

The role of women as drivers of change in the energy transition



We need to do everything we can to encourage diversity in clean energy, for the simple reason that we're not going to tackle a problem as big as climate change with only half of the population along for the ride.

I've encountered many inspirational and entrepreneurial women in renewables and energy, but we know that representation is not where it needs to be.

Networks like EWiRE are hugely valuable in supporting and promoting women who work in renewable energy, giving them a platform to connect and helping future generations of women who want to be part of the renewables sector.

Juliet Davenport, CEO and founder, Good Energy



EWiRE is the UK's vibrant network for women in clean energy, comprising of 500+ clean energy leaders and professionals

This report, the first of EWiRE's contributor pamphlets in our Women in Renewables programme, brings together contributions from key players and independent experts in the energy sector. Its purpose is to share knowledge, experience and ideas from women at the cutting edge of the energy system, to empower individuals in their workplace and their career development, and to challenge company leaders and policy makers to demonstrate that they are doing enough to address gender diversity.

A rapid shift to clean energy is an essential part of the global action needed to address climate-related risks to health, food and water security, environmental balance and economic growth. For the UK to achieve the major new energy infrastructure delivery and renewal needed to deliver this shift requires huge investment of funds and fresh ideas. And yet, the business and intellectual resources of the leading UK energy companies remain profoundly underrepresented by half of the population. A survey by [PWC](#)¹ in 2018 found that nearly two-thirds of leading energy companies have no women on their boards, and well under 40% have too few women available in their workforce to progress to senior management.

In a sector historically led by heavy engineering it's not surprising that energy companies were traditionally male-dominated, but history is not a valid justification for gender imbalance in 2019. All available resources are

needed to make the major systemic and technological changes essential for the UK to transition to a low carbon energy system, and to make the industry fit to flourish in the future smart energy market. Many energy companies, especially in the renewable energy sector, have already recognised the business imperative to change and are diversifying their development strategies to address the gender imbalance. But progress is painfully slow, and we can do more.

This report looks at how women can generate a vital dynamic force to spark change in the energy sector. It shows how women add value at all levels and in all sectors of the energy industry, making sure that the market is transformed through innovation, resetting the business culture and instilling fresh approaches. We need to attract more female talent into the sector and increase the pipeline of female leaders.

History is not a valid justification for gender imbalance in 2019

¹ <https://www.pwc.co.uk/economic-services/WIW/women-in-work-index-2018.pdf>

Foreword



If ever there was a time when each and every one of us must come together to protect our future, this must be it. The science is so clear and the effects already so dire – increasingly extreme weather events, massive loss of biodiversity that will soon challenge how the world feeds itself to name but two... climate change is already causing humanitarian crises, violence and war. How can it be possible that so little is being done?

Those of us in or supporting the clean energy sector like to feel that we are doing our bit. But the truth is, we're not doing nearly enough. Our sector won't be delivering what is needed to stem catastrophic climate change until it is many many times bigger, with a modern 21st century workforce at all levels – from intern to board. A Pew Research study in 2015 showed that women are more concerned about the impacts of climate change than our male counterparts. Why then are we so woefully under-represented in this key sector?

If the population at large is to embrace the extraordinary change that is needed, then our sector which is helping lead the charge needs to reflect that half the population is female. We need to see more women leading a resilient and diverse energy industry; and we need to ensure that every key policy and regulatory forum has a strong and diverse clean energy voice.

This paper aims to challenge you – whether you are in government, a regulator or on the board or executive team of a company working on clean energy – to make gender diversity a key priority; to be inspired; and to inspire women at all levels to accelerate the transformation of our energy system that is so crucially needed.

**Louise Wilson, founder and joint managing director,
Abundance**



Better risk decisions are made in diverse teams. We know that in the energy sector, as in many other areas, there are not enough women in board rooms, C-suites and engineering labs and that we will need more diversity to improve the robustness of our decision making. I, like many other women, still find too many occasions when I am the only woman or one of only two or three women in the room.

At the core of SEforALL's work is that the majority of those who lack clean, affordable and reliable energy are women. They are the heads of households in rural areas across Sub-Saharan Africa and the micro entrepreneurs on the edges of fast growing cities. Increasingly they are entrepreneurs in renewable energy as they see how it transforms their lives and the lives of their communities. The energy transitions all countries have embarked on will benefit from their perspectives informing policy and investment choices and to their engagement in building the future.

I welcome the work of EWIRE to put women at the heart of the clean energy transition in the UK. It is critical that all developed countries take such initiatives and support programmes that help women in other countries to access to clean and affordable energy.

Rachel Kyte, Chief Executive Officer, Sustainable Energy for All (SEforALL), and Special Representative of the UN Secretary-General for Sustainable Energy for All

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Thank you to the EWiRE steering group who you'll hear from throughout this paper, their support and contributions for EWiRE are invaluable. You can view the full steering group online here (www.regen.co.uk/project/entrepreneurial-women-in-renewable-energy-ewire-steering-group)





“ What motivates me to build gender equality in the clean energy sector

Rachel Hayes BEM, EWIRE founder, head of networks and development, Regen and director, The Electricity Storage Network

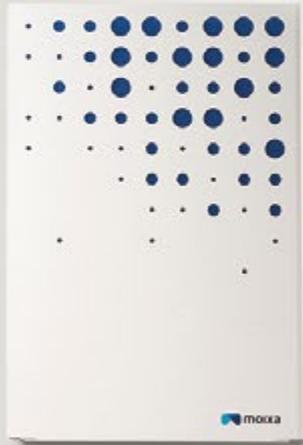


I've worked in the renewable energy sector for ten years and I'm hugely positive about how far we've come in that time. When I started, it seemed almost impossible that the UK would be able to be powered mainly by renewable energy in an affordable and reliable way. But there has been a quiet revolution going on, and there is ample scope to build on this success in years to come. Renewable, clean, and low-cost electricity is increasingly embedded in our energy mix and, in the next decade, road transport and energy for heat will be unrecognisable from today. This progress lights a fire in me that makes me proud to be part of something so significant.

Having spent my whole energy career at Regen, bringing people together to accelerate the transition to a decarbonised, decentralised and democratic energy system. I am convinced that, if we are to revolutionise energy for social good, our industry also needs to set world leading standards: to embrace diversity with more women in leadership positions; and to work with local people and local communities to engage them in the changes we need. Despite the progress we have made, from the days when we discussed the disappointment at attending clean energy trade shows with scantily clad women on exhibition stands, the truth is there is still a long way to go.

Five years ago, influenced by reading the Sheryl Sandberg book, “Lean In”, in my role at Regen I was in the perfect position to help to increase female representation in clean energy. I wanted to champion the great women we had worked with and liven up the stage at our events from the usual men in suits. I want women to achieve what they want to achieve, whether that's a board role, or working part time and balancing work with other responsibilities or interests, or both. I think encouraging women involves recognising both those that are happy with a certain equilibrium and identifying those who want more, gently coaching them and raising ambitions. Role modelling is a difficult term. I don't profess to have a perfect situation; it just works well for me and my family. But if I can give women hope that they can aspire higher, then that's great. This is what EWIRE sets out to do.

We ran our first EWIRE event in 2015 in Bristol to gauge the appetite of the women in this sector to see a change and to collectively make a difference. The support was overwhelming. From there, we went on to successfully create the solid foundations for the network today. The events have been hugely successful, I always come away feeling inspired.





In 2019, we want to step up our influence and see more women leading the energy industry through a period of extraordinary change. We want to ensure that every key policy and regulatory forum has a strong and diverse voice. More than that, we want to be leading the debate with a passionate voice backed by expertise and evidence-based thinking.

But we know we can't do that alone. We are inviting leading businesses who are interested in seeing real change in diversity in our sector, to work with us by sponsoring EWIRE. To do that, we'd like to hear from you, so please see this paper as the beginning of the conversation.

We often bring you events with the best speakers in the industry, provide opportunities to enhance your skills portfolio and together we celebrate gender diversity in one of the world's fastest growing industries.

Returning from maternity leave earlier this year, has opened my eyes to a whole raft of new challenges facing the working woman, not least, how to manage the 'mental load', juggling priorities, travelling, and self-expectation. I've also embraced the new sense of vulnerability I feel and how that enables me to build stronger relationships with people.

My own top tip is when you are at work; work. When you are with your child; be with your child, don't be emailing or conference calling. I think this is a way to preserve some sanity.

The EWIRE network aims to strike a balance between professional and personal growth. We hold industry events, publish papers, share information via newsletters and blogs, produce case studies on women working in the sector and run a tailored mentoring scheme. We also have plans to produce a regular podcast debating key issues facing us all.

This is our first (of hopefully) many papers aimed to inspire change at all levels across the industry.

My key bit of advice for anyone reading this would be to aim high, work hard and be resilient. Keep asking for more; you will get it. Don't wait for someone to tap you on the shoulder. Put your hand up, take more risks, give it your all and learn by your experiences. Resilience is so important; don't be too sensitive. There will be times when you take knocks, just pick yourself up, dust yourself down and keep looking forward.

I invite you to join our lively and friendly community of people with a collective passion for clean energy.

rhayes@regen.co.uk

“ The role women can play in the transformation of the energy sector - the societal case

Dr Nina Skorupska CBE FEI, chief executive, Renewable Energy Association



When I joined the energy sector over 35 years ago, researching into how internationally traded coal burnt in power stations (a serious problem to resolve back then as coal isn't just black stuff, believe it or not), most people, when they found out what I did, asked me “why do you want to do that?” and some blatantly added “surely that's a bloke's job and not for pretty blond women like you”.

A kind of back-handed compliment? There were less than 2% women working in the sector, in areas that were directly involved in the production of energy. Yet even back then, it was clear to me that energy in all its forms, whether to power and heat our homes and businesses, or to transport us, our goods and services, is vital to modern lives. It needed to be reliable, safe and as low cost as possible. That was back in the 80s/90s.

Now, of course, all of these areas are still important today but we also have one of most important challenges to address, that is world-threatening, and that is climate change. We will need our greatest minds and technologies and efforts, large and small, to even hope to mitigate the threats posed.

The sector I work in, energy, must not just play its role, but be leading the charge. We must increasingly and urgently ensure that the energy we use must come from renewable sources.

With the advances in the renewable technologies developed in the last 20-30 years have come the economical realisation that to be able to do this affordably for society taxes the decision making capability of our political and industry leaders who have other priorities and “loyalties” to serve.

There is, though, a growing awareness among those working in the energy sector today that change is happening – we are living through an Energy Revolution.

This revolution is seeing us turning our backs on fossil fuels and working to introduce cheap renewable energy sources en masse in countries around the world to enable them to enjoy power and cooling and transport for the first time. Closer to home and, even through the fog of Brexit, the UK Ministers responsible for energy and climate change acknowledge the “revolution” in their flagship “Industrial Strategy” document. For, in parallel, to energy champions, corporates and communities that have been leading the charge for renewables, there has been a growing excitement around increased digitisation connected to smarter technologies, in homes and businesses, that can accelerate the change.



The revolution is challenging the traditional energy players in the UK to deliver a “new normal”, where every person that wants to can choose to not only buy renewable energy for their homes but also decide to make their homes and businesses “power stations” as well. Their future cars will be clean, improving our air quality and much less harmful to the climate.

I hope I have painted a picture that today the energy industry is one of the most exciting sectors to be involved in for both, like me, having a varied career, and living your life as well.

The huge disappointment for me though is that, 30 years on, there are still only 9% women working in energy. The latest statistics from POWERful Women¹ shows this figure rising to closer to 20% for women in renewable energy industries, and there are more female leaders in this sector. The low number of women working in the energy sector has not changed in the last 3 years, however, despite the best efforts of organisations such as EWIRE, POWERful Women and even the WISE Campaign with whom I am also involved with, that focus on women leadership in the energy sector.

These organisations, and more, have clearly argued the business case of the value of having a diverse work force...in fact no one openly argues against this view anymore. I ask myself why more women aren't choosing to work in energy? Do we undersell the opportunities? Are people aware of the fantastic range of roles, excellent pay and meaningful impact they can have on society as a whole? They are the reasons why I joined the Industry. I can honestly say that my thirty years in energy have been varied and exciting and very well paid, at times. It still excites me. What more do we need emphasise in the story of why it is important to have more women in energy?

Fortunately, you CAN see leading organisations now committing to addressing the gender pay gap and gender imbalance. Some of them have joined the Energy Leaders² of POWERful women. Many more organisations have signed up to WISE Campaign's 10 steps³. They are working to align all of their business practices, from attracting and recruiting women into their organisations, retaining them as peoples' life choices and priorities change, and ensuring that there are transparent and supportive pathways for women to become leaders in these important organisations, if that is what they choose to do.

The age-old argument that the sector is struggling to access or build a "pipeline" of female talent in science technology engineering and mathematics (STEM) occupations within the sector still is valid, but this situation is getting much better. To help with this, WISE campaign recently launched its People Like Me resource for Energy⁴, sponsored by the Energy Institute and the Renewable Energy Association (REA) and its members. The People Like Me resource showcases the types/traits of young, successful women in clean energy, as well as their career choices made to date. They are truly inspirational role models.

It's worth looking at how this information was gathered. The role models determined their "personal traits" by completing a fun quiz, that can also be completed by 12-13 year old girls as part of their exploration for a future career. Importantly the girls can do the quiz alone, as part of a school activity or with their parents. It helps them to understand their preferences and hopefully to see that there are some fantastic careers available for people like them! I did the quiz myself and reassuringly my life has kind of panned out according to my preferences!

Coming back to how I started this article, to address the challenges that the energy sector faces is one of the most rewarding jobs you can do.

If you are working in the energy sector now and want to progress, check to see what your company is doing to improve its gender balance. Check if they are committed to the key steps that would make this difference. Whether you are working in renewable energy or not, join EWIRE and learn more of the opportunities in this sector, network like fury and have some of your questions "you would like to ask but not sure who or whether to" answered. Even with my long career in this sector, I am truly inspired and energised when I see more and more women wanting to work across our sector, and by the other women writing in this pamphlet!

Our future must have these diverse views influencing how our country, homes and businesses use energy and tackle climate change. That would be truly revolutionary!

¹ <http://www.powerfulwomen.org.uk>

² <http://www.powerfulwomen.org.uk>

³ <http://www.wisecampaign.org.uk/what-we-do/expertise/industry-led-ten-steps/>

⁴ <http://www.wisecampaign.org.uk/what-we-do/expertise/inspiring-girls-with-people-like-me/>



“ Personal branding

Tanya Davies, head of business development, Northern Europe, innogy Renewables



I'm now the head of business development - Northern Europe at innogy Renewables. Prior to my adoption leave I was a director of innogy Renewables and responsible for innogy's onshore activities in the UK.

Being Yourself

I work in quite a mixed team, but at a senior level. There are few other women and for a number of years I was the only woman at 2-day pan-European senior management team meetings.

In some way this should have been exciting, liberating even - I was setting the rules! But it was draining, I agonised over how to present myself and how I was perceived. I felt the pressure of being 'the woman' and missed not having female colleagues also in attendance.

I also felt (and I realise this sounds hyperbolic - so do bear with me) that when I was sitting in those meetings I was representing 'WOMEN! Yes, all women! Womankind! So, no pressure there at all!

I felt I had a lot to live up to and was very keen to show that women could do senior jobs and have lots to contribute. This was probably more important to me than the impression I was making and how that would affect my own career. So, I over-thought and over-analysed everything. I agonised about how I should join the conversation in open forums? Should I get in early and show I had opinions and wasn't afraid to defend them (always assuming that I could battle my way into the conversation over the men), or hang back and see what others thought first? How do I express myself? Do I speak with enough gravitas? Am I too joky, too self-deprecating? Where should I sit in the room? Sheryl Sandberg in 'Lean in' told me I should sit at the front in the middle of the action. But this wasn't my usual comfort zone. I also stressed about what to wear. Smart? Casual? Jeans? Heels?

All of this taught me that it's exhausting and unnecessary to try to present a work place persona that is not the real you. I needed to relax, be myself and focus on the agenda for the meeting and properly contribute, do my job and not worry about my choice of shoes!

Admittedly wearing the right clothes and looking a bit how people expect can make life easier. You don't want to make things more difficult than they need to be and sometimes before an important meeting the right clothes can help me to get in the frame of mind, but in an authentic way. It's not fancy dress, and you don't need to wear suits if that's not your style. Personally I always feel like I'm in fancy dress in a suit, so a smart dress is my preference. It's about feeling like me and being authentic and true to myself.



Authenticity is important to me, I try to build honest relationships with my team that value their input and are built on openness and trust. I aim to treat people how I expect to be treated and am open about what I'm good at and when I need to rely on others skills and expertise. My job is to lead the team and ensure they have what they need to perform and deliver, it doesn't mean I have to be the best at everything and I'm comfortable with that.

But I do lead from the front and get my hands dirty, I don't shy away from making difficult decisions and managing difficult situations. I do also get upset and frustrated when things don't go well, and when appropriate with my direct reports, will show it. I sometimes get told I take things too personally. Maybe this is true. Maybe it's a side effect of authenticity? It's probably something I need to work on.

I also use the 'red face test' when faced with a decision - it's fairly low tech but has worked well for me. When making a decision I imagine how I would feel telling my family, friends or colleagues about my choices. What colour is my face? Sometimes you can't avoid a difficult situation but you can deal with it your way, with tact, warmth and empathy.



“ Fostering female talent in the clean energy sector

Maria Connolly, partner and head of the clean energy team at UK law firm TLT



Following several years of growth, clean energy has now made its mark on the wider energy sector and it has become clear that it represents the future for the sector. Indeed, transitioning to clean energy technologies will play a vital role in our struggle to combat climate change and demonstrate the road ahead both from an environmental and business standpoint. Clean energy is also, and will increasingly be, at the heart of adjacent industries such as construction, infrastructure and mining.

In short, the clean energy sector is of growing importance but, for the industry to truly prosper, all talents will need to be mobilised and this means attracting and retaining female talent as well as men.

Overlooking half of the population's talent is not only unjust but also absurd from a business perspective.

Countless studies have demonstrated that diversity is a benefit in the workplace, generating different ways of thinking and fresh perspectives which can in turn foster greater innovation and growth. The clean energy sector is too important to the future of our economy and planet to ignore the talent and skills that women have to offer. Indeed, recruiting talented women ought to be priority for the industry. Whilst more certainly needs to be done on this front, the good news is that women are already playing a key role in the development of the sector.

The part played by women in the industry is well-evidenced by the 'Women in Energy Global Study'¹, conducted by Energy Job Line and NES Global Talent. The study is a survey of 1,200 female professionals in the energy sector – of these, 20% were UK-based. 19% of the UK's respondents to the survey worked in clean energy, compared with an international average of 10%. Such data is encouraging and may indicate that the UK is ahead of the curve when it comes to hiring female talent.

It should not come as a surprise that the UK clean energy sector is able to attract professionals. Indeed, businesses and organisations working in clean energy have clear advantages when recruiting compared with competing sectors but these need to be better publicised and utilised.

One of the most important things professionals look for when choosing their career, and this is particularly true of graduates and young professionals, is engagement with meaningful work – that is, work that makes a difference to the world. This is reflected throughout the economy, with professionals increasingly taking note of prospective employers' Corporate Social Responsibility (CSR) credentials or standing on environmental issues.

¹ <http://www.nesgt.com/women-in-energy-global-study>



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From this perspective, the clean energy industry's raison d'être is a hugely useful asset in attracting talent, including women. The clean energy sector allows professionals to work on something that truly matters for the planet and humanity and that is at the top of the political agenda – the transition to a low-carbon economy and the fight against climate change. This is the sector's unique selling point and should be used as a key differentiator against competing industries, such as mining, construction or infrastructure, when recruiting talent.

The idea of playing a leading role, at the forefront of a ground-breaking industry, should also be complemented by arguments about the fast-changing and challenging nature of the sector when recruiting bright young women looking to develop their careers. Indeed, clean energy is a diverse sector consisting of a variety of technologies in constant evolution (such as solar PV, onshore and offshore wind, or energy storage), providing professionals with the chance to be involved in diverse and innovative projects.

The 'Women in Energy Global Study'², found that 84% of respondents (across all energy sectors) would encourage a family member or friend to pursue a career in energy, which is very encouraging. This finding is also reassuring from the point of view of talent retention but much more needs to be done to ensure that talented women choose to remain in the industry. Whilst the survey by Energy Job Line and NES Global Talent found that 55% of respondents working in clean energy were the primary wage earner for their families, indicating that the industry offers suitable financial incentives, the sector was found lacking in other areas.

43% of clean energy respondents viewed the sector as inclusive or very inclusive which, whilst not negligible, is not as high a figure as it could or should be. When women working throughout energy were asked about the biggest challenge of working in the sector, the most common answer given was the lack of suitable roles.

This must be remedied, especially considering how 31% of respondents answered 'career development' over 'job security' (16%) or 'salary' (14%) when asked what the most important options were when considering a new role. Career development must become a priority.

The lack of mentorship and flexible working in the sector were also viewed as problems.

Given how the study also found that 66% of respondents would like to see more flexible working in the energy sector, and that flexible working practices are becoming increasingly widespread throughout the economy, this should also be an imperative. We now have the technological tools to make flexible working happen, helping to keep women in the workforce and preventing mothers from having to make the unnecessary choice between career development and family life.

Clean energy is a dynamic and exciting sector. It is already attracting and retaining female talent, but much more can be done. With the natural advantages the clean energy industry has going for it in terms of recruiting and attracting talent, a few more focused measures will go a long way in making female talent choose clean energy, and everything it has to offer, for their careers.

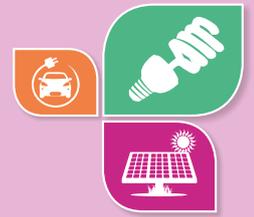
These challenges are all interrelated and call for a bold plan of action. A concerted effort needs to be made to secure more opportunities for female leaders at the top end of the industry and to link-up female leaders and experienced professionals with women at the early or intermediate stages of their careers. This can be achieved through mentoring programmes and networks such as EWIRE.

² <http://www.nesgt.com/women-in-energy-global-study>



I am incredibly passionate about supporting the diversity and inclusion agenda within the energy sector. It's such a complex and varied industry that provides opportunities for all kinds of individuals to pursue successful careers. It's really encouraging to see more women in senior positions within the industry and I am confident that this will continue to drive both improved business performance and innovation in the energy transition.

Rebecca Sedler, I&C sales director, EDF Energy



“ How to build confidence, boost your external profile and market yourself

Cheryl Hiles, director of energy and environment, Pell Frischmann



I secured my first role by ‘not being a planner’ working in development and spatial planning. I secured my present role by ‘not being an engineer’ working for a design engineering consultancy that is keen to differentiate itself through its modus operandi. So, it is fair to say I have built my career by adding value by not being the same as those around me.

Being different with confidence

Being different, whether that is not fitting the same stereotype as others in your team, or being the only women on a board of directors, brings value to a business through diversity of thought (perspective) and constructive challenge, but can also sometimes feel isolating. Instigating new ways of working, new ways of thinking, breaking siloes and joining the dots can be challenging, so it is absolutely critical that you have

the confidence to keep going. Whether you are one of many in a big team, or wearing many hats in a small team, you need to be confident that you are adding value, and understanding how you do this is critical.

Personally, I have found this confidence through working with others as a collaborator. I am not an empire builder. I don't feel the need to be. And I haven't traditionally led from the front. I get the most fulfilment from working with people, joining the dots, and helping the collective to succeed. This is what makes me feel good and I know I am adding value as I can see the results of my efforts. Often you find that even if no one else puts their hand up to back you in an open forum, if they are bought into what you are trying to achieve, you can bring people with you. This is why I love my role in formulating business strategy in the energy and environment sectors, because I can see how I can add value, by getting everyone pulling in the same direction and understanding their role in achieving a shared objective.

Networks are valuable

Being a disruptor and working in new and exciting fields is great, but I also appreciate that having likeminded people around you is important. I am mission driven and am motivated by the need to respond to the huge and collective challenge of climate change. I have realised that if you can't identify likeminded people in your immediate team, you have to find them elsewhere.

After leaving Regen, where I worked closely with two fellow directors and a fantastic team of likeminded energy experts, I found myself much more isolated in the world of engineering, where very few people spoke my language. I needed to find informed challenge and also reinforcement from elsewhere. Extracurricular activities such as volunteering and joining charitable or

community groups can be a great way of finding this, but I also decided to see if others were facing similar challenges. I found that they were and so established the Business and Energy Sector Strategy Insights (BESSI) group through EWIRE, to share insights and expertise, to help our businesses and the clean energy sector thrive.

We do this by sharing intelligence, sharing experience and sharing outcomes with those involved in supporting the sustainable energy sector. I am not suggesting that everyone should go out and set up a new network, but do not overlook the importance of networking and joining up with people who can reinforce your values and confidence.

Selling yourself

Networking is also important because simply doing your job well will not get you recognised. If you don't tell people about what you have achieved, no one will ever know. It may feel uncomfortable, but as I learnt when I went on my first public speaking training course, you need to be a good sales person. Until then, I was adamant that I didn't do sales. I was educating people when I presented to them, and it was all about the content of my presentations. I was wrong. Every email, conversation and presentation you do, involves selling something - an idea, a concept, a way of working, and very often, you and your business.

To make sure you sell yourself well, you need to understand what people know about you and shape that information. Networking is an important way of doing this, but you can also:

- ▶ Ensure your online profile is up to date and showcases you effectively. The first place people will go to find out more about you will be a search engine, so make sure your LinkedIn profile shows off what you want people to see. Also, if any work you have been doing can be published, make sure your name is on it so that examples of your work are available for people to see.

- ▶ Try to attend relevant industry events so that you become a familiar face within the sector. Ensure you have your business cards to hand and make sure you make a note of who you want to contact and follow up with after the event. Help others by introducing them to people you know, and don't forget to invite the new people you meet to link with you on LinkedIn, to continue to build your network, as this is a useful reference, especially if you find it hard to remember people by name.
- ▶ Offer to present on a relevant topic, share your expertise on a panel, run a workshop or chair a session at an event. Contact the organisers of the events you want to go to and offer your services. They won't know what you are working on unless you let them know and what better way to showcase your expertise.
- ▶ Importantly own your opinion and don't be afraid to share it. Speak up at events and meetings, both internal and external, making sure to introduce yourself first in case there are people in the room who may not know who you are. Join relevant industry forums and intelligence-sharing groups and offer to chair meetings or sub-groups where you can to get yourself noticed.
- ▶ Make sure you make the most of your membership of any professional bodies or industry networks, ensuring that you participate in intelligence-sharing, collaborations, and events to gain insight into popular trends and topics.
- ▶ Know what you can and can't say from your employer's perspective and start sharing your thoughts. Social media and online blogs are an easy way of sharing your insights. Start with something simple like Twitter and build up to more complex opinion pieces.

Finally, don't be afraid to talk about your career and what you are passionate about. Share your aspirations, ask others about their experiences and help those following in your footsteps. You never know when you might meet someone who holds the key to a door you have wanted to open - or when you could do the same for someone else!



“ Women in renewable energy, talking to women about energy

Poppy Maltby, senior project manager, Regen



While we like to think about exciting renewable generation projects, it is important to remember that our energy system has two sides, generation and consumption. To achieve our carbon goals, both sides of the system need to be transformed.

Consumers need to insulate their homes, buy more efficient technologies, choose to generate at home, participate in ‘smart’ grids and drive electric vehicles.

There needs to be a transformation in how much energy consumers use, how they use it and when.

And in that comes a huge communication challenge. The complexity of the energy system, involving different levels of networks along with its interaction with generation, renewable and non-renewable and the smart systems that need to control them, does not lend itself to ease of communication. It is fiendishly difficult to speak to non-experts about the system in an engaging way – and the most significant audience is women.

Because it is women who influence the vast majority of family and household decisions¹, from which home or car to buy, to the food they eat and what utility company they switch to.

This is why it is important that more women are part of the system that talks to women, about energy. Currently only 13% of board seats, and 6% of executive positions are occupied by women. Half the boards of the top 80 energy companies have no women at all². This means that most of the energy industry is not representative of their customers and have little idea about who they are ultimately selling this transformation to.

A lot of experience with shifting consumption is currently about ‘early adopters’ and ‘green engaged’ consumers. These are generally people who are comfortable with new renewable or low-carbon technology. They will be keen to buy a new gadget, check the smart meter and experiment with lightbulbs.

But for most people, myself included, the most crucial piece of energy equipment, the household boiler remains a mystery and is often approached with trepidation. Our only engagement with it being when it inexplicably stops working or when it is time for the annual service and a man (and it is almost always a man) comes to give you bad news or a clean bill of health.

Even the more passive technologies such as insulation also come from a foreign (predominantly male) universe that is involved in home building and retrofit. Home owners with only the internet for support, need to make judgements about fibreglass insulation, cavity walls and expanded foam etc.

If we are realistic about reaching the level of roll-out of low-carbon technologies that we want, then we cannot rely on individuals, whether women or men, to make complex decisions involving mysterious technologies and materials.

First, we need the enabler, and this is the home energy rating. An easy to understand A-G scale. Too often overlooked in both its technical detail, design and communication. This needs to be THE document that describes the sustainability, carbon impact and cost to run of each home. It needs to be correct, ubiquitous and impossible to ignore. At the forefront when transactions take place, referred to and updated regularly.

We also need to be delivering warmth and green power as a service. Most people just want warm homes and clean green energy to run stuff. But we probably don't want to think too much about how that is achieved. Bristol Energy, along with the Energy Systems Catapult, launched a trial in February 2019 to provide 'heat as a service' for 100 homes across the UK.

And finally, crucially, more women are also needed at the grass roots of the energy system. This is the part of the system that engages everyday with people in their homes, helping them understand and make decisions about energy. It is interaction with a trusted trade person that often triggers change. In the trades however, the figures are even more shocking than the boardroom. Less than 1% of plumbers are women and even fewer are gas engineers. This is despite there being considerable demand for, and higher levels of trust in, women tradespeople. We need women smart meter installers, electricians and heating engineers. In short, we need more women in renewable energy, talking to women, about energy.



As a non-shareholder company, our sole focus is to help improve the well-being of our communities and so it is important that we reflect the diversity of the customers we serve. Improving diversity and inclusion in the utilities industry is a challenge but it isn't simply the right thing to do, it also makes great business sense.

Chris Jones, CEO, Welsh Water Limited

¹ <https://www.telegraph.co.uk/finance/personalfinance/pensions/9643440/Women-are-key-decision-makers-in-the-home-DWP-says.html>

² www.powerfulwomen.org.uk/board-statistics-by-company/



“ Building a pipeline of women in renewable energy

Kerry Hayes, project manager, Regen



I graduated from university with an MSc in Marine Renewable Energy, which means I am one of an increasing number of people working in renewable energy who have specifically chosen to study, and then go on to work in the sector, rather than applying valuable, transferable skills from other sectors into this exciting, fast moving and increasingly important sector.

This is exciting - in a world where 65% of children entering primary school today are going to end up in jobs and roles that don't yet exist¹, our schools and universities are facing huge challenges in preparing future generations to tackle global challenges. And, there is arguably no bigger challenge affecting our planet than that of climate change, and inextricably coupled with this, the decarbonisation of our energy system.

More young women are now going to university than young men² but there is still a gap in the numbers when you consider STEM subjects. A huge amount of work is being done by organisations such as WISE, working to increase the participation of women in STEM subjects, and there is a great deal of work going on thanks to initiatives such as EWiRE and POWERful Women, trying to get more women into our boardrooms and C suite positions.

However, in the future, it will be much easier for the renewable energy sector to get women into the C suite jobs and onto the boards, if we have created upward pressure, caused by a consistent pipeline of these women graduates, banging down the doors to get into those roles and challenging the status quo. And given that my generation, the “millennials” (those born between 1981-1996), are often described as being altruistic, engaged and passionate about social causes³, and will make up 75% of the workforce by 2025⁴, we have a real opportunity to charge forward in the paths of those who have come before us and create change in the world, and our boardrooms, forever. Plus, the inspiring children's climate change strike⁵, which saw children as young as 5 protesting about the cause suggests the next generation will be even more engaged than any before it. There is certainly a lot to be hopeful for!

So, how do we ensure we have a pipeline of talent that means we have an abundance of phenomenal women ready to lead the next stages of the energy transition? What can those of us in the workplace do?

Be a role model

Role models are essential. When I was at school, and at university, I wasn't aspiring to be a middle-aged man, and, perhaps controversially, I wasn't aspiring to be a middle-aged woman. It is not that I didn't recognise the incredible expertise and contribution these people were making, in fact, I did, and this in itself was terrifying! How on earth was I supposed to go from studying my degree to being a CEO..?! I needed to see the stepping stones, and faces of women who represent the pathway from me, to the top. I needed to see the faces of women that I could relate to. Women at all stages of their careers need to use their positions, to be role models for the next generation of women.

Be authentic

Linked with the previous point – be authentic. If we want to highlight the vast range of roles and opportunities in the renewables sector, we need to challenge the image problem the sector has. For years it has suffered from being perceived as a sector that is constructed almost entirely of men in suits (this is probably a fair assumption!). So, be yourself, present yourself as a true version of yourself, and smash the stereotypes of what a person in the energy sector looks like. Wear the shoes you like (pink ones, in my case), dress how you feel is appropriate and don't feel the need to emulate male peers. Make sure the next generation of women recognise themselves in the world of renewables.

Be a walking job advert

When I started university, studying my undergraduate degree of Ocean Science, I didn't for one moment think I would end up working in renewable energy. Mainly because, I didn't know that anyone worked in renewable energy. And now, with new areas evolving all the time, for example, as the worlds of ICT and the energy sector collide, jobs and opportunities are even more varied than they have ever been before. Take your interesting jobs and experiences, go back into your university (or any university!) and showcase them to students – be a walking advert for the opportunities they don't even know they are missing!

Use your position and privilege to advocate for others

If you have the opportunity to influence, do it. When recruiting, keep in mind that research suggests, that women often have lower self-esteem than their male peers with the same qualifications⁶. This can really highlight itself in CVs and covering letters. So, if you are in a position where you can make a difference, consider taking "a gamble" and interviewing some of the candidates who have undersold themselves. By doing so you could be offering the opportunity for these candidates to shine in areas they have other strengths in, that maybe useful to the role, including presentation skills, face to face interaction, etc. And ultimately, you could benefit, by finding those well-hidden talents!

I love working in renewables and couldn't imagine working in a different sector. I spend time lecturing at local universities, speaking to school groups, being a mentor and ensuring I use my position to speak on conference panels, always as an authentic version of myself, to try and be a different face in the renewables world. For me, success in the diversity agenda will be when I walk into an industry event or meeting and don't notice or count the women in the room because it will be at least 50% of the audience.

¹ www.theguardian.com/education/2018/dec/20/how-do-universities-prepare-for-jobs-that-dont-yet-exist

² www.theguardian.com/education/2017/aug/28/university-gender-gap-at-record-high-as-30000-more-women-accepted

³ www.forbes.com/sites/wesgay/2017/08/11/millennials-social-responsibility/#4202dd2a17d8

⁴ www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/%24FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf

⁵ www.theguardian.com/environment/2019/feb/15/uk-climate-change-strike-school-pupils-children-environment-protest

⁶ <https://www.wired.co.uk/article/women-teamwork-bias>



“ Mentoring and sponsorship – why do it?

Liz Dunn, partner, Burges Salmon



As organisations look at ways in which they can develop talent to improve the diversity of their workforce, and in particular the representation of women and ethnic groups at management and senior levels, there is an ever-increasing focus on mentoring as part of that development. Research in the US and the UK consistently points to the role of mentoring in the development of women's careers, by those that have been through it and are now in senior positions giving their time and sharing their experience with others.

What those that have been involved in mentoring relationships know is that often the mentor gains as much from the relationship as the mentee, as the current experience of those in the early stages of their careers will undoubtedly be different to their own and can open their eyes to new ways of working and the challenges for the next generation.

EWiRE runs a very popular and successful mentoring scheme, specifically to support women in the clean energy sector to progress their careers.

Having a mentor has been a really useful experience for me in a number of ways. It has been invaluable having someone to talk to outside of my company, as a third party opinion, particularly as a relatively young person with limited previous experience. My mentor has been great as she is friendly and approachable, and we have similar backgrounds and career trajectories. Because of this she has been able to give me relevant advice and guidance which has had a direct and positive impact on my career progression. I would highly recommend the mentoring scheme to anyone who is looking for the opportunity to develop themselves and wish to benefit from the experience of someone else.

Holly Pretious, marketing and communications manager, Marine Energy Wales

However, in addition to mentoring, sponsorship can also be a critical part of career development and is often an area where women receive support less often than men. In order to understand what you want, need and should expect in terms of career support and development, it's important to know the difference between mentoring and sponsorship.

What are they – and is there a difference?

Whilst mentoring can be hugely important in helping to tackle difficult issues in relation to your work and career, a sponsor is someone that will actively promote you to their contacts and network. They are very different things, and are likely to involve very different people.

MENTORING	SPONSORSHIP
Anyone with experience sought by a mentee can be a mentor	A sponsor is someone senior, often within your own or a related organisation who invests in your success
Mentors support mentees through informal discussion about career choices, progression, skills and confidence	A sponsor will promote you directly with their clients and contacts and give you opportunities to increase your experience and skills
Mentors can suggest how to increase your profile or experience	Sponsors will make connections for you and visibly champion you
Mentors will provide feedback to aid personal and professional development	A sponsor is personally committed to advancing your career

Mentoring and sponsorship will be appropriate at different stages in your career, but you're likely to need a sponsor if you're looking at taking on senior or management roles within your organisation.

Looking at how my career has progressed, I have definitely had more sponsors than mentors and two in particular stand out.

When I decided to retrain as a lawyer I was in my mid-30s with two small children and had been out of the education system for many years. I found it relatively easy to get back into studying, but had no contacts in the legal profession to help me understand how to go about getting a training contract or a job. My friends and neighbours were really helpful and made introductions to lawyers they knew - through a few of them I managed to get some days job-shadowing and from one day at Burges Salmon, applied and secured an interview for a training contract. The person who gave me that job-shadowing day at Burges Salmon continued to be hugely supportive and, once I had qualified, made me know that partnership was within my reach. I know that I would not be in the position I am now if he had not made those opportunities for me.

Sponsoring relationships are harder to 'ask for' than mentoring so it's important to make the most of opportunities when they are presented, especially where they can push us outside our comfort zones.

The key elements of a successful mentoring relationship

In my experience, the success of a mentoring relationship often comes down to the individual chemistry between the mentor and the mentee – and the willingness of each to really listen to each other. However, if the approach or expectations of those involved are not aligned, then there is little chance of the chemistry working.

I hear lots of people say that they would like a mentor, but before starting a mentoring relationship it's really important to be able to answer the following questions:

▷ *what do I want to achieve from the relationship?*

▷ *is there a particular issue I want to work through?*

Your answers to these questions will really direct the best person to act as mentor. If you are feeling stuck in your job, your mentor should be someone that has wider experience of a sector or industry and could help to give you a wider picture of your current position and the other options. If you are thinking of having children or about to return from extended leave, are you looking for someone who has managed a career and children or caring responsibilities and can help you to navigate your return to work?

▷ *how will the relationship work?*

▷ *is it important that you have face to face meetings or can they be done by telephone?*



Setting the parameters of the relationship is also important – you are both likely to be busy people and you will need to establish how often you meet and how. If you want to meet your mentor face to face this may restrict who is available. If you are happy to speak over the phone this is likely to open up your options for mentors. You will also need to be clear about when and how you make contact outside of meetings.

Some mentoring relationships last many years, often going through periods of more intense contact when there is a particular issue or challenge to discuss. Mentoring doesn't have to be an exclusive relationship. Don't be afraid to gather a group of people who can offer you mentoring support throughout your career - if you have a supportive mentor, the likelihood is that they will have a number of mentees.

There are lots of mentoring schemes available, both within organisations and through industry groups like EWIRE. The contacts you can make will definitely be influential, and may even be transformative, to your career. So, identify what you are looking for and go for it - you never know, you may also find that all important sponsor as part of the process.



Mentoring is a great way of sharing experiences, giving a different perspective and opening doors to networks that often seem closed.

Keith Anderson, CEO, Scottish Power







“ Changing culture and building diverse teams

Sonia McCorquodale Cruise, managing director, Commercial Welsh Water



Changing culture requires patience and a financial need

Company culture can be a real blocker to improving diversity within an organisation but, equally, we can use it to drive change more quickly if you can find the right supporters. Companies with a more conscious purpose and a grounded culture are often seen as more open to change. They may have been set up by entrepreneurial founders seeking to make a transformation within their sector, or an ethical capitalist working on improving the economic balance between the corporate, the community and the environment. Whether this applies to you or not, you can still influence the culture in the way that you build your team around you. It's maybe not advisable to go completely off-piste, but you can find a way to begin to position change within the system by considering the images used, the role models promoted, the "company language," and having an influential sponsor. And be patient, it will take time.

Wouldn't it be boring if we all looked the same, sounded the same and told the same jokes? Why is it then that so many companies hire the same types over and over again? Look around you... what are the views of your peers ... and what about your company Board? We can't honestly expect to really drive successful innovation when groupthink is kept as the norm. So let's make changes to the system in which we operate.

Having moved house over 20 times and lived in 8 countries in the past 40 years, I am used to being the odd one out. Creating a culture to promote diversity and inclusion, and support new ideas has always been a real passion of mine; to break the barriers that can exist in society and business.

Diversity pays

Diversity will not only improve the company culture, it is key to creating a successful team and improving the performance and profitability of the business in which you work. The "Delivering through Diversity"¹, report by McKinsey shows a clear correlation between increased gender diversity and increased financial performance against their peers in the sector.

¹ <http://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>



Who we are and what we believe in is deeply rooted in our past.
A team will be strengthened by the diversity of its experience.



Companies in the top-quartile for gender diversity on their executive teams were 21% more likely to have above-average profitability than companies in the fourth quartile.¹

Having worked on trading floors, at power stations, for large established companies and in entrepreneurial, agile businesses I have experienced a range of company cultures. Some had diversity higher up the agenda than others, but a typical trend was that the company mirrored the diversity seen on the board.

Hiring and building diverse teams

We each hold within ourselves a complex history influenced by our experiences and shaped by those we come into contact with. These form the basis for our values and beliefs and ultimately determine how we perceive and act within our systemic environment. We look through our own unique lens when we make decisions.

Who we are and what we believe in is deeply rooted in our past. A team will be strengthened by the diversity of its experience.

Managers often hire in their own likeness. Challenge that by hiring what you don't bring to the business – you may be surprised and it can be very helpful just to identify what you don't bring to the business. It can be harder to manage individuals who don't think the same way as you, and it takes confidence and an open mind to do so, but they will bring a new perspective and challenge the status quo. Do you really want 10 lookalikes agreeing with everything you say?

You need to be mindful that women may act and think differently from men. Be aware that women are more likely to wait for a gap in conversation before contributing. This is not because they don't have anything to say, but because they prefer not to speak over colleagues.

Consider the language you use to attract people to your organisation, your interview style and the selection process. Is this too "standardised", or does it funnel only one personality type through? Could you accommodate flexible working? If yes then say so. Does the role really require a degree qualification or does the right experience add the same value? Is direct experience in your industry really useful, or does it just contribute to groupthink? Expand your perspective.

As you form your team, get to know the individuals within your team and get them to know each other.

As the team evolves, the depth of their shared experiences and the awareness of each other's systems will bring a richness to their collective purpose. As projects come and go, and different individuals come in and out of the team, their influence and perspective will continue to shape the attributes of the organisation going forward, at least for a period.

So, now look around you again. What attributes, experiences and perspectives are you missing in your team? What changes are you going to make? Who can support and sponsor your change and not only recognise but shout about the economic value that diversity brings.



¹ www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Delivering%20through%20diversity/Delivering-through-diversity_full-report.aspx



“ Since becoming Energy and Clean Growth Minister, I’ve had the pleasure to meet some incredible women who are powering the energy sector, from engineers to project managers. What’s exciting about the transition into clean growth is the range of opportunities available for female talent to not only keep the UK powered but develop new innovations.

Diversity is a key focus of our modern Industrial Strategy and we’re investing an additional £406 million in maths, digital, and technical education which will help women flourish in our growing green economy.

Claire Perry MP, Energy and Clean Growth Minister



Working in Parliament it has been uplifting to witness the remarkable achievements of the clean energy sector in recent years. From small beginnings renewable energy now provides over 30% of our power.

But we know there is much more to be done to transform our whole energy system and meet our legally and morally binding carbon targets. I am convinced that to achieve change of this scale we will need to harness the diverse skills of the whole population.

That is why, without any hesitation, I'm supporting Regen's EWiRE network and the vital role it plays in helping women to achieve their potential to accelerate change in the energy sector.

Lord Robin Teverson



Align your brand with a more inclusive and low carbon future

EWiRE is a vibrant network for women in clean energy with over 500 leaders and professionals – a network that champions and celebrates gender diversity in one of the world's fastest growing industries.

We have an ambitious programme to support more women leading the transition to a clean, decentralised and flexible energy system. But we know we can't do that alone.

We are now inviting leading organisations who are interested in seeing real change in diversity across the clean energy sector to work with us by sponsoring the network.

Losing female talent comes at a huge cost to business. By partnering with EWiRE and its programme of activities, you can send a clear message throughout your organisation, and to your partners and customers, that you are committed to achieving gender diversity and recognising the role that women play as drivers of change in the energy transition.

The facts around gender diversity in the workforce are well established. Building a balanced team isn't simply a matter of ethics; it's good business sense. Research shows that gender diverse organisations are more innovative and in touch with their customer base. They are also more profitable.

Sponsorship

Sponsorship of EWiRE offers you the opportunity to deepen your organisation's relationship with clients, policy makers, partners and industry leaders who share your commitment to diversity.

We are inviting companies to commit investment in the network for three years, to enable a sustained investment in a programme of activity that will make the clean energy sector a leader in diversity. Rather than a fixed set of benefits, we set out to build a dynamic partnership with our sponsors. We seek to agree how EWiRE can deliver tangible results, while the sponsor is active in helping the network develop.

EWiRE is run by Regen, a not-for-profit centre of energy expertise and market insight whose mission is to transform the world's energy systems for a low carbon future.

Contact Rachel Hayes, founder of EWiRE, rhayes@regen.co.uk



WHAT IS THE CURRENT SITUATION IN THE UK?



NEARLY **TWO-THIRDS** OF LEADING ENERGY COMPANIES HAVE **NO WOMEN** ON THEIR BOARDS¹

55% of women working in clean energy are the **primary wage earner** for their families

31% of women value 'career development' over 'job security' (16%) or 'salary' (14%)

when asked what the most important options were when considering a new role²



IS THE SITUATION GETTING BETTER?

ENERGY REMAINS A MALE-DOMINATED INDUSTRY,

85% across sectors are men but women are better represented in the energy management, utilities and renewables sectors⁴



Only **13%** of board seats...

and **6%** of executive positions are occupied by women and...

half the boards of the top 80 energy companies have NO WOMEN AT ALL

The issue is getting better with more women in the sector before.

Approximately

19% of women working in the energy sector in the UK, work in Renewables,

compared to...

10% globally

When looking at **EXPERIENCE** the renewables sector **HAD THE BEST REPRESENTATION** of women at

63%⁵

WHY DOES IT BENEFIT THE SECTOR TO INCREASE DIVERSITY?



FULLY UTILISING RETURNING FEMALE PROFESSIONALS WOULD BOOST UK GDP BY **£1.7 BILLION**⁶

Closing the pay gap could increase female earnings by **£90 billion**⁷



10% increase of women in senior management

Top companies for gender diversity were **21% more likely to have above-average profitability**⁸

has demonstrated a **3.5% increase in a company returns in the UK**⁹

WHERE ARE WE GOING? WHAT DOES THE FUTURE LOOK LIKE?



Gender pay gap will close in **2041**¹⁰

32% of women have thought about leaving the energy industry in the next 2-4 years¹¹

32%

84% of women in the energy sector would encourage a female friend to pursue a career in Energy¹²

84%



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Entrepreneurial Women in Renewable Energy

www.regen.co.uk