monitoring and assurance visits to a selection of project sites with the following criteria:
 - Include GBVH as a focus area on four projects where GBVH has been assessed as a high risk.
 - Include disability as a focus area on two projects.

Roll out of HSES safeguarding rules:

1. Include HSES Safeguarding Rules in project onboarding requirements.
2. Share HSES Safeguarding Rules and supportive training to projects during M&A visits as required.

At the end of 2025, we will measure progress through the following metrics:

Metric	2025 Target
# of HSES monitoring and assurance visits with GBVH as a focus area	4
# of HSES monitoring and assurance visits with disability as a focus area	2
Deliver GBVH awareness, and GBVH and disability training in the investment cycle, to PIDG	100 % of all PIDG Staff
% of new projects that are onboarded with PIDG HSES safeguarding rules and animations	100% of projects receiving appropriate information

1. An OPD is an organisation led by people with disabilities.

Pillar 2 – Promoting Gender Equality and Inclusion through PIDG Investments

Our 2025 commitments. We will:

Gender Lens Investment and Disability Inclusion¹ Tools:

1. Update and finalise PIDG's GEA guidelines, with guidance on how to incorporate a disability inclusion lens.
2. Train the origination teams across the Group on the Disability Due Diligence Tool as well as on basic principles of disability inclusion risks and opportunities, with a focus on operationalising it during site visits.
3. Repeat annual training on disability, GBVH risk and inclusion opportunities in screening tools for new impact team members, alongside refreshers across the Impact function.
4. Pillar 2 will contribute towards the production of GEAs, end-user surveys and case studies on women and people with disabilities in line with the PIDG 2024-27 Monitoring, Evaluation and Learning Plan.
5. Leverage the Network to operationalise PIDG's 2025-2026 Global Disability Summit Commitments².

Climate and Gender Lens:

1. Training to be delivered on the intersection of gender, disability, and climate to PIDG Impact Team, based on case studies developed for the Climate and Nature Approach.

Partnerships:

1. Building on the stakeholder mapping started in 2022, identify and initiate at least one global partnership, leveraging the 2X Global Summit in Manila (September 2025).

At the end of 2025, we will measure progress through the following metrics:

Metric	2025 Target
% of projects reaching financial close enabling women to rebalance control of resources and economic opportunities, as evidenced by gender equality assessments	While the standing target is 50%, PIDG aims to exceed it in line with the trend in previous years.
# of case studies showcasing the integration of a gender, climate and nature lens.	3
# of financially closed projects with disability related monitoring indicators	2
Total % of PIDG TA grants that contribute or intend to contribute to significant and / or improved gender outcomes in PIDG projects	30%

1. Disability inclusion relates to all groups with disabilities regardless of gender and understanding how different facets of identity (such as gender and disability) interact with each other.

2. PIDG's 2025-2026 Commitments include: 1). Identify at least one project where a sponsor has identified and agreed on disability inclusion as a route to impact with PIDG supporting implementation. 2). Ensure that i). at least 50% of our end-user surveys in-year include a dedicated disability module/disability inclusion lens, ii). at least one end-user survey (or evaluation) captures feedback from people with disabilities on what could be improved on a product or service, 3). Generate at least one learning product on disability inclusion; i.e. one case study, AND OR: one training or knowledge sharing event; internal or external.

Pillar 3 – Leading by example at PIDG

Our 2025 commitments. We will:

Approach and practise:

1. Provide a number of standing desks that can be used in the PIDG offices to improve wellbeing.
2. Continue PIDG cultural days at the PIDG offices.
3. Finalise a Global Diversity, Equity and Inclusion (DEI) Policy for PIDG.
4. Roll out PIDG's Wellbeing offerings in line with identified (feasible) employee requests from the 2024 and 2025 Engagement Survey.
5. Develop a new Internship Policy with a community-driven lens, where emphasis is placed on providing opportunities to candidates with potential.
6. Organise an International Women's Day (IWD) town hall event (aligned with our GEDI principles).

Communications:

1. Communicate to men across the Group to get actively involved in the GEDI Network; a sample of anonymous surveys will be conducted across the Group to provide feedback on how to improve the GEDI Network.
2. Raise awareness on social issues affecting men's mental health and quality of life within existing campaigns across PIDG (i.e. Mental Health Week).
3. Continue to improve our use of diverse voices at speaking engagements, both internally and externally.
4. Continue to encourage partners and providers to have a more diverse approach to panels and discourage all-male, all-white panels.
5. Continue to be conscious in selecting images and visuals used in communications materials, on websites, social media etc.

Training:

1. Scope and deliver appropriate training as required by different roles across the Group (i.e. cross-selling, media training, networking, public, speaking, etc).
2. Provide GBVH awareness and diversity related training to all PIDG employees (see Pillar 1).
3. HSES induction to include GBVH and disability to all new starters.
4. Provide unconscious bias training across PIDG.

Monitoring and review:

1. Undertake at least one disability audit for the PIDG offices.
2. Integrate any applicable findings on Gender and Inclusion from the staff engagement survey (2025) into GEDI Action Plan (2026).

At the end of 2024 we will measure progress through the following metrics:

Metric	2025 Target
Develop and communicate Group wide GEDI mission statement.	Statement finalised and circulated
Organise an International Women's Day town hall event (aligned with our GEDI principles).	Event organised
Track the number of women across PIDG Group participating in PIDG Institute training events and PIDG Town halls.	All events will be logged
% of PIDG staff who have undertaken GBVH and disability awareness training.	100%
Integration of applicable findings into GEDI action plan 2026.	Findings integrated into 2026 Action Plan.

Appendix:

Stocktake of PIDG's second Gender Equity Action Plan (2024) and highlights

Pillar 1 – Safeguarding Women and people with disabilities from GBVH in PIDG Investments and Operations

Theme	2024 Commitment and highlights	Achieved (Yes / No / Partially / NA)	Commentary
Screening and due diligence	Work across the Impact function to implement the updated GBVH and disability ¹ screening requirements across all our projects.	Yes	This was completed and rolled out across the Group and is currently being used by Impact team on DD and M&A site visits. The next step will be engaging with ZAPD to refine the tool in case any crucial questions are being missed; and the origination and deal teams need to be trained on the tool to increase their familiarity and confidence with the tool, and the general principles of disability inclusion risks and opportunities.
	Utilise the due diligence guidance on GBVH and disability across all investments as applicable.	Yes	Please see above.
	Develop, implement and track all GBVH and disability risks on the HSES risk register for all portfolio projects.	Partially delivered	Partially met – all GBVH risks are now tracked on the risk register. Disability risks are embedded into the labour management risks.
Training	Engage an OPD ² to raise internal capacity on the risks and opportunities for PIDG portfolio.	Partially delivered	This has been partially delivered so will be carried over into 2025. ZAPD is currently being contracted out to support PIDG on this activity and to train PIDG Group on basic disability risk and inclusion awareness.
	Provide Group-wide training on the GBVH and disability risk management process across the investment cycle.	No	This has been rolled into 2025 as ZAPD are being engaged to support on the delivery. GBVH awareness training was provided to the Impact team and not to the full Group. This was considered sufficient as the full Group had received training in Q4 2023 and will be repeated in 2025.

1. Disability relates to all groups with disabilities regardless of gender.

2. An OPD is an organisation led by people with disabilities.

Theme	2024 Commitment and highlights	Achieved (Yes / No / Partially / NA)	Commentary
Monitoring and reporting	<p>Conduct monitoring and assurance visits to a selection of project sites with the following criteria:</p> <ul style="list-style-type: none"> • Include GBVH as a focus area on four projects where GBVH has been screened as a high risk. • Include disability as a focus area on any two projects. 	Yes	These were: Acorn (Holdings and Expansion transactions), KWASH, Pran, Runner Auto and Spiro. The Acorn site visit also allowed the Impact Function to carry out disability inclusion analysis on both the Holdings and Expansion transactions.
Roll out of HSES safeguarding rules	Include Safeguarding Rules in project onboarding requirements.	Yes	All new projects are made aware of and provided a link to safeguarding rules.
	Share Safeguarding Rules and supportive training to projects during monitoring and assurance (M&A) visits as required.	Yes	The HSES team raise awareness and share the HSES safeguarding rules during site visits as required.

Progress against metrics

At the end of 2024 we measured progress through the following metrics:

Metric	2024 Target	2024 Result	Commentary
# of HSES monitoring and assurance visits with GBVH as a focus area	4	5	These were: Acorn (Holdings and Expansion transaction), KWASH, Pran, Runner Auto and Spiro.
# of HSES monitoring and assurance visits with disability as a focus area	2	1	Acorn (Holdings and Expansion transaction) – one site visit for two projects.
Deliver GBVH and disability training in the investment cycle, to PIDG	100 % of all PIDG Staff	Partially delivered	Provided PIDG Impact Team GBVH awareness training, but not to the whole group (see above for additional details).
Deliver HSES induction training to include GBVH and disability across PIDG companies	100% of all new joiners	Partially delivered	GBVH is included in the mandatory training delivery to all new PIDG employees. Disability lens training has not yet been developed – this will be explored in 2025 as a potential item to be addressed in 2026 Plan.
% of new projects that are onboarded with PIDG HSES safeguarding rules and animations	100% of projects receiving appropriate information	100%	All projects are onboarded with link to PIDG safeguarding rules.

Pillar 2 – Promoting Gender Equality and Inclusion through PIDG Investments

Theme	2024 Commitment and highlights	Progress Achieved (Yes / No / Partially)	Commentary
Gender lens investment tools	Update and finalise PIDG's Gender Lens Investing Policy and GEA guidelines, with guidance on how to incorporate a disability inclusion lens.	Yes	This piece of work could not advance until the onboarding of the Gender Lens Investing (GLI) Lead, which took place in April 2025. This has now been updated by said Lead and approved by the ExCo (May 2025).
	Roll out and pilot the Disability Due Diligence Tool across the Group.	Yes	This was completed and rolled out across the Group and is currently being used by Impact colleagues on DD and site visits. The next step will be engaging with ZAPD to refine the tool in case any crucial questions are being missed; and the origination and deal teams need to be trained on the tool to increase their familiarity and confidence with the tool, and the general principles of disability inclusion risks and opportunities.
	Conduct annual training on GBVH and gender empowerment opportunity screening tools for new impact team members and refreshers across Impact function.	Yes	The Impact Function was consulted as to whether a refresher training on empowerment opportunity screening tools was needed and it was confirmed that this was not the case, given how frequently the tools are used in day-to-day project screening and monitoring processes. However, new joiners have been trained on these tools as needed (for new impact team members, i.e. Impact Advisor and GLI Lead).
	Conduct an assessment at the company level to identify bottlenecks in the SDI review process, specifically on existing gaps in the handover processes between SDI and other business functions (i.e. business development, legal, etc).	Yes	This workstream was needed for two PIDG companies as they were experiencing monitoring gaps attributable to the lack of inclusion of Impact colleagues in key project handover processes. New approaches include moving to a 'cradle to grave' approach on transactions. This means that there is a dedicated cross-function team working from origination to exit on each project to prevent the identified bottlenecks. This process removes the risk of crucial SDI indicators agreed in the endorsement note not being included into the legal documentation. Another effective approach taken has been holding regular meetings across the various business functions (SDI, HSES, BD, project management) to raise and course correct any project issues in a timely and effective manner.
	Contribute towards the production of GEAs, end-user surveys and case studies on women and people with disabilities as set out under the 2024-2027 Monitoring, Evaluation and Learning (MEL) Plan.	Yes	Pillar 2 continues to be a key channel to operationalise PIDG's MEL plan, with 17 GEAs conducted in 2024, three out of four end-user surveys conducted (Equatorial Power, Cellcard and KWASH; Northern Arc is incurring further delays and Kudura was also delayed but the data collection is nearly completed) as well as the Zimborders external evaluation completed. In terms of case studies, each 2024 FC has its own write-up in the 2024 S&I report , and there is a dedicated Gender and Inclusion spotlight in this report profiling the Equatorial Power, KWASH and Cellcard end-user survey results, in addition to a standalone case study on the Zimborders external evaluation.

Theme	2024 Commitment and highlights	Progress Achieved (Yes / No / Partially)	Commentary
Climate and Gender Lens	Ensure that PIDG's Climate and Nature Approach incorporates a gender and inclusion lens, with practical, evidence-based guidance on how to do this at the investment level (case studies will be provided).	Yes	The GEDI Network ensured that the new strategy was aligned with PIDG's GEDI ambitions, recognising how social inclusion, climate change and nature are inextricably linked, and providing guidance on what 'good' looks like in the infrastructure sector via PIDG's Climate and Nature Approach, which was approved by ExCo in April 2025.
Partnerships	Building on the stakeholder mapping started in 2022, identify and initiate at least one global partnership and two regional partnerships (one in south Asia and sub-Saharan Africa) to advance gender lens investing in the infrastructure sector.	Partially delivered	This work was placed on hold during 2023 due to limited capacity of the Network members but also strategically until the arrival of the GLI Lead, as part of their role would be to build PIDG's external profile and partnership base as a pioneering gender lens investor within the infrastructure space. As mentioned earlier, The GLI Lead was appointed in Q2 2025; and PIDG is aiming to secure a regional partnership in time for the 2025 2X Summit in September (Manila).

Metric	2024 Target	2024 Result	Commentary
% of projects reaching financial close enabling women to rebalance control of resources and economic opportunities, as evidenced by gender equality assessments	30%	72%	18/25 FCs in 2024 classified as empowering women (please refer to the 2024 S&I Report).
# of case studies showcasing the integration of a gender, climate and nature lens.	3	2	Acorn (Holdings and Expansion transactions), SunCulture case studies were completed during the drafting of the Climate and Nature Approach; two was considered sufficient for the finalised version of the document.
# of financially closed projects with disability related monitoring indicators	2	2	Dakar BRT, as all buses will have disability inclusive design and EP Phase 2 as the sponsor committed to including disability considerations into business incubation programmes and appliance financing; and we can include provision in focus group discussions. AMEA Arua is expected to report on disability-disaggregated indicators for CSR initiative – tbc when annual monitoring is completed.
Total % of PIDG TA grants that contribute or intend to contribute to significant and / or improved gender outcomes in PIDG projects	30%	39%	14/36 of TA grants contributed to significant and / or improved gender outcomes in PIDG projects against its 30% 2024 target.

Pillar 3 – Leading by example at PIDG

Theme	2024 Commitment and highlights	Achieved (Yes / No / Partially/ NA)	Commentary
Policies and Processes	Develop and communicate a Group wide GEDI mission statement.	Yes	We wanted to develop this with inputs from the GLI Lead, who was onboarded in Q2 2025. This has now been developed and included into this Action Plan (please see page 1).
Approach and Practice	Consider extending a resting or 'Quiet' room to each of the PIDG offices.	Yes	A wellbeing room has been provided across the PIDG London, Singapore and Nairobi offices.
	Provide a number of standing desks that can be used in the PIDG offices.	Partially delivered	These were made available in the Singapore office and two personal desks were provided in the London office. Further desks are to be provided.
	Continue with PIDG cultural days at the PIDG offices.	Yes	Cultural days have been reintroduced across PIDG offices. We have celebrated the South African, Italian, French, Hungarian and Welsh national days and celebrated the Lunar New Year.
Communications	Communicate to men across the Group to get actively involved in the GEDI Network.	Yes	We had three new male members join last year, and a concerted effort will be made in 2025 to understand whether there are any barriers that can be addressed to engage more male members more and address any relevant issues (via anonymised consultations).
	Continue to improve our use of diverse voices at speaking engagements, both internally and externally.	Yes	Throughout 2024, PIDG showed a consistent commitment to enable women in the Group to engage with external speaking events. The Group also continues to be mindful of selecting inclusive images and visuals used in communications materials.
	Organise an International Women's Day (IWD) town hall event (aligned with our GEDI principles).	Yes	International Women's Day was celebrated by a PIDG Pulse Podcast (and featured in Townhall) showcasing some of our empowering projects across the Group.
	Scope and deliver training, as appropriate (media and presentation skills – to be delivered by the Communications teams).	Partially delivered	Some of the group has attended media and presentation skills training, as and when needed. This has not been across the whole group (as the need for this has not been identified) and will continue into 2025 on a similar basis (i.e. depending on demand).
	Raise awareness of social issues affecting men's mental health and quality of life within existing campaigns across PIDG (i.e. Mental Health Week).	No	This was not achieved in 2024 as efforts focused on identifying and engaging male volunteers, but this will be a priority in 2025.

Theme	2024 Commitment and highlights	Achieved (Yes / No / Partially/ NA)	Commentary
Communications	Continue commitment not to accept all-male, all-white panels, and encourage partners and providers to have a more diverse approach.	Yes	PIDG has shown a consistent commitment to enable women in the Group to engage with external speaking events. Throughout 2024, PIDG showed a consistent commitment to enable women in the Group to engage with external speaking events and actively encourages partners and providers to have a more diverse approach where possible.
	Continue to consciously select images and visuals used in communications materials, on websites, social media etc.	Yes	The PIDG comms team have continued to be conscious in selecting images visuals and videos that consider the gender and diversity of PIDG.
Training	Provide GBVH awareness and diversity related training to all PIDG employees.	Partially	A GBVH and Gender Lens Investing Training refresher was delivered to the Impact function in September 2024. GBVH is included in the mandatory training delivery to all new PIDG employees. Disability will be considered throughout 2025.
	Deliver HSES induction training, including GBVH and disability, to new starters.	Yes	All new starters were inducted by HSES on GBVH in projects. A refresher training on basic disability awareness was delivered at the PIDG Townhall (April 2025) across the Group, followed by a more in-depth Lunch and Learn on the findings of the 2025 Global Disability Summit delivered to the Impact Team in April 2025.
	Repeat unconscious bias training across PIDG.	No	This was not achieved in year but will be rolled over and prioritised in 2025.
Monitoring	Undertake at least one disability audit for the PIDG offices.	Partially delivered	In Singapore disability considerations were taken into account during the design and refurbishment. The Nairobi office building has provisions for wheelchair accessibility and disabled toilets, and this office made their meeting room doors accessible for wheelchair users. The London office will be prioritised in 2025.
	Integrate any applicable findings on Gender and Inclusion from the staff engagement survey (2024) into the GEDI Action Plan (2025).	Yes	The main action points from the 2024 Engagement Survey are currently being rolled out across different workstreams led by HR, Finance and the Communications Team (all to be completed by Q3 2025). Once these have been rolled out, the leads can work with the Network to ensure said initiatives run smoothly. Similarly, the 2025 PIDG Engagement Survey will be completed by Q2 2025, and the Engagement Survey Working Group will liaise with the Network if any GEDI-specific findings have been identified.

Progress against metrics

At the end of 2024, we measured progress through the following metrics:

Metric	2024 Target	2024 Result	Commentary
Develop and communicate Groupwide GEDI mission statement.	Statement finalised and circulated	Achieved	Completed, as evidenced above.
Organise an International Women's Day town hall event (aligned with our GEDI principles).	Event organised	Achieved	Event organised and dedicated PIDG Pulse podcast launched (and featured in Townhall) - both aligned to GEDI principles.
Track the number of women across PIDG Group participating in PIDG Institute training events and PIDG townhalls.	All events will be logged	Achieved	PIDG Group tracked the speakers for 2024 across the PIDG Institute and Town hall events; even though there is still a gender disparity (in favour of men), the gender split is becoming more equal in terms of who is speaking at external events, podcasts and leading on thought leadership pieces.
% of PIDG staff who have undertaken GBVH awareness training.	100%	All new joiners trained	A GBVH and Gender Lens Investing Training refresher was delivered to Impact team in September 2024. GBVH is included in the mandatory training delivery to all new PIDG employees.
% of PIDG staff who have undertaken disability awareness training.	100%	Achieved¹	Basics on disability awareness refresher training delivered at PIDG Townhall post 2025 Global Disability Summit (GDS) (April) across the Group, followed by a more in-depth Lunch and Learn on the findings of the 2025 GDS delivered to the Impact function (also in April).
Integration of applicable findings into GEDI action plan 2025.	Findings integrated into 2025 Action Plan	Achieved	The main action points from the 2024 Engagement Survey are currently being rolled out across different workstreams led by HR, Finance and the Communications Team (all to be completed by Q3 2025). Once these have been rolled out, the leads can work with the Network to ensure said initiatives run smoothly.

¹ Noting that all PIDG Employees are expected to attend the PIDG Townhall, however, the headcount of attendees on the day was not logged. The training itself was delivered, but 100% attendance cannot be confirmed.