
	Document:	Gender audit recommendation for gender mainstreaming in the RHC sector			
	Author:	WECF	Date:	30/05/2023	

## Gender audit recommendations

### Introduction

The gender audit is a service provided by WECF as part of the support services catalogue that the W4RES consortium offers.

You will find in this document a table of recommendations per category of the gender audit questionnaire, supported by a list of Annexes collecting different gender tools and toolkit helping and guiding you through the implementation of the recommendations.

How to use the table:



- Follow the path of your answers to go through the table, *e.g.*, you have chosen answer *b* for Question 3 – refer to the cell Q°3 - Answer B. Supported by the Annexes and toolkit.
- **Please note:** For the categories “Policies” as well as **Question n°8** - please refer to the options that you have **NOT** chosen to learn how to implement/choose such actions.

### Why to answer to a gender audit?

Reasons to answer to a gender audit can be multiple. The general idea is to start asking the right questions in order to analyse the status quo of gender mainstreaming in a workplace, identify gaps as well as where there is space for improvements and opportunities. A gender audit can have various objectives:

- Help organisations identify and understand gender issues and patterns within their composition, structures, processes, management, and in the design and delivery of policies and services.
- Help to identify gender gaps in existing organisations and projects.
- Assess the impact of organisational performance and its management on gender equality within the organisation.
- Establish a baseline against which progress can be measured over time, identifying critical gender gaps and challenges in the energy sector.
- Making recommendations on how measures can be addressed through improvements and innovations.

Gender audit can be both internal and external, it has two dimensions:

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- Internal audit: how much an organisation fosters gender equality internally within its organisational, managerial structure and internal work, and whether these contribute to gender equality in the organisation.
- External audit: evaluate to what extent gender integration fosters the inclusion of, and benefits to, women and men involved in or affected by the organisation's policies, programmes, projects, or services provided.

### **What is next?**

The first question you answered as part of the questionnaire was “Q°1: *What is your motivation to participate in this gender audit?*”. Your answer to this question constitutes your baseline, from which you will start to build on, step by step, categories by categories to mainstream gender in various aspects of your work environment.

*E.g., “A. I want to know better how my workplace is disaggregated and need guidance”* – the answers already provided, are already a start to highlight disaggregation of a workplace. Once have followed the path of your answers through the table, you will have identified the categories and aspects where improvements are possible. Use the recommendations to implement these improvements.

*Other examples of reasons (/objective to set for gender mainstreaming) to answer to this gender audit:*



- *I want to know better how my workplace is disaggregated and need guidance.*
- *I want to establish a baseline against which progress can be measured over time, identifying critical gender gaps and challenges in my workplace.*
- *I want to make my company more attractive for future employees and/or customers.*
- *Gender is important for my company.*
- *I want to run an NGO.*
- *To analyse gender disaggregation and mainstreaming at the membership level of my association.*

However, using these recommendations out of the blue can be overwhelming. You can organise the planning and implementation of such recommendations by developing a Gender Action Plan (Annex 5).

WECF suggest a final joint event to introduce and guide you through the first steps of such Gender Action Plan. Join us!

*p.s. You have taken the initiative and done the first steps of answering to the gender audit, don't make this time spent, wasted resources! Act!*

For any further questions and support, don't hesitate to contact Women Engage for a Common Future. contact person: [marilys.louvet@wecf.org](mailto:marilys.louvet@wecf.org)



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## Women's Representation / Participation

### Section of the survey: "Representation"



#### Question 2: What is the share of women employed or involved in your workplace?

<b>A. None</b>	<p>This level of representation can both be a gift and an obstacle, A gift, as if you start implementing strategies to increase the representation of women, this can only get better and bring positive results. An obstacle, as if it is a male-dominated workplace, has often been a reason for women to hesitate before accepting a position. Keeping in mind that diverse teams have been shown to increase profitability, reduce both risk-taking and environmental damage, and promote sustainable and innovation-friendly structures, we are assuming that your goal is the increase of diverse employees. So the question is here where are your obstacles, and why are those in place?</p> <p><b>What can be done here?</b></p> <p>Build a strategy (also called Gender Action Plan, GAP, guidelines are available in Annex 5)</p> <p>This strategy must include gender tools to help you create and achieve gender goals. Some are absolutely necessary in order to develop a gender and women-friendly work environment: sex and gender-disaggregated data, gender-just communication and gender-just and family-friendly policies and programs (see guidelines Annex 4b, 4d, 4e).</p> <p>Other tools are available to increase the representation of women: gender-self assessment, and gender quotas (see guidelines Annex 4a and 4c).</p> <p>Management department involvement and willingness to change are the key to support women in all sectors. It is essential here to avoid pinkwashing, do not hire women to look better. Hire women because you recently learnt the potential that gender equality can have in your workplace. Your actions will speak louder than your words make your reasons visible.</p>
<b>B. &lt; 25%</b>	<p>In order to increase the rate of participation of women in your workplace, some essential steps must be taken:</p> <ul style="list-style-type: none"> <li>- Assess your workplace with a gender self-assessment (see guidelines in Annex 4a) to have a better understanding of your status quo, needs and suggestions of your employees.</li> <li>- Improve your existing capacities by hiring women so create more jobs for women. Improve your hiring process by avoiding unconscious biased opinion on gendered roles, and assuming one's potential based on stereotypes. (Refer to Annex 7 - Webinar n°8 Diversity Recruitment Strategies)</li> </ul>

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	<p>- Start to use gender tools: e.g. gender quotas, awareness persons, gender-just communication in the advertisement and other communication materials (internal &amp; external), gender and family friendly policies and programs, prioritize flexibility, employee well-being, and diversity, equity, and inclusion (see guidelines for the above mentioned tools in Annex 4c, 4d, 4e) It is important here to avoid pink washing, do not hire women to look better. Hire women because you recently learnt the potential that gender equality can have in your workplace. Make your reasons visible.</p>
<b>C. 26%-50%</b>	<p>Congratulations, women are more represented in your workplace than the European average in the renewable energy sector which is 32% (IRENA, 2020)</p> <p>In addition, refer to previous the above cell to receive recommendations on how to increase this number.</p>
<b>D. 51-75%</b>	<p>You have 50% or more of women in your workplace? Congratulations you have reached a gender equal representation! However, no, we are not letting you go like that. Representation is a major part of gender equality, but it is not all. Equal rights (legal and political), economic empowerment (equal participation and opportunities in the workforce, including equal pay, and access to resources and economic assets), elimination of gender-based violence (e.g. sexual harassment), political empowerment (equal participation in decision-making, including representation in elected bodies and leadership positions), social and cultural norms (challenging and changing harmful social and cultural norms that reinforce gender inequalities, such as stereotypes, gender roles, and expectations) are other pillars of gender equality that need to be assessed and taken into account. These pillars are interconnected and require comprehensive efforts to achieve gender equality. Follow the path of your answers and recommendations to follow the audit</p>
<b>E. 76-100%</b>	<p>'If your organisation is all women organisation then it is important for you to uplift the experience of your employees, partners and/or beneficiaries, in the workplace and/or in the sector in general. For that you can create safe workplace, spaces, group circles, networks, etc. for women to not only share their experience but also be able voice their thoughts on the unjust, belittling and stereotyping</p>
<b>F. We do not monitor it</b>	<p>Oh this is a pity. Monitoring the gender representation rate, brings you better understanding of the status quo of gender equality in your workplace, and of the evolution of it. Beside bringing light on the spaces where improvements can be done, it also participates to mainstream gender in the renewable energy sector! Gender equality data in the RES sector are very much lacking. A first step, to change this situation, is to collect sex and gender disaggregated data (see guidelines Annex 4b). This could even be done through a Gender self-assessment (Annex 4a) in order to analyse the current share and based on the results, start developing a gender equality strategy for your workplace. Also, from here forth you can begin with the steps for the option you choose from A to E.</p>





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### Question 3 : How many technical positions are occupied by women (vs. administrative positions)?

<b>A. None</b>	<p>Please consider this column if technical positions, are positions that are present or are relevant in your workplace.</p> <p>Why do we distinguish between technical and administrative positions?</p> <p>Looking at the energy sector, women tend to occupy more administrative positions rather than technical, this reinforces gender stereotypes, gender pay and pension gap (as administrative positions tend to be less paid than technical ones) and hold back innovation by depriving the sector of new perspectives.</p> <p>If you have assessed that no women occupy technical positions, different actions are possible:</p> <ul style="list-style-type: none"> <li>- Identify the barriers, existing gender roles, and practices that discourage women to work in the technical field and then overcome them by implementing solutions from the toolkit (Annex 6).</li> <li>- Advertise job opening using gender sensitive language (see Annex 4d).</li> <li>- Apply gender quota to begin with. This can help to create an opening and behavioural change in the organisation (see Annex 4c)</li> <li>- Train the male employees on gender relevance and arguments</li> </ul> <p>If there are no women at all working at your workplace, please refer to the Q°2-Answer A</p>
<b>B. &lt; 25%</b>	<p>Why do we distinguish between technical and administrative positions?</p> <p>Looking at the energy sector, women tend to occupy more administrative positions rather than technical, this reinforce gender stereotypes, gender pay and pension gap (as administrative positions tend to be less paid than technical ones) and hold back innovation by depriving the sector of new perspectives.</p> <p>You have identified this number, it means that you are collecting sex disaggregated data, this is good. In order to increase this share, you can also choose to collect sex and gender disaggregated data. To understand the difference and impact of such data please refer to Annex 4b.</p> <p>In addition, you can start implementing some gender tools e.g. gender-self assessment or gender analysis to understand the status quo as well as identify the barriers, existing gender roles, practices that discourages women to work in technical field and then overcome them by implementing solutions (see Annex 4a).</p> <ul style="list-style-type: none"> <li>- Encourage women employees to work in technical department</li> <li>-Initiate employee trainings related to technical subjects for the smooth transition.</li> <li>- Establish family friendly policies that gives women employees flexibility in their schedule to cater to care work (often carry on by women) and their professional career.</li> <li>- Workshops, trainings, mentoring and networking programs can help to enhance their capacities, build safe spaces and circles, and fix new career objectives and pathways</li> </ul>
<b>C. 26%-50%</b>	<p>Why do we distinguish between technical and administrative positions?</p>



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	<p>Looking at the energy sector, women tend to occupy more administrative positions rather than technical, this reinforces gender stereotypes, gender pay and pension gap (as administrative positions tend to be less paid than technical ones) and hold back innovation by depriving the sector of new perspectives.</p> <p>You have identified this number, it means that you are collecting sex disaggregated data, this is good. In order to increase this share, you can also choose to collect sex and gender disaggregated data. To understand the difference and impact of such data please refer to Annex 4b. In addition, you can start implementing some gender tools e.g. gender-self assessment or gender analysis to understand the status quo as well as identify the barriers, existing gender roles, practices that discourage women to work in technical field and then overcome them by implementing solutions (see Annex 4a).</p> <ul style="list-style-type: none"> <li>- Encourage women employees to work in technical department</li> <li>- Initiate employee trainings related to technical subjects for the smooth transition.</li> <li>- Establish family friendly policies that gives women employees flexibility in their schedule to cater to care work (often carry on by women) and their professional career.</li> <li>- Workshops, trainings, mentoring and networking programs can help to enhance their capacities, build safe spaces and circles, and fix new career objectives and pathways</li> </ul>
<b>D. 51-75%</b>	<p>You have 50% or more of women in technical position in your workplace? Congratulations, it is getting better and better. High share of women in technical department is inspiring for the others so share the achievements publicly to encourage them and make them feel appreciated.</p> <p>Share with the sector the path you chose to get here.</p> <p>Share the internal (= workplace, e.g. management will, gender stereotypes, sexist jokes, etc.) and external (= in the sector, e.g. gender stereotypes, mansplaining, sexist jokes with providers, customers, contractors, etc.) obstacles and solutions found along the way. Connect with mentoring and networking programs. Other women would be inspired by this achievement.</p>
<b>E. 76-100%</b>	<p>See answer D from Question 2 and answer D from Question 3</p>
<b>F. We do not monitor it</b>	<p>Oh this is a pity. Monitoring gender representation rate brings you better understanding of the status quo of gender equality in your workplace, and of the evolution of it. Besides bringing light on the spaces where improvements can be done, it also participates to mainstream gender in the renewable energy sector! Gender equality data in the RES sector are very much lacking.</p> <p>A first step, to change this situation, is to collect sex and gender disaggregated data (see guidelines Annex 4b). This could even be done through a Gender self-assessment (Annex 4a) in order to analyse your status quo of the current share and based on the results, start developing a gender equality strategy for your workplace. Also, from here forth you can begin with the steps for the option you choose from A to E.</p>

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#### Question 4: What is the share of women in leading/management positions?

<b>A. None</b>	<p>The leading and managing positions is the last aspect of the analysis of representation side of a workplace. Having an equal share of women, men and all genders in such positions is essential to ensure gender equality in the sector. It ensures a diversity of perspectives and experiences to leadership roles, this can result in more innovative and creative solutions to problems. When women are included in decision-making processes, they bring a unique viewpoint that can help identify blind spots and lead to better outcomes.</p> <p>In addition, studies have shown that companies with more women in leadership positions tend to have better financial performance. This may be due to the fact that diverse teams are better able to understand and serve diverse customer bases and can make better decisions as a result.</p> <p>Increasing the share of women in leading and managing positions requires a multifaceted approach that addresses both systemic and individual barriers. Different strategies are possible:</p>
<b>B. &lt; 25%</b>	<ul style="list-style-type: none"> <li>- Address gender bias in hiring and promotion (identify the barriers, existing gender roles, practices that discourage women from being in a leading position): This can include implementing blind resume screening, diversity training for hiring managers, and formalizing promotion criteria to ensure that gender biases do not influence decision-making.</li> <li>- Set targets and track progress: Companies should set measurable goals for increasing the representation of women in leadership and management roles and track their progress over time.</li> <li>- Encourage and support women to pursue leadership positions: This can include providing mentorship and sponsorship programs, leadership training and development opportunities, and flexible work arrangements that can help women balance work and family responsibilities.</li> <li>- Foster a culture of inclusion and belonging: This can include initiatives such as employee resource groups for women, diversity and inclusion training for all employees, and creating a safe and respectful workplace culture.</li> </ul>
<b>C. 26%-50%</b>	<ul style="list-style-type: none"> <li>- Promote women role models to inspire and encourage women to overcome their barriers</li> <li>- Adapt your existing practices according to the new trends</li> <li>- Create a safe space for their career growth (ban sexist and harassment behaviours and environment)</li> <li>- Address pay equity: Women are often paid less than their male counterparts, which can create a barrier to advancement. Companies should conduct regular pay equity audits and take steps to address any disparities.</li> <li>- Engage men as allies: Men can play an important role in supporting women's advancement by advocating for gender diversity and equity, taking paternity leave, and serving as mentors and sponsors for women in their organizations.</li> </ul>

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	Overall, increasing the share of women in leadership and management positions requires a commitment from all levels of the organization and a willingness to address systemic barriers to gender equity.
<b>D. 51-75%</b>	<p>The renewable energy sector can benefit greatly from fully utilizing the potential of women in leadership and management positions.</p> <p>Increase visibility and representation of the women leaders of your workplace. This can include featuring women in leadership roles in marketing materials, at conferences, and in industry publications.</p> <p>Provide mentorship and support: Women in leadership roles can provide mentorship and support to other women who are seeking to advance in the industry. Mentorship programs and women's networks can provide opportunities for women to connect, share experiences, and learn from each other.</p>
<b>E. 76-100%</b>	<p>Engage men as allies: Men can play an important role in supporting women's advancement in the renewable energy sector by advocating for gender diversity and equity, taking paternity leave, and serving as mentors and sponsors for women in their organizations.</p> <p>By implementing these strategies, workplaces can fully leverage the potential of women in leadership and management positions in the renewable energy sector, which can lead to better business outcomes, more innovative solutions, and a more sustainable future.</p>
<b>F. We do not monitor it</b>	<p>Check what is the share of women in the workplace and which departments are they working in and how many are in the leading position. Let's begin with basic data collection.</p> <p>2nd step is to analyse your status quo of the current share and from here forth you can begin with the steps for the option you choose from A to E.</p>



**Policies**

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## Section of the survey: “Working conditions”

In this section, please refer to the policies that your workplace does NOT implement.

Question 5: Does your workplace have family-friendly policies and programs?	
<b>A. None</b>	<p>Family-friendly policies and programmes are a milestone in attracting competent women* to your workplace. Offering employees, a variety of work-life balance options, including flexible working hours, remote working, different retirement models and part-time work, has been proven to be effective. Please read carefully through the recommendations to get some impressions, how to support/convince the HR and managing department to adopt family-friendly policies in your workplace, here are some steps you can take: Do your own research: Gather data and research on the benefits of family-friendly policies, such as increased employee satisfaction, improved retention rates, and higher productivity. Use this information to make a compelling case to HR. Do identify your pain points: Identify specific pain points that family-friendly policies can address within your workplace, such as high employee turnover rates, absenteeism, or low employee engagement. Do build a business case: Use the data and pain points to build a business case for implementing family-friendly policies. Show how these policies will benefit the workplace's bottom line, and how they can help the HR department achieve its goals. Do create a proposal: Create a formal proposal outlining the specific policies you're proposing, how they will be implemented, and what the expected benefits will be. Include data, case studies, and any relevant information that can help make your case. Do find your allies: Seek out allies within the company who support family-friendly policies, such as senior leaders or influential employees. Enlist their help in advocating for these policies with HR.</p> <p>And stay persistent: Change can take time, so be persistent and keep advocating for family-friendly policies. Be willing to compromise and work with HR to find solutions that meet the needs of the company and its employees.</p>
<b>B. Flexible working conditions</b>	<p>Family-friendly policies and programmes like flexible working conditions are a milestone in attracting competent women* to your workplace. By implementing effective work-life balance initiatives, it is possible for employees' families to support and strengthen each other. You can consider expanding your measures and programmes further. Offering employees, a variety of work-life balance options, including flexible working hours, remote working, different retirement models and part-time work, has proven to be effective. It is also becoming more common to set up so-called "family rooms", a specially equipped space that allows parents to bring their children to the workplace when the usual childcare facilities are not available. The need of other measures can be explored by direct feedback. To set up flexible working conditions, which can be a complex process, you might want to consider the following general steps for an efficient implementation: <b>(i) Assess your company's needs:</b> Before implementing flexible working conditions, it's important to assess your company's needs and identify the types of flexible arrangements that will work best. For example, you may want to offer remote work options, flexible schedules, or compressed work weeks. This can be done within a gender self-assessment (see annex 4a)</p>



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	<p><b>(ii)</b> Develop policies and procedures: Once you've identified the types of flexible arrangements you want to offer, you'll need to develop policies and procedures that outline how these arrangements will work in practice. This may include guidelines for communication, scheduling, and performance expectations. <b>(iii)</b> Train managers and employees: it is important to train managers and employees on the policies and procedures related to flexible working conditions. This can help ensure that everyone understands their roles and responsibilities and that the arrangements are implemented smoothly. <b>(iv)</b> Provide technology and support: Flexible working conditions often require the use of technology, such as video conferencing or remote access tools. Make sure you provide the necessary technology and support to enable employees to work flexibly. <b>(v)</b> Monitor and evaluate: Once flexible working conditions have been implemented, it's important to monitor their effectiveness and evaluate their impact on the company and employees. Use this information to make improvements and refine the policies and procedures as needed. <b>(vi)</b> Communicate regularly: Regular communication is key to ensuring that flexible working conditions are successful. Make sure you communicate regularly with employees to solicit feedback, address concerns, and ensure that everyone is on the same page.</p>
<b>C. Dual career development</b>	<p>In order to attract (more) competent women* to your company and open up interesting career opportunities for them, you may want to consider additional measures and initiatives aimed at sharing knowledge and experience, networking and breaking down barriers. For example, as part of retention measures and with the aim of improving women's skills and supporting their career development, you could organise events such as women-only meetings at lunch or breakfast time. Implementing dual career development in the workplace can help support employees who have spouses or partners with their own career aspirations. Here are some steps to follow:</p> <ul style="list-style-type: none"> <li>- Assess employee needs: Start by assessing the needs and preferences of your employees who have spouses or partners with their own careers. This can be done through the gender-self assessment (see Annex 4a) or focus groups.</li> <li>- Develop policies and procedures: Develop policies and procedures that outline how dual career development will be supported in the workplace. This may include job sharing, flexible scheduling, and opportunities for professional development and training.</li> <li>- Establish partnerships: Partner with local businesses and organizations to create networking opportunities for employees and their partners. This can help them find job opportunities and establish professional connections in their field.</li> <li>- Offer support services: Consider offering support services such as career counselling, resume writing assistance, and job search resources. This can help employees and their partners navigate the job market more effectively.</li> <li>- Communicate regularly: Regular communication is key to ensuring that dual career development programs are successful. Make sure you communicate regularly with employees to solicit feedback, address concerns, and ensure that everyone is on the same page.</li> </ul>
<b>D. Paid parental leave for young</b>	<p>Paid parental leave for young children's care is important for gender equality as it can help reduce gender pay gaps, by allowing both parents to take time off from work to care for their child. This might help reduce the burden of childcare on women. If you are aware about parental' employees, you might want to build upon your family friendly policies and programs. By implementing effective work-life balance initiatives, it is possible for employees' families to support and strengthen each other. You can consider expanding your</p>

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<b>children's care</b>	<p>measures and programmes further. Offering employees a variety of work-life balance options, including flexible working hours, remote working, different retirement models and part-time work, has proven to be effective. It is also becoming more common to set up so-called "family rooms", a specially equipped space that allows parents to bring their children to the workplace when the usual childcare facilities are not available. In addition, it attracts and retains talent. Offering paid parental leave can help attract and retain top talent, as it signals to employees that the company values work-life balance and supports family-friendly policies.</p> <p>To implement such supported parental leave, start with developing a clear policy that outlines the terms of the paid parental leave, including eligibility criteria, the length of leave, and how the leave will be compensated. Also, make sure to obtain executive buy-in. Secure support from senior executives, including the CEO or other top-level leaders, to ensure that the policy is well-supported throughout the company. Train managers to handle requests for parental leave and ensure they understand the policy and how it is to be implemented. Communicate the policy to employees through various internal channels (e.g., email, intranet, meetings) and make sure to address any questions or concerns they may have. Set up tracking and reporting systems to ensure that employees who take parental leave receive the correct compensation. Once the policy has been implemented, monitor its effectiveness and evaluate its impact on the company and employees, e.g. which gender is taking parental leave on average for which period of time? Use this information to make improvements and refine the policy as needed. Review and revise the policy regularly to ensure that it remains current and in line with best practices, as well as any changes in laws or regulations.</p>
<b>E. Affordable and accessible childcare services</b>	<p>Implementing affordable and accessible childcare services in the workplace might seem a significant investment, but it might also have a positive impact on your employee morale, productivity, and retention. If you are aware about parental' employees, you might want to expand your childcare services and build upon your family friendly policies and programs. For that, first, determine how many employees would be interested in on-site or nearby childcare services. Inform yourself about the various existing childcare options like on-site childcare, subsidized childcare, or partnership with community-based childcare services. Determine the one that fits you the best. Then make sure to outline details of the childcare service you might want to offer such as hours of operation, age range of children, staffing requirements, and costs. Considerations about how to fund childcare services (e.g., employer subsidies or partnership with a community organization) need to be approved. It seems advisable to monitor and evaluate the service's effectiveness as well as its impact on your employees.</p>
<b>F. For family care time (childcare and elderly family members)</b>	<p>If you are aware of parental' employees or caretakers of elderly family members, you might want to invest in your employees and build upon your family friendly policies and programs. By implementing effective work-life balance initiatives, it is possible for employees' families to support and strengthen each other. You can consider expanding your measures and programmes further. Offering employees, a variety of work-life balance options, including flexible working hours, remote working, different retirement models and part-time work, has proven to be effective. Other policies refer to paid parental leave or childcare services (please have a look at the other cells in this column).</p>





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<b>I don't know</b>	<p>Family-friendly policies and programs are a milestone in attracting competent women* to your workplace. Offering employees, a variety of work-life balance options, including flexible working hours, remote working, different retirement models and part-time work, has proven to be effective. To start with, it is crucial that you understand the needs and requirements of your employees such as parental employees or caretaker of elderly family members. Therefore, it would be advisable to conduct a survey to analyse their needs, and expertise. You might want to begin with collecting existing information from your department or the HR team of the last 2- 3 years. Please read carefully through the other recommendations to get some impressions, on where to start your analysis. If you are unsure about whether or not your workplace implements such policies, you can check the employee's handbook, many workplaces include information about their policies and benefits in it. If your workplace is family-friendly, you may notice a supportive workplace culture that values work-life balance and promotes employee well-being. It is also an option to seek feedback from colleagues (can be included in the GSA gender-self assessment, see Annex 4a) if they have had positive experiences with family-friendly policies and if they have any suggestions for improvements.</p>
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Question 6: Does your workplace have equality and diversity policies?	
<b>A. None</b>	Uh, what a pity! It is crucial to have installed policies for equality and diversity. It seems advisable that you start initializing a committee for the presence of equality and diversity. Such policies in a workplace are important for promoting a diverse and inclusive workplace, preventing discrimination, creating a positive workplace culture, attracting, and retaining top talent, and complying with legal requirements.
<b>B. Non-discriminatory policies</b>	To develop non-discriminatory policies, begin with a clear policy statement that communicates the organization's commitment to non-discrimination and equal opportunity. The statement should include specific examples of prohibited discriminatory behaviours, such as harassment or bias, and it should describe the consequences for violating the policy. It is recommended that these policies are fully supported by high-level management and advisory boards. To ensure its correct implementation, provide training for employees and managers on the policy, including examples of discriminatory behaviour, how to report incidents and the consequences for violating the policy. It is recommended that the training is mandatory for all employees and that it is repeated on a regular basis. It is crucial, too, that clear reporting mechanisms for incidents of discrimination or harassment are established. As well as it is ensured that all employees know how to use them. Employees should be able to report incidents without fear of retaliation. In addition, monitor compliance with the policy and enforce it consistently. It is advisable that investigations are conducted promptly, and appropriate actions are made to address violations. Finally, promote diversity and inclusion in the workplace by implementing recruitment and retention strategies that attract and retain a diverse workforce. Consider establishing employee resource groups to support underrepresented groups.





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<b>C. Anti-sexual harassment and anti-sexual violence policies</b>	To develop anti-sexual harassment and anti-sexual violence policies it is recommendable to develop a clear policy statement which contains the organization's commitment to anti-sexual harassment and anti-sexual violence behaviour. Specific examples of prohibited discriminatory behaviours, such as harassment or anti-sexual violence, should be included, as well as the description of consequences for violating the policy, including disciplinary action. It is recommended that these policies are fully supported within high-level management and advisory boards. To ensure its full incorporation it should be made clear how to report incidents. It is crucial, too, that it is ensured that all employees know how to report them. It is necessary that all employees can report incidents without fear of retaliation. In addition, monitor compliance with the policy and enforce it consistently. Support to victims of sexual harassment and violence should be offered and provided at any time, including access to counselling services and other resources. It is crucial that victims are not blamed or stigmatized for reporting incidents. Install a monitoring compliance with the policy and enforce it consistently. It is recommended that investigations are conducted promptly, and appropriate actions are taken to address violations.
<b>D. Recruitment policies</b>	In order to implement equality and diversity recruitment policies, start by assessing your status quo (e.g. by GSA gender self-assessment, see Annex 4a) on your current diversity and inclusion status. You might have to carefully consider the representation of underrepresented groups in your workforce, too. To start with, set specific diversity goals that align with the organization's overall mission and vision. These goals should be measurable, achievable, and time-bound. To fill this with life, start revising job descriptions to ensure, that those are inclusive. Remember to not use any language/picture that could be perceived as discriminatory. Make sure that all job requirements are directly related to job performance and do not disproportionately exclude certain groups. Broaden the organization's recruitment sources to attract a more diverse pool of candidates. This might include partnering with diversity-focused organizations, attending job fairs and events which target underrepresented groups, and advertising job openings on platforms that target diverse candidates. It is important to train recruiters and hiring managers on diversity and inclusion practices, including unconscious bias, interviewing techniques, and best practices for recruiting underrepresented groups. It is recommended to use diverse interview panels to evaluate candidates, including individuals from different backgrounds, genders, and cultures. Do not forget to measure and track progress towards diversity goals by regularly analysing recruitment data, monitoring diversity metrics, and conducting employee surveys. It is highly desirable to create a welcoming and inclusive culture that values diversity and promotes equity and inclusion for all employees.
<b>E. Equal opportunities for career development</b>	'Equal opportunities for career development are gender equality objectives, which are founded on the rationale that a whole range of strategies, actions and measures are necessary to redress deep-rooted and persistent inequalities. A starting point is the conduction of an assessment of the organization's current career development practices, including promotion rates, training opportunities, and employee feedback on career advancement, disaggregated by sex and gender. It is recommended to then develop clear guidelines for career development that outline the criteria for advancement, the types of skills and experiences needed, and the process for seeking promotion. Make sure that all employees have equal access to training opportunities considering gender roles (care work hours,

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	<p>employees working days, etc.) including leadership development programs, mentorship programs, and skills training. It is advisable to create a mentorship program that pairs employees with experienced leaders who can provide guidance and support in their career development. Encourage employee feedback on career development opportunities and use this feedback to improve the organization's career development policies and practices. And do not forget to monitor and track progress towards equal opportunities for career development by regularly analysing promotion rates and employee feedback. Overall, implementing policies for equal opportunities for career development requires a commitment to equity and inclusion from the top down. By taking these steps, organizations can create a more diverse and inclusive workforce, improve employee satisfaction and retention, and promote overall organizational success.</p>
<b>F. Quotas</b>	<p>Implementing equality and diversity quotas in a workplace can be a controversial topic, and it's important to approach it with care and consideration for all employees.</p> <p>It's important to note that quotas should be used as a tool to achieve diversity and equality goals, but they should not be the only strategy. It's also important to avoid setting quotas that are too rigid or inflexible, as this can lead to unintended consequences such as tokenism or resentment among employees. It's important to approach quotas with sensitivity and consideration for all employees and to use them in combination with other strategies, such as diversifying recruitment sources, providing training and mentoring opportunities, and promoting an inclusive workplace culture. In order to learn how to implement such quotas, please refer to Annex 4c.</p>
<b>G. Equal pay policies</b>	<p>Still there is a gender gap in salaries existent. This so-called gender pay gap is referred to officially as the 'unadjusted gender pay gap', as it does not take into account all of the factors that impact it such as differences in e.g. education, labour market experience, and hours worked. It is of utmost importance to approach equal pay policies with a commitment to equity and inclusion for all employees, regardless of their gender, race, or other protected characteristics. By taking the following steps, organizations can create a more diverse and inclusive workplace and promote overall organizational success. Start with conducting an equity analysis to identify any disparities in pay between employees doing similar work, regardless of their gender, race, etc. Then address any disparities found in the pay equity analysis by adjusting pay rates for affected employees. It is recommended to create transparent pay structures that clearly define the criteria for determining pay rates and promotions, including the skills, experience, and job performance. Implement a job evaluation system that assigns points to jobs based on factors such as skill, effort, responsibility, and working conditions. Of course, you might want to regularly review and update your pay policies to ensure that they remain equitable and aligned with the organization's values and goals. Last, but not least, monitor and report progress, including regular audits of pay practices and reporting on progress to employees and stakeholders.</p>

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## Section of the survey "Equal Access"

**Description of the section:** "By equal access, we intend to highlight situations where trainings or opportunities of empowerment are organised taking into account female and male life habits, timeframe and comfort, e.g. trainings should be scheduled within regular working hours of female employees and not when they (as the main care work carriers) must take care of family members."

<b>Question 7: Do women have equal access to training and empowerment as part of career progression?</b>	
<b>A. Yes, we ensure equal access</b>	<p>'This is great to read. Do not hesitate to conduct survey assessment of such programs, while doing it, it is important to include sex &amp; gender disaggregated data (see Annex 4b) in order to keep track of the level of satisfaction and ensure that all genders have equal access, participation, and benefit from the training and career progression programs.</p> <p>It is also possible to include a Diversity, Inclusion and Equity survey as part of it, to highlight the representation feeling that your employee has on these topics.</p>
<b>B. No,</b>	<p>'Despite progress, there is still a significant gender gap in leadership positions across many industries. By providing women with equal access to training and empowerment, we can help break the glass ceiling and enable more women to advance into leadership roles. This not only benefits individual women but also leads to more diverse and inclusive decision-making processes within organizations. Gender equality in the workforce is closely linked to economic growth and competitiveness. When women are empowered and given equal opportunities, they can make significant contributions to innovation, productivity, and economic development. By investing in women's training and empowerment, societies can harness their full potential, leading to broader prosperity.</p> <p>Analyze and rethink your career progression programs with a gender lens:</p> <ul style="list-style-type: none"> <li>- Analyse and understand the needs and requirements of the women employees for the training.</li> <li>- Organise short trainings from 1 to 2 hrs at a smaller scale so that employees can adapt and incorporate it in their schedule.</li> <li>- Eventually, plan bigger trainings and workshops</li> </ul>
<b>C. Not aware about it</b>	<p>'Start by conducting a thorough gender analysis of your organization or target audience. Identify any existing gender disparities, biases, or specific needs that may affect participation and outcomes. This analysis will help inform your training design and your implementation strategies:</p> <ul style="list-style-type: none"> <li>-Define inclusive objectives for the training program that address the specific needs and challenges faced by women and other marginalized genders. Ensure that the objectives are clear, measurable, and focused on promoting equal opportunities and empowerment for all participants.</li> <li>-Foster a safe and inclusive environment that respects the rights and dignity of all participants. Ensure that the training venue is accessible and provides gender-neutral facilities. Establish guidelines and protocols to prevent and address any form of discrimination, harassment, or bias during the training sessions.</li> </ul>

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	<ul style="list-style-type: none"> <li>-Develop training content that is inclusive, diverse, and representative of different perspectives and experiences. Avoid reinforcing gender stereotypes and biases in the materials, examples, and case studies used. Include content that highlights the contributions and achievements of women and other underrepresented genders in relevant fields.</li> <li>Pay attention to the language used in training materials, presentations, and interactions. Use gender-neutral language and avoid using language that perpetuates gender stereotypes or excludes any gender. Make sure that everyone feels seen, respected, and included throughout the training process.</li> <li>-Actively encourage and promote the participation of women and other underrepresented genders in the training programs. Develop targeted outreach strategies to reach out to potential participants from diverse backgrounds. Provide flexible scheduling options and consider the specific needs and constraints that participants may have, such as caregiving responsibilities.</li> <li>-Support the professional development of women and other marginalized genders by offering mentorship programs and networking opportunities alongside the training. Connect participants with mentors and role models who can provide guidance and support their career progression.</li> <li>-Regularly evaluate the effectiveness and impact of your training programs in promoting gender equality and inclusion. Collect feedback from participants, analyze data on participation rates and outcomes by gender, and use this information to make adjustments and improvements for future trainings.</li> <li>-Ensure that facilitators and trainers are knowledgeable about gender issues and have the necessary skills to create an inclusive learning environment. Provide training to facilitators on gender sensitivity, unconscious bias, and inclusive teaching methodologies.</li> <li>- Offer ongoing support and follow-up after the training program. Provide resources, networking opportunities, and additional learning opportunities to participants to help them apply their newfound knowledge and skills in their professional lives.</li> </ul>
<b>We only hire women</b>	<p>Having a workplace with only women helps increase the visibility and representation of women in the workforce. This challenges traditional gender norms and stereotypes, demonstrating that women can excel in various roles and industries. It creates positive role models for other women, inspiring them to pursue their ambitions and break down barriers.</p> <p>A women-only workplace can focus on providing training and development programs tailored to the specific needs and challenges faced by women. These programs can help women acquire new skills, enhance their professional capabilities, and overcome barriers that may have hindered their career growth in the past.</p> <p>A workplace exclusively hiring women can serve as a platform for advocating for gender equality and driving social change. It can participate in initiatives and campaigns that promote women's rights, challenge gender stereotypes, and influence the broader community or industry to adopt more inclusive practices.</p>

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While a women-only workplace can provide specific benefits and empower women, it is important to recognize that long-term gender equality requires collaboration, inclusivity, and the involvement of all genders. Ultimately, building a more equitable society requires working towards creating workplaces and societies where all genders have equal opportunities and access to empowerment

## Gender Approach



### Section of the survey "Gendered technologies"

#### Question 8: Do you consider women and men differences in product development? In this section, please refer to the aspects that your workplace does NOT consider



<b>A. No</b>	<p>The relationship between gender and technology is mutually influential. So technology is perceived as gendered, too. Technological advancements are influenced by societal norms and relations, which, in turn, are impacted by technological changes. This means that eg. design and meaning of technologies are shaped by existing gender inequalities.</p> <p>Gender inequalities can result in data gaps and biases. For instance, if research and data collection primarily focus on male experiences and behaviours, it can lead to a limited understanding of the specific needs and preferences of women and other genders. As a result, technologies may not effectively cater to the diverse range of users.</p> <p>Furthermore, technologies themselves play a role in shaping gender relations by offering various tools and methods for work, entertainment, and care. However, technologies can inadvertently reinforce existing gender norms and stereotypes. Gender biases and stereotypes can influence the assumptions made during the design process. For example, if there is a prevailing assumption that women are primarily responsible for domestic chores, it may lead to the development of household technologies that are marketed specifically towards women, reinforcing traditional gender roles and stereotypes.</p> <p>We recommend you the following stepwise access to gendered product development.</p> <ul style="list-style-type: none"> <li>- First step, organise an internal meeting to discuss the differences, barriers, needs, and any topic that you think fits your organisation. these discussions can be on professional and personal walks of like. This helps to identify differences and similarities = eye openers. Be aware that when teams lack representation from diverse genders, the perspectives and experiences of certain groups can be overlooked. This can lead to technologies that do not adequately address the needs, preferences, or challenges faced by women and other marginalized genders.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Second step is the acceptance of the above identified facts.</li> <li>- Third step is to level up this research by conducting internal and external surveys and user research from the gendered perspective. Involve users, particularly those from underrepresented genders, in the co-creation of products. Conduct user testing with a diverse group of participants, including different genders. This testing will help identify any gender-specific usability issues, preferences, or challenges that need to be addressed before the product launch.</li> <li>-Offer customization and personalization features that allow users to adapt the product to their individual needs and preferences. This flexibility can cater to diverse gender identities and expressions, ensuring a more inclusive user experience.</li> <li>-Reflect on the ethical implications of your product design choices, particularly related to privacy, safety, and potential unintended consequences. Consider how different genders might be affected by these aspects and make informed decisions that prioritize user well-being and empowerment.</li> <li>-Continuously iterate and improve your product based on user feedback and evolving gender dynamics. Stay informed about the latest research, conversations, and insights related to gender and technology to ensure your product remains relevant, inclusive, and empowering.</li> </ul> <p>Mainstreaming gender will help you to develop customised products and services which will be more inclusive and get you more audience/users.</p>
<b>B. User friendliness</b>	<p>Self-efficacy in using digital technologies is a crucial motivational factor in their adoption. Gender differences exist in levels of confidence when it comes to acquiring and utilizing digital skills. Recent research has focused on uncovering explicit and implicit gender biases present in digital services and products, particularly in software development. Studies have revealed that software tends to be most effective for users whose characteristics align with those of the designers in terms of gender, age, and abilities. Three main types of biases have been identified: bias in understanding the user's identity and their potential use of the software, bias in the data used to enable the software resulting in inaccurate or biased suggestions, and bias in the product's design, making it unattractive or impractical for certain user categories. We recommend thinking about the following:</p> <ul style="list-style-type: none"> <li>- Upgrade your technology system making it renewable energy based, that has high accessibility for all genders.</li> <li>- Upgradation of technology or creation of new ones to improve its accessibility and affordability. Think along if these technologies create energy disparity or increase energy poverty or it reduces these differences.</li> <li>- Conduct user testing with a diverse group of participants, including different genders, to gather feedback and insights. This testing will help identify any gender-specific usability issues, preferences, or challenges that need to be addressed before the product launch.</li> <li>- Involve users, particularly those from underrepresented genders, in the co-creation of products.</li> </ul>



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	<ul style="list-style-type: none"> <li>-Offer customization and personalization features that allow users to adapt the product to their individual needs and preferences. This flexibility can cater to diverse gender identities and expressions, ensuring a more inclusive user experience.</li> <li>-Reflect on the ethical implications of your product design choices, particularly related to privacy, safety, and potential unintended consequences. Consider how different genders might be affected by these aspects and make informed decisions that prioritize user well-being and empowerment.</li> </ul>
<b>C. Energy access, use, and needs for improvement and new technology</b>	<ul style="list-style-type: none"> <li>- Collect and analyse gender-disaggregated data (see Annex 4a) on energy access, use, and needs. This data can provide insights into gender-specific energy challenges, preferences, and patterns of energy consumption. It helps identify disparities and informs targeted interventions.</li> <li>- Think about how to make your product user friendly for all genders which means your product should be effective, efficient, engaging, and easy to use for all users</li> <li>- If you know your audience and their gendered needs then now it is time to take into consideration their differences in affordability. The creation of pocket friendly technologies that can leave an impact on every people's life.</li> <li>- Address gender disparities in access to clean and affordable energy. Consider the specific energy needs of women, such as household cooking, water, and productive activities. Promote clean energy technologies and solutions that alleviate women's burden, reduce indoor air pollution, and contribute to their health and well-being.</li> <li>-Integrate gender considerations in the design and development of energy technologies. Ensure that technology solutions are user-friendly, affordable and consider the specific needs and preferences of different genders. Involve women in the design process to ensure their voices and experiences are incorporated.</li> <li>- Create customer feedback or satisfaction surveys through a gender lens and evaluate your performance. This will help you improve the product and your customer relationship.</li> <li>-Continuously iterate and improve your product based on user feedback and evolving gender dynamics. Stay informed about the latest research, conversations, and insights related to gender and technology to ensure your product remains relevant, inclusive, and empowering.</li> <li>- If the participants feel understood then they will feel empowered as they are indirectly involved in the decision-making process. Similarly, during the work, consider the possibilities to find solution from gendered specific needs and gaps in the market.</li> <li>- Not only genders are fine with basic product as some genders have specific vulnerabilities that need to be considered. Adding another perspective of age, health, as well as social and economic parameters might open a wider circle on satisfied customers.</li> </ul>
<b>D. Affordability</b>	<ul style="list-style-type: none"> <li>-Women face several financial barriers when it comes to energy access, use and access to new technologies. Due to the fact that women often have limited access to financial resources, including savings, credit, and loans. This makes it challenging for them to invest in energy technologies or services, such as purchasing clean cooking stoves or solar panels. Financial exclusion can result from various</li> </ul>



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	<p>factors, including discriminatory lending practices, lack of collateral, and limited financial literacy. In addition, women may face barriers in accessing formal financial institutions such as banks, due to social and cultural norms, lack of identification documents, or restricted mobility. This limits their ability to access loans or other financial services needed to invest in energy solutions. Women typically earn less than men due to gender wage gaps. Lower income levels make it more difficult for women to afford energy technologies or services. Financial constraints may force them to prioritize other essential needs over investing in energy improvements. Financial institutions may not offer products and services specifically designed to meet the needs of women in the energy sector. Gender-blind financial products may not consider the specific challenges and opportunities women face, leading to limited access or relevance.</p> <p>Clean energy technologies, such as solar panels, heat pumps or energy-efficient appliances, often have high upfront costs. Women, particularly those with limited financial resources, may struggle to afford these investments, even if they offer long-term cost savings and environmental benefits.</p> <p>Addressing these financial barriers requires a comprehensive approach that includes promoting financial inclusion, designing gender-responsive financial products and services, providing targeted financial literacy and entrepreneurship training, and addressing gender biases within financial institutions. By reducing these barriers, women can have equal opportunities to access, use, and participate in improving and creating new energy technologies.</p> <p>Promote financial inclusion by supporting women's access to credit, microfinance, and other financial mechanisms that enable them to invest in clean energy solutions.</p>
<p><b>E. Customer satisfaction</b></p>	<ul style="list-style-type: none"> <li>- In order to have an accurate reflexion of the customers satisfaction, collect your survey using sex and gender disaggregated data (see Annex 4b to know how)</li> <li>-Conduct user testing with a diverse group of participants, including different genders, to gather feedback and insights. This testing will help identify any gender-specific usability issues, preferences, or challenges that need to be addressed.</li> <li>- If the customers feel understood then they will feel empowered as they are indirectly involved in the decision-making process. Similarly, during the managerial work, consider the possibilities to find solution from gendered specific needs and gaps in the market.</li> <li>- Not only genders are fine with basic product as some genders have specific vulnerabilities that needs to be considered and this can be done by adding another perspective of age, health, and social and economic parameters.</li> <li>-Reflect on the ethical implications of your product design choices, particularly related to privacy, safety, and potential unintended consequences. Consider how different genders might be affected by these aspects and make informed decisions that prioritize user well-being and empowerment.</li> </ul>





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	<p>-Continuously iterate and improve your product based on user feedback and evolving gender dynamics. Stay informed about the latest research, conversations, and insights related to gender and technology to ensure your product remains relevant, inclusive, and empowering.</p>
<b>F. User knowledge</b>	<p>Recognizing the varying levels of user knowledge between women and men helps in designing products that are intuitive, easy to understand, and user-friendly for a broader range of users. Taking into account different knowledge levels ensures that instructions, interfaces, and features are accessible and comprehensible for both genders.</p> <p>Designing products based on assumptions or stereotypes about user knowledge can lead to exclusion or marginalization of certain genders. By considering the differences in user knowledge, developers can avoid gender biases and create inclusive products that cater to a wider audience.</p> <p>Products that align with users' existing knowledge and understanding are more likely to be adopted and embraced. By considering the knowledge levels of both women and men, developers can design products that resonate with users, leading to higher engagement and successful adoption.</p> <p>Considering user knowledge in product development can empower users by providing them with tools and information that enhance their understanding and control over the product. It enables users, regardless of their gender, to make informed decisions, effectively use the product's features, and derive maximum benefit from it.</p> <p>-Conduct user research to understand the knowledge levels, preferences, and behaviours of different genders. Create user personas that reflect these differences, providing insights into how different genders interact with the product and their knowledge-related requirements.</p> <p>-Involve users from both genders in the testing and evaluation process. Gather feedback on their experiences, identify knowledge-related challenges they face, and iterate the product design based on their insights.</p> <ul style="list-style-type: none"> <li>- Ensure that product instructions, manuals, and support materials use clear and inclusive language that accommodates different knowledge levels. Avoid jargon or technical terms that may hinder comprehension, particularly for users with limited prior knowledge.</li> <li>- Provide onboarding processes and user training materials that cater to different knowledge levels. Offer tutorials, tooltips, or guided experiences that help users understand and utilize the product effectively, regardless of their initial knowledge base.</li> <li>- Incorporate intuitive help and support features within the product. These features can provide contextual assistance, explanations, and tips to guide users with varying knowledge levels through the product's functionalities.</li> </ul>
<b>G. Capacity to capture improved</b>	<p>- Conduct a gender-responsive needs assessment to understand the specific energy needs, preferences, and constraints of different genders within the target population. This assessment should consider factors such as household roles, livelihood activities, mobility, and social norms that affect energy access and use.</p>

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<p><b>energy services (e.g., participation in decision-making, opportunity and skills for energy-based livelihood and employment)</b></p>	<ul style="list-style-type: none"> <li>- Develop targeted outreach and awareness campaigns that address the specific barriers and opportunities faced by different genders. Tailor messaging and communication channels to reach women, men, and other gender groups, ensuring they are informed about the benefits and availability of improved energy services.</li> <li>- Address the financial barriers that may disproportionately affect women's ability to afford and access improved energy services. Explore innovative financing mechanisms, microfinance, or community-based models that cater to the specific needs and capacities of women and marginalized genders.</li> <li>Consider the specific needs and preferences of different genders when selecting and promoting energy technologies. For example, women may have unique requirements for cooking technologies, such as improved cookstoves that reduce smoke emissions and alleviate the burden of traditional cooking methods.</li> <li>- Ensure that energy technologies and services are user-friendly and considerate of the diverse skills, knowledge, and physical capabilities of different genders. Design products and services that are intuitive, easy to use, and accessible to a broad range of users, including those with limited technical expertise.</li> <li>- Provide gender-responsive capacity building and training programs that enhance the skills and knowledge of women and men in utilizing and maintaining energy technologies. Include gender considerations in training modules to address any existing gender disparities in technical expertise.</li> <li>- Foster gender-inclusive participation in decision-making processes related to energy services. Ensure that women and men have equal opportunities to contribute to the design, implementation, and monitoring of energy programs and projects. Incorporate diverse gender perspectives into planning and policy formulation.</li> <li>- Develop gender-responsive monitoring and evaluation frameworks to assess the impact of improved energy services on different genders. Collect and analyse data disaggregated by gender to identify any gender-specific outcomes, gaps, or unintended consequences.</li> <li>- Collaborate with gender-focused organizations, women's groups, and community-based organizations to leverage their expertise and networks. Foster partnerships that support gender-responsive approaches and engage stakeholders from diverse gender backgrounds in energy initiatives.</li> <li>- Promote knowledge sharing and learning on gender and energy issues. Disseminate best practices, case studies, and lessons learned to raise awareness, build capacity, and encourage replication of gender-responsive energy approaches.</li> </ul>
<p><b>H. Possible impact of proposed energy sector interventions</b></p>	<p>By considering gender differences regarding the possible impacts of energy sector interventions, we can promote gender equality, avoid unintended negative consequences, and maximize the positive outcomes for all genders. It allows for interventions that are responsive, inclusive, and contribute to sustainable development.</p> <p>Considering such differences involves conducting a gender-sensitive analysis to identify both the gender benefits and gender risks/adverse impacts:</p>

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<p><b>(i.e., both gender benefits and gender risks/adverse impacts)</b></p>	<ul style="list-style-type: none"> <li>- Collect and analyse gender-disaggregated data to understand the existing gender dynamics and disparities in energy access, use, and decision-making. This data will provide a baseline for assessing the impact of proposed interventions on different genders.</li> <li>- Conduct a gender impact assessment to evaluate the potential effects of energy sector interventions on women, men, and other gender groups. Consider the direct and indirect impacts, both positive and negative, across different spheres of life, such as livelihoods, health, education, time use, and social dynamics.</li> <li>- Engage with diverse stakeholders, including women's groups, men's groups, and gender advocates, to gather insights on the potential gender-specific impacts of the proposed interventions. Seek their perspectives, experiences, and recommendations to inform the analysis and decision-making process.</li> <li>- Identify the potential gender benefits that the energy sector interventions can bring. Consider how they may improve women's access to energy services, enhance their livelihood opportunities, reduce their time burdens, empower them economically, and contribute to their overall well-being. Also, identify the benefits that can positively impact men and other gender groups.</li> <li>- Identify the potential gender risks and adverse impacts that the proposed interventions may have. Examine how they might exacerbate existing gender inequalities, reinforce gender stereotypes, or create new challenges for certain gender groups. Consider issues such as increased workloads, loss of income-generating opportunities, and changes in gender roles and power dynamics.</li> <li>- Ensure that these interventions are responsive to the specific needs, priorities, and capacities of different genders. This may involve adapting technologies, services, or approaches to suit diverse users and promoting gender-inclusive decision-making processes.</li> <li>- Establish gender-responsive monitoring and evaluation mechanisms to track the gender impacts of the interventions over time. Collect and analyse gender-disaggregated data to assess progress, identify any unintended consequences, and inform adaptive management approaches.</li> <li>- Foster a culture of regular review and learning to continuously improve gender integration in energy sector interventions. Evaluate the effectiveness of gender-responsive strategies, share lessons learned, and make necessary adjustments to ensure that gender considerations remain central to decision-making and implementation processes.</li> </ul>
<p><b>I. I am not sure</b></p>	<p>The relationship between gender and technology is mutually influential. So, technology is perceived as gendered, too. Technological advancements are influenced by societal norms and relations, which, in turn, are impacted by technological changes. This means that eg. design and meaning of technologies are shaped by existing gender inequalities.</p> <p>Gender inequalities can result in data gaps and biases. For instance, if research and data collection primarily focus on male experiences and behaviours, it can lead to limited understanding of the specific needs and preferences of women and other genders. As a result, technologies may not effectively cater to the diverse range of users.</p> <p>Furthermore, technologies themselves play a role in shaping gender relations by offering various tools and methods for work, entertainment, and care. However, technologies can inadvertently reinforce existing gender norms and stereotypes. Gender biases and</p>

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stereotypes can influence the assumptions made during the design process. For example, if there is a prevailing assumption that women are primarily responsible for domestic chores, it may lead to the development of household technologies that are marketed specifically towards women, reinforcing traditional gender roles and stereotypes.

We recommend you the following stepwise access to gendered product development.

- First step, organise internal meeting to discuss the differences, barriers, needs, any topic that you think fits your organisation. these discussions can be on professional and personal walks of like. This helps to identify differences and similarities = eye openers. Be aware that, when teams lack representation from diverse genders, the perspectives and experiences of certain groups can be overlooked. This can lead to technologies that do not adequately address the needs, preferences, or challenges faced by women and other marginalized genders.
- Second step is the acceptance of the above identified facts.
- Third step is to level up this research by conducting internal and external surveys and user research from the gendered perspective.
- Conduct user testing with a diverse group of participants, including different genders, to gather feedback and insights. This testing will help identify any gender-specific usability issues, preferences, or challenges that need to be addressed before the product launch.
- Involve users, particularly those from underrepresented genders, in the co-creation of products.
- Offer customization and personalization features that allow users to adapt the product to their individual needs and preferences. This flexibility can cater to diverse gender identities and expressions, ensuring a more inclusive user experience.
- Reflect on the ethical implications of your product design choices, particularly related to privacy, safety, and potential unintended consequences. Consider how different genders might be affected by these aspects and make informed decisions that prioritize user well-being and empowerment.
- Continuously iterate and improve your product based on user feedback and evolving gender dynamics. Stay informed about the latest research, conversations, and insights related to gender and technology to ensure your product remains relevant, inclusive, and empowering.



Mainstreaming gender will help you to develop customised products and services which will be more inclusive and get you more audience/users.

## Section of the survey "External impact"

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**Question 9: Does your workplace use gender targets in project planning related to energy access, use, and needs for improvement and new technology, etc.? Notes: A gender target could be for example; technology appropriation by 2,000 customers (40% women – 60% men)**

<b>A. Yes</b>	<p>Congratulations, this is quite a milestone towards gender equality in technology. It is still difficult for most to reduce the gendered patterns in technology. For instance, multiple findings showed that exclusivity in the design of digital technologies and additionally the lack of testing on women contribute to women's reduced confidence regarding technologies. Though to achieve advancements in technology transformation it should go hand in hand with advancements in gender equality. That is why we encourage you to stay on this path and stick to your gendered targets. In addition, conduct gender-responsive monitoring and evaluation frameworks to assess the impact of such targets on the projects' results, as well as collect and analyse data disaggregated by gender to identify any gender-specific outcomes, gaps, or unintended consequences.</p> <p>- Promote knowledge sharing and learning on gender and energy issues. Disseminate best practices, case studies, and lessons learned to raise awareness, build capacity, and encourage replication of gender-responsive energy approaches.</p>
<b>B. No</b>	<p>Technology is perceived as gendered in a lot of ways, e.g. technological change and innovation are shaped and structured by social norms and relations, which are in turn influenced by technological change. A glimpse through a gendered lens at the use of technology reveals a historically unequal power relationship between women and men. To empower women* and emerge gender equality, it is necessary to make use of gender target in e.g. project planning.</p> <p>Gender targets encourage project planners to consider the specific needs and preferences of women and men in the design of energy interventions. This can result in more tailored and effective solutions that address gender disparities and deliver meaningful impact. Gender targets facilitate a more comprehensive analysis of the barriers and opportunities faced by different genders, leading to more inclusive and responsive project design.</p> <p>In addition, gender targets provide a measurable framework for monitoring and evaluating project outcomes. By tracking progress against specific gender targets, project planners can assess the impact of interventions on different genders and identify areas for improvement. This allows for evidence-based decision-making and adaptive management, ensuring that gender considerations remain central throughout the project lifecycle.</p> <p>They can also contribute to the empowerment of women and marginalized genders by creating opportunities for their active participation and leadership in energy projects. By setting targets for women's representation in decision-making bodies, project teams, or training programs, project planners can foster a more inclusive and diverse environment that enables women and marginalized genders to influence project outcomes and shape their own energy future.</p> <p>Gender targets provide a mechanism for accountability and transparency. When gender targets are established and monitored, project</p>



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	<p>stakeholders, including funders, implementers, and policymakers, can be held accountable for achieving gender equality objectives. This promotes a culture of accountability and ensures that gender considerations are not overlooked or treated as secondary priorities.</p> <p>Projects that successfully meet or exceed gender targets can serve as examples and sources of inspiration for other energy initiatives. Sharing experiences and lessons learned from gender-responsive projects can contribute to knowledge sharing and replication of best practices in future energy interventions, thereby promoting widespread gender integration across the sector.</p> <p>It is important to note that gender targets should be approached with sensitivity and in consultation with the affected communities. They should be based on a thorough understanding of local contexts, considering cultural norms, power dynamics, and the specific needs and aspirations of different genders. Gender targets should be accompanied by adequate resources, capacity building, and supportive policies to ensure their successful implementation and long-term impact.</p> <p>Learn more about how to develop gender targets and indicators in Annex 4b</p>
<b>C. Not aware of it</b>	<p>If you are unsure about whether your workplace implements such gender targets in project planning then you can examine project proposals, reports, and other relevant documentation to identify if gender targets are explicitly mentioned or integrated into the project design. Look for indicators such as specific goals, targets, or strategies related to gender equality and women's empowerment. Evaluate the project's stated objectives and outcomes to see if they explicitly address gender-related issues. Look for language that highlights gender equality, women's empowerment, or the inclusion of marginalized genders.</p> <p>You can also examine project indicators and monitoring frameworks, assess the project team's composition, etc.</p> <p>Remember that the presence of gender targets alone may not guarantee effective gender integration. It is crucial to assess how gender targets are translated into practical actions, the extent of community involvement, and the level of gender mainstreaming throughout the project cycle.</p> <p>If no target is being used, refer to the above mentioned answer and follow the steps.</p>

<b>Question 10: Are women customers asked about service satisfaction? (given their important role as household energy users/managers)</b>	
<b>A. Yes</b>	<p>Super! To monitor and evaluate your customers' satisfaction in regard to gendered data collection is a big step in the process of gender quality. - use the results for quarterly or yearly reports.</p> <p>Use them to evaluate the product's efficiency, reliability, and accessibility</p> <p>Foster a culture of regular review and learning to continuously improve gender integration in the energy sector. Evaluate the effectiveness</p>

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	of gender-responsive strategies, share lessons learned, and make necessary adjustments to ensure that gender considerations remain central to decision-making and implementation processes.
<b>B. No</b>	<p>Progress towards gender equality in the energy sector remains slow if gendered differences in e.g. needs or satisfaction are not taken into consideration. It might help you to find a new circle of customers or ideas for better/a new product development. A starting point is to monitor and evaluate your women* customers.</p> <p>To have accurate reflexion of the customers satisfaction, collect your survey using sex and gender disaggregated data (see Annex 4b to know how)</p> <ul style="list-style-type: none"> <li>-Conduct user testing with a diverse group of participants, including different genders, to gather feedback and insights. This testing will help identify any gender-specific usability issues, preferences, or challenges that need to be addressed.</li> <li>- If the customers feel understood then they will feel empowered as they are indirectly involved in the decision-making process. Similarly, during managerial work, consider the possibilities to find solutions from gendered specific needs and gaps in the market.</li> <li>- Not only genders are fine with basic product as some genders have specific vulnerabilities that need to be considered and this can be done by adding another perspective of age, health, and social and economic parameters.</li> <li>-Reflect on the ethical implications of your product design choices, particularly related to privacy, safety, and potential unintended consequences. Consider how different genders might be affected by these aspects and make informed decisions that prioritize user well-being and empowerment.</li> <li>-Continuously iterate and improve your product based on user feedback and evolving gender dynamics. Stay informed about the latest research, conversations, and insights related to gender and technology to ensure your product remains relevant, inclusive, and empowering.</li> </ul>
<b>C. We do not monitor it</b>	<p>Progress towards gender equality in the energy sector remains slow, if gendered differences in e.g. needs or satisfaction are not taken into consideration. It might help you to find a new circle of customers or ideas for better/a new product development. A starting point is to monitor and evaluate your women* customers.</p> <p>To have accurate reflexion of the customers satisfaction, collect your survey using sex and gender disaggregated data (see Annex 4b to learn how)</p> <ul style="list-style-type: none"> <li>-Conduct user testing with a diverse group of participants, including different genders, to gather feedback and insights. This testing will help identify any gender-specific usability issues, preferences, or challenges that need to be addressed.</li> <li>- If the customers feel understood then they will feel empowered as they are indirectly involved in the decision-making process. Similarly, during the managerial work, consider the possibilities to find solution from gendered specific needs and gaps in the market.</li> <li>- Not only genders are fine with basic product as some genders have specific vulnerabilities that needs to be considered and this can be done by adding another perspective of age, health, and social and economic parameters.</li> </ul>

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-Reflect on the ethical implications of your product design choices, particularly related to privacy, safety, and potential unintended consequences. Consider how different genders might be affected by these aspects and make informed decisions that prioritize user well-being and empowerment.

-Continuously iterate and improve your product based on user feedback and evolving gender dynamics. Stay informed about the latest research, conversations, and insights related to gender and technology to ensure your product remains relevant, inclusive, and empowering.



# Annexes for gender audit recommendations

**WECF, May 2023**

## **ABBREVIATIONS**

**CSO:** Civil society organisation

**GAP:** Gender Action Plan

**GEP:** Gender Equality Plan

**GSA:** Gender Self-Assessment

**M&E:** Monitoring and evaluation

**OGAP:** Organizational Gender Action Plan

**RE:** Renewable Energy

**RHC:** Renewable Heating and Cooling

**SDGs:** Sustainable Development Goals

**SMART:** Specific Measurable Achievable Realistic and Time-bound

**SWOT:** Strengths, Weaknesses, Opportunities and Threats

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# Annex 1 - Introduction: Women in the renewable energy sector

## Sex vs Gender

There is a clear distinction between gender and sex. Sex refers to the physical/biological differences. A person's sex is often ascribed at birth based on physiological characteristics such as genitalia and chromosome composition (male, female, intersex). Gender refers to socially constructed roles and responsibilities as well as to the identity/self-identification of women, men and gender-diverse people. Gender furthermore refers to relations and behaviours, expressions, activities, attributes and identities of women, men and diverse. Since gender roles are a social construct, they vary greatly across cultures and through time and do not exist in isolation. Gender roles can result in social inequalities, exclusions, and power relations.

## Nexus gender-energy

A clear nexus between gender and energy can be observed. For instance, women tend to have a lower carbon footprint and a higher interest and commitment to climate protection<sup>1 2</sup>, which leads to a more climate friendly behaviour<sup>3</sup>. According to an analysis of women's energy consumption by<sup>4</sup> women in the western world, women use 22 % less energy on average than men. "Less energy use- whether in the form of fewer automobile trips, less consumption of meat and processed beverages, or increased household energy efficiency- causes lower CO2 emissions." It also adds that "The smaller carbon footprint of women could result from unintentional trends having to do with social and economic position in society or the increased willingness of women to change daily habits to save energy and protect the environment (as compared to men). In any case, a wealth of data suggests that women who manage energy and resources in everyday life consistently decide to conserve and minimize emissions in contrast to their male counterparts"<sup>5</sup>.

On the other hand, women (especially in the global South) are more vulnerable to climate impacts, due to the fact that women are more affected by indoor pollution, by health consequences of energy poverty, or by risks they are exposed when collecting energy sources, such as fuelwood. These impacts are especially well documented for developing countries, but rather little for industrialized countries (apart from disasters and effects of heat and cold waves).

The access to climate and energy-related resources and services also varies between genders. Access and options for actions in renewable energy sector differ due to interests, preferences and needs, but also due to costs, conservative laws and education level.

When it comes to the decision-making power, women are underrepresented in the private sector, especially in higher positions. Indeed, in 2019 women were occupying only 1/3 of management

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1 Umweltbundesamt, 2020, Interdependente Genderaspekte der Klimapolitik, [https://www.umweltbundesamt.de/sites/default/files/medien/1410/publikationen/2020-02-06\\_texte\\_30-2020\\_genderaspekte-klimapolitik.pdf](https://www.umweltbundesamt.de/sites/default/files/medien/1410/publikationen/2020-02-06_texte_30-2020_genderaspekte-klimapolitik.pdf)

2 Ergas and York (2012) Women's status and carbon dioxide emissions: A quantitative cross-national analysis, Elsevier, 41, 4. Online: <https://www.sciencedirect.com/science/article/abs/pii/S0049089X12000609>

3 Kronsell et al. (2015) Achieving climate objectives in transport policy by including women and challenging gender norms: The Swedish case, International Journal of Sustainable Transportation, 10, 8. Online: <https://www.tandfonline.com/doi/full/10.1080/15568318.2015.1129653?scroll=top&needAccess=true>

4 Collins, 2019, Can Improving Women's Representation in Environmental Governance Reduce Greenhouse Gas Emissions?, A Climate Institute Publication, Online: <http://climate.org/wp-content/uploads/2019/02/WomenGhG2.pdf>

5 Collins, 2019, Can Improving Women's Representation in Environmental Governance Reduce Greenhouse Gas Emissions?, A Climate Institute Publication, Online: <http://climate.org/wp-content/uploads/2019/02/WomenGhG2.pdf>

positions in the energy sector in Europe (IRENA 2019). In the Global South and also emerging countries (referred to energy systems), women-headed businesses generally face more impediments in accessing grid electricity compared to men (UNDP 2017)<sup>6</sup>. Additionally, when looking at energy and climate policy, women advocating for women (not all women support gender just structures) are underrepresented in conferences as well as negotiations. Policies, frameworks and programmes are designed by men - with ¾ of parliamentary seats held by men (IRENA, 2019). This leads to male structures where male interests and needs dominate. Generally, men are more aware of men's needs and women are more aware of women's needs. Therefore, as many women as men need to be represented and involved in politics.

Due to this structural and systemic discrimination, (energy) poverty still has a female face and women are more affected by energy poverty. The European gender pay gap was at 13 %<sup>7</sup> in 2020, meaning women received 13 % less salary when practicing the same profession as men. The gender pension gap in 2019 in Europe was 30,1%<sup>8</sup>. These numbers show barriers women are facing and that lead to less financial participation and participation opportunities for women to save or invest.

Yet, women are not (only) victims, they are changemakers. New renewable energy technologies hold enormous potential for the empowerment of women and girls. The new renewable energy technologies create jobs and opportunities for women, push the renewable energy transition and enable the innovative delivery of public services such as DIY solutions with photovoltaic with own consumption or empowering women in collective assemblies.

### **Triple role of women in the RE sector**

Women hold a triple role in the renewable energy sector, as consumers, producers and decision-makers. As consumers, women and men have different energy needs and uses and therefore need to be represented equally. As producers, women are underrepresented in the energy sector. While 32 % of women are working in the renewable energy sector, most of them are employed in administrative or organizational positions <sup>9</sup>. As decision-makers, women are also underrepresented (just 4% of executive board members at the top 100 utilities companies are women, IRENA 2019), which leads to a gender inequality in power positions where important decisions about policies, regulations and frameworks are made. Women need to be a part of these positions to ensure that the needs of women and men are equally met.

The prosumer approach, usually found in small scale and community level projects allow for changes towards gender equality, as it potentially pose fewer entry barriers than more institutionalized larger projects. Prosumer refers to an individual who is consumer and producer at the same time. With new renewable energy technologies, women can produce their own renewable energy with for example

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<sup>6</sup>UNDP, 2017, Gender and Climate Change: Gender and Sustainability, <https://www.undp.org/publications/gender-and-sustainable-energy>

<sup>7</sup> Statistisches Bundesamt, 2020 [https://www.destatis.de/Europa/EN/Topic/Population-Labour-Social-Issues/Labour-market/gender\\_pay\\_gap.html#:~:text=In%202020%2C%20the%20gender%20pay,the%20EU27%20average%20\(13%25\)](https://www.destatis.de/Europa/EN/Topic/Population-Labour-Social-Issues/Labour-market/gender_pay_gap.html#:~:text=In%202020%2C%20the%20gender%20pay,the%20EU27%20average%20(13%25))

<sup>8</sup> EC Europa, 2021, Factsheet on the gender pay gap [https://ec.europa.eu/info/sites/default/files/aid\\_development\\_cooperation\\_fundamental\\_rights/equalpayday\\_factsheet.pdf](https://ec.europa.eu/info/sites/default/files/aid_development_cooperation_fundamental_rights/equalpayday_factsheet.pdf)

<sup>9</sup> IRENA, 2019 [https://www.irena.org/publications/2019/Jan/Renewable-Energy-A-Gender-Perspective#:~:text=January%202019&text=Renewable%20energy%20employs%20about%2032,lower%20than%20in%20administrative%20jobs\)](https://www.irena.org/publications/2019/Jan/Renewable-Energy-A-Gender-Perspective#:~:text=January%202019&text=Renewable%20energy%20employs%20about%2032,lower%20than%20in%20administrative%20jobs))

DIY photovoltaic solutions or energy communities and manage their consumption of energy accordingly.

## **Intersectionality**

Intersectionality can be seen as a tool that helps to analyse and understand the different factors by which each person is shaped. These intersectional factors include race, gender, age, ethnicity, physical ability, class, socioeconomic status, geographical location, sexual orientation and sexual identity. Intersectionality refers to the meaning and relationship between these factors, in processes and systems of power at the individual, institutional and global levels. Individuals may face multiple types of overlapping discrimination depending on their race, gender, etc..<sup>10</sup>

Gender intersects with other drivers of inequities, discrimination, marginalization and social exclusion, which have effects on energy consumption and energy poverty, health and well-being. The concept of intersectionality builds on, and extends, a gendered analysis, by identifying how relationships of power interact with these drivers and gender at different levels.

Socio-economic factors such as low education or (low) income, age (e.g. pensioners, students, children), special health conditions (e.g. persons with handicaps) or the migration background/ethnicity may exacerbate existing inequalities such as energy poverty.

Intersectionality is an important topic when we talk about gender and energy. When people who fit into multiple minority categories (e.g. a young single mother with a disability) experience discrimination, some of the protective mechanisms put in place by our society often fail to meet the needs associated with the multifaceted nature of their identities. Intersectional analysis is needed for programs e.g. for energy poverty to understand their economic, social and physiological situation.

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<sup>10</sup> Collins and Bilge, 2016, Intersectionality, Polity Press: Cambridge, ISBN 9780745684482

## Annex 2 – Relevance: Why do we talk about gender in the RHC sector?

This section will introduce research and experiences that increasingly demonstrate the benefits of integrating women’s needs and gender considerations into the energy value chain and throughout the power, heating & cooling and mobility sector. Women are transforming the energy sector in their roles as energy entrepreneurs, innovators and decision-makers. Gender mainstreaming and women’s empowerment in the energy sector is gaining traction globally—from international commitments to national policies, institutional reforms and project approaches. Moving beyond recognizing women as only users of energy, towards acknowledging their potential to formally participate in the sector as providers and decision-makers will result in increased opportunities for women and men. This, in turn, will benefit fully from the energy sector’s economic and investment opportunities and will push an ambitious energy transition<sup>11</sup>.

There is increasing evidence of the role that women play as agent of change in the energy sector and energy transition.

### Evidence of the role of women in the energy transition

#### Representation:

The presence of women engineers or technicians is often an argument used to explain the absence of gender balance within the energy sector. Looking at the numbers, the difference is indeed striking. Upstream of the labour market, women in Science, Technology, Engineering and Mathematics (STEM) are low represented. In 2012 in Europe, only 11% of STEM graduates were women (Eurodata 2012), however in 2018 this number has risen to 28.4%.<sup>12</sup> The availability of women in STEM education is still lower than men but numbers are growing, and workplaces need to tackle stereotypes (eg. Using pictures with women on job offers / website) (further tools are provided in this training).

Within the labour market, women represent 41% of engineers and scientists in 2018<sup>13</sup> however women only represent 32% of the workforce in the renewable energy sector, compared to 25% in the oil & gas industry, and occupy only one third of management positions<sup>14</sup>.

Pool of talents: Using transformational potential brings more actors, more expertise and more engagement. By deciding not to adopt measures and policies that attract more women into your workplace, you are depriving yourself of a pool of skills and talents. The fact is that the energy sector needs more women, as research shows that lack of gender diversity in company senior positions is holding back innovation (IRENA 2019).

Gender Impact on GDP and employment: A 2017 study from EIGE found that closing the gender gap in STEM education would have a positive impact on economic growth in the EU, contributing to an increase in GDP per capita of 0.7–0.9% across the bloc by 2030 and of 2.2–3.0% by 2050. The study predicted a closure of the gender pay gap by 2050, by which time 6.3–10.5 million jobs should have

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<sup>11</sup> Case studies on women in leading position RHC sector, WECF, 2021, [https://w4resobservatory.eu/wp-content/uploads/2021/11/D1.3\\_CaseStudiesWomen\\_v1\\_.pdf](https://w4resobservatory.eu/wp-content/uploads/2021/11/D1.3_CaseStudiesWomen_v1_.pdf)

<sup>12</sup> UNESCO Institute for Statistics, 2021, <https://unesdoc.unesco.org/ark:/48223/pf0000377433/PDF/377433eng.pdf.multi.page=129>

<sup>13</sup> <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/edn-20200210-2>

<sup>14</sup> IRENA, 2019 <https://www.irena.org/publications/2019/Jan/Renewable-Energy-A-Gender-Perspective>

been added to the European economy, about 70% of these occupied by women<sup>15</sup>. A study of McKinsey and Company of the year 2015 estimated that gender parity in workplaces can increase the global annual GDP about 26 percent<sup>16</sup>.

#### Agent of Change:

The argument of women as agents of change in the energy transition has been proven mainly in the global south due to livelihood and cultural behaviours, as women are energy providers and managers in the households. This argument is more difficult to advance on a European scope due to lack of data on correlation between gender and energy, as well as the low number of women professional and decision makers in the sector<sup>17</sup>. However, the energy sector has potential to expand employment opportunities for women and launch women into higher quality jobs and leadership roles.

Also, companies with Renewable energies can empower women by enhancing their substantive and procedural right, as in gender-just energy projects and programs, women are not merely seen as rights holders but also as critical partners, development actors, experts, investors, change agents and producers and consumers of energy. Global research from the Bank of America has shown that firms with a high level of women in management positions were outperforming those with lower numbers of women in such positions and saw a 30% higher return on their equity and a 30% lower earnings risk relative to lower-ranked peers<sup>18</sup>. Furthermore, women's participation in management positions is often linked to more investments in renewable energy, engagement to reduce greenhouse gas emissions and to minimizing environmental risks<sup>19</sup>. Increasing the gender balance in renewable energy industries will also promise more customers because a female perspective among staff can strengthen understanding the needs of female customers<sup>20</sup>.

Finally, actions to boost the energy transition must simultaneously contribute to sustainable development, and among other aspects also to the promotion of women empowerment. This argument is based on the understanding that due to social, economic, political and ecological interrelations; gender becomes a transversal category for tackling the energy transition challenges. Also, by providing the structures in the energy sector that harness women's power, expertise, engagement and dynamics we are contributing to a more powerful and swift energy transition. In parallel, the higher participation of women, men and all gender increase social acceptance and thus trust in the energy transition.

#### Organisational & Legal Framework:

Energy programs and policies have been traditionally perceived to be technical and economic interventions and promote, for example particular technologies such as renewable energies. But if the social implications of such changes are not considered, energy policies may result in new patterns of inequality and new forms of exclusion. Even though mainstreaming gender in programs and policy has

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<sup>15</sup> EIGE, 2017, <https://eige.europa.eu/gender-mainstreaming/policy-areas/economic-and-financial-affairs/economic-benefits-gender-equality/stem>

<sup>16</sup> McKinsey Global Institute (2015): "How advancing women's equality can add \$12 billion to global growth". Electronical document: <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>, last derived 13<sup>th</sup> of April 2022.

Allison, Juliann Emmons et al. (2019): Closing the renewable energy gender gap in the United States and Canada: The role of women's professional networking. In: *Energy & Research & Social Science*, No. 55, pp.35-45.

<sup>17</sup> Women, Gender Equality and the Energy transition in EU, 2019 EUParl, [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

<sup>18</sup> IEA, 2021, <https://www.iea.org/commentaries/women-in-senior-management-roles-at-energy-firms-remains-stubbornly-low-but-efforts-to-improve-gender-diversity-are-moving-apace>

<sup>19</sup> **Error! Hyperlink reference not valid.**

<sup>20</sup> ibid.



become increasingly relevant in many fields (such as work, education and health), the interconnection between gender and energy is still missing in most recent EU, national climate and energy policies. Using gender as a way of identifying disparities is an essential step to close the social gap of the energy transition.

- ⇒ Energy programs and policies need to incorporate gender perspective to be effective, sustainable and just.

### **W4RES observations**

In March 2021 W4RES partners have conducted a case study in order to highlight valuable and helpful insights and patterns in the systems and mechanisms of women's driven RHC initiatives, concepts, research and solutions. All interviewees were powerful women in different sectors in the energy field with a different understanding of support measures. Approximately half of the interviewees do not have or do not know about women's empowerment measures in their organizations like quotas, flexible working hours, career programs. In municipal and administrative organisations, the share of female staff members and management positions is very high, and the interviewees have diverse opinions if further measures are necessary or not.

Another observation from WECF: we had many feedbacks and experiences shared during networking events explaining that women in the sector tend to not stay in the sector once in it, either due to sexism in the workplace, or to unfriendly family workplace, or even due to lack of opportunity for career evolution.

The interviewees showed a broad range of women pushing RHC concepts, networks and research. The financial (lack of funding for RHC solutions), personal (no female role models), regulatory (too high bureaucracy) and structural (missing family and gender programs, glass ceiling) barriers were addressed very clearly and also measures to support and empower women. The energy transition towards 100% renewable energy can be a fertile ground and presents a significant opportunity to address the gaps for women's representation after the centralized fossil-based energy model. To be truly transformative, energy access and the energy sector must be linked with an agenda that challenges stereotypes of the role of women and that advances their rights, dignity, visibility in their different roles as consumers, producers, investors, experts, mothers, and change agents. This means real agency in participation, recognition and decision making to set policy agendas and to implement women's promoting measures in projects like W4RES. Considering the long operational life of energy infrastructure (e.g. heating systems, energy efficiency measures in buildings), not mainstreaming gender will reinforce inequalities for decades, wasting limited financial, social and human resources and missing ecological chances. Still far away from an equal representation of women in the energy system and particularly in the RHC sector the in-depth interviews showed good practices and the relevance of leadership, women's empowerment, communication and awareness raising which will be implemented in W4RES.

## **Annex 3 – Gender dimensions and barriers in the RHC sector**

The aim of this annex is to present gender dimensions as well as barriers that prevent women from fully participating in the RHC sector. With the term "gender dimensions" we are referring to specific ways, relations and areas by which gender and gendered roles are constructed. Barriers show us what needs to be changed to become a more gender-just society, hence, they must be made visible. The

gender dimensions can be applied to different sectors, but we are going to apply them specifically to the energy sector.

## **Gender dimensions**

Profound structural barriers prevent women from having the same opportunities as men, e.g., from having access to decision-making positions in politics, in academia or in the economy. By considering gender dimensions, we can better understand the nexus between gender and energy. The gender dimensions show us that we need measures and gender mainstreaming on all levels to reach a gender-just energy sector.

### Reproductive work:

Reproductive work refers to unpaid household activities and care work, including for example cooking, cleaning, taking care of children or elderly people. It is often referred to as the 'social reproduction' of our society and is the basis for productive, paid work (EIGE, 2022)<sup>21</sup>.

This dimension is represented mainly by:

- Gender Care Gap
- Care activities that are reflected in energy consumption
- Total energy consumption of women is lower than that of men, but higher in relation to the household
- Possibly less time for voluntary work, incompatibility of family and political commitment

Women spend daily 52.5% more time on care work than men (equivalent to 87 minutes), this is called the Gender Care Gap. The care activities are reflected in the energy consumption of women. Actions in the area of heating and cooling, hot water consumption, laundry, cooking, lighting, and use of information and communication technology are mainly managed by women. While the total energy consumption of women is significantly lower than that of men, the energy consumption related to the household is higher<sup>22</sup>. In consequence, a gender-just social and care policy is important for the gender just energy transition so that the empowerment and inclusion of women in the energy sector can be strengthened.

### Productive work:

This dimension is mainly represented by:

- Unequal representation (low proportion of women in energy companies or STEM degree programs).
- Women have lower average income (Gender Pay Gap)
- Non-flexible working hours, non-reconciliation of family and career

It needs fair and just access to decent employment, career choices, opportunities for career advancement, and flexible work schedules. Low representation is shown in the share of approx. 30% in energy companies (mainly administrative tasks) and in STEM studies with approx. 30% women in 2018/2019<sup>23</sup>. Also, the unequal distribution of resources, lower income, gender-related career

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<sup>21</sup> EIGE (2022): EIGE's Gender Equality Glossary & Thesaurus, <https://eige.europa.eu/thesaurus/terms/1352>

<sup>22</sup> UBA 2018. Repräsentative Erhebung von Pro-Kopf-Verbräuchen natürlicher Ressourcen in Deutschland (nach Bevölkerungsgruppen).

<sup>23</sup> Destatis, 2021. Gender Pay Gap 2020: Frauen verdienten 18 % weniger als Männer

opportunities, non-flexible working hours, and career gaps due to family additions hinder gender equality in the work force.

#### Body and health:

This dimension is mainly represented by:

- Interaction: mental, physical health <-> access to clean and affordable energy
- Energy poverty and mobility poverty -> little time for volunteer work
- More women affected by energy poverty

The physical and mental health situation of women is interrelated to their access to clean and affordable energy. The gender data gap ignores physiological and biological differences, e.g. average temperatures in offices. Energy, fuel and mobility poverty are caused by the socio-economic situation and social roles. Unequal health (care) for women does not have a biological origin, but it is shaped by socially constructed role expectations and must be accounted for in energy provision.

#### Infrastructure and public services:

This dimension is mainly represented by:

- Mobility patterns are gender-specific
- Women have less access to public resources (funding programs, climate and energy funds)
- Gender budgeting

Gender patterns (in regard of mobility and energy consumption) need to be included in long term infrastructural plans. Funding programs for energy and mobility funds have to apply gender budgeting to ensure a just distribution of the funds. Programs for e-mobility have shown higher benefits for men. The ownership asymmetries lead to exclusion of women from negotiation, consultation and compensation processes with project operators. Considering the long operational life of energy infrastructure (e.g., public transport, energy efficiency), not mainstreaming gender will reinforce inequalities for decades, wasting limited financial, social, and human resources and missing ecological chances.

#### Decision-making:

This dimension is mainly represented by:

- Underrepresentation of women in management, executive, supervisory and administrative positions in the energy sector
- Limited opportunity for women to influence social and cultural systems, e.g., the way energy is supplied

Women should receive the same possibilities as men to influence social and cultural systems, e.g. to decide in which way energy is produced, distributed and supplied. It is a fact that women have less access to decision-making positions in business, science/academia and politics. A gender balance in regard of leadership positions as well as within the team will increase the diversity as well as the success of the team.

#### Androcentrism:

This dimension is mainly represented by:

- Male-centeredness or dominance of the male perspective

- Institutionalized norm, patriarchal norms
- Androcentrism permeates all spheres of life, such as the private sphere, the policymaking/politics, research and data collection, commerce, and product design, and thus also the energy sector
- Male perspective is often used as a supposedly objective standard

Androcentrism has been manifested in all levels of political, social, economic, and scientific activity by placing masculinity at the centre and proclaiming it the social norm. This norm claims gender neutrality for itself, as well as universality, objectivity and rationality while at the same time defining 'femininities' as a deviation or an additive. As long as the institutionalisation of androcentrism is not abandoned, the efficacy and continuance of gender hierarchy remains unchallenged. The fossil fuel energy model of the past 200 years has been male driven and not taking into account gender aspects. Persistent barriers still exist, e.g., data reveals that most men working in the sector, presumably including those with responsibilities for making policy decisions, are unaware of this fact. Responses show that just 40% of men, as opposed to 75% of women perceive the existence of gender related barriers. This results in gender inequalities in access to and control of energy, gender inequalities in the decision-making process, in financial and political gains, as well as spatial inequities in the allocation of energy and exposure to the externalities from energy production with more disadvantages for the female population. There is no such thing as gender-neutrality, e.g., technology is conventionally understood as a gender-neutral tool, although it is a constructed male domain.

### **Gender barriers – Definition**

In the previous Annex have been see many measures, policies and societal constructions that prevent women from entering the RHC sector. All these examples combined are called "gender barriers" which by definition are socially constructed stereotypes and obstacles that obstruct a particular group of people based on their gender (also known as gender bias). In this capacity building program, the focus is on women who face these barriers in several regions throughout the sector. Thus, it is noticeable that even with the rise of women in the business environment, these gender barriers hinder their full participation within the value chain. The barriers women face in the energy sector are similar to those they face elsewhere in the economy. However, the challenges of the energy sector are more pressing since the sector is going through a process of transformation and will require innovative solutions and business models to be adopted as well as greater participation from a diverse talent pool.

Women are challenged with several barriers throughout their process of entering the energy sector. This already starts at a young age, when little girls are exposed to gender stereotypes that prevent them from developing an interest in Science and Technology. Later on, during their education, there is a lack of female role models in the STEM subjects, which builds another barrier for young female adults to pursue an education in these topics. There are four kinds of barriers obstructing women in the energy sector.

There are four types of barriers. First of all, the personal barriers, that relate to features that are personal to the sender and receiver and act as a hindrance in the communication process. These factors include life experiences, emotions, attitudes, and behaviour that hinder the ability of a person to communicate. For example, female attributed behaviours that spawn in a socially shaped upbringing with traditional thought patterns and non-reconciliation of family and work, or the lack of female participants in technical courses.

Second, there are structural barriers that have a systemic, institutional and/or political origin. This is reflected in glass ceiling and walls for women that describe normative states of occupational segregation. For example, a qualified woman wishing to advance within the hierarchy of her

organization is stopped at a lower level due to a discrimination based on sexism, misjudged trust (stereotypes of women not being able to manage engineers' team for example) or care work. Apart from the societal pressure and expectations towards women, time poverty and lower financial capacity are also important barriers.

A well-known and communicated financial barrier for women in the energy and all other sectors is the Gender Pay Gap. This results in gaps in pension<sup>24</sup> and lifetime earnings<sup>25</sup>, leads to less financial participation of women, like not being able to pay the entrance fee to an energy community or not having enough time besides household duties and a paid job. In 2020, the Gender Pay Gap was 18%<sup>26</sup>.

The fourth category includes the regulatory barriers. These include political inconsistency and unwillingness for coherent policies on one hand, and on the other hand, a lack of awareness and knowledge of the importance of gender mainstreaming in energy and climate policies and legislative implementation.

## How to overcome gender barriers

There are many solutions to overcome these barriers. Beside the tools that will be introduced and practiced on the Day 2 of the training, one measure is to raise awareness about the topic. This means understanding the concept of gender and the gender-specific barriers, for example while asking your female employees what kind of barriers they are facing. A second tool is a training on gender mainstreaming. Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres. The aim is that women and men benefit equally and that inequality is not perpetuated. In sum, a main goal of Gender Mainstreaming is to increase equal opportunities for women and men or rather gender equality; but this requires setting clear targets for the specific sector to which the Gender Mainstreaming shall be applied<sup>27</sup>.

Another very important tool to break up gender barriers is to work on stereotypes. First and foremost, we all have to work on our own (conscious or unconscious) stereotypes towards gender. One typical stereotype is that women are often less dominant and do not speak up in group discussions or in public. To overcome such a stereotype, moderators could try to empower women to speak up in discussions. Also, we have to speak out against gender bias whenever and wherever we are, to help people understand what is problematic about it and how to work against it. This aspect goes along with the following point: One does not need to act according to gender stereotypes or gender roles. For example, men can wear nail polish and make up as well, they can take care of children, and women can repair machines or enjoy playing soccer.

Fun fact on the topic of gender stereotypes: There is evidence to suggest that children understand gender stereotypes by the end of the first year of their lives, by the age of two they want to behave like other children of the same sex and have internalised gender stereotypes by age four<sup>28</sup>. For

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<sup>24</sup> Bundesministerium für Familie, Senioren, Frauen und Jugend.

<https://www.bmfsfj.de/resource/blob/93950/422daf61f3dd6d0b08b06dd44d2a7fb7/gender-pension-gap-data.pdf>

<sup>25</sup> Hensche. <https://www.hensche.de/gender-lifetime-earnings-gap> 22.09.2020 14.53.html

<sup>26</sup> Destatis. [https://www.destatis.de/DE/Presse/Pressemitteilungen/2021/03/PD21\\_106\\_621.html](https://www.destatis.de/DE/Presse/Pressemitteilungen/2021/03/PD21_106_621.html)

<sup>27</sup> Stiegler, Barbara (2010): Gender Mainstreaming. Fortschritt oder Rückschritt in der Geschlechterpolitik? In: Ruth, Becker (ed.): Handbuch Frauen- und Geschlechterforschung: Theorie, Methoden, Empirie. Wiesbaden: Springer VS.

<sup>28</sup> Publications office of the European Union. <https://op.europa.eu/en/publication-detail/-/publication/b83e98c9-75f8-11e9-9f05-01aa75ed71a1/language-en>

example, girls play with dolls or like to play 'heterosexual family', while boys play with cars or outside in the dirt. So, it is crucial for parents and other individuals involved in those years to really try and break up gender stereotypes around their children to give them equal chances later in life.

Other useful steps to tackle barriers for women could be: organising trainings for women on leadership and speaking up in public, conducting a gender analysis for your workplace and find out to which extent does it foster gender equality and where is space for improvements; implementing new policies regarding a safer workspace for women, for example an anti-sexual harassment policy; fixing gender quotas and payment rates or providing gender knowledge in the team to make all the employees more sensible to the topic.

These gender tools will be explained in detail during our next Annex.

On the energy provision side, the solution may also be the way projects are framed and planned, such as reframing projects beyond technology (as socio-economic, educational projects), the inclusion of gender indicators and gender-sensitive data (disaggregated data) and by integrating gender in the project cycle (asking gender-related questions at every stage).

## **Annex 4 – Gender tools and instruments: overview**

The scope of gender tools and instruments (T&I) is broad and can be basically any action taken in order to reach and mainstream gender equality in your field of interest. However, some predefined T&I are available in order to start this process and before applying your own T&I in the everyday life of your workplace.

### **Why use gender tools and instruments?**

Ok we got it; we want to reach gender equality but that can be a slow and smooth process and could start with:

1. Raising awareness first about gender concept, dimensions and relevance. Then about inequalities within your company, organisation or field of interest.
2. Mainstreaming gender in the planning and implementation of your programs or policies, thus ensure that everyone's interest is represented in program/policies/projects
3. Raising awareness on how establishing gender equality objectives that may vary depending on the situation we are applying it, that could be for example reach equal representation in decision-making processes and bodies, or that women and men feel safe and live free from violence as well as sexist discrimination in the private and public sphere.
4. Ensuring coherent legal and institutional framework and good organisational management that are essential to reach expected results

The idea is to create a meaningful working environment. Not only apply new methodologies and tools but instead engage into a sustainable dialogue/path over time.

### **When to use gender T&I / Timeframe?**

This may vary on the selected tool and will be specified during in depth sessions on T&I. Gender tools and instruments can be applied anytime really but some stages present good moments to do so, such as:

- During the initial design of a program/project/policy
- Before the implementation of such
- During the monitoring/evaluation of it

But of course, it is more efficient when applied routinely to all aspects of program/project/policy instead of afterward or as an add-on

### **Who can use gender T&I?**

It is possible to use such T&I as

1. a decision-maker, a business, a research institute or a CSO
2. an "employer"
3. an individual/private person to advocate for improvement in your field of interest

So, it is really everyone.

But it is important that the person in charge of implementing it know what to do and how to do it.

### **What are gender T&I?**

During this seminar 6 different gender tools and instruments will be introduced and translated into practice. We have selected these 6 tools in the light of what we believe is the most effective to empower women in the RHC sector.

- Gender-self assessment of energy utility
- Sex & gender disaggregated data
- Gender responsive indicators
- Gender responsive communication
- Family and gender friendly workplaces and policies
- Women empowerment and women leadership and representation in the decision-making process

This list is of course not exhaustive. Many more exist as it is possible to see on this scheme from EIGE (European Institute for Gender Equality)<sup>29</sup>.

Finally, as any processes in work life, monitoring and evaluation is crucial. We will not go into details in this training, but it is important to keep in mind, that adopting gender tools and instruments without monitoring their implementation and achievement is inefficient and can even discredit the process, so it's important to conduct pre and post intervention assessments. Gender monitoring is a regular work to do while monitoring policies and program on gender as well as regular ones (in the idea of gender should be transversally mainstreamed in all policies and programs). It consists of collecting data and information based on the gender objectives and indicators set initially and evaluating the progress and achievements.

Most importantly, it opens the door to directly address identified problems and implement solutions to effectively reach the initially fixed objectives. If the person responsible of gender monitoring is not a gender expert, it is important that this person possess the criteria to reach gender equality.

Let's go discover our gender tools and instruments now!

Nb: In this seminar, in order to include everyone, we are starting from the idea that participants do not apply gender T&I.

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<sup>29</sup> EIGE, <https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming>



## **Annex 4.a – T&I: Gender-self assessment for energy actors**

### **What is Gender Self-Assessment?**

Gender self-assessment is a tool to examine the existing status of practices, policies, and programs within the organisation, to identify and assess differential impacts and effects on men, women and other genders.

GSA is conducted internally so it acts as a self-reflection to initiate learning, adapting, and building a mutual capacity strengthening in a safe environment. The self-assessment study becomes the foundation for gender equality action planning like gender action plan (GAP) and gender equality plan (GEP). GAP and GEP terms are used interchangeably but there is a difference between them. GEP is a set of commitments and actions that aim to promote gender equality in an organisation through a process of structural change (EIGE, 2022). It is a policy-level proposal to reduce gender imbalance and inequality based on the status quo of the workplace (GSA or Gender analysis results). GAP is an umbrella topic with a vision to mainstream gender which means to go beyond women participation and bring in their knowledge, and experience to develop projects.

### **Objectives**

- To identify and assess the existing practices, organisational structures, plans through a gender lens. This gives the status quo of the organisation through a gender perspective.
- To identify differences between various gender roles, level of power (including in decision-making), opportunities, barriers, or difficulties people are confronted with, strategies to resist and counteract inequalities and injustices and how these differences impact their lives and livelihoods.
- To initiate a thought (critical thinking) on topics like gender awareness, gender mainstreaming, gender equality, etc.

### **Principles**

#### **What makes a good gender self-assessment plan? (Principles)**

The self-assessment plan usually includes the following principles or values.

- Participatory – Use methods and techniques to involve each and every individual to voice their opinion. Collective engagement and ownership will enable a better understanding and acceptance in the work towards gender transformation.
- Inclusive and Diverse - Aim for an inclusive process, where diverse voices are represented and where employees can speak openly about how they perceive gender transformative approaches in the organisation. Be inclusive with people belonging to different age groups, positions and departments because diversity is key to innovative and creative ideas and it gives the participants a sense of ownership of the process. Thus, can lead to better engagement and performance.
- Self-reflective – It is a continuous process and an opportunity for an organization to focus within. So, if there is a need then consider hiring a consultant or a facilitator with gender expertise, who could help you steer and guide with the process, facilitate meetings, provide safe spaces for all. Their analysis can help you identify gaps that you may have not perceived, and they can provide recommendations to help you design your Gender Action Plan or any other plans.

- Unique – There is no model case or a prototype that you can copy-paste. You can find best practices that would inspire you to create a plan that fits your organisation. They are not a one size fit all, so customize your plans frequently to make the best of it. It is trial and error process so learn from your past experiences.

=> This is not a rigid process! There is a whole list of governance principles and values given European Commission which can also be considered for this process such as participation, rule of law, transparency, responsiveness, consensus-oriented, equity and inclusiveness, effectiveness and efficiency, and accountability, as well as values: vision, sustainability, accountability, transparency etc<sup>30</sup>

## Step by Step Guide to conduct Gender Self-Assessment

### Gender Self-Assessment Process

- Planning and data collection: You need to start by knowing the Current Status of your company. This means collecting data on gender inclusion and mainstreaming in projects and organizational levels to identify the gaps (no of men and women, family situation, positions, salary, policies, gender bias). Later, this helps you to identify your eventual SMART objectives for your future gender-just company (SMART – specific, measurable, achievable, realistic, and time-bound) and this should give you a clearer view of your priorities and based on which you can start tracking your progress.
- Identification: SWOT - Identify Strengths and Weaknesses of your organization (SWOT), governance principles and values that focus on gender e.g., vision, inclusion, accountability, transparency, etc. if there are any Governance principles that you follow in terms of gender? Which Governance principles helps to focus on gender topics in management? (ibid) O & T (opportunities and threats) are often not considered during projects which apply to gender mainstreaming as well. But the threats like reinforcing inequalities within your company can turn into opportunities to help you to grow such as we have shown in Annex 2 under the topic of 'Relevance' such as women bring more sustainability, have employment policies or quotas or gender equality objective give job opportunities to women
- Planification: Measures to be taken – This is the final step to identify measures that fit your company, your resources and will allow you to reach your new SMART objectives. This could include steps to take initiatives to produce a gender equality plan (GEP) or an organizational gender action plan (OGAP). And lastly the implementation of such strategies.

### Gender Self-Assessment Guide

#### Step 1: Planning - Survey Preparation:

- Core Team Selection – The first step is to create a core team of 4 or 5 members (can vary depending on the size of the organization) to conduct the gender self-assessment in your organisation. The team should be diverse including members from different departments and different social backgrounds e.g. 1 HR, 1 head department, 1 administrative staff, 1 Gender expert, 1 data analytics, etc. It is important that the people involved share a common interest and concern with gender issues.
- Questionnaires Preparation and dissemination – First step to prepare your questionnaire is to fix the categories of questions that you want to ask your employees. These categories can be: **attitudes and practices** (e.g. experienced sexism, everyone feels comfortable working in their team, if everyone feels like having a safe space to talk, experienced racism, etc.), **Governance**,

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<sup>30</sup> European Commission, 2017. Quality of Public Administration A Toolbox for Practitioners. Publications Office of the European Union, retrieved from <https://ec.europa.eu/esf/BlobServlet?docId=18585&langId=en>

**Responsibilities and Leadership** (e.g. sex and gender-disaggregated data, no. of men and women in administrative (often lower-paid) or no. of men and women in technical positions, no. of men and women taking part in decision-making processes, etc.), **program engagement** (e.g. equal access to evolution opportunities and training programs, anti-sexual harassment policies, etc.). Some tips: The questionnaires shouldn't be lengthy and the space for answers should be kept short; make use of multiple-choice (including "other" options for elaboration); Avoid biased or closed-ended questions.

- Regular internal meetings for the follow-up of the process (results collection and analysis) – For the meetings, you should appoint a good facilitator who not only conducts the meeting but is capable to mediate the difference of opinion amongst the members, to be a good timekeeper and provide a safe space for all participants. Along with the facilitator, a rapporteur and technical support would be required to take minutes of the meeting, prepare agendas, communicate the results and deliverables at the end of the meeting. The meeting can be conducted in person or on a virtual platform. The meetings should focus on the objectives of gender mainstreaming by critically analysing and trying to reflect the needs and gaps identified through the survey.
- Ensure correct dissemination: Inform the whole team about the plan at an early stage. Disseminate your survey to your employees through channels that everyone has access to and give enough time to answer. It is important to remind that there is no right or wrong answer here and that these surveys are meant to identify where the company fosters gender and where there is scope of improvement. Find a good time like before or after a weekly/monthly staff meeting and invite people to fill it on the spot (it greatly increases response rates), explaining what the results are for and ensure people that the responses are anonymous.

Results => The first short analysis of the responses should be done by the core team. The deliverable is to identify needs and gaps.

### **Step 2: Findings - Reflection Meetings**

This is where you will process the results and start to identify your SMART objectives to build your gender-just company.

For that we'll start with reflection meetings facilitated by the core team where all members/staff should be welcomed to participate. These meetings will be first about the presentation and discussion of the survey results and should then lead to the identification of needs and gaps. The second outcome of the meeting should be to discuss and finalize the methodologies to prepare Gender Action Plan or Gender Equality Plan etc.

Results => results and key findings, identified needs and gaps, fixed gender targets (SMART objectives), preparation to open platform or toolkit.

### **Step 3: Planification - Organisational Gender Action Plan (OGAP)** – See Annex 5 for more details.

Planification is the step in which you propose measures and strategies to fill in the identified gaps, imbalances, and issues e.g. OGAP- Organisational Gender Action Plan. OGAP is a action umbrella under which changing needs, concrete targets are identified and strategies and (budgeted) activities are proposed to achieve gender transformation.

- Create a team of experts and consultants who specialize in gender mainstreaming and, in collaboration with them, develop a plan to with focus on transformative approach to become

gender just and mainstreaming gender in your policy and program planning (OGAP organizational gender action plan).

- OGAP will include organization's short term and long-term goals and objectives, targets and vision. This plan will also include strategical strategies to integrate gender in the system.
- The plan should use mix of different participatory approaches to become more flexible and relatable. The plan will also include diverse perspective of gender because every voice is to be given a due consideration.
- The plan should include gender tools and instruments and good governance principles aligned with gender mainstreaming. By using governance methods of survey and evaluation and stakeholder mapping and analysis, SWOT, etc the plan can be regularly monitored and assessed for lag and updated more frequently. So, a definite timeline should be defined for the planning and implementation of the OGAP project.

#### **What to include or consider preparing OGAP**

- Policies: gender policy, maternity and paternity leave policy, gender-based violence (GBV) policy, etc
- Work environment: gender commitment, jokes, work-life balance e.g., regularly updating policies and training new staff on the policies, flexible hours, remote work options, complaint mechanisms, commitment from top management to gender transformative change and gender justice
- Gender. transformative practices: set access to equal pay, ensure participation of people with different intersectional identities, tackle historic imbalances in decision-making, improve gender awareness, expertise, and capacity building
- Institutional image: gender-related publications, policy briefs, videos, photo-essays, case studies, histories, mainstreaming gender in external communication, etc.<sup>31</sup>

#### **Step 4: Communication – Dissemination of the results and information**

The final step is to communicate the end product the findings and measures adopted internally in the office and externally to the public. This could be through emails, newsletters, social media coverage, reports or in person a staff meeting, company gathering or a “brown-bag lunch” (a type of informal training and learning session, organised during lunch, led by employees that can pose a good opportunity to discuss these topics).

#### **Step 5: Sustainability - Way forward**

Once the process completed and the new strategies are implemented, the next step is to monitor changes in the organization. To ensure that the gender dynamics of your organization are changing, it is important to record the statistical data and structural data in the back end to use it as a benchmark for improvement. Hence, regular monitoring is necessary which could be done quarterly. In addition to monitoring, you can use good governance methods like evaluation methods to track the progress, follow-up surveys and interviews to have suggestions and feedbacks. Evaluation can be conducted on yearly basis and surveys can be conducted quarterly or bi-yearly basis.

Ensure the full utilization of gender statistics by ensuring their presentation and dissemination to a wide range of users, with clear language. The objective here is to highlight gender-based causes and consequences.

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<sup>31</sup> WECF, GFC and RiH (2022) Towards a Gender transformative Organisation: Toolkit for an assessment of organisational gender policies and practices, Green Livelihoods Alliance (GLA) and Ministry of Foreign Affairs of the Netherlands. (Annabel Kennedy and Audrey Ledanois, Women Engage for a Common Future (WECF), Jeanette Sequeira and Juana Vera Delgado, Global Forest Coalition (GFC), Saskia Ivens and Nur Hidayati, ResultsinHealth (RiH))

**Results =>** thanks to the survey you have now identified the level of which your company foster gender, identified where there are needs and gaps, adopted strategies to answer those through a GAP or GEP. You have then shared these results and strategies to your employees and customers (external communication) and ensure the correct implementation/sustainability of this amazing mountainous work!

<b>Gender Self-Assessment Toolkit</b>			
<b>Goals</b>	Goal 1	Goal 2	Goal 3
<b>Principles</b>			
<b>I/ Step 1: Planning</b>			
<b>Team Roles</b>			
<b>Questionnaire</b>	Level of Application: Attitude and Practice	Level of Application: Governance, Responsibilities and Leadership	Level of Application: Program Engagement
<b>II/ Step 2: Findings-Reflection Meetings</b>			
<b>Findings</b>			
<b>III/ Step 3: Planification</b>			
<b>Measures</b>			
<b>IV/ Step 4: Communication</b>			
<b>Content</b>	Platform	Audience	Frequency
<b>V/ Step 5: Sustainability – way forward</b>			
	Activity 1	Activity 2	Activity 3
<b>Activities</b>			
<b>Goal</b>			
<b>Outcome</b>	Good Bad	Good Bad	Good Bad

## Annex 4.b – T&I: Sex and gender disaggregated data

As mentioned previously (II.Relevance) there is shortage of gender data and statistics in the energy sector and most gender statistics focuses on women as energy users in the household level<sup>32</sup>. However, the energy sector stays one of the most unequal sectors in terms of gender balance in workforce, participation in the decision-making and in productive uses of energy. While many regional and national energy policies and programs foresee gender mainstreaming, guidance is needed to improve data collection and ensure appropriate acknowledgement and treatment of gender issues in the energy transition<sup>33</sup>.

### Definition

Here it's important to distinguish between sex disaggregated data (data collected by sex only) and gender data. Gender data or gender statistics are the sum of<sup>34</sup>:

1. Data that is collected and presented by sex as a primary and overall classification, *e.g.*: *Sex assigned at birth: female, male, intersex, prefer not to state; Current Gender Identity: woman, man, non-binary, genderqueer, prefer not to state*
2. Data that reflects gender issues; *e.g.*, *gender disaggregated data can demonstrate that women are differently affected by energy poverty, in their access to energy as well as the impacts (economic, health, physiologic, cultural and social) this can have on women*<sup>35</sup>.
3. Data that is based on concepts and definitions that adequately reflect the diversity of women and men and others and capture all aspects of their lives; *e.g.*, *studies on citizens' initiatives on decentralized RE systems, have shown that women tend to be interested, but discouraged by a lack of technical knowledge and time, especially in decision-making processes*<sup>36</sup>. *Also, data are showing that women tend to be greener in household appliance choices and tend also to feel more guilty when not being able to afford such solutions. Gender pay and care gap explain that more women are living in income poverty. That can result in self-blame for slow transitions to greener technologies resting with those who have the least capacity to respond*<sup>37</sup>.
4. Data collection methods take into account stereotypes and social and cultural factors that may induce gender bias in the data; *e.g.*, *in planning and managing innovation and product development, product developer might aim to answer similar interests, capacities or needs that their own, this can lead to a "male defected" taking into account that men tend to be the majority of engineers in the REN sectors (see case study Machine Translation*<sup>38</sup>. *Furthermore, stereotyping product may result in unpopular products. Potential users may feel press to conform to limiting or unequal roles and may be encouraged to look elsewhere. Product designed for women and girls based on stereotypes may miss important aspects of women and girls' diversity*<sup>39</sup>.

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<sup>32</sup> The Global Initiative for Economic, Social and Cultural Rights, Women's Participation in the Renewable Energy Transition: A Human Rights Perspective, Briefing paper 2, 2021

<sup>33</sup> European Commission, Directorate-General for Energy, Chaumont, S., Charalampidis, I., Demkova, D., et al., ASSET study on collection of gender-disaggregated data on the employment and participation of women and men in the energy sector, Publications Office, 2021, <https://data.europa.eu/doi/10.2833/888421>

<sup>34</sup> UN, 2016, Integrating a gender perspective into statistics, <https://unstats.un.org/unsd/demographic-social/Standards-and-Methods/files/Handbooks/gender/Integrating-a-Gender-Perspective-into-Statistics-E.pdf>.

<sup>35</sup> EmpowerMed, Gender and energy poverty: Facts and arguments, 2021, <https://www.empowermed.eu/wp-content/uploads/2021/05/2104.Empowermed-Energy-Poverty-and-gender.pdf>

<sup>36</sup> Women, gender equality and the energy transition in the EU, J Clancy, M Feenstra, 2019, [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

<sup>37</sup> Ibid.

<sup>38</sup> Gendered Innovations, Stanford, The Machine Translation, 2012, <http://genderedinnovations.stanford.edu/case-studies/nlp.html#tabs-1>

<sup>39</sup> Sørensen, K., Rommes, E., & Faulkner, W. (Eds.) (2011). Technologies of Inclusion: Gender in the Information Society. Trondheim: Tapir Academic Press

Notes: Sex: female, male, intersex. Gender: cis female, cis male, non-binary, trans female, trans male, gender queer, gender fluid, ... When it comes to sex-disaggregated data, on one hand, “sex” is often used based on physical aspects (male/female), and on the other hand, sometimes it is used as a cultural category or construction. Hence, the distinction between sex as referring to physical characteristics and gender as referring to cultural or social constructs is sometimes mixed up when it comes to data.

## Tips for data collection

In existing data sources on employment in renewable energy sector (e.g. Eurostat LFS (EU Labour Force Survey) gender related indicators such as employment by sex, age, professional status, educational attainment level are available for energy related sectors such as fossil fuels extraction, electricity and gas or manufacture and distribution. However, there are no gender related statistics and indicators for renewable energy and energy efficiency or other low-carbon emissions technologies. Moreover, the EU LFS database does not explore further gender-relevant indicators such as “ethnic origin, educational attainment, number of children, age of youngest child, household composition etc.” that are key to understanding gender expectations that can constitute barriers to reach gender equality in RES sector.

To counter these, gender disaggregated data must include an intersectional lens considering the fullest scope of impacts that projects, programs or policies can have on different people, as well as women’s role in the development, design, adaptation and use of RE technologies beyond the household level<sup>40</sup>.

NB: The EC has recently commissioned a report on this matter: collection of gender-disaggregated data on the employment and participation of women and men in the energy sector<sup>41</sup>.

### Collect a dataset:

As any other data collection processes, gender statistics requires stages such as<sup>42</sup>:

- Planning: *e.g. how many women and man will **benefit** from “it”*
- Data collection: *e.g. how many women and man are **using** “it”*
- Data analysis: *e.g. are women and men **impacted** by “it” in different ways*
- Dissemination: *e.g. **highlight** gender differences identified in data reporting dissemination*

The key point of reliable gender statistics is to use gender mainstreaming strategy in all stages of the data collection<sup>43</sup>. As reminder this means that gender issues and gender-based biases are taken into account in the production of all statistics systematically and at all stages of data production. Gender must be brought into the “mainstream” of all statistical activities, rather than dealt with as an “add-on”.

Key recommendations for gender statistics<sup>44</sup>:

- Choose the units of data collection to support the production of data that will show meaningful gender differences, *e.g., employment in the renewable energy sector in general versus technical, administrative, decision-making positions (administrative positions being often less paid) ; e.g., full-time and part-time position. In 2006 a study in Spain showed that 2% of positions in RE in Spain are part-time of which 67% were held by women (Arregui et al., 2010 cited in Baruah, 2017). One explanation among other can be the lack of time due to high or unequally distributed care work in the household. It also, participate to disproportionate impact of energy poverty on women as well as a lack of resources to invest in greener technologies or energy communities.*

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<sup>40</sup> The Global Initiative for Economic, Social and Cultural Rights, Women’s Participation in the Renewable Energy Transition: A Human Rights Perspective, Briefing paper 2, 2021

<sup>41</sup> European Commission, Directorate-General for Energy, Chaumont, S., Charalampidis, I., Demkova, D., et al., *ASSET study on collection of gender-disaggregated data on the employment and participation of women and men in the energy sector*, Publications Office, 2021, <https://data.europa.eu/doi/10.2833/888421>

<sup>42</sup> UN, 2016, Integrating a gender perspective into statistics, <https://unstats.un.org/unsd/demographic-social/Standards-and-Methods/files/Handbooks/gender/Integrating-a-Gender-Perspective-into-Statistics-E.pdf>

<sup>43</sup> Ibid.

<sup>44</sup> Ibid.

- Open the scope of traditional methods of data collection, *e.g., share short surveys at the end of meetings, install a suggestion box “to improve gender equality in XX”, etc.*
- Develop methods of gender mainstreaming in strong cooperation between data users and producers of data, *e.g., enable data users to understand, gain access to and use gender statistics more effectively and identify and understand gender issues*
- Provide gender trainings for personal involved in the data collection / analysis
- Ensure the full exploration of gender statistics by ensuring their presentation and dissemination to a wide range of users, with clear language. The objective here is to highlight gender-based causes and consequences.
- Disseminate gender statistics in regular statistical products, reports and databases. Limiting the dissemination to gender-related material would limit the audience to women and gender advocates only. Similarly, if these documents fail to reflect gender perspectives and the importance of gender equality, an important opportunity and work is lost.
- Leadership: Mainstreaming gender in the statistics level requires organizational will, at the decision-making level but also administrative.

Don't forget! Monitoring is key to success!



## **Annex 4.c – T&I: Gender indicators for RHC sector**

**Author: Heidi Hjorth, Copenhagen Social**

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### **What is a gender-responsive, gender-sensitive or just gender indicator?**

An indicator can be described as a reference point against which changes over time can be assessed. They may be pointers, facts, numbers, opinions or perceptions – used to signify changes in specific conditions or progress towards particular objectives. Gender indicators can refer to quantitative indicators based on sex-disaggregated statistical data – which provides separate measures for men and women on employment, for example. Gender indicators can also capture qualitative changes – for example, increases in women’s levels of empowerment or in attitude changes about gender equality. Measurements of gender equality might address changes in the relations between men and women, the outcomes of a particular policy or activity for women and men, or changes in the status or situation of men and women, for example levels of participation in development of energy technologies.

With a ‘gender indicator’ we are trying to measure gender-related changes over time, that is the situation of men and women and the resulting gap between women and men.

With a ‘gender responsive’ indicator we are trying to reflect an understanding of gender roles and inequalities to encourage equal participation, including equal and fair distribution of benefits.

A gender responsive indicator requires that activities are first designed to reflect an understanding of inequalities and gender roles, before it can measure equal and fair distribution of benefits.

Gender indicators can be based on:

**Quantitative** – sex-disaggregated statistical data – facts and figures.

Quantitative methods of data collection produce quantifiable results, so they focus on issues which can be counted, such as percentages of women in management, male and female wage rates or recruitment rates for women and men. Quantitative data can show changes in gender equality over time – for example, a well used quantitative indicator is the number of women in decision making positions compared to men.

**Qualitative changes – for example judgements and feelings, or perception.**

Qualitative methodologies capture people’s experiences, opinions, attitudes, and feelings – for example women’s experiences of the constraints or advantages of working in the energy sector, or customers satisfaction (women and men) with energy products and services. Often participatory methodologies such as focus group discussions are used to collect data for qualitative indicators. Qualitative data can also be collected through surveys measuring perceptions and opinions.

Measurements of gender equality might address changes in the relations between men and women, the outcomes of a particular policy, programme or activity for women and men, or changes in the status or situation of men and women.

This allows us to measure a change in a situation or condition – or confirms progress towards achievement of a specific result.

## Types of indicators

There are four types of indicators:

**Impact indicators** relate to the overall goal of an initiative or policy. They are measured after an initiative is completed or after a policy is implemented. Impact indicators could include measurement of changes in attitudes, confidence, and a sense of empowerment to continue with the initiatives. For example, if a policy introduces a new gender-responsive technologies, increased level of customer satisfaction could be an impact. Impact indicators can also measure the sustainability of an initiative – will it continue independently after a certain time period? Do women and men both have incentives to continue the initiative?

**Outcome indicators** relate to the overall purpose of the initiative. For example, more women in management positions, or uptake of new technologies disaggregated by sex.

**Output indicators** concern the more immediate results of activities (often during the implementation period). For example, the adoption of a gender-responsive recruitment policy, or ensuring the services or products have undergone gender assessments.

**Input indicators** often relate to the services and activities of the company involved in initiating or implementing an initiative.

## How to develop gender-responsive indicators

The following are some suggested steps to develop gender responsive indicators:

- Examine the objectives for the initiative to address gender inequality in the energy sector.
- Determine whether the objectives themselves are gender sensitive.
- Identify activities to reach the objective. Consider whether these activities reach both women and men.
- Consider whether there are useful gender analysis results that could be used to inform initiatives in the energy sector of focus.
- Retrieve the baseline data to compare with the next achievement and check if there is already sex-disaggregated data to use.
- Identify the indicators that will tell us whether we have undertaken the activity or reached the objective of the initiative.
- Set a target and a time frame.
- Ensure the indicators are SMART (specific, measurable, attainable, realistic, time-bound).
- Consider how indicators can be verified or proven – consider if you can also use qualitative methods.
- Identify the challenges related to selected gender-responsive indicators.

The following challenges have been noted with regard to devising and developing gender-responsive indicators, and with indicators more broadly:

- Limited capacity to collect sex-disaggregated data.
- Sex-disaggregated data may be collected, but not analysed (no budget for analysis or limited capacity to analyse).
- Baseline data may be inadequate and not disaggregated.
- Specified indicators do not fully capture the impact of gender-responsive action.
- Data can be expensive to collect.
- Indicators are only signals – they often call for a wider level of analysis.

### **Examples of gender-responsive indicators**

The following are examples of gender-responsive indicators for measuring gender inequality in the energy sector:

- Percentage of women employed in energy company and its supply activities.
- Percentage of women employed in position with decision making power (management positions, committees, and boards).
- Percentage of female staff participating in training offered by the company.
- Level of satisfaction pertaining to energy services (adequacy of supply, process charges and tariff levels) among female customers.
- Percentage of energy products/services that has undergone a gender assessment.

Remember that gender-indicator must be SMART.

## Annex 4.d -T&I: Gender-responsive Communication

This part of the presentation and textbook will cover important aspects of gender-responsive communication in the RHC sector and RHC projects. It starts off by explaining the different types of communication in general and the difference between gender-exclusive, gender-neutral and gender-sensitive language. Next, a focus will be on the different spheres of communication, depending on the target group. Following, an analysis of language and communication will take place to point out important strategies. This part includes good and bad examples of gender-responsive communication. After that, the participants are shown a video and asked to analyse it through a gender lens. In the end, a list of dos and don'ts of gender sensitive communication is provided, as well as, examples of gender biased vs. gender responsive language.

### Gender non-responsive advertisement (fictional example to start)

Fictional example of a postcard/ advertisement. Show it to the participants and ask them what their impression of the ad is. Does it speak to them? Do they feel like they want to join the energy community?

Even though the words do not say that this advertisement only invites men, the pictures and icons used clearly convey that message.

### Different types of communication

From the previous example it can already be seen that there is more than just one form of communication. It's not only the sentences we write that matter. In general, there are three forms of communication:

1. Verbal: refers to all elements of speech (words, letters, sentences and numbers) – this is what most people think of when we speak of communication.
2. Para-linguistic: refers to manner in which we speak (intonation, speaking rate, pauses, laughing, singing)
3. Non-verbal: body language (posture, gesture and facial expressions) and external attributes (clothes)

In summary, communication is characterised by our choice of words, our speech and tone as well as the images we use. Therefore, it can be concluded that basically any form of interaction with other people is communication, which is important to keep in mind when talking about gender-responsive communication in the following.

### Verbal communication: process towards gender-sensitive language

In communication, we differentiate between exclusive and inclusive language.

Exclusive language refers to **sexist language** (example: *“Women have no technical understanding”*) or **gender-discriminatory language** (example: *“All energy experts and their wives are invited to attend an after-dinner reception.”* Or *“the installation of such technical equipment is hard work for men”*) as well as **gender-biased language** (example: *“Each citizen must ask himself how much electricity he really needs to use”*).<sup>45</sup> When using exclusive language, we fail to treat the genders as equal in value, dignity,

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<sup>45</sup> EIGE - European Institute for Gender Equality, 2019. Toolkit on Gender-sensitive Communication.

integrity and respect which results in discrimination and reinforcing stereotypes. Stereotypes hurt people of all genders by placing expectations on what they should or should not be.

**Gender-neutral** language is used to express neutral information.<sup>46</sup> An example of gender-neutral language would be: "People do not fully appreciate the impact they have on the environment."<sup>47</sup> Here we have no reference to women or men and consider people in general. This sounds good in theory, but most topics are in fact not gender neutral. Gender neutral language often assumes a male perspective since we live in a world where languages have evolved in a society mainly dominated by men. By using gender neutral language we therefore hide important differences between the roles, situations and needs of women and men and boys and girls.<sup>48</sup> *To say for example that people from a certain country are facing energy poverty can be correct, but it fails to address the fact that women and men are affected by energy poverty in a different way.* So, please keep in mind that gender neutral language should only be used after careful consideration.

Gender-sensitive language on the other hand should be the preferred form of communication. It is inclusive and makes others visible by addresses women, men and persons who do not conform to a binary gender as equal. Therefore, it is necessary to be respectful, to challenge stereotypes and to avoid discrimination.

## **Why do we talk about gender-responsive communication?**

Why do we talk about gender-responsive communication in general? As mentioned before, communication basically refers to all forms of interactions with other individuals and we also saw the differences between exclusive and inclusive language. In order to address different target and social groups correctly without using stereotypes or discrimination, a gender-responsive approach should be followed. This is by the way often described by the term "political correctness" and does not only refer to communication but also to actions.

Gender-responsive communication is a great gender tool to reach more gender equality and it is a great place to start since it can easily be implemented in a workplace. With little effort it can make a big difference. Some general examples:

- By using gender-sensitive language, you are being more inclusive, which in turn can make other people feel more comfortable since they are addressed correctly. They might feel like they can open up and express themselves. (and contribute in a valuable way, that otherwise you would maybe be missing out.)
- Gender-responsive communication can help you to understand gender-specific differences, e.g. when the needs of different genders in regard of energy consumption can be pointed out. Did you know that due to physical factors, women are more cold-sensitive than men? So when being aware of gender differences regarding the heating of the house, the description of services might directly refer to specific needs of female customers.
- Gender-sensitive language challenges our pre-defined assumptions and it raises awareness about how language shapes our world and our behaviour

And why is gender-responsive communication important for the RHC sector?

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<sup>46</sup> ibid.

<sup>47</sup> ibid.

<sup>48</sup> ibid.

The project Women4RES aims for more involvement and recruitment of women in/for the RHC sector. This goal can only be reached by presenting a gender-aware workplace to attract more women, especially during events, on websites, job advertisements, at the decision-making level but also in the provision of technologies (considering gender aspects.)

Communication is a key tool to recruit more women for the sector in order to tackle the underrepresentation of women. Presenting yourself as a gender-aware sector, can raise visibility. This in turn can influence the political decision-making in the sector as well as address more target groups (e.g.: customers). Additionally, you might be regarded as an actor of change within the sector to bring forward a gender-just energy transition.

Of course, all the before-mentioned aspects are also valid for the RHC sector, where it is especially important to reduce stereotypes and eliminate discrimination.

### **Spheres of communication – target group**

Through communication you may address different target groups. It is then important to make sure you are using appropriate gender-just language when you talk to them, sometimes it is in more formal contexts and sometimes in more informal. Especially when you are communicating with partners in another language or another cultural context, there might appear different communication habits and rules, also in regard of gender. In that case, make sure you get familiar with those habits by listen to the expertise of local/regional authorities. We have identified three main target groups, but there might be several more, e.g., business partners that you could consider.

Few examples:

**Team:** This refers to internal processes. When you talk to your **own team or colleagues**, it is important to create a good working atmosphere for all genders, thus to avoid sexist language on one hand and to ensure the same participation possibilities for women and men, e.g. speaking times for women and men. Furthermore, make sure to address everyone in the same way (e.g.: by first name surname/official title). If the gender is not known, ask for the pronoun. Avoid patronising women (expressions like "My dear", "Darling", "Love", etc).

The communication with **donors and policymakers** is often more formal. Often, you want something from them. To persuade them, you might need facts and arguments that underline your point of view. When speaking to policy makers and donors, use gender-sensitive language when describing a professional occupation or when formulating policy recommendations. You might formulate gender-specific needs and aspects in regard of the policies for the RHC sector, in these cases you can highlight for example that you aim for the empowerment and support of female engineers. When you are talking about women and men, you can rather use gender-neutral terms (in English) like "they" or "one" or in regard of another language, use the gendered version. When talking to your stakeholders, local/regional authorities, health services, social services and utilities the similar rules might apply. If you are unsure what communication rules apply, you might consider communication or gender experts at different project levels.

When you address your **beneficiaries and customers** take into consideration vulnerable groups (language that everyone understands for explanation of technical aspects or services). When you don't know the gender, while you are in contact with your client but you want to write an email for example, you don't need to write Mr or Ms, just use the first name and the surname of the person, e.g. instead of 'Mrs Groneweg', you could just write 'Dear Kiara Groneweg'. Furthermore, try to reflect stereotypes before communicating with customers and beneficiaries, make sure you suggest the same tools and services for everyone except specific gender-needs were identified by the customer him\*herself. For

both your team, customer and beneficiaries is valid that you can ask all genders in regard of technical aspects. E.g. avoid addressing only men for explaining technical aspects and women to only offer assistance on technical aspects.

## **Examples of gender non-responsive and gender-sensitive language in energy projects**

In gender-responsive communication, stereotypical images should be avoided as well as depicting only one gender in pictures or icons and hence making the other gender invisible. As mentioned before, one often reproduced stereotype is that men are more active and interested in technical fields as women. The picture on top only depicts one gender, whereas the picture on the bottom is much more inclusive and does not reinforce stereotypes, since it seems to represent different genders as well as PoC (people of colour). In this context, it is also really important to mention, that it is crucial to portray the reality of your organization. Described as pink-washing is for example the practice of presenting yourself more women- or LGBTIQ+ friendly than the atmosphere in your organisation is offering in reality. If you do not have any PoC working in your organization – do not promote it like that. Find a balance, which also depends on the topic you are presenting.

Furthermore, one can avoid a stereotypical creation of a website when it comes to colours. Starting in the childhood, blue is often associated as the colour for boys, pink as the colour for girls. Websites that address women often still use glitter, pink and flowers. Use less stereotypical images of gender roles.

The goal is not to simply portray females in your images, but it particularly important how they are portrayed as well. The men on the left are actively working on the solar panels whereas the woman on the right is simply modelling with the solar panel. Make sure you portray women as active agents, not only as models, assistants, etc.

In a good example you would use inclusive writing in your own language on your website (e.g. "citizens;  
both female and male writings, since in many languages such as German, French or Spanish it has been common to use the male form to refer to everyone), use inclusive icons, schemes and pictures as well as display multiple subjects and place women in the foreground. As mentioned before, use several colours, not only blue icons when referring to men and red or pink icons when referring to women. A possibility is to use purple which is regarded as a colour that feminists often use.

## **Annex 4.e – T&I: Families and gender friendly workplaces and policies**

### **Importance**

We will keep this section very short, not because of less importance but because most human resources and management team are aware of this topic. However, it is important to acknowledge that workplaces unfriendly towards family and women are one of the main reasons for women to not stay in the sector once in it, together with low chances of career progression, pay gap for the same tasks and sexism. It is thus necessary to offer welcoming and adapted workplaces to everyone.

This means having policies or programs for:

### **Family-friendly workplaces:**

- Implement flexible working hours – for family care time (childcare and elderly family members) or personal rhythm
- Implement flexible working conditions (such as remote work, flexi-time and job sharing), while not overstepping on personal and family time
- Paid parental leave for young children care
- Affordable and accessible childcare services
- Regular queries for employees to check with their needs

### **Women-friendly workplaces:**

Regarding women-friendly workplaces, the aim is to provide spaces where women are treated equally as men and where they do not experience any gender-based discrimination, harassment or violence. This means having policies or programs for:

- Avoid mansplaining and sexist jokes: have you ever wondered yourself or asked women if some jokes have ever offended them?
- Gender-sensitive language within internal structures, as well as, for external communication
- Non-discriminatory, anti-sexual harassment and violence programs (trainings) and policies (sanction)
- Promote “women circles” or safer spaces in the workplace
- Recruitment policies – positive discrimination?
- Equal pay policies, equal access to opportunities (e.g. plan a training in working hours, and avoid overlapping with care work hours, often carried by women)
- If applicable/necessary, quotas for board or leadership positions
- Free period products in bathrooms



## Annex 5 – Develop a Gender Action Plan

Gender Action Plan, GAP is a tool/roadmap of strategies that one can adopt, in order to ensure that the gender-inclusive and transformative vision can be achieved in the workplace.

GAP is a big umbrella solution to solve gender-based problems within the workplace and projects.

It has as Objectives to:

- Provide tangible targets to achieve
- Plan strategies to implement
- Lead to the overall objective of sustainability

### Step 1 - Status quo

The status quo is what you have achieved by doing the gender self-assessment and what you have collected on your organization's attitudes and behaviour, common practices, governance, policies and projects and programs implementation, etc. And needs identified.

### Step 2 - Defining objectives

The identified issues in step 1 helps to develop long-term and short-term objectives.

### Step 3 - Strategies

Propose activities or actions that needs to be taken to achieve your objectives. It is up to you how you want to proceed with it. Whether you want to work on different levels or just one level. The strategies can be to bring attitude and behavioural changes, policies and governance or program implementation level. The strategies can also be focused on gender dimensions as an umbrella topic or could be project level.

### Step 4 - Indicators

Indicators act as a checklist or criteria that can help you to not only monitor your progress but evaluate it for future development and action plans. You will eventually fix, Gender indicators in a gender action plan. And gender indicators can refer to quantitative indicators based on sex-disaggregated statistical data - which provides separate measures for men and women and all genders on employment, for example. Gender indicators can also capture qualitative changes – for example, increases in women's levels of empowerment or in attitude changes about gender equality. Measurements of gender equality might address changes in the relations between men and women and all genders, the outcomes of a particular policy or activity for women and men and all gender, or changes in the status or situation of men and women, for example levels of participation in development of energy technologies.

With a '**gender indicator**' we are trying to measure gender-related changes over time, that is the situation of men and women and the resulting gap between women and men and all genders.

With a '**gender responsive**' indicator we are trying to reflect an understanding of gender roles and inequalities to encourage equal participation, including equal and fair distribution of benefits.

They can be **Quantitative** – e.g., sex-disaggregated statistical data – facts and figures. - **Qualitative** changes – for example judgements and feelings, or perception.

The following are examples of gender-responsive indicators for measuring gender inequality in the energy sector:

- Percentage of women employed in energy company and its supply activities.

- Percentage of women employed in position with decision making power (management positions, committees, and boards).
- Percentage of female staff participating in training offered by the company.
- Level of satisfaction pertaining to energy services (adequacy of supply, process charges and tariff levels) among female customers.
- Percentage of energy products/services that has undergone a gender assessment.

Remember that gender-indicator must be **SMART**. (Specific – Measurable – Achievable – Realistic – Time-bound)

### **Step 5 - Resources and Responsibilities**

Resources: What resources are required to implement these activities? e.g., staff, equipment, training, studies, supplies, operational facilities, etc.

Responsibilities of: Which persons, team, department, office will take the responsibility for the implementation of the activity?

### **Step 6 - Timeline and tracking**

Timeline: What are your deadlines to implement your strategy. How long would take for you to implement these activities?

Tracking: Which sources of information will you use to track the progress of the action? E.g., meetings, results, surveys, deliverables, etc.

### **Step 7 - Sustainability**

Once the process completed and the new strategies are implemented the next step is to monitor changes in the organization to ensure that the gender dynamics of your organization are changing. In addition to monitoring, you can use good governance methods like evaluation methods to track the progress, follow-up surveys and interviews to have suggestions and feedbacks. Evaluation can be conducted on yearly basis and surveys can be conducted quarterly or bi-yearly basis.

Keep your objective flexible and adaptable to progress and time!

So if we summarise what you have done by following these processes: what you would have achieved is:

- ✓ Thanks to the GSA survey you have now identified the level of which your company foster gender, identified where there are needs and gaps, adopted strategies to answer those through a GAP.
- ✓ You have then shared these results and strategies to your employees and/or customers, clients or networks (external communication) and ensure the correct implementation/sustainability of this amazing mountainous work!

Gender Action Plan Table							
	Measures and Actions	(Gender) Indicators	Resources	Timeline	Responsibilities of	Budget	Tracking
<b>Short-term objective 1:</b>							
SWOT	Strengths: Weaknesses: Opportunities: Threats:						
Strategy 1.1:							
Strategy 1.2:							
<b>Short term objective 2:</b>							
SWOT	Strengths: Weaknesses: Opportunities: Threats:						
Strategy 2.1							
Strategy 2.2							
<b>Short term objective 3:</b>							
SWOT	Strengths: Weaknesses: Opportunities: Threats:						
Strategy 3.1							
Strategy 3.2							
<b>Sustainability of the GAP</b>							

## Annex 6 – Toolkit to build a gender-responsive energy private sector

This step-by-step toolkit guides the user in the application of a multiple choice of gender tools and instruments in her/his/their field of interest. The user is free to use one or multiple tools depending on what feel relevant, or the objectives settled. The toolkit provides a list of the indications to fully take ownership of the tools and start their implementation. This list is of course not exhaustive, the user is invited to be creative and find what is correct for her/him/them.

Gender tool & instrument: list the tools introduced

Collection means / via: suggest possible paths and ways of collection, dissemination or implementation

Level of application: each tool can be applied in different ways as well as the information gathered, the target groups, outreach, etc. will be different depending on which level of application the user chooses

Examples of question / guidelines: provide basic questions or guideline as steps to follow in order to start the process.

Score / check: different possibilities exist to use the toolkit. For instance, the user can rate to 1 to 5 the relevance or importance the step has. Similarly, the user can rate from 1-5 the level of influence her/him/they can have on it. Also, the user can cross check a step when the step is achieved!

Comments: provide examples and possible results to aim for.

The informative flyers on gender-just communication are part of this toolkit. Keep them close and follow their key messages and guidelines when using any form of communication, at all levels.

Gender tool & instrument	Collection means/via	Level of application	Examples of question / guidelines	Score/check	Comments
<b>GENDER SELF - ASSESSMENT</b>	- Team building - Regular surveys - HR - Via sex and gender disaggregated data	<b>Attitudes and practices</b>	1. In the workplace, employees with diverse backgrounds (according to their gender, age, ethnicity, etc.) and at all levels of seniority, use the mechanisms that allows a decent work-life balance.	1-5	e.g. flexible working hours, remote work, part-time work, maternity and paternity leave, menstrual leave, etc. Do staff and top managers practise what they preach? It is not sufficient if these instruments officially exist, organisational culture can prevent them from being used or people act differently from what they say they are committed to
			2. Ask if everyone feels comfortable talking or sharing their problems within the team or in the office without being judged and to be associated with particular gender problems?	1-5	e.g. sexist jokes, work-life balance, women on periods or PMSing can be used as an excuse to overlook one's problem Ensure complaint mechanisms
			3. Ask if anyone feels obliged to not make use of holidays and flexible working conditions (e.g. remote working) due to a high level of pressure at work	1-5	e.g. one may not feel comfortable to take holidays despite being sick or in menstrual pain, not take remote working or flexible working hours because they feel obliged to be available for the team all time, peer pressure etc.
			4. Ask if both men and women have equal access to opportunities in training, mentoring, to be in management roles, etc.	1-5	e.g. type of training available to both genders, no of men and women participating in the training programs, no of men and women getting mentored to be in management or leading role, technical, administrative roles, etc. The training programs should be gender inclusive
			5. Ask if there is an access to clean infrastructures to maintain good hygiene for breastfeeding, menstrual health, etc to ensure a good level of satisfaction for every gender	1-5	e.g. access to soap, clean tap water, menstrual products, a quiet and private space to breastfeed/pump breast milk, toilets with sinks or toilet seats with external water hose or bidet, etc.
			1. My workplace applies and ensures correct application of gender equality policies and programmes	1-5	e.g. maternity and paternity leave policy, gender-based violence (GBV) policy, flexible working hours, possibility of remote working, etc.
			2. My workplace has governance principles and values in its policies and management covering gender as a cross-cutting dimension	1-5	e.g. touching broader scope of policies/programs with governance values like transparency, accountability, vision, law of rule, efficiency, etc. mainstream gender to ensure equality

	<b>Governance, responsibilities and leadership</b>	3. My workplace has policies or programs encouraging men and women to participate in leadership, mentoring, decision-making, workplaces improvement	1-5	e.g. encourage gender equality in participation processes, gender-just communication, support from management and performance incentives, etc.
		4. My workplace actively promotes gender balance and ensures that women and men with different intersecting identities are well represented in governance systems at all levels	1-5	e.g. career development programs for both men and women and all other gender, programs or policies ensuring women and all other genders to have equal access to opportunities to lead or be in managerial position.
		5. Ask if employees of different genders involved in the governance systems feel that their contributions are being valued and taken in consideration by others	1-5	Create a benevolent feedback culture. Your employees have a feeling of being valued individually and collectively
	<b>Program engagement</b>	1. My workplace has implemented the following gender policies and programmes in the last 5 years	1-5	See family and gender friendly policies and program section Add a "none", "not achieved", "not monitored" option
		2. My workplace actively tries to encourage gender equality practices and helps its employees to handle oppressional conditions at the workplace (recent or anticipated)	1-5	e.g: sexual harrassment, assaults, sexism, racism, discrimination, etc
		3. During a program's design, my workplace undertakes a concrete gender analysis/assessment with an intersectional lens and transformative approach, and/or my workplace seeks support from either one or more of the following during design or implementation: women's rights groups/networks or movements; groups that work with a gender transformative/gender justice approach; gender experts	1-5	See glossary definitions
		4. When applying a gender lens in our (recent or anticipated) work, my workplace makes a conscious choice to actively facilitate a process in which power and access to resources (technology, research, energy, finance, etc.) is equally distributed	1-5	This conscious choice must emanate from decision-making level. Guidance to end-users (end-users being the one answering this question, employees) have been shared and end-users are aware and feel having received this directive
		5. My workplace monitors and evaluates if the gender objectives in policies and programs have been achieved or not	1-5	e.g. results of M&E being shared internally and highlighting achievements/non achievements and can be used as a benchmark for next year tracking



**Result:** You have identified your strengths, gaps and weaknesses of gender responsive approaches in your workplace

**Going deeper: What can your data say more about your staff and target groups?**

<b>SEX &amp; GENDER DISAGGREGATED DATA</b>	<ul style="list-style-type: none"> <li>- Regular surveys</li> <li>- Gender-Self Assessment questionnaires</li> <li>- Workshop/focus group discussion</li> <li>- Monitoring and evaluation of all types of policies / programs within the workplaces</li> </ul>	<b>Internal structure</b>	1. Collect sex and gender disaggregated data within your labour force	<input type="checkbox"/>	e.g: rate of women and men, person with disability, age, ethnicity, and number of dependent children, intersecting identities etc.
			2. Acknowledge the share of women and men in administrative and administrative responsibilities positions or lower paid considered positions	<input type="checkbox"/>	Here it is important to differentiate administrative and technical positions, the latter being usually more male-dominated and highly paid Also interesting to assess with administrative/technical/professional/ field staff disaggregation Have an overview of percentage of women and men recently promoted
			3. Assess employment conditions of your employees (women and men and other associated gender identities) in your workplace	<input type="checkbox"/>	e.g. no of working hours, overtime hours, freelancer, remote working, type contracts (long term contracts vs short term contracts, internships, internships ending with a contract, temporary or replacement contracts), contract clauses, unemployment, and pension, etc
			4. Pay attention to your communication techniques in order to address correctly both women and men in your activities	<input type="checkbox"/>	Do not use offensive or sexist ways of talking, patronizing expressions rather but use inclusive communication See the visuals on gender-just communication e.g. No of women participating in workplace events, representation on website, etc
			5. Assess if workshops, events, training, meetings, etc. were felt as discriminative for any group of persons	<input type="checkbox"/>	e.g. feedback survey

- Half yearly or annual assessment  
- Project, programs, data creation and collection

<b>External structure</b>	1. Collect sex and gender disaggregated data within your projects, activities and energy data of your workplace	<input type="checkbox"/>	e.g. project research, conception (indicators, targets), implementation and M&E, can be used as baseline to set new gender equality objectives and/or monitor progress over time e.g: rate of women and men, person with disability, age, ethnicity, and number of dependent children, intersecting identities etc. Energy database includes for example: annual statistics on production, trade, transformation and consumption (end-use) for solid, liquid, and gaseous fuels, electricity, and heat
	2. Outreach: No of men and women answering and participating to data collection methods	<input type="checkbox"/>	e.g. surveys, emails, interviews, field assessments, etc.
	3. Pay attention to your communication techniques in order to address correctly both women and men in your activities	<input type="checkbox"/>	e.g. No of women/men applying to job offers, participating in networking events, participating online events, etc.
	4. Do you consider gender criteria when evaluating a possible future cooperation with a new partner?	<input type="checkbox"/>	Consciousness among stakeholders on importance of gender mainstreaming e.g. human's and women's rights, women and men representation and participation
	5. Collect sex and gender disaggregated data in all impact assessments, satisfaction surveys, monitoring and evaluation processes	<input type="checkbox"/>	e.g. time saving, make sure that solving a problem does not increase another, no. of women and men receiving direct benefits, equal access to productive energy for men and women. Expenditures on fuel sources and preferences for different energy technologies; or, for project activities - men/women attending meetings, being trained, purchasing or managing energy technologies. Do specific questions, for example on the division of labour in the fuel cycle, access to energy-related assets and resources, participation in decision-making or in project activities, and energy needs and priorities, access to information



**Result:** You have collected data highlighting gender concerns, behaviours and / or inequalities of employees, members or target groups

**Some gender unbalances and inequalities have arisen from the previous questions? Are you aware of gender inequalities in your company? Use gender tools! Start at your level! Here are different tools to implement:**



**GENDER INDICATORS**

-Surveys  
-HR meetings/ Department meetings (regular)  
-Annual or quarterly reporting

**Internal structure**

1. Change of dynamic between men and women in your workplace for the next 5 years
2. Women’s and men’s level of satisfaction with service provision, including quality, accessibility, etc.
3. Changes in the percentage of women and men involved in management, technical, administrative field and professional positions
4. Plan your expenditures in a way that it would benefite equally for women and men (= gender budgeting)
5. Evidence that service standards are established and regularly monitored, and reflect women’s and men’s different needs, responsibilities, and access to services

e.g. percentage, statistical trends of employees

e.g. by sector and/or type of delivery agency, and/or public–private partnerships and/or services contracted to non-government organizations

e.g. higher share of men in administrative positions, higher share of women in technical positions, etc.

e.g. infrastructures, training and mentoring program opportunities, etc.

e.g. response to leave requests, access to infrastructure, facilities like kindergarten or cribs for employee's children, hygiene products, etc. standard procedure to deal harassment case when a man is a victim, etc.

-Survey questionnaire  
- SM reports on outreach, influence, etc.  
-Sales reports (no of software, hardware ordered, etc)

**External structure**

1. Share of women and men that you reach with your communication/advertising campaigns
2. Share of women and men using the technology/service/software, etc. that you are providing
3. Mainstream gender in your projects/programs
4. Consider hiring gender experts, gender equality workplaces and women's right workplaces or consultancy to improve gender equality
5. Share of men and women and all other gender in the public-facing positions and roles

e.g. access to information – create awareness among women and men consumers about benefits of technologies / tools

e.g. women/men using and maintaining the energy facilities


e.g. impact of product or program on men and women, how to overcome vulnerability, etc.


e.g. workshops and trainings facilitated by gender experts, networking events, subscription of newsletters by women’s rights organizations, partnerships/cooperatives, etc.

e.g. men tend to be more involved in certain topics like technical talk and / or public-facing positions (pannels, events, medias, stakeholders meetings, etc.)




**Result:** You have fixed gender targets to reach and to monitor the gender equality within your workplace

<b>GENDER-JUST COMMUNICATION</b>	<ul style="list-style-type: none"> <li>- Policies</li> <li>- Meetings</li> <li>- Website, social media</li> <li>- Job offers, etc.</li> </ul>	<b>Internal &amp; external communication</b>	Have a look at our key messages flyers!		
 <b>Result:</b> You have adopted techniques of communication ensuring that women and men of different ages and ethnicities feel included and adressed in your message (improve)					
<b>FAMILIES AND GENDER FRIENDLY WORK PLACES</b>	- Workplace status, policies	<b>Examples of family-friendly work policies and programs</b>	1. Offer child care services at your workplace	<input type="checkbox"/>	e.g. affordable and accessible childcare services such as a Kindergarten (including playgrounds, playcorners)
			2. Support both women and men when wanting to take care of their children	<input type="checkbox"/>	e.g. paid parental leave, measures to tackle the Gender Care Gap
			3. Support breastfeeding at your workplace	<input type="checkbox"/>	e.g. possibility to take more or irregular breaks or provide separate and calm rooms
			4. Allow flexible working conditions	<input type="checkbox"/>	e.g. remote work, part time work, flexible holidays, or sick days, when a child of an employee is sick?
			5. Ask your employees regularly in regard of their needs as care-takers	<input type="checkbox"/>	e.g. surveys on the needs of employees, one-to-one meetings
	- Workplace status, programs	<b>Examples of gender friendly-work policies and programs</b>	1. Provide trainings or learning courses to prevent and handle sexual harassment or gender-based violence	<input type="checkbox"/>	e.g. receive support in the development of anti-harassment policies, development of help-lines, policies to prevent gender-based violence, train overall labour forces
			2. Use a gender-neutral language and avoid using terms to stereotype roles, position, etc. in your communication material	<input type="checkbox"/>	Gender-neutral language in internal communication, e.g. in mails or chats Gender-sensitive public relations/communication, e.g. on the webpage or in newsletter; Respect different gender identities See further on gender-just communication flyers
			3. Provide measures to identify and tackle any form of discrimination (based on gender, ethnicity, religion, age, abilities)	<input type="checkbox"/>	e.g. anti-discrimination policies and trainings, apply transversal intersectional approach in all policies and programs, "safe spaces", help-lines
			4. Provide leadership. Persons in leading positions should lead the inclusion of gender diversity (e.g. gender-responsive communication, etc.). Make it become a part of the company culture	<input type="checkbox"/>	e.g. surveys or one to one meeting to check how comfortable one feels around other genders and vice versa, their perspective on gender integration and policies, mentoring, etc.

		5. Provide hygiene and menstruational products in bathrooms at your workplace	<input type="checkbox"/>	Products in all bathrooms, keep clean bathrooms spaces, encourage toilets with sinks, have separated as well as all-gender bathrooms
 <b>Result:</b> You have adopted and implemented different programs and policies ensuring a growing gender equality in your work place				

<b>WOMEN EMPOWERMENT AND WOMEN LEADERSHIP AND REPRESENTATION IN DECISION- MAKING PROCESS</b>	<b>Example of 5 processes</b>	1.Quotas for management and Boards	<input type="checkbox"/>	Realistically, it is impossible to remove all bias: human brains are masterful at pattern recognition, all of which begins with social learning through our experience growing up in our respective cultures. It happens subconsciously without our knowledge or desire. It is for this reason that quotas are useful
		2. Performance reviews	<input type="checkbox"/>	Performance reviews are not free from bias. Women are more likely than men to receive critical feedback of a personal nature. The way to fix this is again to use standardised over narrative (open box) reporting methods with a concrete example required for every critique or comment
		3. Mentoring programmes	<input type="checkbox"/>	One of the factors contributing to low recruitment and retention rates in STEM careers for women is the lack of appropriate women role models and mentors. Both men and women need mentoring, a factor associated with a higher likelihood of promotion
		4. Gender-Sensitive recruitment	<input type="checkbox"/>	Various recommendations exist how to ensure that both women and men have equal chances in the recruitment process
		5. Join national/regional/global women in energy networks	<input type="checkbox"/>	Networking should be an integral part of any job. Women pay less attention to networking (often due to lack of time) and should be encouraged to engage in networks


**Result:** You have ensured a more balanced representation of women and men in leadership roles and decision-making processes

## Annex 7 – List of Webinars

Annex 7 is for further information on gender mainstreaming topics under the scope of W4RES capacity building program. W4RES aims to offer a capacity building program for international stakeholders of the RHC sector through a series of 5 webinars during a first round (May-October 2022) and 5 webinars during a second round (November 2022 – June 2023). This program has been delivered by WECF with different energy expert guests and has been disseminated by all W4RES partners.

Here is an overview of what have been treated during the webinars

### **Webinar n°1 - Overcoming the Invisible Barrier: Gender Dimensions of the RHC Sector**

Find the recording here: [www.youtube.com/watch?v=YcZpLQiyxg&t=2523s](https://www.youtube.com/watch?v=YcZpLQiyxg&t=2523s)

### **Webinar n°2 - Gender tool: Gender-self assessment & Gender action plan for RHC actors**

Find the recording here: [www.youtube.com/watch?v=RUIo9Qkj5Mo](https://www.youtube.com/watch?v=RUIo9Qkj5Mo)

### **Webinar n°3 – Gender-Responsive Communication in RHC Sector**

Find the recording here: [www.youtube.com/watch?v=4ar7U1QBT6U&t=2s](https://www.youtube.com/watch?v=4ar7U1QBT6U&t=2s)

### **Webinar n°4 - Supporting Energy Communities and Gender-Just Energy Communities**

Find the recording here: [www.youtube.com/watch?v=Qzd5h4p-Fps](https://www.youtube.com/watch?v=Qzd5h4p-Fps)

### **Webinar n°5 - How to Empower Women in the RHC sector: What Concrete Actions are Available?**

Find the recording here: [www.youtube.com/watch?v=\\_aT7Z-dbrow](https://www.youtube.com/watch?v=_aT7Z-dbrow)

### **Webinar n°6 - Impact of Energy Prices on Energy Poverty Gender Equality**

Find the recording here:

<https://www.youtube.com/watch?v=Ke8A1LaL33E&list=PLVpFdB3ka6J0QnKHF218eIBejhPMKEDR6&index=6>

### **Webinar n°7 – Added Value of Women in Innovation in RHC & RES**

Find the recording here: <https://www.youtube.com/watch?v=iHihfS4LBNl>

### **Webinar n°8 - Diversity Recruitment Strategies in the Renewable Energy Sector**

Find the recording here:

<https://www.youtube.com/watch?v=5kPv30CxI9w&list=PLVpFdB3ka6J0QnKHF218eIBejhPMKEDR6&index=7>

### **Webinar n°9 - Women in RES – SINTEF Norway**

Find the recording here: <https://www.youtube.com/watch?v=gFXWUhpaaCo>

### **Webinar n°10 - Challenges of female entrepreneurs and researchers**

Find the recording here: <https://www.youtube.com/watch?v=AwKVRulco3A>

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