

About GWNET

GWNET aims to advance the global energy transition by connecting and empowering women working in sustainable energy in all parts of the world

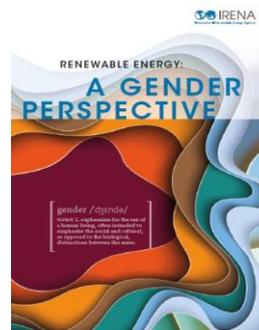
Networking

Connecting women



Advocacy

Fostering Change to
Accelerate the Energy
Transition



Services

Mentoring, coaching and
project development





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Global Women's Network
for the Energy Transition

with support from



Federal Ministry
for Economic Affairs
and Energy

Women in the Sustainable Energy Sector: Strategies for Increased Diversity and Inclusion

'What can we do to increase women's employment in the sustainable energy sector in the future?'

Review of scientific evidence

- Systematic up-to-date
- Gender, diversity and women's participation in the sustainable energy sector

Industry interviews

- Women and men
- Germany's bilateral energy partnership countries

Analysis

- Structural/
Environmental

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The Power of Gender Equality



- **Improves Human Rights:** Women are entitled to the full enjoyment of all human rights and fundamental freedoms, including the right to have access to employment on equal terms as men.
- **Improves Global GDP:**
 - ✓ Reaching Gender Equality by 2025 = USD 12 to USD 28 trillion per annum
- **Diverse Leadership leads to better results**
 - ✓ Better prepared to survive financial shock
 - ✓ Improved profitability (34% - 69% higher profits)
 - ✓ Increased innovation, investment in R&D, and use of talent
 - ✓ Decreased risk and overconfidence (44% higher returns)
 - ✓ Increased action on environmental issues
 - ✓ Decreased litigation for environmental breaches
 - ✓ More stringent decarbonisation policies...
- **Evidence ascribes women outstanding leadership skills. If this is the case, why are so many leaders men?**

'When more women join the workforce, everyone benefits'

Christine Lagarde MD IMF



Why can't a woman, be more like a man?

- Business is historically a masculine culture
 - a bad fit for women...and others
- Gender perceptions obtained at childhood
 - “Girl Bricks”
- Belief that men are better leaders
 - ‘You can't be what you can't see’
 - Male dominated sectors lack role models for women
- Negative perceptions about women's abilities
 - Kills women's confidence
- The cultural bias is mistakenly explained as ‘natural’
- **Unconscious bias** – Fallacy that qualification, skills, ability and experience are the sole reason for the dominance of men in leadership positions

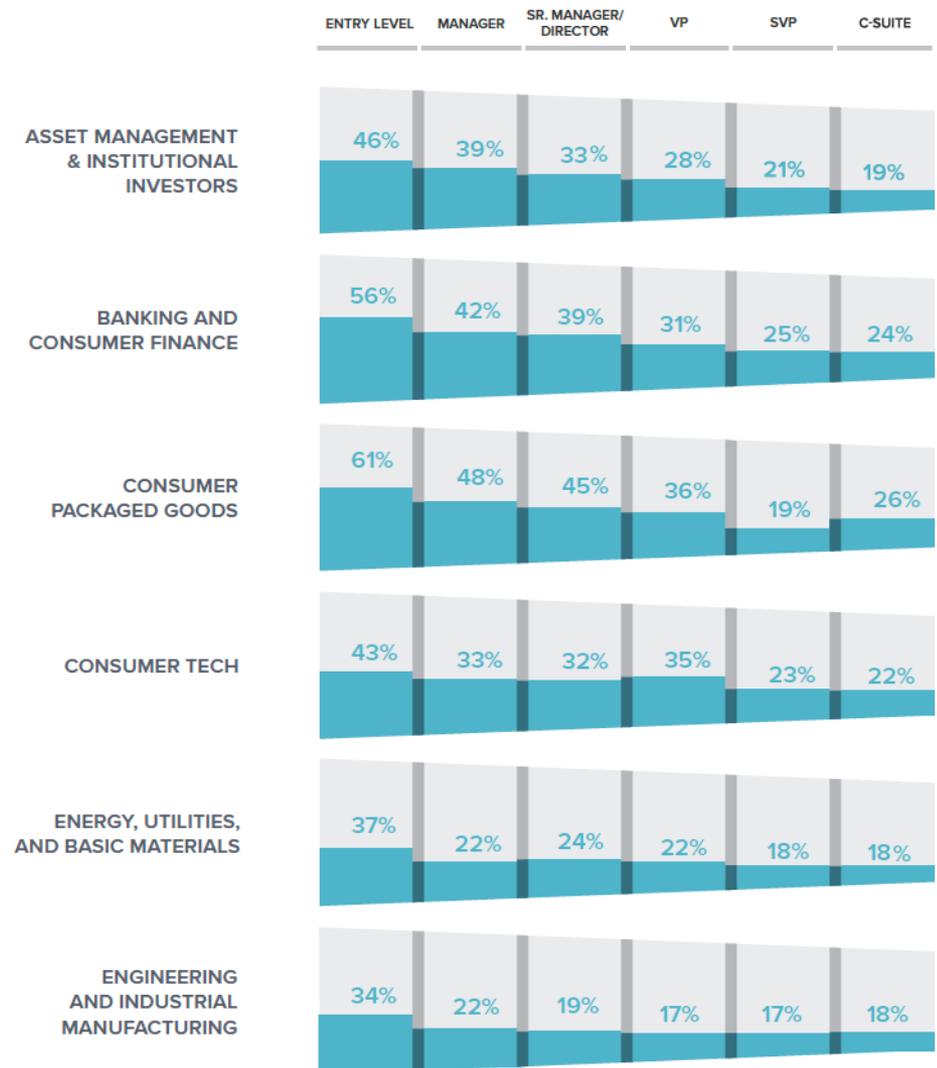


Women in other industries



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REPRESENTATION OF WOMEN ACROSS INDUSTRIES % OF WOMEN BY LEVEL, Source: LeanIn/McKinsey 2018



- NO global evidence that one sector does much better than others
- Regardless of the industry, no one industry is universally doing better
 - Sectors/companies that do well in one country may do poorly in others
 - There is no stand-out to look to cross culturally.
- One commonality: women's leadership decreases with seniority in the company in all sectors.

Women in the Energy Sector

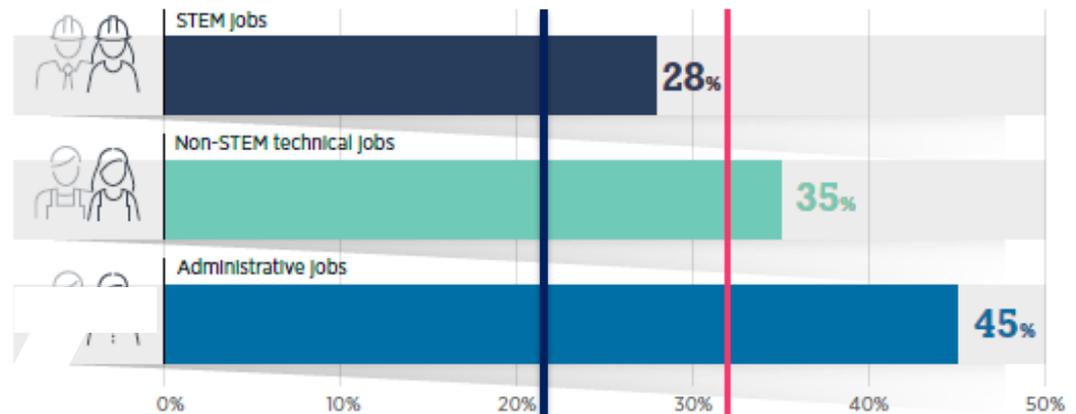
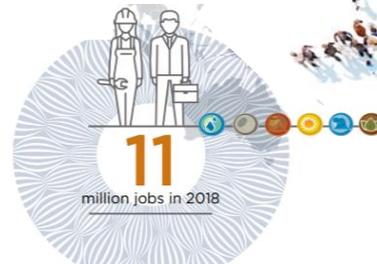
- ❖ UTILITIES:
 - 5% of board executives
 - 16% of board members of the top 200 utilities (E&Y Index)
- ❖ CONVENTIONAL: 22%
- ❖ RENEWABLES: 32%
 - RE STEM: 28%

Conventional energy talent pool + talent shortage = **stunted energy transition**



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42 million
jobs in 2050

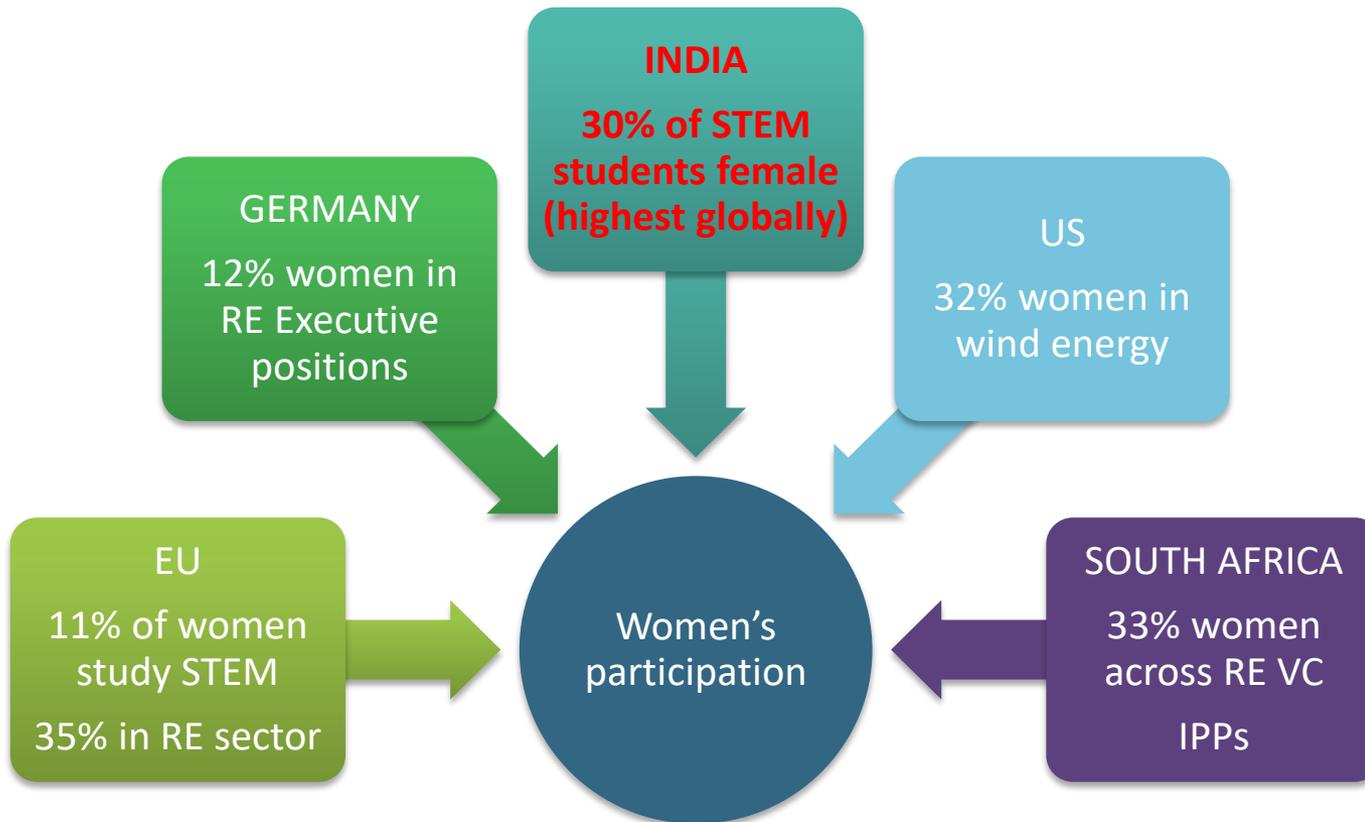


22%
share of women
in oil and gas industry

32%
share of women in the
renewable energy workforce



No harmonized data sets



Recent global efforts being made

2019 outputs vary across reports

- ◆ IRENA – 32%
- ◆ C3E – 23%
- ◆ GTEI – 14%

Methodologies vary
Study boundaries vary
Respondents vary



The Energy Transition

'...is multidimensional, complex, non-linear, non-deterministic, and highly uncertain'

Oxford Institute for Energy Studies

1. Radically reform the existing energy supply and energy systems
1. Goes beyond replacing fossil to clean sources:
 - Changes consumption, distribution and investment patterns; coalitions and capabilities of actors; and new socio-technical regimes of policy, regulation, mind-sets, beliefs, and social practices

The Energy Transition requires:

Behaviour change, innovation (supply, delivery, usage) and integration across sectors

Diverse backgrounds, capabilities, and perspectives

A large diverse talent pool



Industry Interviews

- 34 men & women from 14 countries
- North and South America, Europe, Middle East, Africa, Asia and Oceania

The journey into the SE sector is typically non-linear.

Education does not preclude a career in SE.

Careers are found primarily through individual networks.

Occupations are diverse.

Interviewees' non-linear career pathways

Field of Study

- Economics
- Biomedical Science
- Agricultural Engineering
- Bcom, Business and MBA
- Social Science, Governance, Policy
- PhD Development Studies
- Environmental Management
- Law, MBA, LL.M
- Electrical Engineer

Career Path

- E-Commerce, M&A Investment
- Sustainability Consultant
- Marketing and PR
- Auditing and Compliance CFO
- CSR Consultant in Oil and Gas
- Social and Environmental Impact Evaluations
- Legal Advisor and Council (oil and Gas)
- EE process Engineer (transport)

SE Occupation

- Investment/Block Chain Transactions Executive (RE)
- Economic Development Manager
- GM Clean Energy advocacy association
- Wind Farm CEO
- GM NGO Women in SE association
- CSR RE Owner and Operator
- Director of Business Development and Sales
- Process Planner (EV and Hybrid)



Interview themes

Little understanding of gender

Traditional gender roles prevail

Generational change is happening

Women more motivated by values

Masculine dominance

Extra expectation on women

Gender Dynamics in the workplace

The value of flexible and supportive working conditions

Policy versus practice and implementation



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Interview themes

Little
understanding of
gender

'We have never been trained to recognise gender issues (in the workplace)'

(Woman, Technical Specialist, France)

'[we] want to see more about 'fair' not just 'equal' with a focus on diversity not just gender'

(Woman, International Project Delivery/Board member, UK)



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Interview themes

Traditional gender
roles prevail

'We need to get girls tinkering with PCBs [primary circuit boards] too!'

(Woman, Researcher, Rwanda)

'there are many bright ladies with high expertise who don't lack professionalism or hard work, but the system is oriented to men'

(Woman, Academic/Board member, Russia)

'Women in leadership and decision-making roles are not visible...it is automatically assumed you are the secretary or assistant when you enter'

(Woman, Executive, Asia)



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Interview themes

Generational
change is
happening

'Younger generations of women are possibly more ambitious and confident, which could be good for the sector.'

(Woman, Academic/Board member, Russia)

'Our willingness to let women and girls fail is becoming more open'

(Women, Executive Industry Association, USA)



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Interview themes

Women more
motivated by
values

'Men are motivated by Return on Investment not climate'

(Woman, Executive, South Africa)

'Renewable Energy is a new sector, less old school traditions, more opportunities for innovation and values'

(Man, Solar Consultant, France)



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Interview themes

Masculine
dominance

'This is a sector where a patriarchal DNA still exists'

(Woman, Independent, South Africa)

'In meetings women may get interrupted if they don't get to the right argument quickly'

(Woman, Technical Specialist, France)



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Interview themes

Extra expectation
on women

'[we] must put on the suit and leave the 'women' at the door. Women who I know as empathetic and nurturing people, become hard, strict, and unforgiving in the boardroom' (Woman, Executive, Asia)

'Women are expected to 'over-perform' and over deliver 'like an octopus' (Woman, Academic/Consultant, Brazil)



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Interview themes

Gender Dynamics
in the workplace

'You often hear, "See – she has no kids, and that is why she can be the Director" '

(Woman, Private Sector Manager, Brazil)

'My industry is 95% male dominated in the conference circuit – being young, confident and having access to money gives you celebrity status'

(Women, Executive, Asia)



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Interview themes

The value of flexible
and supportive
working conditions

'Women are typically more responsible for home-care, elder-care and child-care, which can be challenging when managing a career'

'[there is an] off-ramp (from working to having kids) but there isn't an on-ramp'

(Woman, CEO, USA)



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Interview themes

Policy versus
practice and
implementation

'Whilst top management think they're being disruptive [by being in the RE space] they are not (in terms of work patterns/approaches/innovation)'

(Man, Network coordinator, UK)

Inclusive aware champions negate the need for top down policies - the company culture itself is gender conscious...



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Differences across sub-sectors

- **Renewable energy vs conventional energy:**
RE occupations = value based decision, despite lower pay potential;
RE industry attracts more women and youth, but lacks of formal networks and entry points
- **Centralised vs decentralised projects:**
Larger projects: more corporate; perceived less risky; traditional employment opportunities
Smaller off-grid/rural projects: women as beneficiaries or managing beneficiary relationships
- **Energy efficiency:**
Typically male dominated, still follows traditional structures; often very technical and requires a lot of travel and site based work.
- **Energy Finance/Startups:**
Women have a harder time accessing and raising finance (for their own capital investment), start-up incubators are primarily for men
- **Emerging sub-sectors:**
By nature these sectors are disruptive, open and innovative, embrace a transformative company culture and attracting more women and youth



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The Opportunity for the Sustainable Energy Sector

Given the talent shortage, businesses world wide must make the best use of all available talent

Sustainable Energy is a young sector with few bad habits to overcome

Harness SE's green and values driven reputation

Lead all sectors on inclusive business practices

Create more productive and innovative workforces

Provide inclusive and flexible workplaces that work for all people, their families and communities

Gender balance and diversity is good for business!



Recommendations – For Government

Gender Balance starts with structural change

- Lead reforms of political representation, labour market reform and equitable common law reform
- Commitment to transform the working environments, political culture and gender norms - do not target women solely

Gender and diversity policy and process

- Revise gender and diversity policies and processes, integrate gender into all current and future policy and programs
- Embed gender and diversity within the energy transition – leverage the opportunity for socio-technological transformation
- Establish targets for industry and government supported policy and programs
- Intolerance for sexual harassment, provide avenues for industry and sectorial training

Monitoring and reporting

- Establish a cross-sectoral framework and standard for monitoring and reporting – be unapologetic with quotas
- Align data sets internationally
- Lead by example on gender performance, inclusion and outputs
- Enforce greater accountability of gender inclusion policies within companies and organisations

Check Study for Case Studies



Recommendations – Corporate Environment

Drive the industry forward towards greater gender balance

- Support and help drive coalitions of the willing
- Employ a gender, diversity and inclusion driver to manage the change
- Build networks and support women's advocacy groups; increased avenues for mentorships and networking
- Set industry standards for recruitment, retention and promotion to eliminate bias*

Monitor and reporting

- Design and incorporate gender indicators;
- Share information publically, align cross-sartorially and internationally

Level the playing field for girls interested in STEM*

- Encourage more girls who enjoy maths and science to follow their passion
- Extra research on the differences controlled for cultural perceptions and global campaigns advertising the outcomes

Talent Pipeline

- Support and invest in young people; they naturally gravitate towards SE and have less engrained bias
- Invest in research and knowledge of talent and educational requirements

Check Study for Good Practices



Recommendations – Individual Companies

Transform Company Culture

- Embrace gender equality and inclusion as a company culture with multiple strategies (not only strategies that focus on women)
- Gender equality and cultural change to be led and communicated by the most senior management
- Employ a gender, diversity and inclusion driver to manage the change
- Support employee led focus groups that focus on improving the work environment for women and diversity
- Require Boards to facilitate the design of a Gender and Inclusion Plan and resource it with people, money, time

Accountability

- Enforce /incentivize accountability in gender practice , e.g. targets linked to management performance and KPIs

Gender and diversity policy and process

- Revisit gender and diversity policies and processes; integrate into all current and future policy and programs
- Aim to eliminate bias in process, use all the tools and collect relevant data (e.g. recruiting, retention and board and management strategies)
- Enable women to make decisions, use their abilities and control resources; invest in personal development
- Advance women into senior management
- Reinforce the message of a needed structural change and transformation of social norms and gender roles

Monitoring and reporting

- Establish quotas along the value chain, conduct equal pay analysis, and make data publically available

Check Study for Good Practices



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