



Women-in-Energy Program for Central and West Asia Concept and 2030 Work Program

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1 Women-in-Energy Program - Vision and Scope

The energy sector of the Central and West Asia Region is characterized by a relatively homogenous work force in terms of gender stereotypes, age and educational background. Women are particularly underrepresented in the energy sector; this mirrors a global trend where women account for around 20% of the global overall energy workforce and just 11% of top global oil and gas executives. The emerging priorities on both energy efficiency and renewable energy opens new opportunities in the industry to diversify the sector's workforce and to meet the goals and principles set out in the global "Equal by 30"¹. [Equal by 30](#) is one of a handful of international initiatives that identifies with the need to advance the participation of women in the energy sector at all levels.

The goals of the Women-in-Energy Program of Central Asia are to establish a set of concrete actions to foster the advancement of women's participation in the energy sector. The Program is focused on women's employment and the potential for employment and leadership in the sector, broadly defined. This is interpreted to include (i) quality employment opportunities from entry level to executive management; (ii) women's full engagement in policy making, oversight and decisions in creating functioning energy systems; and (iii) advancing education opportunities for girls and women in the STEM and other relevant fields for a career in the energy sector. The overall intended impact is to break through gender-based stereotypes in education, training and employment in the sector, close gender pay gaps and promote women's leadership across the sector. As women are often segregated into jobs with low pay, low security and limited social mobility, the rise of new jobs as part of the greening of economies offers a timely window of opportunity to fundamentally change this bias.

The commitment to improving gender equality in the energy sector of Central and West Asia is clearly articulated in the CAREC Energy Strategy 2030 (of which the countries of Central and West Asia are part) which contains a cross-cutting focus area on women's empowerment. The Energy Ministers of many Central and West Asian countries firmly supported this vision and committed to achieving gender equality in the energy sector by 2030 through a Ministerial declaration adopted at the first CAREC Energy Ministers Dialogue in Tashkent in 2019:

*"We note that women remain underrepresented in the energy industry of the CAREC region. Recognizing the benefits of a diverse, inclusive and balanced talent pool in the energy sector, we strive to reach gender equality by 2030. In this regard, we also endorse the principles of EQUAL by 2030, a Clean Energy Ministers' campaign of Equal Opportunity, Equal Pay and Equal Leadership"*².

¹ The **Equal by 30** campaign, launched in May at the 9th Clean Energy Ministerial under the banner of the international **Clean Energy Ministerial** (CEM), is an international framework that asks companies and governments to endorse principles, then act in service of a common goal: Make gender equality central to the transition to a clean energy future by promoting equal pay, opportunity and leadership for women. (See *Annex I for the Equal by 30 Principles*)

² Energy Ministers Dialogue Central Asia Regional Economic Cooperation Tashkent, Uzbekistan 20 September 2019 Declaration
<https://www.adb.org/sites/default/files/related/155221/CAREC%20Energy%20Ministers%20Dialogue%20Declaration%20002.pdf>

Ultimately, the success of the Women in Energy Program rests on the political will and commitment across the region to advance women contributions to and benefits from the sector. This success includes advancing women's progress centrally in the future energy economy of the region. The intention is to make the principles of EQUAL the modus operandi in the regional energy industry by 2030, resolving to making equal opportunity, equal pay, and equal leadership the new standard. It also aspires to contribute to the achievement of Sustainable Development Goal (SDG) 5 which is the central goal on gender equality. A 2018 study on [Why Gender Equality Matters for all SDGs](#) confirms that eliminating gender-specific constraints, and other forms of discrimination with which they intersect is critical to achieving the SDGs.³ Gender equality and sustainable development are interdependent and mutually reinforcing and women have a vital role to play in achieving sustainable development.

Women must come out of the shadows in the energy sector. Compared to men, women are more often than not segregated into jobs with lower pay, lower security, limited mobility and potential for promotion. The rise of a wide spectrum of new jobs in response to the greening of energy offers a timely window of opportunity to fundamentally change this bias.⁴

This report lays out a comprehensive concept for the first Women-in-Energy Program for the Central and West Asia region. It consists of a regional gender analysis that informs about the status quo of women's employment in the energy sector and identifies underlying reasons for the underrepresentation of women in energy-related professions. Based on the findings made, a 2030 work program with actions that have a reasonable prospect of being financed going forward was established. These actions are aligned with the principles of Equal-by-30, the Sustainable Development Goals and related normative frameworks to advance gender equality.

The Women-in-Energy Program shall become the go-to place for women to enhance their employability, skills and visibility in the sector. It also aspires to becoming an anchor for organizations, authorities and other institutions seeking support in developing gender friendly frameworks.

The Women-in-Energy Program shall be officially launched at the 1st Women in Energy Summit for Central and West Asia in March 2022.

³ See for example *UN Women report: Gender Equality in the 2030 agenda for Sustainable Development which provides a context for this framing* <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2018/sdg-report-summary-gender-equality-in-the-2030-agenda-for-sustainable-development-2018-en.pdf?la=en&vs=949>

⁴ The Renewable Energy and Jobs Annual Review 2019 estimates that there were approximately 11,000,000 direct and indirect jobs in the renewable energy sector across the world in 2018. This is an increase from 10.3 million jobs in the sector in 2017. The eleven primary sectors of renewable energy covered by the report are solid biomass, liquid biofuels, biogas, geothermal, hydropower, solar photovoltaic (PV), Concentrated Solar Power (CSP), solar heating/cooling, wind power, municipal and industrial waste, and tide, wave, and ocean energy. New data on off-grid solar employment in developing countries made it possible to include these jobs in the 2019 report under the solar PV section for the first time. China continues to lead global employment in renewable energy with roughly 4,078,000 direct and indirect jobs, and Asian countries provided a total of 60 percent of the jobs in the sector. Source: <https://www.eesi.org/papers/view/fact-sheet-jobs-in-renewable-energy-energy-efficiency-and-resilience-2019#4>

2 Challenges and Opportunities for Women in the Energy Sector of Central and West Asia

Despite the current underrepresentation of women in the energy sector of Central and West Asia, the region is well positioned to progress on achieving gender equality in the sector. This is partly because many member countries have established gender equality policies and legislation and because the sector has already a relatively higher number of women employed when compared with the global average. These two factors combined provide the region with a strong foundation for redressing gender imbalances.

The energy sector presents important opportunities to tap into an under-utilized workforce that has enormous potential to contribute to the energy sector and its global transition through direct employment at all entry points. Women have already demonstrated their capacity to help shape the future of energy in Central Asia by establishing formal energy sector cooperatives designed to run local-scale renewable energy operations (in Georgia for example)⁵. These cooperatives showcase that with deliberate policy and support systems in place, sound investments quickly benefit local communities while minimizing carbon emissions and promoting sustainable green economies. Nevertheless, existing policies and legislation need stronger enforcement mechanisms throughout the region and other persisting barriers women face to become high-achievers in the energy sector need to be addressed.

To identify the main barriers women face today to enter and pursue careers in the regional energy sector, a sector-specific survey was run in mid-2021 that was completed by respondents from 20 energy organizations in nine countries⁶. This survey provided further evidence that the gender gap persists at all levels. Common barriers to women's entry into, and promotion within the sector, in both the public (government) and private (service providers and utilities, corporations, laboratories, investors and renewable innovation) spheres include systemic gender stereotypes in attracting, hiring, retaining and promoting women. Inflexible employment conditions that are disincentives to women who balance household responsibilities with their professional careers have also been observed. Resolving these would greatly contribute to achieving increased gender equality in the region.

2.1 How many women work in the energy sector, and what the numbers tell us

The average percentage of women working in the energy sector stands at slightly over 21%. While public sector entities have reported an average of 19% of women working in the sector, the private sector and public-private partnerships reported a higher employment average of 27%.

Of the survey respondents only 2 respondents reported an equal number of women and men employees at the higher end of the professional career ladder and only 4 organizations had more

⁵ WECF (Women Engage for a Common Future) <https://www.climate-chance.org/en/best-practices/gender-responsive-energy-cooperatives-rural-georgia/>

⁶ The nine countries are: Afghanistan, Azerbaijan, Georgia, Kazakhstan, Kyrgyz Republic, Pakistan, Tajikistan, Turkmenistan, Uzbekistan. See Annex for survey questions

than 35% female employees overall. At the lower end of the spectrum, the total numbers of women employed is as low as 2-5% of the total workforce.

Thus, the 21% average share of women in the energy sector is based on a relatively diverging scene between public and private sector entities and stark differences among individual companies/authorities are observed with some gender equality champions on the one hand and other entities with close to no women employees on the other.

As far as the job profiles of women are concerned, of the 20 institutions, only 7 reported women occupying senior management and board directorship positions. A small handful of women are appointed to positions of Vice Ministers, Advisor to Ministers, and Heads of Divisions or Departments. These are encouraging signs, yet women in leadership positions in the energy sector continue to be rare.

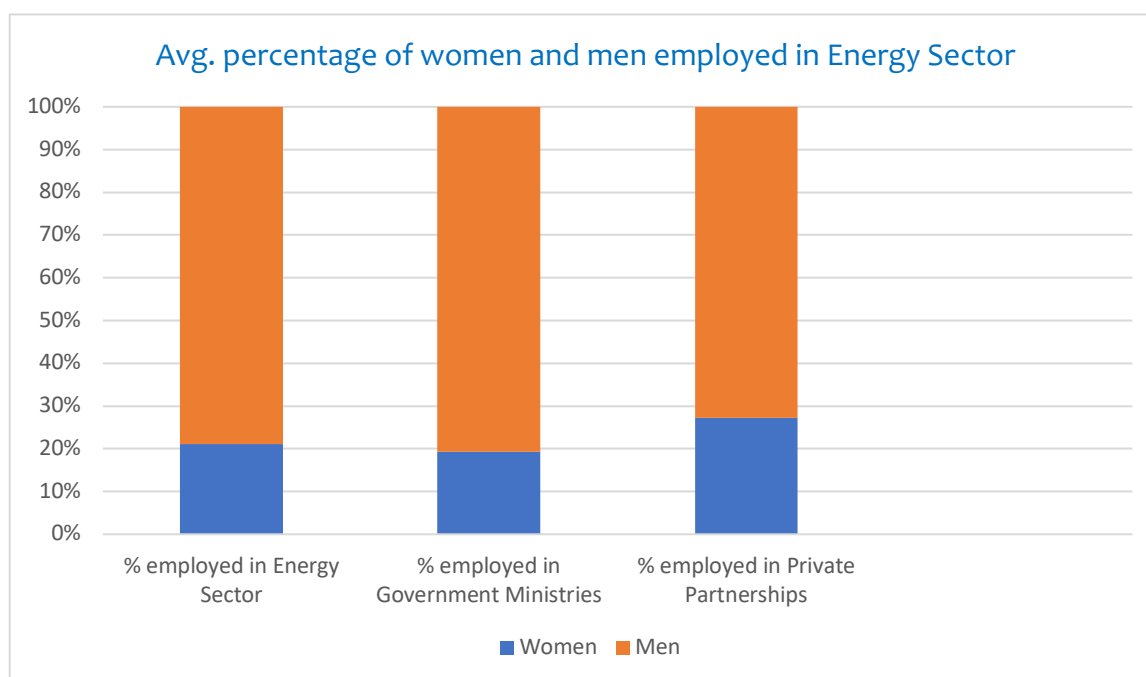


Figure 1: Percentage of women and men employed as per survey results from 9 countries

The numbers tell us that more is required to shift persisting gender stereotypes and social norms that negatively influence employment patterns in the sector, and the education and career decisions that women make. Systemic changes are needed at both the institutional and societal levels to advance women's opportunities and potentials.

At the policy and institutional level, about 50% of the respondents confirmed the existence of a gender equality policy, while close to 75% of the responding organizations did not have an established quota for women's employment. Quotas in the public sector typically range from a 5% to 35% minimum required percentage of women's employment. Compared to the overall public sector average women employment of 17%, it appears that legislation and policies that nominally mandate non-discriminatory practices in the workplace must be better enforced and continued incentives to achieve gender parity and women-friendly working conditions is critically important.

In addition, a comprehensive institutional policy that underpins governance, codes of conduct and human resource policies at the corporate level is needed. A gender equality action plan that commits resources to build staff competencies and leadership designed to strengthen and enhance the abilities of staff will contribute to the 'Equal by 30' standard.

From a societal perception perspective however, responses are quite mixed. Asked if there are roles in the energy sector that are best filled by either men or women and why, the range of responses suggest an even split between those who felt that all positions could be filled by men and women equally and those who specified roles that women were better equipped to fill. As the energy sector transitions to renewable and smart energy systems, and a diversity of energy production sources, new kinds of professional work are destined to appeal to both women and men.

The following provides a snapshot of responses received on gender roles in the energy sector:

- 11 respondents felt that there is no difference between genders in skills or roles, particularly if both sexes are supported to take up different roles;
- Half of the respondents suggested that women are more responsible than men and therefore better positioned to work on safety concerns, project management and implementation; customer service and other areas to improve overall company performance; the demand side management of energy requires extensive engagement of consumers for attaining an adequate and desired demand response and behavior change for energy efficiency and conservation. Therefore, NEECA believes that EE&C awareness and advocacy is an area where women can play a very productive role as most of the energy consumption related decisions in Pakistani Household setting are made by females; in the energy sector, as in other industries, women are better equipped for desk work including multi-tasking and office management, accounting, economic planning, expert analytics and data processing, communications, administration and human resources. One respondent felt that women make solid engineers and dispatchers and another felt that since the sector is going through a process of transformation; clean energy transitions will require innovative solutions and that women are deemed to be competent to fill these positions.
- Three of these respondents suggested that physically demanding work or those exposed to harmful and/or hazardous working environments should be reserved for men, and that "Men are more decisive and target-oriented, they are fully dedicated to work and stay behind after hours whereas women can't work for long hours since they have to care for family members and keep the house".

To shift the prevailing mindset, the energy transition towards cleaner and renewable energy sources presents itself as a unique opportunity to increase women employment in the sector. IRENA estimates that the number of jobs in renewables could increase from 10.3 million in 2017 to nearly 29 million in 2050 globally. A significant share of this is expected to be generated in the Central and West Asia Region which has vast potential for renewable energy deployment that is yet to be tapped.

Thus, breaking down work stereotypes will involve entry-level strategies to incentivize female students to see the opportunities that the energy sector offers; organizational commitments to promote women who show potential (as opposed to performance alone) to decision making roles; and empowering women through awareness, education and support.

2.2 What are the main reasons for women being underrepresented in the energy sector

In a diverse region such as the Central and West Asia region comprising countries at different development levels and geographical location, the reasons for women being underrepresented in the energy sector may differ on a local level with some barriers being more prominent in some countries than others depending on the country context. Nonetheless, the survey responses point to common concerns that all women face, from entry levels through to decision-making and management levels. While the sample survey is limited, there are clear indications that more needs to be done to enable women to engage fully with the sector's ongoing development.

Four inter-related reasons behind women's under-representation in the sector have been observed:

a) Entry level barriers: Initial obstacles already exist at entry level, where a combination of individual misperceptions of the energy sector (e.g. only engineers can work in the sector), lack of awareness of the opportunities presented in this growing and changing sector translates into low numbers of women students coming through the talent pipeline. At the academic and technical skills level, women's perception of what the energy sector entails and/or the range of interesting professional opportunities emerging in the sector is also limited. This, in turn, perpetuates a negative environment on new entrants, and eventually, on the perception that women are equally capable of advancement to leadership and management positions in this sector. The sector needs will need to do a much better job of attracting talented students, conveying to them that the sector needs a diverse skill set covering many disciplines (economics, law, engineering, business, finance, social sciences, etc.), and mentoring them in the pursuit of the key energy jobs of the future. A combination of mentoring, target-setting and gender quotas can help to address these initial barriers.

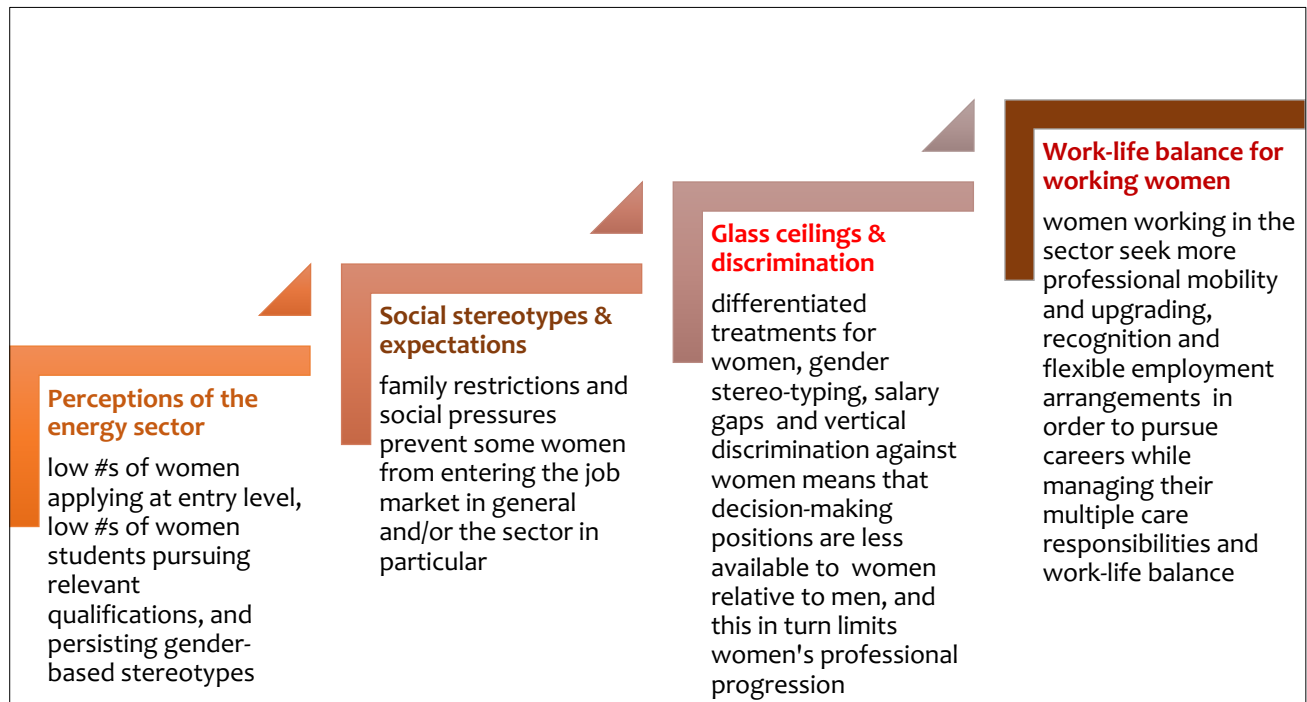
b) Societal expectations: Social norms and expectations of what women can and cannot do continue to be a significant factor in certain countries. At a societal level, women's work and employment choices are often underpinned by prevailing social stereotypes which permeates through the public and private sector alike. This has led the energy sector to be perceived as a highly technical and male dominated area which provides little encouragement for women to join. While there are positive shifts in societal gender stereotypes, there is space for ambitious targets and proactive strategies to break-through – all of which requires a combination of forward-thinking policy, marketing, advocacy, and quotas as well as social and professional networks among women to recognize and profile women champions in the energy sector. Dedicated programs and campaigns to give women more voice and visibility serve in turn to enlighten societal expectations. Academic or technical education scholarships dedicated to women and girls can go a long way to contribute to shifting societal norms and mindsets, and to opening up opportunities for students from households that do not have the means to support further education.

c) Institutional frameworks: For those women already working in the sector, a high number of respondents faced some form of gender discrimination in the world of work, with glass ceilings

preventing their upward mobility and advancement. From an institutional perspective, the role of Human Resources in supporting quality recruitment and retention of women is critical to nurturing an overall organizational culture that is aligned with the Equal-by-30 principles. While there are high numbers of women at lower levels of employment, they thin out the higher you go in the organization. The sector needs to dedicate resources towards continued training and mentoring of women in the sector, establishing procedures and commitments to re-hiring returning mothers, enhancing women’s upward mobility across departments, retaining professionals with the potential for advancing to top leadership positions including closing gender gaps in pay throughout organizations. Additionally mentors themselves may need to be gender sensitized. The Human Resources department is not alone in this endeavor however, but is an integral part of organizations’ gender equality policy, code of conduct and related social standards to meet targets and goals and the transfer of knowledge among women in different professional threads.

d) **Working arrangements:** A high number of respondents also felt that pro-active flexible working arrangements beyond parental and sick leave regulations would enable more women to devote more time towards their professional advancement over the long term. This includes permission to work remotely, flex hours and quality child care services in order to better balance family responsibilities with work commitments. At the personal level, a number of women working in the sector point to the need to improve working arrangements to enable them to better balance their household and care responsibilities with professional career advancement. This requires the sector to establish meaningful gender equality policies, frameworks and practices that address persisting gender gaps. While policies and protocols are important, a progressive work-life balance that enables women and men to share multiple responsibilities requires a shift in organizational culture and expectations.

Figure 2: Summary reasons behind women’s underrepresentation



To sum up, thriving energy industries will need to proactively adapt to and get ahead of changing structural and cultural impediments, overcome stereotypes of what are considered ‘typical’ men’s

and women's activities, expectations and engagements. Employment issues from a gender perspective will need to develop a comprehensive 'talent and skills' agenda to ensure that more women are able to perfect and deliver soft and hard skills and competencies required in energy industries. It also needs a 'pipeline' agenda to prepare the next generation of women in leadership to carry forward needed innovation in entrepreneurship as well as equitable governance policies. To ensure that women are an integral part of a skilled workforce with competencies to support their mobility and upskilling over time, mainstream education will need to ensure that female students are provided with sound foundations and complementary skills that incentivizes continued learning for the benefit of an emerging greening of the economy.

2.3 How do regional energy professionals see future perspectives?

The general perception by almost all respondents is that gender equality is improving over time, and that social changes in this direction are likely to continue as legislation and behaviour changes go hand in hand to close persisting gender gaps. To achieve the 'Equal by 30' objective however, it will be important to ensure that shifting perceptions in favour of women's work in the energy sector become the new normal and that legislations need to be progressive.

Respondents felt that improved access to technical and professional education, better organizational cultures, enhanced awareness about women's rights, effective government legislation in general and especially at workplace on gender mainstreaming and women's emancipation, more women attaining leadership positions at public and private organizations and programmes alike, more men are informed and sensitized on women rights and gender mainstreaming as a crucial link for a collective national development are some of the principal drivers for this positive development.

Commentaries offered that account for this development include the following:

- "Opportunities are more open for women today and on the example of our ministry we can say that the role of women is significant. Women are more represented in leading, strategically important, key positions at the Ministry and take an active part in the implementation of the goals and objectives. On the example of the Ministry, we can discuss the current situation in the field of gender equality, the current situation around this issue, and especially in the public sector".
- "Women have become more independent, confident in their capabilities and well educated. Shift in human mindset has an importance since the role of woman and her input into society, community and family have been drastically re-evaluated. Mass media and social media are the tools women use to defend their rights and to cooperate and support each other."
- "Women's involvement in the economic and social activities are increased; we have more and more women in politics and economics, which is a good start and chance for the women specific issues to be more addressed and taken care of. If 30 years ago women were mostly housewives or preferred jobs requiring less involvement from them now you see them often on more responsible positions: as directors, leaders and so on. Which means that they are more independent financially as well as morally. Stronger the women are healthier and more educated new generation will be."

- “In past, majority of women stayed at home rising children. Today women are trying to have less children and do career. The change is noticeable. I think that in our country the tendency has changed and girls and women are supported by their families to study and do professional career.”

3 Women-in-Energy Work Program 2030

In order to address the gender gaps outlined above, a Women in Energy program for the Central and West Asia Region shall be established. It shall aim to reduce some of the identified barriers women face in the regional energy sector through practical and concrete actions that have a reasonable prospect of being resourced. The Program shall also be an anchor for organizations, authorities and other institutions seeking support in developing gender friendly frameworks. The program will furthermore establish itself as a regional flagship for convening public events to increase visibility and awareness for the subject.

The Program will include activities in four focus areas, informed by the gender analysis and the responses from the sector survey:

- Focus Area 1: Increase employability of women in the energy sector
- Focus Area 2: Boost women's education in key fields for the energy sector
- Focus Area 3: Support visibility of women regionally and internationally
- Focus Area 4: Enhance organizational capacity in designing gender friendly policies and workplaces

The four focus areas are closely inter-linked and therefore need to be synergistic and mutually reinforcing. Each country may have different aspirations, resources and capacities to drive a gender-equality agenda, and will therefore need to be determined with national stakeholders. The 'Equal by 30' toolkits reproduced in the Annex serve as a guidance note and template for all practitioners.

Moreover, the Women in Energy Program will closely work with the following key enabling institutions in implementing the 4 focus areas:

- **CORPORATE ENABLERS:** industry champions committed to pursuing recruitment practices and establishing quotas and targets to increase women's employment in the immediate term, with a longer-term goal of increasing agency support for women's participation and leadership in the sector
- **EDUCATION ENABLERS:** Education and vocational training institutions committed to optimizing the workforce's economic growth/output by breaking down gender stereotypes and increasing the uptake of STEM and related professional training by girls and women interested to enter the energy market as entrepreneurs, employees and decision makers
- **NETWORK ENABLERS:** Professional women and men working in the sector, or seeking to work in the sector, who commit to support coalitions/alliances and professional networks that aim to elevate the sector's inclusiveness and advancement of women in the sector

- **POLICY ENABLERS:** State policy makers, organizations’ HR departments, organized labour representation and other relevant organizations who can enact binding policies that ensure equity of pay and work conditions for women and men

The following work program shall form the basis of the Women-in-Energy Program for the Central and West Asia region until 2030:

Focus Area	Target Activities	Indicative Time Frame
Focus Area 1: Increase employability of women in the energy sector	Provide capacity building for resume writing and job interview preparation to female graduates seeking to enter the sector	from 2024
	Organize secondments and/or short-term assignments for women to international energy companies or other organizations	from 2025
Focus Area 2: Boost women’s education in key fields for the energy sector	Provide scholarships for trainings and certifications at regional and/or international centers of excellence	from 2025
	Facilitate partnerships between industry and academic institutions to advance girls and women in energy-related fields of study	from 2024
	Establish student chapters at high school level to incentivize the next generation of students to transition to the clean energy sector	from 2024
Focus Area 3: Support visibility of women regionally and internationally	Organize regular regional Women-in-Energy Summits to promote discourse and networking	from 2022
	Support women’s visibility in the sector through individual and corporate memberships in existing international women-in-energy networks and alumni networks	from 2022
	Maintain data base of Central and West Asian women presenters interested to participate in regional and international energy fora	from 2022
Focus Area 4: Enhance organizational capacity in designing gender friendly policies and workplaces	Provide guidelines on Equal-by-30 principles, and templates of best practices in HR policies for State Owned Enterprises, Ministries and private energy companies to recruit, retain and promote women through their professional careers	from 2024
	Provide examples of flexible working arrangements that enable women and men to balance work-life responsibilities in the energy sector	from 2024
	Introduce companies to the Women’s Empowerment Principles (WEP), and recognize those institutions that secure WEP certification in the energy sector	from 2024

3.1 Focus Area 1: Increase employability of women in the energy sector

This focus area aims to boost the professional profile of women in the energy sector (or aspiring to join the sector) with a view to increase their general employability.

The following practical actions shall be implemented as part of the Women-in-Energy Program:

- **Provide capacity building for resume writing and job interview preparation to female graduates seeking to enter the sector:** Professional support and advice like resumé writing-101 for the energy sector can make potential candidates aware of the range of jobs available in the emerging sector, while also preparing candidates to better communicate and advertise their skills to the specifics of the sector. This initial step presents an important gateway for applicants to improve their interview skills and confidence in what they can contribute to the sector's development.
- **Organize secondments and/or short-term assignments for women to international energy companies or other organizations:** Secondment opportunities can expose students to multi-disciplinary approaches in new working environments and organizations and thus broaden their professional experience in the sector. The acquired knowledge and experience can lead to better opportunities and career promotions. Secondment opportunities can also enable women to explore the cross-cutting aspects of managerial, technical, administrative and field-based work in energy subsectors, thereby gaining more specialized experience. Short-term assignments can also contribute to women's professional confidence, broadening their networks while expanding their interests to new horizons.

These two steps facilitate and target the transition from training to employment at the market-entry level, supporting those who show curiosity to work in the sector and who have acquired professional aptitude and/or qualifications to be engaged further. The topline objective is to build women's confidence, skills and competencies at all levels beyond stereotypical perceptions of where women can and should work.

3.2 Focus Area 2: Boost women's education in key fields for the energy sector

Educational and training offers are often difficult to obtain for a variety of reasons, both personal and professional. These difficulties are particularly acute in traditional societies, where families may be less willing to invest in female education because of established practices of early marriage, domestic responsibilities, low remuneration for women's work, and reservations regarding women working outside the home. These multiple barriers prevent many girls from accessing higher education, let alone technical, STEM and professional training. The IEA's compilation of the percentage of female inventors in the energy (and control) technologies, (1978-2016) puts women at less than 11% of patent applications related to the energy sector.

Therefore, the following practical actions shall be implemented as part of the Women-in-Energy Program:

- **Provide scholarships for trainings and certifications at regional and/or international centers of excellence:** Dedicated funds for higher education or re-training in new skills will enable more women to deepen and broaden their skill sets in the new and emerging energy industries. It will also ensure that women and men have equal opportunities to technical and operational training. These funds could be administered by public-private partnerships with the aim of specifically supporting women and men to leave behind stereotypical skills sets

and move into the new and emerging green industry, thereby also responding in a timely manner to the talent needs of the private sector.

- **Facilitate partnerships between industry and academic institutions to advance girls and women in energy-related fields of study:** Practical partnerships between academic institutions and industry will do their part in aligning skills and competencies with industry needs and can help institutions to offer a more welcoming and inclusive environment for female employees.
- **Establish student chapters at high school level to incentivize the next generation of students to transition to the clean energy sector:** At the school entry-level, more can be done to incentivize students to better understand the sector. This can be accomplished through career fairs, through student chapters and social media, through the profiling of professional women in energy sector jobs, and through inviting alumni to speak at primary and secondary school classes. Recognising and celebrating “Girls in Energy” day could also help to break through perceptions and stereotypes; a similar initiative by the International Telecommunications Union (ITU) 28 April, International Girls in ICT Day⁷, is celebrated in over 150 countries around the world, encouraging girls and women to pursue studies and careers in the technology sector through training of coding, development of mobile applications and IT.

These three steps help to break social stereotypes of energy employment opportunities and prepare the talent pipeline of girls and women entering the field from graduation level.

3.3 Focus Area 3: Support visibility of women regionally and internationally

Focus Area 3 will support women in the energy sector of Central and West Asia to build and join local, regional and/or international networks and offer platforms with international outreach bringing women to the forefront of the energy stage.

The following practical actions shall be implemented as part of the Women-in-Energy Program:

- **Organize regular regional Women-in-Energy Summits to promote discourse and networking:** The first regional Women in Energy summit is expected to take place in 2022, and will bring together key representatives of public and private stakeholders in the sector. The forward-looking agenda will provide participants with both multi- and inter-disciplinary perspectives of the future of energy and the contributions that women can make. Regular regional summits will further enrich these discussions and follow up actions over time, bringing the subject matter into the mainstream discourse.
- **Support women’s visibility in the sector through individual and corporate memberships in existing international women-in-energy networks and alumni networks:** Dedicating resources towards women’s active membership of professional networks and further supporting the communities of practice that these networks serve, will help members to not only advance the ‘Equal-by-30’ principles and agenda, but also enrich these networks with knowledge and know-how from the region. Examples of women in energy networks that offer advocacy services and a range of mentoring supports include:

⁷ See: <https://www.itu.int/women-and-girls/girls-in-ict/>

- *The Global Women's Network for the Energy Transition (GWNET)* empowers women in energy through interdisciplinary networking, advocacy, training, and mentoring <https://www.globalwomennet.org>
- *Women in Renewable Energy (WiRE)* WiRE's mandate and mission is to advance the role and recognition of women working in the energy sector and is inclusive of all renewable energy and clean technologies. Its programming includes, among others, capacity-building field trips, networking meet-ups, awards recognition programs, student bursaries, speed mentoring. Launched in 2013, WiRE forges partnerships with government agencies and a spectrum of renewable energy industry associations, other related networking groups for professional women from across the energy sector, and academic providers. <https://www.womeninrenewableenergy.ca>
- *Women in Energy Pakistan (WiE)* Formally launched in 2018 to build a strong network of women in Pakistan's energy sector and foster a culture of career and leadership development. <http://womeninenergy.pk/>
- **Maintain data base of Central Asian women presenters interested to participate in regional and international energy fora:** While there are informal social networks among women in the energy field, a dedicated data base of professional women will be a valuable reference for future fora, both regionally and internationally. This data base could be initiated as part of the first Women in Energy Summit, and hosted at the Asian Development Bank for access energy sector stakeholders.

3.4 Focus Area 4: Enhance organizational capacity in designing gender-friendly policies and workplaces

For the three focus areas above to have sustainable and long term impacts, supporting laws, policies, regulations, and institutional frameworks and practices need to be put in place. Providing best practice guidelines to institutions to comply with these frameworks and meeting enforceable and mandatory targets will help to drive forward the agenda with measurable results.

The objective of this focus area therefore is to provide technical support at the institutional level to meet these requirements and foster an organizational culture that advances women's work and status in the sector.

The following practical actions shall be implemented as part of the Women-in-Energy Program:

- **Provide guidelines on Equal-by-30 principles, and templates of best practices in HR policies for State Owned Enterprises, Ministries and private energy companies to recruit, retain and promote women through their professional careers:** this shall include providing guidelines and templates of best practices in human resource management, from talent acquisition, to the retention of women to senior management levels, to closing gender pay gaps. Gender differences in occupation and sector of employment account for 10–50 per cent of the

observed wage gap in 33 developing and emerging economies.⁸ Closing the gender pay gap is only possible by allowing women to attain jobs at higher levels in the hierarchy which is one of the immediately recognized symbols of progress towards gender equality and is an expectation of most private enterprises aspiring to meet social equity targets. The gender pay gap measures the differences between the average pay of women and men, irrespective of job role or seniority.⁹ As women are often segregated into jobs with low pay, low security and limited social mobility, applying policy and protocols to close the gender pay gap will do their part to shift and overcome this bias.

- **Provide examples of flexible working arrangements that enable women and men to balance work-life responsibilities in the energy sector:** this shall include gathering evidence to showcase examples of flexible working arrangements that enable women and men to balance work-life responsibilities in the energy sector.
- **Introduce companies to the Women’s Empowerment Principles (WEP), and recognize those institutions that secure WEP certification in the energy sector:** Energy companies are being invited to secure international certification with the Women’s Empowerment Principles (WEPs). The UN Women recently designed an action card that showcases steps companies can take towards gender equality and women's empowerment in the renewable energy sector. Companies in the energy sector can use the Women’s Empowerment Principles (WEPs) for guidance to ensure that workplaces, marketplaces and communities are gender-equal. The inclusion of women in renewable energy weaves together Sustainable Development Goal 5 on gender equality and women’s empowerment, Goal 7 on affordable and clean energy, and SDG 13 on climate action.¹⁰ Energy investment projects can also attain certified SDG impacts, including gender equality certification, such as through the Gold Standard initiative.¹¹

⁸ Gender Equality and Development. World Development Report 2012. No.64665.World Bank 2011b: 115 <http://documents1.worldbank.org/curated/en/492221468136792185/pdf/646650WDR0201200Box364543B00PUBLIC0.pdf>

⁹ <https://www.equalpayinternationalcoalition.org/country-detail/?code=PER>

¹⁰ <https://www.weeps.org/resource/call-action-gender-equality-renewable-energy-industry>

¹¹ See <https://www.goldstandard.org/impact-quantification/certified-sdg-impacts>

4 Country Profiles of survey respondents

4.1 Afghanistan¹²

2019 data indicates that women are underrepresented in the Afghan labor market, with 27% of working-age women economically active, compared with 81% of men (Afghanistan Energy Study: Integrating Gender and Social Dimensions into Energy Interventions in Afghanistan, 2019).

According to an International Labor Organization (ILO) assessment, most women in Afghanistan fail to enter the labor market due to low levels of education and expertise, cultural and social obstacles, domestic responsibilities, shortage of work opportunities, lack of security, limited access to information on the labor market, and lack of legal protection (AHRIC, 2012).

Unsafe working conditions is another issue women face, and even women who work at state institutions do not enjoy psychological security in their working environment (AHRIC, 2012). Within the paid labor market, Afghan women are primarily employed in manufacturing – mainly the production of carpets and handicrafts (64.4%). Outside of manufacturing, women are employed in agriculture (33%) and services (9.6%) industries.¹³ Afghan women’s engagement in the service sector is proportionally distributed between education (33%) and health care (20.6%) (Asia Foundation, 2017). Few women are employed in the construction, engineering, ICT and energy fields as to be statistically irrelevant. In 2016, the proportion of Afghan women in managerial positions was 4.3%, and only 10.7% of Afghan women’s work involved decision-making responsibilities.¹⁴

Despite the multiple obstacles, conflict, and health crisis, Afghan women entrepreneurs are slowly increasing their share of the local market and rural women are coming together to form cooperatives to reap higher benefits from working together. While the economic participation of women is still at infancy, the potential for growth and maturity is enormous particularly if specific development interventions target them. Access to energy is one such intervention that has proven elsewhere to contribute to economic empowerment of women.¹⁵

Currently, less than half of the population has access to modern and clean energy and most communities in rural areas are not connected to the electricity grid. The share of energy in the total spending of rural households is as much as 30% of income (ibid). In addition, 95% of rural households use traditional biomass fuels (dung, crop residues, wood, charcoal) for cooking so exposure, particularly for women and children, to indoor air pollutants is very high (ibid).

According to the World Bank (2017), Afghanistan’s national power utility, Da Afghanistan Breshna Sherkat (DABS) has started to make the shift towards a gender inclusive workforce. Of the 7,000 employees working for DABS, only 218 are women, most of whom at a junior support level. Before the takeover of the Taliban in August 2021, DABS management has committed to promoting gender equality and facilitated access to new job opportunities for women. It has taken steps to ensure that

¹² ADB placed on hold its assistance in Afghanistan effective 15 August 2021. (ADB Statement on Afghanistan published on November 10, 2021: <https://www.adb.org/news/adb-statement-afghanistan>)

¹³ Source: The Role of Women in the Economic Development of Afghanistan, 2019

¹⁴ Source: The Role of Women in the Economic Development of Afghanistan, 2019

¹⁵ Source: Gender Assessment Afghanistan Energy Sector, 2020

women are involved in all business operations within the organization. In 2018, the World Bank Group's International Development Association funded a \$60 million grant in support of the Herat Electrification Project to advance DABS' efforts to invest in training, educating and hiring women at all decision-making levels in the energy sector. Despite these positive developments, the future of women in the energy sector remains highly uncertain with the current instability and new governing system.

4.2 Azerbaijan

As the largest segment of the economy, the energy sector (oil and gas) plays a critical role in Azerbaijan's socioeconomic growth, contributing 50% of the country's GDP. Although a significant source of employment, women are underrepresented in energy-related jobs. Women comprise 11.3% of those employed in electricity, gas, and steam production and just 13.8% of those employed in mining. Of all women in the paid workforce in Azerbaijan, 0.7% are employed in the mining sector; 0.5% in utilities; and 1.2% in construction.¹⁶ For context, 40% of women in the paid workforce are in the agricultural sector. Education patterns show that this is unlikely to change soon. Women represent 13% of those studying in the energy field and in energy-machine building in vocational education, and 10% of those enrolled in the exploration and extraction of minerals. At university level, women are just over a quarter of those studying in technical and technological fields that could potentially lead to energy-related professions.

Given the significance of the energy sector in Azerbaijan's economy, women would benefit if they are employed in this high-paying sector, particularly those who live in areas where energy-related businesses are the main employers. In communities that depend on energy sector jobs, women risk becoming increasingly dependent on the male members of their family, with even more limited opportunities for employment. Studies on gendered dimensions of women's participation in the oil and gas sector determined that employment was an emotive issue with marked gendered dimensions. Women themselves appeared divided between a desire to gain more autonomy through employment, and their allegiance to perpetuate the "feminine" behaviors expected in Azeri society.

In response to the impacts of climate change, Azerbaijan released a National Strategy on the Use of Alternative and Renewable Energy Sources for the period 2012–2020. The strategy targets (i) reducing greenhouse gas emissions by 20% from 1990 levels, (ii) increasing the share of renewable energies in energy consumption by up to 20%, and (iii) increasing energy efficiency by 20% by 2020. To realize these goals, Azerbaijan will start shifting priorities, investment, and human capital from oil and gas to renewable energy sources and infrastructure. A political decision to prioritize investment in the renewable energy sector provides opportunity to implement a gender-inclusive employment strategy in the energy sector through both direct and indirect jobs. Education and training will also require political and budgetary prioritization and opens another point of entry to incentivize gender inclusivity.

4.3 Georgia

In 2017, 58% of women were considered economically active compared to 75% of men. Women in the workforce typically occupy lower-level support positions. The sectors with highest levels of female employment are in teaching, social services and healthcare fields, while men predominate

¹⁶ Source: The State Statistical Committee of the Republic of Azerbaijan, 2020

in management-level positions in government and the private sector, especially in the energy, information technology and construction sectors.

While country-wide statistics on women's participation in the energy sector in Georgia is unavailable, a recent report (USAID 2019) provides gender-disaggregated data among the workforce employed at Energo-Pro, the largest electricity distribution company in the Republic of Georgia. Serving over one million customers, Energo-Pro is the country's largest employer. With a workforce of 6,000 employees, women make up less than 13% of the company's employees. Most women employed at Energo-Pro work in middle management positions (nearly 19% of total middle management). Less than 3% of line worker positions are held by women, and only around 8% of engineers are female (Engendering Utilities Partner Profile Energo-Pro, Georgia, USAID, 2019).

In signing the EU Association Agreement, Georgia aligns its legislation with EU directives, including compliance with environmental protection and sustainable development imperatives. As Georgia initiates plans to incorporate SDGs into economic planning, this may be a point of entry to engage women at the ground level in decision making, planning, logistics, etc. within the conventional energy sector and the renewable energy sector. Furthermore, the greening of Georgia's energy industry, presents an area where the State can implement meaningful engagement strategies to encourage keeping girls in school and advancing their participation in the STEM subjects in addition to offering employment opportunities at managerial and senior levels upon entering the workforce.

4.4 Kazakhstan

Women account for approximately 25% of the total workforce in the energy sector, with little indication of significant positive change in recent years.

A deeper assessment of the gender divide within the energy sector reveals that women's share of senior manager roles is 12% and women account for 17% of Board members. Women's share of employment declines progressively from non-management roles (26%), through mid-level management positions (20%), to senior management (12%), indicating persistent underutilization of women's potential when it comes to their professional advancement. Across the 35 companies with independent senior management teams, women held 50 out of a total of 414 (12%) senior manager positions. A total of 14 of the 35 companies have no women among their senior managers.¹⁷

Women earn on average 77% of men's total pay in non-management business and administration roles, and just 59% of men's total pay in technical / operational roles¹⁸.

In 2020, the European Bank for Reconstruction and Development released a detailed labour survey covering the period 2016-2019, on the role of women in the energy sector in Kazakhstan. The EBRD report notes that certain regulations prohibit women's employment in 212 occupations and/or types of work, including a significant number of professions relevant for the energy sector turnover rates for women were consistently higher than the rates for men, suggesting that efforts to increase

17 Source: The Role of Women in the Energy Sector in Kazakhstan; European Bank for Reconstruction and Development, 2020

18 Source: The Role of Women in the Energy Sector in Kazakhstan; European Bank for Reconstruction and Development, 2020

women's representation in leadership roles will need to focus on retaining and rewarding experienced women at the mid- and late-career stage.

4.5 Kyrgyz Republic

Within the Kyrgyz Republic, highly paid technical sectors are dominated by men. Men account for 84.4% of employees in the mining industry; 90.5% in the production of gas, electricity, and water; 89.3% in the transport and communication sector; and 96.5 in the building industry. In contrast, women predominate in the health and social services sector (constituting 83.6% of the labour force); education (80.6%); and hotels and restaurants (58.4%). The predominance of women in lower-paid sectors is reflected in the considerable gender wage differential, with women receiving on average just 74.3% of men's earnings in 2012, and 75.3% in 2016¹⁹

Gender equality global reports from 2017–2018 indicate a dramatic downward trend in gender equality and women's empowerment in the Kyrgyz Republic. In the 2017 World Economic Forum Global Gender Gap Index (GGGI) the Republic ranked 85th of 144 countries, falling from an overall GGGI ranking of 52 in 2006 (Kyrgyz Republic Country Gender Assessment, 2019).

Nonetheless, there are positive examples of progress made in energy efficiency and renewable energy initiatives. One is the Sustainable Energy Solutions for Rural Communities under the UNDP "Jashyl Ayil" Initiative project (2015-2018); another is UNISON Group's projects aimed at increasing energy efficiency with a focus on gender-specific needs. In both instances, however, it appears that the goal is to reduce the burden of housework on women rather than open points of entry for women's gainful employment in the energy sector. Collecting fuel (dry manure) to heat the home and cook are mainly the responsibilities of women and girls. Especially during winter, women and girls spend a great deal of time on heating the home, cooking, and laundry, with little time left over for other activities such as schooling or paid work outside the home. Energy-saving technologies are a means of reducing the time spent on these tasks.

Gender differences exist within the formal education sector in the areas of energy and infrastructure. In the informal education sector, international and civil society organizations currently play an important role in the professional development of women, including initiatives that provide training for women in energy-saving resource management technologies.

Working with independent/nonprofit organizations may present points of entry to prepare women for career opportunities in the energy sector, particularly the renewable energy sector, aligning both with the SDGs and with [Kyrgyzstan's National Action Plan for a Green Economy 2019-2023](#). Another promising avenue is offering support to implement recommendations made by gender experts on ways to achieve gender equality in the energy, agriculture, tourism, waste management and chemical risk mitigation sectors as part of the Programme for the Development of a Green Economy. In addition, Kyrgyzstan opened an IT academy with support from the Soros Foundation-Kyrgyzstan and Asian Development Bank with the goal of expanding economic opportunities for girls and women through training in practical skills in IT. Such training will potentially serve women well in opening career paths in the energy sector and related fields.

¹⁹ Source: Kyrgyz Republic Country Gender Assessment, 2019

4.6 Pakistan

Women play a small role in the paid work force relative to men, constituting roughly 51% of the population, but only 22.7% of the (paid) labour force. Only 4% of professionals in Pakistan's power sector are women. Out of 61,672 people employed in the country's nine power companies, only 2,494 were women (Arab News, 2019). The total number of engineers was calculated at 10,635 of which 437 are female engineers, making about 4% in all nine utilities (Pakistani Women in Energy — Joyful Defiance of Male-Dominated Workplaces, 2019).

The percentage of female participation is lowest at the Senior Executive Levels (average 2.5%), and highest at the Junior Executive Levels (average 5.6%). Comparatively, 14% of the engineering graduates from the University of Engineering and Technology (UET-Lahore) are women. (Women at the Forefront of the Clean Energy Future, USAID 2014)

The number of women registered with vocational and ICT education is considerably less than men. Only 11% of women receive technical education compared to 32% of men. In response, the Government of Pakistan has launched specialized programs for girls in the field of ICT such as "ICT for Girls" in collaboration with Microsoft. The government has also introduced regulations to advance equal pay, retention and career advancement of women within the media and ICT fields.

4.7 Tajikistan

The Republic of Tajikistan has established four national strategic development goals for 2030 one of which is ensuring energy security and efficient use of electricity. Most recent data shows that in the mining and quarrying sectors, 9,800 men are employed vs. 1,600 women. In the electricity, gas and water supply sectors, 14,500 men are employed vs. 2,300 women. (Report of the Implementation of the Beijing Declaration and Platform for Action, 2019).

Conversely, women are overwhelmingly represented in the education sector, presumably as teachers. As noted in the report, educators' salaries remain very low in comparison to other civil servants or to industrial and service sector employees.

Women-led enterprises traditionally exist in low productivity sectors such as sales (45%), services (25%) and agriculture (19%). However, in recent years, women's entrepreneurship started developing in such areas as construction, transport and logistics, information technologies, healthcare, tourism, finance and the manufacturing industry.

The lack of comprehensive gender-disaggregated data of women in the workforce and within sector-specific positions makes it difficult to determine a baseline for women participating in the paid workforce. Even time use surveys contain minimal information concerning women's domestic activities in energy-poor households (Tajikistan: Country Gender Assessment, for ADB. 2016).

The economic value of women's unpaid labor in the gathering and processing of solid fuels has also not been calculated. Sector assessments tend to focus on technical insufficiencies and measure quantifiable energy outputs, but overlook gender-specific project impacts, especially in terms of renewable energy. Data is unavailable for the representation of women in energy companies, but the average number of men employed in electricity, gas, and water supply appears to be more than

five times higher than the average number of women (Tajikistan: Country Gender Assessment, for ADB. 2016).

4.8 Turkmenistan

Energy exports make up at least 25% of Turkmenistan's GDP – 80% of the exports destined for China (WRI, 2016). Energy production is dominated by natural gas and oil. A study by the European Bank notes that significant CO₂ emissions reductions could be achieved by reducing energy losses in electricity and gas networks and by investing in solar and wind, which has high potential as a viable and consistent energy source given Turkmenistan's topography yet has close to no share in electricity production (European Bank for Reconstruction and Development Turkmenistan Diagnostic, 2019).

It is not apparent what, if any, strategies are in place or even in the planning process to implement a gender-inclusive workforce in the energy sector or in related sectors. Despite the challenge of having little data to inform sound decision-making, supporting Turkmenistan to operationalize its public commitment to the SDGs, with a focus on SDGs #5 and #7, could be a viable point of entry into the sector with significant benefits to the local economy, environment, and gender equality.

4.9 Uzbekistan

As of May 2020, 8.2% of employees in the power sector were women and 91.8% were men. The presence of women is highest (19%) in the Nuclear Development Agency, and representation is lowest, at less than 1%, in the Inspectorate for the Control of the Use of Petroleum Products and Gas (Uzbekistan: Power Sector Reform Program, 2020).

Female representation in the Ministry of Energy is 14.5%. As women are underrepresented as energy professionals and STEM students, it is not surprising that representation of women holding decision-making positions in the energy sector is also low. Women among top and mid-level managers in the Ministry of Energy represent less than 1%.

Working in technical functions in the energy sector requires a qualification in a STEM subject— 14.6% of women in STEM education are employed by the Ministry of Energy. The Ministry of Energy lacks gender-specific indicators for reviewing, monitoring, evaluating, and reporting the progress on gender-related issues (Uzbekistan: Power Sector Reform Program, 2020).

Worth noting is that the government has increased its focus on the transition of its energy sector. Planned activities include the construction of 42 new hydroelectric power stations and other renewable energy plants. A shift to renewable energy sources presents an opportunity to align with the UN SDG goals, including SDG#5, to simultaneously minimize the carbon footprint of the energy sector and create a more gender-inclusive workforce

5 Annexes

5.1 Annex I: Equal by 30 Principles

Equal-by-30 is a public commitment by public and private sector organizations to work towards equal pay, equal leadership and equal opportunities for women in the clean energy sector by 2030. Equal by 30 asks organizations, companies and governments to endorse principles, then take concrete action to accelerate the participation of women in the clean energy sector, and close the gender gap. The high-level principles are as follows:

PRIVATE SECTOR

1. We aim to lead by example, integrating equality principles into our organization and policies, and will step up our efforts to promote gender diversity activities, in areas of recruitment and career advancement in particular.
2. We pledge to highlight and support women, and close the gender gap, by promoting actions in our business.
3. We will provide leadership, and share our experiences and lessons learned on gender diversity programming and initiatives.
4. We recognize the importance of reporting on progress and will support efforts to improve the collection of gender disaggregated data so that we can and report on our progress in a transparent, open manner.

PUBLIC SECTOR

1. We aim to lead by example by taking concrete steps to promote gender equality so that our lessons can serve as an example for others to follow.
2. We aim to integrate a gender lens into all levels of our work, mainstreaming gender equality into our organizational culture and process.
3. We will set high standards for the recruitment, promotion and participation of women, adopting more rigorous requirements where necessary.
4. We will report regularly within our organizations and to the public we serve, so that progress is measured, visible, well-communicated, and we are fully accountable to our citizens.

5.2 Annex 2: Toolkit for Equal by 30 Signatory Commitments

<https://www.equalby30.org/en/content/signatory-toolkit>



The Equal by 30 Signatory Toolkit will help you develop unique commitments that speak to your organization's objectives on gender equality.

Signatory Toolkit (PDF)

Overview

Following your endorsement of Equal by 30's principles, you are now invited to develop specific commitments that speak to your organization's objectives on gender equality. This toolkit provides guidance to help you identify these unique commitments. Once final, your commitments will be posted on the site.

Your Role in the Campaign

1. **Endorse** the equal by 30 principles
2. **Work** to develop specific, measurable commitments
3. **Report** on your progress and results
4. **Showcase** your progress

Importance of Commitments

Equal Pay, Equal Leadership, & Equal Opportunities

We've gathered examples of well-established commitments that your organization can make today towards gender equality for women in the clean energy sector.

These commitments are supported by research and align with existing commitments under Electricity Human Resources Canada's Leadership Accord on Gender Diversity as well as the UN's Women's Empowerment Principles.

- **Avoid** discrimination in recruitment practices, including taking non-traditional career trajectories and non-standard work experience into account in recruitment decisions. Consider putting a woman on every hiring board.
- **Aim** for at least 30% representation of women in all junior, midlevel and senior positions in which currently underrepresented by the year 2030. Include information on current rates in your annual reports.
- **Adopt** a 30% target for women's representation as board members and executive officers.
- **Actively promote** and document the economic benefits of inclusivity.
- **Nominate** a senior leader to support initiatives towards a gender-diverse work environment.
- **Support** new hires through internal or external mentorship programs.
- **Share** information about pay scales and career trajectories.
- **Modernize** policies to support flexible work hours, telecommuting, working part-time, and extended maternity and paternity leave.
- **Promote** Equal by 30 and its principles, including to facilitate the exchange of best practices and knowledge-sharing where possible.

5.3 Annex 3: Women in Energy Survey²⁰

Globally, women account for less than one-third of global employment in the energy sector. This trend is also visible in the CAREC countries where numbers are estimated to be significantly lower than the global average. In a historic declaration adopted in Tashkent in 2019, the Energy Ministers of the CAREC countries committed to increasing gender equity by 2030. To this end, the CAREC program is developing the region's first CAREC Women-in-Energy Program for which it needs to collect basic data from the member countries.

Representatives of the public sector, private sector, industry associations as well as individuals are invited to submit their responses. All responses will be kept confidential.

SECTION 1 – Respondent Data

Name of Organization: _____

City/Country: _____

Position of the Respondent: _____

Male / Female: _____

Email: _____

SECTION 2 – Gender Policies at Organizational Level

1) What is the approximate share of women in your organization? (in %)

2) Do you have women in top leadership positions in your organization, e.g., as CEO, President of the organization, Board of Directors, Ministers or Deputy Ministers? Yes/No

If yes, please specify:

3) Does your organization have special recruitment targets to increase the share of women in the organization (quotas or other)? Yes/No

If yes, please specify:

4) Does your organization have a gender non-discrimination policy? Yes/No

If yes:

a) Does your organization have a gender focal point? Yes/No

b) Does your organization offer anti-harassment/anti-discrimination training? Yes/No

²⁰ The Women in Energy Program survey was conducted under the umbrella of the CAREC Energy Program

5) Does your organization have official policies for employees to take maternity leave? Yes/No

If yes:

a) is the maternity leave duration sufficient in your view? Yes/No

b) is there a paternity leave? Yes/No

6) Are child-care facilities available at your organization? Yes/No

If no, is monetary assistance provided for external childcare facilities? Yes/No

7) Does your organization have an official policy for staff to take paid family and medical leave? Yes/No

If yes:

a) How long is the paid leave?

b) Is the paid family and medical leave sufficient in your view? Yes/No

8) Does your organization allow flexibility in the start and end times of the working day? Yes/No

9) Does your organization provide regular training or upskilling programs? Yes/No

If yes, are these trainings usually attended by women? Yes/No

If no, why? (multiple answers are possible, please check)

- The content of the trainings is not relevant for the jobs that women have in the organization
- The trainings require travel abroad which makes it difficult for women to attend
- Other reasons, please specify

10) Does your organization offer scholarships for additional academic degrees or certification? Yes/No

If yes, in which fields of study are these degrees or certifications offered?

11) Does your organization collaborate with universities or other educational institutions and offer internships, apprenticeships or jobs to fresh graduates? Yes/No

If yes, from which university faculties or educational fields?

SECTION 3 – Women’s Employability

12) In your opinion, what is the main reason why women are underrepresented in the energy sector? (multiple answers are possible, please check)

- a. lack of education
- b. lack of professional experience
- c. difficulty to combine childcare and work hours
- d. lack of flexible employment models, e.g., part time, work from home, etc.
- e. lack of equal opportunity to reach management positions
- f. no permission from family to work/social pressure
- g. salary inequality
- h. Other reasons, please describe

13) Are there roles in the energy sector that are best filled by either men or women in your opinion? If yes, which roles and why?

14) Do you feel that in your country there is more gender equality today than 20-30 years ago?
Yes/No

If yes, what has changed for women to be better?

If no, is the situation today worse than in the past and if so, why?

15) Do you believe the transition to cleaner energy systems (renewable energy, more efficient electricity and gas infrastructure) may provide new job and career opportunities for women in your country? Yes/No

Description (optional)