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for the Energy Transition

# Women for Sustainable Energy

## Strategies to Foster Women's Talent for Transformational Change

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[www.globalwomennet.org](http://www.globalwomennet.org)



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## 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

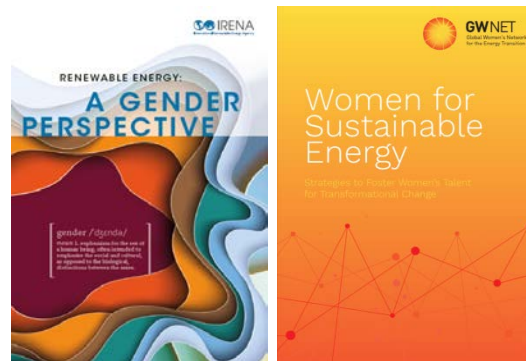
### Networking

Connecting women



### Advocacy

Generating and sharing  
information



### Services

Mentoring and coaching

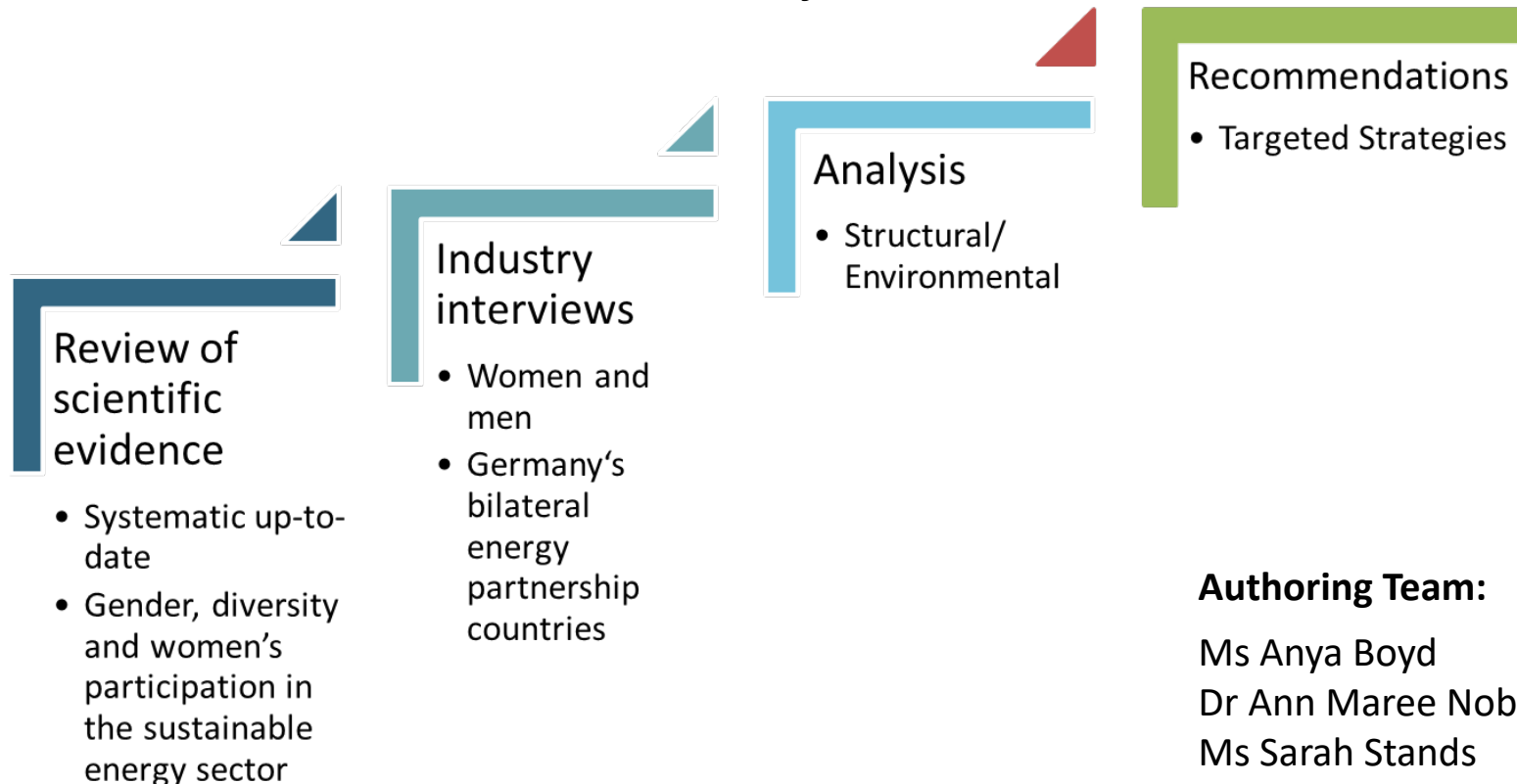




# Women for Sustainable Energy

## Strategies to Foster Women's Talent for Transformational Change

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



# 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%

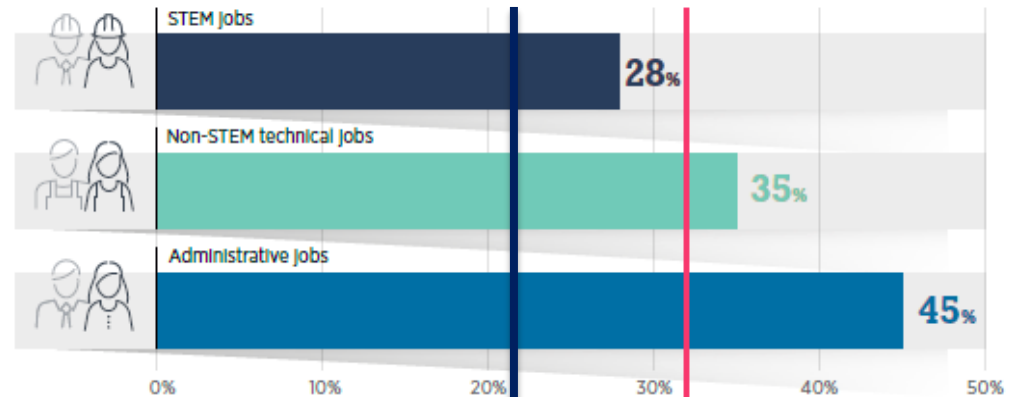
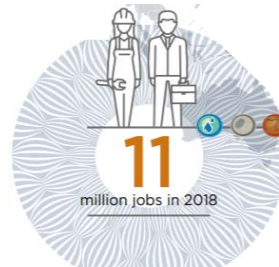
Conventional energy talent  
pool + talent shortage =  
**stunted energy transition**



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**42 million**  
jobs in 2050



**22%**

share of women  
in oil and gas industry

**32%**

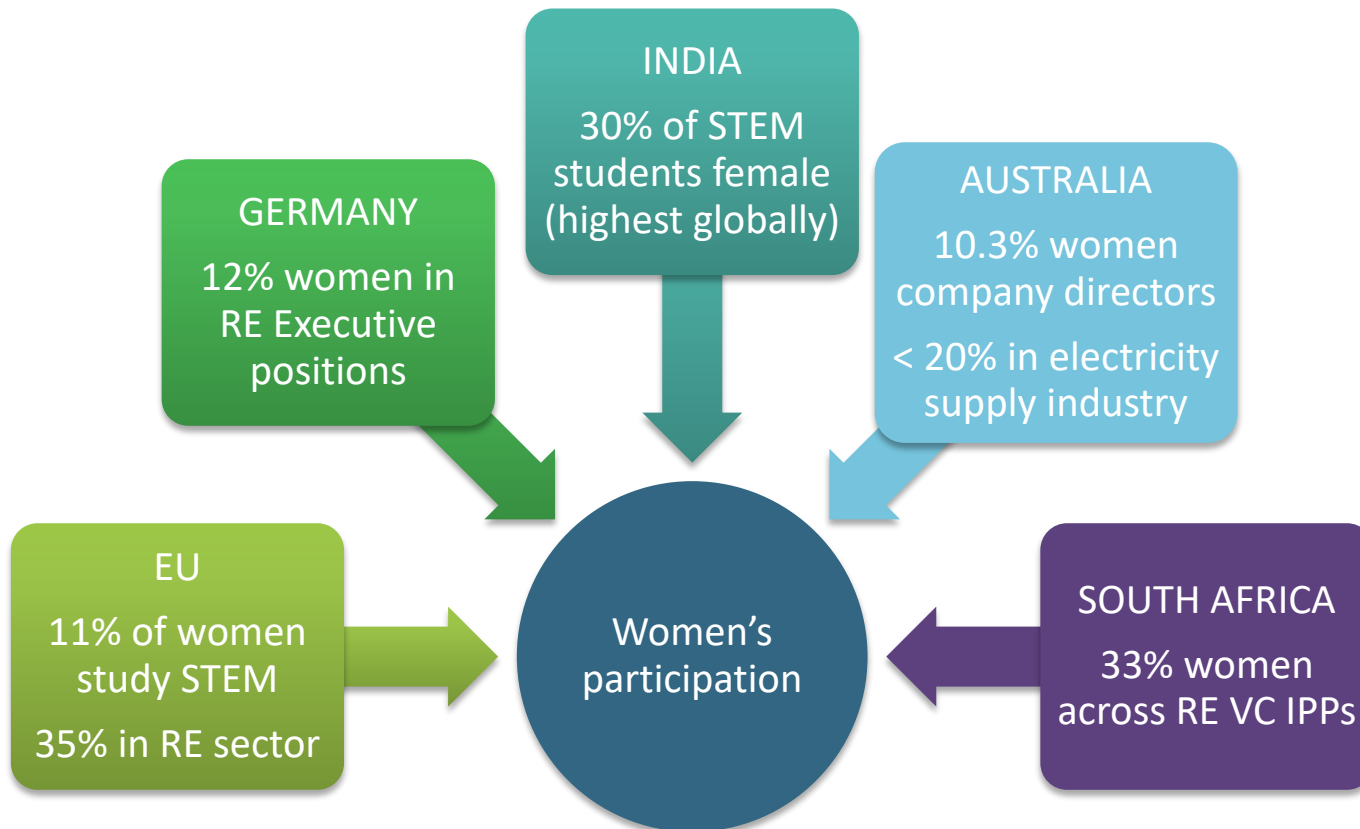
share of women in the  
renewable energy workforce

Source: IRENA 2019 and IRENA (forthcoming)



## No harmonized data sets

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## Recent global efforts being made

2019 outputs vary across reports

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

Methodologies vary  
Study boundaries vary  
Respondents vary

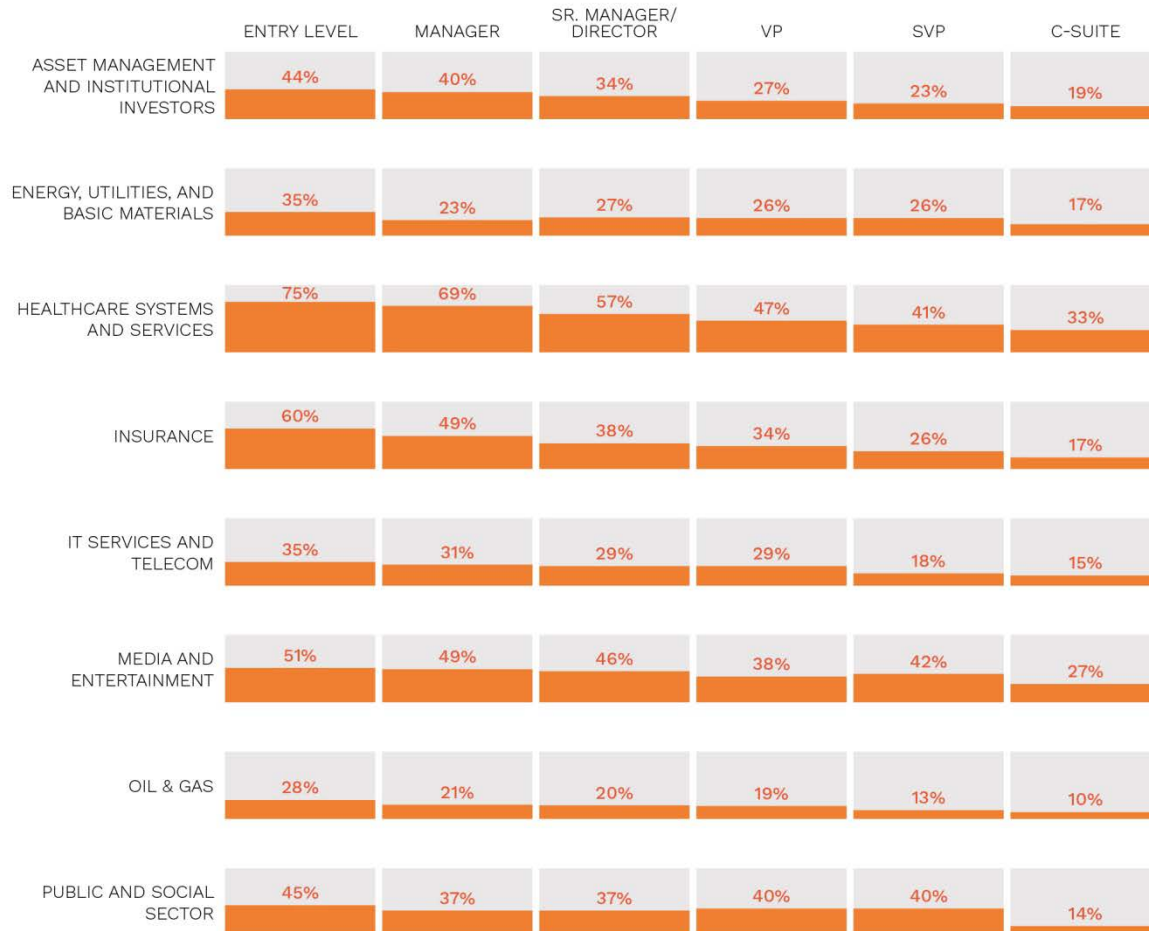
# Women in other industries



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## REPRESENTATION OF WOMEN ACROSS INDUSTRIES

% OF WOMEN BY LEVEL



Source: 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.



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# The Power of Gender Equality



- **Enjoyment of Women's Human Right:** Women have the right to have access to employment on equal terms with men.
- **Improves Global GDP:**
  - ✓ Reaching Gender Equality by 2025 = USD 12 to USD 28 trillion per annum
- **Companies with diverse Leadership have 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, ECB President  
and former MD IMF





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# 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







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# 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:

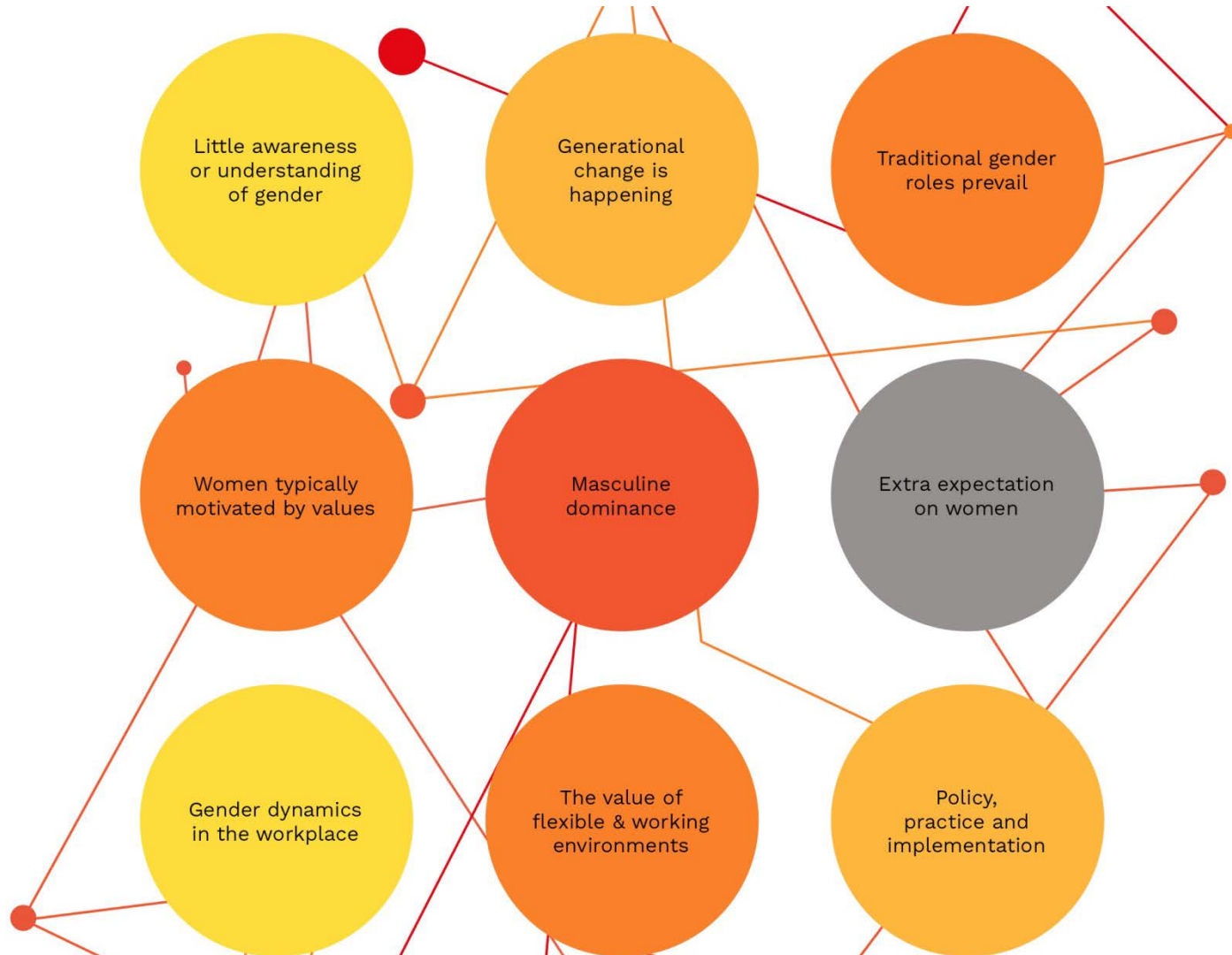
Behaviour change, innovation (supply, delivery, usage) and integration across sectors

Diverse backgrounds, capabilities, and perspectives

A large diverse talent pool



## Interview themes





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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 the'*

(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)

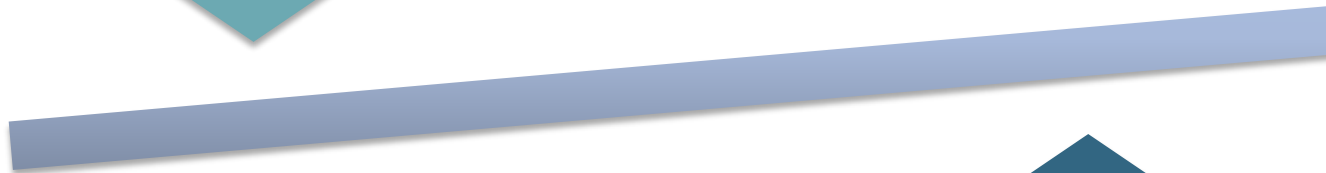


## Differences across sub-sectors – An Example



### **Centralised**

- Larger projects, more corporate
- Attract professional women
- Perceived to be less risky
- Offers many employment opportunities in traditional roles



### **Decentralised**

- Smaller off-grid/rural projects
- Smaller teams, male dominated
- Travel and on-site work
- Women are beneficiaries or managing beneficiary relationships.







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## Strategies for Inclusion

- Quotas
- Attracting More Women and Girls to STEM
- Inclusive Recruitment Practices
  - Inclusive Job Descriptions; Gender Neutral Job Advertisement Language; Standardise and Diversify Short-listing; Selection Panel
- Inclusive Workplace Strategies
  - Performance Reviews; Promotions; Anonymous 360s for Management; Childcare & Medical Care; Flexible Workplace Policies; Parental & Carers Leave; Return to Work Programmes for Women and Men; Mentoring for Women and Men; Employee Led Diversity and Inclusion Programmes; Zero-tolerance Policy on Sexual Harassment





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## Strategies for Inclusion (cont'd)

- More Women in Senior Decision-Making Roles
- Increased Transparency and Accountability
- Utilise Existing Resources & Toolkits
- Support “Coalitions of the Willing”



# The Opportunity for the Sustainable Energy Sector





# Recommendations

## How to Support Women Engaged in Sustainable Energy?

**TOP-LEVEL  
ACTIONS**

**NETWORKING  
AND VISIBILITY**

**CAPACITY  
DEVELOPMENT**

**FLEXIBLE AND  
FAMILY-  
FRIENDLY WORK  
SCHEMES AND  
SUPPORT**

**STRENGTHEN  
WOMEN AS  
ENTREPRENEURS  
AND INVESTORS**

**REDUCE BIAS IN  
RECRUITMENT  
AND  
EMPLOYMENT**

**RECRUIT AND  
PROMOTE  
MORE WOMEN**



# Recommendations

## How to Make the Sustainable Energy Sector More Inclusive?

**MAKE  
SUSTAINABLE  
ENERGY A  
SECTOR OF  
CHOICE**

**REFORM THE  
LABOUR  
MARKET AND  
WORKPLACE**

**INVEST IN THE  
NEXT  
GENERATION**

**IMPROVE DATA  
COLLECTION  
AND ANALYSIS**

**COALITIONS OF  
THE WILLING**



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## A word to... Individuals (yes, us!)

Avoid gender stereotyping and attempt to challenge implicit bias;

be aware of day-to-day interactions (e.g. speaking time at meetings), language used, decisions made; and

if in a managerial position, support and promote competent individuals and aim for diversity.





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## A word to... Companies and Organisations

Commit to long-term transformation and diversity from the top down;

implement strategies, set indicators and reach targets;

use the many tools available, and support employee led initiatives;

support coalitions of the willing; and

engage with educational institutions for pipeline development and continued personal development of staff.



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## A word to... Educational Institutes

Collect and analyse qualitative and quantitative diversity and inclusion data;

create programmes, campaigns and initiatives that support greater diversity and interest in sustainable energy;

create unbiased application processes for students and teachers;

provide career advice to students in collaboration with industry players; and

create vocational and internship programmes for students



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## A word to... Governments

Lead by example on gender performance, inclusion and outputs;

legislate on supportive workplace laws;

mainstream a gender perspective into all current and future policy and programmes;

leverage opportunities of the energy transition to increase diversity and inclusion;

establish targets for industry and government supported policy and programmes;

establish a cross-sectoral framework and standard for monitoring and reporting;  
and

enhance accountability / compliance.



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## A word to... Inter-governmental bodies and NGOs

Overcome any remaining gender-blindness in relevant international documentation;

work with governments and industry within the sector to advocate for greater inclusive practice;

support individual organisations to embrace inclusion at the workplace;

find ways of effectively target women audiences e.g. on funding etc.; and

promote leaders and game-changers within the sector to inspire others to do better in gender and diversity inclusion.



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## To Sum Up:

Sustainable Energy is a young work area; it is growing rapidly and seeking diverse talent with a broad range of skills.

Many actors have already implemented a wide variety of strategies to increase women participation and diversity in general.

Diversity has been proven to be good for the (economic) bottom line. We show that it is also good for social development and ecological objectives.

Energy transitions are deep societal transformations. They need to be scaled up and accelerated: this requires the equal participation of women and men!



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## List of Women's Networks (no particular order)

- International Network on Gender and Sustainable Energy (ENERGIA)  
<https://www.energia.org/>
- Women of Renewable Industries and Sustainable Energy (WRiSE)  
<http://wrisenergy.org/>
- Women in Solar Energy (WISE)  
<https://www.solwomen.org/>
- Women in Cleantech, US (WICS)  
<https://www.womenincleantechsustainability.org/>
- Hypatia, Germany <https://www.hypatia-network.de/>
- Women in Sustainability, India (WiS)  
<https://www.ceew.in/impacts/women-in-sustainability>
- La Red Mujeres en Energía Renovable y Eficiencia Energética, Mexico (REDMEREE)  
<https://redmujeresenergia.org/>
- Nordic Energy and Equality Network (NEEN) in the Nordic/Baltic countries  
<https://www.nordicenergy.org/project/neen/>
- Women in Sustainability, Environment and Renewable Energy, UAE (WiSER)  
<https://masdar.ae/en/strategic-platforms/wiser>
- Rede Brasileira de Mulheres na Energia Solar (Brazilian Women Solar Energy Network)
- Turkish Women in Renewable and Energy Network (TWRE) <https://twre.org/>





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## List of Women's Networks cont'd (no particular order)

- WePower – Women in Power Sector Network in South Asia  
<https://www.linkedin.com/groups/12139181/>
- Women in Energy, Pakistan  
<https://www.linkedin.com/company/women-in-energy-pakistan/>
- Women in Renewable Energy, Canada (WiRE)  
<https://www.womeninrenewableenergy.ca>
- Women in Energy Ethiopia  
<https://www.facebook.com/ethiopianwomeninenergy/>
- Women in Renewables Initiative from the Clean Energy Council (CEC), Australia  
<https://www.cleanenergycouncil.org.au/advocacy-initiatives/women-in-renewables>
- Women in Renewable Energy (WIRE)  
<https://www.clintonfoundation.org/our-work/clinton-climate-initiative/programs/WIRE-Network>
- Women in African Power (WiAP)  
<https://www.usaid.gov/powerafrica/gender>
- WONY - Women in Energy  
<https://www.womeninenergy.eu/>
- EWIRE - Entrepreneurial Women in Renewable Energy  
<https://www.regen.co.uk/area/women-in-renewables/>
- Women in Renewables Asia (WiRA)  
<https://www.womeninrenewables.org/>
- Women Building Power: African women against destructive resource extraction (WoMin), <https://womin.org.za/>

