

GENDER PERSPECTIVE- WOMEN'S PARTICIPATION IN THE ENERGY SECTOR



BASELINE IN THE ENERGY SECTOR CENTRAL AMERICA AND THE DOMINICAN REPUBLIC

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2. EXECUTIVE SUMMARY

This research is carried out within the framework of the Green and Inclusive Energy Program, sponsored by Hivos, and includes a quantitative and qualitative analysis of gender equity in the companies of the energy sector within the Central American Integration System - SICA (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and the Dominican Republic), in order to determine the potential area(s) of work for the program, as well as to define the activities to be executed by the energy sector. For the execution of this Project, work is being done with the companies of the energy sector (electric companies, energy secretariats and regulators), members of CIER in the Central American region, through the Regional Committee of CIER for Central America and the Caribbean - CECACIER.

This research has been developed by combining research methods from bibliographic sources, with the design of an online survey, which would allow the generation of an accessible and efficient data collection system. An online survey was designed and shared with the energy companies in the SICA region. The survey was shared with 35 companies in the region and was completed by 23 of them. The research focused on understanding women's participation in these companies, analyzing both numerical information and information on the companies' internal policies and practices regarding human resource management with a gender perspective. Additionally, information was also collected and analyzed on the inclusion of the gender issues in the design and implementation of the companies' service activities.

Among the most relevant findings of this research are the following:

- Of the 20,876 people who make up the workforce of the 23 companies surveyed, 5,356 of these are women, which corresponds to a 25.66% participation rate.
- Women have an average participation of 29% in decision-making positions.
- Women represent 9.39% of the people working in engineering in the energy sector, which is equivalent to 1.1% of the total workforce.
- 11.36% of women who leave the energy company do so in order to devote themselves to their families, while none of the men report leaving the company for this same reason.
- Only 8.7% of the institutions/companies surveyed report investing in empowering women's leadership characteristics.
- 90% of the companies surveyed know and apply the national gender equity regulations.
- Five companies (21.74%) have internal gender equity policies, 4 companies (17.39%) have gender parity policies and 10 companies have plans to implement an institutional gender policy.
- Most companies have departments that are in charge of ensuring gender equality within the organization, whether they are gender departments (52.17%) and/or gender focal points (69.57%).

- Senior management shows commitment to gender equity, with 82.61% of companies reporting commitment at senior management level and 73.91% at the operating levels.
- Just over a third (39.4%) of companies use inclusive language in their job description profiles and 4% also have quotas for female participation.
- 23.08% of companies incorporate gender considerations in the modification and improvement of their energy products and services.

The main conclusion of this study is that the region's energy sector is on the right track in terms of gender issues and we already have a baseline that will allow us to move forward in a better way. However, there is still a long way to go and limitations to overcome, such as the number of women who choose to work or become professionals in areas that have historically been considered more for men (such as electricity and energy). In most cases, there are tools that promote equal participation for job positions in the sector; however, the number of women with specialization and/or skills and who apply for those positions is still the main limitation to achieve equal participation within the energy sector in the region.

3. ABOUT THIS RESEARCH AND ITS REPORT

The Green and Inclusive Energy program is supported by the Ministry of Foreign Affairs of the Netherlands, ENERGIA, IIED, ACCESS, CAN and other national implementing partners. This program works through advocacy and in coalitions with government and private sector partners to improve the effectiveness of local energy and non-energy partners. The program's strong focus on advocacy engages citizens and stimulates public debate to help tilt the balance of public policy toward more decentralized energy systems focused on the ultimate well-being of people.

The goal of the program is to meet the energy needs of women and men for their daily activities and livelihoods by transitioning to renewable energy systems that create economic opportunities (especially for women) and reduce the effects of climate change.

3.1. Objective of this research

Hivos, through the Green and Inclusive Energy Program, carries out a quantitative and qualitative analysis of gender equity in the energy sector companies of the countries of the Central American Integration System - **SICA** (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and the Dominican Republic), in order to determine the potential area(s) of work for the program, as well as to define the activities to be executed by the energy sector. This Project was developed with the companies of the energy sector (electric utilities, energy secretariats and regulators), members of

CIER in the Central American region, through the CIER Regional Committee for Central America and the Caribbean - **CECACIER**.

Gender equity and equality

Equity and equality are interrelated terms that will be addressed during this report; therefore, it is important to clarify their definition. According to The Guide on Gender and Energy for Trainers and Managers of Public Policies and Projects (OLADE, ENERGIA, IUCN, 2014) the definition of both concepts is:

- **Gender equality** refers to rights, responsibilities and opportunities, which must be equal for women and men in a society and under a framework of respect for human rights.
- **Gender equity** recognizes that there are differences between people and these make it difficult for them to reach a state of equality; that is why equity seeks to eliminate existing differences or disadvantages for a person or social group in order to achieve equality in terms of rights and responsibilities.

This study focuses on gender equity, a fundamental step in achieving equal opportunities, participation, and influence in decision-making in the near future.

The final objective of this investigation is:

- I. **To map the current participation of women in the electric sector in the countries of the Central American region, including the identification of barriers and challenges faced by women, with data disaggregated by level of seniority, level of education and specialization, employee tenure in the sector, job position level (technical, professional and/or managerial), and mapping of leadership and innovation characteristics.**

As an initial step, an agreement to generate a baseline for the identification of women's participation in the sector. This research has also included the identification of policies and actions designed to ensure equal treatment between women and men at the employment level, as well as the identification of actions aimed at mainstreaming the gender perspective in energy access and distribution projects.

The nature of this research, as well as this report, is to present the information provided by the energy companies. This research is not an evaluation of progress by the companies. Therefore, the presentation of results is made anonymously and widely.

3.2. Methodology used

This research started with a **literature review**, allowing the identification of relevant information to understand the global and regional context regarding women's participation in the energy sector, as well as the roles they play.

Subsequently, a **kick-off workshop** took place in San Salvador with the participation of 18 representatives of institutions and/or companies from the region. This workshop was the foundation for identifying the country context, knowing the progress and expectations that the institutions and/or companies had on gender issues in the future, making it possible to further shape the present study.

A **desktop study** was then carried out **using internet sources** to identify information on how energy firms in the SICA region include the gender perspective in their operations. This stage of research showed that little information is available on the web on this topic. However, the cases found are quite remarkable.

Considering the geographical distribution of the energy companies, and with the aim of generating an accessible and efficient data collection system, an **online survey** was designed and shared with the energy companies in the SICA region. This survey was built using the *Guide on Gender and Energy for Trainers and Managers of Public Policies and Projects* published by ENERGIA, OLADE and IUCN, with the support of HIVOS and Foreign Affairs, Trade and Development Canada in August 2014.¹The final version of this survey can be found in Annex #1 of this document.

On some occasions it was possible to follow up on the surveys through **online interviews** with people from the energy companies. These interviews aimed to clarify and expand on the information obtained, as well as to collect documents relevant to gender equity policies at company level.

Finally, the results obtained through this investigation were validated by the companies through their representatives in the study and by experts on the subject at the regional level through a **participatory workshop** held on September 24, 2020.

3.3. Parameters and limitations of this investigation

The information-gathering stage through the online survey for this research coincided with the early weeks of the COVID19 pandemic (the establishment of health and mobility restrictions on people in most countries in the region). Although it was possible to contact the electric utility companies, teleworking and the health measures adopted in the countries made it difficult to conduct follow-up interviews with all of them; in particular, the formalization of the data provided (official data validated by the companies).

Similarly, it is necessary to clarify that the online survey was designed as an institutional and/or business self-evaluation instrument on their level of perception regarding their own progress in incorporating gender equality and equity into their activities and policies. Therefore, the survey, and

¹ Document available at: <http://biblioteca.olade.org/opac-tmpl/Documentos/old0335.pdf>

subsequently this report, did not include the identification of women's perceptions of the treatment they receive or the barriers they face within the energy sector. It is also necessary to clarify that in some cases the information presented is a literal transcription of the responses provided by the companies, which in certain cases are evidence of the lack of adequate understanding around gender concepts and issues. This type of situation reinforces the need to invest more in the knowledge and management of the theory of gender equality and its implications for human resource management policies and practices.

Another aspect to be clarified is that the database collected is sensitive because of its level of detail and the information revealed. CECACIER is committed not to ever disclose or share the disaggregated data specific to each institution and/or participating company, due to the level of trust placed in CECACIER, thus ensuring the protection of the detailed information and data disclosed by the companies. Given that the institutions and/or companies shared this information confidentially, the database generated by this study is considered equally confidential, which is why the information is presented in an anonymous and aggregated manner, in order to identify trends within the region's energy sector in terms of issues, key points and future efforts to advance gender issues.

These data collection efforts on perceptions require different instruments, including the organization of focal points and anonymous interviews. Some activities were not possible during the period of this research due to both travel restrictions, as a consequence of the pandemic measures, and the nature of the research (mostly institutional and/or business level documentation).

For all the above reasons, it is suggested to consider a more exhaustive survey of information at the company level, at a later date. For this activity, it would be advisable to incorporate experts in gender and institutional analysis who can carry out the interviews and organize focus groups in person.

Finally, it should be noted that the online survey included questions to collect information on the participation and equal treatment of LGBTIQ people in the energy sector. However, both during the initial workshop and during the implementation of the online survey, companies indicated in most cases that they do not consider it appropriate to have this type of information available in their human resource databases when considering the issues of sexual preference and gender identity as a private (personal) matter and that they therefore consider that it does not provide relevant information on the work and performance of those working in the energy sector.

[3.4. Structure of this report](#)

This document provides general and specific information on the participation and current role of women in the energy sector companies in the SICA countries. It begins with a brief **introduction** to the most relevant issues to be considered in terms of the interactions between gender equality and the energy sector.

A **context section** is included below, which delves into the central theme of this research: women's participation in the energy sector's workforce. This section identifies trends and global, regional and specific information on energy firms in the SICA region.

The results section incorporates information collected through the survey and online interviews with energy companies. It provides more detailed information on the percentages of women's participation in various business sectors, the application of national regulations on gender equity to the energy sector, and their translation into internal and human resource policies at company levels, the identification of actions to implement gender equality within companies, including various elements for human resource management.

The report concludes with a section devoted to the **conclusions and recommendations** that emerge as a result of this research.

4. INTRODUCTION

"Expanding the use of renewable energy, reducing carbon emissions, strengthening energy resilience, making electricity more affordable and accessible: these are big challenges that require a joint effort. Yet too often, women are not even part of the team".

ECPA Ministerial Dialogue on Gender and Energy, December 2019

Energy is without a doubt an essential component of the daily life of the human being. It is necessary for all activities: from improving the quality of life, mobilization, food preparation, to the production of goods, products, services and their marketing and sales. For this reason, the type and amount of energy used depends on the activities or work being done at a given time.

Women and men have historically had different social and cultural roles, which determine their needs and differentiated use of energy. This in turn implies that women and men may need differentiated energy solutions (technologies, training and knowledge, financing opportunities, among others), in order to overcome poverty and achieve a more equal situation in economic and human development terms. In addition, there is increasing evidence on the way in which gender roles and stereotypes influence the insertion of women in activities, especially technical ones, related to the energy sector.

4.1. Energy and its multidimensional facet

Energy is usually interpreted as a common good that is essential to all human activities in a gender-neutral way. However, there are some gender considerations that influence the use and enjoyment of energy. According to the IDB², at the Forum held in Washington in November 2018, some of these considerations are:

- Energy determines the efficiency and effectiveness of the activities performed, it also determines the quality of life of its users: women and men.
- Energy can be used in various ways and responds to the specific needs of each user.
- Energy supply and its general applications impact women and men differently (Example: street lighting and video surveillance, among others).
- Energy can be a factor that helps empower women and allows them to be more productive and independent economically, socially, and environmentally.
- The way energy is distributed and consumed can help eliminate or increase gender gaps in the health, education, well-being, and productive activities of women and men.
- Implementing the gender perspective can help reduce poverty and promote livelihoods for women, men, girls and boys.
- Applying a gender approach can contribute to increasing the efficiency of an energy project or policy by using tools that detect potential barriers to implementation or identify additional benefits that can be achieved by the energy initiative itself.

² IDB (2018). Gender and Energy: a topic for everyone. At: https://publications.iadb.org/publications/spanish/document/GENERO_Y_ENERGIA_UN_TEMA_DE_TODOS_BID.pdf

The following figure summarizes how energy influences or helps the different thematic areas. In this way, energy when associated with human activities determines the quality of life, its effectiveness and efficiency; while when energy is associated with actions designed to reduce gender gaps, it becomes an element that helps women's empowerment and entrepreneurship.

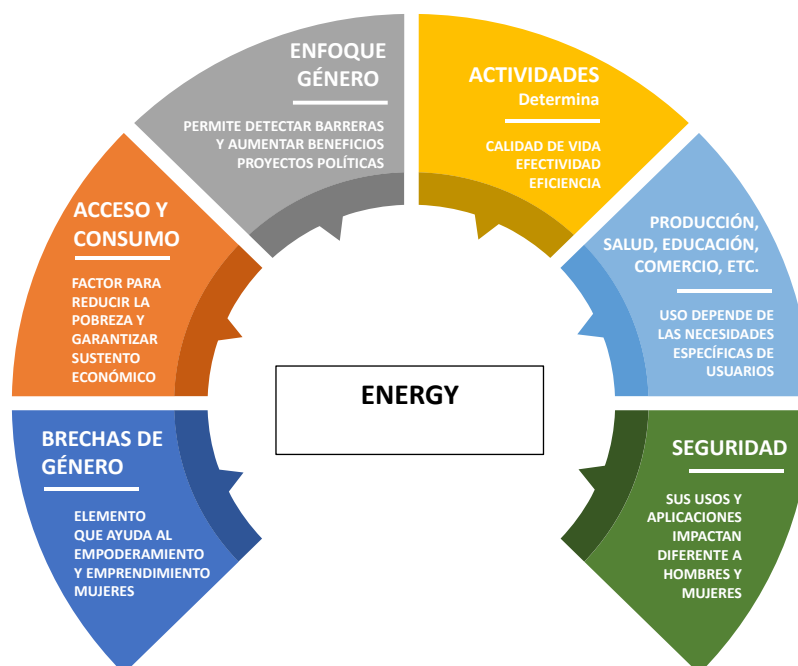


Figure #1: Energy and its influence or contribution on some gender issues. (Gender gaps, Access and Consumption, Gender approach, Activities, Production, Healthy, Education and Sales&Marketing, Security).

Source: CECACIER

4.2. Roles of women in the energy sector

Despite the progress in the level of women's employability in the different sectors: services, commerce and industry, the energy sector remains one of the traditional sectors with a reduced gender participation. According to IRENA's report, "Renewable Energy: A Gender Perspective for 2019", 75% of women perceive the existence of barriers to entering and advancing in the energy sector.

DIFFERENT ROLES OF WOMEN IN THE ENERGY SECTOR

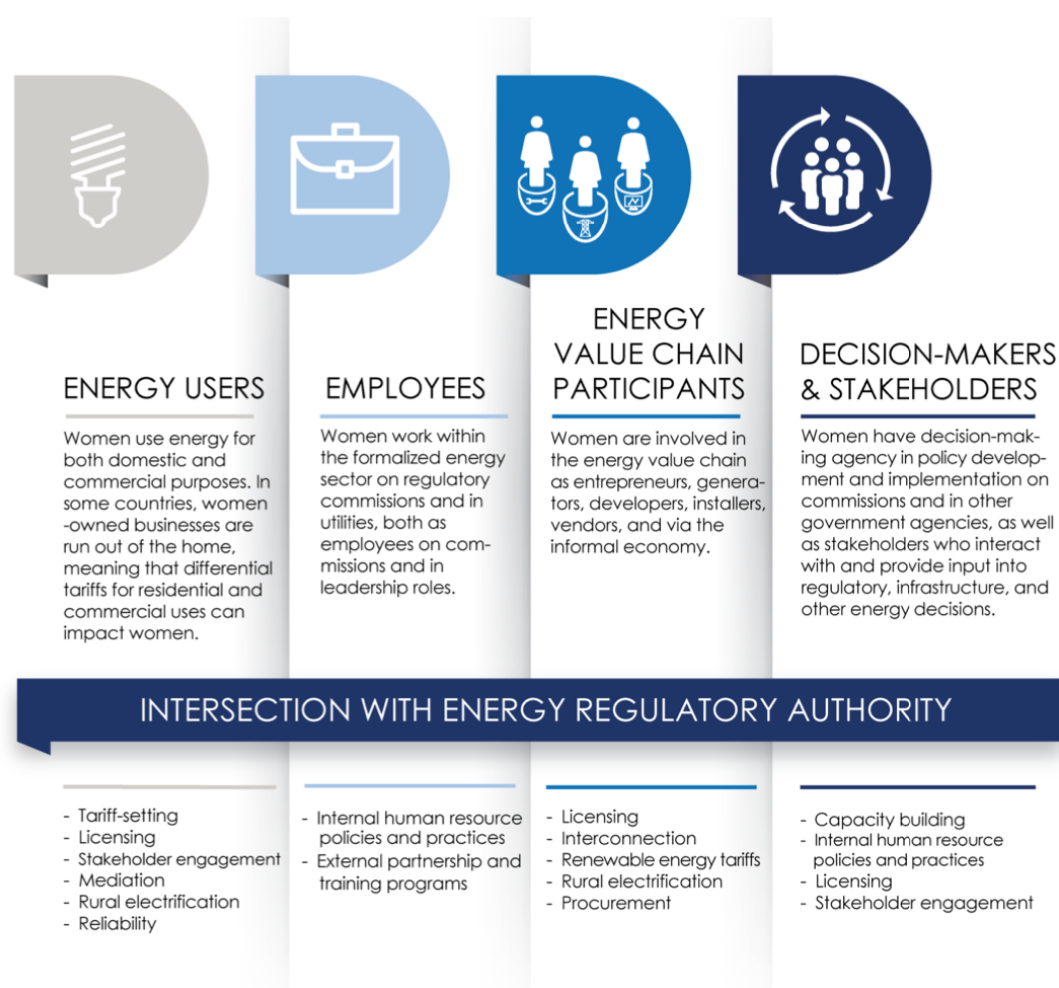


Figure #2: The Roles of Women in the Energy Sector. Source: NARUC, Practical Guide to Women in Energy Regulation, 2018

The National Association of Regulatory Utility Commissioners (NARUC) study, Practical Guide to Women in Energy Regulation³, shows that the existing gender disparities in the energy sector demonstrate the importance of a better understanding of the areas and ways in which women interact and are affected by having access to energy. These disparities refer not only to the low participation of women in the sector, but also to the little or no consideration of women's particular or specific needs when building energy policies, defining the expansion of networks and systems (including public lighting), and finally, electricity rates.

Despite the progress in the level of women's employability in different sectors (i.e. services, commerce), the energy sector continues to be one of the sectors traditionally dominated by male participation; showing a low participation by women. According to the International Renewable Energy Agency (IRENA), in its report "Renewable Energy: A Gender Perspective, 2019"⁴ women

³ NARUC, Practical Guide to Women in Energy Regulation, 2018

⁴ IRENA, Renewable Energy Report, a Gender Perspective for 2019

represent less than a third of the energy workforce, estimating that they comprise 32% of the labor force related to renewable energies and 22% of the oil and gas sector. In addition to low labor participation, most women (75%) perceive barriers to the entry and advancement in the energy sector.



Figure #3: IRENA report cover page and data. Source: IRENA

USAID and IUCN's study Advancing Gender in the Environment: Making the Case for Women in the Energy Sector, 2018⁵ identifies some key messages for increasing women's participation in the energy sector. A selection of these are presented below:

- Integrating women at all levels of the energy value chain will lead to more effective and efficient clean energy initiatives, unleash greater return on investment, and expand emission reduction opportunities.
- Despite the considerable progress that women have made in the sector, on an individual scale more research and investment is needed to attract and retain women in the energy sector.
- The private energy sector offers greater opportunities for women to participate in the sector. However, more research is needed to ensure the private sector is actively recruiting, retaining, and promoting women in executive positions. It is also important for companies in the sector to develop gender-responsive and inclusive strategies.
- In the energy sector, it is necessary to maintain appropriate environments to enable the participation of women, and to provide them with access to knowledge, finance and resources. In addition to providing them with role models, mentors and more flexible working arrangements that allow for greater impact.

⁵ USAID Y UICN, Advancing Gender in the Environment: Making the Case for Women in the Energy Sector, 2018

5. PARTICIPATION OF WOMEN IN THE ENERGY SECTOR

5.1. Global Context

Globally, gender mainstreaming in the energy sector has been progressing. International commitments have been defined and many countries have already defined policies, institutional reforms and the gender perspective has been included in project approaches, especially those related to access or energy poverty. However, data shows that the participation of women in the energy sector requires greater attention because it is limited, particularly as high-level decision-makers.

For example, a study by Ernst and Young⁶ identified that women represent only 16% of board positions among the top 200 utility companies worldwide. This is despite the fact that the same study shows that having more women on boards translates into a higher return on equity and investment for companies. IUCN data from 2015⁷ indicates that women hold only 4% of the World Energy Council (WEC) board positions and that only 10% of energy ministries are headed by women.

The same pattern can also be observed at lower levels of the companies. In general terms, the energy sector is dominated by men. The World Economic Forum⁸ estimated that women constituted less than 20% of the sector's workforce in 2015.

In recent years, more attention has been given to understanding the reasons why the participation of women is lower in the energy sector. These efforts have generated a series of studies and reports, which seek to quantify the number of women working in different energy sub-sectors (as is the case with IRENA mentioned in the previous section) or to identify perceptions about and barriers to the retention of women in the sector.

The proliferation of studies to identify the participation of women is closely related to the lack of statistical information at the national level on their participation in the energy sector. The root of this information gap is that the codifications suggested by international organizations to carry out these surveys do not necessarily include specifications that encourage countries to include energy subsectors or technologies in these instruments. Therefore, conducting participation surveys directly with utility companies has been considered the most cost-effective way to identify the participation of women in the energy sector.⁹

Moreover, utility companies, whether public or private, do not necessarily disaggregate information by gender or publish the number of people working in them. Similarly, these utilities tend to consider

⁶ ERNEST & YOUNG; Board Brief: Why Gender Diversity Matters.

⁷ IUCN. (2015). Women in environmental decision making: New research from the Environment and Gender Index (EGI). At: https://portals.iucn.org/union/sites/union/files/doc/egi_factsheet_desicion_making_web_sept2015.pdf

⁸ World Economic Forum. (2016). The Industry gender gap. Women and Work in the Fourth Industrial Revolution, Chart on Gender wage gap and women's participation by industry. http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_GenderGap.pdf

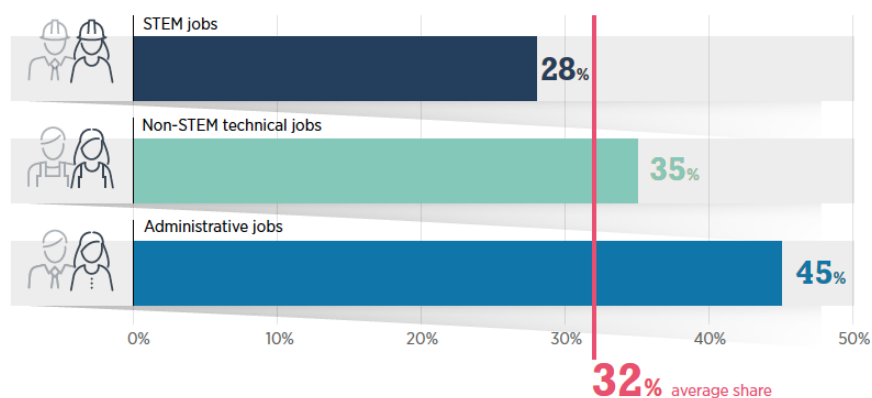
⁹ Rojas, A.V. (2020) Tracking Increase in Women's Employment in the Renewable Energy Sector Under NDC Targets. GGGI. Seoul, South Korea. En: <https://ggi.org/report/tracking-increase-in-womens-employment-in-the-renewable-energy-sector-under-ndc-targets/>

information regarding their equality and human resource policies as private and/or sensitive information, as well as possible interventions to improve gender equality and equity in recruitment practices. This makes it difficult to identify information online and makes it necessary to establish direct and reliable relationships with utility companies to access information on their gender equality practices.¹⁰

Having said this, reports generated worldwide have identified common barriers to women's insertion in energy sector jobs. Some of them are highlighted below:

Gender roles and stereotypes: One of the most important barriers is the perception of gender roles that makes it difficult for women to enter the sector. This perception is basically driven by cultural and social norms that influence many of the fundamental decisions that women consider and which do not allow them to insert themselves in the energy sector. Thus, social stereotypes that perceive the interest in technology, energy, electricity, and high-risk jobs as only for men, inhibit girls from participating in activities that would increase their future options for studying science, technology, engineering, and mathematics (STEM), areas that are essential for occupying technical and professional positions in the energy sector.

Figure 2.5 Shares of women in STEM, non-STEM and administrative jobs in renewable energy



Source: IRENA online gender survey, 2018.

Notes: STEM = science, technology, engineering and mathematics.

The vertical line indicates the average share of women in renewable energy jobs among survey participants.



Figure #4: Shares of women in the energy sector participating in STEM positions. Source: IRENA

¹⁰ Rojas, A.V. (2020) Tracking Increase in Women's Employment in the Renewable Energy Sector Under NDC Targets. GGGI. Seoul, South Korea. En: <https://ggi.org/report/tracking-increase-in-womens-employment-in-the-renewable-energy-sector-under-ndc-targets/>

Work-life balance: Women often also face the barrier of the double shift, where they must balance work and the responsibilities within their family role, especially during the maternity years. This is compounded by the lack of family-friendly working conditions, which makes it difficult for women to balance work and family life.

Support for professional growth: It has also been common that once women are working in the energy sector, they face obstacles to stay in their positions and that opportunities for professional growth are diminished by a number of factors such as: lack of training opportunities, lack of gender strategies in their companies, discouraging recruitment policies for women, lack of required skills, salary inequalities, among others. These aspects will also be addressed in this study to account for the reality of the region.

Poor access to information, job recruitment processes and lack of professional relations: Typical gender roles also translate into a lack of access to professional information and relevant networks for women, which generates a disadvantage against women in a sector that is small, stable in terms of employment and where a lot of the work is obtained through referrals. In addition, the recruitment strategies of companies in the energy sector traditionally inhibit the extent at which women can have access to jobs and internships due to social and cultural issues. Historically, the energy sector has been managed by men, so women are not given the opportunity to learn about the potential they may have in the sector, nor are they supported in training and education (STEM programs) to overcome cultural norms and stereotypes. This is based on the global context, and which does not necessarily mean that this is true for the region. It is precisely for this reason that this study is being carried out; in order to evaluate where the region stands today with respect to this issue.

5.2. Context in Latin America and the Caribbean

In the general context, in Latin America when we talk about women in the work environment we still think about the typical roles that have been socially assigned to them, such as: caring for their families, doing domestic chores (food, health, in other words, ensuring family welfare in general), jobs related to food preparation, textile manufacturing, customer service or executive assistance and support. This reality is also present in some cases and countries in relation to energy issues, especially in the more traditional companies in the sector.

In Latin America and the Caribbean, the energy sector must be divided into at least two parts: the sector related to oil and natural gas derivatives (a very traditional sector), and the electricity sector, whose reforms during the 2000's have greatly modified the approach to gender equality issues, especially with regard to private companies. These reforms have generated observable changes in the participation of women in middle management positions within the electricity sector and are even more noticeable in management and leadership positions. However, the shares of participation of women with respect to men in these positions are still low. This study seeks to document this statement.

According to the Ernst & Young Women in Power and Utilities Index for 2018, women accounted for 5% of CEOs, 19% of non-executive directors and 14% of managers within the top 200 utilities worldwide. Although Latin America and the Caribbean have the highest percentage of female CEOs, they still only account for 9% of all board members; furthermore, only 7% of non-executive directors

and 17% of managers are women. According to the 2015 IDB study, Labor Markets and Social Security Information System¹¹, women in the region represent 19.7% of the total employees in the energy sector. This issue will be evaluated in this study.

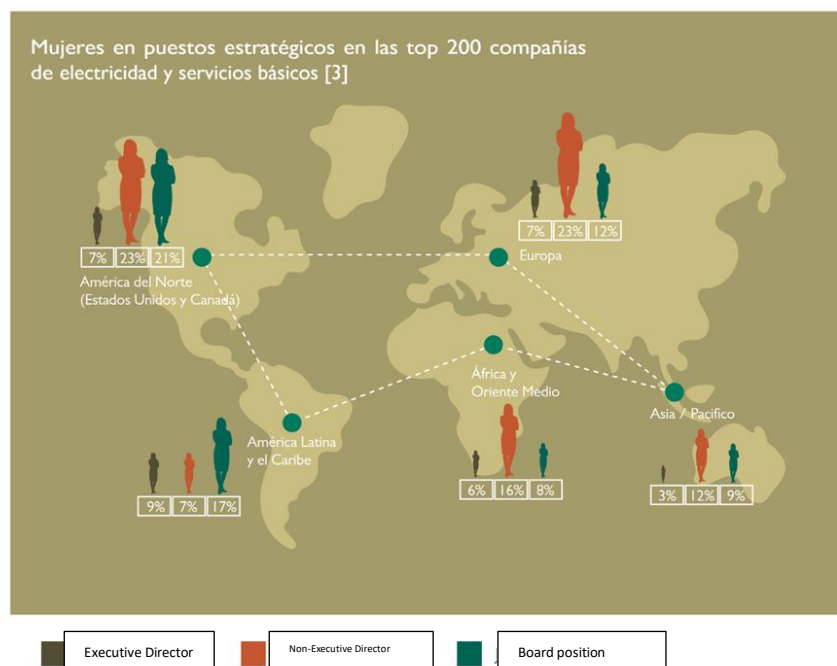


Figure #5: Source: IDB with 2018 data from Ernst & Young, Women in Power and Utilities Index.

The IDB has reiterated in multiple reports that the region, in its quest to improve the quality of life of men and women by making the transition to cleaner and smarter energy systems, must include a diversity of approaches, mainly to promote innovative and inclusive solutions needed to address the changes that imply both the energy transition, as well as adjusting to the requirements that will improve the quality of life of women and men. Improving gender equality and workforce diversity is linked to the expected improvements in business performance. This is because women have different management styles than men, as they tend to:

- a. Develop the capacities of the people with whom they collaborate.
- b. Implement more efficient forms of communication.
- c. Promote more participatory decision-making processes, among others.

The challenges for the Latin American region on women's inclusion in the sector, according to the USAI and IUCN report¹² are the following:

- Regulatory frameworks for the energy sector must be strengthened to ensure greater action towards gender equity and equality in the sector.
- Other issues to be considered include the impacts and opportunities of large-scale and local renewable energy projects.

¹¹ IDB; Labor Markets and Social Security Information System, 2015.

¹² USAID, UICN (2018). Advancing Gender in the Environment: Making the Case for Women in the Energy Sector.

- The collection of sex-disaggregated data is minimal in the region; studies are needed to achieve accurate statistics and not just projections and/or estimates.
- Collaboration between public policymakers and energy sector regulators and institutions that ensure gender equality must be strengthened.
- The participation of women in the energy sector must be demystified.
- The institutionalization of gender considerations must be constant at both the enterprise and ministry levels.

5.3. Context in energy companies in the SICA region

As part of this research, a desk-based study was conducted for the electricity sector companies in the SICA region that were identified as part of this study. The search on electronic platforms showed that there is little information available on the Web on the subject of gender equality and equity and the associated policies for each company.

The following are the most outstanding examples of this research, organized by country. Complete information on the results of this desktop study has been included in Annex #2.

Costa Rica:

The **Compañía Nacional de Fuerza y Luz (CNFL)** begins in 2012 with the definition of its Gender Equality and Equity Policy (PIEG). The PIEG was developed by the Corporate Gender Commission with the support of the General Management, and was ratified as an action mechanism against labor discrimination by gender. It promotes gender equity as a fundamental human right and an act of social justice. As CNFL is one of the pioneering companies in the region in terms of the creation of specific regulations on gender issues, a specific case study will be carried out for this company. The PIEG will be part of the annex to this case study. This case study will be published along with this study.

PIEG indicates that the CNFL:

- It will integrate the gender perspective into its policies, programs, projects, procedures, internal and external communication actions, action plans, among others, that are issued in the different departments, because it considers that gender equality and equity are part of the human rights.
- It will foster an entrepreneurial culture that promotes the equitable participation of women and men in institutional work.
- It will establish signage and infrastructure conditions that guarantee no gender-based discrimination. Similarly, leadership positions must ensure the rights of staff, customers or others in its value chain, against all forms of discrimination, violence or abuse, strengthening and expanding systems of communication, advice, knowledge and implementation of existing regulations.
- It will disseminate and promote concrete actions for the physical and emotional self-care of the staff, related to gender issues, through the health-related departments.

Through the online research it was possible to quickly visualize that CNFL has been involved in gender issues in the following way:

- a) Hiring studies on the labor situation with a gender perspective.

- b) Education on gender issues for those who work in the company.
- c) By fitting out physical spaces according to the needs of its collaborators, including the construction of several breastfeeding rooms.
- d) Generating specific documentation on gender issues.

The work of the CNFL has been recognized with several awards for the implementation of good equality practices for institutional work and labor productivity.

Other government institutions that have also carried out activities to increase gender equity include the **Costa Rican Electricity Institute (ICE)** and the **Ministry of Environment and Energy (MINAE)**. These institutions have issued internal statements, policies, and guidelines on gender equity and the reduction of gender gaps through appointments to decision-making positions.

At the level of utility companies, it was possible to identify that the **National Consortium of Electrification Companies R.L. (CONELÉCTRICAS)** has carried out the work related to gender equity internally and supporting young women from the town of Hojanca with technical training. The **Rural Electrification Cooperative of Guanacaste (COOPEGUANACASTE)** held a camp for young leaders, in which gender equity issues were presented, among others. The **San Carlos Rural Electrification Cooperative (COOPELESCA)** supported an online publication for breast cancer awareness.

El Salvador:

LAGEO S.A De C.V (LaGeo) is a Salvadoran state-owned company, generator of electric energy whose primary source is geothermal energy, where 35% of its permanent staff are women. Of this 35%, 29% of them hold technical positions and 32% of the people hired temporarily for maintenance activities are women. This has been achieved due to the design of human resources policies and an inclusive strategy, to ensure recruitment and encourage professional growth of women: establishment of childcare facilities (including those with special needs); and an investment in projects to support neighboring communities, including income generation activities with the by-products of geothermal generation (available heat), emphasizing the participation of women. In addition, at existing geothermal power plants, LaGeo trains and hires more than 50 women from local communities for the annual maintenance works of the power plants.

Through FundaGeo, the foundation that channels its social investment efforts, it acts in areas of health, education and environment that show a gender perspective and promote the capacities that generate economic income using the resources derived from geothermal energy, benefiting more than 300 women in 2019.

In addition, LaGeo has joined WING ("Woman in Geothermal"), an organization that promotes the education, professional development and advancement of women in the geothermal community. This is a boost to the gender perspective in renewable energies and opens up new fields of action.

Online research shows that **AES El Salvador** is active in gender equality issues. Among the activities it carries out, it is important to highlight the attention given to the training and certification of women as electricians. In addition, AES El Salvador supports capacity building in communities and promotes the training of women entrepreneurs.

For its part, the **Executive Hydroelectric Commission of the Lempa River (CEL)** is making progress on the issue of gender equality by seeking to obtain the certification of the IGUAL-ES gender equity seal. As part of this process, it has identified a team of female and male advisors on gender and business and has carried out a training process within the framework of the IGUAL-ES gender equity seal.

Distribuidora Eléctrica del Sur S.A de C.V (DELSUR) has publicly committed to reducing the gender gap in the electricity sector. Its activities include participating in business forums for gender equality and organizing activities to train women as electricians and to strengthen women's leadership in the energy sector.

Guatemala:

Empresa Eléctrica de Guatemala S.A (EEGSA) carries out activities to improve the quality of life of women through its electrification programs. In addition, the company supports the training of women leaders and encourages their entrepreneurship.

Transportadora de Energía de Centroamérica S.A. (TRECESA) was able to control the impact that the social protests in Guatemala had on its main business (the opposition to the construction of infrastructure), through the support and inclusion of women into the development and social projection of its projects. Through corporate social responsibility activities, projects are implemented to reduce chronic malnutrition in infants and pregnant women.

For its part, the **National Electrical Energy Commission (CNEE)** created the Central American Electrical Subsector Gender Equity Association (ASEGICA) as part of its work to achieve gender equity in the sector.

Honduras:

The **National Electric Energy Company (ENEE)** incorporates gender equity in its policies and projects. It has also participated in activities at the national level to incorporate gender equity in the electricity transmission sector because national policies consider ENEE a strategic partner.

Nicaragua:

The **National Electric Transmission Company (ENATREL)** is a state entity, responsible for the implementation of the Nicaraguan Electrification Project (PELNICA). The project sought to achieve the economically and operationally sustainable electrification of homes and residential sectors located in rural communities, as well as to meet the energy needs of women living in those communities. The success of the inclusion of the gender perspective was due to the sensitization of field teams, the definition of human resources policies on this issue, the investment in the recruitment of female personnel and the work carried out with the municipalities. Gender equity issues have been introduced to communities and their own staff through sensitization training, the inclusion of women and men in non-traditional activities, the establishment of funds to support productive new businesses that provide special attention to women, and defining special rates for poor households and/or where women are heads of household.

Panama:

ENSA Panama, in its Code of Ethics 2018, includes equal employment opportunities and non-discrimination among its employees and has generated products for external communication that illustrate the participation of women in the technical activities of the company.

For their part, **AES Panama** and **UEP Penonomé** are signatories to the Principles for the Empowerment of Women and include gender equity issues in their progress report (2017-2018).

Dominican Republic:

The **National Energy Commission (CNE)** is responsible for part of the Dominican Republic's energy policy and is committed to the issues of gender and women's empowerment in the sector. As part of its work, the CNE held a workshop on Gender Equity in Energy Policies and Projects, which was attended by all the country's utility companies.

The **Ministry of Energy and Mines (MEM)** promotes programs for the training of women in the sector and the **Superintendency of Electricity (SIE)** includes the issue of equity and diversity in its letter of commitment.

AES Dominicana is part of the international AES consortium. The company works for the promotion of diversity and gender inclusion and has been awarded for these efforts.¹³ Similarly, **EGEAINA** has signed a letter of commitment to the seal or certification whose purpose is to promote gender equality in businesses and organizations in the Dominican Republic. In addition, EGEAINA:

- a) Incorporates gender issues into its policies and projects.
- b) It declares itself to be inclusive in its recruitment and selection processes.
- c) It promotes and educates on gender issues, both to its staff and to the communities.

The electricity distribution companies report various activities related to gender equity. For example, the **Empresa Distribuidora del Norte Dominicana (EDENORTE Dominicana)** has participated in several activities aimed at raising awareness to eradicate gender violence from society and the **Empresa Distribuidora del Este Dominicana (EDEESTE Dominicana)** has highlighted the leadership of women in the company and their contribution to leadership in the sector. Meanwhile, **Empresa Distribuidora del Sur Dominicana (EDESUR Dominicana)** is working with USAID's support to strengthen gender equity within the company.

In addition, it is important to include that at the regional level the **Central American Integration System (SICA)** approved the Regional Policy on Gender Equality and Equity (PRIEG), prepared by the Council of Ministers of Central America and the Dominican Republic (COMMCA) and approved by the Heads of State and Government.

¹³ Quote <https://www.diariolibre.com/actualidad/aes-dominicana-entre-las-mejores-empresas-para-trabajar-en-republica-dominicana-y-el-caribe-KD12008741>

The objective of PRIEG is that by 2025 the States that are part of SICA will have incorporated the necessary measures to guarantee the full development and advancement of women in Central America and the Dominican Republic, under conditions of equality and equity, in the political, social, economic, cultural, environmental and institutional spheres, both at the regional and national levels.

The issue is highlighted because SICA includes the Council of Energy Ministers who support the inclusion of gender issues in their agendas within the PRIEG framework.

6. RESULTS OF THE ONLINE SURVEYS

Considering the geographical distribution of the energy companies, and with the aim of generating an accessible and efficient data collection system, an **online survey** was designed and shared with the energy companies in the SICA region. The survey was conducted between Wednesday February 26, 2020 and Wednesday March 18, 2020 and was completed by **23 energy companies located in the 6 SICA countries** (Costa Rica, El Salvador, Guatemala, Honduras, Panama and the Dominican Republic). The complete list of participating companies can be found in Annex #3.

In some cases, it was possible to have follow-up calls to collect additional information, however, this was done only with all due to work restrictions imposed during the early months of the COVID19 pandemic.

The surveys were answered in their entirety officially by the participating institutions and/or companies. The responses come from high hierarchical levels, which could be taken as a sign of support for gender equity on the part of the companies. **A large part of the responses come from human resources departments (65%)** and a significant number (15%) come from general management (9%) or management consultancies (4%). It is worth noting that 18% of the participating companies have gender departments (18%), through which the online surveys were processed. The following figure exemplifies the areas within the participating companies that responded to the online survey.

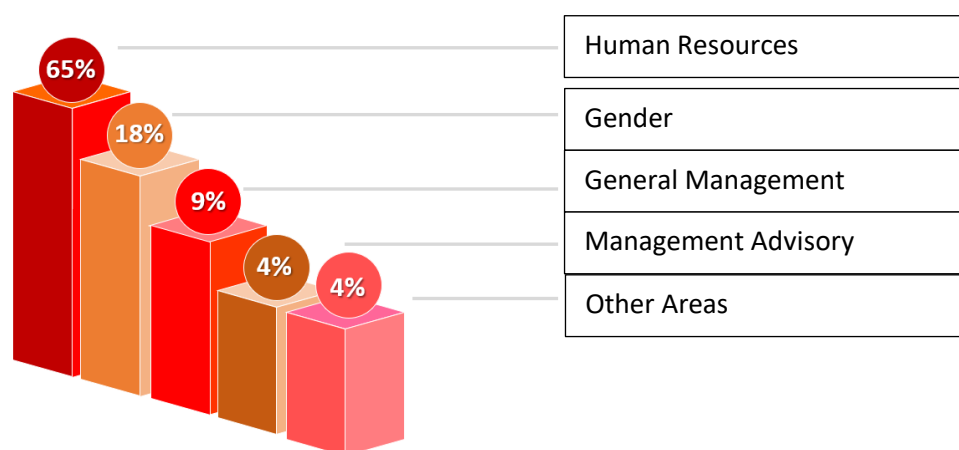


Figure #6: Detail of areas that completed the online survey. Source: CECACIER

As part of the survey, participating institutions and/or companies were asked to share their perceptions regarding their progress on gender equity issues. The classification of the different levels included the following:

- **Initial:** Those institutions or companies in which gender issues are just starting to be discussed and starting to penetrate. No specific initiative has been identified yet, but there are already leaders in place that support the issue. In some cases, it is part of a directive or guideline from the management side.
- **Intermediate:** These are defined as those institutions or companies in which there are already specific and identifiable initiatives on gender issues (they can be internal or external).

Normally, there is already an internal training program which advances gender perspective objective by providing it some dimension and space, or initiatives have been developed with civil society to empower and generate development by taking advantage of electrical energy, its materials, or associated requirements (contracting, etc.).

- **Advanced:** Those institutions or companies where internal policies have already been implemented to guarantee gender equity in their staff, ensuring gender equality. However, this does not yet have a social projection in the areas of gender and energy.
- **Transcendent:** They are defined as those companies that already have and execute internal gender equity policies, but that also project these policies to civil society, generating economic development thanks to issues related to gender and energy.

According to the definitions provided, the companies evaluated themselves, **with almost half of them (48%) considering themselves to be at an intermediate level in the advancement of gender issues** and a very similar number (43%) placing themselves at an early stage of the process of inclusion of gender considerations. It should be noted that none of the companies considered themselves to be at a “transcendent” level in terms of addressing gender equity in their activities.

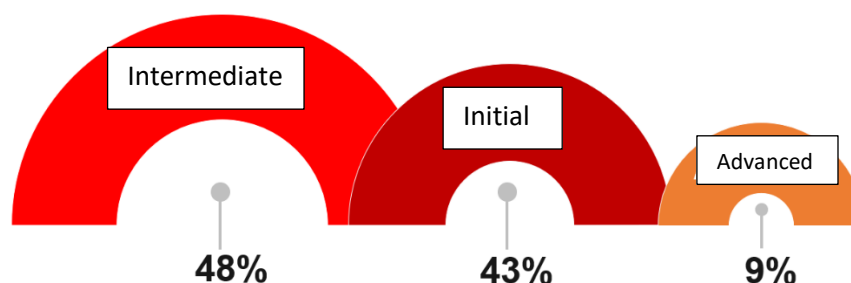


Figure #7: Self-evaluation of institutions and/or companies on the progress made in gender issues. Source: CECACIER

6.1. Participation of women and men in the energy sector

Participation at sector level, by type and size of the energy companies

The total **workforce** of the 23 energy companies participating in this study is **20,876 people, of which 25.66% (5,356) are women and the remaining 74.34% (15,519) are men.** According to the data from the survey, the result of female participation in the electricity sector in the SICA region is in line with global trends, which estimate a 22% participation of women in the workforce of the oil and gas sector and 32% for the renewable energy sector (IRENA, 2019).

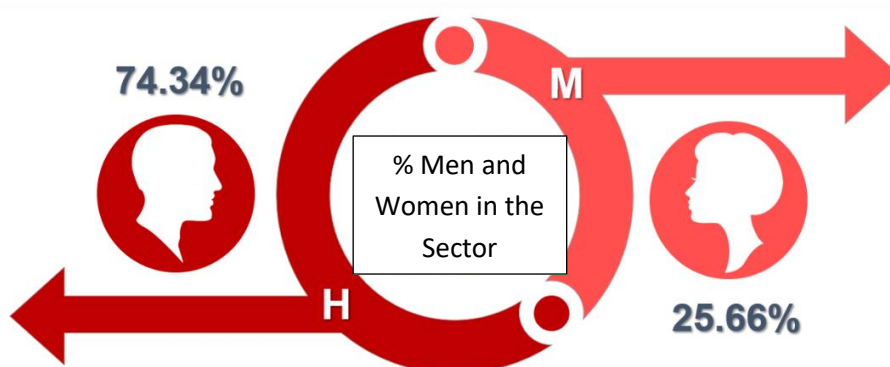


Figure #8: Percentages of women and men's participation in the region's energy sector. Source: CECACIER

The database generated with the responses to the online surveys also allows for the disaggregation of labor participation by energy business sector. **In two business sectors, female participation reaches almost numerical parity, with the regulatory entities reporting a female participation of 47.00% and 46.90% in those related to energy policies.** With the exception of the integrated business sector, which presents a female participation of 14%, the rest of the sectors report participation levels similar to the regional average.

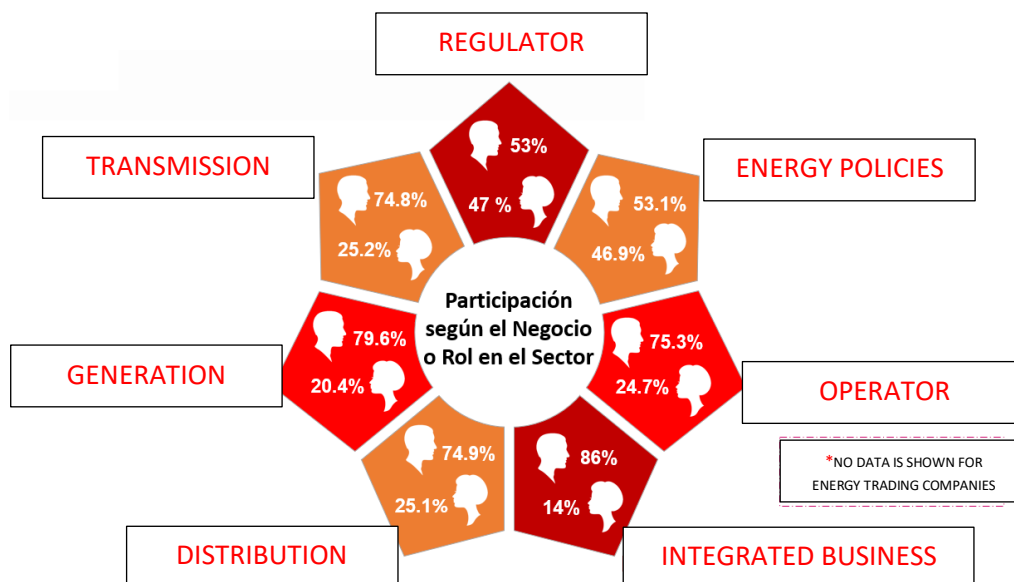


Figure #9: Percentages of women and men's participation in the region's energy sector. Source: CECACIER

It is important to clarify that, in the case of institutions such as those responsible for energy policy and regulation, the increase in the proportion of women is due to the high participation of other specialties in these areas of work, where the presence of women in the workforce is greater (specialties such as: business administration, law, economics, etc.). Although the number of technical and specialized professionals tends to increase with respect to the average of companies in the sector (above 20% in engineering areas, for example), the particular internal ratio in these cases tends to be lower than the average that will be presented later (for example 5% of women and 16% of men in engineering areas).

All the above is based on the data analysis of specific and disaggregated information collected with the tool used in this report.

The size of companies, in terms of their workforce, seems to have little influence on the percentage of female participation. Thus, only the institutions and/or companies that optimize their operation with the use of technology have a third of female participation, with women representing 33.6% of their workforce against 66.4% represented by men. **In the traditional institutions and/or companies of the sector with 500 or more employees, women's participation is around a quarter of the workforce** (23.7% for companies with 500 to 1000 people, 23.8% in companies with less than 3000 people, 25.3% in companies with more than 5000 people). It is important to clarify that one of the limitations expressed by the participants is the lack of women with specialties that involve strong skill related to education in STEM careers (technical and professional), which are important to fill in the positions most needed in the energy sector.

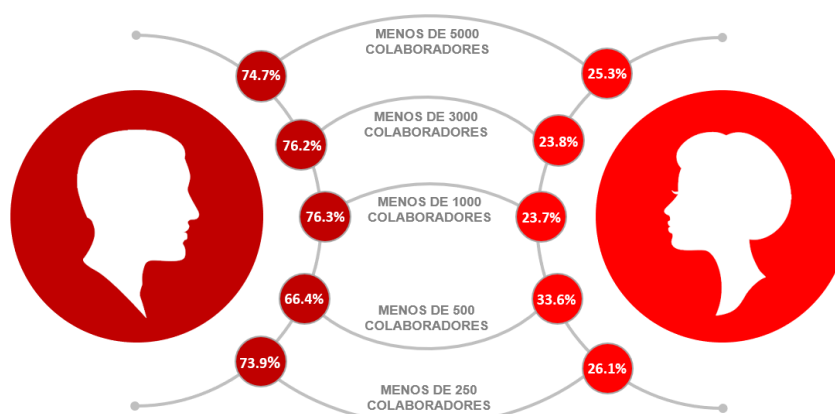


Figure #10: Participation of men and women based on the size of institutions and/or enterprises. Source: CECACIER

At this point it is fundamental to explain the concept of optimization of the operation with the use of technology. The energy sector has always depended on technology for its operation due to the speed of the physical phenomena that govern them (capacity to react outside the time range of human response, since in many cases it is a matter of seconds and a maximum of minutes for a safe operation). However, the digitalization of the interaction with the client or end user has taken the process of using technology to another level in favor of skillful and automated operational management and customer service. This is generating a transformation of human resources in the electric companies (industry 4.0), giving priority to soft skills such as detail, rigor in implementing automatic processes, multiple perspectives among others. These skills are mainly present in women, which increases their participation in the electric companies that optimize their operation with the use of technology, even more so if these women have a solid education background in STEM that can allow them to quickly adapt to these new jobs.

Data disaggregated by sex and employment category:

An essential element for analyzing labor participation rates refers to the existence of data disaggregated by sex; both with respect to the entire workforce, as well as to each of its categories, for example, labor specialties and non-traditional roles. For this reason, institutions and/or companies

were asked if they had databases disaggregated by sex with the information of their employees, and if this information was also disaggregated by labor category. The **vast majority of companies reported having a database disaggregated by sex and 56.52% said that this data is also disaggregated by employment category**, in some cases providing greater detail.

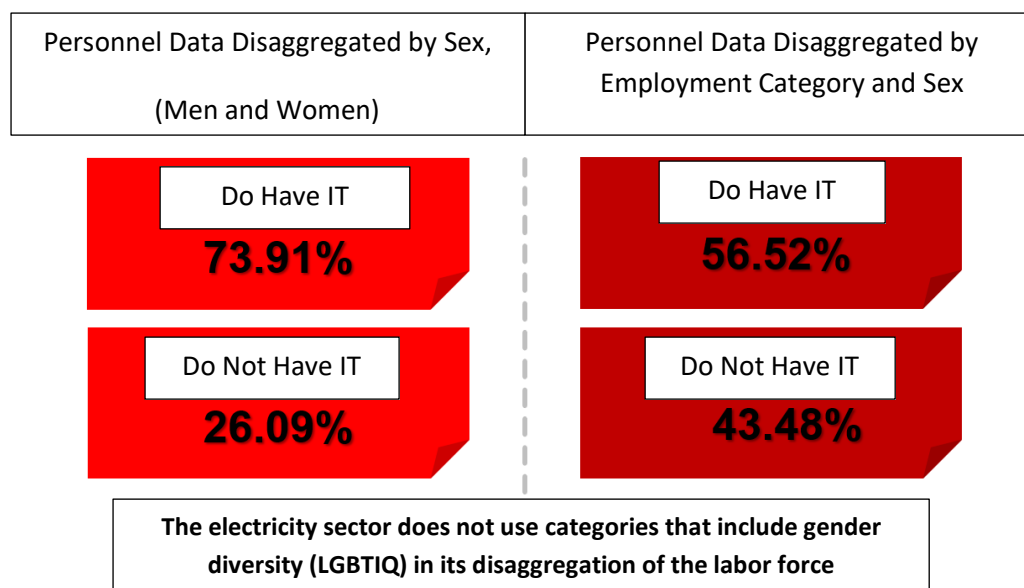


Figure #11: Detail on whether the information is disaggregated by gender. Source: CECACIER

Segregated personnel information generally refers to whether companies manage a database that contains at least the following data: name of the collaborator, gender, profession or occupation, academic level at entry, current academic level, current position or location in the organization. As can be seen despite having clearly segregated data by name, gender and work location, 26.09% of participating institutions and/or companies do not include key information such as academic level at the time of joining the company and current academic level. Continuing with this idea, the problem becomes even more serious when consulting about a greater level of detail regarding the internal categories or titles used (professional, advisor, assistant, etc.), which in some cases are very generic. The same happens with the department names (management, customer service, financial management, design area, network operation, etc.), reducing the availability of specific data.

Lack of data disaggregated by employment category can be a barrier to supporting gender equality and equity objectives and strengthening women's leadership in the energy sector. As mentioned at the beginning of this report, in the context sections, women's participation in the sector is low and gender roles restrict how women apply for new employment options. Therefore, a system that does not capture the composition of job categories may end up making invisible the barriers women face to their career advancement. This approach can also reduce the use of positive discrimination strategies, which are used as a tool for human resource management in companies that want to increase the diversity of their workforce (whether this is in terms of gender, ethnicity, or other social variables).

The online survey also included questions about the participation and equal treatment of LGBTIQ people in the energy sector. However, both during the initial workshop and during the implementation of the online survey, companies indicated in most cases that they do not consider it appropriate to have this type of information in their human resources databases, as they consider issues of sexual preference and gender identity as a private (personal) matter and therefore do not consider that this provides relevant information on the work and performance of those working in the electricity sector. For this reason, the information in this report is presented in a binary form (female-male).

Continuing with the analysis of the information collected, we can indicate that only 21.74% of the companies have information disaggregated by non-traditional roles (women technicians in electricity, crew leaders, for example).

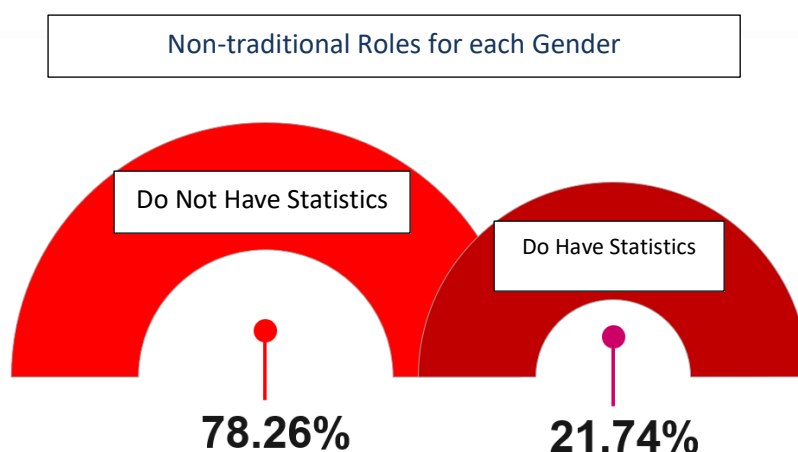


Figure #12: Detail showing whether information is disaggregated by non-traditional roles. Source: CECACIER

In spite of the above, for more than 73% of the participating institutions and/or companies, it was possible to obtain information disaggregated by gender regarding the participation of women and men in engineering areas in the electrical sector. According to the sample of participation generated by the online survey, 13.25% of the labor force in the sector works in engineering areas, and women represent less than 10% of these positions. This means that a **little more than 1% of the labor force corresponds to women working in engineering areas, as opposed to a little more than 12% of similar positions occupied by men.**

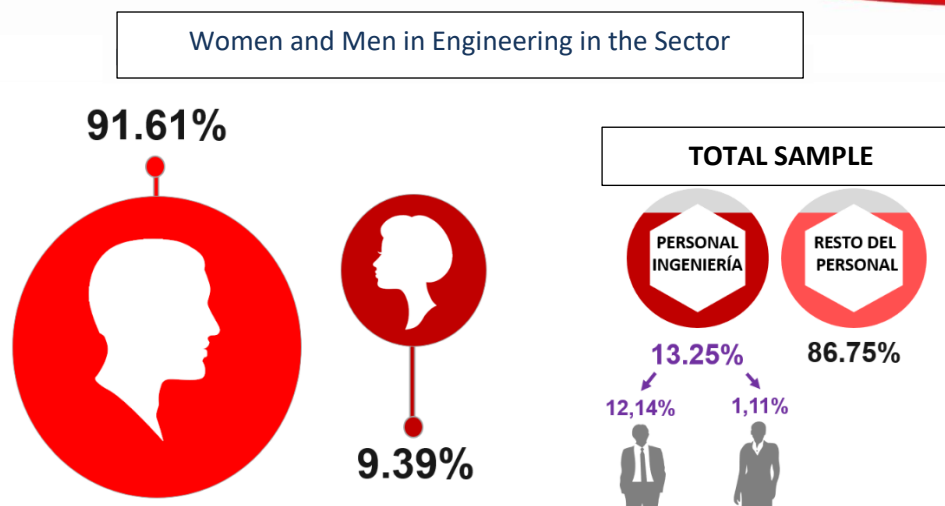


Figure #13: Women and men in engineering areas in the electrical sector. Source: CECACIER

As we can see, the participation of women in the engineering areas of the region's utility companies is quite low: 9.39% compared to 91.61% of male engineers. The companies comment that this is due to the specialized engineering training (electrical, mechanical, etc.) required for the energy sector, so during recruitment processes most of the applicants are men. In fact, in the last few years, **the energy sector has experienced a significant shortage of professionals with the necessary degree of specialization in some countries of the region, having to resort to foreign professionals** in order to fill out all the necessary positions.

The increase in the region's energy needs and the transition to a greater use of renewable technologies will increase the need for specialized engineering personnel (at the professional and technical levels) in the future. The attraction of potential technical and professional people entails an effort to combat gender stereotypes and increase the interest of children and adolescents in STEM careers. Energy companies can explore collaboration tools with schools and universities to support the design of attractive learning opportunities in these subjects and facilitate gender-focused job placement processes that increase the possibility of having more national women and men join their required workforce.

In contrast to the participation in engineering areas, women in the region are more successful in the line of decision making and business responsibility within the energy sector. From the data obtained through the survey, **4.60% of the positions correspond to positions of responsibility and decision making. These are occupied by 960 people, of which 278 are women (29%) and the remaining 682 are men (71%).** Although women represent slightly less than a third of these decision-making positions, they seem to be more successful in ensuring this type of participation when viewed in relative terms, that is, when this participation share is compared not with the entire pool of employees in the workforce but the percentage of women. This type of analysis shows that **these 278 women in decision-making positions represent 5.21% of the female labor force while the 682 men in similar positions are equivalent to 4.39% of the male labor force.**

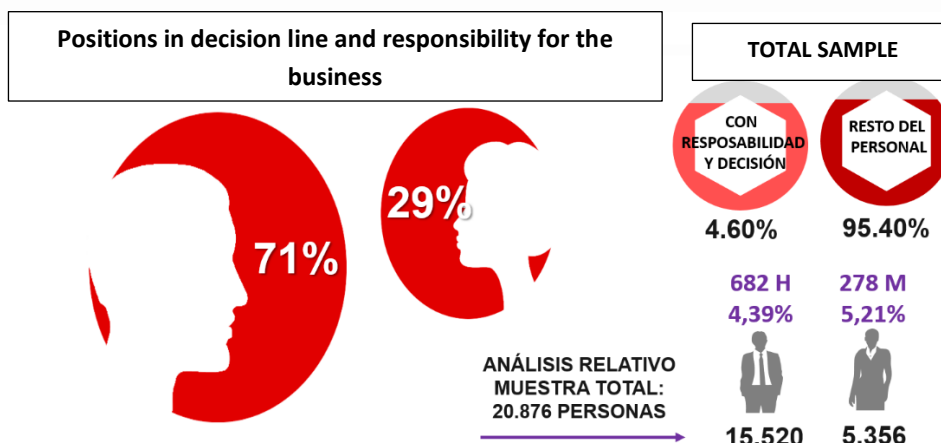


Figure #14: Women and men in decision-making and responsibility positions in the sector. Source: CECACIER

Due to the above, it becomes important to know specifically the areas where those women who have decision or responsibility positions are. When breaking down these positions by category, it is clear that within the energy sector the greatest participation of women in management or leadership positions is in the areas of control and support, or in areas not related to engineering. For example, at the level of participation, **women have a higher percentage of participation in the areas of internal audit and compliance (66.67% of the positions are occupied by women) and in the executive or coordination areas (60.53% of the positions are occupied by women)**. These areas require people with business administration skills, and social skills for managing others and facilitating participatory decision-making processes. In addition, it should be noted that in the central areas of the businesses, the participation of women reaches 35.7% at the level of departmental heads, a percentage above their average labor participation (25.66% of the sector's labor force).

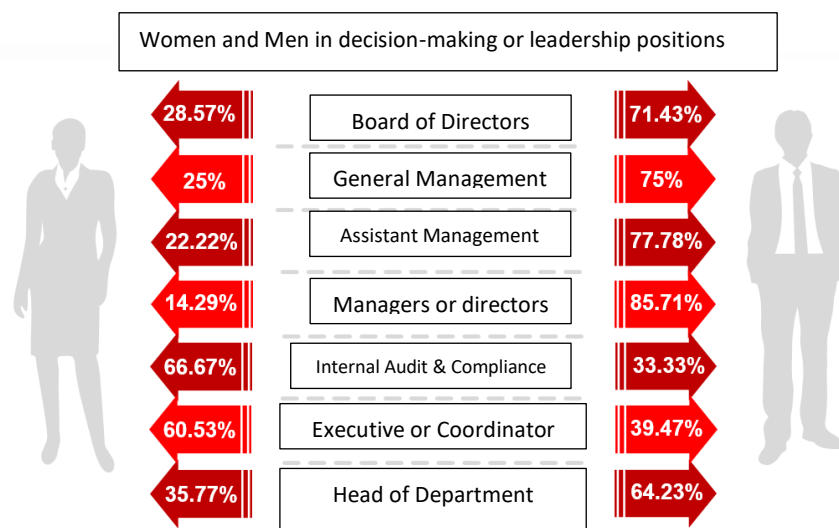


Figure #15: Women and men in decision-making or leadership positions in the sector, part #1. Source: CECACIER

When analyzing women's participation at the department level, it is again possible to note that the areas in which they have the greatest participation are areas related to social or occupational health

issues. Thus, **66.67% of the positions of general doctor and 50% of the positions of legal advisors are occupied by women.**

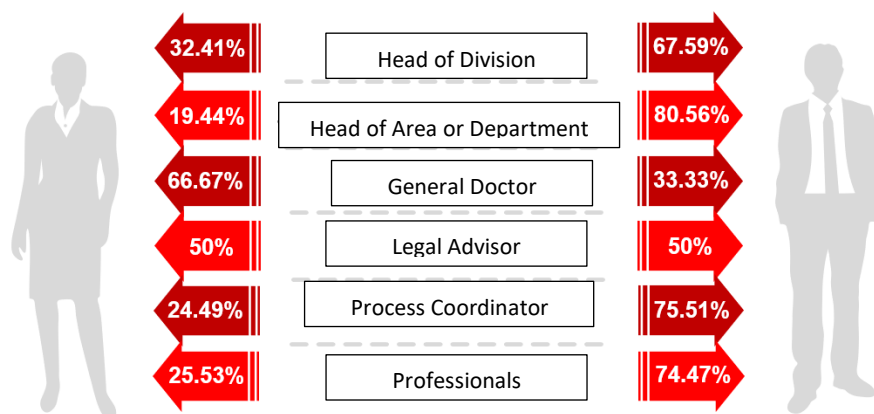


Figure #16: Women and men in decision-making or leadership positions in the sector, part #2. Source: CECACIER

Finally, a survey was conducted on the number of women who play an active role in innovation and the development of new businesses within the participating institutions and companies. Only 31.90% of women in decision-making and responsibility positions (29% of the total) participate in these roles. It should be clarified that the energy sector is a fairly traditional sector whose major innovations in the region occurred between 2003 and 2012. Currently, the boom in renewable energies and the use of digitalization in the electrical energy service are changing this paradigm, leading the sector to optimize its management in general, varying its interaction with the client and expanding the services offered (emergence of non-regulated services).

Summary: Women's Participation in the Energy Sector

1. Of the 20,876 people who make up the workforce of the 23 companies surveyed, 5,356 are women, which corresponds to a 25.66% participation.
2. The survey detects at least two business sectors in which women's participation reaches almost numerical parity with their male counterparts: 47% in regulatory bodies and 46.7% in energy policy bodies, suggesting that the type of services or role provided by energy institutions and/or companies may be a factor affecting women's participation in the sector.
3. The size of the utilities' workforce seems to have little impact on the percentage of women's participation
4. Women represent 9.39% of the people working in engineering in the energy sector, which is equivalent to 1.1% of the total workforce.
5. Women have an average participation of 29% in decision-making positions and business responsibility. The highest percentages of participation are in areas related to administrative, legal and occupational health activities.
6. In relative terms, women are more successful in placing themselves in decision-making and responsibility positions in the energy sector.

6.2. Policies and regulations on gender equity issues.

National regulations and institutions for gender equality

The activities of energy companies are carried out within national legislation and regulations, including those related to national goals for achieving gender equality and equity. Therefore, a relevant aspect of the online survey was related to the identification of the state of development of legislation and regulations that govern and are applicable to the electricity sector, as well as public or private institutions that support the advancement of gender equality and equity issues.

According to the answers received, **a little more than 90% of the participating institutions and/or companies know and apply the national regulations related to gender equality**. A relevant fact is that the companies that reported not knowing or applying this legislation in force on gender issues are operators of electricity systems. These two companies report having a workforce of less than 100 people and are considered highly technical entities due to their nature of operating in real time and settling energy purchase and sale transactions; however, it is clear that the minimum application of national regulations on gender issues should not be overlooked since they have women in their work force (19% and 27% respectively). It is possible that this emphasis on technological aspects generates an institutional culture in which it is difficult to address human resource management and social interaction issues, leading to the neglect of labor and social equity obligations incorporated into national legislation. In the future, it would be important for these companies to learn about the gender equity regulations that frame their activities to ensure that the rights of the women that make up a quarter of their workforce are also respected.

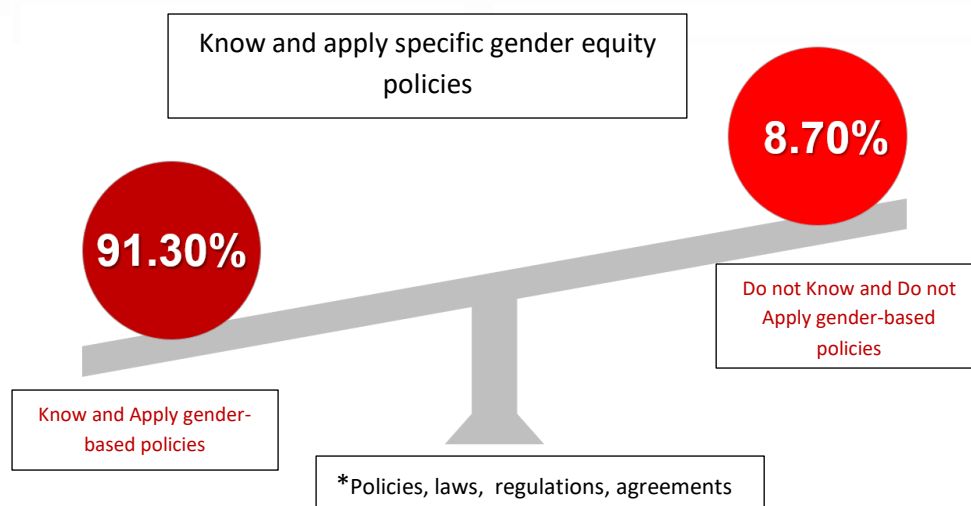


Figure #17: Knowledge and application of gender equity policies. Source: CECACIER

The gender equality and equity standards identified by the institutions and/or companies surveyed were as follows:

Declaration of Human Rights	9.09%
Political Constitution	12.12%
National Laws	33.33%
National Policies	21.21%
Institutional Policies	18.18%
International Initiatives - UN	3.03%
Not specified	3.03%

Almost all the companies (95.65% of them) are clear about which institutions or government agencies are in charge of or support gender equality issues. It is also noteworthy that **just over 47% of the companies have agreements or partnerships with institutions that could support them in advancing gender issues**. There is undoubtedly a strong opportunity for improvement here so that the remaining companies can establish strategic alliances that support their work (both internally and externally) to promote gender equality and equity. Annex #4 includes a list of institutions or government agencies that could support activities for gender equality and equity, which has been developed using the responses received to the online survey.

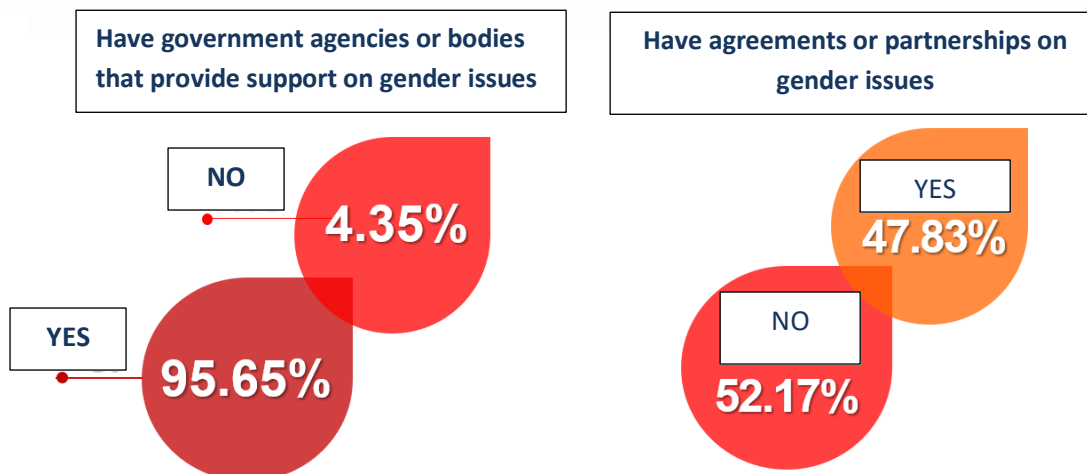


Figure #18: Recognition of government agencies that support gender issues. Number of institutions and/or companies that have alliances and agreements. Source: CECACIER

Internal policies and regulations for gender equity

Continuing with the analysis on policy and regulatory issues, the companies were asked if they have policies for gender equity and regulations on gender parity. From the responses, it can be seen that **five companies (21.74%) have their own gender equity policy, while four of them (17.39%) have gender parity policies.** The analysis of the data allows us to conclude that in only two cases do the companies that have their own gender policy not have a gender parity policy. There is also a case in which there is a gender parity policy for the appointment of directors, but there is no institutional gender policy.

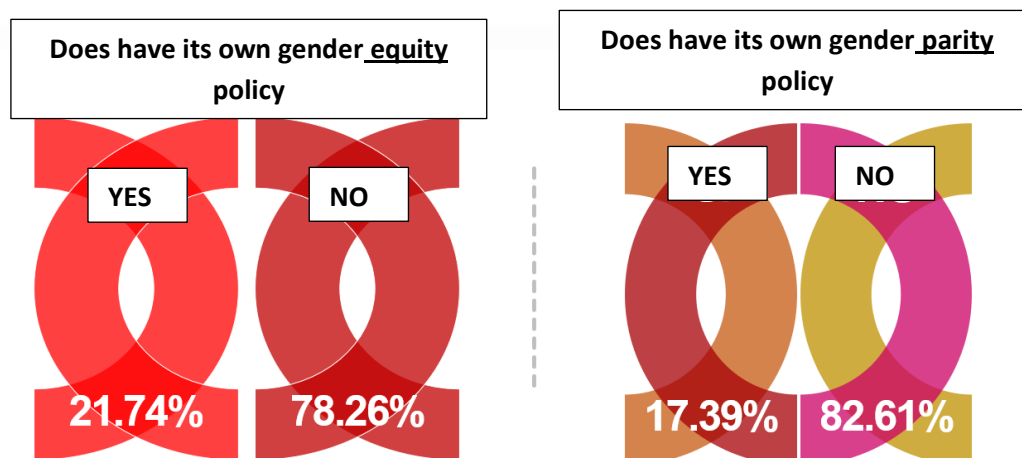


Figure #19: Percentages of companies with gender equity and gender parity policies Source: CECACIER

The detail of the answers obtained allowed us to identify that

- i. Some institutions and/or companies consider that it is not necessary to have their own policies in place since they adhere to international initiatives such as those promoted by IDB, UN, central government, etc. It is warned that this attitude may detonate in a lost opportunity to promote the institutionalization of the activities carried out. Since these proposals are made by an external entity (whether it is a donor agency or a bank), they run the risk of becoming temporary actions, whose execution is aligned with the temporality of the initiative promoted by these external entities.
- ii. Most of the participating institutions and/or companies (6 of 11), which considered themselves to be at an intermediate level, are in the process of developing and approving these topics internally. Let's keep in mind that the intermediate level represents 48% of the population.
- iii. The institutions and/or companies which considered themselves to be at an advanced level have their own policies that have been developed from 2003 to 2017. For the future, we can count on the experience and learning accumulated by these companies which can be of benefit to all and serve to share best practices with the sector.

43.48% of the institutions and/or companies confirmed having a plan to implement a policy on gender equality and equity. We highlight that 2 companies that considered themselves to be at an initial level are already working on their institutional gender policy. Note that the percentage of organizations that have a plan to move forward in this matter is the same as the companies that considered themselves to be at the initial level; however, taking a closer look at the data shows that not all the companies that considered themselves to be at the intermediate level are working on their own gender policies (only 6 are doing so), and they mention it is due to the adherence to the international initiatives as mentioned above.

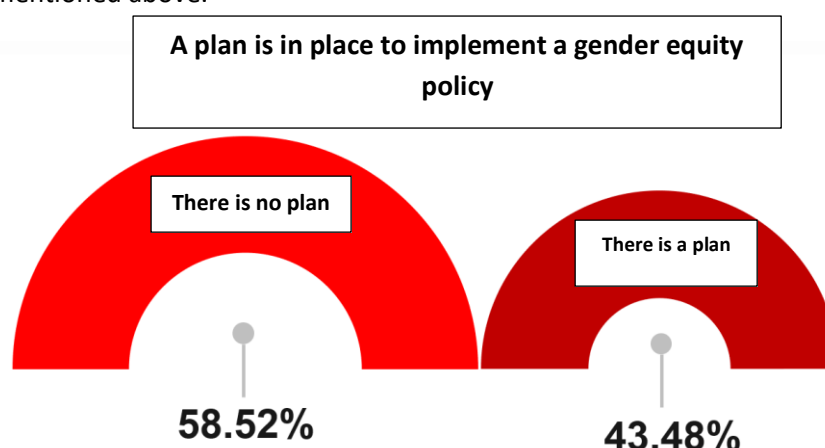


Figure #20: A plan is in place to implement a gender equity policy. Source: CECACIER.

Both literature and practice agree that the existence of internal regulations is a tool to measure and ensure the commitment of companies to obtain gender equity. For this reason, in some cases, such as the gender equity seals, it is necessary for companies to demonstrate their commitment to the issue by ensuring, among other measures, the existence of equity policies accompanied by plans that ensure their implementation.

Finally, in this subsection and with the aim of obtaining more detail on the internal process followed to develop internal gender policies, 57% of the companies (those that considered themselves to be at the intermediate and advanced levels) were consulted. Most of those that had already begun this work indicated that the process was being developed in phases (23.08%). Once again, six institutions and/or companies (46.15%) that considered that they were at the intermediate level are beginning the process of developing internal gender equity policies.

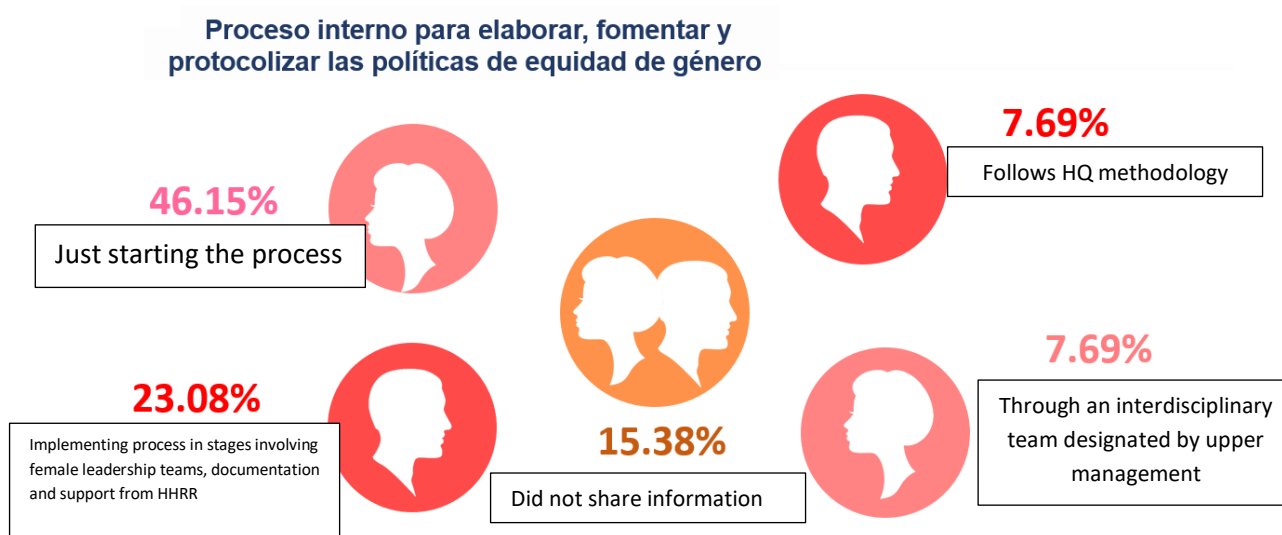


Figure #21: Detail of how the internal process to formalize gender policies is developed. Source: CECACIER.

Summary: Policies and regulations on gender equity

1. 90% of the companies surveyed report knowing and applying the national gender equity regulations.
2. Companies that report not knowing about these regulations are dedicated to operating the electricity systems, and it is advisable to invest in increasing their knowledge of the national gender equity regulations, since almost one fifth of their workforce is made up of women.
3. Just over half of the companies surveyed have alliances or agreements with agencies that promote gender equity.
4. Five companies (21.74%) have internal gender equity policies and four companies (17.39%) have gender parity policies.
5. Ten institutions and/or companies have plans to implement a gender policy.

6.3. Introducing gender equity policies and the commitment to gender equity

Institutions that contribute to the Promotion of Gender Equity

Once the general data on the participation of women and men in the energy sector was obtained and analyzed; as well as analyzing the context relating to the applicable legal system, the internal data on

the promotion, support and progress on gender issues among the participating institutions and/or companies began to be collected. The first relevant data was to know whether the institutions and/or companies have areas or departments to work specifically on gender issues:

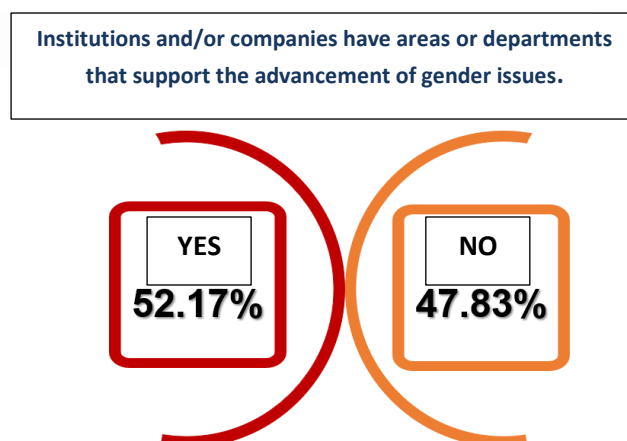


Figure #22: Institutions and/or companies have areas or departments that support the advancement of gender issues.
Source: CECACIER.

The data shows that **more than 52% of the participants already incorporate within their formal structures areas or departments that work specifically on gender issues.** Among the detailed instances were cited:

HR - Human Talent / Gender Unit	33,33%
Compliance area or department	16,67%
Sustainable Development	8,33%
Institutional Committee / Corporate Program	33,33%
No specific department	8,33%

Another important relevant fact is that **these formal structures have between 2 and 23 employees** depending on the size of the company. The average of these formal departments that work on the advancement of gender issues is 7 collaborators.

Another question was regarding whether institutions and/or companies have a gender focal point, that is, a person or group of persons whose responsibility is to ensure compliance with activities that seek to achieve gender equality. **Almost 70% (16 out of 23) of the institutions and/or companies surveyed mention having an institutional gender focal point.** When asked about the value of having this focal point for companies, they identified **two responsibilities as equally important: to provide follow-up and sustainability to the implementation of the gender program and to lead the definition of internal policies and gender equity mainstreaming.**

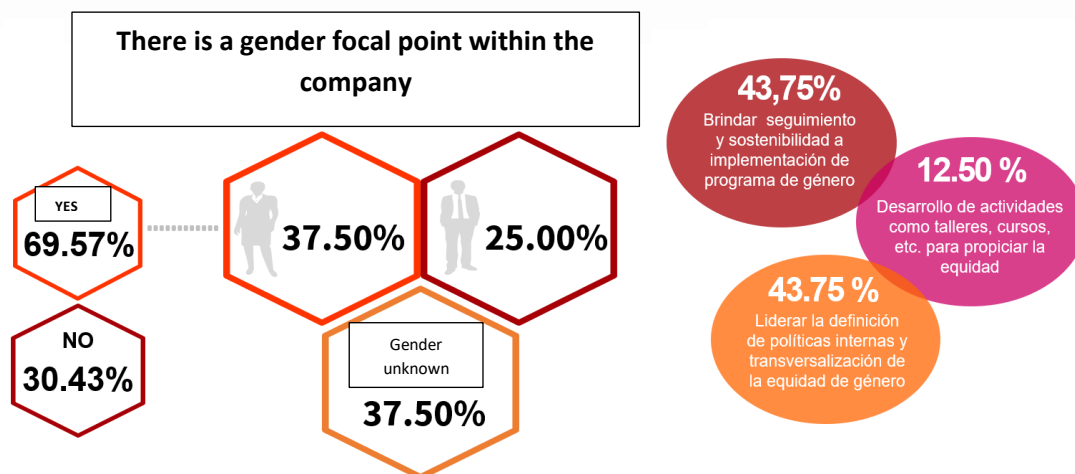


Figure #23: There is a gender focal point and why it is important Source: CECACIER.

The information collected through the online survey does not allow us to know exactly the degree of participation of women and men in this function, since most of the companies that have a gender focal point did not provide the corresponding information. Thus, it is **known that at least 37.5% of these positions are occupied by women and 25% by men.**

The existence of a budget allocation is a key element to ensure the implementation of activities organized by the departments ensuring gender equality. Therefore, we sought to obtain information on the existence of a specific budget to work on gender issues, and **30.43% of the total number of institutions and/or companies reported having a specific budget allocation.** It is important to specify that 4 of the 5 institutions and/or companies that have their own gender policy indicated that they have a specific budget to work on the implementation of their policy. One of the companies did not respond the question and it was also not possible to validate the reason.

Gender budgeting: Of these 7 institutions and/or companies (30.43% of the total), a little more than half (57.14% of those reporting a specific budget allocation) have a specific percentage of the budget, 28% have a specific amount and 14.29% have a budget allocation for gender activities without any details.

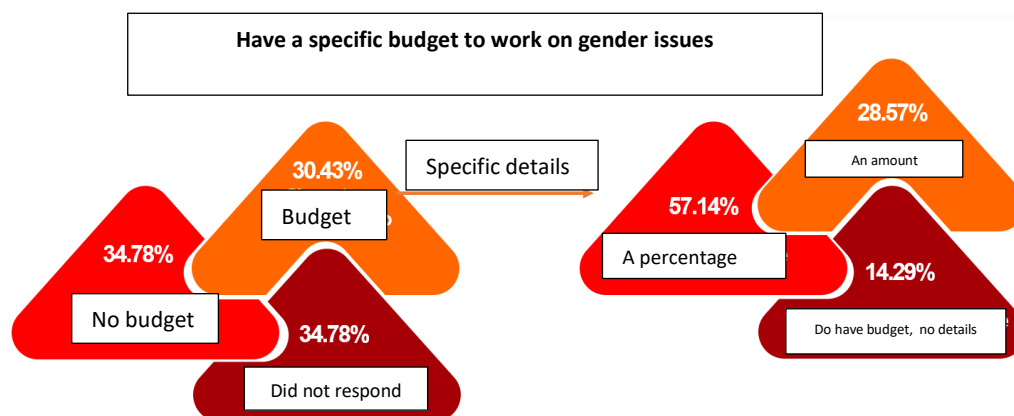


Figure #24: Institutions and/or enterprises have a budget allocation for gender issues. Source: CECACIER.

Some of the companies surveyed shared greater detail on budgetary line-items to support the work on gender issues. While the sample is small (7 companies), the information suggests that **companies tend to budget for gender activities as part of larger budget allocations**. Only two of the firms reported having a single line item to support the enterprise gender facility. The other trend observed through the budget detail provided is that at least three of these budget line items are related to **training activities or workshops**.

Commitment and leadership for gender equity

The fact that institutions and/or companies already have formal areas and an associated budget to work on gender issues must be complemented with the support of senior management and the operational areas. This commitment is key to ensuring that those working in the company feel the need to comply with institutional gender regulations, as well as to ensure the sustainability of the measures promoted by the gender-promoting department.

Note that the results are encouraging. More than 82% of senior management in the sector's institutions is committed to gender issues, while more than 73% of operational areas also support progress on these issues:

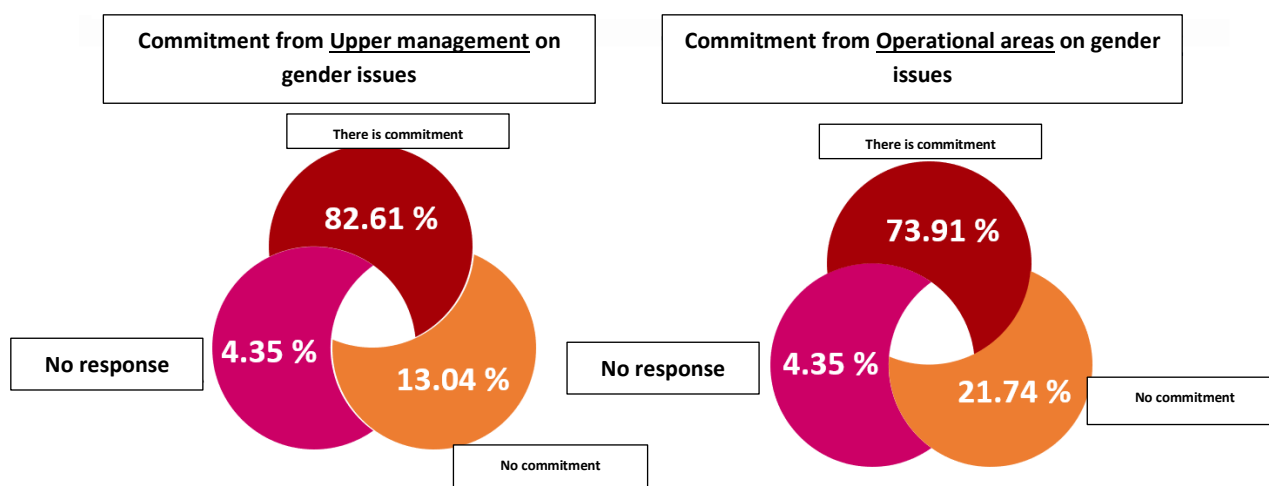


Figure #25: Commitment of senior management and operational areas to gender issues Source: CECACIER.

It should be clarified that some of the participating institutions and/or companies indicated that there is no commitment (3 senior management and 5 operational areas), since they associate gender issues with the fact that there is no discrimination against women. There is an opportunity to work on the difference between discrimination and equity, which seems to be necessary.

Regarding the commitment of the operational areas, some of the companies mention the existence of strong gender stereotypes and a great resistance to change, which makes the commitment difficult. Again, this presents an opportunity to establish spaces for gender awareness and training at all levels of the company's hierarchy because changes in institutional culture tend to generate a lot of resistance. Cyclical training strategies (for those who already work in the company) and entry strategies (for those who are new to the company) are useful tools in this regard. In addition, the buy-in of senior management is crucial in gender activities and strategies. Their commitment sends a clear

message that the participation in trainings and workshops, as well as a change in attitudes, are important for the company.

Motivation to work actively towards gender equity at the company level

Another important aspect of the analysis is related to identifying the reason why the institutions and/or companies in the energy sector began their journey towards gender equality and equity. **Compliance with country regulations and the search for best practices when integrating into the global trend on gender equality and equity issues** were the main motivations, as can be seen below:

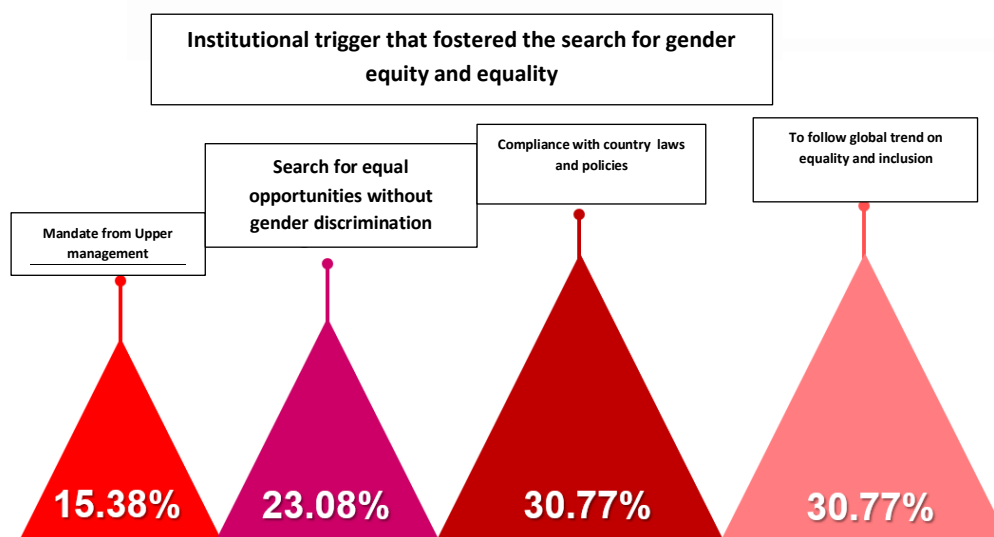


Figure #26: Reasons for starting the journey towards gender equality and equity. Source: CECACIER.

Understanding the motivation of institutions and/or companies to work on issues of gender equality and equity is relevant to assess different ways in which to encourage other companies to follow their steps. The importance of **compliance with national legislation (30.77%)** is a motivation that can be shared and/or transmitted to other companies located in the same national context. It is also noteworthy that companies identify the rise in international gender awareness-raising as a motivation that is **comparable in importance (30.77%)** to national regulations. These responses suggest that, at least in the SICA region, these global trends to increase women's participation in the energy sector are bearing fruit. The responses received also report the relevance of the commitment of the company's senior management to gender equality, with **15.38% of them attributing the work they do to the support received from senior management.**

Strengths of having gender equity policies and identifying barriers to implementation

As with any process, introducing gender equity policies demands that companies starting out on this journey first have a set of elements that can help them prepare to follow up on the actions designed to achieve the objective. The online survey asked companies to share their perceptions about their strengths in addressing this process.

The existence of senior management committed to the process, as well as the commitment of the people involved in gender equity issues, is considered the greatest strength of 22.86% of the companies. An equal number of companies report that they **promote the hiring and training of**

personnel by competencies (22.86% of the companies) as their strength. 20% of the companies report promoting equitable environments and interpersonal relations with respect to human rights as one of the strengths they have to carry out gender equity processes.

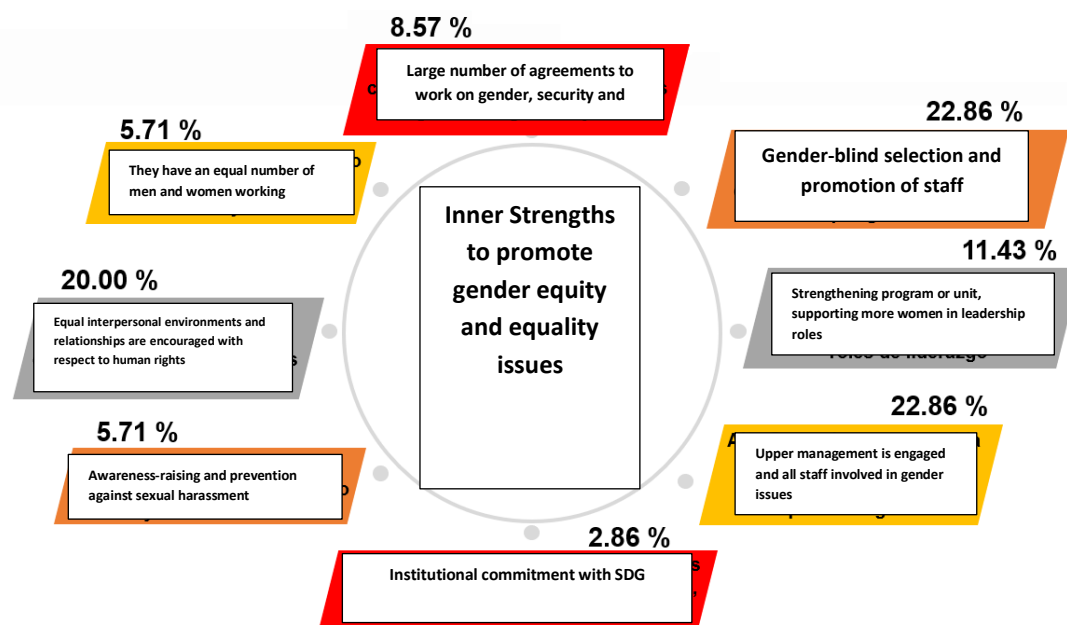


Figure #27: Internal strengths to promote gender issues. Source: CECACIER.

The online survey also requested information on restrictions or limitations encountered by companies when implementing gender policies. A total of **27.27% of the companies identified a shortage of women with career specialties related to the electricity sector as the main limitation** for carrying out gender equity activities in the energy sector labor market. Thus, one of the short-term corrective actions that companies can implement is related to the revision of their recruitment policies and the creation of alliances with universities and technical education centers. Activities such as the creation of internships for women or recruitment activities in these educational centers can increase the possibility that electricity companies will attract a greater number of women in a context where their participation is reduced.

The lack of a body or department in charge of ensuring gender equity activities and the lack of a budget to support gender activities have been identified as restrictions by 9.09% of the companies. The same number of companies (9.09%) have identified the 'macho' culture within the company as a limitation to their actions. It is noteworthy that the perception of these cultural aspects is relatively low, and that when these perception surveys are conducted with women working in the energy sector, this 'macho' culture is perceived by women as one of the strongest barriers they face in order to advance in their professional careers in the energy sector.

It should be emphasized that 22.73% of the participating institutions and/or companies indicate that they have not encountered restrictions and/or limitations (including one of the advanced level companies). This may be due to the fact that the academic level of the sector is high due to its specialization, which often permeates the institutional culture and the way in which changes are

faced. It should be clarified that within the 13.64% (no response) there are 3 companies that considered themselves to be in the initial level. For the future, it is recommended that in-depth interviews be carried out with these companies so that validations can be made on why they have faced little or no resistance to the implementation of gender activities within the company. The identification of these factors can reveal important elements for replicating this type of action in other companies and contexts.

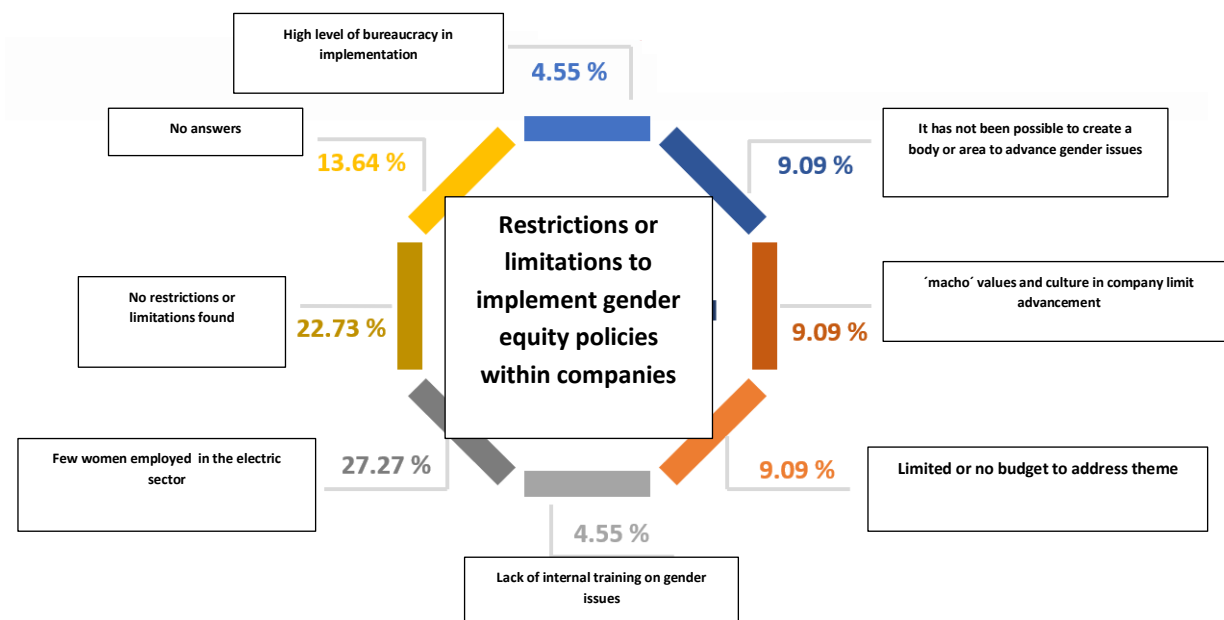


Figure #28: Constraints or limitations identified when implementing gender issues. Source: CECACIER.

Summary: Introducing gender equity policies and commitment to gender equity

1. 52.17% of the companies surveyed report having an area or department that promotes gender equity.
2. In addition, 69.57 of the companies surveyed have a gender focal point.
3. The most valuable responsibilities of the focal points are related to the definition of equity policies and the sustainability of the activities included in the gender programs.
4. 30.43% of the institutions or companies already have budgets to address gender issues.
5. Senior management shows commitment to gender equity, with 82.61% of companies reporting commitment at senior management level and 73.91% at operating area level.
6. Responding to national regulations and participating in global initiatives to increase gender equity represent the greatest motivations for companies to begin their gender equity work.
7. The commitment of senior management and the team in charge of gender issues, as well as the search for recruitment and professional training processes based on the identification of competencies, are the greatest strengths reported by the companies surveyed (22.86% for both options). Followed by investment in work environments that respect human rights (20% of responses).
8. According to 27.27% of the companies, the existence of a small number of women with career specialties related to the electricity sector is the main limitation they face when seeking to increase gender equity in the electricity sector.

6.4. Actions to implement gender equality and equity policies

Actions towards gender equity

In order to map the real progress that institutions and/or companies in the sector have made in their work to implement gender equality and equity, 57% of the total sample (intermediate and advanced level) were consulted about the actions that have been carried out to advance gender issues. **In this case, 46.15% (6 companies) indicated that their work has been developed through processes of dissemination, awareness raising and mandatory trainings on gender equity issues for those working in the company and its contractors.**

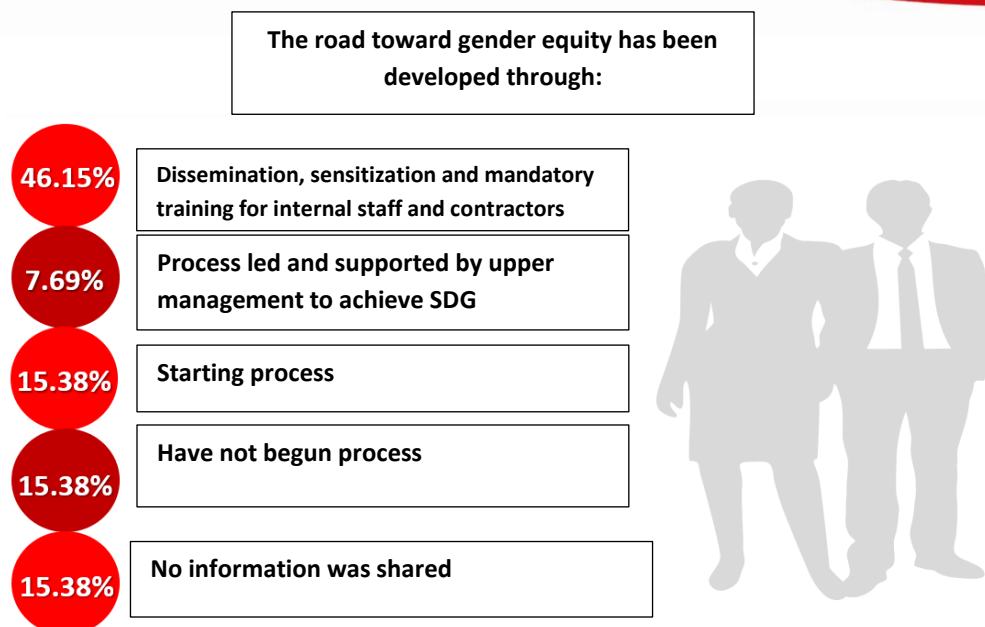


Figure #29: Actions taken to implement gender issues (intermediate and advanced level). Source: CECACIER.

The information collected allows us to determine that some of the companies that have considered themselves to be at an intermediate level of implementation have not started the process, are just starting it, or in some cases did not share information (5 institutions and/or companies in total).

The online survey also requested information on short-term activities being proposed to advance a gender equity agenda at the company level. It is clarified that some companies indicated more than one activity.

The companies tend to greatly favor the **implementation of awareness-raising and training plans under conditions of equality and equity of opportunities and rights (25.71% of companies)**. This measure is consistent with the needs identified in previous sections, which reveal the existence of strong gender stereotypes and resistance to accepting changes in institutional culture.

This measure is followed by the investment in **strengthening and communicating institutional policies (employment, equal pay, social security, etc.) (17.14% of companies)**. Once again, these actions are consistent with the initial stages of implementation of gender actions, since to ensure effective compliance and acceptance of equity policies it is necessary to first ensure that those who work in these companies know and understand the reasons and benefits they are seeking to achieve through these instruments.

Conducting workshops with the support of senior management and internal certification in gender equity issues is the third activity in the short term (14.29% of the companies). This stage shows a qualitative difference with the first option (training) because it seeks to show the commitment of senior management to the gender equity agenda and to professionalize work on the subject through certification processes.



Figure #30: Short-term actions taken to promote gender issues Source: CECACIER.

The other options mentioned by the companies, although they have lower response rates, indicate a different (more advanced) level of implementation of gender equity strategies by institutions and/or companies because they leave behind the initial stages of awareness raising to **concentrate more on actions to improve the work and institutional environment through the review of human resource processes**. These include: conducting gender diagnoses and action plans (11.43% of the companies), reformulating recruitment and selection policies, adjusting succession and promotion plans (8.57% of responses). Only one of the companies (2.86%) is currently recording information disaggregated by sex, highlighting the need to invest in internal systems that will help to have a better understanding of the participation of women and men in order to facilitate decision-making.

It is interesting to see that at least 8.57% of companies are investing in establishing contacts with universities and technical training institutions to increase the number of professional women and men to fill future job vacancies. These actions show interest in supporting a new professional generation whose composition is more diverse, and that can respond to the lack of human capital already identified in the region. This type of strategy can be expanded in the future by establishing agreements with primary schools and high schools that seek to stimulate the interest of boys and girls in STEM programs.

Continuing with the analysis of the information, we proceeded to verify how disaggregated the information really is by the institutions and/or companies in the sector. Remember that Figure #11 shows the results of the initial consultation on the disaggregation of employee data (yes 73.91%, no 26.09% and segregation by labor category (yes 56.52%, no 43.48), with some limitations. This is important because measuring progress in terms of gender activities is only possible if there are databases disaggregated by sex that allow companies to understand whether they are achieving their equity goals. In this sense and when changing the question, **only 47.83% of the participants collect internal information disaggregated by sex**; that is, at the level of human resources, 73.91% of the

companies have a database disaggregated by sex, but when collecting management information from institutions and/or companies, only 47.83% have the information it disaggregated by sex. It was also noted that 17.39% of the participants did not answer this question. As an example, the above is explained as follows: A company knows that it has 25 people in the main customer service office, of which 15 are men and 10 are women (human resources file); however, it does not know if women are more efficient in customer service than men, since it only collects customer service as a statistic of the number of people served per day and average time of service (management statistic not segregated by sex).

Note a huge opportunity for improvement in information management and indicators of customers and / or users, as in the case of subcontractors and suppliers.

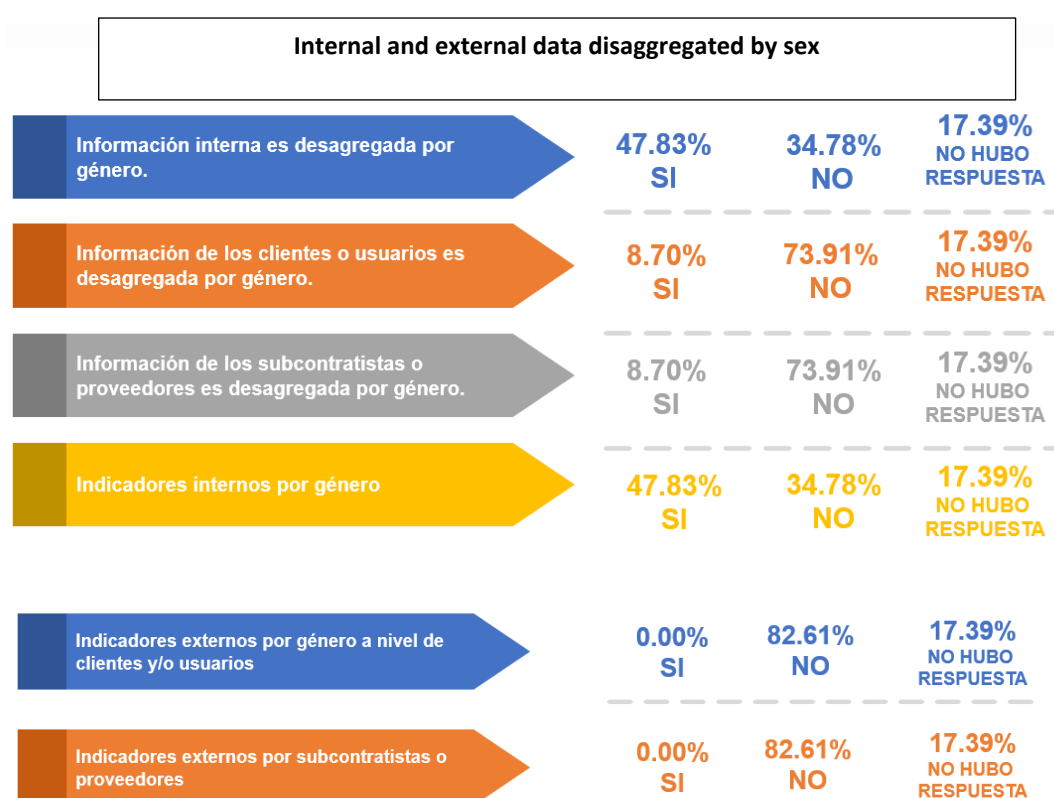


Figure #31: Internal and external data disaggregated by gender. Source: CECACIER.

Training and awareness processes for gender equity

As mentioned above, trainings to increase knowledge and awareness of gender equality and equity are tools used by the surveyed companies. For this reason, the institutions and/or companies with progress made beyond the initial level (57% of the total sample) were again consulted, and it was found that **69.23% (9 institutions and/or companies) organize gender awareness and training processes at the management and leadership level**, which tends to ensure understanding and commitment at the highest hierarchy level to the gender equality agenda. A similar number of companies, **61.54% (8 institutions and/or companies) of them, also carry out this type of gender-awareness activities at the operational level**, thus investing in a generalized dissemination of relevant information to implement gender equity activities.

While this information is encouraging, more than one-third of those working in senior management areas or in operational activities have not yet had access to training or awareness opportunities on gender equality and equity. For the future, it would be important to find incentives for the remaining companies to carry out these types of activities.

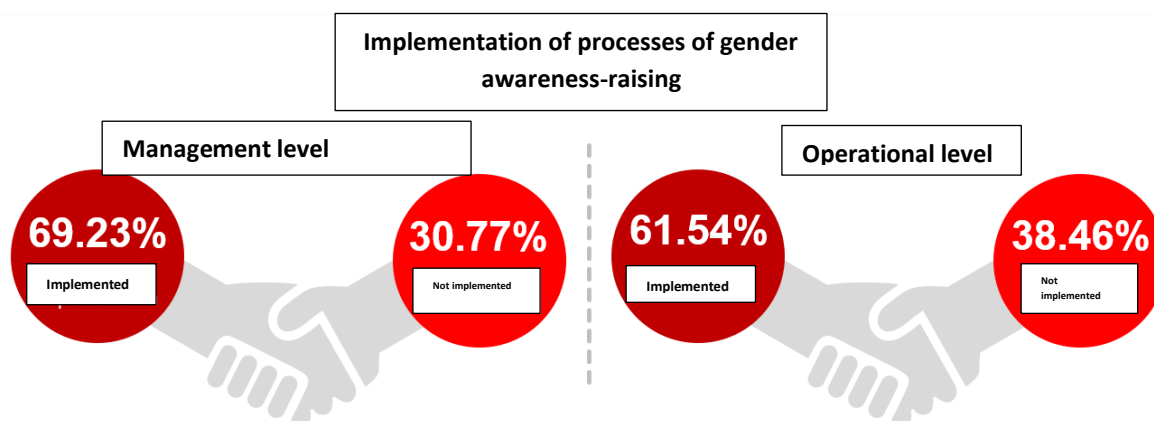


Figure #32: Detail on the implementation of gender sensitization processes Source: CECACIER.

Continuing with the analysis of information provided by the institutions and/or companies with a level of implementation higher than the initial one (57% of the total sample), the companies were asked to mention if these trainings have been used to disseminate information within the institutions and/or companies about the benefits of considering gender equity issues. A little more than half of the companies, **53.85% of them (7 institutions and/or enterprises), responded that they had used these opportunities to disseminate information on the benefits generated** (for individuals and companies) by considering gender equity in institutional policies.

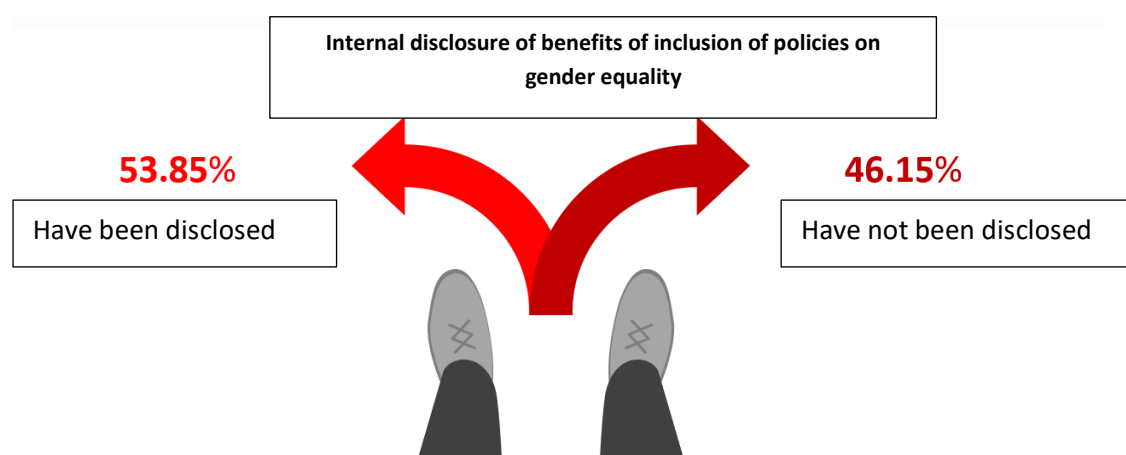


Figure #33: Internal Communication on the Benefits of Gender Inclusion Source: CECACIER.

Again, there is room for improvement with these results since there are more than 45% of the institutions and/or companies that do not internally communicate on the advantages and benefits obtained by applying gender equity policies. In other words, they are wasting opportunities to raise awareness and increase internal commitment, which must be addressed.

The next question asked was whether the institutions and/or companies worked on gender gaps using gender-responsive work methodologies¹⁴. Only 57% of the total sample (intermediate and advanced level) was consulted, with the objective of having a response from those who had already begun working on gender issues, and thus the following information was obtained:

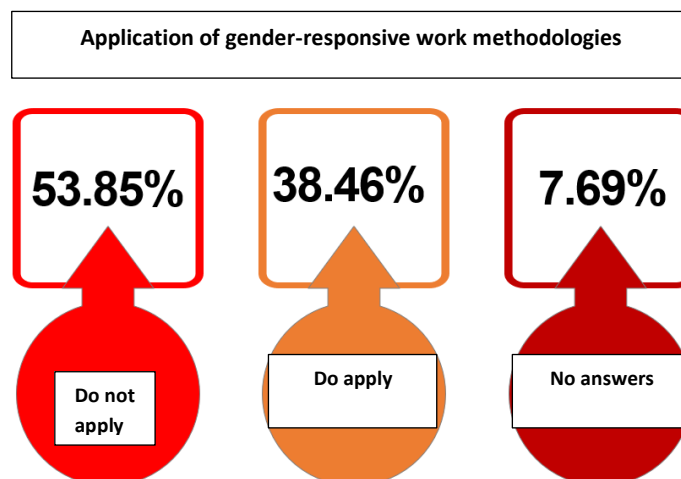


Figure #34: Application of gender-responsive work methodologies. Source: CECACIER.

Along the same lines as the previous question, we asked if gender experiences were systematized as a central axis in human resource management. The results were the following:

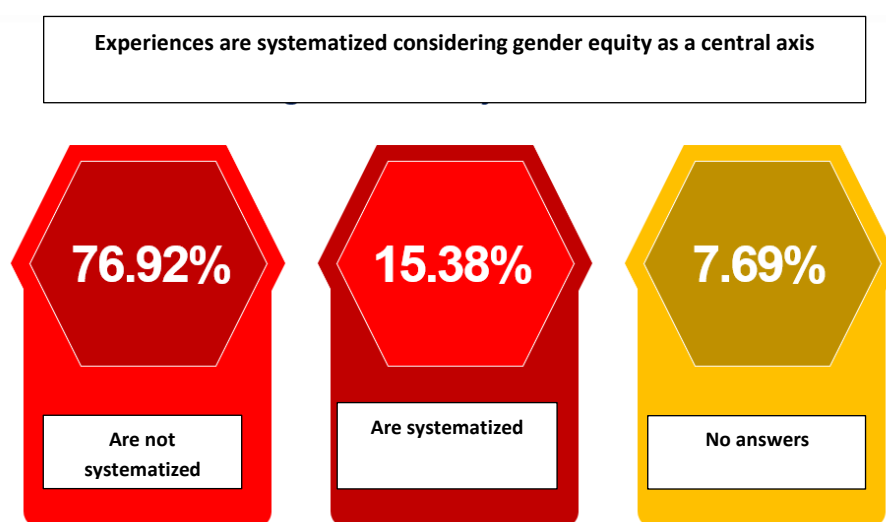


Figure #35: Systematization of experiences considering gender equity as a central axis. Source: CECACIER.

¹⁴ Gender-responsive: sensitive to gender issues

It is important to highlight another opportunity for improvement in these two aspects. There is much room for improvement in how gender gaps are addressed and how experiences in staff management are systematized. As two of the participants in this study pointed out, it is also important to consider that the sector is not centered on human beings, but on providing services that in most countries are considered essential public services; the approach has been changing only since the last 10 years.

Finally, in this section, the institutions and/or companies at the advanced level (9% of the sample or 2 companies) were consulted about the incorporation of gender mainstreaming in equality and equity policies. The response of both companies was that the topic has been included from the beginning of their policy development and that they continue to develop and consider gender mainstreaming as an integral point. The objective of this question was to verify with the leaders in the sector the relevance of always considering that gender issues should be mainstreamed into the entire organization and all its processes.

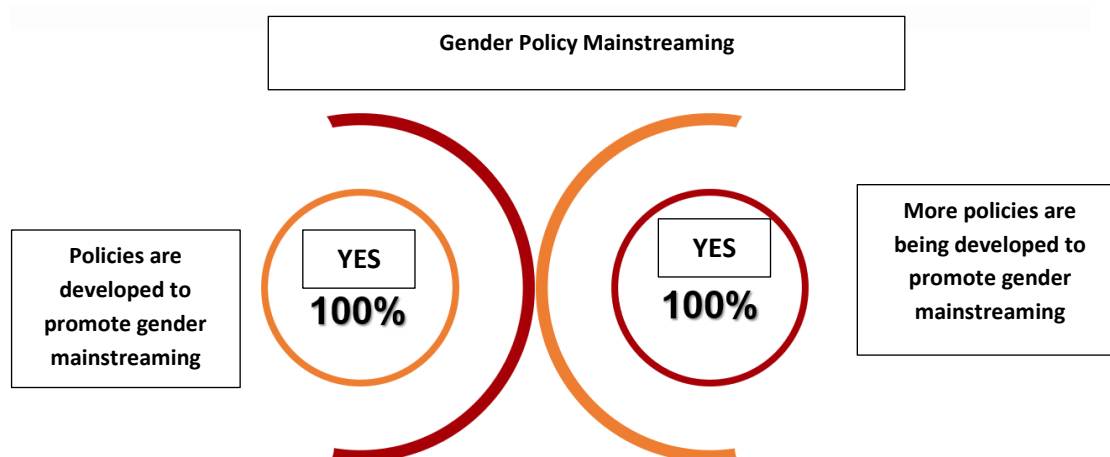


Figure #36: Gender Policy Mainstreaming. Source: CECACIER.

Institutional regulations and internal training against sexual and labor harassment

It is known that many of the institutions and/or companies in the energy sector began their journey in gender issues due to the need to address sexual harassment issues; since much of the initial national legislation on gender issues and mandatory compliance for the sector was developed on the basis of harassment and sexual harassment. Therefore, information was collected to provide a framework.



Figure #37: Protocols on sexual and/or workplace harassment. Source: CECACIER.

This analysis revealed that 84.62% of energy sector institutions have protocols against sexual and/or labor harassment. Given that sexual and labor harassment are serious problems that threaten the integrity of individuals, it is worrisome that **15.38% of the participants still do not have at least these protocols of their own due to the nature of the energy sector**. It is worth mentioning that the institutions and/or companies that do not have their own protocols clarified that it is because they apply national regulations on this issue. **It should be noted that** reporting this type of problem already carries a great emotional burden for the person making the report. The lack of institutional tools adapted to the reality of the sector to respond to this type of aggression leaves those who suffer from this abuse in a situation of defenselessness and can give, mistakenly, the signal that this type of aggression is accepted or tolerated by senior management.

The institutions and/or companies that have their own regulations against sexual and labor harassment (reference to 84.62% above), have used different tools to compile these regulations. These include the existence of policies, regulations, and codes of ethics. In addition, some companies work through specific Commissions and Committees, as shown below.

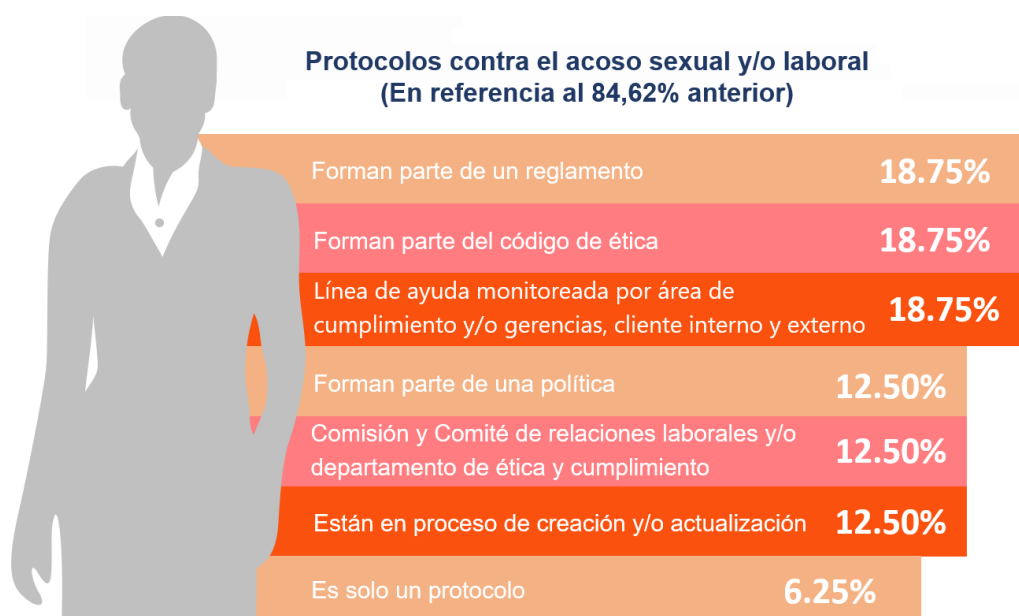


Figure #38: Detail of the type of existing regulations against sexual and/or labor harassment. Source: CECACIER.

The regulations to combat sexual and labor harassment must be known, understood and accepted by all the people who work in the institutions and/or companies, so the training and awareness processes are important tools to combat this type of aggression. The online survey reveals that 76.92% of the companies surveyed implement this type of training. Without a doubt, an improvement is identified for all those that have still implemented not these trainings.

Implementation of processes of training and education on handling sexual and workplace harassment



Figure #39: Implementation of training processes on sexual and/or labor harassment issues. Source: CECACIER.

It should be noted that although 86.62% of the participants have protocols against sexual and/or labor harassment, only 76.92% have implemented the training processes. Without a doubt an improvement is identified for all those who have not yet implemented the associated training processes. And what are these training processes (included in the 76.92%) like? In order to answer this question, the following information was obtained, in which the companies could give more than one option on how to develop their training processes:

Implementation of processes of training and education on handling sexual and workplace harassment

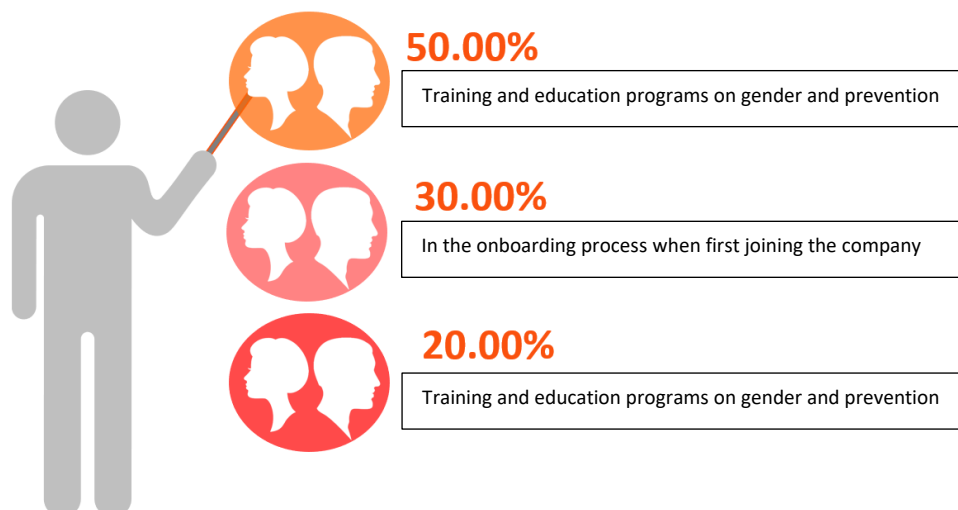


Figure #40: Training processes on gender issues. Source: CECACIER.

A really gratifying result was to know that 30% of the institutions and/or companies that have training processes, include the training on the subject of sexual and/or labor harassment in their onboarding processes. Without a doubt, this is a good practice that should be replicated in those companies who have not adopted it. It is also worth noting that 50% of those who already have implemented training processes, include gender issues and the prevention of sexual and labor harassment as part of their training program.

Summary: Actions to implement gender equity policies

1. 46.15% of the companies began their work towards gender equity through processes of awareness-raising and training to their employees and their contractors.
2. Investing in awareness-raising and training plans in conditions of equal and fair opportunities is the intervention that companies will be implementing most in the short term (25.71%).
3. The companies focus their training on senior management positions (69.2% of companies) and operating levels (61.54%) in similar proportions.
4. A great majority of companies (84.62%) have protocols against sexual and labor harassment.
5. And many of them (76.92%) carry out training and education processes on sexual and labor harassment issues.

6.5. Human resources management and gender equity

Recruitment stage

Continuing with the investigation, information was collected on the recruitment processes applied by the institutions and/or companies. Specifically, the companies were asked to share whether their processes consider meeting gender quotas, or whether they use inclusive language. In this sense, **the use of inclusive language in the drafting of recruitment job description profiles seems to be a good practice applied in the energy sector, since 39.13% of the companies report the use of this style of language.** In addition, it is interesting to recognize that **two companies (4.35%) report using inclusive language in their recruitment processes, which are coupled with the establishment of gender participation quotas.**

Some companies report that, despite their efforts, it is difficult for them to recruit women because of the shortage of women with careers relevant to the energy sector, especially in electricity. One tool that has been used in similar contexts, for example, in the production of wind turbines or in the construction of hydroelectric plants, and which has generated positive results, is to change the emphasis in the profiles for open positions, so that they do not focus only on a list of technical requirements, but rather highlight the type of skills required for the position to be filled. While this tool would not necessarily contribute to increasing the number of women engineers, it can increase women's participation in other equally important areas of the electricity sector.

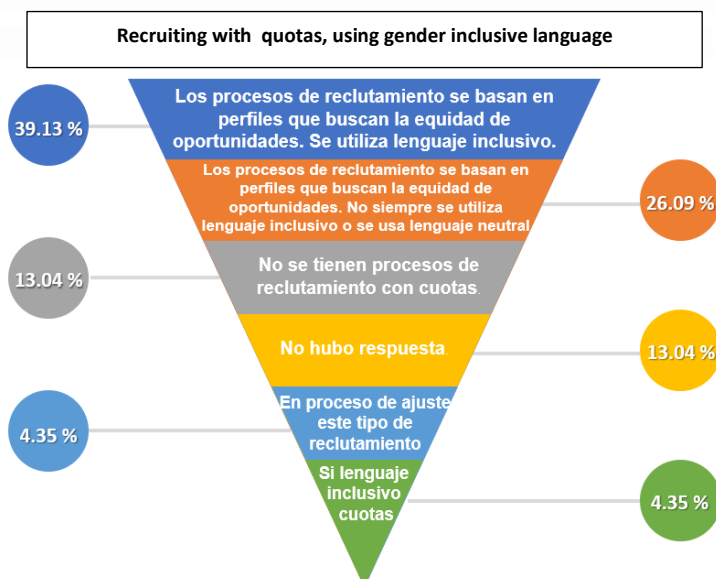


Figure #41: Detail of recruitment processes in the sector. Source: CECACIER.

Work-life balance

The difficulty of balancing professional and private life is one of the most common barriers to maintaining women's participation in any sector. Therefore, institutions and/or companies in the energy sector were consulted as to whether their human resource policies included benefits or incentives to facilitate work-life balance.

It is important to clarify that, although 100% of the companies reported having labor benefits or incentives, not all the incentives mentioned are applied by all the companies. In fact, **only maternity leave and breastfeeding leave, which are usually stipulated in national labor laws, are applied by 100% of the companies surveyed.**

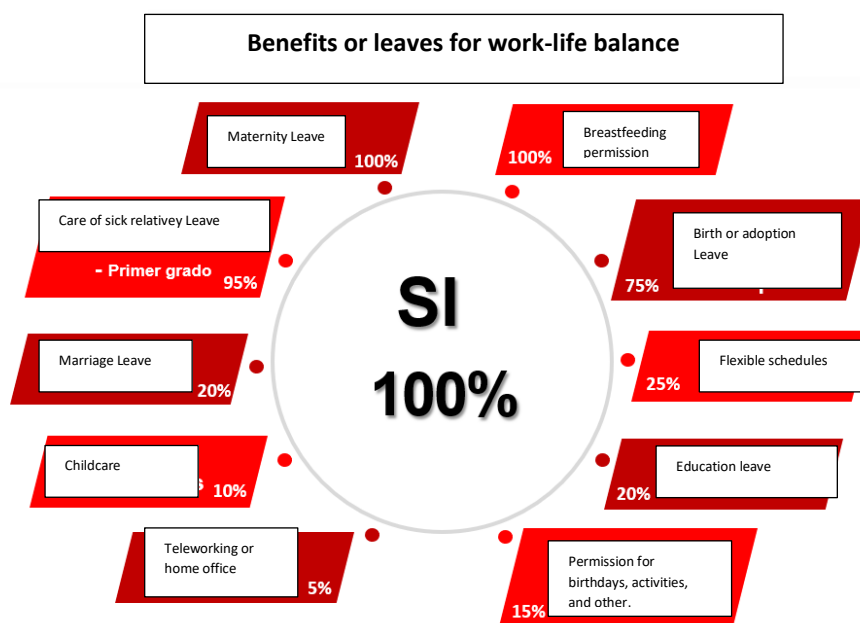


Figure #42: Existing work benefits and/or leaves in the sector's institutions and/or companies to maintain a balance between work and private life. The percentages shown indicate the number of respondents who have these benefits. Source: CECACIER.

Another important element to emphasize is that almost all companies (95%) report that they facilitate the granting of leave for the care of sick relatives (in the first degree). The percentage of companies that provide leave for the birth or adoption of an infant is also relatively high, with 75% of the companies providing this facility to their employees.

Another important point to note is that the online survey was conducted in late February and early March 2020, when the COVID-19 pandemic was just beginning. For this reason, it is possible that benefits such as access to flexible work schedules (granted by 25% of companies) and options for teleworking (5% of institutions and/or companies) will increase in the short term.

Professional growth

Another barrier that women report encountering globally is related to limited access to job growth opportunities, as well as the difficulty of combining participation in training activities with their work and family responsibilities.

According to the answers on labor benefits and permits, 20% of the companies grant permits for education activities. However, a much higher number, **82.61%**, reports promoting equal access by women and men to training activities.

An **equally** high number of companies, **73.91%**, report promoting equal participation in jobs, programs and projects.

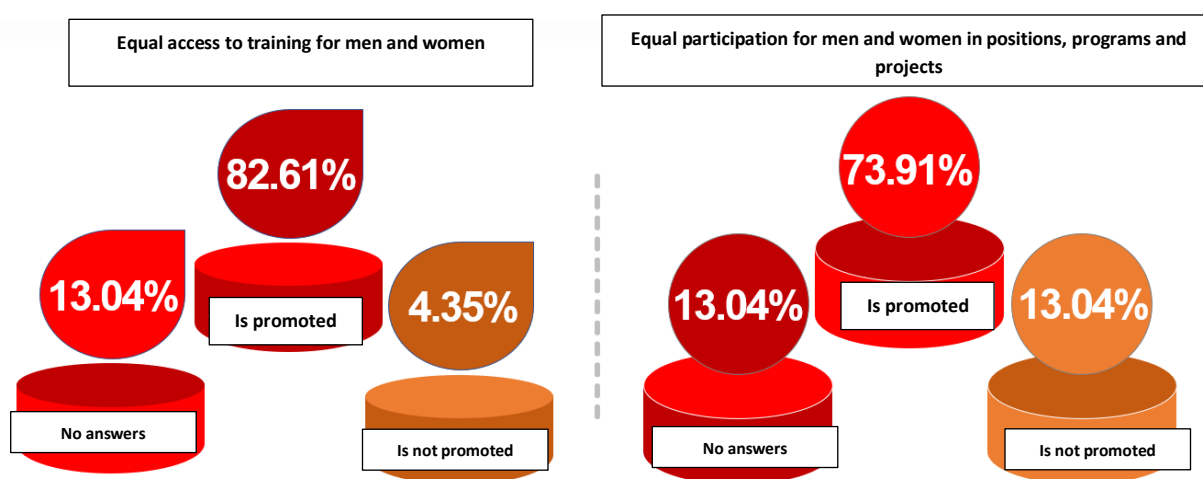


Figure #43: Detail on access and participation of men and women in trainings and in employment positions, programs and projects. Source: CECACIER.

Due to the nature of this study, it is necessary to clarify that at this stage of the research no perception surveys were conducted with women (employees or collaborators of the institutions and/or

companies in the sector), to determine whether they agree with the statements of the organizations surveyed. It is recommended that this type of exercise be carried out as part of the follow-up to this research in order to understand the degree of satisfaction expressed by women in terms of their job growth opportunities and to participate in new initiatives within the institutions and/or companies surveyed.

Some companies have commented that, in order to eliminate possible discrimination based on sex, they remove gender data and photographs of people during the employment selection processes. It is important to establish this type of practice that eliminates any trace of personal information in order to minimize the possibility that a person's hiring or promotion decision will be limited by gender stereotypes. This is reinforced by several international studies that have shown that the same curriculum is evaluated differently if attributed to a man or a woman.

It was commented in previous sections (Figure #11 and Figure #31) that some of the institutions and/or businesses do not have a record disaggregated by sex, by job category, etc., beyond their human resources departments. Following this same line, most of the companies still do not consider it relevant to keep specific data statistics because they consider that their promotion processes are not discriminatory to women. The following figure shows that only 34.78% have a record of promotions and awards disaggregated by sex:

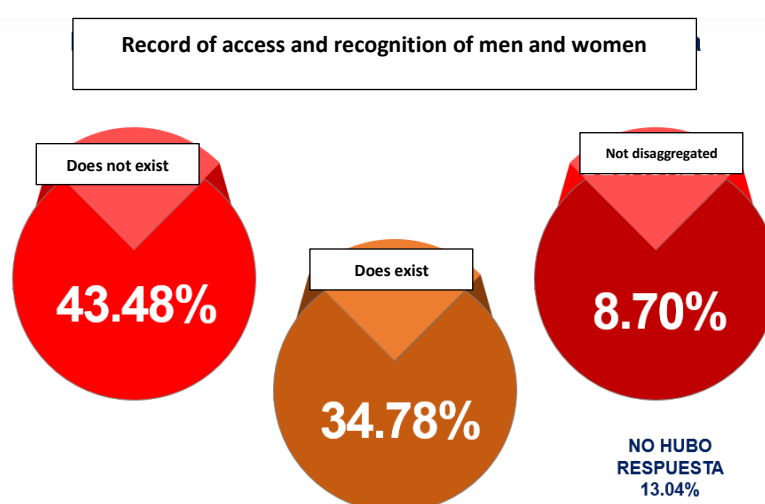


Figure #44: Detail on access and participation of men and women in training and in positions, programs and projects.

Source: CECACIER.

It is important to note that some of the companies commented that this type of data was possible to obtain since they have digital record systems of their personnel (management software). Note that 43.48% indicate that the record does not exist as such, this information is only in the individual employee files (in some cases paper records only).

It should be noted that the vast majority of energy institutions and/or companies (76.92%) report that they do not have mechanisms to identify women that have outstanding traits in the selection and promotion processes. The lack of systems that facilitate this type of identification may lead to the invisibility of these women's potential and to their not being taken into account in future job opportunities.

Selection and promotion processes do have mechanisms to identify women with outstanding traits

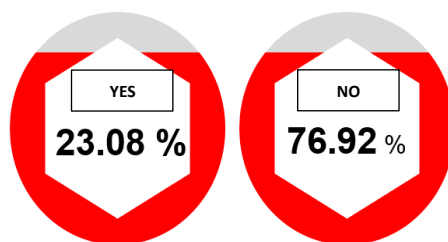


Figure #45: Identification of outstanding traits of women in selection processes. Source: CECACIER.

Retention and termination of employment

Unfortunately, and although the expectation was to obtain quite relevant information on the subject of talent retention, only 13.04% of the institutions and/or companies in the energy sector have data disaggregated by sex in this regard. Most even comment that it is not relevant for them to collect information on why people leave the company. This practice is a lost opportunity since the companies lack information related to the perception of the treatment and opportunities for personal growth that these people have received during their working relationship with the company, which could present important inputs for self-evaluation and review of human resource policies.

Record of retention rate disaggregated by gender

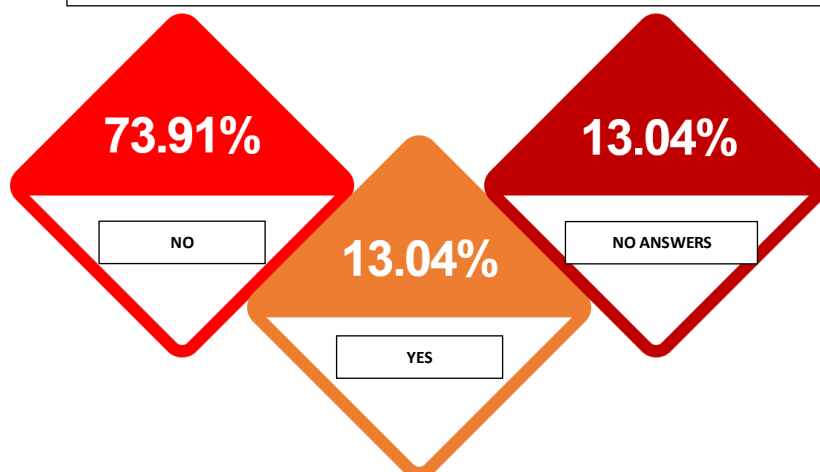


Figure #46: Record of staff retention disaggregated by gender Source: CECACIER.

Since part of the main objective of this research was to identify whether there are incentives to increase the retention of women leaders within the energy sector, the responses obtained make it clear that this type of strategy is not prevalent within the sector; they are being limited only to companies with an advanced level of implementation on gender issues.

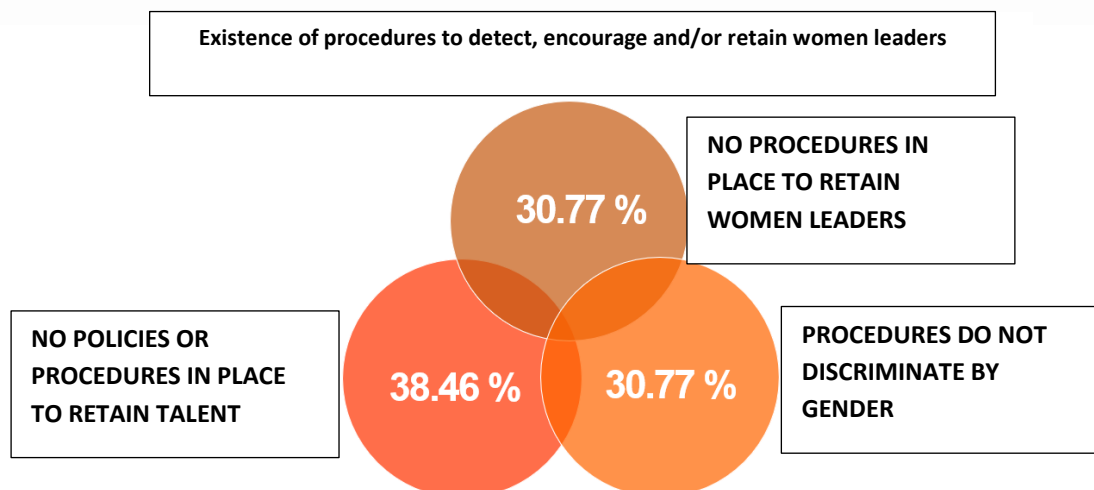


Figure #44: Existence of procedures to detect, encourage and/or retain women leaders. Source: CECACIER.

If efforts are not made to understand the satisfaction of women in the sector, they may decide to migrate to other sectors if they feel that their skills are not acknowledged by their colleagues or by company authorities.

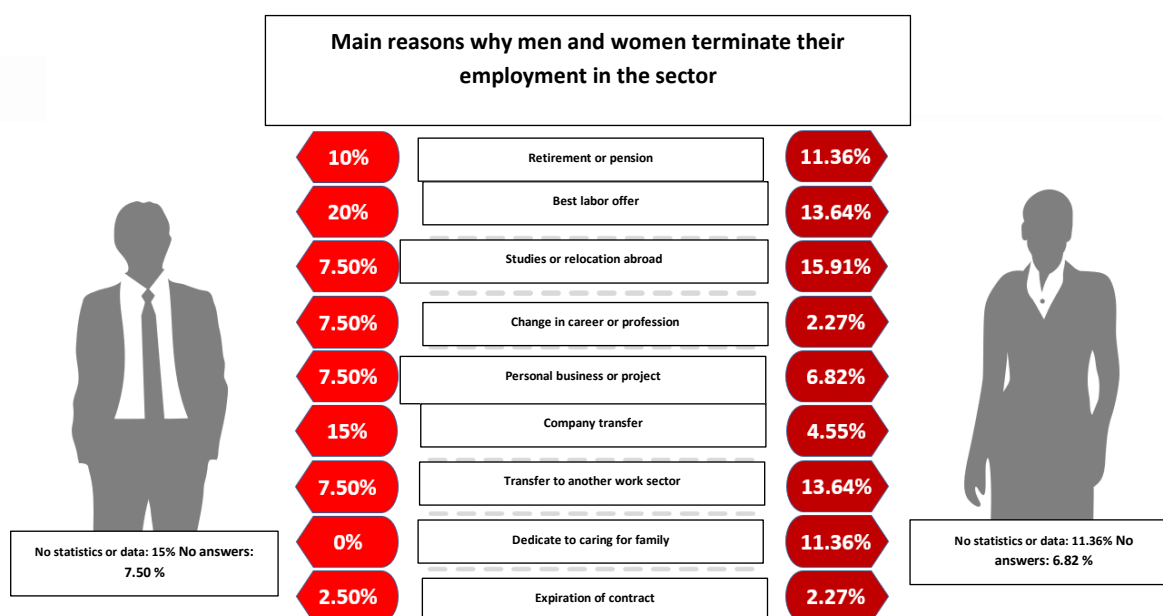


Figure #47: Reasons why men and women terminate their employment in the sector. Source: CECACIER.

It is possible to identify that the main reasons why women leave the workplace differ from the reasons why men do so. The only common issue is that of a better job offer. It can even be seen that in the case of women a very traditional role in Latin American society appears, that of devoting themselves to the family. **This is the main reason why women end their labor relationship, with 11.36% reporting this as the main reason. In contrast, leaving the workplace to devote themselves to the family is the only answer that obtains 0% when applied to men.** On a positive note, the information provided suggests that the main reason why women leave the company is related to seeking opportunities to study or relocating to work outside the country where the electricity company is located (15.91%).

Finally, and after knowing all the above, we consulted if they are taking on the task of systematizing the experience they have generated through these processes developed, for future use. Unfortunately, only 21.74% are generating this knowledge.

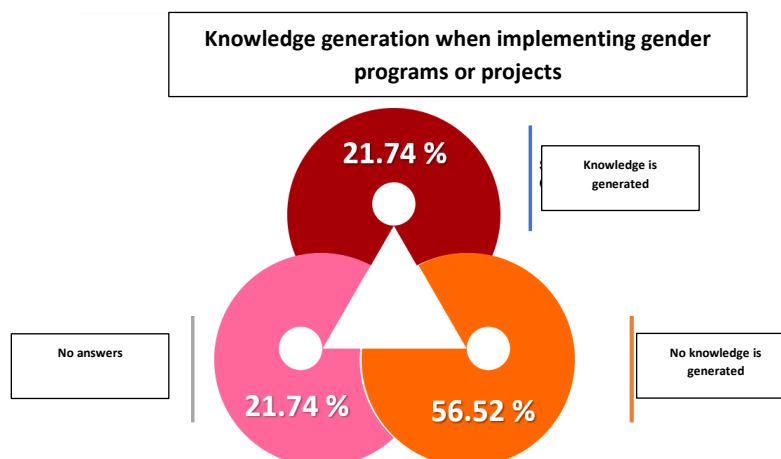


Figure #48: Knowledge generation when implementing gender programs or projects Source: CECACIER.

Summary: Human resource management and gender equity

1. Just over a third (39.4%) of companies use inclusive language in their recruitment job profiles and 4% also have quotas for female participation.
2. All companies report compliance with the maternity and breastfeeding leaves established by law, and 95% of them also recognize work leaves for the care of sick relatives.
3. 82.61% of companies report promoting equal opportunities for professional training and 73.91% report promoting equal participation in positions, programs and projects.
4. The most frequent reason why women end their relationship with the company is due to their interest in continuing their studies or relocating abroad (15.91%).
5. While 23.08% of companies report the existence of a system to identify women with outstanding traits during the recruitment selection process, this system does not seem to permeate the identification of women leaders or translate into an inventive system to retain these women leaders in the sector.
6. Women also terminate their employment relationships to devote themselves to the family (11.36%) while none of the men report terminating their employment relationships for the same reason.

6.6. Strategic planning, occupational health, work tools and infrastructure.

This section of the study conducted through the online survey was specific to the institutions and/or companies that described themselves at the intermediate or advanced levels of implementation (57% of the total sample), since it is these institutions and/or companies that, due to their progress on gender issues, could provide valuable information for the corresponding analysis. It began by

consulting whether gender equality and equity issues are currently considered as part of strategic planning, procedures, rules, personnel and salary policies, regulations and other administrative management tools. The results are shown below.

Inclusion of the gender perspective in strategic planning

This section of the study aims to assess whether the initial self-evaluation carried out by the participating institutions and/or companies was in line with their current reality. The response obtained to the previous evaluation indicates that only **61.54% of the companies (8 companies) already incorporate gender equality and equity issues within their strategic planning and within their administrative management tools**. This is congruent with the response obtained when asked if they had a plan to implement the gender equality and equity policy, where only 43.48% (figure #20, 10/23) of the companies answered that they did have such a plan. The correlation between these consultations allows us to conclude that, **of the 11 institutions that indicated that they consider themselves to be at an intermediate level, at least 5 are actually still not at that level**. It is also observed that **at least 2 of the companies that considered themselves to be at an initial level are probably at an intermediate level**.

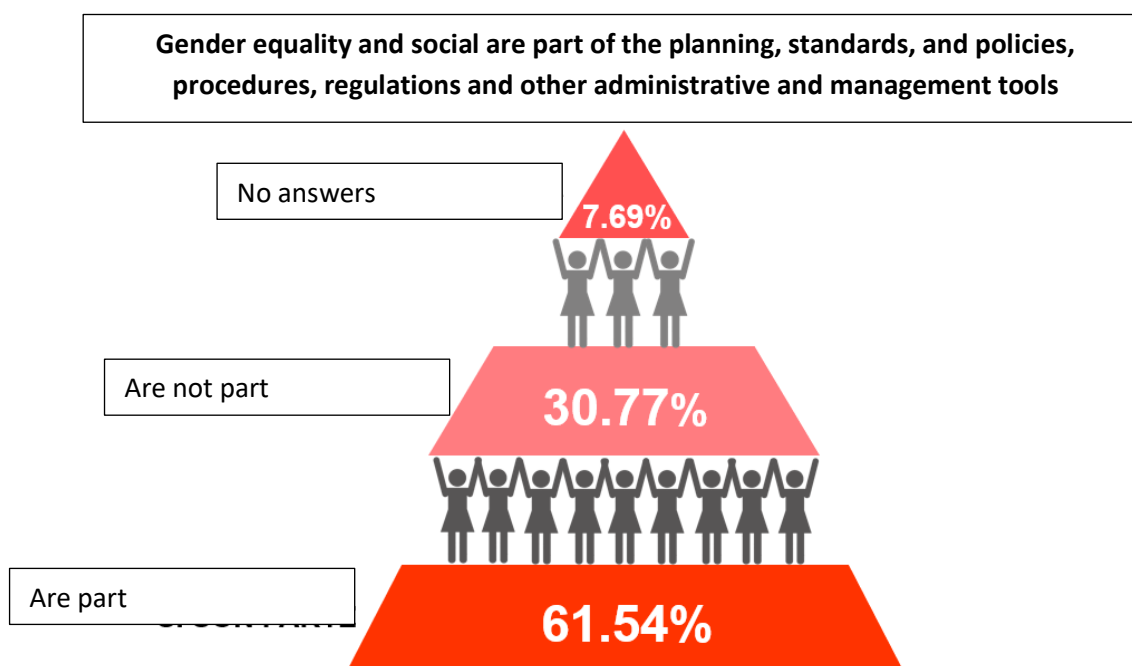


Figure #49: Incorporation of the gender perspective in the planning, regulation and administrative management of institutions and/or companies in the sector (intermediate and advanced level) Source: CECACIER.

Occupational Health and Safety

Note that the result obtained when specifically evaluating two aspects of the occupational health policy such as: 1) considering gender equity and 2) the incursion of women in non-traditional roles, the result is very similar to the previous answer. **In other words, only 61.54% (8 institutions and/or companies) include gender issues in their occupational health policies, specifically the incursion of women in non-traditional roles**. It is important to remember that only 21.74% of the total sample (Figure #12) had statistics on the participation of women in non-traditional roles.

Assessment of whether occupational health policy considers gender equity and women's entry into non-traditional roles

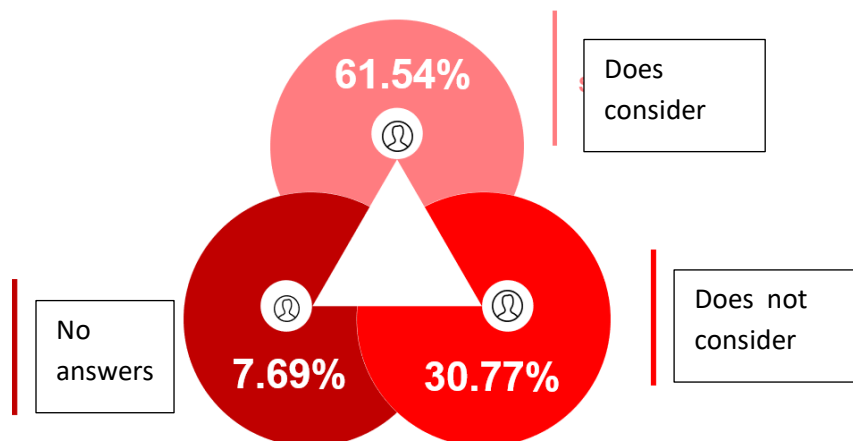


Figure #50: Assessment of whether occupational health policy considers gender equity and women's entry into non-traditional roles (intermediate and advanced level). Source: CECACIER.

Access to work tools and equipment

Research was made in order to evaluate whether employees and collaborators of the participating institutions and/or companies have equal access to tools, materials and means to facilitate their work. The data obtained indicate that 86.96% of the companies report that employees have access to tools, materials and equipment on an equal basis.

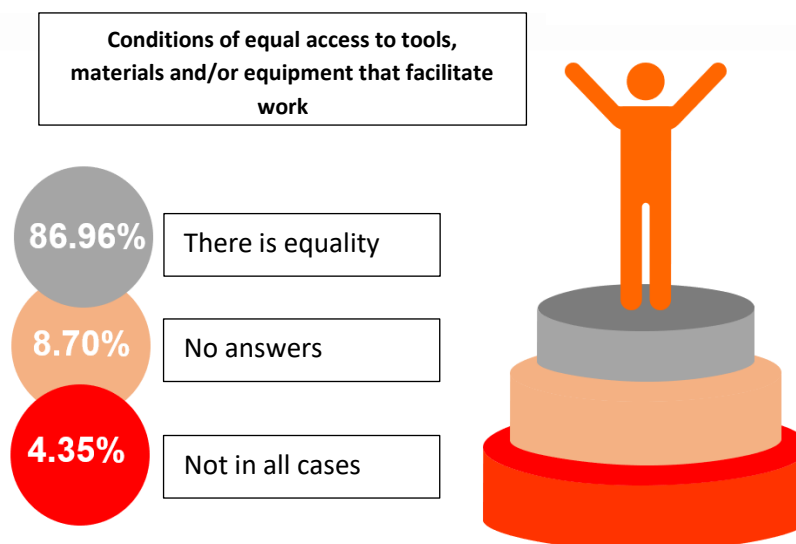


Figure #51: Conditions of equal access to tools, materials and/or equipment that facilitate work in the sector Source CECACIER.

It should be noted **that only one company in the sector (4.35%) indicated that access is not equal in all cases because gender stereotypes can lead to differences or discriminatory treatment.** Therefore, there is a large opportunity to eliminate this bad practice.

Safety and gender focus

One of the most striking responses relates to personal protection equipment. A little more than **92.31% of the companies report that they do take into consideration the special needs of women and men regarding the use and size of these equipments.** In fact, the remaining percentage is due to a participant who did not answer this particular question (it was not possible to validate this answer). This response is encouraging because although it is essential to consider anatomical differences in order to provide appropriate safety protection equipment (gloves, protective suits, shoes, helmets, etc.) this is not always the case, as these are usually designed taking into consideration the average anatomical dimensions of men. Thus, women tend to report greater vulnerabilities in their work in the sector, because the safety equipment provided to them does not normally fit their build or physical condition in case they are pregnant.

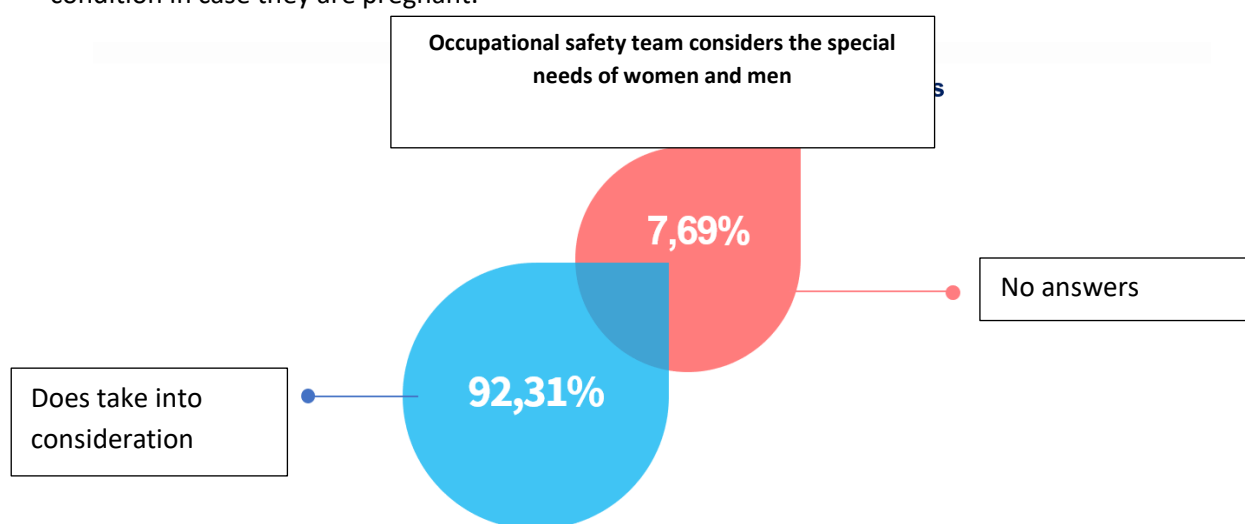


Figure #52: Assessment of whether the occupational safety team considers the special needs of women and men (intermediate and advanced level). Source: CECACIER.

There was also a question on the existence of protocols that guarantee workers' safety during field visits, avoiding situations of vulnerability. **Just over 76% of the institutions and/or companies responded positively to the existence of these fieldwork protocols.** With regard to the measures promoted in this regard, it was noted that individual accommodation is provided during field visits and that one-day visits are encouraged in order to reduce exposure to hazards when staying overnight in isolated places.

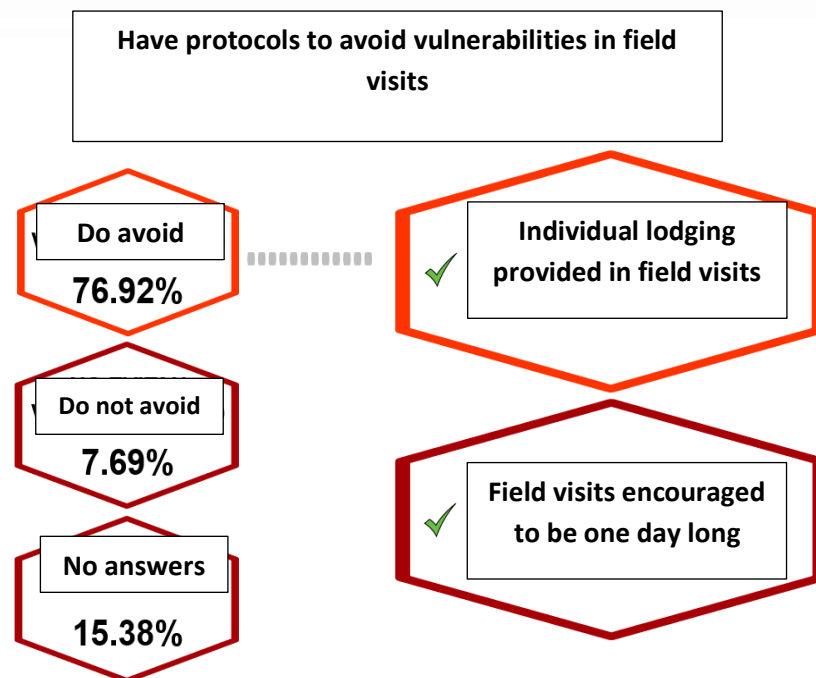


Figure #53: Existence of protocols to avoid vulnerabilities in field visits (intermediate and advanced level). Source: CECACIER.

Adequate infrastructure for women and men

Continuing with the analysis, a question was asked on whether the infrastructure of restrooms and changing rooms was adequate for women and men in all buildings and facilities of the institutions and/or companies. The objective of this question is to ensure that the existing physical spaces ensure the privacy and physical security of those who work at these companies. **The response was highly positive, with 84.62% indicating that they have separate restrooms for men and women.**

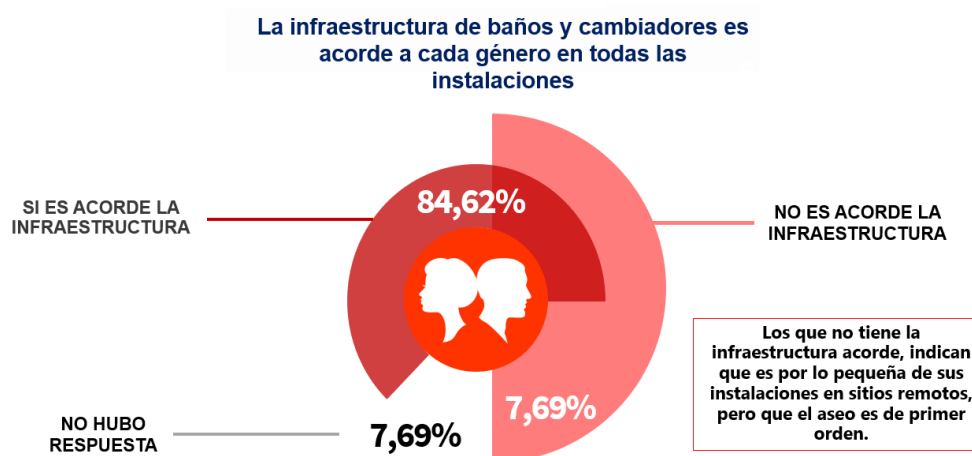


Figure #54: Restroom and changing room infrastructure according to each gender (intermediate and advanced level) Source: CECACIER.

It is important to note that the participants who indicate that they only have one restroom or changing room in some of their facilities (7.69%), clarify that this situation is due to the fact that the facilities are small and usually in remote areas or sites. However, cleanliness is mentioned as fundamental.

Actions to promote leadership do not necessarily include a gender approach

The next question asked was whether general human resource management policies include gender equality in the promotion of candidates to leadership roles. The answers obtained indicate that **82.61% of the companies report that the selection process for leadership positions is carried out without gender discrimination**, since these promotions are made considering the competencies, attitudes and skills that meet the job description previously designed for the vacant position. Companies comment that they eliminate the photograph and gender of the candidates from the suitability analysis process to eliminate the possibility of distortions.

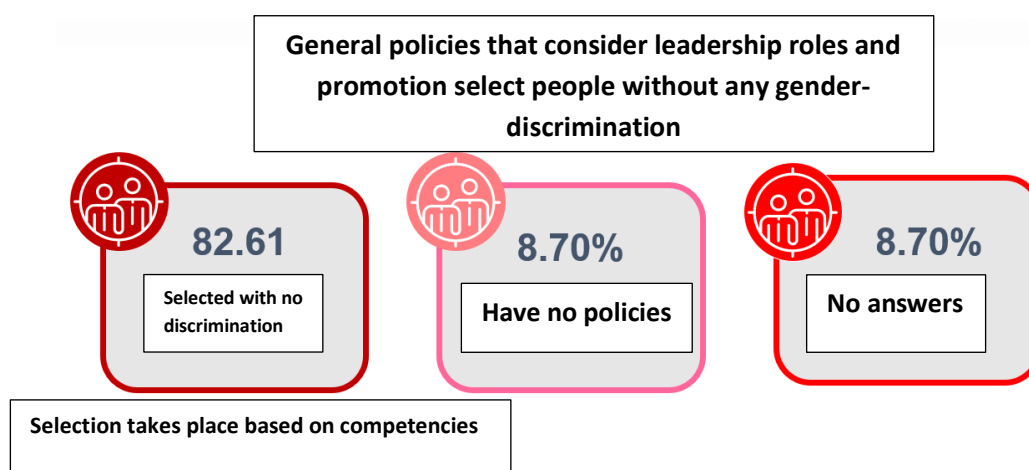


Figure #55: Selecting people without gender discrimination. Source: CECACIER.

On this point it is necessary to clarify that the present investigation did not contemplate the review of these leadership profiles. The above is mentioned because companies value the suitability for a leadership position prior to what they define as relevant for that position. **Taking into consideration that women and men have different leadership styles, it is important to understand if the profiles developed are focused on facilitating collaborative environments (characteristics considered as typically feminine) or if vertical hierarchy is promoted (characteristics considered as masculine).** It should be noted that the emphasis on skills and characteristics thus also determines the profile and may inadvertently reduce the chances of women to move into leadership positions.

Similarly, a company that would like to foster female leadership may consider facilitating various strategies, such as **creating opportunities for mentoring and building peer support networks within the company.** The use of these types of strategies has increased in recent years, and their benefits include not only increasing the confidence and leadership of the women who participate in these opportunities, but also providing them with a professional support network that they did not have before. These informal networks in turn become an important source for the exchange of ideas and identification of employment options (whether collaborative initiatives or new job opportunities). In this sense, this research identified that **at least 8.70% of the companies are investing in this type of strategies to shape the participation of women in their workforce.**

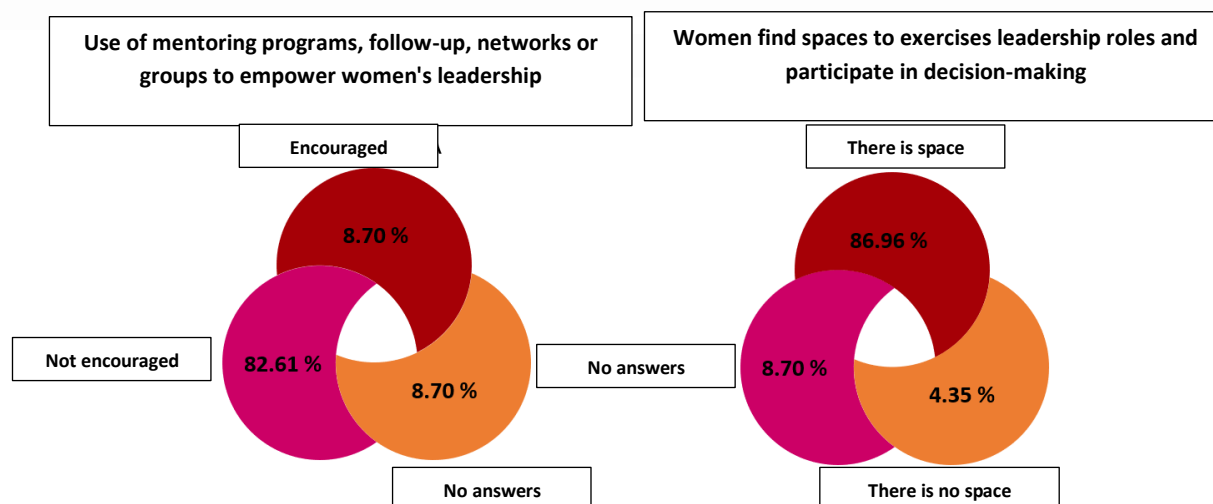


Figure #56: Use of mentoring programs, follow-up, networks or groups to empower women's leadership in the sector and real spaces that women find to exercise their leadership role in the sector. Source: CECACIER.

By initiating the assessment process specifically for women, information was collected on whether institutions or companies in the energy sector empower women's leadership. The response was that more than 82% of the institutions and/or companies do not do so. However, in contrast, when asked if women find spaces to exercise a leadership role and participate in decision making, it was found that more than 86% of the participants indicated that they did. There is an important opportunity for improvement if some resources are invested by the institutions and/or companies to strengthen the innate leadership of women in the energy sector. It is essential to point out that at this point there is a reasonable doubt as to how the processes that allow women to occupy positions of responsibility and decision-making really look like currently, if the information indicates that the institutions and/or companies invest or devote few resources to the issues of promoting women's leadership.

Continuing with the analysis on the characteristics or qualities that are present in women who have a leadership role in the sector, it is highlighted that one of the main characteristics or qualities cited by the participants refers to **agile technical mastery and experience in the labor market (14.29%)**. This shows the need to have a greater number of women with specialized and adequate training since the 3 main characteristics cited are soft skills, which are often innate in women. This analysis was carried out with the data obtained from 57% of the total sample (intermediate and advanced level), due to the lack of disaggregated information indicated above (especially at the initial level).

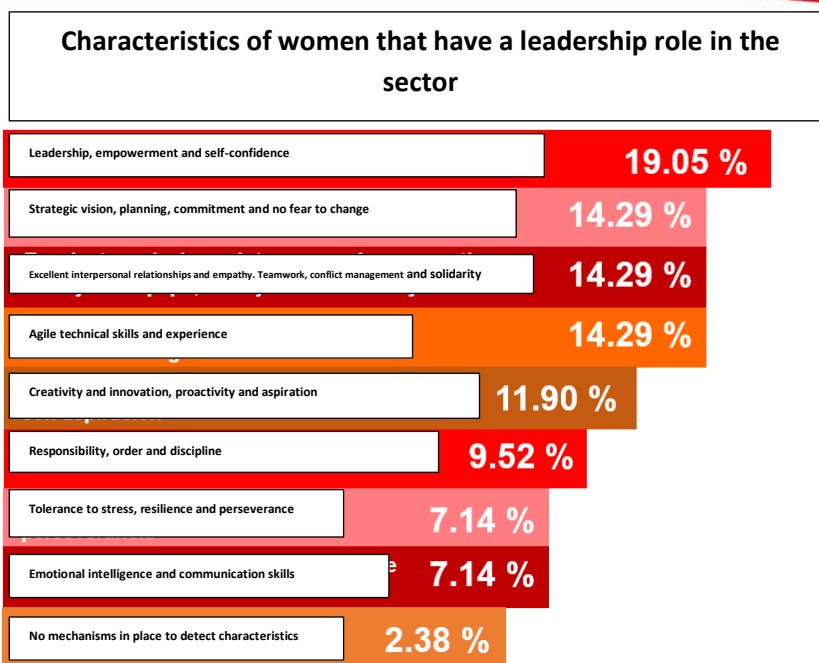


Figure #57: Leadership traits present in women with responsibility or decision-making roles in the sector. (intermediate and advanced level) Source: CECACIER.

As a way to externally assess whether institutions and/or companies in the sector are considering the equal participation of men and women in the energy transition and the digitalization of the sector (technological and innovation activities), which is part of the global trend towards industry 4.0.¹⁵ A question was asked on whether the participation of women and men is equal in technology and innovation activities. More than 76% of the companies indicated that the participation is equal for both.

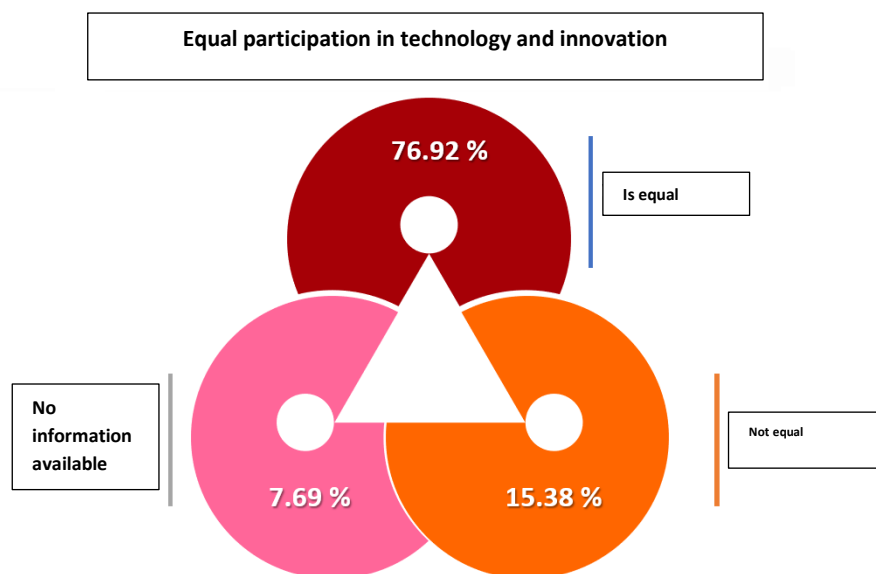


Figure #58: Leadership traits present in women with responsibility or decision-making roles in the sector. (intermediate and advanced level) Source: CECACIER.

¹⁵ DELOITTE, definition of industry 4.0 at: <https://www2.deloitte.com/es/es/pages/manufacturing/articles/que-es-la-industria-4.0.html>

It is important to note that 25.07% responded that participation is not equal or information is not available (15.38% and 7.69%). Once again, it is important to note that this type of practice means that the opportunity to take advantage of the leadership characteristics that women have and that can contribute to the energy transition and digitalization processes in the sector is lost. Therefore, it is clear that there is an important opportunity for improvement.

Finally, information was collected on the contributions that women make to innovation processes or new businesses within the sector. The most common is that women present between 1%, 3% or 5% of these initiatives, which although low, could be explained by the patterns of their participation in the sector, since women only represent 8.39% of the engineering areas and 29% of the personnel with responsibility and decision making.

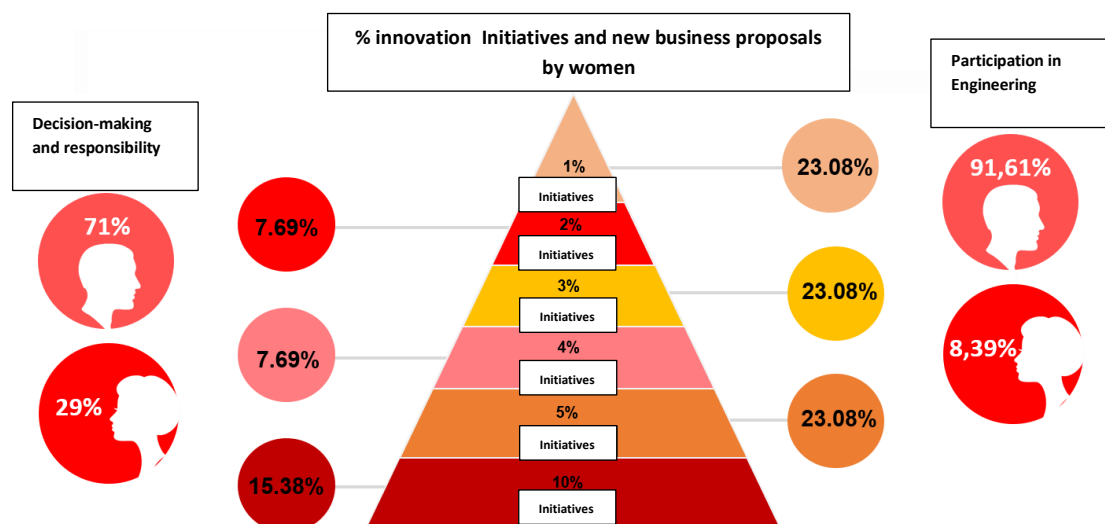


Figure #59: Percentage of innovation or new business initiatives proposed by women (intermediate and advanced level)
Source: CECACIER.

Summary: Strategic planning, human resources and leadership

1. 61.54% of companies integrate gender considerations into their strategic planning.
2. An equal number of companies include gender equity considerations in their occupational health policies.
3. 4.35% indicated that access to materials and work tools and equipment is not equal in all cases because gender stereotypes can lead to differences or discriminatory treatment. There is an opportunity to eliminate this bad practice.
4. Companies report a high level of attention to the incorporation of gender considerations in safety measures, with 92.31% of companies reporting the use of occupational safety equipment that considers the special needs of women and men and 76.92% of companies seeking strategies to reduce vulnerability during field visits.
5. A high number of companies, 84.62% have separate restrooms and changing rooms for women and men.
6. Only 8.70% of the institutions/companies surveyed invest in empowering women's leadership characteristics. However, 86.96% report that women find spaces to exercise their leadership roles and participate in decision making. To better understand the reason behind this discrepancy, it would be important to include a more detailed analysis of organizational practices and decision-making as part of a follow-up study to this baseline survey.
7. An important characteristic in women who have a leadership role is their agile technical mastery and experience in the labor market (14.29%).
8. More than 76% of the institutions/companies surveyed report that women and men participate equally in technology and innovation activities.

6.7. Gender mainstreaming in the supply of energy products and services

Gender perspective applied to the use and payment capacity of electricity

As indicated in the context section, women and men use energy differently, while they may face different barriers in wanting to ensure their access to energy. Although energy poverty is not the central topic of this research, this opportunity was taken to find out if the energy sector considers information on the needs and requirements of its clients in a sex-disaggregated manner when planning its offer of products and services.

More than **61.54% of the institutions and/or companies in the electricity sector do not consider energy needs by gender**, because electricity in particular should be a public service of universal access, that is, it should be enjoyed by all people. However, it is necessary to emphasize that, in order to ensure this universal enjoyment, it is necessary to understand the needs and uses of energy, as well as to understand the effect that gender gaps have on these barriers to accessing and sustaining the

use of electricity. For this reason, it is important to note that **23% of companies report considering these needs by gender**, specifying that they do so for products and services that go beyond the simple sale of energy (kWh). Specifically, they consider the needs for the creation of applications (App - abbreviation of application), payment channels, energy efficiency programs, and non-regulated services, among others.

It is important to mention that limiting the customer focus to the general concept of public service can have the effect of making invisible the difficulties of access and extension of distribution networks, either because of the lack of resources to afford a legal connection or because of the inability to ensure the monthly payment for this service. In this sense, it would be important to share with the energy companies, some examples that have incorporated a gender perspective to reduce their non-technical losses while ensuring safe access to the network. In Uruguay, for example, the “Canasta de Servicios” program invested in social tariffs for connection to the grid, accompanied by processes for the replacement of energy technologies and training in their efficient use, together with courses to support the management and regularity of access for these families (meter reading, bill payment, etc.).¹⁶

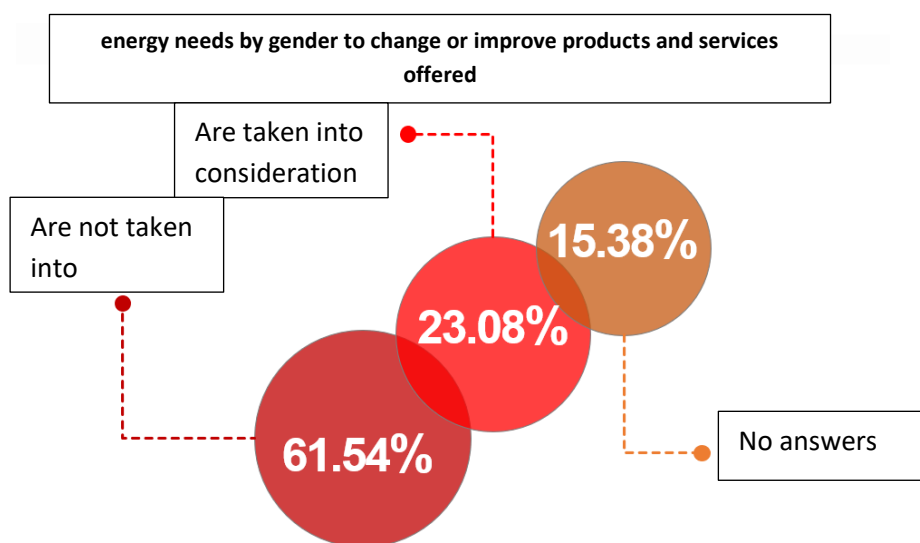


Figure #60: Consideration of energy needs by gender to change or improve products and services (intermediate and advanced level) Source: CECACIER.

Similarly to previous answers, when asked if the electricity sector takes into consideration the ability to pay of women heads of household, the general response is that it is not possible to do so in a universal public service. **Two of the companies mentioned that in order to improve the application of existing subsidies, they are working on having software and carrying out field work, so that with the use of technology and available information, it is possible to identify and focus the aid on those who really need it.**

¹⁶ ENERGY, OLAED, IUCN (2014)

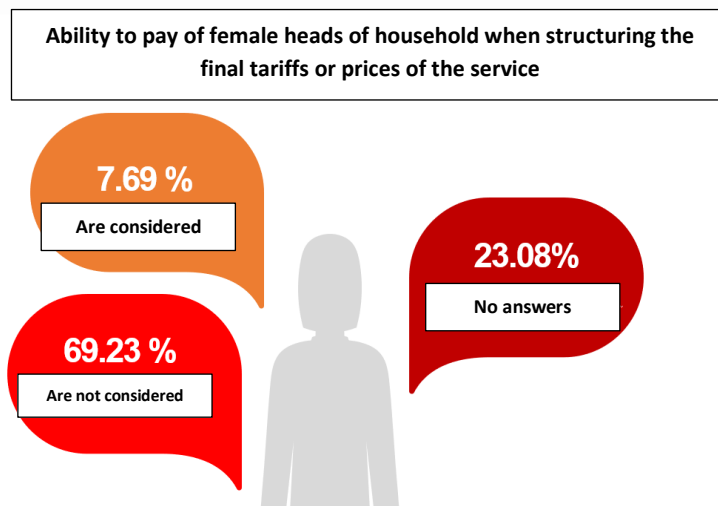


Figure #61: Considering the ability to pay of female heads of household when structuring the final tariffs or prices of the service. (intermediate and advanced level) Source: CECACIER.

Design of public lighting and rural electrification projects

As in the previous question, the issue of a universal public service does not allow for any particular consideration of the gender issues of clients and/or users. This is despite the fact that in many countries in the region there is still a large gap in achieving universal energy services.

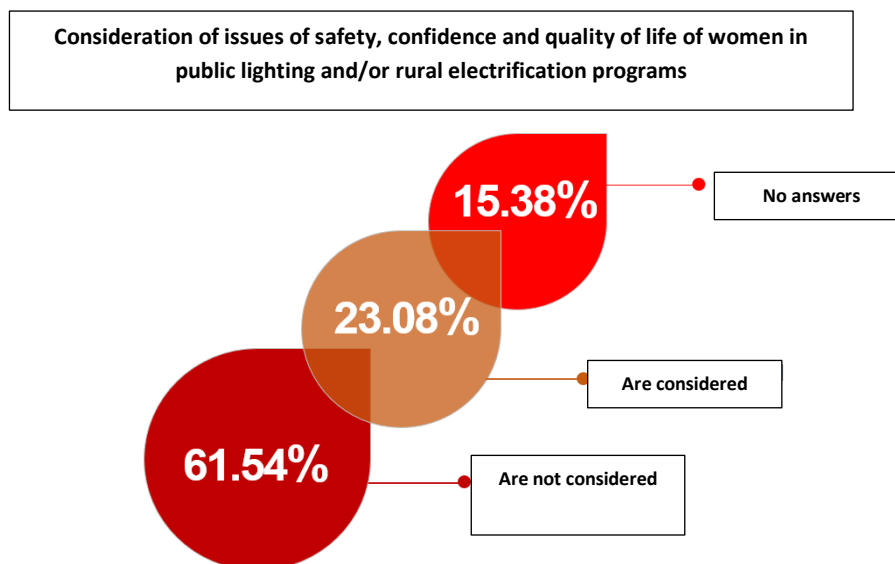


Figure #62: Consideration of issues of safety, confidence and quality of life of women in public lighting and/or rural electrification programs. (intermediate and advanced level) Source: CECACIER.

The online survey also requested information on the incorporation of the gender perspective in issues such as public lighting and rural electrification programs. Again, **23.08% of the companies commented that they do take into consideration the needs of women.** They do this in a strategic way with the objective of optimizing their investments and road map for the development of the electrical infrastructure. It should be noted that some of the rectors and public policy makers mention that they

already take these issues into consideration (Variations in rural electrification regulations, evaluation of changes in tariff schemes, among others).

Some of the companies commented that one of the barriers they encounter in incorporating a gender perspective at the public lighting level is related to the responsibility in the decision-making process of this service (where it is expanded, if investments are approved, etc.). Thus, it is the Municipalities and the Mayors' Offices who watch over this service, and they are the ones who define their priorities regarding the public lighting service, incorporating them into the specific agreements that they establish with the energy companies. Thus, the understanding of issues such as security, trust and quality of life, must be incorporated into municipal development plans, and coordinated with institutions and / or companies in the sector.

While the development of these plans is not the responsibility of the energy companies, they can use their lines of communication with the municipalities to bring the issues of gender equality and equity to the fore. An example of this is the case of PELNICA, mentioned in the context section, through which ENATREL was able to work with the municipalities to identify the priorities for access to electricity for women and men in the communities where they were to intervene, as well as to promote a better quality of life through the support to non-traditional productive initiatives for women and men.¹⁷

Corporate social responsibility with a gender perspective

When finding out about the gender focus in corporate social responsibility issues, the data obtained becomes positive since more than 53% of the institutions and/or companies in the sector do consider, support and promote women's entrepreneurship in their communities. Annex 2 makes specific reference to some particular examples.

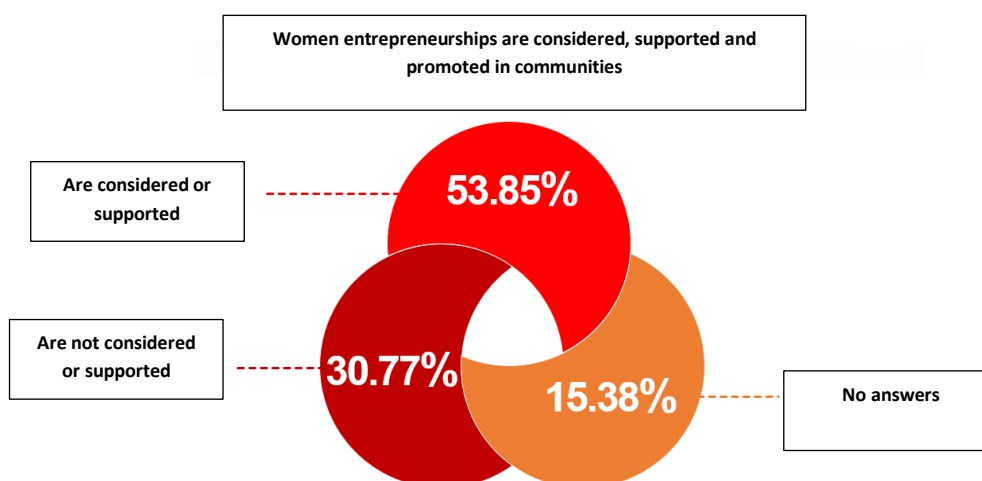


Figure #63: Support and promotion of women's entrepreneurship in the communities or hiring (intermediate and advanced level) Source: CECACIER.

¹⁷ ENATREL, ENERGIA, OLADE and IUCN (2014) Creating conditions for gender equity in public rural electrification projects: The experience of the Nicaraguan Electrification Project (PELNICA) Case study. In: <https://genderandenvironment.org/resource/creando-condiciones-para-la-equidad-de-genero-en-proyectos-publicos-de-electrificacion-rural-la-experiencia-del-proyecto-de-electrificacion-de-nicaragua-pelnica-2/>

Moving on with this analysis, we also asked whether the issue of educating women about the efficient use of electricity was being addressed, obtaining results similar to those of the previous question.

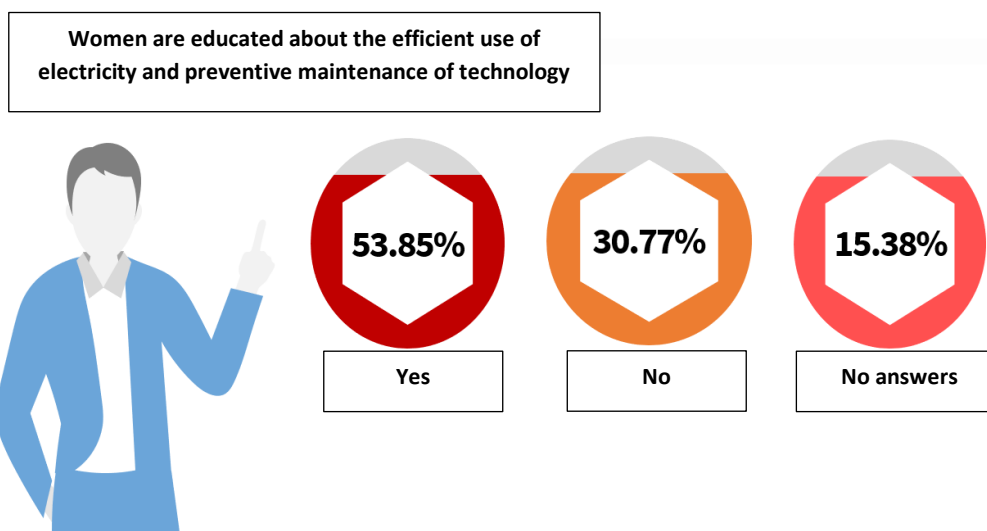


Figure #64: Women are educated about the efficient use of electricity and preventive maintenance of technology. (intermediate and advanced level) Source: CECACIER.

Summary: Gender mainstreaming in the supply products and services

1. Institutions and/or companies in the sector frame the concept of public service as a limitation to incorporate gender issues in the offering and price of their services.
2. 23.08% of companies are currently incorporating gender considerations into the modification and improvement of their energy products and services.
3. Two companies mention that they are taking into consideration the payment capacity of female-headed households in order to improve the application of existing subsidies and thus focus the assistance of these households on those who need it most.
4. 23.08% of companies incorporate the gender perspective in their public lighting and social electrification initiatives.
5. Just over half of the companies surveyed, 53.85% support and promote ventures led by women in the communities where they do business.
6. 53.85% educate women on the efficient use of electricity and preventive maintenance of technology.
7. Almost a quarter of all companies (21.74%) are collecting and using lessons learned to improve their gender mainstreaming practices in their corporate social responsibility activities.

6.8. Practices and actions to reduce discrimination and gender gaps

In this last section of the study, and again considering 100% of the sample, we proceeded to evaluate the actions, practices and measures used and applied by the institutions and/or companies in the sector, to reduce bias and discrimination. The detailed and commented information has been provided by the companies, as indicated in the limitations of this research. It was not possible to carry out a verification process to check the answers given by the institutions and/or companies of the sector.

In terms of the practices carried out, an equal number of companies (17.65%) indicate using awareness-raising processes to change the institutional culture and using selection processes based on suitability tests as tools to reduce gender discrimination. In addition, **14.71% of the companies say they carry out training processes and promote inclusive activities**. Of the practices mentioned, perhaps the most striking is that **11.76% of the companies mention goals for hiring women in certain positions in conjunction with promoting their participation in various areas of the company** (positions in operations and maintenance are mentioned, as well as compliance with quotas in management and senior positions).

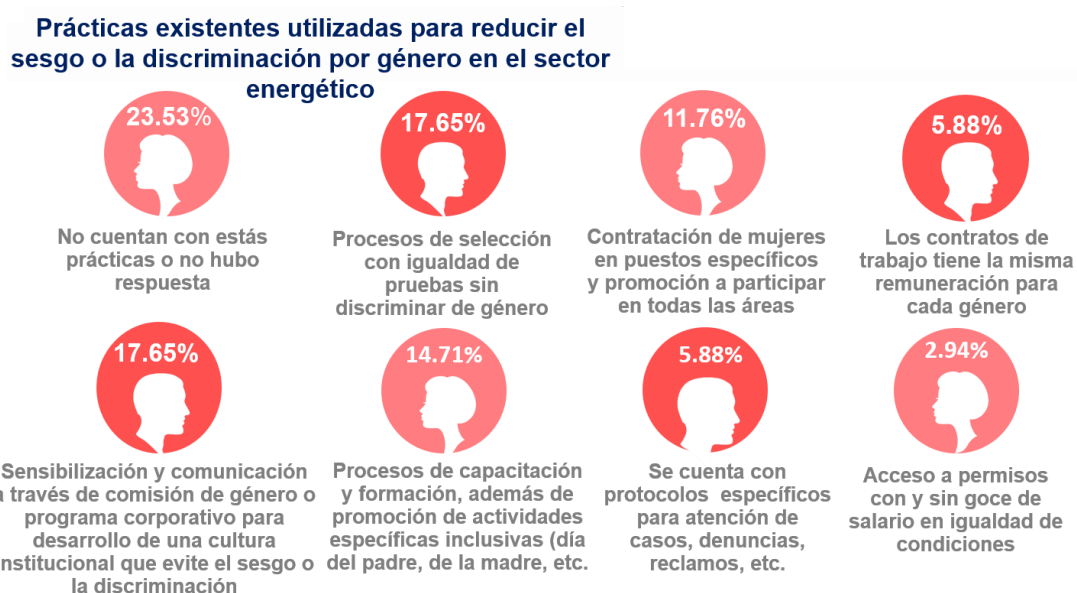


Figure #65: Practices mentioned by participants to reduce gender bias or discrimination in the sector (100% of the sample) Source: CECACIER.

The online survey also requested information from 57% of the sample (intermediate and advanced level), on whether those working in energy institutions and/or companies are encouraged to make personal commitments to gender equity. This is because a motivated person who believes in any specific topic will always work enthusiastically towards the fulfillment of goals in that specific topic (personal empowerment), with institutions and/or companies playing an important part in creating that motivation.

Staff is encouraged to adopt commitments to gender equity

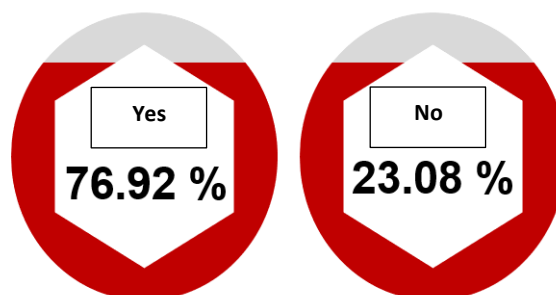


Figure #66: Institutions and/or companies in the sector motivate staff to assume commitments to gender equity as a good practice for personal empowerment in the field. (57% of the sample) Source: CECACIER.

In this sense, it is interesting to know that 76.92% (10 institutions/companies) mention implementing this good practice.

Finally, the issue of training and knowledge gaps was evaluated; in particular, how to work to reduce or eliminate them for both women and men. Again, more than 26% of the companies surveyed (21.74 have no measures + 4.35% have no need), indicate that they do not have or do not use measures to reduce or eliminate training and knowledge gaps within their staff.

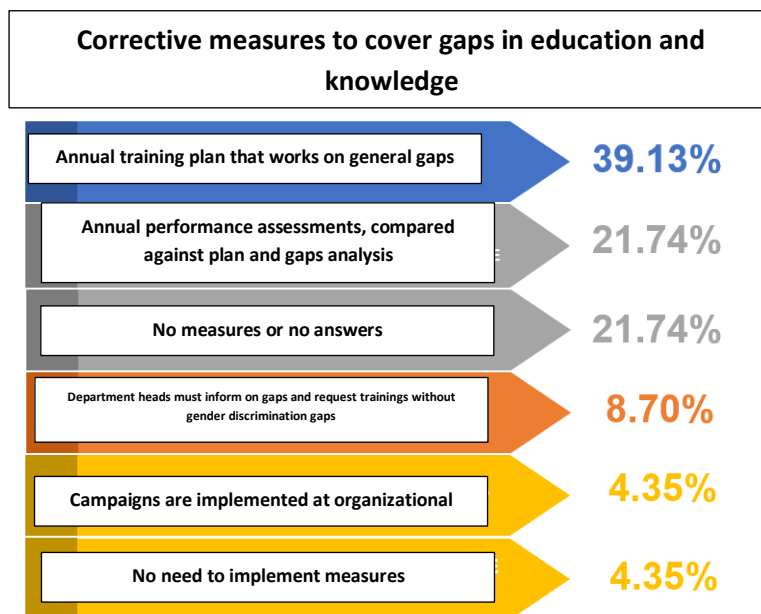


Figure #67: Corrective measures to cover training and knowledge gaps. (100% of the sample) Source: CECACIER.

It is important to note that gaps in training and knowledge can be a barrier to truly understanding gender equality and equity issues, which will limit the achievement of significant progress. We have already seen in a previous section (Figure #65), that the celebration of Mother and Father's Day is misinterpreted as an inclusive activity when it is actually the opposite, which we can easily associate with a gap in training and personal knowledge of gender issues. We recommend to the institutions and/or companies of the sector that indicate that they do not have measures or that there has not

been a need to reevaluate their criteria to do so, since this can be influenced by a gap in training or knowledge of gender issues.

Summary: Practices and actions to reduce discrimination and gender gaps

1. 11.76% of companies report hiring women in specific positions and actively promoting their participation at all levels of their business.
2. As a measure of personal empowerment, 76.92% of institutions and/or companies at the intermediate and advanced levels motivate their staff to commit to gender equity.
3. It is alarming that 26% of the institutions and/or companies indicate that they do not have measures or do not present the need to work on the training and knowledge gaps on gender issues of their staff.

7. Brief analysis of the online survey results.

Using the procedural suggestions included in "The Guide for Gender and Energy Trainers and Managers of Public Policies and Projects (OLADE, ENERGIA, IUCN, 2014)", CECACIER proceeded to implement the analysis of strengths, opportunities, weaknesses and threats (SWOT) as a tool for validation and evaluation of the institutions and/or companies of the energy sector in the region, in terms of the incorporation of gender considerations in their institutional processes.

The results of this analysis carried out by the team are shown in the table below:

Análisis Interno

MATRIZ FODA	
FORTALEZAS	OPORTUNIDADES
1. Más del 91% de las instituciones y/o empresas reconocen y aplican la normativa específicas (normativa país o internacional), en temas de género.	1. En el 95% de los país existen intancias gubernamentales u organizaciones que apoyan los temas de equidad de género. Menos del 48% de las instituciones y/o empresas del sector tienen convenios, alianza o utilizan estos apoyos.
2. Un porcentaje importante de las empresas reporta utilizar prácticas no discriminatorias en procesos de reclutamiento, selección y ascensos. Incluso se busca el aplicar siempre buenas prácticas para reducir el sesgo o la discriminación por género.	2. Establecer convenios o programas de formación especializada para mujeres dentro del sector energético en conjunto con las instituciones académicas y de política laboral, es una oportunidad poco explorada. Motivación de estudiantes.
3. La alta gerencia se encuentra comprometida en más de un 82% , y las áreas técnicas en más de un 73% con los temas de género. Además se realizan campañas de sensibilización en más del 60% de las insituciones y/o empresas del sector energético.	3. Posibilidad de intercambio de mejores prácticas y experiencias con sectores y organizaciones más avanzados en temas de igualdad de género.
4. En terminos relativos a su participación en el sector (26% Mujeres y 74% Hombres), las mujeres (5,21%) tienen mayor participación en cargos con responsabilidad en la línea de los negocios que los hombres (4,39%).	4. Solo un 53% de las instituciones y/o empresas trabajan para educar a las mujeres sobre el uso eficiente de la energía y de la tecnología. Esto puede ampliarse mediante convenios.
5. Un 23% de las instituciones y/o empresas ya esta considerando las necesidades energéticas específicas de las mujeres para mejorar su servicio y productos (uso de la tecnología). Esto es rescatable ya que el sector energético es un sector muy clásico en su forma de trabajo.	5. Organismos nacionales e internacionales tienen una oportunidad de influir fuertemente para que el sector energético avance en temas de genero gracias a la transición energética y la incorporación de redes inteligentes.
6. Más de un 52% de las instituciones y/o empresas apoyan y promueven los emprendimientos de las mujeres en las comunidades.	5. En un 23,08% de las encuestadas se indica que la participación de las mujeres y de los hombres no es igualitaria en actividades de tecnología e innovación. Exite una oportunidad de mejora de cara a la industria 4.0.
7. La política de seguridad ocupacional de más del 61% de las instituciones y/o empresas considera la equidad de género y la incursión de las mujeres en roles no tradicionales.	7. Un 38,46% de las instituciones y/o empresas no integra aún las condiciones de género en su planificación estratégica.
8. En más del 86% de las instituciones y/o empresas existe igualdad de condiciones para el acceso a herramientas, materiales y medios que facilitan el trabajo.	8. Solo un 8,70% de las instituciones y/o empresas del sector invierten en potencializar las características de liderazgo de las mujeres.
DEBILIDADES	AMENAZAS
1. Solo un 21% de las instituciones y/o empresas tienen políticas propias sobre temas de género. Además solo un 43% tiene planes para implementar sus políticas en el corto plazo.	1. Imposibilidad material de corto plazo para cumplir con políticas de paridad o metas de aumento del porcentaje de participación de mujeres debido a escasez de profesionales con especialidades afines.
2. La cantidad de mujeres dentro del sector energético en promedio es del 26% . En los entes rectores y organismos reguladores su participación aumenta pero no supera el 47% de participación laboral.	2. En el mercado laboral hay poca mujeres con especialidades afines al sector energético. El número se reduce aún más cuando se requieren ingenierías especializadas (Ing. Eléctrica, Ing. Mecánica, etc.), lo que crea faltantes incluso al considerar a los hombres.
3. La mayoría de la instituciones y/o empresas del sector energético considera que en temas de género el trabajar la discriminación y el sesgo es suficiente. No tienen claro aún el concepto de equidad.	3. Aún existen estereotipos y resistencia respecto al rol de las mujeres en la ingeniería (áreas técnicas), en un sector considerado masculino por su carácter técnico y especializado.
4. Los procesos de reclutamiento, selección y ascensos no generan datos relevantes sobre liderazgo y otros rasgos deseable para potenciar al personal clave en el sector energético. El 73% no tiene registro de retención de talento.	4. Las mujeres dejan de laborar en las instituciones y/o empresas del sector energetico principalmente por: a) Continuar su formación (15,91%), b) Mejor oferta laboral (13,64%), c) Cambio de sector laboral (13,64%), fuera del sector energético y d) Dedicarse a la familia (11,36%).
5. La información interna solo se desagrega por género en un 45% de las instituciones y/o empresas. En cuanto a la información de clientes y/o usuarios solo el 9% tiene esta información segregada.	5. Debido a que el servicio de alumbrado público es un servicio Municipal o de la Alcaldía, contratado a las empresas del sector eléctrico, es complicado el gestionar las necesidades de las mujeres (calidad de vida y seguridad principalmente). Sus prioridades son competencia Municipal.
6. Solo el 22% de la instituciones y/o empresas del sector generan conocimiento al implementar programas o proyectos de género para uso futuro.	6. El sector energético no esta tomando en cuenta la diversidad y ni siquiera identifica formalmente a los trabajadores que podrian tener una condición diversa - LTBGQ.
7. Solo un 30% de las instituciones y/o empresas cuenta con un presupuesto anual para invertir y apoyar el avance de los temas de género.	7. La definición clásica del servicio público universal, limita la visión y la acción de las instituciones y/o empresas del sector energético en cuanto a mejorar los productos, servicios y sus tarifas considerando la temática de género.

Análisis Externo

Figure #68: Results matrix of applied SWOT analysis. Source: CECACIER.

As a general summary, we can conclude that the energy sector in the region has started the path towards the incorporation of gender issues. The fact that this is happening in a sector traditionally known to be “male-centric”, is a great step forward. However, given the results of this study, we can conclude that the baseline for the region's energy sector in 2020 is:

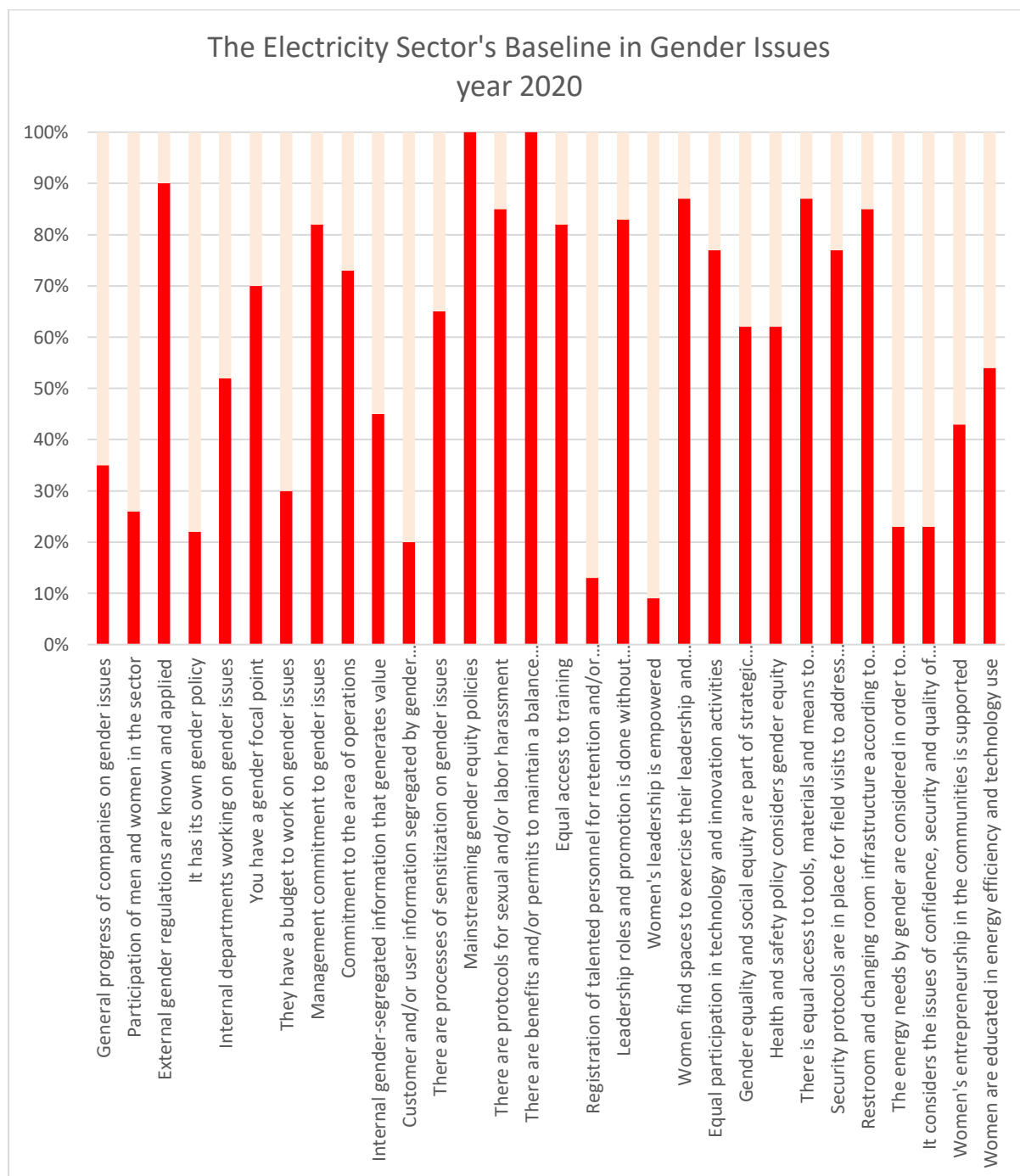


Figure #69: Baseline of the electricity sector on gender issues in 2020. Source: CECACIER.

The application of the online survey has identified a high degree of commitment from a large part of the hierarchical structures of the institutions and/or companies in the sector to achieve the

transformation in terms of gender equality and women's participation. However, an additional effort is still needed to adequately include the concept of gender equity in the daily practices of companies, especially in the processes of recruitment, selection and promotion.

Another relevant element is that the institutions and/or companies of the sector must act in a purposeful way with young people at the level of high schools if they want more women to get involved in the energy sector, especially by motivating teenagers to participate in STEM careers. This is because there is still a strong barrier and many stereotypes that keep women away from specialized engineering careers.

On the other hand, the access to energy, especially electricity from renewable sources, transforms people's lives in many ways since it not only gives them the opportunity to increase the level of comfort in their lives, but also allows them to use that energy for productive activities of multiple kinds. Given the above, it becomes fundamental to think that the energy service must change its historical approach aimed at bringing to 100% of the population a universal service that will provide volumetric access to energy.

With the application of the online survey it was possible to confirm that the institutions of the energy sector are beginning to move away from the classic model that considers access to energy as a gender-neutral issue. An example of this is that already 35% of them (10% are at an advanced level and 25% at an intermediate level) are making strong progress in including gender issues in their internal and external work so that the energy service has a differentiated human face in accordance with the particular needs of each gender.

Finally, it is recommended that this study be updated at least every three years in order to identify opportunities for improvement after this baseline has been established.

8. CONCLUSIONS.

The institutions and/or companies in the energy sector have an increasingly competitive and challenging environment, so those institutions and/or companies in the sector that truly consider gender issues as a strategic advantage will be able to consolidate their leadership positions. For this to become a reality, it is necessary that the authorities make this a priority which will allow them to create the mechanisms for inclusion and equal opportunities as part of the organizational culture.

Gender equality, along with a wider distribution of the benefits of energy transformation towards industry 4.0, are essential to achieve positive social and economic development results. Women provide valuable perspectives on key decisions in order to achieve this development: from investment priorities, to project design in the energy sector. Therefore, increasing women's participation in the sector is seen as an option to strengthen their competitiveness.

This study compiles, for the first time in the region, statistical data on the participation of women and men in the sector, as well as on the practices and internal regulatory frameworks of companies in pursuit of gender equity. This collection is important because this information is generally not collected as a priority within the energy sector.

From the information collected, it is concluded that:

- ✓ Most of authorities and personnel of the institutions and/or companies in the energy sector in the region are strongly committed to gender equity issues.
- ✓ In spite of not having specific budgets to work on gender issues, in the region more than 35% of the institutions and/or companies are at an intermediate level of implementation.
- ✓ In general, the sector is quite inclusive and provides equal opportunities to both genders.
- ✓ It is imperative to work to clarify the term equity in the recruitment, selection and promotion processes within the sector. When using the concept of “elimination of discrimination and bias”, equity among people is not considered.
- ✓ The energy sector must be purposeful and reach out to technical training centers and related education institutions communicating their needs for professionals and specialized technicians (women in particular), in order to comply with their policies of parity and increased female participation in the sector.

Furthermore, the issue of gender equality is not only limited to the work that the companies in the energy sector do, (the electrification of households, especially in rural areas), but it can facilitate the development of women's entrepreneurship and increase household income levels. The access to electricity enables women to:

- Reduce the hours dedicated to housework and allocate that time to other productive activities.
- Extend their work day by allowing them to be able to work in the evening.
- Buying electrical appliances, such as refrigerators or irons, which improve the quantity and quality of the work they do.
- To promote the creation of businesses by women.

In the electrification processes it is important that electric companies include capacity building through training in the skills related to the productive uses of energy in their enterprises to increase livelihood opportunities, allowing these women to access non-traditional sectors.

In this sense, the present analysis:

- ✓ Showed that the companies that surpassed the initial level are evaluating the classic service of access to energy in a volumetric way in order to adapt it with the help of technology, to the needs and requirements of their clients, taking into consideration gender issues. However, the definition of “universal public service” is an obstacle to be overcome.

9. KEY CHALLENGES FOR COMPANIES IN THE ENERGY SECTOR.

- ✓ To increase women's participation in the region's energy sector, it is necessary to understand not only the evidence, but also the barriers women face in joining and remaining in the sector.
- ✓ Gender analyses need to be conducted periodically in energy companies to understand the barriers they face and identify possible solutions. In turn, these studies will make it possible to analyze the progress of this issue in the sector.
- ✓ Gender stereotypes that prevent girls from being encouraged to participate in activities that would increase their options for joining science, technology, engineering, and math (STEM) studies, which are essential for future application to professional positions in the energy sector, must be eliminated from an early age.
- ✓ The energy sector must create and maintain appropriate work environments for women, where they are allowed to participate and have access to technical knowledge and resources. In addition, it is important that they are provided with adequate mentors and working arrangements for greater impact.
- ✓ Changing the organizational culture to maintain gender equality practices requires time in order to be able to demonstrate the results. The support from the leadership team of the energy companies is critical.

10.RECOMMENDATIONS FOR COMPANIES IN THE ENERGY SECTOR.

To address gender strengths and opportunities in energy companies, these must comply with recommendations based on accepted best practices and lessons learned from each of the sector's efforts.

- ✓ The first step for energy companies is to define their gender equality policies, as shown by some of them in this study.
- ✓ Including gender issues into recruitment policies can help increase women's participation in the energy sector.
- ✓ Human resource policies should foster a supportive environment that allows women to enter the energy sector. Energy companies can work towards gender equality by reviewing human resource policies and participating in initiatives that address gender gaps. Gender-sensitive measures can lead to a significant increase in women's participation within the sector.
- ✓ Development of technical-professional capacities within energy companies, where professional training programs support women who work as specialized technicians in the energy sector. This would allow women to develop in their professional careers and also to stay within the company.
- ✓ Companies in the sector must encourage technical and engineering staff to achieve the sensitivity and understanding regarding the need to implement the organization's strategies in a gender-sensitive manner.
- ✓ Conduct consultations with women and men in the communities that are benefiting from electrification to capture their perspectives and enhance opportunities for the development of businesses that use energy productively.

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12. APPENDIX #1: Online Survey.

Contact information

- 12.1. Name of participant.
- 12.2. E-mail.
- 12.3. Phone number.
- 12.4. Name of the institution or company.
- 12.5. Country
- 12.6. Position in the institution or company.

Self-evaluation

Please take into consideration the following concepts:

Gender: Refers to all the roles, responsibilities, identity, characteristics that a society gives to men and women.

Gender Equality: The position that both men and women are equal and have the same rights, responsibilities and opportunities.

Gender Equity: Application of deliberate actions that correct disadvantages and eliminate inequalities arising from differences (age, ethnicity, opportunity, rights discrimination, etc.). The ultimate purpose of gender equity is to achieve equality.

Initial: Those institutions or companies in which gender issues are just starting in its discussion and penetration. No specific initiative has been identified yet, but there are already leaders in place that support the topic. In some cases, it is part of a directive or guideline from the management side.

Intermediate: Those institutions or companies in which there are already specific and identifiable initiatives on gender issues (they can be internal or external). Normally, there is already an internal training program which advances the objective of giving a dimension and space to gender issues, or initiatives have been developed with civil society to empower and generate development by taking advantage of electrical energy, its materials, or associated requirements (contracting, etc.).

Advanced: Those institutions or companies where internal policies have already been implemented to guarantee gender equity in their staff, ensuring gender equality. However, this has not yet permeated into the areas of gender and energy.

Transcendent: They are defined as those companies that already have and execute internal gender equity policies, but that also extend these policies to civil society, generating economic development thanks to issues related to gender and energy.

- 12.7. Based on the concepts defined above, define the level your company is at in gender issues:
 - a) Initial

- b) Intermediate
- c) Advanced
- d) Transcendent.

Category #1 - Organization and Organizational Culture

Questions for the INITIAL level and onwards

8. What is the total number of employees in your company or institution?
9. How many of your employees are women?
10. How many of your employees are men?
11. Are there people in the company whose identity is not reflected by the woman-men binomial? If so, how many people are there?
12. Does the company or institution have updated data on its staff, disaggregated by gender, for professional, technical and unskilled staff?
13. Do you have employee data detailed by degree of training and specialization, years of experience and permanence within the sector?
14. How many women are in professional positions in the areas of engineering within your company or institution?
15. Based on the above question, what is the number of men in similar positions?
16. Following the line of the previous question, what is the number of people whose identity is not reflected by the male-female binomial in similar positions?
17. What is the number of women in positions of decision and responsibility in the line of business (generation, transmission, distribution, marketing, strategy, regulation and/or energy policy) within your company?
18. Based on the above question, what is the number of men in similar positions? Please enter a whole number.
19. Following the line of the previous question, what is the number of people whose identity is not reflected by the male-female binomial in similar positions?
20. Of the women in positions of decision-making and responsibility, what percentage play an active role in decision-making and implementation of new technologies or new ventures (businesses) compared to men in similar positions?
21. How many women are currently in leadership or decision-making positions? Please clarify the type of leadership (Board of Directors, Executive Directors, Department Heads, Task Force Heads)
22. How many men are currently in leadership or decision-making positions? Please clarify the type of leadership (Board of Directors, Executive Directorships, Department Heads, Task Force Heads)
23. Within the company, is there a statistic on how many people are performing in non-traditional roles for their gender? For example, women electricians and men in cleaning services. Please elaborate
24. Does your country have specific policies to promote or encourage gender equity? If so, please list those policies and indicate which ones your company or institution has adopted.
25. Does your country have government institutions or agencies that provide support for gender-equitable actions? If yes, please list the agencies.

26. Does your institution or company have partnerships or agreements with any or several of these institutions? If yes, please list the partnerships.
27. Does your company have benefits or permissions that allow the women and men who work in it to have a better balance between their professional and private lives? For example: maternity and breastfeeding leave, paternity leave, paid leave to care for sick relatives, flexible hours, childcare center for infants under 4 years old, rotating teams for field visits, etc. If your answer is yes, please provide details.
28. Is there a gender policy in your company or institution and since when?
29. Based on the above question, do you have a plan for implementing the policy?
30. Are there units or departments within your company or institution dedicated to promoting and implementing gender equality policies? If your answer is yes, please give details about the department and the number of people who are part of it.
31. What percentage of the organization's budget is directed to actions that promote gender equality? Is it possible to have a range?
32. Is there a gender parity policy within the company or institution you represent? Please give details.
33. Who is the gender focal point within the company or institution you represent?
34. What is the value of having a gender focal point for your company or institution?

Category #2 - Commitment of senior management and operational areas

Questions for the INITIAL level and onwards

35. Is there commitment from senior management to gender issues? Please comment.
36. Is there a commitment on the part of the operational areas to gender issues? Please comment.
37. What actions could realistically be taken in your company or institution in the short term to promote gender equality policies? List actions.
38. What would be the strengths within the company or institution that you represent that could encourage or better promote gender equity policies? List strengths.
39. What restrictions or limitations have been encountered by the company or institution you represent in implementing gender equity policies? List the restrictions or limitations.

Questions for the INTERMEDIATE level and onwards

40. Within your company or institution, what led to the search for policies and actions to promote gender equity?
41. What has been the process within your company or institution to strengthen gender equality policies within institutional values?
42. How has the process of developing, promoting and protocolizing gender equality policies been carried out within your company or institution?
43. Are there protocols for actions against sexual and/or workplace harassment within the institutional policies or regulations of the company or institution you represent? Please provide details in your answer.

44. Are training processes carried out to ensure that women and men working in the company are aware of the policies against sexual and labor harassment, as well as the existing measures to carry out the respective complaints? Please elaborate on your answer.
45. Has there been a process of sensitization within the company or institution at the management and leadership levels regarding the importance of implementing gender equality policies? Please comment.
46. Have the gender equity awareness processes been extended to other operational units below the hierarchical pyramid? Please comment.
47. Have the benefits of the inclusion of gender equity and equality policies been analyzed and disseminated within the company or institution it represents? Please comment.

Questions for the ADVANCED level and onwards

48. At this time, are policies being developed in your company or institution to promote gender equality mainstreaming? Please comment.
49. In the past, have policies been developed in your company or institution to promote the mainstreaming of gender equality? What results have been obtained?

Category #3 - Strategic planning processes

Questions for the BEGINNER level and onwards

Do you collect sex-disaggregated data and are there gender indicators, both internally and at the level of clients and contractors?

50. Collection of internally disaggregated information
51. Collection of disaggregated information at the client level
52. Collection of disaggregated information at the level of sub-contractors and persons providing services to the company
53. Gender indicators at the internal level
54. Gender indicators at the client level
55. Gender indicators at the subcontractor level
56. Is knowledge generated on how to incorporate the gender focus in the programs and projects designed and/or implemented by the company? Please give an example.
57. Are recruitment processes carried out with specific quotas for women's participation or actions to encourage their participation? Is inclusive language used to advertise new job opportunities? Please comment.
58. Are women and men promoted to participate equally in positions, programs and projects within your institution and/or company? Please comment.
59. Is access to training opportunities promoted for women and men, and are measures taken to ensure that this participation is on an equal footing and that one group or another is not left behind in the training process? Please comment.
60. Is a sex-disaggregated record of the company's retention rate of women and men maintained? Please comment.

61. What are the most frequent reasons why women decide to walk away from the company?
Example: Transfer to another company in the energy sector, Career change / Transfer to another job sector, Health reasons, Decision to stop working to care for the family or to take care of a sick relative, To obtain further technical studies.
62. What are the most frequent reasons why men decide to walk away from the company?
Example: Transfer to another company in the energy sector, Career change / Transfer to another job sector, Health reasons, Decision to stop working to care for the family or to take care of a sick relative, To obtain further technical studies.
63. Is a record kept of the percentage or number of promotions and awards granted by the company to women for their performance? Please comment.
64. Is a record kept of the percentage or number of promotions and awards given by the company to men for their performance? Please comment.

Questions for the INTERMEDIATE level and onwards

65. Is the application of gender-responsive work methodologies promoted, that is, that they actively seek to combat gender gaps? Please comment.
66. Are the experiences systematized considering gender equality as an axis? Please comment.
67. Does your company consider the energy needs of women and men, and how they can change and improve the design and implementation of the services or products offered? Please comment.
68. Does your company consider, support and promote women's entrepreneurship initiatives (new businesses) in electrified communities, daily hiring of companies, etc? Please comment.
69. Are the issues of women's safety, confidence and quality of life considered when considering public lighting and/or rural electrification programs in the communities? Please comment.
70. When structuring energy tariffs, services and energy technologies offered, is the financial capacity of women (heads of households) taken into consideration to determine the final price? Please comment.
71. Is the need to increase women's knowledge of efficient electricity use and maintenance of energy technologies taken into consideration? Please comment.
72. Are gender equality and social equity explicitly included in strategic planning, procedures, rules, management and personnel policies, salaries and regulations? Please comment.
73. Do the occupational health policies of the company you represent take into consideration gender equity and women's involvement in non-traditional work roles when promoting safety measures and a favorable work environment? Please comment.
74. Are there work and safety equipment (uniforms, helmets, protective shoes, gloves, etc.) that take into consideration the needs and anatomy of women and men? Please comment.
75. Are there separate changing rooms and restrooms for women and men at the company's central offices and in the company's branches? Please comment.
76. Are safety protocols in place for field visits that include the use of separate rooms for women and men, and avoid putting women and men in vulnerable situations? Please comment.

Category #4 - Detection of women's participation and leadership in innovation processes

Questions for the INITIAL level and onwards

77. Do your company's general policies encourage the selection of the best individuals within leadership roles without gender discrimination? Please comment.
78. What kinds of practices exist to reduce gender bias or discrimination? Please elaborate.
79. Do the women and men of the organization have the same skills, technical tools, information technology, materials, access to training, etc.? Please detail.
80. What kind of corrective measures are taken to ensure that both women and men can fill these knowledge gaps? Please elaborate
81. Are there mentoring, shadowing, networking or women's groups within the company to encourage sisterhood and female leadership?
82. Within your company or institution, when exercising a leadership and decision-making role, do women find spaces to lead these roles? Please comment.

Questions for the INTERMEDIATE level and onwards

83. Are women and men in the organization motivated to make a personal commitment to gender equity? Please comment.
84. Do the selection and promotion processes of your company or institution have mechanisms to identify women with proactive and assertive features that could enhance a leadership role within the company? Please comment.
85. Within the initiatives aimed at implementing and promoting innovation and new businesses, what percentage are proposed and/or led by women?
86. What characteristics are present in women who exercise a leadership role in the company or institution they represent?
87. Do women participate actively and equally in technological and innovation activities within the company? Please comment.
88. Are there business procedures aimed at detecting, encouraging and/or retaining women leaders within the organization? Please comment on each of them.

13. APPENDIX #2: Gender information collected digitally.

The study conducted at the desktop level for the institutions and/or companies of the electricity sector in the SICA region that were planned as part of this study, showed that there is little information available on the WEB on the subject of gender and the associated policies for each company. However, the cases found are quite remarkable. The results are listed below and commented on:

13.1. COSTA RICA:

2) CNFL – Compañía Nacional de Fuerza y Luz

- i. University of Costa Rica participates in the study: Labor situation with a gender perspective in the CNFL:
<http://repositorio.sibdi.ucr.ac.cr:8080/jspui/bitstream/123456789/5776/1/40491.pdf>
- ii. UNED and INAMU completed an introductory course on the gender approach (in which CNFL participated):
<https://www.uned.ac.cr/acontecer/a-diario/juncos/51-a-diario-/gestion-universitaria/2772-uned-e-inamu-culminaron-curso-introductorio-al-enfoque-de-genero>
- iii. CNFL wins award for good practices in gender equity
<https://elperiodicocr.com/cnfl-gana-premio-buenas-practicas-en-equidad-de-genero/>
- iv. Participation in the course on mainstreaming the gender approach in institutional work:
<https://www.inamu.go.cr/documents/10179/407119/Informe+PIEG+2015-2017+++VERSION+FINAL+01+06+%281%29.pdf/28d9c49e-0093-4ac7-8a9a-a6bc9c09771a>
- v. CNFL workers have three new breastfeeding rooms: <https://www.elmundo.cr/costa-rica/trabajadoras-de-la-cnfl-cuentan-con-tres-nuevas-salas-de-lactancia/>.
- vi. CNFL wins contest of good practices of equality for productivity:
<https://www.facebook.com/fundacionjusticiaygenero/photos/a.360412200687898/2160186424043791/?type=3&theater>
- vii. Promotion among the company's good practices of Training and Gender Mainstreaming:
<http://fundacionjyg.org/wp-content/uploads/2019/01/CNFL.pdf>

This WEB mapping allows to quickly visualize that CNFL has participated in gender issues in the following way:

- a) As part of the studies.
- b) Its collaborators have been trained in gender issues.
- c) It has been recognized with awards for the implementation of good practices.
- d) Fitting out of physical spaces according to the needs of its collaborators.
- e) Generation of specific documentation on gender issues

Since 2012, the Compañía Nacional de Fuerza y Luz of Costa Rica has been defining its Gender Equality and Equity Policy (PIEG), which was formulated by the Business Gender Commission with the support of the General Management. The policy is ratified as a mechanism of action against labor discrimination by gender. It promotes gender equity as a fundamental right of human beings and an act of social justice.

PIEG clearly indicates:

- That CNFL will integrate gender issues in its policies, programs, projects, procedures, internal and external communication actions, action plans, among others, because it considers that gender equality and equity are part of human rights.
- It will foster an entrepreneurial culture that promotes the equitable participation of men and women in institutional work.
- It will establish signage criteria and infrastructure conditions that guarantee non-discrimination by gender. Similarly, the headquarters must ensure the rights of staff, customers or others in their value chain against all forms of discrimination, violence or abuse, strengthening and expanding the systems of communication, advice, knowledge and implementation of existing regulations.
- The CNFL, through its health-related units, will disseminate and promote concrete actions for the self-care of the physical and emotional health of the staff, in accordance with gender issues.

3) CONELÉTRICAS - National Consortium of Electrification Companies

- i. Girls from Hojanca are trained at the Second Technology Camp in Costa Rica
https://issuu.com/infocoopcostarica/docs/jornal_marzo_2018.

4) COOPEGUANACASTE - Guanacaste Rural Electrification Cooperative

- i. Training and Participation, Annual Report 2015:
http://www.coopeguanacaste.com/migracion/images/Documentosdeinteres/Informe_anual_2015.pdf
- ii. Young people are trained to be leaders at Camp "COOPE", where the young people received training on various topics, including Gender equality:
<https://www.coopeguanacaste.com/es/la-coope-informa/noticias/item/419-jovenes-se-entrenan-para-ser-lideres-en-campamento-coope>

5) COOPELESCA - San Carlos Rural Electrification Cooperative

- i. 1,400 women are diagnosed annually in Costa Rica with breast cancer:
<https://www.facebook.com/COOPELESCARL/photos/1400-mujeres-son-diagnosticadas-anualmente-en-costa-rica-con-c%C3%A1ncer-de-mama-qu%C3%A9-1343418979171517/>

6) ICE - Costa Rican Electricity Institute.

- i. Grupo ICE signs statement against discrimination based on sexual orientation, gender identity or expression:
<https://www.grupoice.com/wps/portal/ICE/AcercadelGrupoICE/sala-de-prensa/noticias-antiores/4401f705-01f1-4049-ab11-a869c236a896/!ut/p/z0/fYxBCslwEABfDYb4yY5xiltxRwED->

1) AES El Salvador

- i. AES Woman: <http://www.aes-elsalvador.com/comunidad/aes-mujer/>
- ii. AES El Salvador and the Ministry of Local Development graduate women as electricians: <http://www.aes-elsalvador.com/comunidad/noticias/2019-08/aes-el-salvador-y-el-ministerio-de-desarrollo-local-graduan-a-mujeres-de-electricistas/>
- iii. AES El Salvador and Fundemas trained women entrepreneurs - 2017: <https://www.youtube.com/watch?v=IXYfKOJxUuQ>
- iv. AES El Salvador and Fundemas trained women entrepreneurs: <http://www.aes-elsalvador.com/comunidad/noticias/03-2017/aes-el-salvador-fundemas-capacitan-mujeres-emprendedoras/>
- v. AES Woman: 3rd Graduation of Women Electricians: <https://www.facebook.com/watch/?v=2259686950832142>
- vi. AES El Salvador and Ciudad Mujer hold the 3rd Graduation of Women Electricians: <https://www.facebook.com/aeselsalvador.sv/videos/aes-el-salvador-y-ciudad-mujer-llevan-a-cabo-la-3ra-graduaci%C3%B3n-de-mujeres-electr/1056799417831745/>
- vii. INTERGREGATE: <https://integrarse.org/fundemas-y-aes-el-salvador-fortalecen-las-capacidades-emprendedoras-de-mujeres-salvadorenas/>
- viii. AES Woman: EMPRETEC 2018: <https://www.youtube.com/watch?v=NKGSrDRiogo>
- ix. 4th Graduation of Women Electricians of 3rd and 4th Category: <https://www.facebook.com/watch/?v=133629407540802>
- x. CSR Facts - AES Women Electricians <https://www.youtube.com/watch?v=ym7X2KgdLak>
- xi. AES El Salvador and Ciudad Mujer graduate women electricians: <https://www.youtube.com/watch?v=6Xq3urU8lmk>
- xii. AES El Salvador and the Secretary of Social Inclusion are holding the 4th Graduation of Women Electricians: <http://www.aes-elsalvador.com/comunidad/noticias/2018-11/aes-el-salvador-y-secretaria-de-inclusion-social-realizan-4ta-graduacion-de-mujeres-electricistas/>
- xiii. AES El Salvador and Ciudad Mujer hold the 3rd Graduation of Women Electricians: <https://www.fundemas.org/noticias-y-publicaciones/noticias-de-socios/817-aes-el-salvador-y-ciudad-mujer-llevan-a-cabo-la-3ra-graduacion-de-mujeres-electricistas>
- xiv. AES and Ciudad Mujer graduate women electricians: <http://www.ciudadmujer.gob.sv/aes-y-ciudad-mujer-graduan-mujeres-electricistas/>
- xv. Women electricians are graduates of AES El Salvador and Ciudad Mujer:
- xvi. <https://www.dinero.com.sv/es/emprendimientos/item/2751-mujeres-electricistas-son-graduadas-por-aes-el-salvador-y-ciudad-mujer.html>
- xvii. AES El Salvador: opportunities for change <https://www.estrategiaynegocios.net/empresasymangement/1206262-330/aes-el-salvador-opportunidades-para-el-cambio>
- xviii. AES El Salvador graduated 129 women electricians: <https://forbescentroamerica.com/2019/09/02/aes-el-salvador-graduado-a-129-mujeres-electricistas/>
- xix. AES El Salvador and the Ministry of Development graduate more women as electricians: <http://www.periodicoequilibrium.com/aes-el-salvador-y-el-ministerio-de-desarrollo-graduan-como-electricistas-a-mas-mujeres/>

- xx. Twitter posts about training women in Residential Electrical Installations: <https://twitter.com/aeselsalvador/status/1035570264942292993>
- xxi. AES El Salvador and the Secretary of Social Inclusion are holding the 4th Graduation of Women Electricians: <http://inclusion-social.egob.sv/aes-el-salvador-y-secretaria-de-inclusion-social-realizan-4ta-graduacion-de-mujeres-electricistas/>
- xxii. AES graduated 129 women electricians: <https://informatvx.com/aes-graduacion-a-129-mujeres-electricistas/>

This WEB mapping allows us to quickly visualize that AES El Salvador is an active company in gender issues by participating in the following activities:

- a) Capacity building in communities.
- b) Training and certification of women in the electricity sector.
- c) Promotion of entrepreneurship.

2) CEL - Lempa River Hydroelectric Executive Commission

- i. Alliance for Gender Equality presents team of advisors in gender and business: <http://www.mtps.gob.sv/noticias/alianza-la-igualdad-genero-presenta-equipo-asesoras-asesores-genero-empresas/>
- ii. Training processes begin within the framework of the Gender Equal Seal certification -ES: https://www.isdemu.gob.sv/index.php?option=com_content&view=article&id=6720%3A2018-07-24-21-17-05&catid=1%3Anoticias-ciudadano&Itemid=77&lang=es
- iii. Alliance for Gender Equality presents the advisory team of the Gender Seal IGUAL-ES: https://www.sv.undp.org/content/el_salvador/es/home/presscenter/articles/2018/02/23/alianza-por-la-igualdad-de-g-nero-presenta-al-equipo-asesor-del-sello-igual-es.html

In the case of the CEL, the web mapping made it possible to visualize that this institution is making progress in the area of gender equality through partnerships and training. We hope to show the work and leadership on gender issues that exists in this company with the results of the survey for the creation of the baseline.

3) DELSUR - Distribuidora Electrica del Sur S.A de C.V

- i. DELSUR present at the IV Global Forum of Companies for Gender Equality: <http://www.delsur.com.sv/foro-igualdad-genero>
- ii. GIZ and DELSUR promote gender equity <http://www.delsur.com.sv/taller-mujeres>
- iii. DELSUR and GIZ agency promote gender equity: <https://www.elsalvador.com/noticias/gente-y-empresas/delsur-y-agencia-giz-promueven-la-equidad-de-genero/469618/2018/>
- iv. Public commitment in which DELSUR commits to reducing the gender gap in the electricity sector: <https://www.facebook.com/Delsur.elsalvador/posts/10157549193589286/>
- v. Advertising on: the inclusion of women is key to the development of the country: <https://www.facebook.com/Delsur.elsalvador/photos/a.10150985384764286/10157253217969286/?type=3&theater>

- vi. Women trained by DELSUR receive certification:
<https://historico.elsalvador.com/historico/147927/mujeres-capacitadas-por-delsur-reciben-certificacion.html>
- vii. Publications on Twitter about the inclusion of women in leadership roles within the electricity sector:
https://twitter.com/delsur_energia/status/1187027890103341056/photo/1

In the case of DELSUR, the web mapping showed that the company actively participates in activities that actively promote gender equity and equality. It also showed the company's commitment to reducing the gender gap in the electricity sector. Finally, DELSUR also participates in the training of women.

4) LAGEO - LAGEO S.A De C.V

- i. LaGeo is now part of "WING International":
<http://www.lageo.com.sv/index.php?art=1022&title=LaGeo%20ya%20forma%20parte%20de%20%93WING%20International%94&lang=es>
- ii. LaGeo women will be members of Women in Geothermal, WING:
<http://www.piensageotermia.com/mujeres-de-lageo-seran-miembros-de-women-in-geothermal-wing/>
- iii. Promoting gender equality in the geothermal energy sector can lead to inclusive growth:
<https://www.bancomundial.org/es/news/feature/2019/06/12/promoting-gender-equality-in-the-geothermal-sector>
- iv. LaGeo publicly recognizes the involvement of women in its institution:
[https://www.facebook.com/LaGeoSV/posts/327635464529096?_xts__\[0\]=68.ARB6ptJasWzOAB0_sAN_QyKVxeQCAWANMnCbEKWyhL9_CRAPCa_5dfdGQughJTsXESJArIPDvA_O9u9vtJIOPqXv9aw66LpuCTPqJLmT9kSmSMIKHtoBmE553JNyH7LiljkiYPYLOTcdfTaOPsHdgM319E7M2fKrcMZDFTEAZ-x5A4v36pNEay75ryrH0g5cJXOJcWD8CSY29MT6KMX06B50sIfGyCHffGlytNvHpvylo_GblSV_CY_4edjarAf8Twq-3rJR8lt5kD_Lpgql_uGi9ABocv5B9omirILGheH75O9usy11NCSugokkr3U8ms7Gli8_BxmFbB_aclk-Su1Xo&tn=-R](https://www.facebook.com/LaGeoSV/posts/327635464529096?_xts__[0]=68.ARB6ptJasWzOAB0_sAN_QyKVxeQCAWANMnCbEKWyhL9_CRAPCa_5dfdGQughJTsXESJArIPDvA_O9u9vtJIOPqXv9aw66LpuCTPqJLmT9kSmSMIKHtoBmE553JNyH7LiljkiYPYLOTcdfTaOPsHdgM319E7M2fKrcMZDFTEAZ-x5A4v36pNEay75ryrH0g5cJXOJcWD8CSY29MT6KMX06B50sIfGyCHffGlytNvHpvylo_GblSV_CY_4edjarAf8Twq-3rJR8lt5kD_Lpgql_uGi9ABocv5B9omirILGheH75O9usy11NCSugokkr3U8ms7Gli8_BxmFbB_aclk-Su1Xo&tn=-R)
- v. LaGEO, a company producing electricity from the heat of the earth or geothermal energy:
<https://www.elsalvadortimes.com/articulo/negocios/geo-empresa-productora-energia-electrica-partir-calor-tierra-es-decir-geotermia/20181212100029052295.html>
- vi. Gender and Energy in Latin America: Progress and Challenges:
https://www.gob.mx/cms/uploads/attachment/file/333045/2.-2018_05_Ge_nero_y_energi_a_en_Am_Lat_final.pdf

LaGeo is a state-owned electricity generating company whose primary source is geothermal energy in El Salvador, where 35% of its permanent staff are women. Of this 35%, 29% of them hold technical positions and 32% of the people hired temporarily for maintenance activities are women. This has been achieved due to the design of human resources policies and an inclusive strategy to ensure recruitment and encourage professional growth of women: establishment of childcare facilities (including those with special needs); and an investment in projects to support neighboring communities, including income generation activities with the by-products of geothermal generation

(available heat), emphasizing the participation of women. In addition, at existing geothermal plants, LaGeo trains and hires more than 50 women from local communities for the annual maintenance of the power plants.

Through FundaGeo, the foundation that channels its social investment efforts, it acts in areas of health, education and environment that show a gender perspective and promote the capacities that generate economic income using the resources derived from geothermal energy, benefiting more than 300 women in 2019.

In addition, LaGeo has joined WING ("Woman in Geothermal"), an organization that promotes the education, professional development and advancement of women in the geothermal community. This is a boost to the gender perspective in renewable energies and opens up new fields of action.

13.3. GUATEMALA:

1) CNEE - National Commission of Electric Energy

- i. CNEE Work Report: Creation of the gender equity association in the Central American isthmus electricity subsector -ASEGICA -
<http://www.cnee.gob.gt/xhtml/memo/memoria-labores2001.pdf>

In the case of the CNEE, the web mapping showed few results compared to what was expected. It seems that much of the work developed is internal and still without any external projection. We hope to demonstrate the existing work and leadership in this organization on gender issues with the results of the survey for the creation of the baseline.

2) EEGSA - Empresa Eléctrica De Guatemala S.A

- i. Leadership level - women: <https://eegsa.com/wp-content/uploads/2019/03/Informe-Anual-EEGSA-2018.pdf>
- ii. Productive Program for Women SAMAJELA:
<https://eegsa.com/conozcanos/sostenibilidad/estrategia-de-sostenibilidad/programa-productivo-para-mujeres-samajela/>
- iii. #EEGSA supports the development of women in Mixco with the Productive Program for Women #SAMAJELA: <https://eegsa.com/noticia/eegsa-apoya-el-desarrollo-de-las-mujeres-de-mixco-con-el-programa-productivo-para-mujeres-samajela/>
- iv. Advertising on Facebook:
<https://www.facebook.com/EEGSAGuatemala/photos/a.491530260873615/834726149887356/?type=1&theater>
- v. EEGSA supports the development of women in Mixco:
<https://centrarse.org/Blog/Articulo/36/EEGSA-apoya-el-desarrollo-de-las-mujeres-en-Mixco.html>
- vi. Advertising of the SAMAJELA program:

- <https://twitter.com/EEGSAguatemala/status/1073665296358170624>
- vii. Cultivating with Energy Program: <https://eegsa.com/conozcanos/sostenibilidad/estrategia-de-sostenibilidad/programa-cultivando-con-energia/>
 - viii. EEGSA closes the Cultivating with Energy program: <https://rrppguate.blogspot.com/2019/12/eegsa-cierra-el-programa-cultivando-con.html>
 - ix. EEGSA, Cultivating with Energy in Sumpango <http://www.grupo-epm.com/site/home/sala-de-prensa/noticias/eegsa-cultivando-con-energia-en-sumpango>
 - x. EEGSA Cultivating with Energy: <https://www.youtube.com/watch?v=wgu9FEVrxNo>
 - xi. Growing with Energy - EEGSA: <https://www.youtube.com/watch?v=SDGylvOeCsM>
 - xii. Advertising of the Cultivating with Energy program: <https://twitter.com/eegsaguatemala/status/847486203385360385?lang=es>
 - xiii. Advertising of the Cultivating with Energy program: <https://www.facebook.com/EEGSAguatemala/posts/2672785669414719/>
 - xiv. EEGSA supports the development of women in Mixco: <https://centrarse.org/Blog/Articulo/36/EEGSA-apoya-el-desarrollo-de-las-mujeres-en-Mixco.html>
 - xv. EEGSA supports the development of women in Mixco: <https://dca.gob.gt/noticias-guatemala-diario-centro-america/eegsa-apoya-el-desarrollo-de-las-mujeres-en-mixco/>
 - xvi. EEGSA brings energy to El Yalú Village in Sumpango, Sacatepéquez. It benefits 105 women: <https://desarrollogt.com/eegsa-lleva-energia-a-la-aldea-el-yalu-en-sumpango-sacatepequez/>

As for EEGSA, the WEB mapping allowed to quickly visualize how active this company is in gender issues by participating in the following activities:

- a) Training of women leaders.
- b) Capacity building in communities.
- c) Promotion of entrepreneurship.
- d) Advance in electrification programs to improve the quality of life of women

3) TRECSA - Central American Energy Transport Company S.A

- i. TRECSA, breaking paradigms and empowering Guatemalan women: <https://www.facebook.com/watch/?v=1035783999917564>
- ii. TRECSA is recognized as an inclusive company for empowering Guatemalan women: <https://crnnoticias.com/trecca-es-reconocida-como-empresa-inclusiva-por-empoderar-a-las-mujeres-guatemaltecas/>
- iii. Recognition of Inclusive Companies, creating opportunities: <https://integrarse.org/guatemala-reconoce-practicas-empresariales-inclusivas-en-favor-de-grupos-vulnerables/>
- iv. TRECSA and UNICEF's program to contribute to the reduction of chronic malnutrition in Guatemala has benefited more than 100,000 children under 5 and 21,000 pregnant women: <https://www.trecca.com.gt/comunicaciones/comunicados-de->

[prensa/2014/programa-de-trecca-y-unicef-para-contribuir-a-la-reduccion-de-la-desnutricion-cronica-en-guatemala](#)

- v. Women weavers in Guatemala, a community in TRECESA's area of influence: <https://www.grupoenergiabogota.com/informedesostenibilidad2018/pdf/sostenibilidad2018.pdf>
- vi. Women Weavers: <https://www.facebook.com/watch/?v=392365618080652>
- vii. Electrical energy promotes development: <https://www.facebook.com/watch/?v=1245213238988755>

The electric energy transport company TRECESA is an interesting case within this study since its main business has been affected by the social protests that are taking place in Guatemala (opposition to the construction of infrastructure). Nevertheless, it has found an opportunity to break this social opposition by providing support to women and taking them into consideration around the development and social projection of its projects.

13.4. HONDURAS:

1) ENEE - National Electric Energy Company

- i. The IDB supports the national electricity transmission program in Honduras, the program includes gender equity: <https://www.iadb.org/es/noticias/el-bid-apoya-el-programa-nacional-de-transmision-de-energia-electrica-en-honduras>
- ii. In the policy for gender equity in Honduran agriculture, ENEE is mentioned for the improvement of public services: <https://utsan.scgg.gob.hn/wp-content/uploads/2019/05/PoliticaDeEquidaddeGeneroenelAGRO.pdf>
- iii. Concrete actions for the benefit of women are assigned to ENEE in the National Women's Policy: <http://www.bvs.hn/Honduras/salud/primer.plan.nacional.de.igualdad.de.mujeres.pdf>
- iv. Versatility, effort and responsibility, Values that ENEE recognizes in the framework of the Honduran women's day: <http://www.enee.hn/index.php/noticias/noticias/noticias-enee/156-periodistas/1599-versatilidad-esfuerzo-y-responsabilidad-valores-que-la-enee-reconoce-en-el-marco-del-dia-de-la-mujer-h>
- v. Executive Summary of the National Social Electrification Plan (PLANES) 2004, small mention of gender equity in energy supply in rural areas: <http://www.enee.hn/pdfs/fosode.pdf>
- vi. Competition to hire the services of an Individual Consultant to develop the services of a "Social Specialist of the Program Coordination Unit (UCP) BIDJICA/ENEE", to ensure Operational Policy on Gender Equality (OP-761) of the IDB, among other issues: <http://enee.hn/Bid/2018/diciembre/Aviso%20de%20Concurso%20PRRCH-66-3CV-CI-AHMER-67-3CV-CI-Honducompras-ENEE.pdf>

The web mapping on ENEE allowed to visualize that it is advancing in gender issues in the following areas:

- a) The company incorporates gender issues in its policies and projects.

- b) National policies consider ENEE as a strategic partner.

2) SEN - Secretary of Energy

The Honduran Secretary of Energy does not appear in web publications linked to gender issues. However, given its interest in being part of this study, it will be considered for baseline purposes.

13.5. NICARAGUA:

1) ENATREL - Nicaraguan Company of Electric Transmission

- i. Participation of Lic. Irma Gutierrez in Webinar on Gender Mainstreaming Program: <http://expertosenred.olade.org/generoyenergia/220/>
- ii. Creating conditions for gender equity in public rural electrification projects : The Experience of the Nicaraguan Electrification Project (PELNICA) executed by ENATREL: <https://genderandenvironment.org/resource/creando-condiciones-para-la-equidad-de-genero-en-proyectos-publicos-de-electrificacion-rural-la-experiencia-del-proyecto-de-electrificacion-de-nicaragua-pelnica-2/>
- iii. Participation - case study: Guide on Gender and Energy for Trainers and Managers of Public Policies and Projects: <https://portals.iucn.org/library/efiles/documents/2014-061.pdf>
- iv. Webinar LEDS LAC Gender, Energy Access and Low-Emission Development: http://ledslac.org/wp-content/uploads/2016/09/20151209_presentacion_irma_gutierrez.compressed.pdf

The National Electric Transmission Company (ENATREL) is a state entity, responsible for the implementation of the Nicaraguan Electrification Project (PELNICA). The project sought to achieve the economically and operationally sustainable electrification of rural homes and residential sectors located in rural communities, as well as to meet the energy needs of the women living in those communities. The success of the inclusion of gender issues was due to the sensitization of field teams, the definition of human resources policies on this issue, the investment in the recruitment of female personnel and the work carried out with the municipalities. Gender issues have been introduced into the communities and their own staff through the inclusion of women and men in non-traditional activities, the establishment of funds to support productive enterprises, providing special attention to women and defining special rates for poor households and/or where women are heads of household. All this is reflected in the web mapping done.

13.6. PANAMA:

1) AES Panama

- i. Communication on progress for the United Nations Global Compact 2012-2013 Mention of commitment to the subject, Human Management indicators: <http://aesmcac.com/aespanamades/sp/wp-content/uploads/2017/05/AES-Panama-COP-2012-2013.pdf>

- ii. Mention in Digital Magazine Visión Empresarial AES - Human Resources, awareness of the importance of labor gender equity:
https://issuu.com/businessreviewamericalatina/docs/bral_aes_panama_abr2016_spanish
- iii. Company signatory of the Principles for the Empowerment of Women - Campaign: "Equality is good business" for the promotion of the Principles for the Empowerment of Women:
<https://lac.unwomen.org/es/noticias-y-eventos/articulos/2020/02/campana-weps-panama> and <https://www.youtube.com/watch?v=Jpkob46DZtU>

Without a doubt, the companies of the international business group AES are committed to gender issues. In this case, AES Panama is no exception and the web mapping shows its commitment to the existence of policies and principles that promote gender equality.

2) ENSA Panama

- i. Facebook Publication: Video in Commemoration of Women's Day 2019 - We are an inclusive company that believes in gender equality:
<https://www.facebook.com/ENSAPanama/videos/259577481657246>
- ii. Publication Twitter: Gender equality is a reality at ENSA. ENSA's female staff makes improvements in the slow charging point for 100% electric vehicles from @TRASERVI1:
<https://twitter.com/ENSAPanama/status/1134173382608596992>
- iii. Facebook Publication: Video in Commemoration of Women's Day 2020 - We commemorate International Women's Day committed to women's empowerment. Gender equality is an urgent need. At ENSA we understand it and practice it:
<https://www.facebook.com/ENSAPanama/videos/819149178565822>
- iv. Code of Ethics 2018 - Mention of Equal Employment Opportunity and Non-Discrimination
https://www.ensa.com.pa/sites/default/files/codigo_de_etica_.pdf

In the case of ENSA Panama, the web mapping shows its external and internal commitment to gender equality and non-discrimination, in addition to promoting women's empowerment.

3) UEP Penonomé

- i. Progress report 2017-2018, mention of responsibility for gender equity issues:
https://s3-us-west-2.amazonaws.com/ungc-production/attachments/cop_2018/469650/original/COP_PARQUE_EOLICO_LAUDATO_SI_2017-2018.pdf?1542834607
- ii. Company signatory of the Principles for the Empowerment of Women- Campaign: "Equality is good business" for the promotion of the Principles for the Empowerment of Women:
<https://lac.unwomen.org/es/noticias-y-eventos/articulos/2020/02/campana-weps-panama> and <https://www.youtube.com/watch?v=Jpkob46DZtU>

Although the web mapping done to the company UEP Penonomé shows few results, it is clear that they are committed to policies and principles that promote gender equity and women's empowerment.

13.7. DOMINICAN REPUBLIC:

1) AES Dominicana

- i. It promotes diversity and gender inclusion and is rewarded for this:
<https://www.diariolibre.com/actualidad/aes-dominicana-entre-las-mejores-empresas-para-trabajar-en-republica-dominicana-y-el-caribe-KD12008741>

In the case of AES Dominicana, the web mapping also showed few results compared to what was expected.

2) CNE - National Energy Commission

- i. Conducted a workshop on Gender Equity in Energy Policies and Projects where all the electric companies in the country participated:
<http://www.olade.org/noticias/equidad-de-genero-en-politicas-y-proyectos-energeticos/>
- ii. Its charter includes a commitment to the issues of equity and diversity:
<https://map.gob.do/download/1557/cartas-compromiso-aprobadas/6721/comision-nacional-de-energia-cne.pdf>
- iii. The CNE publicly recognizes the contribution of women to the sector:
<https://www.cne.gob.do/noticia/cne-reconoce-aporte-de-la-mujer-al-sector-electrico/>
<https://www.diariolibre.com/economia/comision-nacional-de-energia-reconoce-aportes-de-la-mujer-al-sector-electrico-HE13537154>
<https://www.eldinero.com.do/87342/comision-nacional-de-energia-reconoce-aportes-de-la-mujer-al-sector-electrico/>

The National Energy Commission, as the entity responsible for part of the Dominican Republic's energy policy, is committed to the issues of gender and women's empowerment in the sector.

3) EDEESTE Dominicana - Empresa Distribuidora del Este Dominicana

- i. The EDEESTE team has outstanding women for their work in the sector.
<https://redeselectricasrd.cdeee.gob.do/por-que-las-mujeres-son-importantes-en-esta-iniciativa-de-desarrollo/>

The web mapping carried out for the case of EDEESTE Dominicana showed few results on gender issues.

4) EDENORTE Dominicana - Empresa Distribuidora del Norte Dominicana

- ii. Collaborators have participated in the last two years in various activities aimed at raising awareness to eradicate gender violence from society:
<https://edenorte.com.do/colaboradores-de-edenorte-reciben-formacion-sobre-necesidad-erradicar-la-violencia-de-genero/>

In the case of EDENORTE Dominicana, the web mapping also showed few results compared to what was expected.

5) EDESUR Dominicana - Empresa Distribuidora del Sur Dominicana

- i. There is ongoing work with USAID to strengthen Gender Equity:
<http://www.edesur.com.do/comunicacion-medios/edesur-trabaja-junto-a-usaid-para-fortalecer-equidad-de-genero/>
<https://do.usembassy.gov/es/edesur-trabaja-junto-a-usaid-para-fortalecer-equidad-de-genero/>
<https://hoy.com.do/edesur-dominicana-arriba-a-sus-20-anos-encaminada-a-la-sostenibilidad/>
- ii. In a sector historically for men, EDESUR is a company where 37% of its staff are women:
<http://www.edesur.com.do/comunicacion-medios/edesur-en-un-sector-historicamente-para-hombres-el-37-son-mujeres/>
<https://www.elcaribe.com.do/2019/03/07/edesur-en-un-sector-historicamente-para-hombres-el-37-son-mujeres/>
- iii. Collaborators with different capacities work in the institution:
<http://www.edesur.com.do/comunicacion-medios/colaboradores-con-capacidades-distintas-laboran-en-edesur/>
<https://aplataonaonews.com/edesur-es-reconocida-por-ser-institucion-inclusiva/>
<https://www.youtube.com/watch?v=vkCsxqQXb4k>
<https://diariodigital.com.do/2019/12/03/colaboradores-con-capacidades-distintas-laboran-en-edesur.html>

The web mapping in the case of EDESUR allowed us to observe the work done to strengthen gender equity internally and how the company advances in these issues.

6) EGEHAINA

- i. A letter of commitment is signed with the purpose of promoting gender equality in companies and organizations in the country:

https://www.do.undp.org/content/dominican_republic/es/home/presscenter/articles/2019/ege-haina-firma-carta-compromiso-de-sello-igualando-rd.html

- ii. In the recruitment and selection processes we do not discriminate by gender, age, sexual orientation, religion, nationality, skin color, socioeconomic level or disability.
- iii. Campaigns are carried out to raise awareness:
 - <https://twitter.com/EGEHAINA/status/1268154889148006401?s=20>
 - <https://twitter.com/EGEHAINA/status/1267791021645221888?s=20>
 - <https://twitter.com/EGEHAINA/status/1267791020110090240?s=20>
 - <https://twitter.com/EGEHAINA/status/1267425910329876485?s=20>
 - <https://twitter.com/EGEHAINA/status/1267425902213894145?s=20>
 - <https://twitter.com/EGEHAINA/status/1266334962678222848?s=20>
 - <https://twitter.com/EGEHAINA/status/1265981299325624320?s=20>
 - <https://twitter.com/EGEHAINA/status/1265981297811480576?s=20>
 - <https://twitter.com/EGEHAINA/status/1265613427948617728?s=20>
 - <https://twitter.com/EGEHAINA/status/1265613425679482881?s=20>

EGEHAINA is one of the leading companies in the energy sector in the Dominican Republic, the web mapping allowed the identification of actions on the following gender issues:

- d) The company incorporates gender issues in its policies and projects.
- e) The company declares itself to be inclusive in its recruitment and selection processes.
- f) The company promotes and educates on gender issues.

7) MEM - Ministry of Energy and Mines

- i. Programs for the training of women in the sector are promoted:
 - <https://mem.gob.do/sala-informativa/noticias/ministerio-de-energia-y-minas-y-embajada-de-la-india-suman-esfuerzos-para-la-formacion-de-mujeres-rurales-en-energia-solar/>

The web mapping done for the MEM case showed few results on gender issues.

8) SIE - Superintendence of Electricity

- i. There is a commitment letter to the issue of equity and diversity
 - https://sie.gov.do/images/CARTA_COMPROMISO_AL_CIUDADANO_SIE_2019.pdf

Finally, the web mapping carried out for the SIE case also showed few results on gender issues.

14. APPENDIX #3: Participating institutions and/or electric companies.

The institutions and/or companies participating in this research were the following:

- 1) Applied Energy Services - **AES** (El Salvador)
- 2) Applied Energy Services - **AES** (Panama)
- 3) Public Services Regulatory Authority - **ARESEP** (Costa Rica)
- 4) Rio Lempa Executive Commission - **CEL** (El Salvador)
- 5) National Energy Commission - **CNE** (Dominican Republic)
- 6) Compañía Nacional de Fuerza y Luz - **CNFL** (Costa Rica)
- 7) National Consortium of Electrification Companies - **CONELECTRICAS** (Costa Rica)
- 8) Guanacaste Rural Electrification Cooperative - **COOPEGUANACASTE** (Costa Rica)
- 9) Distribuidora de Electricidad del Sur S.A. - **DELSUR** (El Salvador)
- 10) Empresa Distribuidora de Electricidad del Norte - **EDENORTE** (Dominican Republic)
- 11) Empresa Distribuidora de Electricidad del Sur - **EDESUR** (Dominican Republic)
- 12) Empresa Distribuidora de Electricidad de San Luis S.A - **EDESAL** (El Salvador)
- 13) Empresa Eléctrica de Guatemala S.A. - **EEGSA** (Guatemala)
- 14) Haina Power Generation Company - **EGEHAINA** (Dominican Republic)
- 15) Empresa de Generación Hidroeléctrica Dominicana - **EGEHID** (Dominican Republic)
- 16) Empresa de Transmisión Eléctrica Dominicana - **ETED** (Dominican Republic)
- 17) Costa Rican Institute of Electricity - **ICE** (Costa Rica)
- 18) Ministry of Energy and Mines - **MEM** (Dominican Republic)
- 19) SENI Coordinating Body - **OC** (Dominican Republic)
- 20) National Secretary of Energy - **SNE** (Honduras)
- 21) Transportadora de Energía de Centroamérica S.A. - **TRECSA** (Guatemala)
- 22) UEP Penonomé II S.A. (Panama)
- 23) Unidad de Transacciones S.A. - **UT** (El Salvador)

15. APPENDIX #4: List of institutions or government bodies identified to ensure gender equality in each of the countries.

List of institutions or government agencies that could provide support:

Costa Rica:

- 1) INAMU - National Women's Institute
- 2) Technical Secretariat of the National System for Prevention and Care of Violence against Women
- 3) Ministry of Justice and Peace
- 4) WEM - Costa Rican Institute of Masculinity, Family and Sexuality - Non-State NGO
- 5) Ministry of Labor
- 6) Ministry of National Planning and Economic Policy
- 7) IMAS - Instituto Mixto de Ayuda Social
- 8) CCSS - Caja Costarricense de Seguro Social
- 9) PANI - Patronato Nacional de la Infancia

- 10) Ministry of Public Health
- 11) MEP - Ministry of Public Education
- 12) UNDP - United Nations Development Programme
- 13) ILO - International Labor Organization

El Salvador

- 1) ISDEMU - Salvadoran Institute for the Development of Women

Guatemala

- 1) Ombudsman for Indigenous Women
- 2) National Office for Women of the Ministry of Labor and Social Prevention
- 3) Women's Rights Ombudsman's Office at the Human Rights Ombudsman's Office
- 4) Presidential Secretariat for Women
- 5) National Coordinator for the Prevention of Domestic Violence and Violence against Women
- 6) National Women's Forum of the Peace Secretariat
- 7) Human Rights Ombudsman

Honduras

- 1) INAM - National Institute for Women

Panama

- 1) UN Women
- 2) Join
- 3) WISTA Panama
- 4) CONEP - National Council of Private Companies
- 5) AM-CHAM - American Chamber of Commerce in Panama
- 6) APEDE - Panamanian Association of Business Executives
- 7) Ministry of Labor
- 8) SME'S

Dominican Republic

- 1) Women's Ministry
- 2) Ministry of Labor
- 3) Ministry of Economy and Development
- 4) Ministry of Education
- 5) Ministry of Industry and Commerce
- 6) Ministry of Public Health
- 7) Attorney General's Office
- 8) National District Attorney's Office
- 9) Casa de Acogida
- 10) United Nations Population Fund
- 11) UN Women DR
- 12) UNDP DR
- 13) PROFAMILY