

# PACIFIC WOMEN IN POWER

## women's Employment in the Pacific Power sector



BASELINE REPORT  
October 2024

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# Contents

Contents	
List of Tables	
List of Figures	
Abbreviations and Acronyms	
Acknowledgement	
Executive Summary .....	i
01. INTRODUCTION .....	1
02. METHODOLOGY .....	3
03. PACIFIC ENERGY .....	7
The Energy Sector in PICs .....	9
Labor Mobility and Retention .....	10
04. GENDER BASELINE DATA FOR PACIFIC POWER UTILITIES .....	13
Women's Representation in Pacific Power Utilities .....	14
Organizational Framework .....	21
Attraction, Recruitment, and Hiring Policies .....	24
Retention Policies .....	26
Advancement Policies .....	34
Gender-Inclusive Procurement .....	37
Community Corporate Social Responsibility and Benefit-Sharing Projects .....	38
05. GENDER BASELINE DATA FOR PACIFIC ENERGY MINISTRIES .....	41
Female Representation in Energy-Related Government Institutions .....	41
Organizational Framework .....	41
Attraction, Recruitment, and Hiring Policies .....	44
Retention Policies .....	44
Advancement Policies .....	45
Gender-Inclusive Procurement .....	45
Customer and Community Projects .....	46
06. RECOMMENDATION .....	47
Gender Equality Policies and Procedures .....	48
School-to-Work Programs and Targeting of Women in Recruitment .....	50
Appropriate Retention Policies .....	53
Women's Leadership and Succession Planning .....	54
Gender Safety, Workplace Equipment, and Facility Audits .....	56
Company Gender Profile .....	57
Summary of Key Recommendations .....	59
REFERENCES .....	61
APPENDIX A. PACIFIC REGIONAL SUMMARY DATA (PWIP Survey 2023) .....	67
APPENDIX B. COUNTRY-LEVEL DATA (PWIP Survey 2023) .....	69
CHUUK (FSM) – CHUUK PUBLIC UTILITY CORPORATION (CPUC) .....	69

COOK ISLANDS – Te Aponga Uira.....	73
FIJI – ENERGY FIJI LIMITED (EFL) .....	77
FIJI – Department of Energy, Ministry of Public Works, Meteorological Services and Transport (MPWMST).....	81
KIRIBATI – Kiribati Public Utilities Board (PUB).....	85
KOSRAE (FSM) – Kosrae Utility Authority (KUA).....	89
MARSHALL ISLANDS – Marshalls Energy Company (MEC).....	93
MARSHALL ISLANDS – National Energy Office (NEO).....	97
NAURU – Department of Climate Change & National Resilience (DCCNR).....	101
PAPUA NEW GUINEA – PNG Power Limited (PPL).....	105
PAPUA NEW GUINEA – National Energy Authority (NEA).....	109
POHNPEI (FSM) – Pohnpei Utilities Corporation .....	113
SAMOA – Samoa Electric Power Corporation (EPC).....	117
SOLOMON ISLANDS – SOLOMON POWER.....	121
SOLOMON ISLANDS – Energy Division, Ministry of Mines, Energy and Rural Electrification (MMERE).....	125
TONGA – Tonga Power Limited (TPL).....	129
TONGA – Department of Energy, Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications (MEIDECC).....	133
TUVALU – Tuvalu Electricity Corporation.....	137
TUVALU – Ministry of Energy and Transport (MET).....	141
VANUATU – UNELCO ENGIE Vanuatu Ltd.....	145
YAP (FSM) – Yap State Public Service Corporation (YSPSC).....	149

# List of Tables

Table 1. Surveyed power utilities and energy sector government entities .....	5
Table 2. Country-level background data.....	8
Table 3. Legal frameworks and regulations surrounding parental leave in PICs.....	29
Table 4. Gender and energy links in national policies in PICs.....	43
Table 5. Surveyed power utilities and energy sector government entities.....	67
Table 6. Share of female employees in power utilities (consolidated data) .....	68
Table 7. Share of female employees in energy sector government entities (consolidated data) .....	68

# List of Figures

Figure 1. The gender gap in labor force participation in 13 PICs .....	8
Figure 2. Headcount in surveyed Pacific power utilities, 2023.....	14
Figure 3. Female employees in surveyed Pacific power utilities, by sub-region, 2023 .....	14
Figure 4. Share of female employees in Pacific power utilities, 2015–21 .....	14
Figure 5. Share of female employees in surveyed Pacific power utilities, 2023 .....	15
Figure 6. Share of female employees in headquarters and subdivisions in surveyed Pacific power utilities, 2023 .....	15
Figure 7. Share of female employees in surveyed Pacific power utilities, by position, 2023 .....	15
Figure 8. Share of female technical and executive staff in Pacific power utilities, 2015–21 .....	16
Figure 9. Respondents' beliefs about women's professional capabilities .....	17
Figure 10. Respondents' beliefs on social norms limiting women's entry into the energy sector .....	17
Figure 11. Society's perception on social norms hindering women's entry into energy careers .....	18
Figure 12. Enrollment and graduation data, School of Information Technology, Engineering, Mathematics and Physics at the University of South Pacific, 2017–23 .....	18
Figure 13. Respondents' beliefs on prevailing opinions hindering women's career in energy .....	19
Figure 14. Share of male and female staff in surveyed Pacific power utilities, by education level, 2023.....	20
Figure 15. Gender-related organizational frameworks in surveyed Pacific power utilities .....	21
Figure 16. Gender quotas or targets in surveyed Pacific power utilities .....	22
Figure 17. Partnerships and networks focusing on gender equality involving surveyed Pacific power utilities .....	23
Figure 18. Monitoring and evaluation mechanisms in surveyed Pacific power utilities .....	24
Figure 19. Apprenticeships and internships provided by surveyed Pacific power utilities .....	25
Figure 20. Share of Pacific power utilities with recruitment policies targeting women.....	25
Figure 21. Share of Pacific power utilities with job advertisements targeting women.....	26
Figure 22. Flexible work arrangements offered by surveyed power utilities in the Pacific .....	27
Figure 23. Share of surveyed Pacific power utilities offering paid family and medical leave .....	27
Figure 24. Share of surveyed Pacific power utilities offering paid maternity and paternity leave.....	29
Figure 25. Share of surveyed Pacific power utilities offering childcare services and work-from-home options ....	29
Figure 26. Most common reasons cited for why a male-dominated workplace culture can be unwelcoming or even hostile to women .....	30
Figure 27. Share of surveyed Pacific power utilities with policies on workplace sexual harassment.....	31
Figure 28. Share of surveyed Pacific power utilities with policies on domestic and sexual violence .....	32
Figure 29. Workplace facilities in surveyed Pacific power utilities.....	33
Figure 30. Transportation and equipment for women in surveyed Pacific power utilities .....	33

Figure 31. Family benefits and social events offered by surveyed Pacific power utilities.....	34
Figure 32. Most common reasons cited for why company managers and leaders do not want to hire or promote women.....	35
Figure 33. Promotion policies targeting women in surveyed Pacific power utilities.....	35
Figure 34. Training and continuing education opportunities offered by surveyed Pacific power utilities.....	36
Figure 35. Participants over the last 12 months in training and education opportunities provided by surveyed Pacific power utilities.....	36
Figure 36. Mentorship programs offered by surveyed Pacific power utilities and share of participants by gender in the last 12 months .....	37
Figure 37. Procurement policies and targets related to women-owned or women-led businesses in surveyed Pacific power utilities.....	38
Figure 38. Community initiatives in surveyed Pacific power utilities .....	39
Figure 39. Total headcount and share of female employees in surveyed Pacific government energy institutions .....	42
Figure 40. Share of female employees in surveyed Pacific government energy institutions, by position .....	42





# Abbreviations and Acronyms

<b>CBS</b>	community benefit sharing
<b>CEO</b>	chief executive officer
<b>CPUC</b>	Chuuk Public Utility Corporation
<b>CSR</b>	corporate social responsibility
<b>DCCNR</b>	Department of Climate Change & National Resilience
<b>DoE</b>	Department of Energy
<b>EFL</b>	Energy Fiji Limited
<b>EPC</b>	Electric Power Corporation
<b>FSM</b>	Federated States of Micronesia
<b>GBV</b>	gender-based violence
<b>HR</b>	human resources
<b>KUA</b>	Kosrae Utility Authority
<b>MEC</b>	Marshalls Energy Company
<b>MEIDECC</b>	Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications
<b>MET</b>	Ministry of Energy and Transport
<b>MMERE</b>	Ministry of Mines, Energy and Rural Electrification
<b>MPWMST</b>	Ministry of Public Works, Meteorological Services and Transport
<b>NEA</b>	National Energy Authority
<b>NEO</b>	National Energy Office
<b>PICs</b>	Pacific Island Countries
<b>PNG</b>	Papua New Guinea
<b>PPA</b>	Pacific Power Association
<b>PPL</b>	PNG Power Limited
<b>PUB</b>	Public Utilities Board

<b>PUC</b>	Pohnpei Utility Corporation
<b>PWIP</b>	Pacific Women in Power
<b>SPC</b>	Pacific Community
<b>STEM</b>	science, technology, engineering, and mathematics
<b>TPL</b>	Tonga Power Limited
<b>WBL</b>	Women, Business and the Law
<b>YSPSC</b>	Yap State Public Service Corporation

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# Executive Summary

## Barriers to Growth: Gender Inequality and Infrastructure in the Pacific Islands' Energy Sector

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Pacific Island Countries (PICs) face economic challenges due to their remoteness, limited resources, and gender inequality. The remoteness, size, and limited resources of Pacific Island Countries (PICs) contribute to several economic challenges, including limited economies of scale, high transportation costs, and vulnerability to external shocks. While economies vary across the region, most countries rank relatively low on human development and gender equality indices. To address these challenges, PICs are increasingly focused on sustainable development and economic diversification to build resilience and improve living standards (World Bank 2023).

The energy sector plays a crucial role in addressing these challenges by providing reliable and climate sustainable energy solutions. The future growth of the Pacific region's energy sector is focused on addressing energy access and upgrading outdated infrastructure. Countries have set ambitious targets for improving access and for investing in renewable energy to address the current reliance on costly fossil fuels and mitigate longer-term climate risks. Nevertheless, among the challenges, limited technical expertise and institutional capacity hinder PICs' energy transition and the development of a robust energy sector.

Increasing women's employment in the energy sector is essential for building a strong and sustainable energy industry, as the sector needs all available talent to succeed in its transition. The employment gender gap in favor of men ranges from less than two percentage points to over 38 percentage points in PICs, and women are more likely to work in vulnerable employment and the informal sector, facing barriers related to social norms and high levels of gender-based violence (GBV) in some countries. Additionally, out-migration from PICs has resulted in brain drain, leading to shortages of skilled workers, limited returns on investments in human capital, and retention issues for organizations.

The baseline data presented in this report reveals a stark gender disparity in the Pacific energy sector. Women's representation in the energy sector is generally low, with women averaging only 18.5 percent of employees in energy utilities and 23.8 percent in energy sector government entities. In both government and utilities, women are underrepresented in management (22.2 percent in utilities and 20 percent in government) and technical (5.4 percent in utilities and 7.0 percent in government) positions, while being overrepresented in administrative and support roles (67.2 percent in utilities and 78.6 percent in government). These low rates of women in non-administrative roles reflect the low numbers of women enrolled in technical programs at universities, low representation of women on university faculties, the persistence of negative stereotypes about women's technical capabilities, and the image of the energy sector as being male-dominated. Additionally, retention challenges related to unpleasant or unsafe working environments further exacerbate the issue.

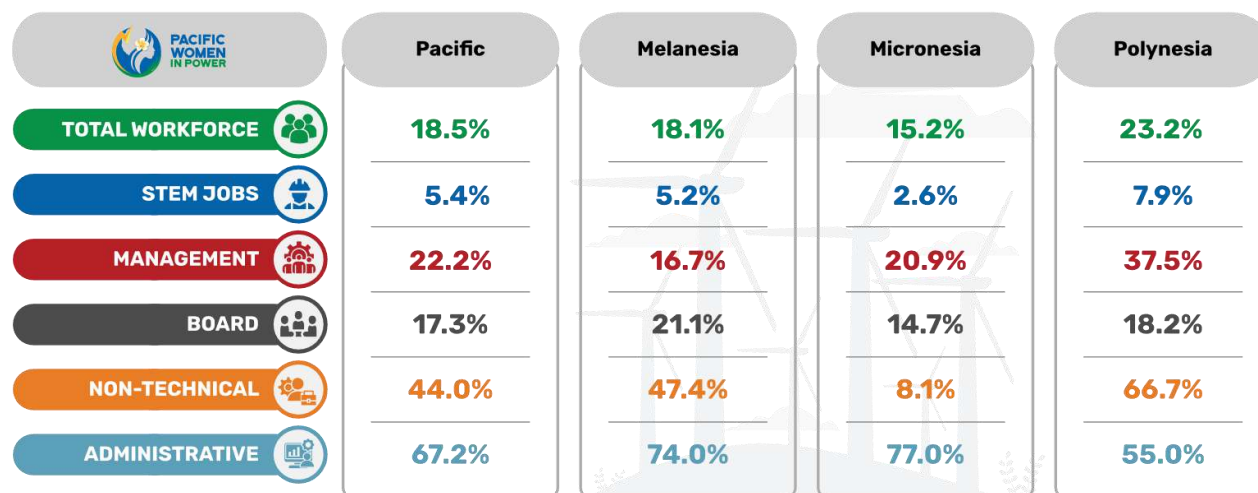
Globally, increasing women's employment in the energy sector is a strategic opportunity. Women represent an important untapped resource to address the shortage of skilled workers in the energy sector worldwide and in PICs. Despite accounting for only 16 percent of the global energy sector workforce<sup>1</sup> (IEA 2022a). Women are particularly underrepresented in leadership roles and technical positions, accounting for just under 14 percent of

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<sup>1</sup> Based on data from 48 countries.

senior management roles in the global energy sector and 16.5 percent in electric utilities and independent power producers (IEA 2021). Increasing representation of women in energy can contribute to easing the skills shortage that the sector faces. Moreover, women's skills and perspectives can help improve the sector's performance and sustainability.<sup>2</sup>

**Women are underrepresented in Pacific energy utilities, especially and technical and leadership positions, while overrepresented in administrative roles**



Source: Pacific Women in Power survey 2023

**Evidence underscores the economic benefits of improving women's employment.** In the Pacific Islands, World Bank research suggests that gross domestic product per capita could increase by 22 percent in the long term if women's employment rates matched those of men (Pennings 2022). Additionally, global research strongly supports the business case for gender diversity within organizations, highlighting benefits such as enhanced financial outcomes, heightened innovation, and better employee retention—particularly relevant for the Pacific energy sector.

The World Bank Pacific Women in Power (PWIP) program assists members of the Pacific Power Association (PPA) and the Pacific Community (SPC) to reach their goals for a gender-inclusive energy sector. Launched jointly by PPA and the World Bank in May 2023, PWIP aims to increase women's employment in the Pacific energy sector, especially their representation in technical and leadership positions. Pacific energy ministers endorsed the initiative, requesting that Pacific Island Countries (PICs) and development partners “support the Pacific Energy Gender Initiative and World Bank's Pacific Women in Power (PWIP) and other regional energy gender initiatives” (Pacific Community 2023). PWIP is being implemented in close partnership with PPA, to further PPA's mission ‘to support its members to promote and advance gender equality within a diverse and motivated workforce.’<sup>3</sup>

Ongoing energy transitions and decarbonization efforts are poised to bring profound shifts in the sector's employment, including massive new opportunities for job creation in clean energy and renewables. According to the International Renewable Energy Agency (IRENA), worldwide employment in the renewable energy sector grew by 700,000 from 2020-2021 and is expected to reach 38 million by 2030. As the renewable market expands, so must the workforce proficient in skills in renewable energy—the set of technical knowledge, expertise, and abilities required to utilize renewable technologies and processes effectively. However, demand for in areas such as green skills are increasing almost twice as fast as the availability of workers with matching experience according to research by LinkedIn (LinkedIn, 2023). For energy transitions to be truly people-centred, the diversity of the workforce must be a key focus in policy and programme design for training and skills

<sup>2</sup> IEA, “Energy and Gender” (<https://www.iea.org/topics/energy-and-gender>).

<sup>3</sup> Refer to PPA Gender Portal web page (<https://www.ppa.org.fj/gender-portal/>).

development (IEA, 2022b). Women are strongly underrepresented in the energy labor force, including in clean energy sector (for example accounting for only 16 percent of the global energy sector workforce).<sup>4</sup>

## PWIP Baseline Survey Findings and Promising Initiatives

This PWIP baseline report assesses women's employment in Pacific energy utilities and ministries, aiming to promote gender diversity and track progress. It aims to delineate the status of women's employment in energy utilities and ministries in PICs to help determine relevant entry points for improving gender diversity in the labor force and to provide a starting point for tracking progress. The report contributes to building the data necessary to support the design of initiatives by energy utilities and relevant ministries and partners for improving women's employment in the energy sector across PPA and SPC members. Given the diversity across countries the most relevant entry points for promoting gender equality in the energy sector will vary.

Primary baseline data come from several sources. A survey collected employment data and policies on attraction, recruitment, retention, and advancement of male and female employees in Pacific power utilities and government entities in the energy sector. It received responses from 14 utilities and seven government entities, representing 13 PICs. The survey was complemented by focus group discussions and key informant interviews with representatives of utilities and government entities. A second smaller survey on gender norms was conducted to enhance understanding of informal rules about acceptable or appropriate behaviors and how they relate to women's employment, as perceived by senior members of Pacific energy utilities. This survey was administered to 61 employees in management or senior technical positions in power utilities in PICs (representing Melanesia, Polynesia and Micronesia).

Key findings are outlined here, followed by a summary of each item.



### *Pacific Power Utilities Can Enhance Targets and Tracking with Gender Strategies*

Few utilities and government entities have formal gender strategies or action plans in place. A well-designed gender strategy is essential for creating a gender-inclusive workplace, demonstrating leadership commitment, and guiding the implementation of policies and initiatives that promote gender equality. Yet, there are some good practice examples to learn from and build on. For example, UNELCO ENGIE Vanuatu Ltd, part of the French group ENGIE and the only private company among surveyed utilities, has adopted a Global Policy for Diversity, Equity and Inclusion and a gender action plan, that aims to increase women's representation in management and reduce the gender pay gap. The National Energy Office in the Marshall Islands reported having a gender strategy or action plan in place, and the Chuuk Public Utility Corporation and PNG Power Limited. have

<sup>4</sup> Based on data from 48 countries.



adopted gender action plans under donor-funded projects with an opportunity for integrating those plans into the institutional structure of the utility.

**Gender targets or quotas are uncommon in surveyed utilities.** Gender quotas or targets can promote gender diversity, if potential challenges such as tokenism and backlash are addressed. Three utilities<sup>5</sup> have set explicit gender targets reflecting their commitment to gender diversity, but no government entities have done so.

**Partnerships to advance gender equality are rare among utilities and government entities.** Partnerships with gender equality organizations can provide expertise, resources, and support to help companies address gender inequalities and create more inclusive workplaces. Examples of collaboration involve Tonga's Department of Energy (DoE) which collaborated with its country's Ministry of Internal Affairs for gender training. PNG Power Limited reports collaborating with the Australian Infrastructure Financing Facility for the Pacific to develop policies on GBV and sexual exploitation, abuse, and harassment and to establish an Employee Management System. The utility also collaborates with the Business Coalition for Women in conducting Gender Smart Safety Training and a Gender Smart Safety Audit. Energy Fiji Limited had three mentees attend a Female Leaders in Energy initiative.

**Nearly half of the utilities conduct staff surveys, and the largest two (Energy Fiji Limited and PNG Power Limited) have undertaken gender safety audits.** Measuring and reporting on gender equality is essential for optimizing resources, improving transparency, and making informed decisions. By collecting and sharing data, organizations demonstrate their commitment to fairness and inclusivity, hold themselves accountable, and enable stakeholders to assess progress.

### *Promising Outreach Efforts Exist, but Systematic Approaches to Attract Women Talent in the Pacific Power Sector Are Lacking*

**While half of the utilities engage in outreach efforts, formal school-to-work programs or gender-specific targets are uncommon.** Effective attraction policies can help organizations attract top talent and create a positive employer image. By focusing on science, technology, engineering, and mathematics (STEM), utilities can build a pipeline of women candidates and partnering with universities can benefit both sides. Half of the utilities conduct a variety of outreach efforts or are in contact with a university. In the Cook Islands, Te Aponga Uira O Tumu-Te-Varorvaro (Te Aponga Uira) frequently participates in career expos to raise awareness about the utility's employment prospects. A female line mechanic from Tonga Power Limited was featured in a local newspaper and spoke to students about her career, inspiring young girls and women. UNELCO ENGIE Vanuatu Ltd coordinates with universities on recruitment opportunities for graduates. Samoa Electric Power Corporation hired students as part-timers (among which 25 percent women) to help them meet their work experience requirement for their Bachelor of Engineering degree, and later recruited most of them to permanent positions. Energy Fiji Limited and Solomon Power have also participated in this program. Kosrae Utility Authority is partnering with the College of Micronesia for an apprenticeship program. But no utility has established formal school-to-work programs or attraction policies, and none have formal and tracked targets for female students.

**Women are underrepresented in apprenticeships and internships at Pacific power utilities.** Only 27.6 percent of apprentices and 15.7 percent of technical interns are women. Nontechnical internships are less common, with women making up only 6.5 percent of participants. Despite this, few utilities actively seek to increase female participation or set targets for female interns. Few government entities offer internships, and none have gender targets. Tonga's DoE is the only surveyed institution that offers apprenticeships, whereas Fiji's DoE and Tuvalu's Ministry of Energy and Transport provide technical internships. Fiji's DoE also offers nontechnical internships.

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<sup>5</sup> Chuuk Public Utility Corporation's gender target for board members is part of a gender action plan established under a donor-funded project. PNG Power Limited has a government-set gender target for all employees of 18.5 percent, up from 16.7 percent in 2023. UNELCO ENGIE Vanuatu Ltd reported gender targets for Board membership and senior management.



### *Limited Recruitment and Hiring Policies Targeting Women*

**All surveyed power utilities provide gender-equal employment rights to their employees, but some PICs have legal restrictions on women's employment rights.** All utilities have policies stating that men and women have equal rights to hold any position or role. However, some countries have legal restrictions on women's ability to work at night, in dangerous jobs, or in industrial roles. Additionally, gender-based discrimination in recruitment is not prohibited in all PICs.

**None of the utilities has a policy targeting women's recruitment, but some engage in initiatives to recruit more women.** Recruitment and hiring policies are crucial for organizations to navigate the hiring process, create an inclusive environment, and ensure legal compliance. Policies can vary but overall aim to promote fair and equitable hiring practices. Some utilities make occasional efforts to hire more women. For example, Tonga Power Limited gives preference to female candidates holding a certificate of electrical engineering in some of its donor-supported projects that include a gender target. Also, when no qualified women were available, its project in Ha'apai supported the training of local women—who still work for the project as qualified line mechanics. UNELCO ENGIE Vanuatu Ltd runs an initiative called 'Ambassador Technician,' whereby a technician gives presentations to women and girls about the job and encourages them to pursue a career in the field.

### *Retaining Talent with Flexible Work Arrangements but Gaps in Family Benefits*

**Most power utilities offer flexible work arrangements, with flexible core hours or compressed work schedules being the most common.** Flexible working arrangements can help retain employees, especially women who are often primary caregivers. Offering flexible options can reduce attrition and foster long-term female workforce participation. While most utilities provide at least one flexible work arrangement, half of them provide multiple options. Solomon Power offers three types of flexible work arrangements and allows home-based work for those with caregiving responsibilities. Introduced in 2022 following a Board decision, the home-based work policy provides managers with guidelines for making consistent decisions on flexible work requests. This policy applies to all employees except those whose jobs cannot be performed remotely, such as field crew, drivers, and cashiers.

**Most utilities offer paid maternity and paternity leave, but many struggle to provide comprehensive family and medical leave benefits, and childcare support or work-from-home policies.** Across the Pacific, caring for children between zero and six years old falls disproportionately on women (ADB and UN Women 2018). This gendered division of childcare is impeding progress towards women's labor force participation. Almost all utilities offer paid maternity leave of varying duration, and most offer paid paternity leave. Most utilities offer one to three months of paid maternity leave, while Energy Fiji Limited, Kosrae Utility Authority and UNELCO ENGIE Vanuatu Ltd offer 14 weeks. While 14 weeks is a legal requirement only in Fiji, the other two utilities exceed legal requirements. Kosrae Utility Authority and UNELCO ENGIE Vanuatu Ltd also offer phased return schedules for returning mothers. While no PIC legally requires paid paternity leave, nine utilities offer it, ranging from one to 10 days. Although family and medical leave benefits are critical, especially for women, few utilities offer them. Family leave allows employees to take time off for illness or family caregiving. Two utilities – Kiribati Public Utilities Board and Solomon Power – offer paid family and medical leave to their staff, corresponding to about 20 days of paid medical leave and 3–5 days of compassionate leave. None of the surveyed power utilities provides childcare support services, and none of the utilities reported having a collaboration with childcare service providers to support working parents, which may be due to the lack of such providers in the area. Three utilities – Energy Fiji Limited, Samoa Electric Power Corporation and Solomon Power—have work-from-home policies to support employees' care responsibilities.

**Most power utilities offer some type of family benefits or social events.** Staff engagement and well-being activities contribute to positive outcomes for both employees and organizations. Engaged employees are more productive, satisfied, and healthy, while organizations benefit from improved reputation, lower absenteeism, and increased profitability. Most utilities hold regular family events, such as holiday celebrations or sports events and several offer other programs to promote work-life balance (such as sports programs, social clubs, and education

assistance). About one third provides benefits, such as health insurance, to family members. UNELCO ENGIE Vanuatu Ltd offers all three types of benefits and events.

### *Utilities Struggle with Implementing Respectful Workplace Policies*

**Most utilities have established policies addressing workplace bullying and sexual harassment, but implementation and provision of training present challenges.** Policies addressing workplace bullying and sexual harassment play an important role in creating a safe, respectful, and inclusive workplace, which fosters employee retention. While only two PICs (Fiji and Kiribati) have laws addressing sexual harassment in their employment codes, most utilities have adopted rules, regulations, or policies to address bullying and sexual harassment in the workplace; and have a formal grievance procedure in place (but it rarely includes a female focal point). Some utilities make educational and awareness training material available to staff, and only two – Cook Islands Te Aponga Uira and UNELCO ENGIE Vanuatu Ltd – offer anti-harassment training. Psychosocial support (such as paid counselling) for employees suffering from workplace bullying or harassment is also uncommon.

**Domestic and sexual violence are rarely addressed in national legislation, but companies can adopt policies to prevent workplace violence, ensure employee productivity, and offer crisis management guidelines.** Four PICs (Kiribati, Marshall Islands, Solomon Islands, and Tonga) have domestic violence laws, typically as part of family acts or the criminal code rather than the employment code. Domestic and sexual violence policies aim to protect employees, promote a culture of empathy, and retain talent. Energy Fiji Limited, Solomon Power, and UNELCO ENGIE Vanuatu Ltd have implemented rules, regulations, or policies to address domestic and sexual violence. These utilities also have formal internal referral systems and designated focal points for employees experiencing or affected by such violence. Several utilities have internal communication mechanisms to raise awareness and some offer psychological support for employees experiencing domestic and sexual violence.

**All surveyed utilities provide some facilities and equipment to meet women's needs but few offer a comprehensive range.** Adapting workplace facilities and equipment to meet women's needs is crucial for creating an inclusive and supportive work environment in the energy sector. This includes providing appropriate sanitation facilities, adequate lighting, personal protective equipment, and safe transportation arrangements. Addressing these needs is essential for attracting and retaining female talent in the industry. While all utilities provide amenities to accommodate women's needs, a limited number offer a comprehensive range of such facilities. Over a third of the surveyed utilities provide fewer than half of the amenities to accommodate women's needs. Only Fiji Energy Limited and UNELCO ENGIE Vanuatu Ltd provide the full range of amenities.

### *Women Face Significant Barriers to Career Progression within Utilities*

**Advancement policies are crucial for enhancing workforce talent and addressing skills gaps, but women continue to face challenges in career progression.** In the PWIP Gender Norms survey, one in four respondents believe that managers are less likely to hire or promote women. None of the utilities or government entities has a promotion or succession planning program targeting women. UNELCO ENGIE Vanuatu Ltd has a target of 50 percent of women in management by 2030, but it has no specific program targeting the promotion of women into management. Utilities often rely on their non-discrimination and merit-based policies to avoid adopting more tailored approaches. While not always part of a fully developed comprehensive promotion policy, some utilities institute some gender equality actions. For example, the Kiribati Public Utilities Board urges women to fulfill the promotion criteria to be considered for promotion on equal terms with men, encouraging women to take advantage of the utility's reimbursement scheme to obtain the highest possible qualification to ensure that they meet promotion requirements. It also commits to ensuring women's inclusion in selection committees, thereby enhancing the likelihood that women will be promoted.

**Almost all utilities offer some type of training, but women are always the minority among participants.** Training is crucial for career advancement, but women are less likely to benefit from it, as cultural norms and ineffective training design can hinder women's participation. In surveyed utilities, women represented only 6.1 percent of STEM training participants, and 7.5 percent of professional development training participants. Women accounted for 8.3 percent of scholarship recipients for additional degrees or certifications.

**Most utilities lack mentorship programs and women are underrepresented in existing ones.** Mentorship programs are crucial for promoting women in technical roles and bridging the gender gap in the energy sector. The lack of mentors and female role models contributes to low recruitment and retention rates for women in technical positions. Cook Islands Te Aponga Uira, Energy Fiji Limited and UNELCO ENGIE Vanuatu Ltd have mentorship programs engaging 75 employees in total, among which only seven are women. Projects like the World Bank Pac Isl-GEF-Sustainable Energy Finance have focused on knowledge sharing and capacity building on renewable energy and energy efficiency technologies. These initiatives are essential for equipping the workforce with the necessary skills to support the transition to renewable energy.

### *Emerging Trends of Gender Equality in Procurement and Community Programs*

**While none of the utilities have specific procurement policies for women-owned businesses, some have engaged women-owned companies.** Gender-responsive procurement can promote women's entrepreneurship and benefit both corporations and women-owned businesses, leading to economic growth and sustainable development. None of the utilities has a procurement policy targeting women-owned or women-led businesses or has targets for procuring goods and services from those businesses. However, UNELCO ENGIE Vanuatu Ltd has engaged two technical women-owned companies to lay cable and pipes, installing distribution networks for power and water that met the specifications for procurement. Three utilities – Cook Islands Te Aponga Uira, Energy Fiji Limited and UNELCO ENGIE Vanuatu Ltd – held information sessions for local businesses on goods and service tenders. Also, Energy Fiji Limited, Marshall Islands' National Energy Office and UNELCO ENGIE Vanuatu Ltd are aware of areas where women-owned and women-led businesses could play a large role in the procurement of goods and services for the utility or the sector, such as uniforms and safety gear.

**Several utilities integrate gender-related activities into their community corporate social responsibility (CSR) and community benefit-sharing (CBS) initiatives.** Community corporate social responsibility (CSR) and community benefit-sharing (CBS) projects can offer many benefits, including fostering gender equality. They can focus on environmental protection, healthcare, education, infrastructure, or economic development. They may also contribute to improving gender equality by ensuring that women benefit equally from the projects or development outcomes. These projects can also enhance an organization's reputation, increase customer loyalty, and strengthen community relationships. Half of the utilities with CSR and community CBS include gender equality considerations. PNG Power Limited requires contractors to demonstrate female participation in their management or workforce for donor-funded projects. Tonga Power Limited's Nuku'alofa Network Upgrade Project includes a gender action plan that sets targets for women's participation in various aspects of the project, such as consultations, surveys, training, and among technical workers on project sites. Several utilities identified areas in which they would like to do more on customer- or community-facing projects and programs with a gender focus. The Kiribati Public Utilities Board aims to support education and awareness around gender-related issues and challenges. PNG Power Limited seeks to encourage girls in primary and secondary school to follow technical and STEM studies. Samoa Electric Power Corporation aspires to implement outreach programs in community (grassroots) education programs, such as in primary schools, to encourage girls' participation in STEM-related subject areas. Tonga Power Limited seeks to establish outreach programs to raise awareness about opportunities for women and girls within the utility.

## Recommendations

To address the gender gaps and opportunities identified in the findings, the baseline report identifies a list of recommendations that are based on consultations with representatives from Pacific utilities (management, technical staff, HR staff and Board members) and international good practice for what works to increase women's employment. Recommendations fall into six areas outlined in the figure below.

**PWIP will prioritize initiatives in six areas to help energy organizations advance gender equality**



Source: Pacific Women in Power

The matrix below summarizes the recommendations, along with examples of potential entry points for select utilities and energy ministries included in the Pacific Women in Power Baseline. Between 2024 and 2026, the World Bank Pacific Women in Power program will offer technical assistance to select energy utilities and ministries. This support will help design and implement interventions that can increase women's employment in the energy industry. The selection of utilities and energy ministries will be based on their interest and commitment; existing gender gaps as per the baseline survey, and alignment with existing or planned World Bank investments.

Focus Area	Proposed Interventions	Example of PWIP Counterparts who participated in the baseline report and for whom the interventions could be relevant
<b>Gender Equality Policies and Procedures</b>	<p>Focus on gender and women's employment in organizational policies and procedures through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Adopt a gender strategy or gender action plan</li> <li>• Adopt or change policies and procedures</li> <li>• Establish measuring and reporting mechanisms on gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Chuuk Public Utility Corporation</li> <li>• Solomon Power</li> <li>• Solomon Islands Energy Division MMERE</li> </ul>
<b>School-to-Work Programs and Targeting of Women in Recruitment</b>	<p>Enhance awareness and entry into energy sector careers for women through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Build the pipeline of women in STEM professions by supporting the transition from education to employment</li> <li>• Create recruiting and hiring processes that demonstrate a genuine commitment to diversity and gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Cook Islands Te Aponga Uira</li> <li>• Kosrae Utility Authority</li> <li>• Marshall Islands NEO</li> <li>• Marshalls Energy Compan</li> </ul>
<b>Appropriate Retention Policies</b>	<p>Enhance retention of women employees through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Offer competitive workplace benefits to retain skilled staff and foster a positive work culture</li> <li>• Accommodating care responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Samoa Electric Power Corporation</li> <li>• UNELCO ENGIE Vanuatu Limited</li> </ul>
<b>Women's Leadership and Succession Planning</b>	<p>Increase women's leadership and create impactful plans to advance women through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Women's leadership and succession planning</li> <li>• Create an equitable and merit-based promotion system aiming to contribute to more diverse leadership</li> <li>• Provide targeted training to create strong pipeline of female talent</li> <li>• Provide mentorship and sponsorship programs to male and female employees</li> </ul>	<ul style="list-style-type: none"> <li>• Kiribati Public Utilities Board</li> <li>• Tonga DoE, MEIDECC</li> <li>• Tonga Power Limited</li> <li>• Tuvalu Electricity Corporation</li> </ul>
<b>Gender Safety, Workplace Equipment, and Facility Audits</b>	<p>Strengthen workplace safety culture through equipment and facility audits which:</p> <ul style="list-style-type: none"> <li>• Promote a safe and inclusive work environment</li> <li>• Implementing GBV and respectful workplace policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• PNG National Energy Authority</li> <li>• PNG Power Limited</li> <li>• Nauru DCCNR</li> </ul>
<b>Company Gender Profile</b>	<p>Focus on targeted communications on gender and women's employment to enhance actions and showcase progress through actions sch as:</p> <ul style="list-style-type: none"> <li>• Showcase the business benefits of promoting gender equality</li> <li>• Communicate commitment to gender equality</li> <li>• Designate diversity champions</li> <li>• Enhance employer branding for women and engage with community</li> <li>• Form strategic partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Fiji DoE, MPWMST</li> <li>• Energy Fiji Limited</li> </ul>

Source: World Bank PWIP team

Notes: MMERE = Ministry of Mines, Energy and Rural Electrification; NEO = National Energy Office; DoE = Department of Energy; MEIDECC = Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications; PNG = Papua New Guinea; DCCNR = Department of Climate Change & National Resilience; MPWMST = Ministry of Public Works, Meteorological Services and Transport.







# INTRODUCTION

The Pacific countries' development objectives and the World Bank's mission to eliminate poverty and on a livable planet all rely heavily on a robust, efficient, and sustainable energy sector. The sector is a crucial component for achieving these high-level goals, in part because of the importance of energy supply and infrastructure in an increasingly technical world. And in part because of the sector's potential to ensure jobs, including women's equitable access to employment opportunities, which benefits not only women but also countries and the energy sector itself. For example, the World Bank's research suggests that, on average, in the Pacific Island economies, gross domestic product per capita could increase by 22 percent in the long term if women's employment rates matched those of men (Pennings 2022).

Global research also strongly supports the business case for gender diversity within companies. Benefits of a gender-diverse workforce include enhanced financial outcomes, heightened innovation, and—notably for the Pacific energy sector—better employee retention. Research from McKinsey & Company (2010) indicates that 64 percent of companies that focus on attracting, retaining, and nurturing female talent reported a boost in employee productivity and retention, and 57 percent noted an improved ability to draw in new talent. Other advantages include more effective service delivery and a safer working environment. Studies show that female employees are more inclined to adhere to safety protocols, handle equipment with care, and operate machinery safely (IFC 2013).

The World Bank Pacific Women in Power (PWIP) program assists members of the Pacific Power Association (PPA) and the Pacific Community (SPC) to reach their goals for a gender-inclusive energy sector. Jointly launched in May 2023 by PPA and the World Bank, PWIP aims to increase women's employment in the Pacific energy sector, especially their representation in technical and leadership positions. The PWIP initiative gained groundbreaking endorsement from Pacific energy ministers at the Fifth Pacific Regional Energy and Transport

Ministers' Meeting hosted in Vanuatu in May 2023.<sup>6</sup> In the Efate Outcome Statement, ministers requested "Pacific Island Countries and Territories (PICTs) and development partners to support the Pacific Energy Gender Initiative and World Bank's Pacific Women in Power (PWIP) and other regional energy gender initiatives" (Pacific Community 2023). That request helped to establish a solid foundation for implementing PWIP. The request also aligns with PPA's vision for a gender-equitable power utility workforce, including improved productivity, morale, and workplace culture through public education and outreach, policy development, training and mentoring, and data collection. Consequently, PWIP is being implemented in close partnership with PPA, to further PPA's mission 'to support its members to promote and advance gender equality within a diverse and motivated workforce'<sup>7</sup>.



**This PWIP baseline report aims to delineate the status of women's employment in energy utilities and ministries in Pacific Island Countries (PICs) to help inform relevant entry points for improving gender diversity in the labor force, and to track progress.** It does so by identifying policies and interventions relevant to promoting gender equality and by examining data on women's representation in power utilities and energy ministries and departments at different levels. It looks at existing policies and practices promoting a gender-diverse labor force at different key points of the energy sector career cycle: before entering the sector (education and skills training), the hiring process, and in the workplace (safety, training, and advancement options). Recommendations for follow-up by utilities and ministries are based on international good practices for increasing women's employment in male-dominated sectors and on PWIP-led consultations. Those consultations involved PPA member chief executive officers (CEOs), board members, management teams, human resources (HR) representatives, engineers, and staff as well as high-level and senior government officials and staff of the ministries and departments responsible for energy.

**For the first time in the Pacific, the current baseline report contributes to building a comprehensive data-driven and evidence-based business case for improving women's employment in the energy sector across PPA and SPC members.** PWIP aims to gather the necessary data to understand the status of women's employment issues from a supply and demand perspective, and to identify gender gaps, such as in the talent pipeline, hiring and promotion procedures, and inclusive workplace policies. Findings aim to support power utilities and relevant government entities in designing relevant initiatives that will lead to higher representation of women in the energy sector. These initiatives may for example include skill and employment programs, engaging champions for advocacy, and fostering capacity building and knowledge management across relevant organizations in the energy sector.

<sup>6</sup> The event was attended by over 110 energy and transportation ministry officials from 17 countries/territories in the region as well as almost 120 representatives from regional and development partner organizations.

<sup>7</sup> Refer to PPA Gender Portal web page (<https://www.ppa.org.fj/gender-portal/>).





# 02

## METHODOLOGY

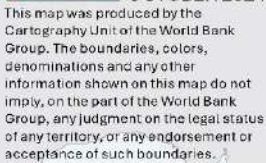
The baseline study uses quantitative and qualitative data collected from and with the support of power utilities and energy sector government entities in 13 PICs.<sup>8</sup> Primary data come from surveys completed by human resource (HR) departments of power utilities and government entities in the energy sector, with entries confirmed by chief executive officers (CEOs). The survey was shared with 25 power utilities in 21 PICs (all members of PPA)<sup>9</sup> and 12 energy sector government entities. Fourteen power utilities in 11 PICs responded, as did seven energy sector government entities in seven PICs (table 1). The World Bank PWIP team worked with management-assigned focal points in the utilities and government entities to introduce the survey and clean the data entries. Management at the respective utilities and government entities confirmed the final draft country entries and their inclusion in the baseline report during March-April 2024.

The survey covers the four key phases of the employment cycle in utilities and government entities: attraction of talent, recruitment of talent, staff retention, and career advancement. Building on international best practices, the survey questionnaire<sup>10</sup> comprised several sections intended to assess female representation and women's experience in the workplace. Headcount data are broken down by sex, type of job, work location, and education level. The questionnaire included a mix of question formats to capture both quantitative and qualitative information regarding gender policies related to talent attraction, talent recruitment, staff retention, and career advancement. It delved into specific areas to gather well-rounded feedback on key

<sup>8</sup> Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu.

<sup>9</sup> For a list of active members, refer to PPA, 'Active Members' (<https://www.ppa.org.fj/membership/active-members/>).

<sup>10</sup> Design of the PWIP human resource questionnaire is based of the World Bank 'WePower' human resource questionnaire prepared for energy utilities in the South Asia region of the World Bank (<https://esmap.org/sites/default/files/Documents/Power%20Sector%20HR%20Gender%20Survey%20Final.pdf>) and the Asian Development Bank's Gender Self-Assessment Tool for Energy Sector Utilities (<https://survey.slate.adb.org/GESI-Self-Assessment.html>). Adjustments were made to fit the Pacific context.



areas relevant to women's employment in the energy sector in the Pacific and globally. One section focused on training and mentorship opportunities, gauging employee needs for professional development. Another section explored the gender responsiveness of the physical work environment, seeking input on comfort and functionality. Procurement practices with relation to gender equality were also addressed, along with customer and community projects and programs. Focus group discussions and key informant interviews were held between representatives from six power utilities and two government entities responsible for the energy sector covering five Pacific countries.<sup>11</sup>



**Table 1. Surveyed power utilities and energy sector government entities**

Country	Power utility	Government entity
1. Cook Islands	1. Te Aponga Uira O Tumu-Te-Varovaro	
2. Fiji	2. Energy Fiji Limited (EFL)	1. Department of Energy, Ministry of Public Works, Meteorological Services and Transport (MPWMST)
3. Federated States of Micronesia (FSM)	3. Chuuk Public Utility Corporation (CPUC)	NR
	4. Kosrae Utility Authority (KUA)	
	5. Pohnpei Utility Corporation (PUC)	
	6. Yap State Public Service Corporation (YSPSC)	
4. Kiribati	7. Public Utilities Board (PUB)	NR
5. Marshall Islands	8. Marshalls Energy Company (MEC)	2. National Energy Office (NEO)
6. Nauru	NR	3. Department of Climate Change & National Resilience (DCCNR)
7. Palau	NR	NR
8. Papua New Guinea (PNG)	9. PNG Power Limited (PPL)	4. National Energy Authority (NEA)
9. Samoa	10. Electric Power Corporation (EPC)	NR
10. Solomon Islands	11. Solomon Power	5. Energy Division, Ministry of Mines, Energy and Rural Electrification (MMERE)
11. Tonga	12. Tonga Power Limited (TPL)	6. Department of Energy, Ministry of Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications (MEIDECC)
12. Tuvalu	13. Tuvalu Electricity Corporation	7. Ministry of Energy and Transport (MET)
13. Vanuatu	14. UNELCO ENGIE Vanuatu Ltd	NR

Source: World Bank Pacific Women in Power 2023

Note: NR = no response.

**The survey and identification of recommendations were complemented with key expert interviews and consultations.** Those interviews included experts from PPA members (five utilities) and five departments of energy—representing Micronesia, Polynesia, and Melanesia. In addition, the PWIP team facilitated two PPA-hosted workshop in which engineers from across PPA members and counties were consulted about objectives, initiatives, and challenges in employing women in the energy sector (February 2023 in Nadi, Fiji and September 2023 in Saipan), and a consultation on preliminary findings were also held with utility Board members (September 2023 in Saipan).

**A second smaller survey on gender norms in women's employment in the energy sector gathered additional data.** It aimed to enhance understanding of informal rules about acceptable or appropriate behaviors for women's employment and how they relate to employment in the energy sector, as perceived by senior members of Pacific energy utilities. The Gender Norms survey was administered to 61 employees in management or senior technical positions in power utilities in PICs (representing Melanesia, Polynesia, and Micronesia); 80 percent of respondents managed a team and 70 percent worked directly with female colleagues. The survey instrument featured a series of items designed to elicit respondents' attitudes about competencies attributed to women working in the sector, as well as to gauge the extent of agreement with statements about impediments encountered by women in the energy sector.







## PACIFIC ENERGY

PICs grapple with remoteness, climate threats, and economic vulnerability. Many PICs face inherent limitations due to their small size, location, and limited resource base (table 2). These factors translate into several economic challenges, including limited economies of scale, high transportation costs, and vulnerability to external shocks, such as natural disasters and climate change. Economic growth in the PIC-11<sup>12</sup> remained strong in 2023 at 5.5 percent, despite a slowdown, and regional output had almost returned to pre-pandemic levels (World Bank 2024). Economies vary across the region, with some relying heavily on tourism and others depending on fisheries or remittances from citizens abroad. Common challenges include limited infrastructure, dependence on foreign aid, and brain drain. The standard of living also differs, with some achieving upper-middle-income status<sup>13</sup> and others remaining lower-middle-income developing countries<sup>14</sup> (table 2). Nonetheless, most countries rank relatively low on human development and gender equality indexes. PICs are increasingly focused on sustainable development and economic diversification to build resilience and improve living standards (World Bank 2023).

**Gender gaps in employment hinder the economic growth potential of PICs.** Worldwide, women are less likely to participate in the labor force than men, but several PICs have significant gender gaps (figure 1). The average in leadership positions and political representation is low with only 8.8 percent of members of parliament being women (Strong 2024). The World Bank estimates that, on average for PICs, long run gross domestic product per capita would be about 22 percent higher if gender employment gaps were closed—that is, if women’s employment rates equaled those of men (Pennings 2022).

<sup>12</sup> PIC-11 refers to the following 11 PICs: Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu.

<sup>13</sup> Fiji, Marshall Islands, Palau, Tonga, and Tuvalu.

<sup>14</sup> Kiribati, Federated States of Micronesia, Papua New Guinea, Samoa, Solomon Islands, and Vanuatu.

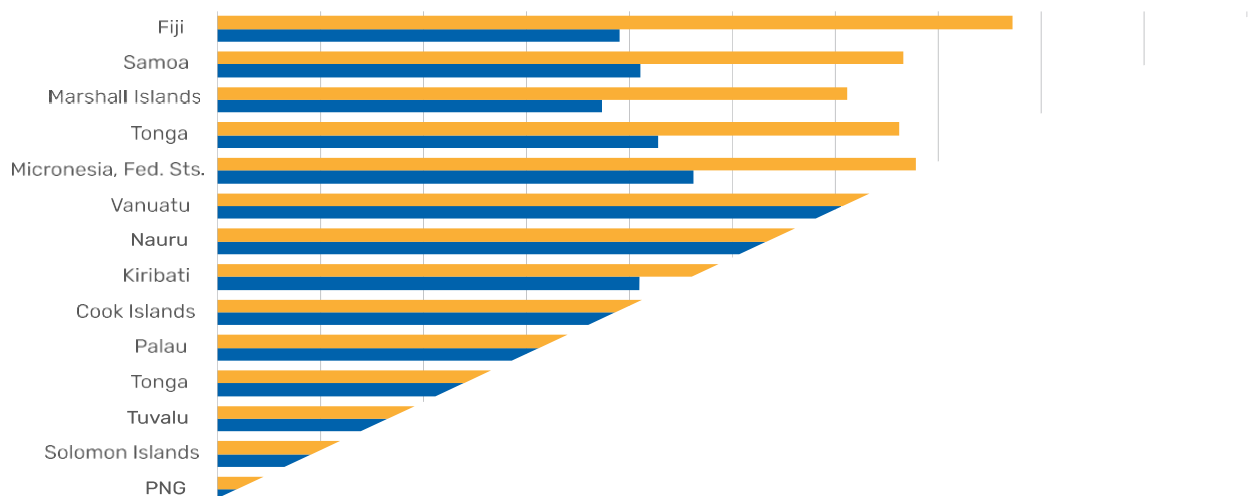
**Table 2. Country-level background data**

Country	Total population (2022)	GDP per capita in current US\$ (2022)	UNDP Human Development Index 2022 (rank among 193 countries)	2024 WBL index
Cook Islands	17,011	17,033	—	—
Fiji	929,766	5,356	0.729 (104)	82.5
FSM	114,164	3,741	0.634 (135)	61.3
Kiribati	131,232	1,704	0.628 (137)	76.3
Marshall Islands	41,569	6,728	0.731 (102)	65.6
Nauru	12,668	11,679	0.696 (122)	—
Palau	18,055	12,498	0.797 (71)	56.3
PNG	10,142,619	3,117	0.568 (154)	60.0
Samoa	222,382	3,855	0.702 (116)	75.0
Solomon Islands	724,273	2,204	0.562 (156)	56.9
Tonga	106,858	4,571	0.739 (98)	58.8
Tuvalu	11,312	5,219	0.653 (132)	—
Vanuatu	326,741	3,015	0.614 (140)	55.6

Sources: Total population data is from the United Nations Population Division Data Portal (<https://population.un.org/dataportal/>); GDP per capita data is from the United Nations Statistics Division.

Note: FSM = Federated States of Micronesia; PNG = Papua New Guinea; WBL = Women Business and the Law; — = not available.

**Figure 1. The gender gap in labor force participation in 13 PICs**



Source: World Bank Gender Data Portal (<https://genderdata.worldbank.org/en/home>)

Note: All data are for 2023 and modeled, except for the following, which are latest national estimates: Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Samoa, and Tonga; PICs = Pacific Island Countries; PNG = Papua New Guinea.

**Social norms that delineate women's role in society and in the family, accompanied by the high prevalence of gender-based violence (GBV), significantly limit women's economic opportunities across the Pacific region.** According to International Finance Corporation research with SolTuna in Solomon Islands, GBV-related absenteeism and staff turnover affects the company's revenue by an estimated US\$1.58 million per year (IFC 2016, 2023a). Similar research in Fiji finds that each year every employee, whether they have personally experienced violence or not, loses 10 workdays due to domestic violence because they feel tired, unwell, or distracted; are late or absent from work; or are helping others respond to domestic and sexual violence (IFC 2019).

## The Energy Sector in PICs

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**The energy sector plays a critical role in the development of PICs.** For electricity generation, most PICs rely heavily on imported fossil fuels, which are expensive because of transportation costs and remoteness. This dependence burdens economies and exposes them to volatile global fuel prices. A robust electricity sector, particularly one that leverages renewable energy sources, is crucial for economic growth, improved living standards, and climate change mitigation efforts.

**In the Pacific region, future energy sector growth is oriented around the need to meet two key challenges:** providing energy access to countries lagging behind (particularly PNG, Solomon Islands, and Vanuatu) and upgrading expensive, outdated, polluting power infrastructure that is technically and financially unviable to maintain and leads to some of the highest per-kilowatt-hour electricity prices in the world.<sup>15</sup> Investment in renewable energy across the Pacific region is seen as a means of diversifying energy supplies to mitigate risks associated with changes in the price of fossil fuels and longer-term climate risks. In addition, expanding renewables is key to building resilience and fostering green jobs.<sup>16</sup> Many PICs have already set ambitious renewable energy targets, given the urgent need for these countries to accelerate their transition to cleaner, cheaper, and more efficient renewable energy and significantly reduce their reliance on imported fuel. Countries such as PNG, Fiji, Samoa, Tuvalu, and Vanuatu have set 100 percent renewable energy generation targets by 2030. Between 2014 and 2022, renewable energy capacity in the Pacific increased by 30 percent (IRENA 2023).

**These ambitious renewable energy targets are also often coupled with energy access goals.** For example, PNG's Vision 2050 envisages achieving carbon neutrality in power generation by 2050 (NSPT 2009), and the PNG Development Strategic Plan 2010–2030 sets the goal of providing electricity to 70 percent of the population by 2030 (DNPM 2010). However, implementation against renewable energy targets has not met expectations in the region, given various challenges including project financing, transportation, government capacity, and skills (DeFreese 2024). According to the latest data, 60 percent and 62 percent of the electricity in Fiji and PNG is generated using renewable energy, but only between 22 and 42 percent in Samoa, Tuvalu, and Vanuatu. The share is at or below 10 percent in the Federated States of Micronesia (FSM), Solomon Islands, and Tonga (SPREP 2021).

**Limited technical expertise and institutional capacity hinder the energy transition and the development of a robust electricity sector in PICs.** Shortages of skilled labor across energy supply chains cause project delays and affect investment decisions globally (ECONOLER 2020; IEA 2022a). Many PICs have an excess of low-skilled workers and significant shortages in technical, vocational, and managerial workplace skills (ILO 2017). PICs lack the skilled workforce and established institutions necessary to effectively manage, maintain, and expand complex renewable energy systems (Cooney 2023; Prasad 2021; Shah 2022). While there is greater awareness of the benefits of renewable energy systems, educational and training programs are still scarce in the small PICs; and those that exist are localized in the bigger PICs. The lack of educational programs seems to be the consequence of a market-oriented trend for educational systems: they are only available in areas with existing demand. This, in addition to the shortage of experienced instructors, results in a very limited supply of such programs at a local level (Lucas et al, 2017). Moreover, although the geography of the islands makes labor mobility and migration necessary for the region to maintain reasonable living standards (Doan et al. 2023), energy utilities

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<sup>15</sup> Energy poverty in the region is most severe in three countries: PNG, Solomon Islands, and Vanuatu (Dornan 2014).

<sup>16</sup> This report uses the International Labour Organization's definition of green jobs: "Green jobs are decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency."

have major retention challenges. Skills and job profiles that are especially in demand in renewable energy and require formal training include energy planning, systems design, specifications and purchasing components, installation services, maintenance services, business skills for renewable energy implementation and finance for renewable energy systems.

**Women represent an important opportunity to address the shortage of skilled workers in the energy sector worldwide.** The energy sector has historically been a male-dominated field, making it difficult for women to access opportunities in the sector. Women remain an untapped resource, accounting for only 16 percent of the global energy sector workforce<sup>17</sup> (IEA 2022a). Female representation reaches almost 20 percent in electric utilities, but significant variation exists among energy subsectors, with women accounting for 32 percent of the workforce in renewable energy, compared to 22 percent in oil and gas industries (IRENA 2019). Women are particularly underrepresented in leadership roles and technical positions, accounting for just under 14 percent of senior management roles in the global energy sector and 16.5 percent in electric utilities and independent power producers (IEA 2021). Increasing representation of women in energy can contribute to easing the skills shortage that the sector faces. Moreover, women's skills and perspectives can help improve the sector's performance and sustainability.<sup>18</sup>

## Labor Mobility and Retention

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**The Pacific Islands region has a long history of migration.** In the past, migration primarily entailed permanent out-migration from PICs to the Pacific Rim, notably Australia, New Zealand, United States, which offer pathways to permanent residency and settlement for skilled migrants (ILO 2019). More recently, PIC migration has also been driven by temporary seasonal migration to Australia and New Zealand, both of which maintain temporary seasonal labor migration opportunities (ILO 2019).<sup>19</sup>

**In the energy sector across the PICs, retention of skilled workers remains a key challenge for governments and energy utilities.** Consequently, PIC labor markets are often characterized by a shortage of skilled and experienced tradespersons, and investments in human capital are often not realized because skilled workers migrate, usually with little warning (ILO 2019).

**In the energy sector across the PICs, retention of skilled workers remains a key challenge for governments and energy utilities.** Relatively rapid turnover of personnel, particularly field maintenance personnel in the energy sector, is very common. Technical skills are in demand and personnel with technical training and experience often have the opportunity to advance to better positions locally or immigrate (UN ESCAP, 2004). In 2024, the Center for Global Development warned that the global green energy transition will exacerbate global skilled labor shortages in the energy sector, with high-emitting Global North countries likely relying on migration policy to supplement their domestic labor supply (Huckstep and Dempster 2024). In PICs, for example, the Center for Global Development warns that Fiji will remain vulnerable to emigration-related workforce gaps in the energy sector as the country loses skilled energy sector workers to permanent migration (Huckstep and Dempster 2024). An additional challenge is the limited number of professional trainers in the region to train the necessary personnel to operate, manage and maintain the large number of new renewable energy installations planned.

**According to interviews with energy utility CEOs and HR managers, many technical employees migrate permanently to Pacific Rim countries or beyond.** For instance, FSM has seen a high rate of permanent out-migration to the United States, with which FSM shares a historically close relationship, as skilled workers migrate for family reasons and better salaries. Elsewhere across PICs, energy utilities in Fiji and Polynesia continue to struggle with the permanent out-migration of technical workers, largely to Australia and New Zealand. To combat

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<sup>17</sup> Based on data from 48 countries.

<sup>18</sup> IEA, "Energy and Gender" (<https://www.iea.org/topics/energy-and-gender>).

<sup>19</sup> In New Zealand, the Recognised Seasonal Employer scheme has enabled employers in the horticulture and viticulture sectors to recruit temporary workers from PICs since 2007 (capped at 19,500 workers for the 2023–24 season)—refer to the New Zealand Ministry of Foreign Affairs and Trade's 'Labour Mobility' web page (<https://www.iea.org/topics/energy-and-gender>). Similarly in Australia, since 2012 the Pacific Australia Labour Mobility scheme has allowed eligible Australian businesses to hire temporary workers from PICs and Timor-Leste on an uncapped basis—refer to the Pacific Australian Labour Mobility's 'Countries' page (<https://www.palmscheme.gov.au/countries>).



skill losses associated with permanent migration, some utilities in PICs—such as in Fiji and Samoa—have implemented ‘bonding’ arrangements with staff members who received scholarships or other financial support to undertake their technical training.

In addition to better pay and career progression opportunities outside PICs, respondents also pointed to gender bias and other workplace issues as key considerations for those deciding to leave PICs. These issues include harmful workplace cultures in traditionally male-dominated energy utilities such as sexual harassment, exploitation, and abuse, along with career marginalization in male-dominated technical fields.





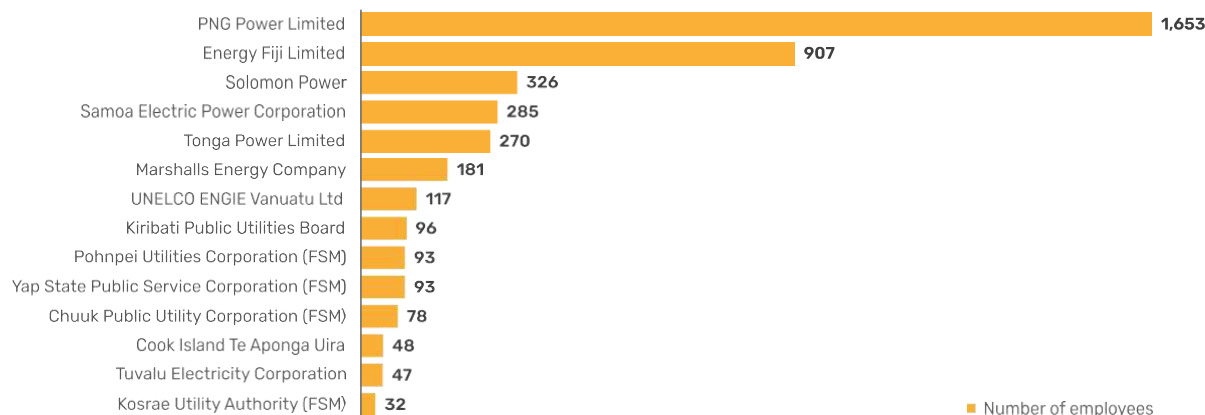


# 04

## GENDER BASELINE DATA FOR PACIFIC POWER UTILITIES

**Pacific power utilities share several overall similarities but vary greatly in terms of size and headcount.** For example, they exhibit uniformity in their division of skill groups, encompassing management, technical, and administrative staff, among others. All utilities also face similar challenges like reliance on expensive fossil fuels, low electricity access in rural areas, and the need to invest in renewable energy sources and grid infrastructure. Meanwhile, they vary greatly in size, area, and number of customers served. They may serve entire countries and island nations with large populations (for example, Fiji and PNG) or relatively small populations (for example, Marshall Islands and Samoa). Others serve a single island or a specific community (for example, Chuuk Public Utility Corporation and Yap State Public Service Corporation). The headcount of utility staff reflects this difference, ranging from dozens of employees in a small community utility to hundreds or even thousands in a nationwide provider (figure 2 and appendix B).

**All surveyed power utilities are vertically integrated, controlling electricity generation, transmission, and distribution.** They are all state-owned enterprises, except Vanuatu's private company UNELCO, of which ENGIE, a French multinational utility company, has 51 percent ownership and the Vanuatu National Provident Fund 49 percent. Unless otherwise mentioned, survey data and findings exclude temporary and contractual/informal employees and non-executive Board members.

**Figure 2. Headcount in surveyed Pacific power utilities, 2023**

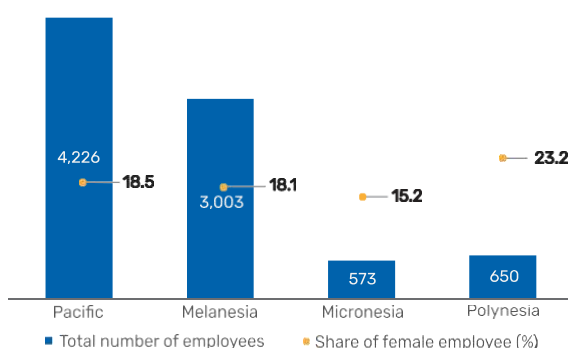
Source: Pacific Women in Power survey 2023

## Women's Representation in Pacific Power Utilities

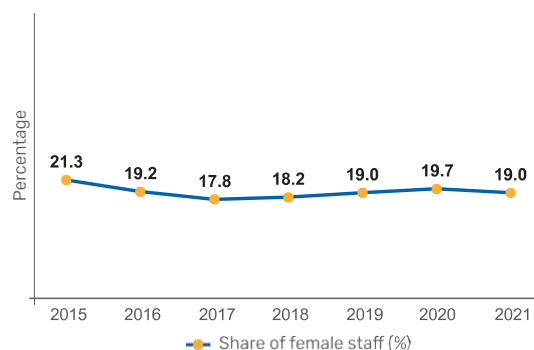
### Employment Data

Women are largely underrepresented in power utilities in the Pacific. Of the 4,226 employees in the 14 utilities that responded to the PWIP survey 2023, the average share of female employees stands at 18.5 percent (figure 3 and appendix A). Although the 2023 figure is lower than that of 2021 and most previous years, it is worth noting that the sample of utilities differs each year<sup>20</sup> (figure 4). Female employment in power utilities also varies by subregion, from 15.2 percent in Micronesia to 23.2 percent in Polynesia. There is no correlation between the percentage of female employees and the size of the utility. Results in the Pacific are higher than in the South-Asia region, where the share of women in the power utilities reaches 8 percent<sup>21</sup> (WePower 2020), while women constitute 21 percent of the overall workforce in energy utilities in Africa<sup>22</sup> (Baldinger, Vaidya and Schomer 2020).

Pacific power utilities have a significant opportunity to increase female employment. The 18.5 percent average of female staff in these utilities is below the already low global average of 20 percent. Among the 14 surveyed power utilities, female representation varies widely, from just 3.2 percent in the FSM's state of Pohnpei to 34.4 percent in Kiribati (figure 5 and appendix B).

**Figure 3. Female employees in surveyed Pacific power utilities, by sub-region, 2023**

Source: Pacific Women in Power survey, 2023

**Figure 4. Share of female employees in Pacific power utilities, 2015–21**

Source: Pacific Power Association Benchmarking Reports

<sup>20</sup> The number of utilities that participate in the PPA Benchmarking Reports varies from 15 in fiscal year (FY) 2019 to 23 in FY2015. PPA Benchmarking Reports mention total employee headcounts of 5,126 (FY2020) and 3,476 (FY2021).

<sup>21</sup> Based on data of 42 energy utilities in eight countries in the South-Asia region.

<sup>22</sup> Based on data of six energy utilities in three countries (Ethiopia, Kenya and Zambia).

**Figure 5. Share of female employees in surveyed Pacific power utilities, 2023**

Source: Pacific Women in Power survey 2023

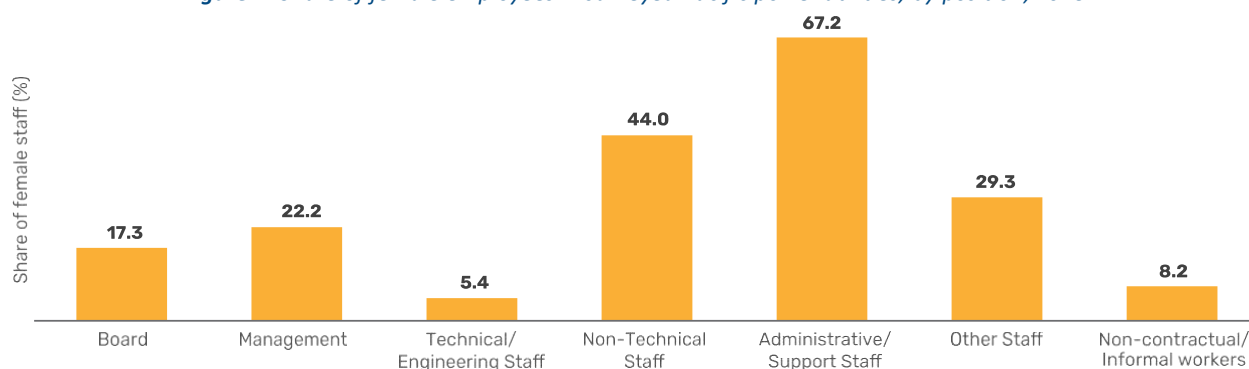
Women are more likely to work in headquarters than in subdivisions. In the surveyed utilities, female representation is almost three times higher in headquarters (28.3 percent) than in subdivisions (10.1 percent) (figure 6 and appendix A).<sup>23</sup> This finding reflects the much higher share of women in administrative roles, which are mainly headquarters-based, as well as the lack of policies and infrastructure to ensure the personal safety and privacy of both women and men during travel and in subdivisions (women's safety specifically is discussed later in the report).

**Figure 6. Share of female employees in headquarters and subdivisions in surveyed Pacific power utilities, 2023**



Source: Pacific Women in Power survey, 2023

**Figure 7. Share of female employees in surveyed Pacific power utilities, by position, 2023**



Source: Pacific Women in Power survey 2023

Note: Board members are non-executive; technical staff include those individuals working in STEM-related positions, regardless of level/grade or educational background, and excludes social scientists (including economists, business specialists, and so on) and people with STEM degrees/diplomas not working in STEM positions; STEM = science, technology, engineering, and mathematics; non-technical staff include individuals working in supporting the technical operations, requiring advanced education and specialized skills, but do not necessitate deep technical expertise (e.g. financial analysts, legal experts, marketing professionals); administrative/support staff include roles such as office assistants, data entry clerks, receptionists, logistics coordinators, which usually do not require advanced education degrees.

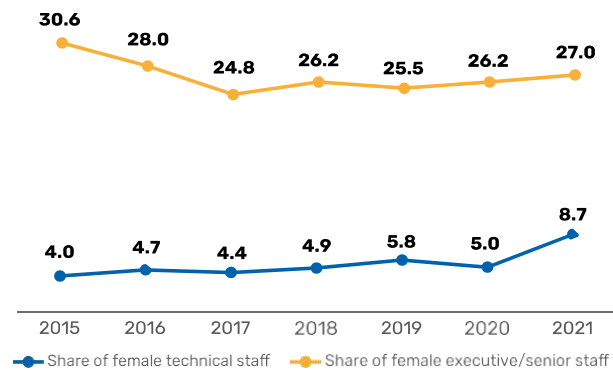
<sup>23</sup> Shares vary by country, with female representation in headquarters going up to over 55 percent in certain utilities and ranging from 0 to 22 percent in subdivisions (for country-level data, see appendix B).



While overrepresented in administrative positions, women are underrepresented in technical roles. Women make up a minority of employees in technical and engineering positions at the surveyed utilities—just 5.4 percent (figure 7 and appendix A).<sup>24</sup> Comparing these findings to the PPA Benchmarking Report shows almost no change in this share over the past decade (figure 8). Women represent a minority in technical roles in other countries as well. In the South Asia region, the share of female technicians and engineers in power utilities ranges from 4.6 percent in Pakistan to 16.5 percent in Bhutan (WePower 2020).<sup>25</sup>

Women are also underrepresented in management positions. Women hold only 22.2 percent of management positions in Pacific power utilities (figure 7 and appendix A),<sup>26</sup> and PPA Benchmarking Reports suggest a trend of decreasing rates of women in these positions (figure 8).<sup>27</sup> Women's rates of representation in management positions are also low globally across the energy sector. In Africa, women account for 25 percent of managerial positions in energy utilities<sup>28</sup> (Baldinger, Vaidya and Schomer 2020). In the renewable energy sector, women account for 28 percent of management globally (IRENA 2019). In Asia-Pacific, that share reaches only 10 percent in the wind energy sector but is estimated at 30 percent in the solar sector (IRENA 2020, 2022).

**Figure 8.** Share of female technical and executive staff in Pacific power utilities, 2015–21



Source: Pacific Power Association Benchmarking Reports

### Norms and Perceptions

Globally, social norms significantly hinder women's employment in the energy sector. These norms assign women the primary responsibility for unpaid household care work, limiting their opportunities for education, paid work, and entrepreneurship in the energy sector (India Development Review n.d.; SDG Action n.d.). Cultural barriers and stereotypes further restrict women's participation, as these norms discourage women from pursuing careers in male-dominated fields like energy.<sup>29</sup> PWIP has undertaken a survey among 61 management and technical leaders (mainly male) working in the Pacific energy sector (representing energy utilities across all three sub-regions) to better understand how people in the sector perceive gender norms as a hindrance to women seeking employment in the sector.

People leading and working in the Pacific Energy Sector overall have a positive attitude about women working in general and in the energy sector specifically. Results of a small PWIPs survey among 61 representatives from the Pacific energy sector finds that 87 percent reject the statement “A woman should not work outside the house” (figure 9). This is in line with a global study reporting that a significant majority of both men and women worldwide believe it is acceptable for women in their families to work outside the home (Ray et al. 2017). However, this positive sentiment is somewhat higher than expected given the influence of ‘cultural norms and values’ which are often cited as barriers to women’s employment overall in the Pacific.<sup>30</sup> Furthermore, in the Pacific energy sector the survey suggests that there is a strong consensus that ‘a woman can perform as well as a man in high-skilled jobs’, including technical and leadership roles within the energy sector (figure 9). This suggests that people in the energy sector recognize women’s equal potential and value in the workforce. Moreover, an overwhelming majority of respondents (93 percent) believe that their colleagues would welcome new female team members.

<sup>24</sup> For detailed country-level data, see appendix B.

<sup>25</sup> Shares are estimated at 6 percent in Bangladesh, 6.2 percent in Nepal, and 15 percent in Sri Lanka (WePower 2020).

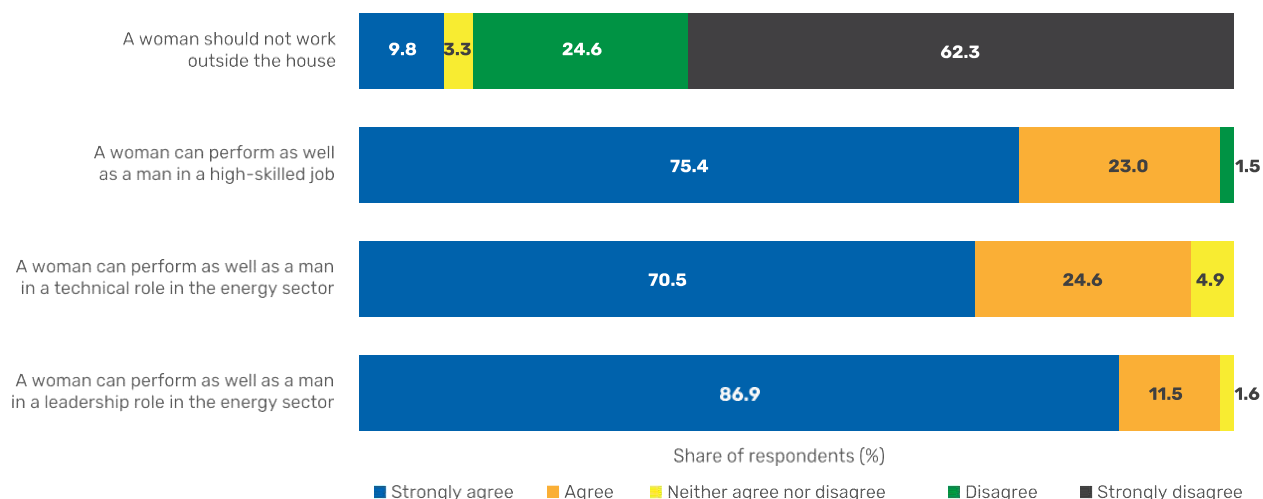
<sup>26</sup> For detailed country-level data, see appendix B.

<sup>27</sup> Importantly, the sample of utilities varies every year, and thus data may not be entirely comparable. One study reports that in 2018 the share of women in management averaged 24 percent, based on data from 19 Pacific power utilities, ranging from 0 in French Polynesia, Kosrae, Tuvalu and Vanuatu to 50 percent in American Samoa (UN Women and Pacific Community, n.d.).

<sup>28</sup> Based on data of six energy utilities in three countries (Ethiopia, Kenya and Zambia).

<sup>29</sup> Jayachandran (2021); WomenTech Network (n.d); U.S. Department of Energy (2023); Sovacool, D'Agostino and Bambawale (2024).

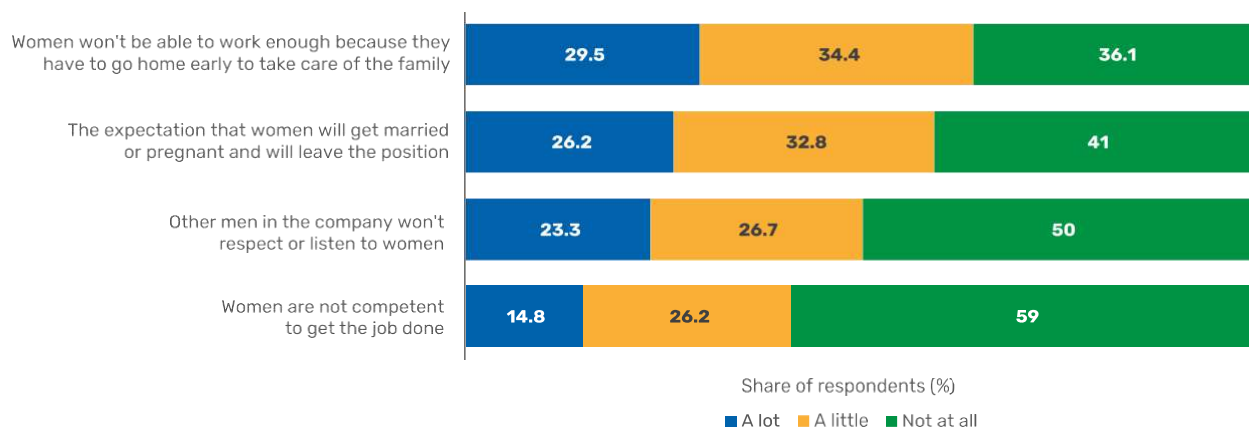
<sup>30</sup> For example, see UN Women (2022).

**Figure 9. Respondents' beliefs about women's professional capabilities**

Source: Pacific Women in Power Gender Norms survey 2023

Note: Respondents were asked the following question: "To what extent do you agree or disagree with the following statement" (see statements in the figure).

**Respondents in the energy sector acknowledge that gender-based roles and societal biases toward women pose obstacles for women seeking employment.** A majority (64 percent) cites family obligations as a reason women may not pursue energy careers (figure 10).<sup>31</sup> Additionally, 59 percent believe there is reluctance to hire women due to expectations of marriage or pregnancy leading to job resignation. However, workplace sexism is not seen as a major deterrent. Nevertheless, half of the respondents report a perception that male staff may not respect or listen to female colleagues, which could discourage women from seeking employment in the sector.

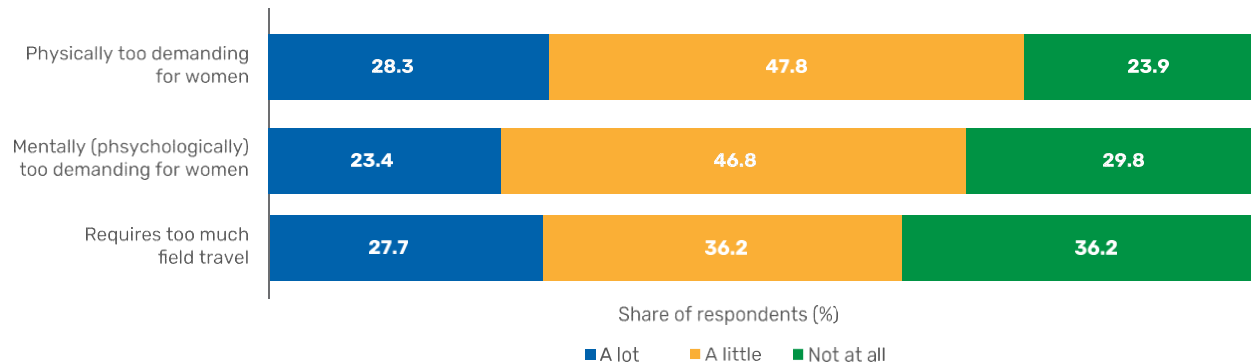
**Figure 10. Respondents' beliefs on social norms limiting women's entry into the energy sector**

Source: Pacific Women in Power Gender Norms survey 2023

Note: Respondents are asked: "From the following list, choose and rank what are the most common social norms found in the Pacific Islands/the country you represent that are reasons why women don't consider a career in the energy sector" (see options in the figure).

**Forty percent of leaders in the sector believe that there is a general belief in society that energy related career fields are not for women, which stands in contracts to their own believes.** Among those, most believe that there is some perception in society that energy work is too physically or mentally demanding for women and requires extensive field travel (figure 11).

<sup>31</sup> In most countries worldwide, balancing work and family life is cited as one of the primary challenges facing employed women; unfair treatment is the most common concern among women in developing economies (Ray et al. 2017).

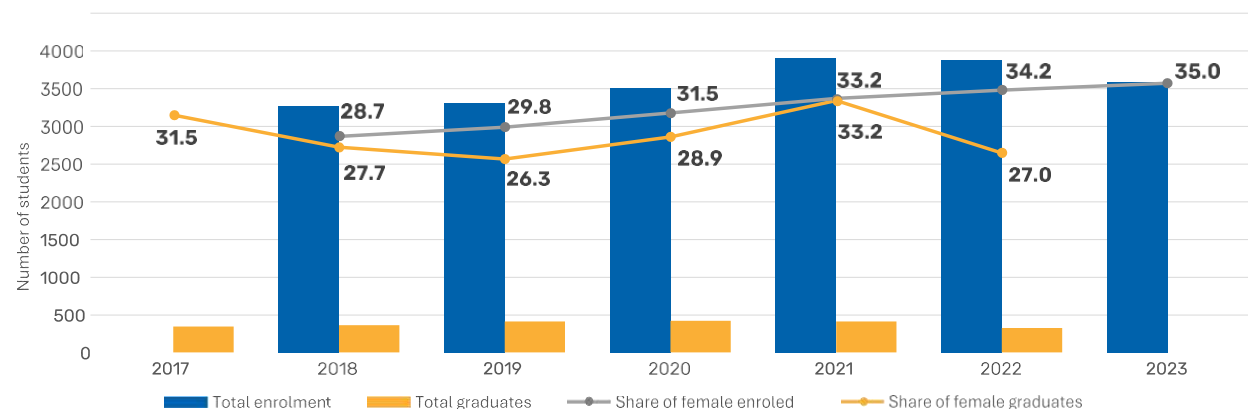
**Figure 11.** Society's perception on social norms hindering women's entry into energy careers

Source: Pacific Women in Power Gender Norms survey 2023

Note: Respondents are asked: "To what extent do you believe the following statements are a prevailing social norm in the Pacific Island region you represent that make it difficult for women to consider a career in energy related fields: a) There is a general belief that energy related fields are not for women (yes/no); b) If yes, note which of these apply" (see options in figure).

### The Talent Pool

Women are underrepresented in enrollment in science, technology, engineering, and mathematics (STEM) and technical and vocational education and training energy programs at Pacific universities.<sup>32</sup> Women's underrepresentation in technical positions and leadership roles in power utilities is linked to these low enrollments. Although the share of women in STEM disciplines in the School of Information Technology, Engineering, Mathematics and Physics at the University of South Pacific reached 35 percent following a growing trend in recent years, the share of female graduates tends to be below the enrollment share (figure 12). Low female enrollment rates reflect lower numeracy skills among female students in high schools, which can be due to factors such as not choosing appropriate levels of math courses or being discouraged from pursuing math, often by community and household attitudes. Consequently, women often do not qualify for science-based programs, which typically require math as a prerequisite for entry.

**Figure 12.** Enrollment and graduation data, School of Information Technology, Engineering, Mathematics and Physics at the University of South Pacific, 2017–23

Source: University of South Pacific 2024, compiled and tabulated by authors.

Results are consistent with global averages and with previous studies that estimate the share of female students in STEM programs at 20 percent (ECONOLER 2020). The same report states that female students are virtually absent (5 percent or less) from technical and vocational education and training programs related to energy, except for some programs at the Kiribati Institute of Technology.<sup>33</sup>

<sup>32</sup> STEM degrees in PICs are mainly offered by the following institutions: University of the South Pacific (with campuses in multiple PICs), University of Papua New Guinea, the Papua New Guinea University of Technology, National University of Samoa, Tonga National University, College of the Marshall Islands, Vanuatu Institute of Technology.

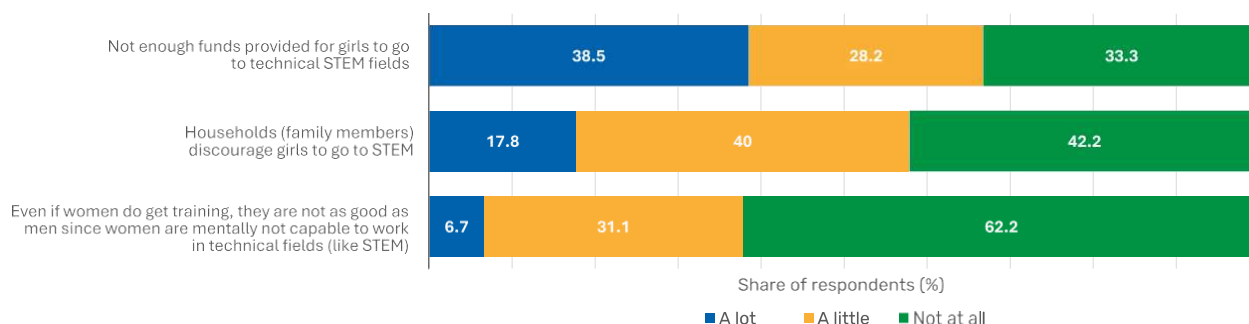
<sup>33</sup> Certificate II in Electrotechnology (career start): 32 percent; Certificate II in Sustainable Energy: 23 percent.



**Women are also underrepresented among university faculties.** At the University of South Pacific, for example, women account for only 17.9 percent of the teaching staff (amounting to 79 people). Notably, the university has no female lecturer or teaching assistant in physics, civil engineering, electronic and electric engineering, or mechanical engineering.

**Along with financial constraints, several social norms limit access to STEM education and training for women.** Only 30 percent of respondents to the PWIP Gender Norms survey believe that women cannot access sufficient STEM education and training, indicating an underestimation of the issue by energy sector professionals. Among those responding that women have insufficient access, the main reasons they report are insufficient funds provided for girls to go into STEM fields (66.7 percent of respondents)<sup>34</sup> and discouragement by family members (57.8 percent)—figure 13. Of particular concern is that 37.8 percent of the respondents believe the reason women can't get sufficient STEM education and training is that women are not as capable as men and are mentally unfit for technical fields. This result underscores the persistence of negative stereotypes within the sector that can constrain women's ability to enter the sector, pursue their ambitions and achieve success in STEM. Addressing these stereotypes and creating a more supportive environment are crucial to encouraging more girls to pursue STEM education and careers, as well as enter and thrive in the energy sector.

**Figure 13. Respondents' beliefs on prevailing opinions hindering women's career in energy**



Source: Pacific Women in Power Gender Norms survey 2023

Notes: Respondents are asked: "To what extent do you believe the following statements represents a prevailing opinion in the Pacific Island region you represent that make it difficult for women to consider a career in energy related fields?"; STEM = science, technology, engineering, and mathematics.

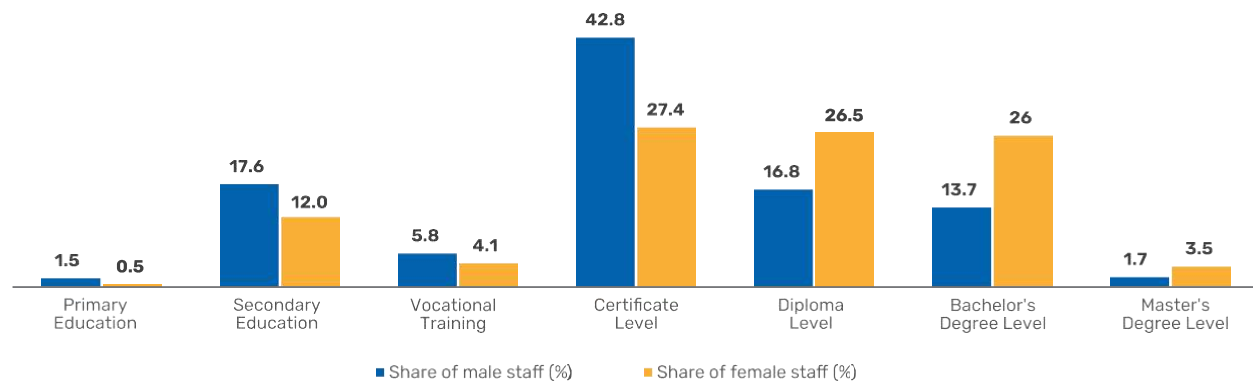
**In expert interviews and focus group discussions, participants identified the scarcity of training institutions and the low enrollment of women in STEM from secondary education onward as significant challenges.** Participants suggested strengthening collaboration between utilities or energy agencies and training institutions to encourage STEM enrollment and future employment through internships or apprenticeships. For example, some organizations have outreach programs to encourage female students to pursue technical roles.

**Despite the challenges women face in accessing STEM education and training, female employees at utilities generally have higher level of education than male employees.** In the surveyed utilities, women are significantly more likely to have diplomas and bachelor's degrees (figure 14), but often in non-STEM fields, such as law, as women are overrepresented in administrative positions. Most of the workforce in Pacific power utilities holds lower levels of education—generally below Diploma level, with 45 percent having either only vocational training or a Certificate (figure 14). It should be noted that in some context, career opportunities exist even with non-STEM qualifications. Studies of the human resource requirements of the solar PV and onshore wind industries globally show that over 60 percent of the workforce requires minimal formal training (IRENA and ILO 2021). Approximately 30 percent requires a degree in fields such as science, technology, engineering, and mathematics (STEM), while highly qualified non-STEM professionals (such as lawyers, logistics experts, or marketing professionals) make up only roughly 5 percent (IRENA and ILO 2021). Examples of women progressing

<sup>34</sup> The underfunding of girls pursuing STEM degrees in PICs can be attributed to societal and economic factors. Cultural norms often prioritize boys' education and opportunities, especially when resources are limited. Additionally, the lack of local STEM programs can necessitate international study, which requires more funding and may challenge social norms or raise safety concerns

into leadership roles in the Pacific energy sector include the current Acting CEO of Solomon Power, who previously served as General Manager of Customer Service and is not an engineer.<sup>35</sup>

**Figure 14.** Share of male and female staff in surveyed Pacific power utilities, by education level, 2023



Source: Pacific Women in Power survey 2023

### Retention

Expert interviews and focus group discussions also addressed retention challenges in the Pacific energy sector. Participants recognized that toxic social norms in male-dominated workplaces can make women feel marginalized, unheard, and overlooked for promotions or upskilling, leading them to leave. Often a minority, women in technical fields face unsafe and uncomfortable work environments due to stereotypes and disrespectful behavior. Participants also confirmed the prevalence of sexual harassment and bullying to a degree that drives women out of their jobs.

**Seasonal work abroad and rural-to-urban migration contribute to employee turnover.** In FSM, for example, high out-migration rates, particularly from Chuuk, are due to family reasons, marriage, or better job opportunities elsewhere. The absence of supportive institutional policies and training for women hinders retention.

**These factors collectively create challenges for women in technical fields.** For example, the public utilities in Chuuk and Pohnpei have few to no technical women, with out-migration and the male-dominated environment reported as key issues. Although utilities in Fiji, Samoa, and Tonga have more technical women, they still face challenges with retention because of limited promotion opportunities, male-dominated workplace dynamics, and, in some cases, incidents of sexual harassment. Addressing these challenges requires a multifaceted approach that includes changing workplace culture, providing targeted training and support for women, and implementing policies that address harassment and promote gender equality (as discussed in the following section on organizational framework). Contractual obligations and improved workplace environments over the past decades have been noted as beneficial for retention.



<sup>35</sup> <https://solomonpower.com.sb/executive-management/>

## Organizational Framework

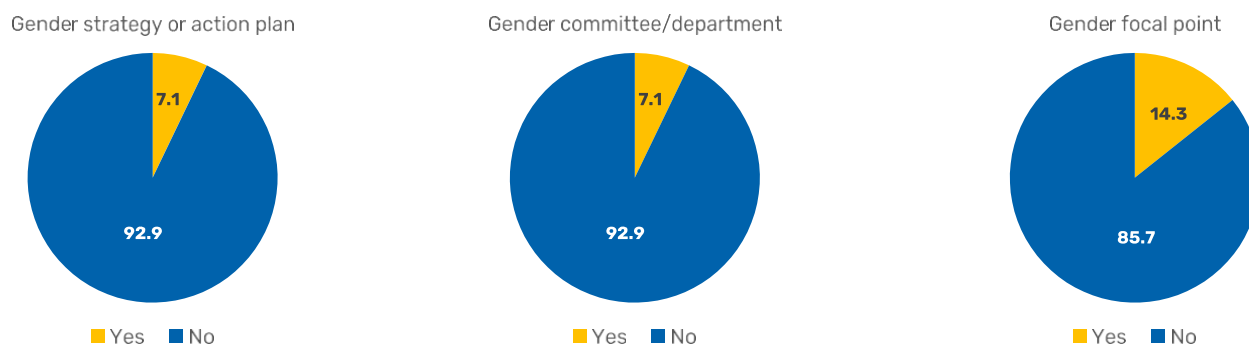
Achieving a gender-diverse labor force in power utilities requires a well-defined organizational framework and targets that align with the organization's mission and values. This framework serves as the blueprint for systematically embedding practices that enable women and men to contribute across all aspects of the utility's operations. It encompasses policies, procedures, and cultural initiatives that promote equal opportunities and address gender disparities. A robust organizational framework includes clear objectives, performance indicators, and accountability mechanisms to track progress. It ensures that gender considerations are woven into decision-making processes, from recruitment and training to project planning and leadership development. Ultimately, an effective organizational framework is pivotal for fostering a workplace where diversity and gender equality are not just aspirations but integral components driving the success and sustainability of power utilities. This section discusses elements of an effective organizational framework and survey findings on the use of these elements by power utilities in PICs.

### *Adopting a Gender Strategy or Gender Action Plan*

A well-designed gender strategy or gender action plan plays a crucial role in shaping an organization's culture, policies, and practices to promote gender equality, and signals leadership buy-in. By outlining the organization's objectives and priorities related to gender equality, a gender strategy sets a clear direction for the company's commitment to fostering an inclusive and equitable workplace. The gender strategy guides the development and implementation of policies supporting gender equality, and may include policies related to recruitment, retention, and advancement. Establishing a gender committee and gender focal points—which serve as dedicated mechanisms to coordinate, monitor, and drive gender-related initiatives across different levels of the organization—can significantly enhance the implementation of a gender strategy within an organization.

In PICs, however, very few energy utilities have put in place the required organizational framework to support gender equality in the workplace. Only one utility has a gender strategy or action plan, a gender committee, and a gender focal point (figure 15). UNELCO ENGIE Vanuatu Ltd, part of the French group ENGIE and the only private company among surveyed utilities, has adopted a Global Policy for Diversity, Equity and Inclusion and a gender action plan that aims to increase women's representation in management and reduce the gender pay gap.<sup>36</sup> The ethics manager, who is also the legal manager, manages employees' gender-related issues to be raised to the CEO; employees also have access to an international hotline. Two other utilities—Chuuk Public Utility Corporation and PNG Power Limited—have adopted gender action plans under donor-funded projects but have not integrated those plans into the institutional structure of the utility.

**Figure 15.** Gender-related organizational frameworks in surveyed Pacific power utilities



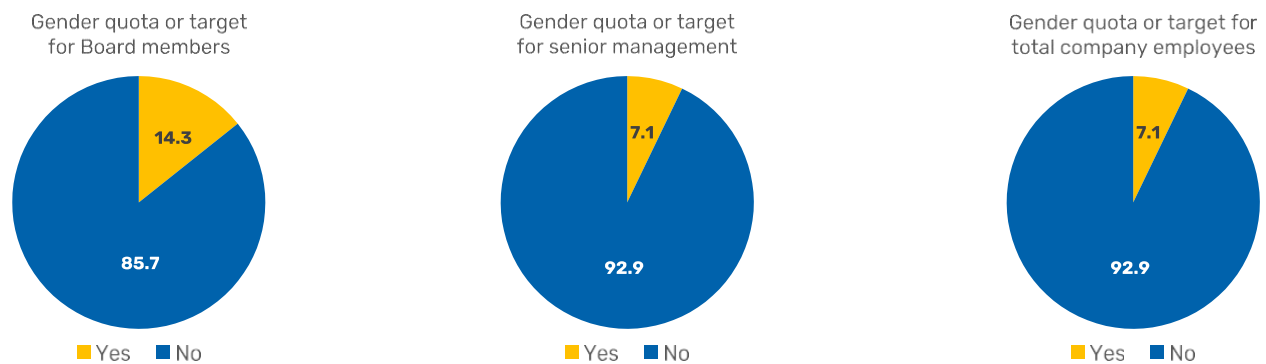
Source: Pacific Women in Power survey 2023

<sup>36</sup> For more on the policy, refer to ENGIE's document on achieving specific Sustainable Development Goals ([https://www.engie.com/sites/default/files/assets/documents/2023-06/ENGIE%20Key%20contributions%20to%20SDGs%202023\\_0.pdf](https://www.engie.com/sites/default/files/assets/documents/2023-06/ENGIE%20Key%20contributions%20to%20SDGs%202023_0.pdf)).

### Setting Gender Quotas or Targets

Gender quota or targets help focus attention and demonstrate an organization's commitment to gender diversity. A gender quota or target<sup>37</sup> refers to a specific numeric goal or proportion set to achieve a more equitable representation of women in the total workforce or within management, for example. It aims to address gender imbalances by establishing a measurable objective for the inclusion of women in specific roles. The effectiveness and acceptance of gender targets and quotas can vary depending on cultural, legal, and organizational contexts. Their implementation, however, is associated with potential challenges, such as tokenism, perceived lack of meritocracy, and backlash leading to resistance and decreased support for gender equality initiatives. Such tools must therefore be carefully developed and integrated into a wider framework.

Figure 16. Gender quotas or targets in surveyed Pacific power utilities



Source: Pacific Women in Power survey 2023

Gender targets are rare among surveyed Pacific power utilities (figure 16). Cultural and social norms, coupled with limited resources, capacity, and economic constraints, and hindered by political and regulatory challenges, are making it difficult for Pacific power utilities to establish gender quotas and targets.<sup>38</sup>

### Partnering with Organizations or Networks Aiming to Advance Gender Equality

Partnerships with gender equality organizations can help companies overcome gender inequalities by providing expertise, resources, and support. These organizations can help utilities develop and refine gender-inclusive policies and practices; provide training programs and workshops on gender biases, stereotypes, and inclusive behaviors; assist in analyzing workforce data to identify gender disparities and help organizations make informed decisions; share best practices and success stories; help design and implement mentorship and leadership programs; assist in assessing the impact of gender equality initiatives; conduct gender audits; and so on.

In the surveyed Pacific power utilities, however, partnerships and collaboration for advancing gender equality are scarce. The small scale and limited resources of power utilities in the region, combined with their lack of gender expertise, financial constraints, and competing priorities, hinder their ability to form partnerships and collaborate on advancing gender equality. Only two utilities report such collaboration (figure 17). PNG Power Limited

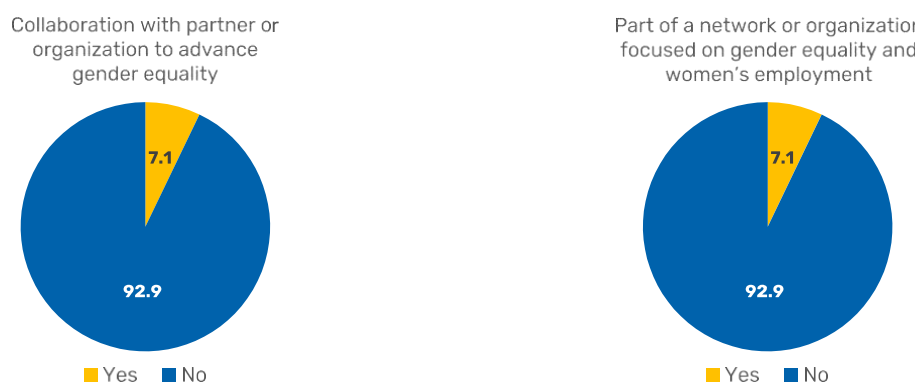


<sup>37</sup> A gender target is a voluntary and aspirational goal set by an organization, intended to guide efforts toward achieving gender balance. A gender quota is a more binding measure, implemented through legislation or policies, and thus may achieve a more rapid and substantial change in women's representation.

<sup>38</sup> See ENGIE's, "Fifty-Fifty programme: heading for managerial parity" (<https://www.engie.com/en/news/fifty-fifty-renata-spada-interview>).

reports collaborating with the Australian Infrastructure Financing Facility for the Pacific to develop policies on GBV and sexual exploitation, abuse, and harassment and to establish an Employee Management System; it also collaborates with the Business Coalition for Women in conducting Gender Smart Safety Training and a Gender Smart Safety Audit. Energy Fiji Limited reports being a member of a network or organization focusing on gender equality and women's employment. It participated in the Female Leaders in Energy initiative, sending three mentees. This initiative, implemented by the United States Energy Association, aims to advance the professional development of early- to mid-career-level women working in energy sectors across Southeast Asia and the Pacific.<sup>39</sup> Its two-year mentorship program includes conferences and technical workshops aiming to build mentees' confidence and leadership skills, improve their industry and job function knowledge and skills, and empower and guide them in advancing their careers.<sup>40</sup>

**Figure 17. Partnerships and networks focusing on gender equality involving surveyed Pacific power utilities**



Source: Pacific Women in Power survey 2023

### The Role of Unions

**Unions can help advocate for gender equality, but few utilities have them.** Unions represent the interests of workers and ensure fair and equitable treatment. They negotiate collective bargaining agreements that set standards for wages, benefits, working conditions, and job security. Unions also advocate for workers' safety, health, and retirement security (ILO 2022a). Small scale operations and limited resources in the region can hinder the ability of power utility employees to organize and negotiate collectively. Only two utilities (14 percent) have a union (Energy Fiji Limited and PNG Power Limited). Both unions have a collective bargaining agreement. At PNG Power Limited, the agreement contains details on advancing gender equality (maternity and paternity leave, women's employment during night shifts, and grievance and dispute avoidance procedures). Most power utilities have a workers association tasked with voicing some staff concerns.

### Measuring and Reporting on Gender Equality

**Measuring and reporting on gender equality are crucial for optimizing resource utilization, enhancing transparency and accountability, and facilitating informed decision-making.** By systematically collecting and sharing data on gender-related metrics, organizations demonstrate their commitment to fairness and inclusivity. This process not only holds them accountable for their gender equality goals but also enables stakeholders to assess the effectiveness of initiatives. Progress reporting can be carried out through regular reports or during staff meetings. Pacific power utilities may face challenges in measuring and reporting on gender equality due to data collection issues, lack of expertise, financial constraints, and competing priorities. Nonetheless, six utilities (43 percent) reported that they conduct a regular survey to gather feedback from all staff and employees, whereas only two (14 percent) have had a gender safety audit (figure 18).

<sup>39</sup> <https://usea.org/event/female-leaders-energy-flie-mentee-capstone-presentation>

<sup>40</sup> <https://usea.org/program-categories/flie>



**Figure 18. Monitoring and evaluation mechanisms in surveyed Pacific power utilities**



Source: Pacific Women in Power survey 2023

## Attraction, Recruitment, and Hiring Policies

Attraction, recruitment, and hiring policies form the framework that organizations use to identify, attract, and select candidates for employment. These policies outline the strategies, processes, and principles guiding the organization's approach to building a talented and diverse workforce.

### Attraction Policies

Well-designed attraction policies enhance an organization's ability to attract top talent and create a positive image as an employer of choice. Attraction policies can build the pipeline of women in STEM professions by deploying proactive efforts to attract, educate, and support women at various stages of their education and careers. Power utilities can establish various types of relationships with universities to connect with students, identify talent, and meet their hiring needs. These relationships often benefit both utilities and the academic and educational institutions.

Some Pacific power utilities conduct outreach efforts and others have contact with universities, but they have no comprehensive school- to-work programs or attraction policies and approaches in place. Power utilities in PICs are often small-scale operations with limited resources and capacity, and face challenges related to cultural and social norms that limit the participation of women and girls in technical and engineering fields. Additionally, a lack of coordination and collaboration among stakeholders can make it difficult to implement comprehensive school-to-work programs. In the Cook Islands, Te Aponga Uira frequently participates in career expos to raise awareness about the utility's employment prospects. A female line mechanic from Tonga Power Limited was showcased in Matangi Tonga, a local online newspaper, where she shared her work experience at the utility. She also went to high schools to speak to students about her career and her daily work, sparking a lot of interest from young girls and women. UNELCO ENGIE Vanuatu Ltd coordinates with universities on recruitment opportunities for graduates.

Although it has no structured program, Samoa Electric Power Corporation hired students as paid part-timers, helping them meet their 800-hour work experience requirement for the Bachelor of Engineering degree from the University of the South Pacific. The utility hired about 20 students over the period 2018–23, 25 percent of whom were women; it then recruited most of the

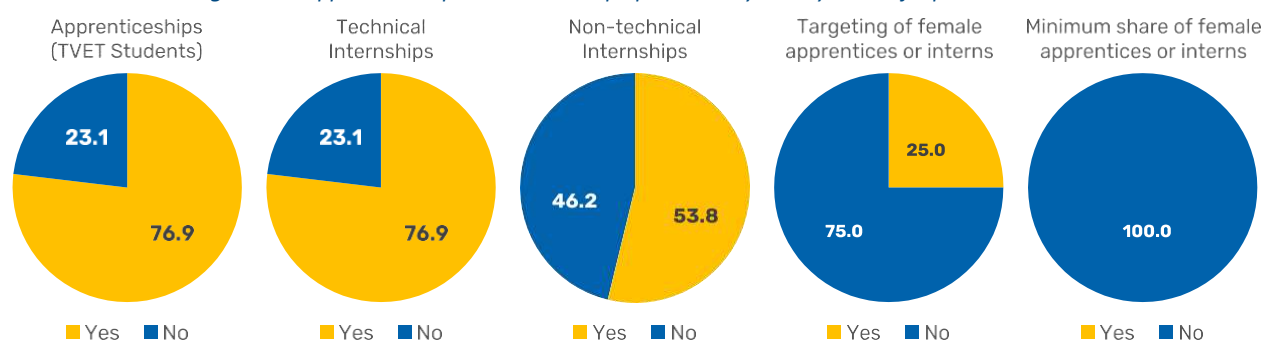




students to permanent positions. The university confirms that engineering students undertake 800 hours of industry work experience at power utilities in various countries such as Energy Fiji Limited and Solomon Power. In FSM, Kosrae Utility Authority is setting up an apprenticeship program partnership with the College of Micronesia. The Kiribati Public Utilities Board does not have a recruitment relationship with universities, but it collaborates with the Kiribati Institute of Technology to ensure that the curriculum there meets the needs of utilities.

**Women are underrepresented in most utilities' apprenticeships and internships.** At the eight surveyed utilities providing apprenticeships (62 percent of utilities), only 27.6 percent of the 87 apprentices are women. A similar share of utilities offers technical internships, but women make up an even smaller proportion of the interns—15.7 percent out of a total of 102 interns. Nontechnical internships are less common, with 23 percent of utilities offering them, and women account for only 6.5 percent of participants in these roles. Despite the low representation, only 25 percent of utilities actively seek to increase female participation in these programs, and none has set a minimum target for female interns (figure 19).

*Figure 19. Apprenticeships and internships provided by surveyed Pacific power utilities*

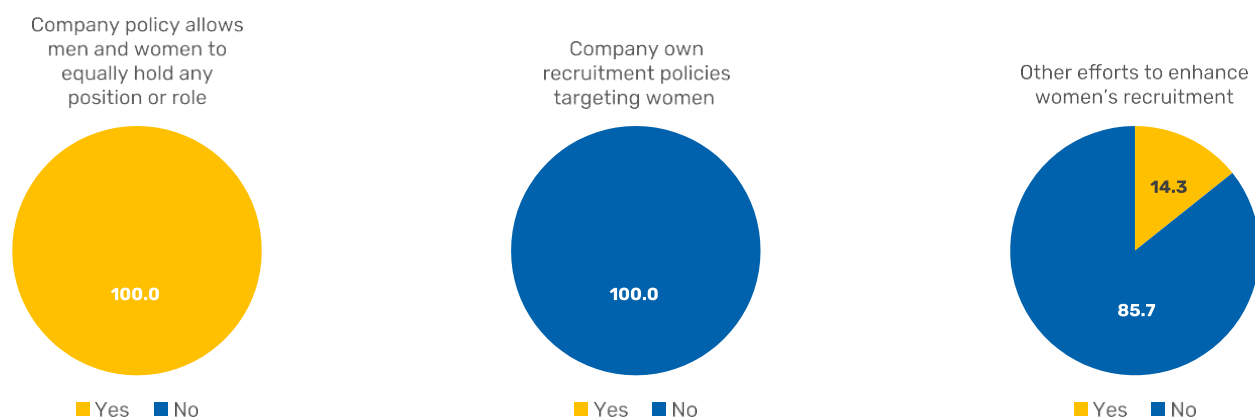


Source: Pacific Women in Power survey 2023

### Recruitment and Hiring Policies

Recruitment and hiring policies serve as a guiding framework that not only helps organizations navigate the hiring process but also contributes to the overall success, culture, and sustainability of the workforce. They are integral to creating an inclusive, efficient, and legally compliant recruitment environment. Recruitment policies can be government-mandated and may vary significantly across countries and regions. These policies are typically designed to promote fair and equitable hiring practices, prevent discrimination, and ensure that the workforce is diverse and representative.

*Figure 20. Share of Pacific power utilities with recruitment policies targeting women*



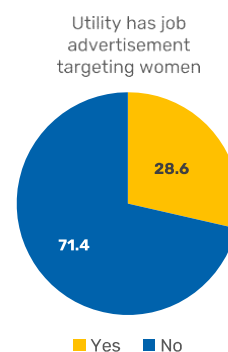
Source: Pacific Women in Power survey 2023

According to the organizational policies of all surveyed power utilities, men and women have equal rights to hold any position or role (figure 20). This result is in line with 2024 Women Business and the Law (WBL) data for the Pacific<sup>41</sup> related to the indicator “Can a woman get a job in the same way as a man?” (that is, are there legal restrictions on a woman’s capacity and ability to get a job or pursue a trade or profession?). In Solomon Islands and Vanuatu, however, a woman cannot “work at night in the same way as a man”; and, in PNG, a woman cannot “work in a job deemed dangerous in the same way as a man.” In Fiji, PNG, and Solomon Islands, a woman cannot “work in an industrial job in the same way as a man.”<sup>42</sup> Moreover, in five PICs—FSM, Palau, Solomon Islands, Tonga, and Vanuatu—the law does not “prohibit discrimination in employment based on gender.” Kiribati is the only PIC where the law “explicitly prohibits discrimination in recruitment based on marital status, parental status and age.”

None of the utilities has recruitment policies that target women’s employment, but some undertake efforts to enhance women’s recruitment (figure 20). Pacific power utilities face multiple challenges in implementing gender-inclusive recruitment policies, including cultural and social norms, limited resources and capacity, competing priorities and lack of awareness about the benefits of such policies. Instead, several utilities promote the notion of “equal opportunity employer” or “nondiscrimination” in their company policies, asserting that recruitment is based on merit. But this practice often falls short of achieving true gender inclusivity. Two utilities (14 percent) implement some initiative to increase women’s recruitment. In some of its donor-supported projects that include a gender target, Tonga Power Limited gives preference to female candidates holding a certificate of electrical engineering. Most of the young women hired for technical roles are graduate students from Tonga Institute of Science and Technology. When no qualified women were available, the project in Ha’apai supported the training of local women—who still work for the project as qualified line mechanics. Finally, UNELCO ENGIE Vanuatu Ltd runs an initiative called ‘Ambassador Technician,’ whereby a technician gives presentations to women and girls about the job and encourages them to pursue a career in the field.

Some utilities have issued job advertisements that seek male or female candidates. Four utilities (29 percent) released job advertisements specifically targeting or encouraging women to apply (figure 21), mainly by mentioning both genders. For example, Tonga Power Limited mentioned women in its job advertisement for meter readers, following requests from the public and staff. The advertisement stated that the utility “invite[s] interested individuals residing in Tongatapu, females or males, who have at least reached Form 5 level [...] to apply to [...] four meter-reader positions.” In FSM, the Yap State Public Service Corporation mentioned women in a job advertisement for an Asian Development Bank-funded project that required recruitment of women. Chuuk Public Utility Corporation encouraged women in a job advertisement for a power plant operator.

**Figure 21.** Share of Pacific power utilities with job advertisements targeting women



Source: Pacific Women in Power survey 2023

## Retention Policies

As the energy sector grapples with shortages of skilled professionals to match skills needs and new technology developments, it becomes imperative for companies to go beyond recruitment policies and ensure retention of existing talent. Staff retention refers to the capacity of an organization to keep its (female) hires and support their well-being and career advancement. In particular, energy stakeholders should ensure that they support and invest in female talent. Low retention levels are often associated with poor working conditions, an inhospitable workplace, and inadequate working arrangements—circumstances that pose significant challenges for women in balancing professional and family responsibilities (Fouad et al. 2017; Hunt 2016; Kahn and Ginther 2017; Schomer and Hammond 2020).

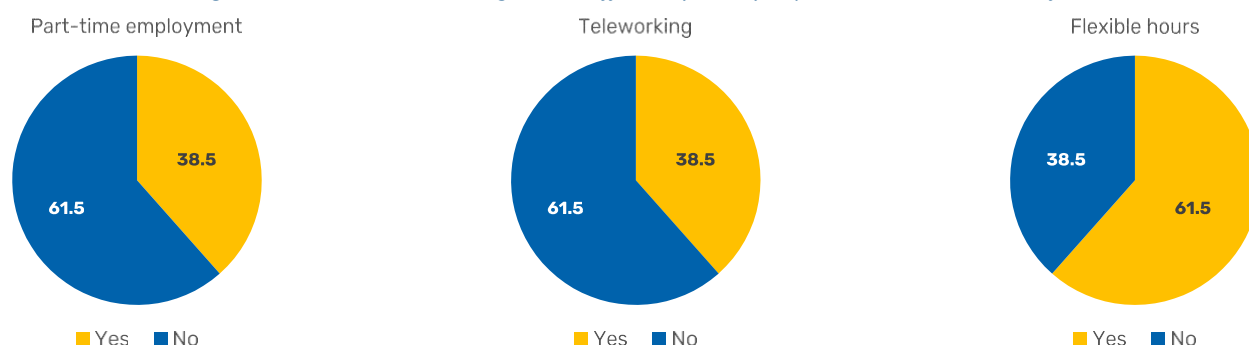
<sup>41</sup> For 2024, the WBL database includes the following 10 Pacific Islands: Fiji, FSM, Kiribati, Marshall Islands, Palau, PNG, Samoa, Solomon Islands, Tonga, and Vanuatu. It does not include Cook Islands, Nauru, and Tuvalu. Refer to Women, Business and the Law data (<https://wbl.worldbank.org/en/wbl-data>).

<sup>42</sup> Refer to Women, Business and the Law data 2024.

### Flexible Work Arrangements

Setting guidelines for flexible working arrangements can be a cost-effective strategy to retain female employees, enhancing work-life balance for both genders. The evidence underscores that inflexible working hours contribute to women's exit from engineering and infrastructure jobs (Schomer and Hammond 2020). As long as women remain the primary caregivers in the home, embracing part-time options and flexible work can curb attrition and foster long-term female workforce participation. Because teleworking or telecommuting presents challenges for infrastructure professionals engaged in roles like construction, it is also important to consider alternative options like flexible core hours or compressed work schedules.

**Figure 22.** Flexible work arrangements offered by surveyed power utilities in the Pacific



Source: Pacific Women in Power survey 2023

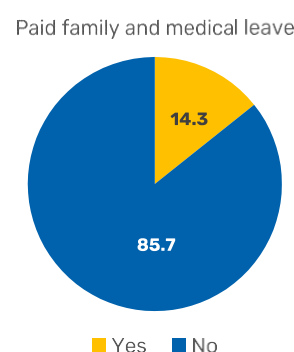
Most power utilities offer some form of flexible work arrangement, available equally to male and female employees. Of the utilities responding to this question, 12 (92 percent) offer flexible work arrangements, with flexible core hours/compressed work schedule as the most offered arrangement, followed by part-time employment and teleworking/telecommuting (figure 22). One utility offers all three types of arrangements, four utilities offer two types, and six utilities offer only one type. All arrangements are equally available to male and female employees in all utilities. Solomon Power introduced a home-based work policy in 2022 following a decision by its Board. The policy aims to provide guidance to managers to make consistent decisions when they receive requests for flexible work. It is available to all employees, except those that cannot perform their job at home (for example, field crew, drivers, and cashiers).

### Workplace Benefits

Beyond salaries or wages, employers offer benefits designed to enhance the overall compensation package, attract and retain talent, and contribute to employee well-being and satisfaction. Workplace benefits can vary with local regulations, cultural norms, and the specific policies adopted by individual companies. The most common ones are paid time off (vacation), sick or medical leave, maternity and paternity leave, health insurance, and pension plan.

Although family and medical leave benefits are critical components of a supportive and employee-friendly workplace and are vital for female employees, few utilities offer them. Family or medical leave allows employees to take time off from work because of illness, injury, or medical conditions of themselves or a family member. Limited resources and capacity, cultural and social norms, outdated regulations, and policy gaps may hinder their ability to provide comprehensive benefits packages and support their employees' well-being. Two utilities (14 percent) – Kiribati Public Utilities Board and Solomon Power – offer paid family and medical leave to their staff, corresponding to about 20 days of paid medical leave and 3–5 days of compassionate leave (figure 23).

**Figure 23.** Share of surveyed Pacific power utilities offering paid family and medical leave



Source: Pacific Women in Power survey 2023

Family leave is particularly important for women, because it provides the flexibility, they need to address their caregiving duties without compromising job security.

**Almost all utilities offer paid maternity leave of varying duration, and most offer paid paternity leave.** Twelve utilities (86 percent) offer paid maternity leave (figure 24), and one offers unpaid maternity leave. Only three utilities provide at least 14 weeks of leave, two of them exceeding legal requirements<sup>43</sup> (table 3). Among remaining utilities, the duration ranges from one to three months. Kosrae Utility Authority and UNELCO ENGIE Vanuatu Ltd also offer phased return schedules for returning mothers, and some utilities allow nursing mothers to take a few hours off per day to feed their baby. Nine utilities (64 percent) offer paid paternity leave, lasting from one to 10 days; no PIC legally requires paid paternity leave.

**Recognizing that employees often face challenges in balancing work and family life, companies may offer childcare support services or work-from-home policies to create a family-friendly workplace, improve employee satisfaction, and contribute to a positive work culture.** The specific services offered can vary with the company's size, its industry, and the needs of its workforce. For larger entities, childcare services may include on-site childcare centers within or near the workplace. Alternatively, organizations may offer financial assistance or subsidies to help employees cover the costs of external childcare services. In addition, work-from-home policies can be a valuable tool for companies to support employees with care responsibilities (for example children and elderly).

**None of the surveyed power utilities provides childcare support services, and only a few have work from home policies to support employees' care responsibilities (figure 25).** Also, none of the utilities reported having a collaboration with childcare service providers to support working parents, which may be due to the lack of such providers in the area. According to 2024 WBL data, PNG's law established the provision of center-based childcare services. In terms of allowing work from home, only three utilities have such a policy in place – Energy Fiji Limited, Samoa Electric Power Corporation and Solomon Power.



<sup>43</sup> Energy Fiji Limited, Kosrae Utility Authority, and UNELCO ENGIE Vanuatu Ltd offer at least 14 weeks. However, such legal requirement only applies in Fiji.

**Figure 24.** Share of surveyed Pacific power utilities offering paid maternity and paternity leave

Source: Pacific Women in Power survey 2023

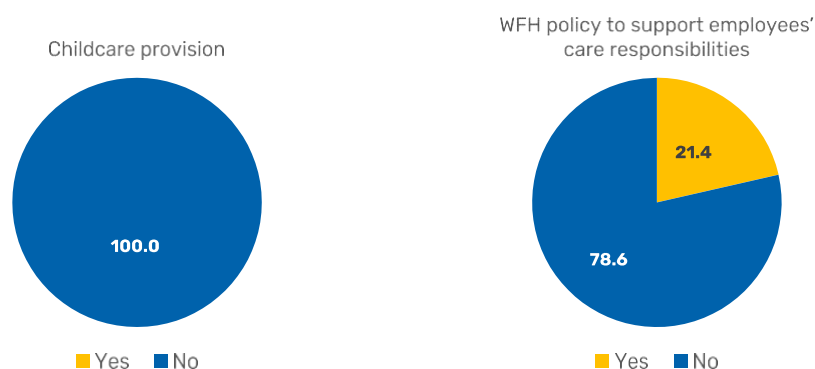
**Table 3.** Legal frameworks and regulations surrounding parental leave in PICs

Country	WBL PARENT-HOOD INDEX	Is paid leave of at least 14 weeks available to mothers?	Length of paid maternity leave	Are leave benefits for mothers paid solely by the government	Is paid leave available to fathers?	Length of paid paternity leave	Is there paid paternity leave?	Is dismissal of pregnant workers prohibited?
Cook Islands	—	—	—	—	—	—	—	—
Fiji	75	Yes	98	No	Yes	1	No	Yes
Kiribati	25	No	84	No	No	0	No	Yes
Marshall Islands	0	No	0	No	No	0	No	No
FSM	0	No	0	No	No	0	No	No
Nauru	—	—	—	—	—	—	—	—
Palau	0	No	0	No	No	0	No	No
Papua New Guinea	0	No	0	No	No	0	No	No
Samoa	50	No	28	No	Yes	7	No	Yes
Solomon Islands	0	No	84	No	No	0	No	No
Tonga	0	No	0	No	No	0	No	No
Tuvalu	—	—	—	—	—	—	—	—
Vanuatu	0	No	84	No	No	0	No	No

Source: Women, Business and the Law 2024

Notes: PICs = Pacific Island Countries; FSM = Federated States of Micronesia; — = not available.

**Figure 25.** Share of surveyed Pacific power utilities offering childcare services and work-from-home options



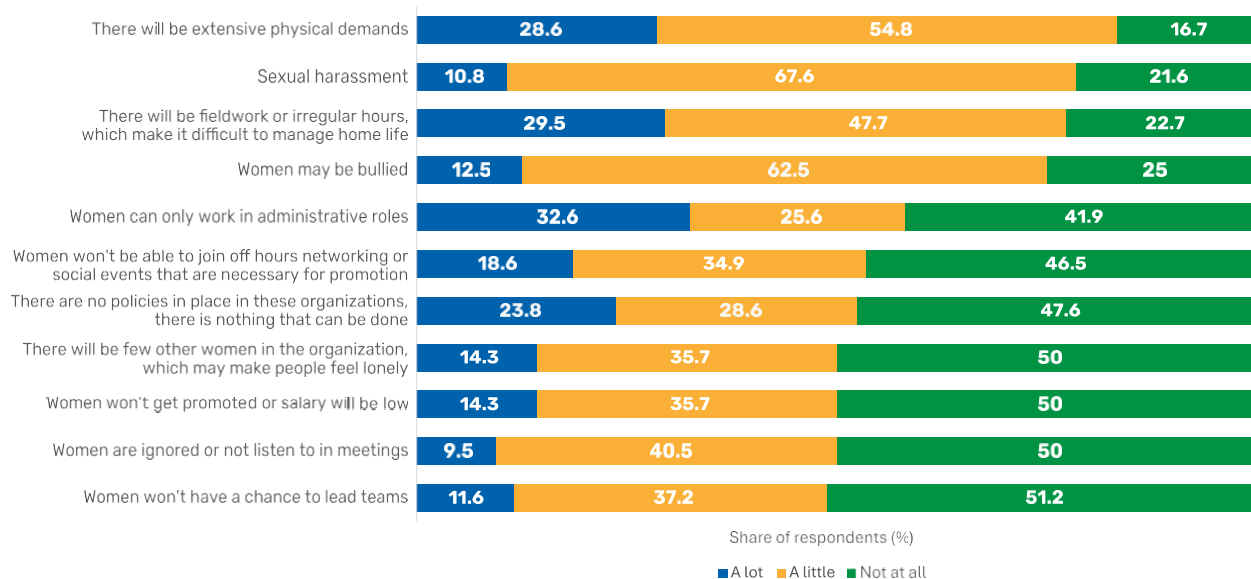
Source: Pacific Women in Power survey 2023

Note: WFH = work-from-home.

## Workplace Bullying and Sexual Harassment

Although rarely included in national employment codes, policies addressing workplace bullying and sexual harassment<sup>44</sup> are essential tools for building a legally compliant and respectful workplace that values employee well-being and embraces diversity. According to WBL 2024, only two PICs (Fiji and Kiribati) have laws addressing sexual harassment in their employment codes. Prioritizing mental and emotional health, policies addressing workplace bullying and sexual harassment play an important role in creating a safe, respectful, and inclusive workplace, which fosters employee retention. Companies with robust policies enhance their reputation by exhibiting a commitment to ethical business practices. Well-implemented policies can guide a company's duty of care and help organizations respond to harassment disclosures. Accountability measures within these policies promote a sense of fairness and justice. Ultimately, these policies are integral to creating a workplace culture that not only mitigates and responds to GBV and sexual harassment but also promotes the overall welfare and satisfaction of employees, making the organization an attractive and responsible entity in the eyes of employees, customers, and business partners.

**Figure 26.** Most common reasons cited for why a male-dominated workplace culture can be unwelcoming or even hostile to women



Source: Pacific Women in Power Gender Norms survey 2023

Although most utilities have established policies addressing workplace bullying and sexual harassment, implementation and provision of training present challenges. The PWIP Gender Norms survey reports that 60.8 percent of respondents believe that a male-dominated workplace culture can be unwelcoming or even hostile to women, often because of bullying and sexual harassment (figure 26). Twelve utilities (86 percent) have adopted rules, regulations, or policies to address bullying and sexual harassment in the workplace (figure 27). However, only four utilities (29 percent) make educational and awareness training material on bullying and sexual harassment in the workplace available to staff, and only two utilities (14 percent) provide antidiscrimination, antiharassment, and antibullying training to staff. Although 11 utilities (79 percent) have a formal grievance procedure in place, only three (21 percent) have a female grievance focal point (the HR manager) and only four (29 percent) offer psychosocial support (such as paid counseling) for employees suffering from workplace bullying or harassment.



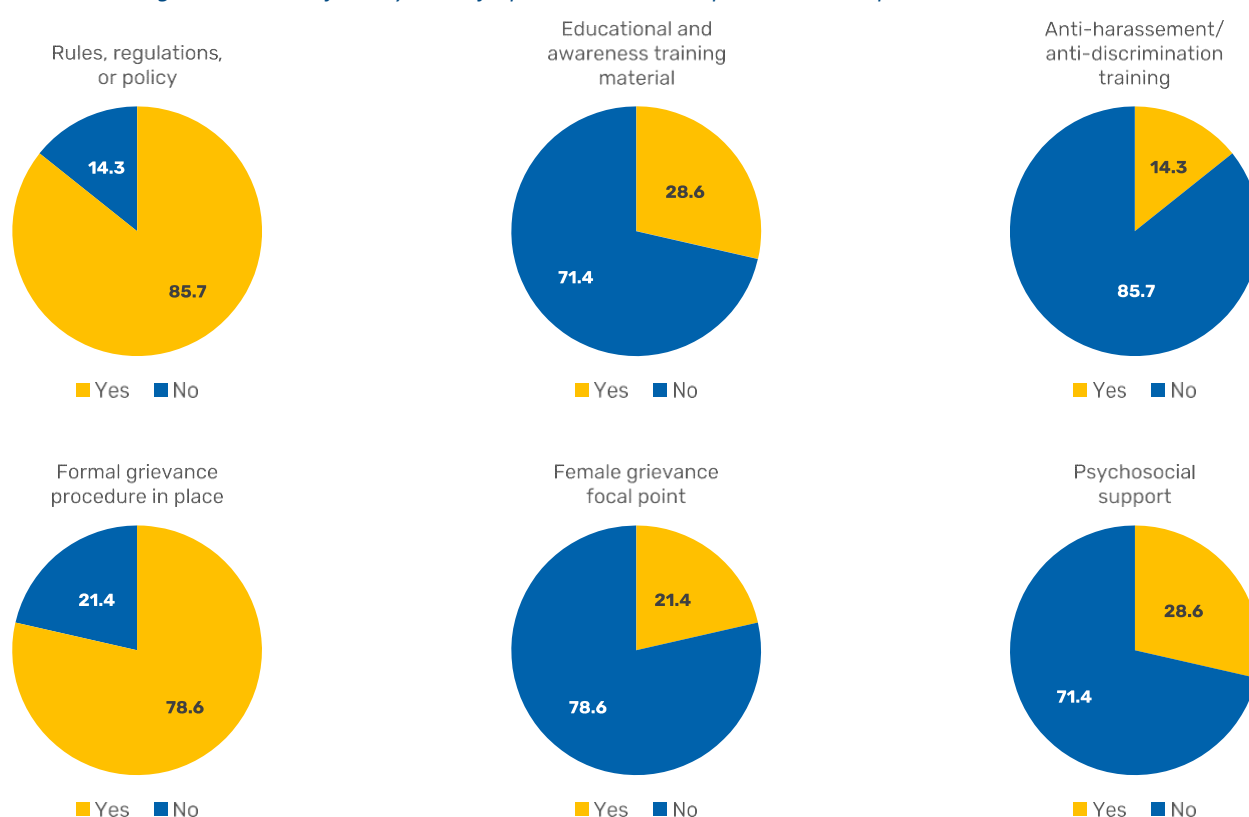
<sup>44</sup> Workplace bullying is defined as unreasonable, and often repeated, behavior that undermines a person's health, safety, confidence, or dignity. Examples of behaviors, whether intentional or unintentional, that may be considered workplace bullying include abusive, insulting, or offensive language or comments that may reference, among other characteristics, race, religion, ethnicity, age, disability, gender identity, sexual orientation, language, or socioeconomic class. Sexual harassment refers to the unwelcome conduct of a sexual nature, which makes a person feel offended, uncomfortable, humiliated, or intimidated. Sexual harassment can take various forms, such as staring or leering, sexually suggestive comments or jokes, insults, or taunts of a sexual nature.



## Domestic and Sexual Violence

Addressing the economic costs of GBV presents critical opportunities for enhancing growth outcomes. Pacific women face some of the world's highest levels of GBV. Approximately 60 percent of women and girls in the region have experienced violence from an intimate partner or family member, compared to 35 percent of girls and women worldwide (PWL 2023).<sup>45</sup>

**Figure 27. Share of surveyed Pacific power utilities with policies on workplace sexual harassment**



Source: Pacific Women in Power survey 2023

GBV serves as a substantial barrier to women's engagement in economic and social spheres, with significant human and economic development costs. In 2011, GBV was estimated to cost the Fijian economy approximately 6.6 percent of its gross domestic product (Moriarty 2012). As noted earlier in the 'Context' section, GBV-related absenteeism and staff turnover not only affect company revenues but also hinder women's productivity and economic participation (IFC 2016, 2019a, 2023a).

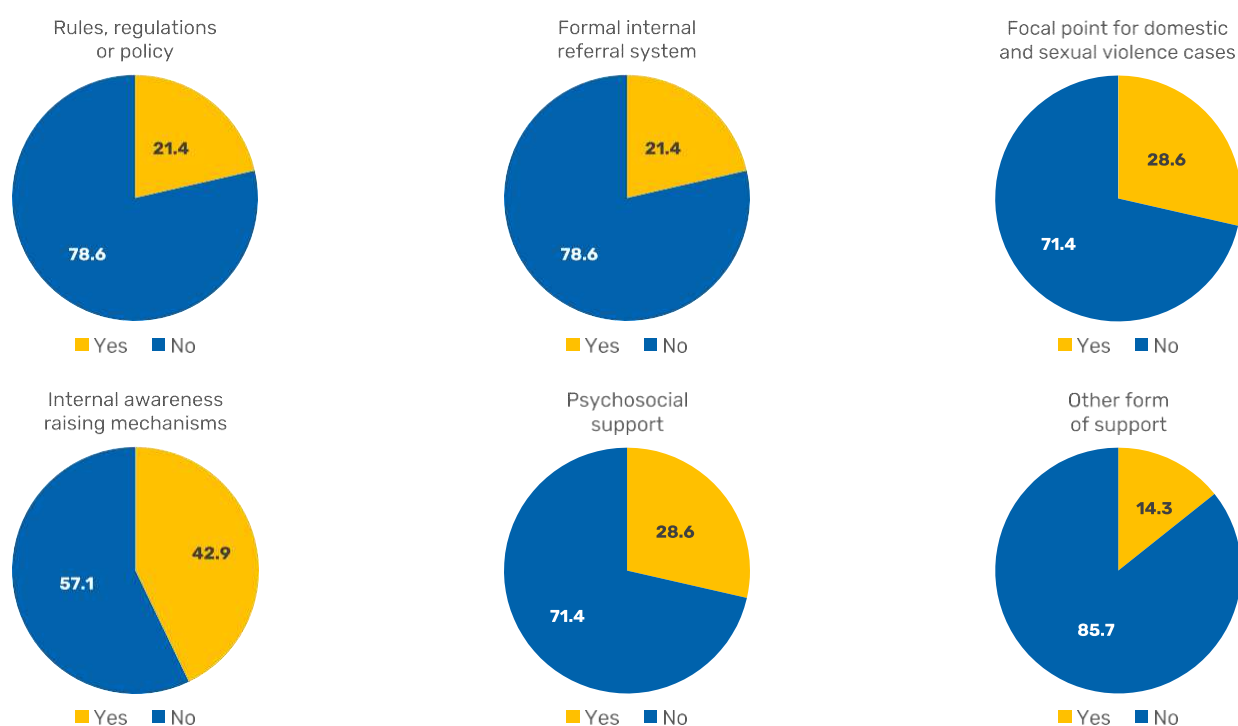
Despite increasing recognition of the impact of domestic and sexual violence on employees and workplaces, the issue is rarely addressed in national legislation. Laws mandating domestic and sexual violence policies in companies are becoming more common, but they are not the case everywhere. According to WBL 2024, only four PICs (Kiribati, Marshall Islands, Solomon Islands, and Tonga) have domestic violence laws, typically as part of family acts or the criminal code rather than the employment code. Even without such laws, however, companies can adopt policies on domestic and sexual violence, which contribute to preventing potential workplace violence, ensuring employee productivity, and offering crisis management guidelines. By protecting employees from adverse actions and promoting a culture of empathy, companies aim to retain talent and foster

<sup>45</sup> The highest rates of intimate partner physical and/or sexual violence against women have been recorded in Kiribati (68 percent), Fiji (64 percent), Solomon Islands (64 percent), Vanuatu (60 percent), Marshall Islands (51 percent), and Nauru (48 percent) (ADB 2016). Palau has recorded the lowest rate in the region at 25 percent. PNG faces exceptionally high rates of family and sexual violence, with 65.3 percent of women in rural and urban areas experiencing domestic violence, according to a 2009–10 study (Ganster-Breidler 2010). Research conducted by the Overseas Development Institute in 2015 finds that 68 percent of survey participants in three large PNG companies had experienced GBV in the previous year, resulting in significant business costs including lost productivity, staff absenteeism, turnover, and workplace security risks (Darko, Smith, and Walker 2015).

an inclusive workplace. Addressing domestic violence aligns with social responsibility, as companies contribute to community well-being and create awareness through education initiatives.

Very few Pacific power utilities have adopted comprehensive policies on domestic and sexual violence necessary to the context. However, there are some examples of good initiatives. Three utilities (21 percent)—Energy Fiji Limited, Solomon Power, and UNELCO ENGIE Vanuatu Ltd—have rules, regulations, or policies to address domestic and sexual violence; a formal internal referral system to support employees experiencing domestic and sexual violence; and a focal point for domestic and sexual violence cases that employees can reach out to for help. They also have internal communication mechanisms to raise awareness and offer psychological support for employees experiencing domestic and sexual violence (figure 28). PNG Power Limited has a focal point and offers psychological support; three other utilities have established only internal awareness-raising mechanisms.

**Figure 28.** Share of surveyed Pacific power utilities with policies on domestic and sexual violence



Source: Pacific Women in Power survey 2023

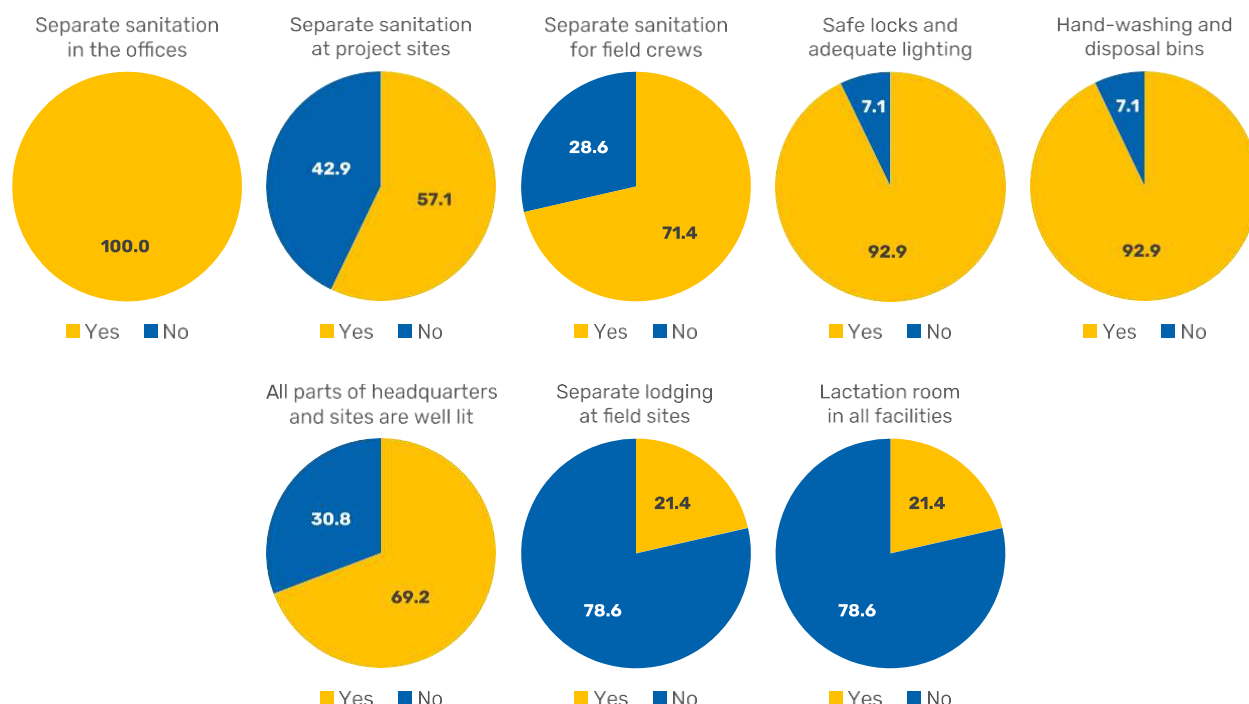
### Facilities and Equipment

Adapting workplace facilities and equipment to address the needs of female employees is crucial for creating an inclusive and supportive work environment. Workplace facilities and equipment in the energy sector often fail to meet women's needs, potentially dissuading them from seeking employment in this industry. Simple measures to accommodate female workers' needs include providing appropriate sanitation and lodging facilities, adequate lighting, appropriately sized personal protective equipment, and safe and comfortable transportation arrangements. Because lack of safe transportation is identified as a significant obstacle to women's labor force participation (Schomer and Hammond 2020), accessible and affordable transportation infrastructure is crucial for women to reach job opportunities, especially in remote areas where large-scale projects are implemented.

All utilities offer amenities to cater to women's needs, but only a few provide a comprehensive range. All surveyed utilities provide separate toilets and sanitation facilities for men and women in the offices, but only eight (57 percent) provide separate facilities at project sites and 10 (71 percent) provide them for field crews (such as

surveyors and installation crew)—figure 29. Thirteen utilities (93 percent) reported that all facilities used by women have safe locks and adequate lighting. Similarly, 13 utilities (93 percent)—mostly the same ones—reported that all facilities used by women have handwashing facilities and disposal bins. Nine utilities (69 percent) reported that all parts of their headquarters and project sites are well-lit. Only three utilities (21 percent) provide separate lodging quarters for men and women at the field sites/plants, and only three provide lactation facilities. Over a third of the utilities offer half or fewer of the amenities listed; only two utilities (Fiji Energy Limited and UNELCO ENGIE Vanuatu Ltd) provide the full range of amenities.

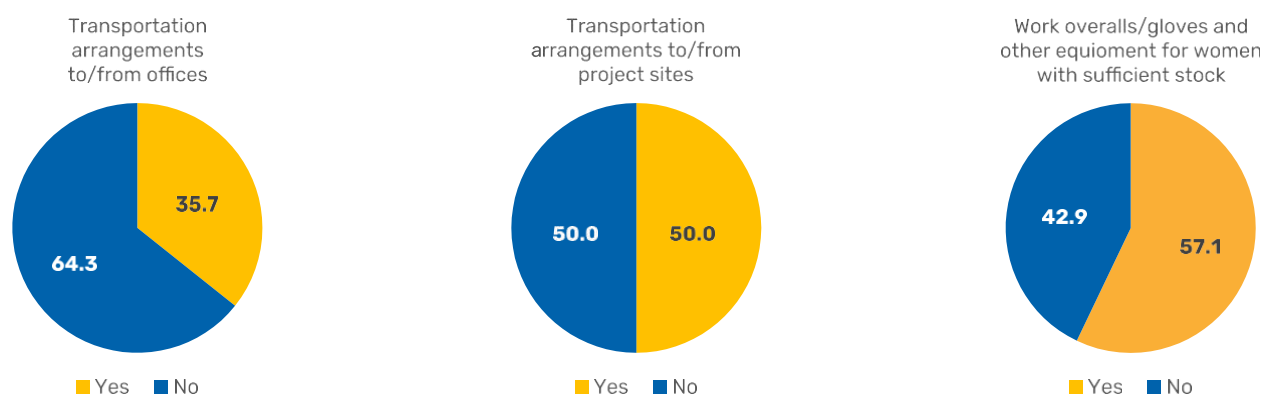
**Figure 29. Workplace facilities in surveyed Pacific power utilities**



Source: Pacific Women in Power survey 2023

Five utilities (36 percent) provide specific transportation arrangements for women's travel to or from offices, which make them feel comfortable and safe; seven (50 percent) provide such transportation to or from project sites (figure 30). Eight utilities (57 percent) provide work overalls, gloves, and other equipment appropriately sized for women, and have sufficient stock of such equipment. Only four utilities (29 percent) provide all of the above.

**Figure 30. Transportation and equipment for women in surveyed Pacific power utilities**



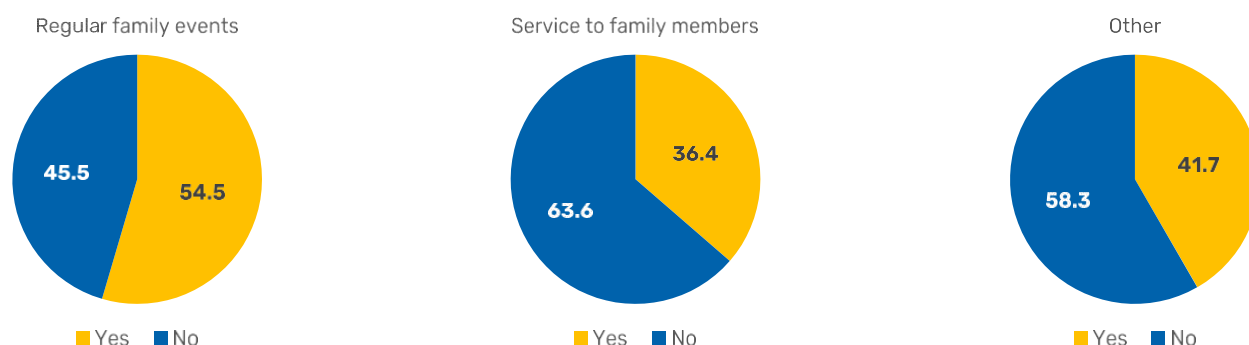
Source: Pacific Women in Power survey 2023

### Staff Engagement and Well-Being

Fostering staff engagement and well-being contributes to increased productivity and improved job satisfaction. Staff engagement in human resources refers to the level of enthusiasm and dedication that employees feel toward their job. Committed employees are invested in their work and the company's performance and feel that their efforts have an impact (Smith 2024). Staff engagement and well-being activities contribute to several positive outcomes for both employees and the organization. Benefits for employees include increased productivity, enhanced job satisfaction, and improved mental and physical health; and organizations may benefit from improved reputation, lower absenteeism, and increased profitability (GALLUP 2013).

Most power utilities (71 percent) offer some type of family benefits or social events. Six utilities (55 percent) hold regular family events, such as holiday celebrations or sports events; four utilities (36 percent) provide benefits, such as health insurance, to family members; and five utilities (42 percent) offer other programs to promote work-life balance (such as sports programs, social clubs, and education assistance)—figure 31. Only UNELCO ENGIE Vanuatu Ltd offers all three types of benefits and events, and another three utilities offer two types.

Figure 31. Family benefits and social events offered by surveyed Pacific power utilities



Source: Pacific Women in Power survey 2023

### Advancement Policies

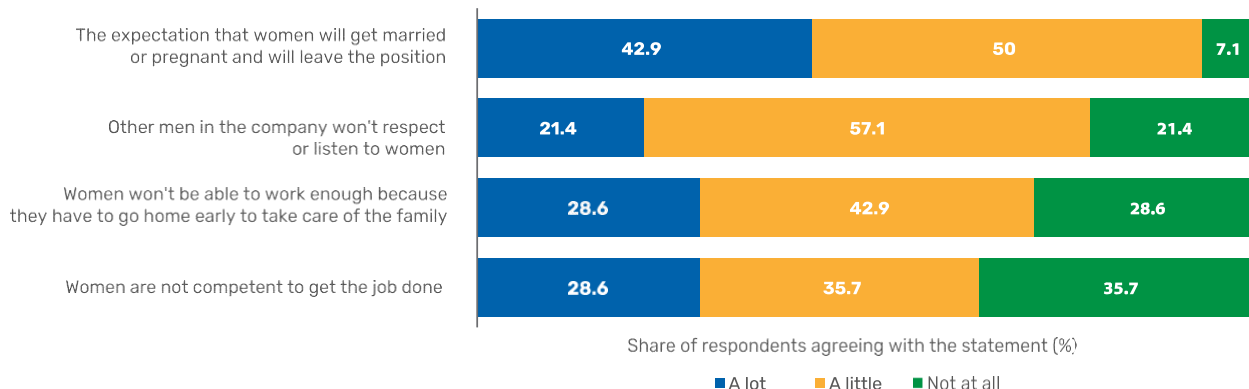
Advancement policies are crucial for enhancing overall workforce talent and addressing skills gaps, yet women still trail behind men in career progression. *Advancement policies* refer to the strategies and procedures that companies use to promote and develop their employees, often to leadership roles. Strong advancement policies can attract and retain top talent by demonstrating that the organization values employee development and growth. Such policies can also improve employee productivity while fostering their engagement and satisfaction (Corbett and Hill 2015). Nonetheless, women continue to face obstacles in career advancement compared to men, often encountering a “glass ceiling”—the invisible barrier preventing qualified women from reaching leadership positions—because of unconscious bias and societal expectations. In the PWIP Gender Norms survey, 23.3 percent of respondents report their belief that company managers and leaders do not want to hire or promote women, often citing the expectation that women will get married or pregnant and will leave the position (figure 32).



### Promotion Policies and Succession Planning

Companies can foster career advancement opportunities for women through targeted promotion policies and succession planning. *Promotion policies* set criteria for employee promotion based on performance, skills, experience, and education. When appropriately designed, these policies can ensure women's consideration for promotions on the same basis as men. *Succession planning* identifies and develops potential leaders for key positions by mapping the talent pipeline, assessing skills, and offering training opportunities. Similarly, succession planning should consider specific skills and experiences that women may need to advance in their careers.

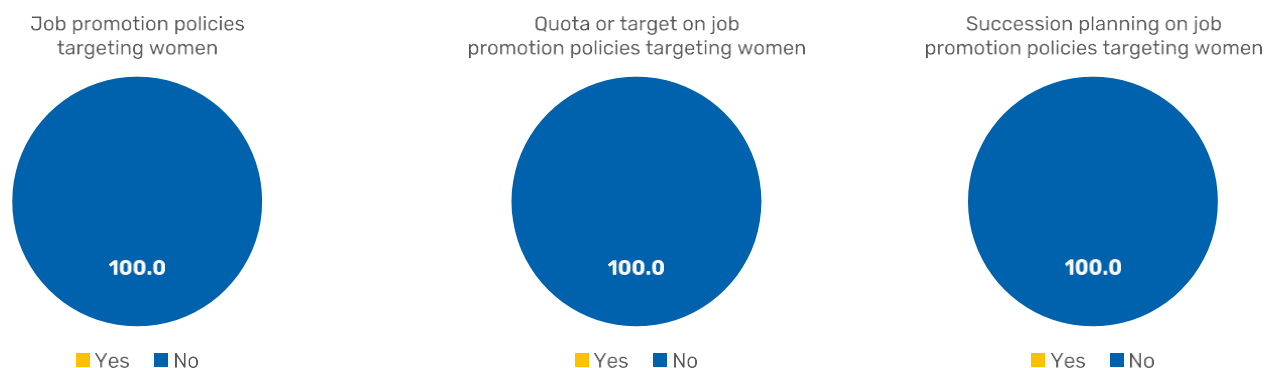
**Figure 32.** Most common reasons cited for why company managers and leaders do not want to hire or promote women



Source: Pacific Women in Power Gender Norms survey 2023

None of the surveyed power utilities has implemented promotion policies or succession planning targeting female employees (figure 33). Although UNELCO ENGIE Vanuatu Ltd does have a target of 50 percent of women in management by 2030, it has no specific program targeting the promotion of women into management. Utilities often rely on their nondiscrimination and merit-based policies to avoid adopting more tailored approaches. Some utilities institute some gender equality actions, although not always as part of a fully developed comprehensive promotion policy. For example, the Kiribati Public Utilities Board urges women to fulfill the promotion criteria to be considered for a promotion on equal terms with men, encouraging women to take advantage of the utility's reimbursement scheme to obtain the highest possible qualification to ensure that they meet promotion requirements. It also commits to ensuring women's inclusion in selection committees, thereby enhancing the likelihood that women will be promoted. Pacific power utilities face significant obstacles in implementing targeted promotion policies for women. Traditional gender roles and stereotypes coupled with limited resources and capacity may hinder the development and implementation of promotion policies targeting women. Additionally, limited awareness of the benefits of gender equality, including its definition, associated issues, and the advantages of targeted promotion policies, can hinder progress. Resistance to change is another significant obstacle. Resistance to change and the absence of reliable data and information, coupled with outdated regulations, may also pose significant challenges.

**Figure 33.** Promotion policies targeting women in surveyed Pacific power utilities



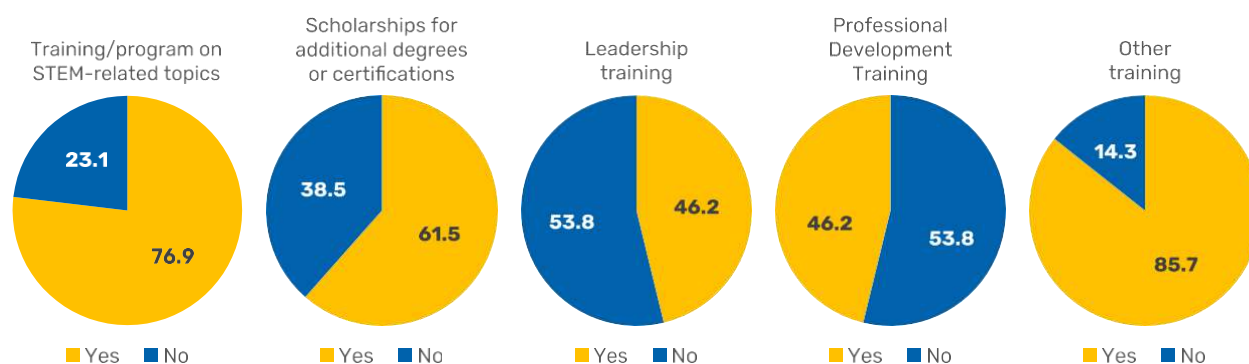
Source: Pacific Women in Power survey 2023

## Training

Training is pivotal to advancement policies because it equips employees with the skills and knowledge necessary for career progression; however, women are less likely than men to benefit from training opportunities. Organizations that invest in training are more likely to have a more productive, engaged, and satisfied workforce (McCarty and Skibniewski 2015). Companies can offer various types of training to support advancement policies, including technical training, soft skills training, leadership training, and professional development programs. Even when training programs are offered, cultural norms and expectations can hinder women's participation (ILO 2019a). Ineffective training design can also perpetuate gender inequalities. For example, training that occurs outside working hours may make it difficult for caregivers to participate because of their childcare responsibilities.

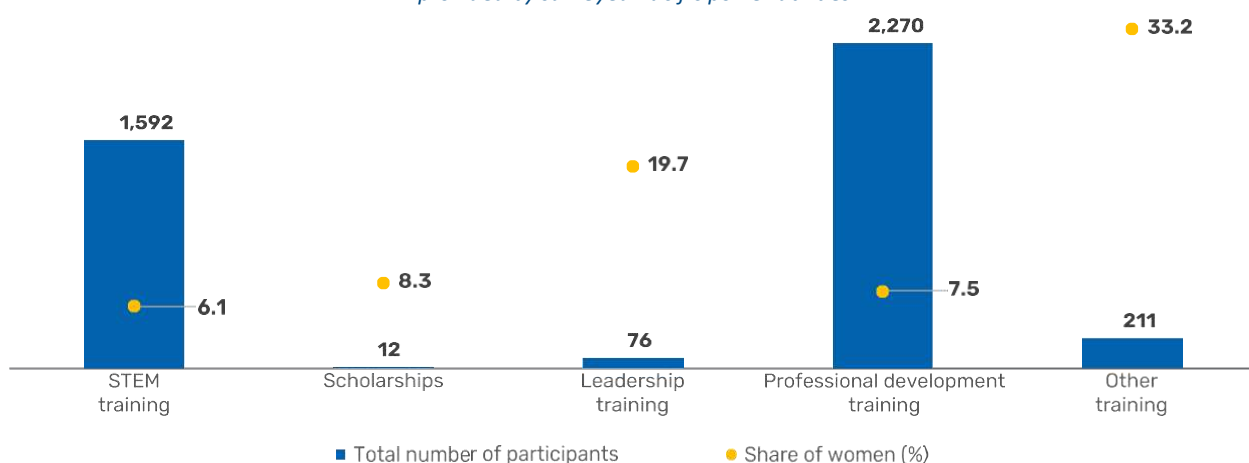
Almost all utilities offer some type of training, but women always make up a minority of the participants. Of the utilities responding to this question, 10 (77 percent) provide training on STEM topics directly related to operations (figure 34). Seven of these utilities reported the number of participants in the last 12 months: women accounted for only 6.1 percent (figure 35). Of the eight utilities (62 percent) providing scholarships for additional degrees or certifications, three utilities provided data on the number of participants in the last 12 months, of which only 8.3 percent were women. Six utilities (46 percent) offer leadership training and seven (54 percent) offer professional development training to staff for maintaining credentials (that is, continuous learning credits). Most utilities (86 percent) offer other types of training to their employees, such as spillage training, customer complaints, accounting and billing, occupational safety and health, and first aid training.

**Figure 34.** Training and continuing education opportunities offered by surveyed Pacific power utilities



Source: Pacific Women in Power survey 2023

**Figure 35.** Participants over the last 12 months in training and education opportunities provided by surveyed Pacific power utilities



Source: Pacific Women in Power survey 2023

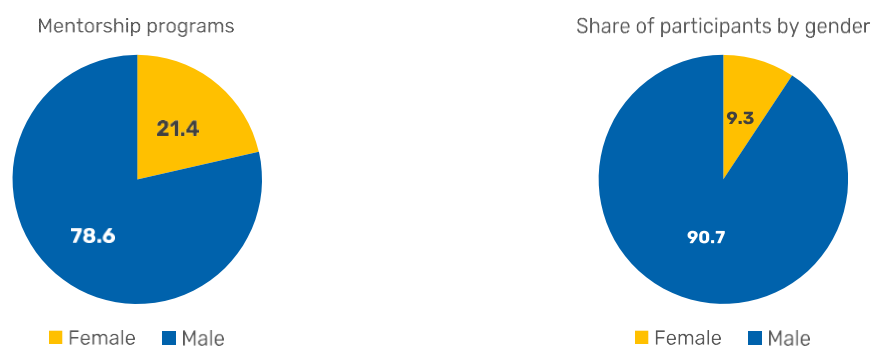


### Mentorship and Sponsorship Programs

Mentorship programs are crucial for promoting women in technical roles and bridging the gender gap in the energy sector, especially to enable advancement. Through mentorship programs, senior executives commit to supporting high-potential employees. The lack of mentors and female role models in the energy sector contributes to low recruitment and retention rates for women in technical positions. Conversely, mentorship is associated with a higher likelihood of promotion.

Only a few utilities have instituted mentorship programs, and existing programs have a minimal proportion of female participants. Of the utilities responding to this question, only three (21 percent) reported having a mentorship program - Cook Islands Te Aponga Uira, Energy Fiji Limited and UNELCO ENGIE Vanuatu Ltd, and only two of those programs involved women in the last 12 months (Energy Fiji Limited and UNELCO ENGIE Vanuatu Ltd) (figure 36). In total, 68 male employees and seven female employees benefited from mentorship in the last 12 months. None of those employees was a manager.

**Figure 36.** Mentorship programs offered by surveyed Pacific power utilities and share of participants by gender in the last 12 months



Source: Pacific Women in Power survey 2023

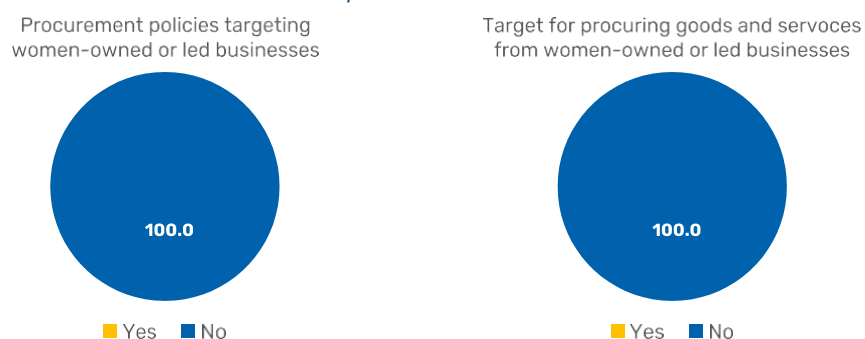
### Gender-Inclusive Procurement

Corporate procurement can become a powerful tool for advancing gender equality. Gender-responsive procurement is the selection of services, goods, and civil works that considers their impact on gender equality and women's empowerment. By promoting women's entrepreneurship, corporate procurement can lead to mutual benefits for corporations and women-owned businesses, boosting the economy and sustainable development (ILO 2022b; UN Women 2017).

None of the utilities has a procurement policy targeting women-owned or women-led businesses or has targets for procuring goods and services from those businesses (figure 37).<sup>46</sup> In Vanuatu, despite the lack of targeted procurement, UNELCO ENGIE Vanuatu Ltd has engaged two technical women-owned companies to lay cable and pipes, installing distribution networks for power and water. The two companies met the specifications for procurement, despite the lack of gender targeting. Three utilities (21 percent) have held information sessions for local businesses on goods and service tenders, and three utilities are aware of areas where women-owned and women-led businesses could play a large role in the procurement of goods and services for the utility or the sector, such as uniforms and safety gear.

<sup>46</sup> A woman-owned business is at least 30 percent owned, managed, and controlled by one or more women. A women-led business is an enterprise in which a woman (or women) has long-term control and management of the business, an equity stake, and an active role in both strategic and day-to-day decision-making.

**Figure 37. Procurement policies and targets related to women-owned or women-led businesses in surveyed Pacific power utilities**



Source: Pacific Women in Power survey 2023

## Community Corporate Social Responsibility and Benefit-Sharing Projects

When companies aim to improve the communities, they operate in, community corporate social responsibility (community CSR) and community benefit-sharing (CBS) projects can offer a multitude of benefits, including fostering gender equality. Community CSR projects may focus on protecting the environment; supporting health care, education, infrastructure upgrades, or economic development in the community; or donations to local organizations. They may also contribute to improving gender equality by ensuring that women benefit equally from the projects or development outcomes. Beyond benefits to the community, such projects may enhance the organization's positive reputation, increase customer loyalty, and strengthen the organization's relationship with the community (Sprinkle and Maines 2010).

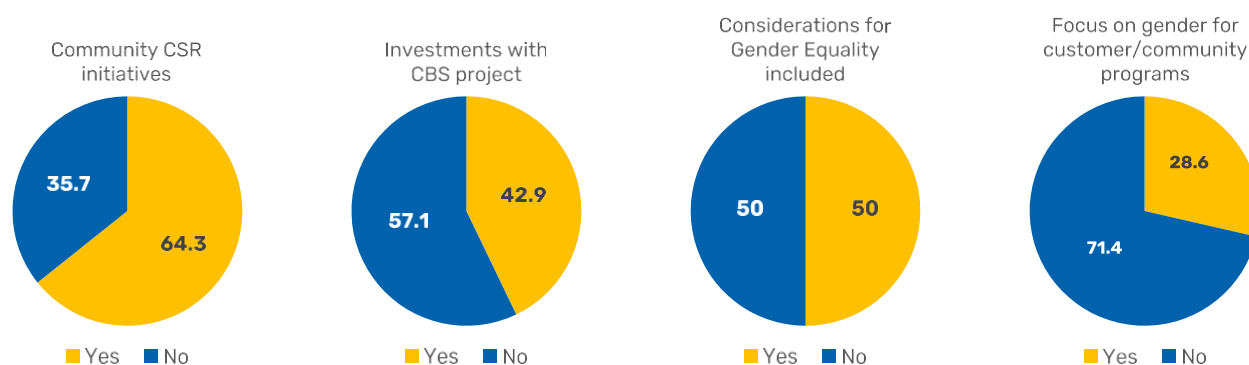
Despite those benefits, only half of the surveyed utilities with such projects include gender equality considerations. Nine utilities (64 percent) currently have community CSR initiatives, and six utilities (43 percent) have investments accompanied by a CBS project (figure 38). Of the 10 utilities with either community CSR initiatives or CBS projects, five utilities include considerations of gender equality. For example, PNG Power Limited



encourages gender equality under its donor-funded projects. As a requirement for the tendering of projects, contractors must show evidence of female participation in either the management of the company or the general workforce. Tonga Power Limited's Nuku'alofa Network Upgrade Project includes a gender action plan that establishes, among other things, women's participation at 50 percent for all consultations, surveys, end-user training programs, trainer programs, and workshops; targets for female workers and technical workers on project sites; workshops raising awareness around safety concerns for women; targets for measures that enhance safety of women; targets for women reporting knowledge and skills in energy/technology-based livelihood activities (following livelihood training); and guidelines to integrate gender considerations in the utility's projects.

Four utilities (29 percent) have identified areas in which they would like to do more on customer- or community-facing projects and programs with a gender focus (figure 38). The Kiribati Public Utilities Board aims to support education and awareness around gender-related issues and challenges. PNG Power Limited seeks to encourage girls in primary and secondary school to follow technical and STEM studies. Samoa Electric Power Corporation aspires to implement outreach programs in community (grassroots) education programs, such as in primary schools, to encourage girls' participation in STEM-related subject areas. Tonga Power Limited (TPL) seeks to establish outreach programs to raise awareness about opportunities for women and girls within the utility. TPL encourages students in schools and universities to enroll in STEM programs with the goal of having a career in TPL or in energy projects that TPL is part of.

**Figure 38.** Community initiatives in surveyed Pacific power utilities



Source: Pacific Women in Power survey 2023

Note: CBS = community benefit sharing; CSR = corporate social responsibility.







# 05

## GENDER BASELINE DATA FOR PACIFIC ENERGY MINISTRIES

### Female Representation in Energy-Related Government Institutions

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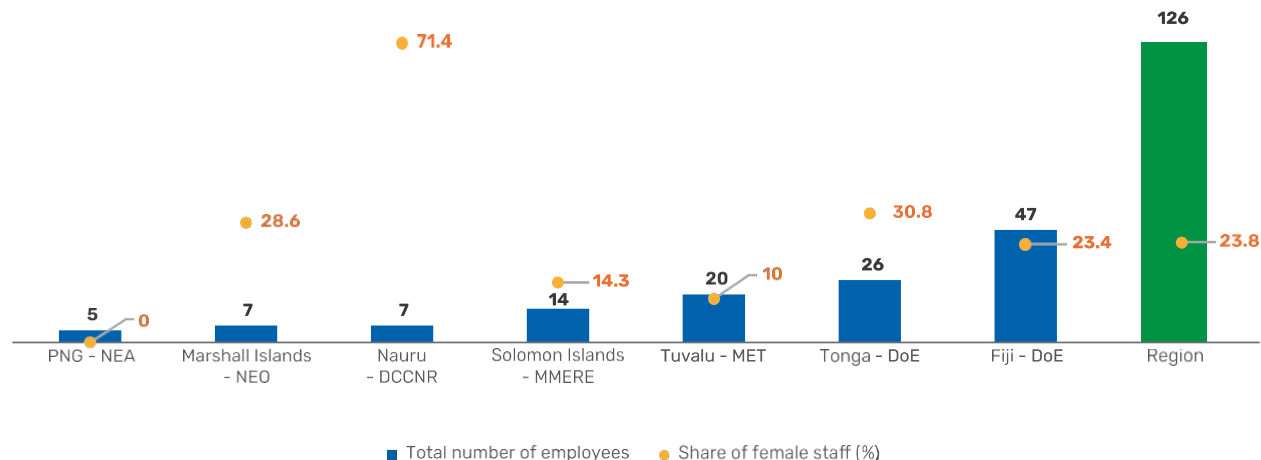
Women remain underrepresented across most energy sector government institutions, despite a slightly higher share than in power utilities. Of the total 126 employees in the surveyed Pacific energy sector government institutions, women account for 23.8 percent (figure 39 and appendix A). Among the seven institutions surveyed, female representation varies widely, from 0 percent to 71.4 percent, but total headcount is very low in most. As in public utilities, women are also underrepresented in management and technical positions and overrepresented in administrative and nontechnical jobs (figure 40).

### Organizational Framework

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Some national energy policies include specific consideration for promoting gender equality (table 4). Such provisions are often limited to high-level statements, or focus solely on women as beneficiaries for access to energy, which is also an important aspect. They rarely emphasize the need to enhance gender equality in the energy workforce, nor do they include any gender-disaggregated data (ECONOLER 2020). Policies rarely reflect sectoral gender challenges, such as in the energy sector. When they do, they are often limited to climate and disaster management. However, a national gender strategy for energy ministries and other energy government institutions is key for promoting the participation of women in the energy sector and ensuring equitable access to energy (ENERGIA 2019a, 2019b).

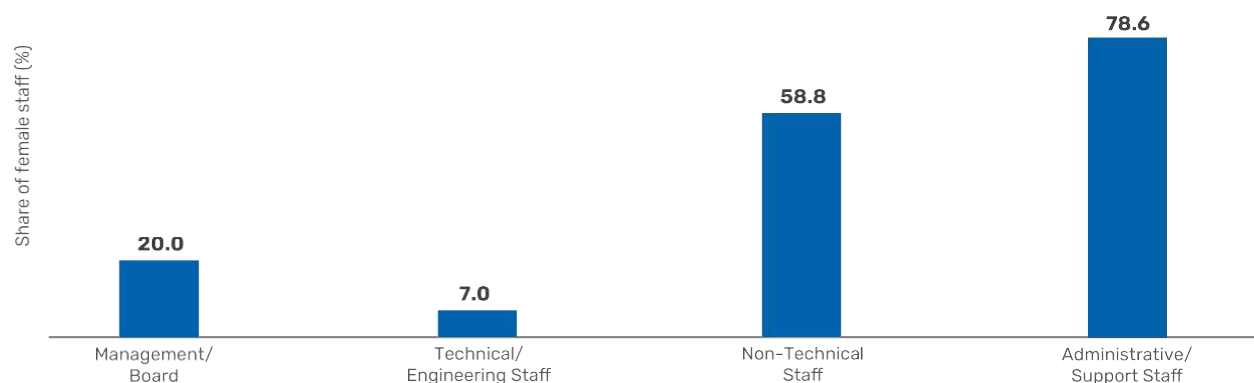
**Figure 39. Total headcount and share of female employees in surveyed Pacific government energy institutions**



Source: Pacific Women in Power survey 2023

Notes: PNG = Papua New Guinea; NEA = National Energy Authority; NEO = National Energy Office; DCCNR = Department of Climate Change and National Resilience; MMRE = Ministry of Mines, Energy and Rural Electrification; MET = Ministry of Energy and Transport; DoE = Department of Energy.

**Figure 40. Share of female employees in surveyed Pacific government energy institutions, by position**



Source: Pacific Women in Power survey 2023

Some national energy policies include specific consideration for promoting gender equality (table 4). Such provisions are often limited to high-level statements, or they focus on women as beneficiaries for access to energy (which is also important). They rarely emphasize the need to enhance gender equality in the energy workforce, nor do they include any gender-disaggregated data (ECONOLER 2020). Policies rarely reflect sectoral gender challenges, such as in the energy sector. When they do, they are often limited to climate and disaster management. However, a national gender strategy for energy ministries and other energy government institutions is key for promoting the participation of women in the energy sector and ensuring equitable access to energy (ENERGIA 2019a, 2019b).





**Table 4. Gender and energy links in national policies in PICs**

Country	Energy Policies			
	National energy policy	Renewable energy policy	Energy efficiency policy	Gender equality addressed in energy policies
Cook Islands	Yes	Yes	Yes	No
Fiji	Yes	Yes	Yes	Yes
FSM	Yes	Yes	Yes	No
Kiribati	Yes	Yes	Yes	Yes
Marshall Islands	Yes	Yes	Yes	Yes
Nauru	Yes	Yes	Yes	No
Palau	Yes	Yes	Yes	No
PNG	Yes	Yes	Yes	Yes
Samoa	Yes	Yes	Yes	Yes
Solomon Islands	Yes	Yes	Yes	Yes
Tonga	Yes	Yes	Yes	Yes
Tuvalu	Yes	Yes	Yes	Yes
Vanuatu	Yes	Yes	Yes	No

Source: Authors

Notes: FSM = Federated States of Micronesia; PICs = Pacific Island Countries; PNG = Papua New Guinea.

**Energy ministries and other energy government institutions seldom update their organizational frameworks to support gender equality.** Only the National Energy Office in the Marshall Islands reported having a gender strategy or action plan in place. The 2018 Marshall Islands Electricity Roadmap includes a strategy to encourage women to join the country's energy sector, by ensuring adequate separate toilet facilities and a safe working environment for technical and field jobs; a quota for women in apprenticeship; outreach activities; and collaboration with PPA's Gender Champions Initiative (GoMI 2018). Four institutions have appointed a gender focal point, mostly in their headquarters. Those institutions either already have a gender strategy in place—like the Marshall Islands' National Energy Office—or have a gender strategy under development, such as PNG, Solomon Islands, and Tonga.<sup>47</sup> Establishing gender focal points is one of the first steps to undertake.

**In addition, public institutions in the Pacific energy sector rarely have explicit gender targets.** None of the surveyed government energy institutions has set gender quotas or targets. In other regions, several countries started adopting gender targets as part of national gender strategies. India has reserved 30 percent of state-level jobs for women; however, women are predominately employed in administrative roles and men tend to occupy technical positions (Clancy et al. 2019). The Economic Community of West African States' Policy for Gender Mainstreaming in Energy Access aims to increase women's public sector participation in energy-related technical fields and decision-making positions to at least 25 percent by 2020 and to 50 percent by 2030 (ECOWAS 2017). Countries that have implemented mandatory gender quotas have attained greater female representation at a faster pace compared to countries promoting gender diversity through a 'comply or explain' strategy (C3E INTERNATIONAL and IEA 2019; EIGE 2021).

**Government entities fail to capitalize on partnering with organizations or networks aiming at advancing gender equality.** Only Tonga's Department of Energy (DoE) reported current collaboration with the Ministry of Internal Affairs regarding gender training. That department is also a member of the Pacific Energy and Gender Initiative Steering Committee, a Pacific Community project that aims to increase women's engagement in clean energy throughout the Pacific by implementing the Pacific Energy and Gender Strategic Action Plan.

<sup>47</sup> PNG's NEA has a draft GEDSI policy for implementation in 2024; Solomon Islands has a national gender strategy for the mining sector under development; and Tonga has a Gender Action Plan under development.

## Attraction, Recruitment, and Hiring Policies

Most ministries of energy lack gender-responsive recruitment policies, and the few that offer internship opportunities do not target women. Ministries of energy follow the recruitment policies mandated by the government, and usually do not have recruitment policies of their own targeting women's employment, as is the case of the seven energy institutions surveyed. Also, no surveyed government energy sector institution maintains recruitment partnerships with universities (recruitment for staff employment vacancies are mostly centralized to the public service commission or similar government entity). Some, however, offer apprenticeships and internships. Tonga's DoE is the only surveyed institution that offers apprenticeships, whereas Fiji's DoE and Tuvalu's Ministry of Energy and Transport provide technical internships. Fiji's DoE also offers nontechnical internships. None of these entities has set a target for a minimum share of female interns or reported making efforts to recruit female apprentices or interns.

## Retention Policies

### *Flexible Work Arrangements*

Few government energy sector institutions offer flexible work arrangements to their employees. The Marshall Islands National Energy Office offers a flexible schedule, and Tonga's DoE offers flexible work arrangements only to project staff.

### *Workplace Benefits*

Government energy sector institutions do not provide comprehensive workplace benefits. Only two government energy institutions offer paid family and medical leave to their staff (Marshall Islands National Energy Office (NEO) and PNG National Energy Authority (NEA)). All surveyed government energy institutions offer paid maternity leave, but none provides at least 14 weeks. Three government energy institutions offer paid paternity leave, lasting 5–10 days (PNG NEA, Tonga's DoE and Tuvalu's Ministry of Energy and Transport), exceeding national law (refer to table 3). Two government energy institutions offer a phased return schedule for returning mothers (PNG NEA and Solomon Islands MMERE). None of the surveyed government energy institutions provides on-site childcare services or monetary assistance for using external childcare services, and none reported having a collaboration with childcare service providers to support working parents.



### *Workplace Bullying and Sexual Harassment*

Government energy sector institutions lack comprehensive legislation specifically addressing bullying and sexual harassment. Four government energy institutions have adopted rules, regulations, or policies to address bullying and sexual harassment in the workplace (Nauru DCCNR, PNG NEA, Solomon Islands MMERE and Tonga DoE). Two institutions have put in place formal grievance procedures (Tonga DoE and Tuvalu MET); one offers psychosocial support, such as paid counseling, for employees suffering from workplace bullying and/or harassment (Tuvalu MET); and one makes educational and awareness training material on workplace bullying and sexual harassment available to staff (Tonga DoE). Also, only one government energy institution provides antidiscrimination, antiharassment, and antibullying training to staff (PNG NEA).

### *Domestic and Sexual Violence*

Government energy sector institutions also lack comprehensive policies addressing domestic and sexual violence. Only two government energy institutions have adopted rules, regulations, or policies to address domestic and sexual violence (Solomon Islands MMERE and Tonga DoE), and just one has a formal internal referral system to support employees experiencing domestic and sexual violence (Solomon Islands MMERE). None offers psychological support. Three have an assigned focal point for domestic and sexual violence cases that employees can reach out to for help (PNG NEA, Solomon Islands MMERE and Tuvalu MoE), and one entity has an internal communication mechanism to raise awareness for employees (Solomon Islands MMERE).

### *Facilities and Equipment*

Most government energy sector institutions offer most amenities to meet women's needs. All surveyed government energy sector institutions provide separate toilets and sanitation facilities for men and women in their offices, equipped with handwashing amenities and disposal bins. Most reported that all facilities used by women have safe locks and adequate lighting, and that all parts of their headquarters and project sites are well-lit. However, no institution provides lactation facilities. Four institutions also provide women with specific transportation arrangements to and from project sites to make them feel comfortable and safe, and four institutions provide work overalls, gloves, and other equipment appropriately sized for women.



### *Staff Engagement and Well-Being*

Government energy sector institutions engage in some social and staff well-being initiatives. A few ministries host social events. In Fiji, the DoE offered staff health screenings/examinations in partnership with the Ministry of Health.

## **Advancement Policies**

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Government energy sector institutions lack comprehensive advancement policies. No surveyed government energy sector institution has a promotion policy targeting women, and none offers a mentorship program. Three institutions offer training on STEM-related topics and leadership training; one provides scholarships for additional degrees or certifications; and another one provides professional development training to staff for maintaining credentials (that is, continuous learning credits). Most institutions, however, offer other types of training to their employees, such as induction training, HR training, gender training, first aid training, and specific energy training.

## **Gender-Inclusive Procurement**

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None of the government energy sector institutions surveyed has gender-inclusive procurement. None has a procurement policy targeting women-owned or women-led businesses, and none has targets for procuring goods and services from such businesses. Moreover, none has held information sessions for local business on goods and service tenders.

## Customer and Community Projects

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Most government energy sector institutions have community CSR projects, often including gender equality considerations. Five government energy institutions have community CSR initiatives, and three also have investments accompanied by a CBS project. Among the five institutions, four have initiatives that include considerations of gender equality. For example, in Tonga, the Outer Island Solar Electrification Society has a gender action plan. In Nauru, the Department of Climate Change and National Resilience (DCCNR) requires that stakeholder engagements must always invite youth, people with disabilities, and women. Four government energy sector institutions have also identified areas where they want to do more with regard to customer- or community-facing projects and programs with a gender focus. For example, in Tonga, solar freezer systems in the rural communities (in the outer islands) are being managed by local community women's committees.





# 06

## RECOMMENDATIONS

To find ways to increase women's employment and identify the most relevant actions, and needs for technical support by PWIP and others, energy utilities and ministries across PICs are discussing the gender gaps and opportunities identified in the survey data presented in the preceding sections. Select utilities and ministries are currently signing up as 'PWIP Trailblazers' and will receive technical support from PWIP between 2024 and 2026. This support aims to help recipients design and implement interventions that increase women's employment in the energy industry. The selection of these utilities and ministries will be based on their interest and commitment, the existing gender gaps identified in baseline surveys, and their alignment with current or planned World Bank investments.

Examples of these PWIP 'Trailblazers' will include, but are not limited to, the following entities:

- Marshall Islands: Marshalls Energy Company (MEC) and National Energy Office (NEO)
- Papua New Guinea: PNG Power Limited (PPL) and National Energy Authority (NEA)
- Solomon Islands: Solomon Power and Solomon Islands Department of Energy (DoE) of the Ministry of Mines, Energy and Rural Electrification (MMERE)
- Tonga: Tonga Power Limited (TPL) and Tonga Department of Energy (DoE)



## PWIP will prioritize initiatives in six areas to help energy organizations advance gender equality



Source: Pacific Women in Power

Progress on implementing these actions will be reported to PWIP and PPA management, and members are encouraged to share their progress at annual PPA meetings. Key information will also be shared with the SPC Pacific Energy and Gender Initiative (PEGI). PWIP will consolidate and share the lessons learned and successful models generated from implementing the activities outlined above and the outputs generated to help inform other PPA members who might replicate the initiatives developed and tested (for example, the internship program and memorandum of understanding with education institutions). The following subsections briefly outline the recommendations and best practices based on key gender gaps identified in the results sections within a framework of the six core activity areas, illustrated by global best practices and concludes with a summary of examples of which recommendations could be relevant for select utilities and energy departments to follow up on. Not all recommendations are relevant for all utilities and energy departments.

### Gender Equality Policies and Procedures

#### Adopt a Gender Strategy or Gender Action Plan

Energy organizations in the PICs committed to advancing gender equality within their organization are encouraged to adopt a gender strategy or gender action plan. A McKinsey & Company (2018) study that researched diversity within the executive teams of 346 companies worldwide found that all companies that demonstrated progress in the inclusion of women over a three-year period had done so with the support of specific diversity and inclusion strategies institutionally. Despite the scantiness of rigorous evidence on the effectiveness of gender action plans, anecdotal evidence suggests that these plans can provide a helpful framework and support efforts to advance gender equality. A meta-evaluation of the Asian Development Bank's gender interventions over a period of 10 years with a focus on the infrastructure sectors found that, when adapted to the local context, gender action plans could provide good guidance and elicit positive outcomes (ADB 2017). For example, the Ethiopia Electric Utility, through funding under the World Bank Ethiopia Electrification Program,



has developed a comprehensive utility-wide gender program with set targets and resourcing of US\$6.9 million. That program has managed to close women's employment gaps (+/-800 new female employees) and provide internships and upskilling opportunities, full scholarships, childcare facilities for 172 children across 13 regions with 48 children's caregivers employed, and GBV prevention and response measures (Schomer and Hammond 2022).

**It is best if a gender action plan or strategy is informed by data on where the problem is and targets for where the utility wants to go; otherwise, investments can be wasteful and not reach the target.** An organization is thus recommended to start by conducting a comprehensive assessment of its current state of gender equality, which may involve analyzing workforce demographics, policies, practices, and the overall workplace culture. The planning process should involve key stakeholders, including employees, leaders, and relevant departments, to gather insights, experiences, and perspectives to inform the development of the action plan (USAID 2023). Organizations may establish gender focal points to create a structured and focused approach and ensure that gender initiatives are embedded into organizations operations—from overarching strategies to departmental-level implementation.

### *Adopt or Change Policies and Procedures*

**Gender and women's employment policies are important organizational building blocks that create an enabling environment for equality, enable organizations to set and track progress toward goals, and support organizations to develop a business case for gender equality.** When effective, gender equality policies and procedures such as recruitment and family leave policies set the tone of an organization, demonstrate leadership commitment, and enable organizations to achieve gender equality. Although creating policies and procedures focused on gender and women's employment is an important step, all HR policies should be created and reviewed with a gender focus to ensure gender equality across an organization's operations and key HR policies.

**Ministries of energy have a critical role to play in promoting gender equality in the sector.** Ministries can promote gender equality in national energy policies and plans. Starting by conducting gender analysis and audits to identify challenges and opportunities, they can build alliances with multiple stakeholders and support gender champions within relevant institutions, as exemplified by Kenya (GWNET 2023). Another example is seen in Chile, which created the first Gender and Human Rights Office of the Ministry of Energy to promote gender equality in the National Energy Policy (IEA 2022b). Similarly, in Morocco, the Moroccan Agency for Sustainable Energy (MASEN) plays a catalytic role in maximizing benefits from RE programs, including in the areas of job creation, skills development, and women's employment in projects (ESMAP 2022). Policy makers may mandate gradual and phased increases of female employment in public institutions in the energy sector, especially in technical and leadership positions, to ensure an adequate pipeline of qualified candidates, as demonstrated by the Economic Community of West African States (ECOWAS 2017).

**Gender quotas and targets should be part of a comprehensive strategy that addresses gender issues including unconscious bias and cultural norms, facilitates access to education, fosters political commitment, and maintains accountability.** Studies find that both targets and quotas can help to increase the share of women in leadership positions. Using annual data of female representation on the boards of Fortune 500 companies over a period of 18 years (from 1996 to 2015), one study shows that regulatory actions that set specific goals (either targets or quotas) do more to increase female representation on boards of directors than do reporting requirements (Sojo et al. 2016).

**Unions and workers associations can advocate for gender equality policies and procedures within energy organizations.** Unions can promote policies or negotiate collective bargaining agreements that include provisions for equal pay, parental leave, antidiscrimination measures, flexible work arrangements, and the like (ILO 2020). For example, ENGIE, which supplies electricity to 27 countries in Europe and 48 countries worldwide, signed an open-ended European agreement on professional equality between women and men, thereby committing itself to promoting both equal opportunity and treatment at a practical level in all Group entities in

Europe, to changing the managerial culture and the culture of the trade unions and to combating sexism.<sup>48</sup> Unions and workers associations may also endorse targets for women in leadership, quotas for training opportunities, and measures to address unconscious bias. By including women in their own leadership, unions and workers associations can be more effective at representing the needs of both men and women in the workplace.

### *Establish Measuring and Reporting Mechanisms on Gender Equality*

**Energy organizations should establish effective monitoring and evaluation mechanisms to assess progress, identify areas for improvement, and demonstrate accountability.** Such mechanisms should first define key indicators, such as women's representation at multiple levels (for example, management or technical positions), compensation data, promotion rates, and so on, based on the gender strategy and action plan. Energy organizations should then establish a baseline and regularly collect data to track changes. Achievements should be recognized and celebrated to reinforce a culture of inclusivity and diversity. IFC supported Lekela, a renewable wind power company, with a gender assessment and recommendations that helped the company to address gender gaps across its United Kingdom headquarters, and its regional offices in Egypt, Senegal, and South Africa (IFC 2022). Lekela used the data generated from the gender assessment to address the under-representation of women in the industry and has recruited more women for its Board, senior management, and technical roles. It established a Diversity and Inclusion Working Group, provided training to reduce unconscious gender bias, and worked to increase the number of women in leadership positions. Measuring employee satisfaction and engagement and analyzing results through a gender lens can identify issues, understand experiences, and help assess the impact of gender equality measures. Results should be communicated transparently with all employees, along with any planned actions to address identified issues.

**Government and energy ministries can support utilities in their tracking efforts to foster accountability.** Governments may mandate or incentivize utilities to publicly report on their gender equality progress based on standardized metrics, which may be developed in collaboration with industry bodies and gender equality experts. Governments may also create a secure online platform for utilities to easily collect and submit their gender equality data. Ministries of energy can publish industrywide reports summarizing data and highlighting best practices. To showcase best practices and motivate other utilities to act, ministries may also establish recognition programs for utilities demonstrating significant progress in achieving gender equality, with recognition awarded during industry conferences or through official citations.

## **School-to-Work Programs and Targeting of Women in Recruitment**

### *Build the Pipeline of Women in STEM Professions by Supporting the Transition from Education to Employment*

**Energy organizations can establish formal partnerships with universities to gain access to a talent pool with specialized skills.** Such collaboration can allow utilities to shape educational programs to align with industry needs and gain access to a talent pool with specialized skills. Initiatives may include curriculum development, research projects, and customized training programs. Utilities may also provide universities with guest lectures, workshops, or industry talks to share insights, trends, and practical knowledge with students. They can support and sponsor STEM education programs targeting female students through scholarships, grants, or financial assistance to women pursuing STEM degrees at undergraduate and graduate levels. To overcome the barriers of remoteness and limited resources, Pacific power utilities can collaborate with regional university associations and energy stakeholders and seek additional support from international development organizations.

**Energy organizations should strengthen their outreach efforts to young women, increasing awareness about the diverse and fulfilling job opportunities available in the energy sector.** Utilities can participate in university and education institutions' career fairs, job fairs, and recruiting events to engage directly with students, share information about job opportunities, and collect CVs. These events allow utilities to connect with

<sup>48</sup> For more information see: <https://www.engie.com/en/commitments/professional-and-gender-equality>.

a large pool of potential candidates and build brand visibility on campus. Energy organizations can strengthen the pipeline of potential female candidates by conducting gender-targeted outreach campaigns and demonstrating their commitment to gender equality. Utilities may showcase successful women leaders within the organization to serve as role models for aspiring female STEM professionals.

**Utilities should take measures to attract more women into their apprenticeship and internship programs.** Because they provide practical skills and exposure to the industry, such programs are particularly beneficial for women. Internships are one of the core activities implemented by WePower Partners. Between 2019 and 2021, 19 out of 28 WePower Partners provided internships to a total of 690 students (WePower 2022). WePower Partners are operationalizing the WePOWER Internship Module, launched in December 2022 to promote gender and youth inclusion; in 2023, internship opportunities for women students stood at 373 (WePower 2023). Utilities can collaborate with universities to reach out to female students in STEM fields with targeted measures such as marketing material featuring female role models and career days specific for young women, sharing practical information and highlighting career pathways within the sector. Utilities should also set gender targets or minimum quotas as part of their gender action plans for female apprentices and interns, while keeping records of applications by gender.

#### Case Study 1:

#### Advancing Women's Participation in Energy Sector - Journey of BSES Delhi Distribution

WePOWER is a vibrant voluntary women's professional network in Energy and Power Sector in South Asia supported by the World Bank. WePOWER supports women's participation in energy projects and institutions and promotes normative change regarding women in Science, Technology, Engineering, and Mathematics (STEM) education. WePOWER currently engages 50 power utilities and Energy sector organizations. Since the launch of WePOWER in 2019, the Partners have cumulatively implemented over 5,736 activities that made an impact on more than 136,644 female beneficiaries including students, interns, young professionals, engineers and returning mothers in South Asia. Monitoring of the partner activities is done through an annual WePOWER progress report.

One example of a WePOWER partner is the BSES Delhi Distribution which is a Joint Venture between Reliance Infrastructure Ltd. & Govt. of NCT of Delhi. BSES Delhi Distribution plays a key role in the Indian government's vision to prioritize the power sector for sustained industrial growth. This is also within the context of growing employment opportunities through the expansion of renewable energy and power infrastructure projects that are likely to create job opportunities or re-skilling needs in areas of solar and wind energy installation, grid management and power plant operations. As part of its focus on talent management and gender equality, BSES Delhi Distribution has focused on the following key areas:



**Recruitment & Internship:** BSES focused its efforts on improved induction for female engineers covering operations and maintenance, engineering services and behavioral training. In addition, they offered 90 female students' internship and apprenticeship programs, and targeting of women at engineering courses.

**Training and School-to Work:** BSES signed a 3-year MoU with the National Power Training Institute (NPTI) in 2023, focusing on emerging technologies like smart grids, renewable energy and grid interface

technologies & cyber security to meet upcoming needs of power sector. In addition, online sessions were organized with some prominent women achievers from fields of entertainment, public speaking and corporate who addressed topics such as effective communication, leadership traits, change management, and need for re-skilling and up-skilling.

**Talent Management:** BSES developed talent management program for identification and development of 'Talent Pool' to take on higher responsibilities. Women employees are benefiting from affirmative action measures in the requirements to promote their participation (15% participants are women). Targeted efforts were taken to elevate women to traditionally male-dominated technical roles such as Division Head (Operations & Maintenance), Execution Engineer, Head of Contracts & Procurement. A sub-division was created composed of all female executive staff in lead roles, along with young leadership development programs and special consideration given in fast track promotions.

**Policies and Procedures:** A key focus of policies and procedures has been on facilitating the return to work of mothers through the provision of daycare facilities. Other areas of focus have included prevention of sexual harassment at work with the establishment of a internal committee to respond and investigate sexual harassment at work and targeted training sessions for men on gender equality.

**Community Outreach:** BSES is focused on Empowering the next generation of female STEM leaders, by unveiling a Mini Science Centre (MSC) at Sarvodaya Kanya Vidhalaya, Ghazipur benefitting 3,500 girl students. They have also established the BSES SASHAKT Scholarship 2023-24 to support higher education of students coming from under-privileged sections of the society Under the 'Sashakt Beti' project, BSES is supporting economically disadvantaged female students at Delhi University by providing laptops and tablets. To date, 106 laptops and 180 tablets have been distributed, helping these students compete in today's digital educational environment.



### *Create Recruiting and Hiring Processes That Demonstrate a Genuine Commitment to Diversity and Gender Equality*

**Energy organizations should actively reach out to female candidates and keep track of their numbers throughout the hiring process.** Energy organizations should advertise job vacancies using a diverse range of communication channels to capture female audiences, including social media platforms, local radio and newspapers, recruitment partners, and women's networks. Employee referral programs, whereby existing employees may recommend qualified female candidates, can help expand the female talent pool. Utilities should also track the number of applicants by gender throughout the recruitment process (total pool, shortlist, final interview stage, and hires) to identify bottlenecks, evaluate outreach efforts while potentially revealing unconscious bias, and set adequate targets at each stage.

**Energy organizations can demonstrate genuine commitment to gender equality through inclusive recruitment approaches.** For example, utilities can update their career web page with inclusive imagery and messaging to make women feel welcomed and valued. Energy organizations, too, can develop gender-sensitive job advertisements stating that the organization is an equal opportunity employer and does not discriminate on the basis of gender and other characteristics, while explicitly encouraging women to apply. They should use



gender-neutral language, avoid gender stereotypes, and list skills and competencies that are necessary (Schomer and Hammond 2020). In addition, they may state workplace benefits and work-life balance, promoting an inclusive work culture.

**Boosting women's recruitment requires a fair and inclusive selection process.** Such a process may entail implementing blind screening techniques to remove gender bias, providing unconscious bias training for hiring managers and selection committee members, and establishing gender-balanced interview panels to minimize bias in the selection process (Schomer and Hammond 2020). Interviews should use standardized questions to evaluate candidates on their skills and experiences rather than on personal characteristics. Tools like technical and cognitive tests, along with structured interviews in which each candidate responds to the same questions in a consistent order, can effectively mitigate implicit biases.

## Appropriate Retention Policies

### *Offer Competitive Workplace Benefits to Retain Skilled Staff and Foster a Positive Work Culture*

Governments should revise legislation, update regulations, and ensure their effective enforcement, to help achieve improved gender equality in utilities and other organizations. Policy makers should enact laws and regulations that promote work-life balance, such as national parental leave policies that offer equal and sufficient paid leave for mothers and fathers (ILO 2023). They can also implement legislation that mandates equal pay for equal work, regardless of gender. Antidiscrimination laws should explicitly prohibit gender bias in recruitment, promotion, compensation, training, and workplace treatment.

**Offering competitive workplace benefits can strengthen the employer-employee relationship, foster a positive work culture, boost retention, and position the company as an attractive and responsible employer.** Setting guidelines for flexible working arrangements can be a cost-effective strategy to retain female employees, enhancing work-life balance for both genders. Most (12 in 14) utilities offer some form of flexible work arrangement, but less than half offer multiple options. Inflexible working hours can contribute to women leaving engineering and infrastructure jobs. Because women remain the primary caregivers in the home, embracing part-time options and flexible work can curb attrition and foster long-term female workforce participation. Because teleworking/telecommuting is challenging for infrastructure professionals engaged in roles like construction, organizations can also consider alternative flexible options like flexible core hours/compressed work schedules.

**Offering competitive wages and a robust benefits package demonstrates commitment to retaining top talent.** Utilities can address the difficulties women face in balancing work and family life by offering several benefits (ILO 2022c). Utilities should consider offering paid family and medical leave to alleviate financial stress for employees during periods of illness and to enable employees to care for their family. They should also safeguard the privacy and confidentiality of employees taking medical leave and avoid unnecessary disclosure of personal health information. Only nine in 14 utilities offer both maternity and paternity leave, even though it is critical in supporting new parents, retaining female talent, and promoting gender equality by encouraging men to take an active role in childcare responsibilities. Job protection for employees taking extended leave should be ensured, guaranteeing that they can return to the same or an equivalent position after their leave period. Also, parental leave policies can incorporate flexible scheduling options, such as phased returns to work or part-time arrangements during the transition back to full-time employment. However, as reported only two utilities offer phased return schedule for returning mothers. All leave policies should outline eligibility criteria, duration, documentation requirements, and any benefits provided during the leave period. It is essential to clearly communicate policies and make them easily accessible to all employees, ensuring they are aware of their rights and responsibilities.

### *Accommodating Care Responsibilities*

**Accommodating care responsibilities and offering childcare support can help organizations retain female talent and enhance productivity.** As described above, none of the utilities offer childcare support and families and mothers often still depend on informal care provision through families and their communities. Nonetheless, utilities can offer financial assistance to help employees cover the costs of childcare services (IFC 2019b). They may also collaborate with neighboring companies, local government, community organizations, and advocacy groups to promote the development of childcare facilities or services in the area. Flexibility in company policies related to work hours, attendance, and remote work—and a supportive corporate culture—can go a long way in helping employees navigate the challenges of childcare in areas where traditional providers may be limited. Under the WePower network, various partner initiatives focus on childcare. For example, Druk Green Power Corporation Limited (DGPC) and its subsidiaries offer Early Childhood Development and Daycare Facilities accessible to all employees, with approximately 100 employees utilizing these services and under K-Electric's new childcare assistance policy introduced in 2020, all eligible working mothers can apply for monthly reimbursements as a caregiver-at-home allowance. During pregnancy, K-Electric's Health Team checks in with expecting mothers in each trimester, providing self-care e-modules.<sup>49</sup> Utilities will need to regularly engage with employees to understand their needs and explore collaborative solutions that align with the company's capabilities and resources.



## **Women's Leadership and Succession Planning**

### *Create an Equitable and Merit-Based Promotion System Aiming to Contribute to More Diverse Leadership*

**Along with recruitment and retention, promotion policies that focus on enhancing equity are crucial for increasing the share of women in management positions.** Like recruitment processes, promotion should be based on qualifications and performance, and selection procedures should follow a fair and inclusive process. Women, despite possessing equal skills and qualifications, encounter greater challenges than men do in attaining top management positions (ILO 2019b). As mentioned, according to the PWIP survey, none of the utilities have implemented promotion policies or succession planning targeting female employees. Open-ended, ambiguous evaluations are particularly susceptible to bias, with research showing that women are more likely than men to receive performance reviews that lack specific feedback and advice. Standardizing job performance reviews and skills assessments might help reduce gender bias. In North Macedonia, the power utility, EVN Macedonia, developed a candidate assessment process that expands hiring responsibility from a technical hiring manager to a panel (Schomer and Hammond 2020). The process also incorporates competency-based exercises, with the main goal of attracting more applications for technical and managerial positions from North Macedonia's female workforce.

**To reduce bias against women, energy organizations should develop clear, objective, and job-specific criteria for promotion based on skills, experience, and achievements.** They should link eligibility to

<sup>49</sup> For more information see: [https://collaboration.worldbank.org/content/sites/collaboration-for-development/en/groups/the-wepowernetwork/documents.entry.html/2023/09/22/childcare\\_support-Pm1L.html](https://collaboration.worldbank.org/content/sites/collaboration-for-development/en/groups/the-wepowernetwork/documents.entry.html/2023/09/22/childcare_support-Pm1L.html).



appropriate performance management systems that help identify men and women with potential, through standardized job performance reviews and skills assessments (MacKenzie, Wehrer, and Correll 2019). Also, managers should receive training on unconscious bias to enable them to conduct more equitable evaluations of women's qualifications and contributions when considering promotions. Policy makers should encourage the development and implementation of standardized job evaluation systems. Utilities may also use appropriate succession planning to identify promising female leaders and provide them with a clear path to leadership roles, while equipping them with the necessary skills (World Bank 2019).

### *Provide Targeted Training to Create a Strong Pipeline of Female Talent*

Utilities should provide equal training opportunities to men and women, so they have the specific skills and knowledge required for career progression. As reported above, only 6.1 percent of participants were women in the trainings offered across 10 utilities. Training may focus on technical skills and leadership skills, with the goal of empowering women to feel as confident and qualified for promotion as their male counterparts. Additional training may address the specific challenges women face in the workplace, including topics like work-life balance strategies or negotiation techniques for equal pay. Utilities may consider increasing women's participation in training, by addressing unconscious bias among managers and trainers, ensuring women's representation in training material, providing flexible training options to accommodate women's needs, and encouraging women to participate, including by providing childcare support as needed. Utilities should track and evaluate gender representation in training programs and solicit feedback from men and women on their training experience. Training programs, particularly those focused on leadership development might involve networking opportunities or participation in conferences, such as the PPA Annual Conference and Trade Exhibition. Such participation allows women to connect with other professionals, mentors, and potential sponsors, increasing their visibility within their industry and opening doors to new career paths.

### *Provide Mentorship and Sponsorship Programs to Male and Female Employees*

Utilities may seek to initiate or expand mentoring or sponsorship programs for male and female employees, known for improving employee performance, productivity, and retention (Shah, Bin Othman, and Bin Mansor 2016). Utilities should implement a structured matching process, involving men and women, that create mutually beneficial mentor-mentee pairings that align with the mentoring program's objectives. This process may involve a combination of self-assessments, interviews, and consultations with HR representatives or senior leaders (Vance et al. 2017). Organizations may make mentorship compulsory for new hires and may offer comprehensive training to mentors and mentees to prepare them for a successful mentorship experience and create opportunities for them to connect with each other (Labin 2017). Energy organizations can also focus on encouraging male allyship—which is when men become allies for women at work, by advocating for gender parity, and speaking out for more equitable workplaces<sup>50</sup>—and male gender champions.



<sup>50</sup> See: <https://carey.jhu.edu/articles/allyship-gender-equity-work>

## Gender Safety, Workplace Equipment, and Facility Audits



### *Promote a Safe and Inclusive Work Environment*

Focusing on gender safety in a workplace helps ensure the safety of all work tasks for all employees. It helps employers in identifying specific hazards faced by employees of all genders who carry out specific work tasks and identifying appropriate workplace facility accommodations and adjustments for men and women—for example, the physical demands of heavy work or operating certain equipment, the ergonomic design of workplaces and accessibility issues, and the impact of the length of standing during the

working day on those with caring responsibilities. The development of policies for addressing occupational health and safety hazards in the workplace, including GBV, should consider these differences (IFC 2023b). Organizations can also embed a focus on these issues in engineering, procurement, and construction contracts and requirements passed down to the site level (for example, requiring separate toilet facilities).

Organizations are increasingly recognizing sex and gender differences in terms of occupational health and safety hazards in the workplace, including GBV (IFC 2023b). For example, the Gender Smart Safety Program—developed by the Business Coalition for Women with the support of the International Finance Corporation—assists companies in identifying risks and improving safety for women workers in PNG.<sup>51</sup> Actions taken to address GBV, especially sexual harassment risks, include giving employees the option to wear trousers instead of skirts at work, adding trained gender-smart contact officers as a secure point of contact to report harassment, introducing fixed nightshift signs aiding female housekeepers to identify rooms occupied by men, encouraging discussion around harmful gossip as an interruption of teamwork and productivity, and providing dedicated seats for women or families in company transportation to and from work (IFC 2023b). One company's response to its gender-smart safety audit meant that 18 percent more women felt happy about their safety at work compared to the baseline.

### *Implementing GBV and Respectful Workplace Policies and Procedures*

Gender Based Violence (GBV) and respectful workplace policies should clearly highlight company values and the benefits of addressing GBV and enhancing a focus on respect at work for women and men. Define what constitutes bullying, sexual harassment, sexual exploitation and abuse, and domestic violence at the workplace, including explicit descriptions of unacceptable behavior and company responses is key in policies and procedures (IFC 2023b). The policy adoption and rollout process related to GBV and respectful workplace issues requires strong leadership commitment, including a commitment that relevant stakeholders and staff will respond to incidents and provide survivors with appropriate care. Policies should outline reporting procedures, provide multiple reporting channels, include trained focal points, and ensure confidentiality to the extent possible and appropriate. Utilities may consider offering psychosocial support (such as paid counseling) for employees suffering from workplace bullying or harassment and ensure adequate referral pathways. Finally, organizations should make educational and awareness training material on GBV and respectful workplaces available to staff and should periodically provide training to new and existing staff.

<sup>51</sup> See: <https://www.pngbcfw.org/training-events/gender-smart-safety>

## Company Gender Profile

### *Showcase the Business Benefits of Promoting Gender Equality*

Highlighting the business benefits of promoting gender equality to both employers and employees can help gain broader support for organizational actions. Failure to articulate these benefits to workers, unions, and workers associations may derail efforts to progress issues on gender equality. However, because raising awareness about gender equality and women's employment also creates expectations about a company's actions, communication should occur in parallel or after the implementation of key actions. Design of awareness-raising materials should involve select employees to ensure that the materials are appropriate, meaningful, effective, and responsive to the cultural context. The following paragraphs outline potential actions an organization can take.

### *Communicate Commitment to Gender Equality*

Emphasize the competitive advantage and modernization benefits of gender equality to gain support and use positive messaging to foster a welcoming culture. Clear communication ensures that the organization's commitment to gender equality is understood and valued, which can lead to increased employee satisfaction and retention, and attract a broader talent pool. Specific actions could include:

- Disseminating information on gender equality actions through staff talks, posters, and videos.
- Engaging with employees and stakeholders after implementation of gender equality actions.

### *Designate Diversity Champions*

Assign dedicated personnel to drive diversity initiatives and mentorship programs and inspire cultural shifts within the organization. Diversity champions can provide visible leadership and accountability, ensuring that gender equality efforts are continuous and integrated into the organizational culture.



### Enhance Employer Branding for Women and Engage with Community

**Position the organization as an inclusive employer to attract female talent and improve brand image.** A strong employer brand that values diversity can set an organization apart in the marketplace. It makes it more attractive to potential employees and customers who prioritize inclusivity. Participating in initiatives that empower women and challenge gender stereotypes is crucial. Engaging with the community can help develop a pipeline of future female talent in STEM fields and can contribute to societal change by addressing and transforming deeply rooted gender stereotypes. Specific actions could involve:

- Use inclusive language and visuals in communications.
- Share testimonials and highlight women's achievements in the organization.
- Publicize family-friendly policies and gender diversity initiatives.
- Conduct public campaigns targeting students and parents to support girls in STEM.
- Sponsor STEM-focused programs and provide scholarships for girls.

### Form Strategic Partnerships

**Collaborate with local and global entities to advance gender equality.** Partnerships can provide access to a wider range of resources, expertise, and credibility, making gender equality initiatives more effective and sustainable. By leveraging external resources, organizations can avoid the need to develop all solutions internally. Specific actions could include the following:

- Ministries are strongly encouraged to track progress against the PWIP baseline at both the ministerial and utility levels. They should report on their initiatives and achievements through the Pacific Energy and Gender Initiative (PEGI) regional steering committee.
- Partner with development organizations like ADB, DFAT, MFAT and USAID on existing gender programs and initiatives that focus on energy.
- Collaborate with the Australian Infrastructure Financing Facility for the Pacific and Female Leaders in Energy.
- Engage with educational institutions to promote energy sector careers.
- Refer GBV survivors to specialized service providers where they exist.
- Ministries of energy should establish partnerships with organizations to access resources for gender equality goals.
- Join campaigns and networks like Equal by 30 and the Global Women's Network for the Energy Transition (GWNET) to enhance credibility and access to support for gender initiatives.

#### Examples of Campaigns and Networks



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



**GWNET**  
Global Women's Network  
for the Energy Transition

GWNET empowers women in energy through interdisciplinary networking, advocacy, training, and mentoring. GWNET seeks to address the current gender imbalances in the energy sector and to promote gender-sensitive action around the energy transition in all parts of the world.



## Summary of Key Recommendations

Focus Area	Proposed Interventions	Example of PWIP Counterparts who participated in the baseline report and for whom the interventions could be relevant
<b>Gender Equality Policies and Procedures</b>	<p>Focus on gender and women's employment in organizational policies and procedures through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Adopt a gender strategy or gender action plan</li> <li>• Adopt or change policies and procedures</li> <li>• Establish measuring and reporting mechanisms on gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Chuuk Public Utility Corporation</li> <li>• Solomon Power</li> <li>• Solomon Islands Energy Division MMERE</li> </ul>
<b>School-to-Work Programs and Targeting of Women in Recruitment</b>	<p>Enhance awareness and entry into energy sector careers for women through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Build the pipeline of women in STEM professions by supporting the transition from education to employment</li> <li>• Create recruiting and hiring processes that demonstrate a genuine commitment to diversity and gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Cook Islands Te Aponga Uira</li> <li>• Kosrae Utility Authority</li> <li>• Marshall Islands NEO</li> <li>• Marshalls Energy Compan</li> </ul>
<b>Appropriate Retention Policies</b>	<p>Enhance retention of women employees through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Offer competitive workplace benefits to retain skilled staff and foster a positive work culture</li> <li>• Accommodating care responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Samoa Electric Power Corporation</li> <li>• UNELCO ENGIE Vanuatu Limited</li> </ul>
<b>Women's Leadership and Succession Planning</b>	<p>Increase women's leadership and create impactful plans to advance women through the following focus areas:</p> <ul style="list-style-type: none"> <li>• Women's leadership and succession planning</li> <li>• Create an equitable and merit-based promotion system aiming to contribute to more diverse leadership</li> <li>• Provide targeted training to create strong pipeline of female talent</li> <li>• Provide mentorship and sponsorship programs to male and female employees</li> </ul>	<ul style="list-style-type: none"> <li>• Kiribati Public Utilities Board</li> <li>• Tonga DoE, MEIDECC</li> <li>• Tonga Power Limited</li> <li>• Tuvalu Electricity Corporation</li> </ul>
<b>Gender Safety, Workplace Equipment, and Facility Audits</b>	<p>Strengthen workplace safety culture through equipment and facility audits which:</p> <ul style="list-style-type: none"> <li>• Promote a safe and inclusive work environment</li> <li>• Implementing GBV and respectful workplace policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• PNG National Energy Authority</li> <li>• PNG Power Limited</li> <li>• Nauru DCCNR</li> </ul>
<b>Company Gender Profile</b>	<p>Focus on targeted communications on gender and women's employment to enhance actions and showcase progress through actions sch as:</p> <ul style="list-style-type: none"> <li>• Showcase the business benefits of promoting gender equality</li> <li>• Communicate commitment to gender equality</li> <li>• Designate diversity champions</li> <li>• Enhance employer branding for women and engage with community</li> <li>• Form strategic partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Fiji DoE, MPWMST</li> <li>• Energy Fiji Limited</li> </ul>

Source: World Bank PWIP team

Notes: MMERE = Ministry of Mines, Energy and Rural Electrification; NEO = National Energy Office; DoE = Department of Energy; MEIDECC = Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications; PNG = Papua New Guinea; DCCNR = Department of Climate Change & National Resilience; MPWMST = Ministry of Public Works, Meteorological Services and Transport.





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# APPENDIX A. Pacific Regional Summary

## Data (PWIP Survey 2023)

*Table 5. Surveyed power utilities and energy sector government entities*

Country	Power utility	Government entity
1. Cook Islands	1. Te Aponga Uira O Tumu-Te-Varovaro	
2. Fiji	2. Energy Fiji Limited (EFL)	1. Department of Energy, Ministry of Public Works, Meteorological Services and Transport (MPWMST)
3. Federated States of Micronesia (FSM)	3. Chuuk Public Utility Corporation (CPUC)	NR
	4. Kosrae Utility Authority (KUA)	
	5. Pohnpei Utility Corporation (PUC)	
	6. Yap State Public Service Corporation (YSPSC)	
4. Kiribati	7. Public Utilities Board (PUB)	NR
5. Marshall Islands	8. Marshalls Energy Company (MEC)	2. National Energy Office (NEO)
6. Nauru	NR	3. Department of Climate Change & National Resilience (DCCNR)
7. Palau	NR	NR
8. Papua New Guinea (PNG)	9. PNG Power Limited (PPL)	4. National Energy Authority (NEA)
9. Samoa	10. Electric Power Corporation (EPC)	NR
10. Solomon Islands	11. Solomon Power	5. Energy Division. Ministry of Mines, Energy and Rural Electrification (MMERE)
11. Tonga	12. Tonga Power Limited (TPL)	6. Department of Energy, Ministry of Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications (MEIDECC)
12. Tuvalu	13. Tuvalu Electricity Corporation	7. Ministry of Energy and Transport (MET)
13. Vanuatu	14. UNELCO ENGIE Vanuatu Ltd	NR

Source: World Bank Pacific Women in Power

Note: NR = no response.

**Table 6. Share of female employees in power utilities (consolidated data)**

FEMALE REPRESENTATION				
HEADCOUNT by position	Men	Women	Total	% women
Board	62	13	75	17.3
Management	119	34	153	22.2
Technical/Engineering Staff	2,631	149	2,780	5.4
Non-Technical Staff	479	376	855	44.0
Administrative/Support Staff	81	166	247	67.2
Other Staff	135	56	191	29.3
Non-contractual/Informal worker	201	18	219	8.2
Total*	3,445	781	4,226	18.5
Headquarters	1,391	550	1,941	28.3
Sub-divisions	2,054	231	2,285	10.1
Total*	3,445	781	4,226	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	52	4	56
Secondary Education	606	94	700
Vocational training	200	32	232
Certificate Level	1476	214	1690
Diploma level	580	207	787
Bachelor's Degree level	472	203	675
Master's degree level	59	27	86
Total	3,445	781	4,226

**Table 7. Share of female employees in energy sector government entities (consolidated data)**

FEMALE REPRESENTATION				
HEADCOUNT by position	Men	Women	Total	% women
Board	0	0	0	—
Management	16	4	20	20.0
Technical/Engineering Staff	66	5	71	7.0
Non-Technical Staff	7	10	17	58.8
Administrative/Support Staff	3	11	14	78.6
Other Staff	4	0	4	—
Non-contractual/Informal worker	0	0	0	—
Total*	96	30	126	23.8
Headquarters	69	21	90	23.3
Sub-divisions	21	9	30	30.0
Total*	90	30	120	25.0

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	4	5	9
Vocational training	6	0	6
Certificate Level	4	1	5
Diploma level	21	8	29
Bachelor's Degree level	18	6	24
Master's degree level	7	1	8
Total	60	21	81

# APPENDIX B. Country-Level Data (PWIP Survey 2023)

## CHUUK (FSM) - CHUUK PUBLIC UTILITY CORPORATION (CPUC)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	2	2	4	50.0	—	17.3
Management	8	4	12	33.3	—	22.2
Technical/Engineering Staff	39	0	39	—	—	5.4
Non-Technical Staff	10	2	12	16.7	—	44.0
Administrative/Support Staff	0	8	8	100.0	—	67.2
Other Staff	6	1	7	14.3	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	63	15	78	19.2	—	18.5
Headquarters	16	12	28	42.9	—	28.3
Sub-divisions	47	3	50	6.0	—	10.1
Total*	63	15	78	19.2	—	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	2	2	2
Secondary Education	9	0	9
Vocational training	5	0	5
Certificate Level	0	0	0
Diploma level	43	9	52
Bachelor's Degree level	2	4	6
Master's degree level	2	2	4
Total	63	15	78

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No <sup>52</sup>
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	

<sup>52</sup> There is a CPUC-PMU Gender Action Plan (GAP) under the ADB Chuuk Water Supply and Sanitation Project that provides specific activities related to water and sanitation, while some activities under Output 3 apply to CPUC overall. This GAP, however, is time bound by the project timeline and limited in reflecting CPUC work in the energy sector. CPUC may consider adopting an institutional Gender Policy, Strategy and Gender Action Plan that covers its full operation, encompassing the GAP under the ADB project.

Gender quota or target for Board members	Yes <sup>53</sup>
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
<b>ATTRACTION, RECRUITMENT AND HIRING POLICIES</b>	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	Yes <sup>54</sup>
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	NR
Targeting of female apprentices or interns	NR
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	NR
- Teleworking	NR
- Flexible hours	NR
Flexible work arrangements equally available to male and female employees	No
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	6 months
Number of employees on maternity leave in the last 12 months	—
Paid maternity leave	No
Phased return schedule for returning mothers	No
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	No
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes <sup>55</sup>
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No

<sup>53</sup> Activity 3c of the GAP states "Appointment of at least 1 women Board member at CPUC during project implementation (2020: baseline: 0).

<sup>54</sup> Job advertisement for power plant operator.

<sup>55</sup> Code of Ethics.

Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence*	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	NR
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	No
Sufficient stock available of the overalls/gloves and other equipment for women	—
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	No
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	No
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	—
<b>Mentorship</b>	
Mentorship programs	No

Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	No
Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	—
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	NR

Notes: — = not applicable; NR = no response.



## COOK ISLANDS - Te Aponga Uira

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	5	1	6	16.7	—	17.3
Management	4	3	7	42.9	—	22.2
Technical/Engineering Staff	23	0	23	—	—	5.4
Non-Technical Staff	6	12	18	66.7	—	44.0
Administrative/Support Staff	0	0	0	—	—	67.3
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	33	15	48	31.3	—	18.5
Headquarters	18	15	33	45.5	—	28.3
Sub-divisions	15	0	15	—	—	10.1
Total*	33	15	48	31.3	—	18.4

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	0	0	0
Vocational training	3	0	3
Certificate Level	20	9	32
Diploma level	7	2	9
Bachelor's Degree level	3	4	9
Master's degree level	0	0	1
Total	33	15	48

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	Yes <sup>56</sup>
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	No
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	

<sup>56</sup> Annual employee satisfaction survey.

Does your company have any Recruitment relationships with universities?	Yes <sup>57</sup>
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	8; 0
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	2; 2
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	0; 0
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b><i>Flexible Arrangements</i></b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	Yes
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b><i>Leave</i></b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	6 weeks
Number of employees on maternity leave in the last 12 months	1
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	1 week
Number of employees on paternity leave in the last 12 months	0
Paid paternity leave	Yes
<b><i>Childcare support</i></b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b><i>Workplace bullying &amp; sexual harassment policies</i></b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	Yes <sup>58</sup>
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	No
<b><i>Domestic and sexual violence policies</i></b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence*	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b><i>Facilities and equipment</i></b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes

<sup>57</sup> Internship program available for year 13 students. In order to raise awareness of our employment prospects, we frequently participate in career expos.

<sup>58</sup> Staff orientation program or regular HR awareness program.

Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	Yes <sup>59</sup>
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	11; 0; 1; 0
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	0; 0; 0; 0
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	Yes
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	4; 0; 0; 0
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>60</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	17; 11; 0; 0
<b>Mentorship</b>	
Mentorship programs	Yes
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	8; 0; 0; 0
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	Yes
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	Yes <sup>61</sup>
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>62</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes

<sup>59</sup> The children of employees who are qualified are offered support for employment or if they are students who require hours of work experience, they are offered paid part-time work.

<sup>60</sup> Spillage training, Kia Orana Values & Customer Complaints.

<sup>61</sup> The utility established a partnership with a women-led business that supplies masks, cleaning detergents, and mops and also offers catering services for staff meetings or events.

<sup>62</sup> Donations to NGOs. Assistance to our outlying islands' electricity managers and operators.

Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	Yes
Other	No
Considerations for Gender Equality included	No
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Note: — = not applicable.

**FIJI - ENERGY FIJI LIMITED (EFL)**

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	7	0	7	—	—	17.3
Management	8	1	9	11.1	9.1	22.2
Technical/Engineering Staff	616	24	640	3.8	3.7	5.4
Non-Technical Staff	141	117	258	45.3	45.0	44.0
Administrative/Support Staff	0	0	0	—	90.9	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	765	142	907	15.7	16.0	18.5
Headquarters	145	80	225	35.6	34.1	18.3
Sub-divisions	620	62	682	9.1	9.1	10.1
Total*	765	142	907	15.7	16.0	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	116	7	123
Vocational training	0	0	0
Certificate Level	304	12	316
Diploma level	240	74	314
Bachelor's Degree level	88	38	126
Master's degree level	17	11	28
Total	765	142	907

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	Yes <sup>63</sup>
<b>Unions</b>	
Company has a union	Yes <sup>64</sup>
Collective bargaining agreement	Yes
Collective bargaining agreement focused on advancing gender equality	No
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	Yes
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No <sup>65</sup>

<sup>63</sup> Three EFL employees participated in the Female Leaders in Energy (FLIE) initiative.

<sup>64</sup> There is a sector-wide union with 2 branches. It is composed of a leadership of 18 men and 2 women; 449 male members and 53 female members.

<sup>65</sup> Equal opportunity employer.



Job advertisement specifically targeting or encouraging women to apply for jobs	No <sup>66</sup>
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	76; 5
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	4; 0
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	Yes
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	Yes
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	14 weeks
Number of employees on maternity leave in the last 12 months	8
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	No <sup>67</sup>
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	9
Paid paternity leave	—
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	Yes
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	Yes
Formal grievance procedure in place	Yes
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	Yes
Formal internal referral system to support employees experiencing domestic and sexual violence	Yes
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes
Internal communication mechanisms to raise awareness for employees	Yes
Psychosocial support for employees experiencing domestic and sexual violence	Yes
Other form of support (e.g. safe housing, food and medical support etc.)	Yes
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	Yes
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes

<sup>66</sup> Equal opportunity employer.

<sup>67</sup> Male employees can convert unused sick leave of the calendar year.

Separate lodging quarters for men and women at the field sites/plants	Yes
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	Yes <sup>68</sup>
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	1,240; 49; 4; 1
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	58; 13; 11; 5
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	2,045; 139; 45; 11
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>69</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	25; 5; 0; 0
<b>Mentorship</b>	
Mentorship programs	Yes
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	58; 5; 0; 0
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	Yes
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>70</sup>
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	Yes

<sup>68</sup> Medical insurance for spouse and children.<sup>69</sup> Technical training such as line mechanics training, black start, overhead clean operating, basic chainsaw operating training, and cable jointer training. Non-technical training such as defensive driving, dog handling training, employee relations, first aid, and water safety.<sup>70</sup> Donations.

Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	Yes
Other	No
Considerations for Gender Equality included	No <sup>71</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Notes: — = not applicable; NR = no response.

<sup>71</sup> Equal Opportunity Employer.

## FIJI - Department of Energy, Ministry of Public Works, Meteorological Services and Transport (MPWMST)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	—	—
Management	2	0	2	—	9.1	20.0
Technical/Engineering Staff	27	1	28	3.6	3.7	7.0
Non-Technical Staff	2	0	2	—	45.0	58.8
Administrative/Support Staff	1	10	11	90.0	90.9	78.6
Other Staff	4	0	4	—	—	—
Non-contractual/Informal worker	0	0	0	—	—	—
Total	36	11	47	23.4	16.0	23.8
Headquarters	29	10	39	25.6	34.1	23.3
Sub-divisions	7	1	8	12.5	9.1	30.0
Total	36	11	47	23.4	16.0	25.0

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	0	0	0
Vocational training	4	0	4
Certificate Level	0	0	0
Diploma level	20	5	25
Bachelor's Degree level	11	3	14
Master's degree level	5	0	5
Total	40	8	48

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	n/a
Job advertisement specifically targeting or encouraging women to apply for jobs	No
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No

Apprenticeships (TVET Students)	NR
Number of apprentices in the past 12 months (male; female)	NR
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	3; 0
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<i><b>Flexible Arrangements</b></i>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	—
Work From Home (WFH) policy to support employees' care responsibilities	No
<i><b>Leave</b></i>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	12 weeks
Number of employees on maternity leave in the last 12 months	1
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	—
<i><b>Childcare support</b></i>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<i><b>Workplace bullying &amp; sexual harassment policies</b></i>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	No
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	No
Female grievance focal point	—
<i><b>Domestic and sexual violence policies</b></i>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<i><b>Facilities and equipment</b></i>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	No

Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>72</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	11; 0; 6; 0
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	3; 2; 0; 0
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>73</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	4; 0; 0; 0
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	No
Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No

<sup>72</sup> In partnership with Ministry of Health, health screenings/examinations are offered to staff. There is a Social Club in the department which partly assists welfare of officers. This assistance includes donating monetary contributions when a loved one of staff passes on, visitation to staff and an end of the year party to commend staff of their achievements during the year

<sup>73</sup> Induction training for new employees, human resources training for HR staff, disciplinary procedures of the civil service and written communication courses.



Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	NR
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Notes: — = not applicable; NR = no response.

## KIRIBATI - Kiribati Public Utilities Board (PUB)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	5	0	5	—	—	17.3
Management	4	1	5	20.0	—	22.2
Technical/Engineering Staff	3	3	6	50.0	—	5.4
Non-Technical Staff	53	1	54	1.9	—	44.0
Administrative/Support Staff	3	25	28	89.3	—	67.2
Other Staff	0	3	3	100.0	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	63	33	96	34.4	—	18.5
Headquarters	24	22	46	47.8	—	28.3
Sub-divisions	39	11	50	22.0	—	10.1
Total*	63	33	96	34.4	—	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	6	0	6
Vocational training	49	1	50
Certificate Level	2	25	27
Diploma level	1	1	2
Bachelor's Degree level	5	6	11
Master's degree level	0	0	0
Total	63	33	96

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	No <sup>74</sup>
Other efforts to enhance women's recruitment	No

<sup>74</sup> Equal Opportunity Employer (EOE).

<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	6; 2
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	1; 1
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	1; 1
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	—
Work From Home (WFH) policy to support employees' care responsibilities	No <sup>75</sup>
<b>Leave</b>	
Paid family and medical leave	Yes <sup>76</sup>
Maternity leave	Yes
Duration of maternity leave	12 weeks
Number of employees on maternity leave in the last 12 months	2
Paid maternity leave	Yes
Phased return schedule for returning mothers	No <sup>77</sup>
Paternity leave	Yes
Duration of paternity leave	5 days
Number of employees on paternity leave in the last 12 months	1
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	Yes <sup>78</sup>
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence*	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	Yes
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	No
Separate lodging quarters for men and women at the field sites/plants	No

<sup>75</sup> Employees have been allowed to work from home on specific occasions (special cases).

<sup>76</sup> 20 days of medical leave, and 3 days of compassionate leave.

<sup>77</sup> Nursing mothers are granted one hour off per day for 12 months.

<sup>78</sup> The HR manager.

Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	1; 0; 0; 0
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	1; 1; 1; 0
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	1; 20; 0; 0
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>79</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	2; 18; 2; 0
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>80</sup>
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	Yes

<sup>79</sup> Three-year HRD plan.

<sup>80</sup> Investing on renewable energy for clean energy (solar PV plant); conducting energy efficiency program; affordable access to energy (reduced rate for the first 100 units of electricity consumed by households).

Support the use of traditional knowledge or nature-based solutions	Yes
Other	Yes <sup>81</sup>
Considerations for Gender Equality included	Yes <sup>82</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No <sup>83</sup>

Note: — = not applicable.

<sup>81</sup> Introducing solar and hydrogen to reduce emission.

<sup>82</sup> A female engineer is enrolled in a master's degree specialising in floating solar farm.

<sup>83</sup> Support education and awareness around gender-related issues and challenges and being responsible citizens.

## KOSRAE (FSM) - Kosrae Utility Authority (KUA)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	5	0	5	—	—	17.3
Management	3	0	3	—	—	22.2
Technical/Engineering Staff	16	2	18	11.1	—	5.4
Non-Technical Staff	0	0	0	—	—	44.0
Administrative/Support Staff	3	8	11	72.7	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	22	10	32	31.3	—	18.5
Headquarters	11	8	19	42.1	—	28.3
Sub-divisions	11	2	13	15.4	—	10.1
Total*	22	10	32	31.3	—	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	9	2	11
Secondary Education	5	7	12
Vocational training	0	0	0
Certificate Level	2	0	2
Diploma level	0	1	1
Bachelor's Degree level	2	0	4
Master's degree level	2	0	2
Total	22	10	32

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	Yes
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	No
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	



Does your company have any Recruitment relationships with universities?	Yes <sup>84</sup>
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	—
Targeting of female apprentices or interns	—
<b>RETENTION POLICIES</b>	
<b><i>Flexible Arrangements</i></b>	
Flexible work arrangements: - Part-time employment	Yes
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b><i>Leave</i></b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	6 months
Number of employees on maternity leave in the last 12 months	3
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	No
<b><i>Childcare support</i></b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No <sup>85</sup>
Collaboration with childcare service providers	No
<b><i>Workplace bullying &amp; sexual harassment policies</i></b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	No
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	No
Female grievance focal point	No
<b><i>Domestic and sexual violence policies</i></b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence*	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	Yes
<b><i>Facilities and equipment</i></b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	No
All parts of headquarters and sites are well lit	No
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No <sup>86</sup>

<sup>84</sup> KUA is in the process of setting up an apprenticeship program with College of Micronesia.

<sup>85</sup> KUA is not involved in childcare support. But the Kosrae Women Association Group runs a daycare facility where KUA employees can enroll their children. It is subsidized by the Department of Health.

<sup>86</sup> Only in main offices.

Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	No
Sufficient stock available of the overalls/gloves and other equipment for women	–
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	Yes <sup>87</sup>
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	5; 0; 0; 0
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	–
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	–
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	–
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	–
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	–
Other training/program	Yes <sup>88</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	2; 3; 0; 0
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	–
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No

<sup>87</sup> Medical insurance covers family members.<sup>88</sup> Accounting and billing training.

Other	No
Considerations for Gender Equality included	No
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Note: — = not applicable.

## MARSHALL ISLANDS - Marshalls Energy Company (MEC)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	7	1	8	12.5	12.5	17.3
Management	5	2	7	28.6	33.3	22.2
Technical/Engineering Staff	105	0	105	—	—	5.4
Non-Technical Staff	16	1	17	5.9	11.1	44.0
Administrative/Support Staff	10	12	22	54.4	52.2	67.2
Other Staff	30	0	30	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	166	15	181	8.3	9.0	18.5
Headquarters	142	14	156	9.0	9.3	28.3
Sub-divisions	24	1	25	4.0	7.7	10.1
Total*	166	15	181	8.3	9.0	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	157	8	165
Vocational training	5	0	5
Certificate Level	0	2	2
Diploma level	1	3	4
Bachelor's Degree level	1	1	2
Master's degree level	2	1	3
Total	166	15	181

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	No
Other efforts to enhance women's recruitment	No

<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	4; 0
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	1; 0
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	0; 0
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	Yes <sup>89</sup>
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes <sup>90</sup>
Duration of maternity leave	3 months
Number of employees on maternity leave in the last 12 months	0
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	10 days
Number of employees on paternity leave in the last 12 months	2
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	Yes <sup>91</sup>
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No <sup>92</sup>
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No

<sup>89</sup> Female candidates (graduates) are contacted first.

<sup>90</sup> Maternity and paternity leave go beyond the national policies and law.

<sup>91</sup> HR manager.

<sup>92</sup> Employees are referred to local women's NGO.

Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	0; 0; 0; 0
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	0; 0; 0; 0
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>93</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	3; 0; 0; 0
<b>Mentorship</b>	
Mentorship programs	No <sup>94</sup>
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	Yes <sup>95</sup>
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	No
Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	No

<sup>93</sup> Internal training for managers, training for IT system use and Standard Operating Procedures (SOPs).

<sup>94</sup> There is only pairing of experienced individuals (mentors) with newly hired employees to provide guidance, support, and knowledge transfer.

<sup>95</sup> Uniforms and safety gear.



Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Note: — = not applicable.

## MARSHALL ISLANDS - National Energy Office (NEO)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	12.5	—
Management	1	1	2	50.0	33.3	20.0
Technical/Engineering Staff	3	0	3	—	—	7.0
Non-Technical Staff	0	1	1	100	11.1	58.5
Administrative/Support Staff	1	0	1	—	52.2	78.6
Other Staff	0	0	0	—	—	—
Non-contractual/Informal worker	0	0	0	—	—	—
Total*	5	2	7	28.6	9.0	23.8
Headquarters	5	1	6	16.7	9.3	23.3
Sub-divisions	0	1	1	100	7.7	20.0
Total*	5	2	7	28.6	9.0	25.0

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	NR	NR	NR
Secondary Education	NR	NR	NR
Vocational training	NR	NR	NR
Certificate Level	NR	NR	NR
Diploma level	NR	NR	NR
Bachelor's Degree level	NR	NR	NR
Master's degree level	NR	NR	NR
Total	NR	NR	NR

Note: NR = no response.

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	Yes <sup>96</sup>
Gender committee/department	No
Gender focal point (in headquarters)	Yes
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement*	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	—
Job advertisement specifically targeting or encouraging women to apply for jobs	No

<sup>96</sup> RMI's Electricity Roadmap has a Human Resource Strategy that states to encourage more women in the workforce however it is limited in setting out a detailed strategy or action plan on how to increase women's employment.

Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	Yes <sup>97</sup>
Maternity leave	Yes
Duration of maternity leave	1 month
Number of employees on maternity leave in the last 12 months	0
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	—
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	No <sup>98</sup>
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No <sup>99</sup>
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No <sup>100</sup>
Formal grievance procedure in place	No <sup>101</sup>
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No <sup>102</sup>
Formal internal referral system to support employees experiencing domestic and sexual violence	No <sup>103</sup>
Focal point for domestic and sexual violence cases that employees can reach out to for help	No <sup>104</sup>
Internal communication mechanisms to raise awareness for employees	No <sup>105</sup>
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No

<sup>97</sup> There is 'special leave' up to one month.

<sup>98</sup> Through the Public Service Commission (PSC).

<sup>99</sup> Through the Public Service Commission (PSC).

<sup>100</sup> Through the Public Service Commission (PSC).

<sup>101</sup> Through the Public Service Commission (PSC).

<sup>102</sup> Through the Public Service Commission (PSC).

<sup>103</sup> Through the Public Service Commission (PSC).

<sup>104</sup> Through the Public Service Commission (PSC).

<sup>105</sup> Through the Public Service Commission (PSC).

All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	—
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	—
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	No
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	NR
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	No

Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	Yes <sup>106</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>107</sup>

Note: — = not applicable; NR = no response.

<sup>106</sup> In the Electricity roadmap, the human resource strategy inclusion of more women in the sector.

<sup>107</sup> Job opportunities for women in the energy sector.

## NAURU - Department of Climate Change & National Resilience (DCCNR)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	—	—
Management	2	2	4	50.0	—	20.0
Technical/Engineering Staff	0	0	0	—	—	7.0
Non-Technical Staff	0	3	3	100	—	58.8
Administrative/Support Staff	0	0	0	—	—	78.6
Other Staff	0	0	0	—	—	—
Non-contractual/Informal worker		0	0	—	—	—
Total*	2	5	7	71.4	—	23.8
Headquarters	1	0	1	0	—	23.3
Sub-divisions	1	5	6	83.3	—	30.0
Total*	2	5	7	71.4	—	25.0

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	1	3	4
Vocational training	0	0	0
Certificate Level	0	0	0
Diploma level	0	0	0
Bachelor's Degree level	1	2	3
Master's degree level	0	0	0
Total	2	5	7

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	NR
Gender committee/department	NR
Gender focal point (in headquarters)	NR
Gender focal point (in regional offices)	NR
<b>Gender quota/targets</b>	
Gender quota or target for Board members	NR
Gender quota or target for senior management	NR
Gender quota or target for total company employees	NR
Quota or Target for women's employment issued or set by Government	NR
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	—
Job advertisement specifically targeting or encouraging women to apply for jobs	NR
Other efforts to enhance women's recruitment	NR
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	NR



Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	NR
Targeting of female apprentices or interns	NR
<b>RETENTION POLICIES</b>	
<b><i>Flexible Arrangements</i></b>	
Flexible work arrangements: - Part-time employment	Yes
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No <sup>108</sup>
<b><i>Leave</i></b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	3 months
Number of employees on maternity leave in the last 12 months	0
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	—
<b><i>Childcare support</i></b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b><i>Workplace bullying &amp; sexual harassment policies</i></b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	No
Female grievance focal point	No
<b><i>Domestic and sexual violence policies</i></b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	Yes <sup>109</sup>
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b><i>Facilities and equipment</i></b>	
Separate toilets/ sanitation facilities for men and women in the offices	No
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	No
All facilities used by women have hand-washing facilities and disposal bins	No
All parts of headquarters and sites are well lit	Yes <sup>110</sup>
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes

<sup>108</sup> No policy, but negotiable.

<sup>109</sup> Safe house under the Women's Affairs Department.

<sup>110</sup> Safe house under the Women's Affairs Department.

Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	Yes
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	Yes
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>111</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	NR
Quota or target on job promotion policies targeting women (not mandated by the national government)	NR
Succession planning on job promotion policies targeting women (not mandated by the national government)	NR
Other policies on promotion policies targeting women (not mandated by the national government)	NR
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	No
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	No
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	—
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>112</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	No
Other	No

<sup>111</sup> Regular team bonding that sometimes include family members.

<sup>112</sup> Outreach programs with the communities, for awareness raising, promotions, and/or stakeholder engagement/feedback.

Considerations for Gender Equality included	Yes <sup>113</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Notes: — = not applicable; NR = no response.

<sup>113</sup> Youth, people with disability and women are included in stakeholder engagements.

**PAPUA NEW GUINEA - PNG Power Limited (PPL)**

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	5	2	7	28.6	28.6	17.3
Management	13	2	15	13.3	10.0	22.2
Technical/Engineering Staff	1,068	66	1,134	5.8	5.8	5.4
Non-Technical Staff	172	120	292	41.1	41.1	44.0
Administrative/Support Staff	19	54	73	74.0	74.0	67.2
Other Staff	87	52	139	37.4	37.4	29.3
Non-contractual/Informal worker	198	18	216	8.3	8.3	8.2
Total*	1,359	294	1,653	17.8	17.7	18.5
Headquarters	563	201	764	26.3	16.3	28.3
Sub-divisions	796	93	889	10.5	10.5	10.1
Total*	1,359	294	1,653	17.8	17.7	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	113	31	144
Vocational training	6	0	6
Certificate Level	830	119	949
Diploma level	162	71	233
Bachelor's Degree level	237	71	308
Master's degree level	11	2	13
Total	1,359	294	1,653

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No <sup>114</sup>
Gender committee/department	No
Gender focal point (in headquarters)	No <sup>115</sup>
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	Yes <sup>116</sup>
Quota or Target for women's employment issued or set by Government	Yes <sup>117</sup>
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	Yes <sup>118</sup>
Part of network or organization focused on gender equality/women's employment	Yes <sup>119</sup>
<b>Unions</b>	
Company has a union	Yes <sup>120</sup>
Collective bargaining agreement	Yes
Collective bargaining agreement focused on advancing gender equality	Yes <sup>121</sup>

<sup>114</sup> A three-year work plan was developed for Engendering Activities under the USAID Papua New Guinea Electrification Partnership (USAID PEP) program. The Gender targets from the Gender Action Plan are based on a Gender Baseline Survey (i.e., audit). This is currently work in progress. PPL has also developed a GESI and GBV policy which is currently pending management approval.

<sup>115</sup> Under the USAID PEP program, the HR department appointed a HR/GESI Support Officer who is working alongside the USAID PEP Gender specialist.

<sup>116</sup> A target of a total employees of 1,990 by 2023 is set by the Kumul Consolidated Holdings (shareholder) board in line with the Government's targets. The target for female employees is 375.

<sup>117</sup> The National Public Service GESI targets are (1) increase the number of women in the Public Service by 15 percent; and (2) increase the number of women in leadership and decision making by 30 percent.

<sup>118</sup> USAID PEP (three-year Engendering work plan); the Australian Infrastructure Financing Facility for the Pacific (AIFFP) (work plan with the Welfare Officer to develop a framework and referral pathway for GBV, PSEAH, EMS); and the Business Coalition for Women (BCFW) (Gender Smart Safety Training and Gender Smart Safety Audit Report).

<sup>119</sup> USAID PEP.

<sup>120</sup> 34 branches (one for each PPL offices and power stations); 26 men in leadership; 5 women in leadership; 476 male members; 128 female members. The utility is part of the PNG Energy Workers Association.

<sup>121</sup> The agreement caters for maternity and paternity leave; employment of women during night shifts; grievance and dispute avoidance procedures.

<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	Yes <sup>122</sup>
<b>ATTRACTION, RECRUITMENT AND HIRING POLICIES</b>	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No <sup>123</sup>
Job advertisement specifically targeting or encouraging women to apply for jobs	No <sup>124</sup>
Other efforts to enhance women's recruitment	No <sup>125</sup>
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes <sup>126</sup>
Number of apprentices in the past 12 months (male; female)	—
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	70; 12
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	41; 7
Target for minimum share of female apprentices or interns	No <sup>127</sup>
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	Yes
- Teleworking	Yes
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No <sup>128</sup>
Maternity leave	Yes
Duration of maternity leave	12 weeks <sup>129</sup>
Number of employees on maternity leave in the last 12 months	30
Paid maternity leave	Yes
Phased return schedule for returning mothers	No <sup>130</sup>
Paternity leave	Yes
Duration of paternity leave	2 weeks
Number of employees on paternity leave in the last 12 months	19
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	Yes <sup>131</sup>
Formal grievance procedure in place	Yes <sup>132</sup>
Female grievance focal point	No <sup>133</sup>

<sup>122</sup> A Gender Smart Safety Audit Report was compiled by BCFW on the 6th June 2022.

<sup>123</sup> Recruitment is based on merit.

<sup>124</sup> The statement "equal employment opportunity (EEO)" is included in job advertisements.

<sup>125</sup> Equal Opportunity Employer.

<sup>126</sup> The last cohort for apprenticeship was in 2019 and for the two-year Graduate Development Program in 2018. About 95 men and 11 women were involved.

<sup>127</sup> Election is based on merit.

<sup>128</sup> Leave may be granted, subjected to management's discretion.

<sup>129</sup> An additional four-week period may be granted if required with medical certificate.

<sup>130</sup> There is an allowance for breast/bottle feeding (two hours per day for six months).

<sup>131</sup> PPL through the welfare officer assists victims through a referral process. Victims are referred to specialized service providers outside of the company.

<sup>132</sup> There is a grievance policy. However, there is no proper awareness of the policy and the process to lodge a grievance.

<sup>133</sup> The HR Employee Relations and Industrial Relations team deals with grievances.

<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence*	No <sup>134</sup>
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes <sup>135</sup>
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	Yes <sup>136</sup>
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	Yes
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	No
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	No
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	Yes <sup>137</sup>
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	Yes <sup>138</sup>
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>139</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	88; 2; 0; 0
Scholarships for additional degrees or certifications	Yes <sup>140</sup>
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	Yes <sup>141</sup>
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes <sup>142</sup>
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—

<sup>134</sup> Work in progress under the USAID PEP project.

<sup>135</sup> The welfare officer and head of security.

<sup>136</sup> The office of the welfare Officer assist employees by referring them to an outside service provider who offer free services.

<sup>137</sup> Working at extreme heights by men only; working and handling of asbestos by men only; working in Confine with more than 3x workers if women is involved; women at nights in a group and not alone; women driving with male passengers, security reasons.

<sup>138</sup> Showers for women.

<sup>139</sup> Walkathon program for staff and families.

<sup>140</sup> All scholarships have been put on hold due to financial constraints.

<sup>141</sup> Leadership training has been put on hold due to financial constraints.

<sup>142</sup> Professional development training has been put on hold due to financial constraints.

Other training/program	Yes <sup>143</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	—
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>144</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes <sup>145</sup>
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	Yes
Other	No
Considerations for Gender Equality included	Yes <sup>146</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>147</sup>

Note: — = not applicable

<sup>143</sup> Other training has been put on hold due to financial constraints.

<sup>144</sup> (1) The Amnesty program (initiative under the Revenue Improvement Program to reduce revenue leakages through illegal connections. Consumers on illegal connections are encouraged to come forward and register their meters without paying for penalties, back bill or other charges for a given time frame. Many customers have come registered their meters. (2) Community awareness under the Rural Electrification and Grid extension projects. Awareness campaigns on power safety, socio-economic benefits of electricity, etc., are carried out targeting communities that are connected to the grid under the grant projects. PPL has gone an extra mile to involve the main bank in such awareness campaigns to help the communities with opening of accounts so that they can venture into small businesses.

<sup>145</sup> Under the Rural Electrification projects and Grid extension projects, PPL has connected communities, schools and clinics to the grid. Customers unable to pay for the fee connections were connected as well, as connection fees were covered by the project.

<sup>146</sup> Under the donor funded projects, gender equality and participation are encouraged. As a requirement for tendering of projects, contractors have to show evidence of gender participation, either in the management of the company or the general workforce.

<sup>147</sup> Empowering women (earlier) in the primary and secondary schools to take up technical roles; Educational Awareness in schools targeting women in STEM studies and functions.



## PAPUA NEW GUINEA - National Energy Authority (NEA)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	5	0	5	0	28.6	—
Management	0	0	0	—	10.0	20.0
Technical/Engineering Staff	0	0	0	—	5.8	7.0
Non-Technical Staff	0	0	0	—	41.1	58.8
Administrative/Support Staff	0	0	0	—	74.0	78.6
Other Staff	0	0	0	—	37.4	—
Non-contractual/Informal worker	0	0	0	—	8.3	—
Total	5	0	5	0	17.7	23.8
Headquarters	5	0	5	—	26.3	23.3
Sub-divisions	0	0	0	—	10.5	30.0
Total	5	0	5	0	17.7	25.0

HEADCOUNT by education level	Men	Women	Total
Primary Education	NR	NR	NR
Secondary Education	NR	NR	NR
Vocational training	NR	NR	NR
Certificate Level	NR	NR	NR
Diploma level	NR	NR	NR
Bachelor's Degree level	NR	NR	NR
Master's degree level	NR	NR	NR
Total	NR	NR	NR

Note: NR = no response.

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	Yes
Gender committee/department	No
Gender focal point (in headquarters)	Yes <sup>148</sup>
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	Yes <sup>149</sup>
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	Yes
Other efforts to enhance women's recruitment	No

<sup>148</sup> HR officer.

<sup>149</sup> GEDSI activities under USAID PEP.

<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	NR
Targeting of female apprentices or interns	NR
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	NR
- Teleworking	NR
- Flexible hours	NR
Flexible work arrangements equally available to male and female employees	NR
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	Yes <sup>150</sup>
Maternity leave	Yes
Duration of maternity leave	12 weeks
Number of employees on maternity leave in the last 12 months	2
Paid maternity leave	NR
Phased return schedule for returning mothers	Yes <sup>151</sup>
Paternity leave	Yes
Duration of paternity leave	2 weeks
Number of employees on paternity leave in the last 12 months	0
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	No
Female grievance focal point	—
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence*	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	NR
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	NR
Separate toilets/ sanitation facilities for men and women for field crews	NR
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No

<sup>150</sup> Two weeks of paid and family leave.

<sup>151</sup> Two hours off per day.

Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes <sup>152</sup>
Work overalls/gloves and other equipment appropriately sized for women	No
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	NR
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	NR
Other	NR
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	No
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	15; 20; 6; 10
Anti-harassment & bullying/anti-discrimination training	Yes
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	25; 23; 7; 10
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	30; 35; 7; 6
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	NR
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	—
Decrease carbon emissions	—
Adapt to climate change	—
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	—
Helped people improve their access to food, health services and similar necessities	—
Support people access sustainable jobs and /or livelihoods	—
Helped the government, private sector and civil society to work together	—
Support the use of traditional knowledge or nature-based solutions	—
Other	—

<sup>152</sup> Buses for all employees.

Considerations for Gender Equality included	—
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	NR

Notes: — = not applicable; NR = no response.

**POHNPEI (FSM) - Pohnpei Utilities Corporation**

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	4	2	6	33.3	—	17.3
Management	5	0	5	0	—	22.2
Technical/Engineering Staff	64	1	65	1.50	—	5.4
Non-Technical Staff	21	0	21	100.0	—	44.0
Administrative/Support Staff	0	2	2	—	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	90	3	93	3.2	—	18.5
Headquarters	90	3	93	3.2	—	28.3
Sub-divisions	0	0	0	—	—	10.2
Total*	90	3	93	3.2	—	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	23	0	23
Secondary Education	35	2	37
Vocational training	0	0	0
Certificate Level	31	1	32
Diploma level	0	0	0
Bachelor's Degree level	1	0	1
Master's degree level	0	0	0
Total	90	3	93

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	No
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No

Apprenticeships (TVET Students)	Yes <sup>153</sup>
Number of apprentices in the past 12 months (male; female)	9; 0
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	NR
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	1; 2
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	Yes
<b>RETENTION POLICIES</b>	
<b><i>Flexible Arrangements</i></b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	Yes
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No <sup>154</sup>
<b><i>Leave</i></b>	
Paid family and medical leave	No <sup>155</sup>
Maternity leave	No <sup>156</sup>
Duration of maternity leave	—
Number of employees on maternity leave in the last 12 months	—
Paid maternity leave	—
Phased return schedule for returning mothers	No
Paternity leave	No <sup>157</sup>
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	0
Paid paternity leave	No
<b><i>Childcare support</i></b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b><i>Workplace bullying &amp; sexual harassment policies</i></b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes <sup>158</sup>
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	Yes <sup>159</sup>
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes <sup>160</sup>
Female grievance focal point	Yes <sup>161</sup>
<b><i>Domestic and sexual violence policies</i></b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b><i>Facilities and equipment</i></b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes

<sup>153</sup> The apprentices are PUC employees selected for further training as electricians. They take classes at the College of Micronesia-CTEC Pohnpei Campus, and earn credits for "on the job training" while they are working. They get paid as regular employees and are eligible for salary increases when courses are completed.

<sup>154</sup> No policy in place, but employees may request to work as applicable from home.

<sup>155</sup> Employees may apply for unpaid family leave up to 12 weeks (to attend to family obligations such as childbirth, adoption, or placement of a foster child or to care for a child, spouse or parent with a serious health condition). Before taking unpaid family leave, employees will be required to first use any accumulated paid leave time (vacation and/or sick leave).

<sup>156</sup> Employees may apply for paid family leave instead.

<sup>157</sup> Employees may apply for paid family leave instead.

<sup>158</sup> Employees will be subjected to disciplinary action, including being reprimanded, suspended or terminated from employment.

<sup>159</sup> In the HR manual.

<sup>160</sup> Employees may present the problem to the immediate supervisor, any Department head, or the Human Resources Manager to be resolved within 30 days before it is presented to the General Manager/CEO.

<sup>161</sup> HR manager.

Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	No
Sufficient stock available of the overalls/gloves and other equipment for women	—
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	9; 0; 0; 0
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	0; 4; 0; 0
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>162</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	25; 1; 0; 0
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>163</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes

<sup>162</sup> Electrician Apprenticeship Program, Lineman Training.<sup>163</sup> Public Relations Radio Programs and Outreach.



Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	Yes
Other	Yes <sup>164</sup>
Considerations for Gender Equality included	Yes <sup>165</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Notes: — = not applicable; NR = no response.

<sup>164</sup> Provide water safe for consumption.

<sup>165</sup> Employing more women in areas other than administration & finance.

## SAMOA - Samoa Electric Power Corporation (EPC)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	5	0	5	0	—	17.3
Management	6	3	9	33.3	—	22.2
Technical/Engineering Staff	177	10	187	5.3	—	5.4
Non-Technical Staff	0	0	0	—	—	44.0
Administrative/Support Staff	43	46	89	51.7	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	226	59	285	20.7	—	18.5
Headquarters	39	43	82	52.4	—	28.3
Sub-divisions	187	16	203	7.9	—	10.1
Total*	226	59	285	20.7	—	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	86	13	99
Vocational training	0	0	0
Certificate Level	102	10	112
Diploma level	7	7	14
Bachelor's Degree level	25	26	51
Master's degree level	6	3	9
Total	226	59	285

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	Yes <sup>166</sup>
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No <sup>167</sup>
Job advertisement specifically targeting or encouraging women to apply for jobs	No

<sup>166</sup> Staff engagement survey.

<sup>167</sup> Recruitment is merit-based.

Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	Yes <sup>168</sup>
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	32
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	4
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No <sup>169</sup>
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	Yes
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	12 weeks
Number of employees on maternity leave in the last 12 months	3
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	5 days
Number of employees on paternity leave in the last 12 months	NR
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	Yes
Formal grievance procedure in place	Yes
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	Yes
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	No

<sup>168</sup> EPC hires students for paid part-time work that counts towards the 800 hours of work required for their degree (bachelor of engineering). EPC hired about 20 people since 2018. About one forth were women. About 80% to 100% are permanently hired by EPC.

<sup>169</sup> Only to students that work toward the 800 hours requirement for their degree.

Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	No
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>170</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	No
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	NR
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	NR
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>171</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	NR
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>172</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No

<sup>170</sup> Study leave, qualification bonus and education assistance.

<sup>171</sup> Induction Program, Occupational safety and health (OSH).

<sup>172</sup> Stand-alone solar project for customers who are far off-grid to avoid costly line extensions and have access to electricity. EPC is part of the IMPRESS Project hosted by the Ministry of Renewable Energy and Environment (MNRE), that improves the reliability on renewable energy technologies for communities. EPC provides technical support/advise to community projects in commissioning solar systems, standby generators, etc.

Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>173</sup>

Notes: — = not applicable; NR = no response.

<sup>173</sup> Outreach programs in the community (grass-roots) education programs, e.g. in primary schools, encouraging the participation of girls in STEM-related subject areas.

## SOLOMON ISLANDS - SOLOMON POWER

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	3	2	5	40.0	40.0	17.3
Management	39	10	49	20.4	19.6	22.2
Technical/Engineering Staff	206	9	215	4.2	4.4	5.4
Non-Technical Staff	12	50	62	80.6	81.0	44.0
Administrative/Support Staff	0	0	0	—	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	257	69	326	21.2	20.9	18.5
Headquarters	202	64	266	24.1	23.6	28.3
Sub-divisions	55	5	60	8.3	8.3	10.1
Total*	257	69	326	21.2	20.9	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	5	2	7
Secondary Education	11	5	16
Vocational training	37	7	44
Certificate Level	120	15	135
Diploma level	21	12	33
Bachelor's Degree level	57	26	83
Master's degree level	6	2	8
Total	257	69	326

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	No

Other efforts to enhance women's recruitment	No <sup>174</sup>
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	8; 1
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	6; 1
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	—
Targeting of female apprentices or interns	—
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	Yes
- Teleworking	Yes
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	Yes
<b>Leave</b>	
Paid family and medical leave	Yes <sup>175</sup>
Maternity leave	Yes
Duration of maternity leave	12 weeks
Number of employees on maternity leave in the last 12 months	14
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	1 day
Number of employees on paternity leave in the last 12 months	2
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	Yes
Formal grievance procedure in place	Yes
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	Yes
Formal internal referral system to support employees experiencing domestic and sexual violence	Yes
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes
Internal communication mechanisms to raise awareness for employees	Yes
Psychosocial support for employees experiencing domestic and sexual violence	Yes
Other form of support (e.g. safe housing, food and medical support etc.)	Yes
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	Yes
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No

<sup>174</sup> Equal Opportunity Employer.

<sup>175</sup> Employees have a total of 22 days of paid sick leave, which may be prolonged for one month at half pay (with medical report). Up to one-month unpaid leave can be granted as well. There is also compassionate leave of 5 days and pro rata leave to attend to family matters.



Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	NR
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	NR
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	NR
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Don't know
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>176</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	NR
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	No
Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	No

<sup>176</sup> On-the-job trainings for staff under our Training Programs (Line mechanics, Apprentices, Attachments), and training by external providers.

Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Notes: — = not applicable; NR = no response.

## SOLOMON ISLANDS - Energy Division, Ministry of Mines, Energy and Rural Electrification (MMERE)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	40.0	—
Management	2	0	2	—	19.6	20.0
Technical/Engineering Staff	10	1	11	9.1	4.4	7.0
Non-Technical Staff	0	1	1	100	81.0	58.8
Administrative/Support Staff	0	0	0	—	—	78.6
Other Staff	0	0	0	—	—	—
Non-contractual/Informal worker	0	0	0	—	—	—
Total	12	2	14	14.3	20.9	23.8
Headquarters	12	2	14	14.3	23.6	23.3
Sub-divisions	0	0	0	—	8.3	30.0
Total	12	2	14	14.3	20.9	25.0

HEADCOUNT by education level	Men	Women	Total
Primary Education	NR	NR	NR
Secondary Education	NR	NR	NR
Vocational training	NR	NR	NR
Certificate Level	NR	NR	NR
Diploma level	NR	NR	NR
Bachelor's Degree level	NR	NR	NR
Master's degree level	NR	NR	NR
Total	NR	NR	NR

Note: NR = no response.

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No <sup>177</sup>
Gender committee/department	No
Gender focal point (in headquarters)	Yes
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	Yes <sup>178</sup>
Collective bargaining agreement*	No
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
<b>ATTRACTION, RECRUITMENT AND HIRING POLICIES</b>	
<b>Recruitment and hiring</b>	

<sup>177</sup> A national gender strategy for the mining sector only is under development.

<sup>178</sup> Public Employees Union.

Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	—
Job advertisement specifically targeting or encouraging women to apply for jobs	No <sup>179</sup>
Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	—
Targeting of female apprentices or interns	—
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No <sup>180</sup>
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	12 weeks
Number of employees on maternity leave in the last 12 months	0
Paid maternity leave	Yes
Phased return schedule for returning mothers	Yes <sup>181</sup>
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	—
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	Yes
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	Yes
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes
Internal communication mechanisms to raise awareness for employees	Yes <sup>182</sup>
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes <sup>183</sup>

<sup>179</sup> "Men and women from all Provinces are encouraged to apply."

<sup>180</sup> On ad-hoc basis.

<sup>181</sup> For six months.

<sup>182</sup> Email s.

<sup>183</sup> Workers use the community facilities that are separate for men and women.

Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	No
Separate lodging quarters for men and women at the field sites/plants	No <sup>184</sup>
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>185</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes <sup>186</sup>
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	NR
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	4; 0; 0; 0
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	4; 2; 4; 2
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Don't know
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	NR
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>187</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	20; 10; 5; 3
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	Yes <sup>188</sup>
<b>COMMUNITY CSR</b>	

<sup>184</sup> No gender-specific lodging is provided, but it is common practice that women are lodged together separate from their male colleagues.

<sup>185</sup> Office fundraising, social events.

<sup>186</sup> DoE does not provide in-house STEM training but it sponsors or support training on STEM related topics. For example, renewable energy training in partnership with Japan International Cooperation Agency (JICA).

<sup>187</sup> First Aid Training (with Red Cross); training with the Institution of Public Administration Management (IPAM); gender training (with Ministry of Women and International Women's Development Agency (IWDA).

<sup>188</sup> On-site catering and hospitality.

Community CSR initiatives	Yes
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	Yes
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>189</sup>

Notes: — = not applicable; NR = no response.

<sup>189</sup> Street lighting, lighting in homes and schools. Access to electricity for income generating activities, and in health facilities.

**TONGA - Tonga Power Limited (TPL)**

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	6	1	7	14.3	14.3	17.3
Management	7	5	12	41.7	40.0	22.2
Technical/Engineering Staff	159	24	183	13.1	12.8	5.4
Non-Technical Staff	16	36	52	69.2	66.1	44.0
Administrative/Support Staff	2	9	11	81.8	83.3	67.2
Other Staff	12	0	12	0	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	196	74	270	27.4	27.7	18.5
Headquarters	31	38	69	55.1	50.6	28.3
Sub-divisions	165	36	201	17.9	17.9	10.1
Total*	196	74	270	27.4	27.7	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	40	8	48
Vocational training	94	24	118
Certificate Level	34	14	48
Diploma level	11	15	26
Bachelor's Degree level	15	9	24
Master's degree level	2	4	6
Total	196	74	270

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	Yes
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No <sup>190</sup>
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	Yes
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes

<sup>190</sup> Recruitment is based on merit, but some donor-supported projects require a 30% target for women. This requirement led TPL to give preference to female candidates with electrical engineering certificate (often from Tonga Institute of Science and Technology (TIST)). In a project in Ha'pai, donors also required that women are employed but there were no qualified female candidates. The project supported the training of local women who are now still with the project as qualified line mechanics.



Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	Yes <sup>191</sup>
Other efforts to enhance women's recruitment	Yes <sup>192</sup>
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	4; 17
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	1; 0
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No <sup>193</sup>
Maternity leave	Yes
Duration of maternity leave	1+1 month <sup>194</sup>
Number of employees on maternity leave in the last 12 months	9
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	5 days
Number of employees on paternity leave in the last 12 months	0
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	Yes <sup>195</sup>
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	Yes <sup>196</sup>
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No <sup>197</sup>
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	Yes <sup>198</sup>
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No

<sup>191</sup> Normally, TPL does not target women in job advertisements, but did so for the meter reader jobs following request from the public and some TPL staff who had family members interested in the jobs. The advertisement mentioned that the utility "invite[s] interested individuals residing in Tongatapu, females or males, who have at least reached Form 5 level [...] to apply to [...] four meter reader positions."

<sup>192</sup> Ms Sarah Sakopo, a female line mechanic of TPL was showcased on Matangi Tonga, a local online newspaper, where she shared her work experience in the utility. She also went to high schools to speak to students about her career and her daily work, sparking a lot of interest from young girls and women.

<sup>193</sup> Up to 12 months medical leave paid at 80%. No family leave.

<sup>194</sup> Second month if there is a critical need for the child.

<sup>195</sup> Part of the induction program.

<sup>196</sup> HR manager.

<sup>197</sup> Policy for sexual violence but not for domestic.

<sup>198</sup> All staff e-mails, Monday prayer meeting at all sites, newsletters and feedback channels, outer island visits.

<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	Yes
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No <sup>199</sup>
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No <sup>200</sup>
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>201</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	44; 1; 2; 0
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	3; 2; 0; 0
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	NR
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>202</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	50; 29; 2; 2
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No

<sup>199</sup> Transportation for the distribution network team (faults operators and faults technicians) in the same for both men and women. No complaints have been received from women.

<sup>200</sup> Transportation for the project team (NNUP) in the same for both men and women. No complaints have been received from women.

<sup>201</sup> TPL has its own gym which staff can use for free. There is also a Zumba program for staff. TPL is part of the sports program run by the Ministry of Internal Affairs. It is also part of the floats for the Tala netball team and also provides sponsorship. It also joined the Win & Corporate Netball Cup.

<sup>202</sup> Technical trainings for engineers, workshop opportunities, Operation and Maintenance for Diesel Engine Generators Grid Integration of Renewable Energy Generation Systems Operation and Maintenance of Renewable Energy Generation System (Solar PV).

Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>203</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	Yes <sup>204</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>205</sup>

Notes: — = not applicable; NR = no response.

<sup>203</sup> Outer Island Renewable Energy Projects (OIREP) establishing solar plants in remote islands such as Niua and outer islands in Ha'apai for locals to have access to electricity.

<sup>204</sup> Gender targets. See Gender Action Plan for Nuku'alofa Network Upgrade Project (NNUP) as an example (50% of women's participation in consultations; 30% of female workers on project sites; 25% female technicians; 50% of female participants in village-based training on safety and energy efficiency; 50% female trainers; etc.).

<sup>205</sup> Outreach program to raise awareness that girls/women have opportunities at Tonga Power Limited. Encourage students at schools and university to enrol STEM courses with the ambition with a career at TPL. Not only at TPL but also in energy projects where TPL is a part of.

## TONGA - Department of Energy, Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications (MEIDECC)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	14.3	—
Management	2	1	3	33.3	40.0	20.0
Technical/Engineering Staff	11	1	12	8.3	12.8	7.0
Non-Technical Staff	5	5	10	50.0	66.1	58.8
Administrative/Support Staff	0	1	1	100.0	83.3	78.6
Other Staff	0	0	0	—	—	—
Non-contractual/Informal worker	0	0	0	—	—	—
Total	18	8	26	30.8	27.7	23.8
Headquarters	13	7	20	35.0	50.6	23.3
Sub-divisions	5	1	6	16.7	17.9	30.0
Total	18	8	26	30.8	27.7	25.0

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	3	2	5
Vocational training	2	0	2
Certificate Level	4	1	5
Diploma level	1	3	4
Bachelor's Degree level	6	1	7
Master's degree level	2	1	3
Total	18	8	26

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No <sup>206</sup>
Gender committee/department	No
Gender focal point (in headquarters)	Yes
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	Yes <sup>207</sup>
Part of network or organization focused on gender equality/women's employment	Yes <sup>208</sup>
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes

<sup>206</sup> A Gender Action Plan is being developed under one of the Department's Project which is to be adopted and can be further elaborated to be integrated into the developing National Energy Policy under the new Energy Act. As of February 6, 2024 the plan is not ready.

<sup>207</sup> Ministry of Internal Affairs for training on gender mainstreaming.

<sup>208</sup> Member of the Pacific Energy and Gender Initiative (PEGI) Steering Committee which is a Pacific Community project that aims to increase women's engagement in clean energy throughout the Pacific through the implementation of the Pacific Energy and Gender Strategic Action Plan.

Company has own recruitment policies (not mandated by the government) targeting women's employment	—
Job advertisement specifically targeting or encouraging women to apply for jobs	Yes <sup>209</sup>
Other efforts to enhance women's recruitment	Yes <sup>210</sup>
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	5; 1
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No <sup>211</sup>
- Teleworking	No
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	—
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No <sup>212</sup>
Maternity leave	Yes
Duration of maternity leave	90 days
Number of employees on maternity leave in the last 12 months	0
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	5 days
Number of employees on paternity leave in the last 12 months	1
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes <sup>213</sup>
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No <sup>214</sup>
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	Yes
Female grievance focal point	No <sup>215</sup>
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	Yes
Formal internal referral system to support employees experiencing domestic and sexual violence	Yes
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	Yes <sup>216</sup>
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No

<sup>209</sup> Some vacancies encourage women to apply.

<sup>210</sup> Through donor-funded projects as component of the project, such as the Outer Island Solar Electrification Society Project which developed a gender action plan that includes activities aiming to enhance employment opportunities for women in the clean energy workforce.

<sup>211</sup> Only project staff can make arrangements under their contract to have flexible hours, part-time, etc. Project staff are paid by donors and can be housed under the DoE.

<sup>212</sup> Based on CEO's discretion. Usually ranges up to 20 days without pay.

<sup>213</sup> Under the Public Service Act.

<sup>214</sup> Policy tips are circulated regularly by the HR in the work email as reminders which include the sexual harassment policy but it is not sufficient as training on awareness raising or practice.

<sup>215</sup> The HR manager of the Ministry is responsible for this and he is a man.

<sup>216</sup> Food items and non-food items such as safe housing materials (blankets, first aid kits, etc.).

<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes <sup>217</sup>
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No <sup>218</sup>
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	No <sup>219</sup>
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	No
Other	Yes <sup>220</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	19; 9; 5; 2
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	2; 1; 0; 0
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>221</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	5; 3; 5; 2
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No

<sup>217</sup> Project sites in the outer islands for TREP & OIREP. The crews or contractors installing the solar panels mostly use the islands facilities, which usually designate bathrooms for males & females separately.

<sup>218</sup> Existing field sites do not require lodging quarters.

<sup>219</sup> May differ based on the donor requirements of the project.

<sup>220</sup> Social events like End of Financial Year Functions and End of the Year Function (Christmas party).

<sup>221</sup> Specific tailored Energy training to Energy staff, mostly up to CEO & Director's direction.

COMMUNITY CSR	
Community CSR initiatives	Yes <sup>222</sup>
Investments which are accompanied by a Community Benefit Sharing Project	Yes
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	No
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	Yes <sup>223</sup>
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>224</sup>

Notes: — = not applicable; NR = no response.

<sup>222</sup> Outer Island Solar Electrification Society (OISES).

<sup>223</sup> OISES Gender Action Plan.

<sup>224</sup> Solar Freezer systems in the rural communities (outer islands) are being managed by the local community women's committee. Need to include women in management positions and offer them training.



## TUVALU - Tuvalu Electricity Corporation

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	2	2	4	50.0	50.0	17.3
Management	3	1	4	25.0	16.7	22.2
Technical/Engineering Staff	38	0	38	0	3.6	5.4
Non-Technical Staff	3	2	5	40.0	40.0	44.0
Administrative/Support Staff	0	0	0	—	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	3	0	3	0	—	8.2
Total*	44	3	47	6.4	7.5	18.5
Headquarters	19	3	22	13.6	12.5	28.3
Sub-divisions	25	0	25	—	2.9	10.1
Total*	44	3	47	6.4	7.6	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	13	0	13
Secondary Education	26	3	29
Vocational training	0	0	0
Certificate Level	0	0	0
Diploma level	4	0	4
Bachelor's Degree level	1	0	1
Master's degree level	0	0	0
Total	44	3	47

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No <sup>225</sup>
Job advertisement specifically targeting or encouraging women to apply for jobs	No

<sup>225</sup> Equal Opportunity Employer.

Other efforts to enhance women's recruitment	No <sup>226</sup>
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	Don't know
Number of apprentices in the past 12 months (male; female)	—
Technical internships	Don't know
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	Don't know
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	—
Targeting of female apprentices or interns	—
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	Yes
- Teleworking	No
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No <sup>227</sup>
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	3 months
Number of employees on maternity leave in the last 12 months	0
Paid maternity leave	Yes
Phased return schedule for returning mothers	No <sup>228</sup>
Paternity leave	Yes
Duration of paternity leave	10 days
Number of employees on paternity leave in the last 12 months	1
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	No
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	No
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	Yes
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No

<sup>226</sup> All are encouraged.

<sup>227</sup> No policy, but can be arranged based on agreement with supervisor.

<sup>228</sup> Nursing mothers shall be allowed half an hour twice a day to feed their baby.

Lactation room in all facilities	Yes
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	No
Sufficient stock available of the overalls/gloves and other equipment for women	–
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	NR
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	NR
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Don't know
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	–
Scholarships for additional degrees or certifications	Yes
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	1; 0; 0; 0
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	–
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	–
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	–
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	–
Other training/program	No
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	–
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	–
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	Yes
Support people access sustainable jobs and /or livelihoods	Yes
Helped the government, private sector and civil society to work together	No
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No

Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No
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Notes: — = not applicable; NR = no response.

## TUVALU - Ministry of Energy and Transport (MET)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	50.0	—
Management	2	0	2	0	16.7	20.0
Technical/Engineering Staff	15	2	17	11.8	3.6	7.0
Non-Technical Staff	0	0	0	—	40.0	58.8
Administrative/Support Staff	1	0	1	0	—	78.6
Other Staff	0	0	0	—	—	—
Non-contractual/Informal worker	0	0	0	—	—	—
Total	18	2	20	10.0	7.5	23.8
Headquarters	9	1	10	10.0	12.5	23.3
Sub-divisions	8	1	9	11.1	2.9	30.0
Total	17	2	19	10.5	7.6	25.0

HEADCOUNT by education level	Men	Women	Total
Primary Education	NR	NR	NR
Secondary Education	NR	NR	NR
Vocational training	NR	NR	NR
Certificate Level	NR	NR	NR
Diploma level	NR	NR	NR
Bachelor's Degree level	NR	NR	NR
Master's degree level	NR	NR	NR
Total	NR	NR	NR

Note: NR = no response.

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	—
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	Yes <sup>229</sup>
Part of network or organization focused on gender equality/women's employment	
<b>Unions</b>	
Company has a union	Yes
Collective bargaining agreement*	No
Collective bargaining agreement focused on advancing gender equality	No
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	—
Job advertisement specifically targeting or encouraging women to apply for jobs	No
Other efforts to enhance women's recruitment	No

<sup>229</sup> Running workshops and public awareness on the radio and local television channel.

<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	–
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	2; 0
Non-technical internships	No
Number of non-technical interns in the past 12 months	–
Target for minimum share of female apprentices or interns	NR
Targeting of female apprentices or interns	NR
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	No
Flexible work arrangements equally available to male and female employees	No
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	–
Maternity leave	Yes
Duration of maternity leave	60 days
Number of employees on maternity leave in the last 12 months	1
Paid maternity leave	Yes
Phased return schedule for returning mothers	No
Paternity leave	Yes
Duration of paternity leave	10 days
Number of employees on paternity leave in the last 12 months	1
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	No
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	Yes
Formal grievance procedure in place	No
Female grievance focal point	Yes
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes
Internal communication mechanisms to raise awareness for employees	NR
Psychosocial support for employees experiencing domestic and sexual violence	NR
Other form of support (e.g. safe housing, food and medical support etc.)	NR
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	No
Separate toilets/ sanitation facilities for men and women for field crews	No
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	No
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No

Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	No
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	No
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	Yes
Other	No
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	No
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	—
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>230</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	9; 1; 0; 0
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	Yes <sup>231</sup>
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	—
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	Yes
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No

<sup>230</sup> In-house training for outer island based energy officers, such as maintenance training and induction - once a year for two week.

<sup>231</sup> Lending of solar home system, solar water pumps, installation of solar street lights to households - funded by development partners.



Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	Yes <sup>232</sup>
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Notes: — = not applicable; NR = no response.

<sup>232</sup> Increase the number of women in the energy sector.

## VANUATU - UNELCO ENGIE Vanuatu Ltd

FEMALE REPRESENTATION						
HEADCOUNT* by position	Men	Women	Total	% women	% country	% region
Board	0	0	0	—	—	17.3
Management	5	0	5	0	—	22.2
Technical/Engineering Staff	47	8	55	14.5	—	5.4
Non-Technical Staff	27	30	57	52.6	—	44.0
Administrative/Support Staff	0	0	0	—	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total**	79	38	117	32.5	—	18.5
Headquarters	79	38	117	32.5	—	28.3
Sub-divisions	0	0	0	—	—	10.1
Total**	79	38	117	32.5	—	18.5

\* Only employees working in power are included (those working in water are excluded).

\*\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	2	10	12
Vocational training	1	0	1
Certificate Level	16	7	23
Diploma level	22	5	27
Bachelor's Degree level	29	15	44
Master's degree level	9	1	10
Total	79	38	117

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	Yes <sup>233</sup>
Gender committee/department	Yes
Gender focal point (in headquarters)	Yes <sup>234</sup>
Gender focal point (in regional offices)	Yes
<b>Gender quota/targets</b>	
Gender quota or target for Board members	Yes
Gender quota or target for senior management	Yes <sup>235</sup>
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No <sup>236</sup>
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	Yes <sup>237</sup>
Gender safety audit	No <sup>238</sup>
<b>ATTRACTION, RECRUITMENT AND HIRING POLICIES</b>	
<b>Recruitment and hiring</b>	

<sup>233</sup> Part of the ENGIE Group.

<sup>234</sup> Ethics Manager.

<sup>235</sup> 50% by 2030.

<sup>236</sup> Part of the Engie Global Network Strategy.

<sup>237</sup> Compulsory annual survey ENGIE & ME that lasts three weeks, organized by an independent company.

<sup>238</sup> ENGIE safety audit.

Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No <sup>239</sup>
Job advertisement specifically targeting or encouraging women to apply for jobs	Yes
Other efforts to enhance women's recruitment	Yes <sup>240</sup>
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	Yes <sup>241</sup>
Apprenticeships (TVET Students)	Yes
Number of apprentices in the past 12 months (male; female)	3; 2
Technical internships	Yes
Number of technical interns in the past 12 months (male; female)	1; 0
Non-technical internships	Yes
Number of non-technical interns in the past 12 months	NR
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	Yes
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No <sup>242</sup>
Maternity leave	Yes
Duration of maternity leave	14 weeks <sup>243</sup>
Number of employees on maternity leave in the last 12 months	2
Paid maternity leave	Yes
Phased return schedule for returning mothers	Yes <sup>244</sup>
Paternity leave	Yes
Duration of paternity leave	1 day
Number of employees on paternity leave in the last 12 months	0
Paid paternity leave	Yes
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	Yes <sup>245</sup>
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No <sup>246</sup>
Formal grievance procedure in place	Yes
Female grievance focal point	No <sup>247</sup>
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	Yes
Formal internal referral system to support employees experiencing domestic and sexual violence	Yes
Focal point for domestic and sexual violence cases that employees can reach out to for help	Yes
Internal communication mechanisms to raise awareness for employees	Yes <sup>248</sup>
Psychosocial support for employees experiencing domestic and sexual violence	Yes <sup>249</sup>

<sup>239</sup> ENGIE global policy.

<sup>240</sup> The utility runs an initiative called 'Ambassador Technician', whereby a technician is appointed to give presentations to women and girls about the job and encourage them to pursue a career in the field.

<sup>241</sup> Liaising with universities on graduates for recruitment opportunities. Also, qualified students in local colleges are offered scholarships for further university studies in New Caledonia.

<sup>242</sup> Medical leave of 21 days. The utility also provides medical insurance (which goes beyond national law). No family leave.

<sup>243</sup> The utility offers 14 weeks at full pay. The national law states 12 weeks at 60% of salary.

<sup>244</sup> Decided case by case at the discretion of the CEO.

<sup>245</sup> Part of the mandatory training for all employees.

<sup>246</sup> But in the regional office a toll free 24/7 line is available for employees.

<sup>247</sup> HR manager.

<sup>248</sup> Leaflets for all employees as part of the awareness campaign.

<sup>249</sup> Through the regional office (in New Caledonia).

Other form of support (e.g. safe housing, food and medical support etc.)	No <sup>250</sup>
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	Yes
Lactation room in all facilities	Yes
Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	Yes <sup>251</sup>
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	Yes
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	Yes
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	Yes <sup>252</sup>
Other	Yes <sup>253</sup>
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No <sup>254</sup>
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	107; 45; 17; 9
Scholarships for additional degrees or certifications	Yes <sup>255</sup>
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	0; 0; 0; 0
Leadership training	Yes
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	0; 0; 0; 0
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	Yes
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	53; 8; 7; 2
Anti-harassment & bullying/anti-discrimination training	Yes
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	77; 38; 18; 9
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	Yes <sup>256</sup>
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	13; 3; 0; 0
<b>Mentorship</b>	
Mentorship programs	Yes
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	2; 2; 0; 0

<sup>250</sup> Assisting employees to seek medical assistance.

<sup>251</sup> For employees who are on-call.

<sup>252</sup> Health insurance for employees (100% paid by company), spouse (30%) and dependent children (20%).

<sup>253</sup> Social clubs for employees.

<sup>254</sup> Ambassador Technician initiative.

<sup>255</sup> The utility offers scholarships for technical training to current female employees in New Caledonia. This program aims to increase women in technical roles and ENGIE supports it across its operation including at UNELCO Vanuatu.

<sup>256</sup> First Aid training

GENDER-INCLUSIVE PROCUREMENT	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	Yes
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	Yes <sup>257</sup>
COMMUNITY CSR	
Community CSR initiatives	Yes
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	Yes
Adapt to climate change	Yes
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	No
Helped people improve their access to food, health services and similar necessities	No
Support people access sustainable jobs and /or livelihoods	No
Helped the government, private sector and civil society to work together	Yes
Support the use of traditional knowledge or nature-based solutions	No
Other	No
Considerations for Gender Equality included	No
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Notes: — = not applicable; NR = no response.

<sup>257</sup> Currently, two technical companies owned by women engaged with the utility, for cable and pipes laying, installing distribution network for power and water. The companies were not selected based on female ownership. They met the specifications for procurement.

## YAP (FSM) - Yap State Public Service Corporation (YSPSC)

FEMALE REPRESENTATION						
HEADCOUNT by position	Men	Women	Total	% women	% country	% region
Board	6	0	6	0	—	17.3
Management	9	2	11	18.2	—	22.2
Technical/Engineering Staff	70	2	72	2.8	—	5.4
Non-Technical Staff	2	5	7	71.4	—	44.0
Administrative/Support Staff	1	2	3	66.7	—	67.2
Other Staff	0	0	0	—	—	29.3
Non-contractual/Informal worker	0	0	0	—	—	8.2
Total*	82	11	93	11.8	—	18.5
Headquarters	12	9	21	42.9	—	28.3
Sub-divisions	70	2	72	2.8	—	10.1
Total*	82	11	93	11.8	—	18.5

\* Board members and non-contractual/informal workers are excluded from totals.

HEADCOUNT by education level	Men	Women	Total
Primary Education	0	0	0
Secondary Education	0	0	0
Vocational training	0	0	0
Certificate Level	15	0	15
Diploma level	61	7	68
Bachelor's Degree level	4	3	7
Master's degree level	2	1	3
Total	82	11	93

ORGANIZATIONAL FRAMEWORK	
<b>Gender Strategy</b>	
Gender strategy or action plan	No
Gender committee/department	No
Gender focal point (in headquarters)	No
Gender focal point (in regional offices)	No
<b>Gender quota/targets</b>	
Gender quota or target for Board members	No
Gender quota or target for senior management	No
Gender quota or target for total company employees	No
Quota or Target for women's employment issued or set by Government	No
<b>Partnership</b>	
Collaboration with partner or organization to advance gender equality	No
Part of network or organization focused on gender equality/women's employment	No
<b>Unions</b>	
Company has a union	No
Collective bargaining agreement*	—
Collective bargaining agreement focused on advancing gender equality	—
<b>Monitoring and evaluation</b>	
Regular all staff-employee feedback survey	No
Gender safety audit	No
ATTRACTION, RECRUITMENT AND HIRING POLICIES	
<b>Recruitment and hiring</b>	
Company policy allows men and women to equally hold any position or role	Yes
Company has own recruitment policies (not mandated by the government) targeting women's employment	No
Job advertisement specifically targeting or encouraging women to apply for jobs	Yes <sup>258</sup>

<sup>258</sup> Within the context of a ADB project.

Other efforts to enhance women's recruitment	No
<b>Attraction</b>	
Does your company have any Recruitment relationships with universities?	No
Apprenticeships (TVET Students)	No
Number of apprentices in the past 12 months (male; female)	—
Technical internships	No
Number of technical interns in the past 12 months (male; female)	—
Non-technical internships	No
Number of non-technical interns in the past 12 months	—
Target for minimum share of female apprentices or interns	No
Targeting of female apprentices or interns	No
<b>RETENTION POLICIES</b>	
<b>Flexible Arrangements</b>	
Flexible work arrangements: - Part-time employment	No
- Teleworking	No
- Flexible hours	Yes
Flexible work arrangements equally available to male and female employees	Yes
Work From Home (WFH) policy to support employees' care responsibilities	No
<b>Leave</b>	
Paid family and medical leave	No
Maternity leave	Yes
Duration of maternity leave	3 months
Number of employees on maternity leave in the last 12 months	1
Paid maternity leave	Yes <sup>259</sup>
Phased return schedule for returning mothers	No
Paternity leave	No
Duration of paternity leave	—
Number of employees on paternity leave in the last 12 months	—
Paid paternity leave	No
<b>Childcare support</b>	
Childcare facilities available in the headquarters, field offices, project sites	No
Monetary assistance provided for use at external childcare facilities	No
Collaboration with childcare service providers	No
<b>Workplace bullying &amp; sexual harassment policies</b>	
Rules, regulations, or policies to address workplace bullying and sexual harassment in the workplace	Yes
Educational and awareness training material available to staff on sexual harassment and bullying in the workplace	No
Psychosocial support (e.g. counselling) for employees that may be suffering from the result of workplace bullying and/or harassment	No
Formal grievance procedure in place	No
Female grievance focal point	No
<b>Domestic and sexual violence policies</b>	
Rules, regulations or policies in support of employees experiencing domestic and sexual violence	No
Formal internal referral system to support employees experiencing domestic and sexual violence	No
Focal point for domestic and sexual violence cases that employees can reach out to for help	No
Internal communication mechanisms to raise awareness for employees	No
Psychosocial support for employees experiencing domestic and sexual violence	No
Other form of support (e.g. safe housing, food and medical support etc.)	No
Policies related to workers personal safety (work, sexual harassment, domestic violence) are available to the public	No
<b>Facilities and equipment</b>	
Separate toilets/ sanitation facilities for men and women in the offices	Yes
Separate toilets/ sanitation facilities for men and women at the project sites	Yes
Separate toilets/ sanitation facilities for men and women for field crews	Yes
All facilities used by women have safe locks and adequate lighting	Yes
All facilities used by women have hand-washing facilities and disposal bins	Yes
All parts of headquarters and sites are well lit	Yes
Separate lodging quarters for men and women at the field sites/plants	No
Lactation room in all facilities	No

<sup>259</sup> Paid based on available annual leave.



Specific transportation arrangements available for women to/from offices that make them feel comfortable and safe	No
Specific transportation arrangements available for women to/from project sites that make them feel comfortable and safe	No
Work overalls/gloves and other equipment appropriately sized for women	Yes
Sufficient stock available of the overalls/gloves and other equipment for women	Yes
Different safety precautions for the type of work male and female employees can engage in	No
Other equipment, services or infrastructure facilities targeting the respective needs of men and women	No
<b>Other work-life balance programs</b>	
Regular family events	NR
Services to family members (e.g., health & medical insurance, scholarship for upskilling)	NR
Other	NR
<b>ADVANCEMENT POLICIES</b>	
<b>Job promotion</b>	
Job promotion policies targeting women? (not mandated by the national government)	No
Quota or target on job promotion policies targeting women (not mandated by the national government)	No
Succession planning on job promotion policies targeting women (not mandated by the national government)	No
Other policies on promotion policies targeting women (not mandated by the national government)	No
<b>Training</b>	
Training/program on STEM-related topics directly related to operations	Yes <sup>260</sup>
Number of employees who received STEM training in past 12 months (male; female; male managers; female managers)	6 <sup>261</sup>
Scholarships for additional degrees or certifications	No
Number of employees who received scholarships in past 12 months (male; female; male managers; female managers)	—
Leadership training	No
Number of employees who received leadership training in the past 12 months (male; female; male managers; female managers)	—
Professional Development Training for staff to maintain credentials (i.e. continuous learning credits)	No
Number of employees who received Professional Development Training in the past 12 months (male; female; male managers; female managers)	—
Anti-harassment & bullying/anti-discrimination training	No
Number of employees who received anti-harassment & bullying/anti-discrimination training in the past 12 months (male; female; male managers; female managers)	—
Training for one gender only	No
Number of employees who received training for one gender only in the past 12 months	—
Other training/program	No
Number of employees who participated in other training in the past 12 months (male; female; male managers; female managers)	4; 0; 1; 0
<b>Mentorship</b>	
Mentorship programs	No
Number of employees who received Mentorship programs in the past 12 months (male; female; male managers; female managers)	—
<b>GENDER-INCLUSIVE PROCUREMENT</b>	
Procurement policies that target women-owned or led businesses in procurement activities	No
Targets for procuring goods and services from women-owned or led businesses	No
Information session for local business on goods and service tenders	No
Areas where women-owned and led businesses could play a large role in the procurement of goods and services	No
<b>COMMUNITY CSR</b>	
Community CSR initiatives	No
Investments which are accompanied by a Community Benefit Sharing Project	No
Community CSR initiatives or investments contributed to:	
Decrease carbon emissions	—
Adapt to climate change	—
Helped people to be better prepared to deal with climate change, extreme weather events, sea level rise or similar	—
Helped people improve their access to food, health services and similar necessities	—
Support people access sustainable jobs and /or livelihoods	—
Helped the government, private sector and civil society to work together	—
Support the use of traditional knowledge or nature-based solutions	—

<sup>260</sup> Pacific Lineman Training.<sup>261</sup> Breakdown by gender not provided.

Other	—
Considerations for Gender Equality included	—
Identified areas where company would like to do more on with regards to customer or community facing projects and programs with a gender focus	No

Notes: — = *not applicable*; NR = no response.



