



Women & Energy

An in-depth look into the experience and reality of the energy sector in Chile

April 2024

In collaboration with



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Introduction

Day by day, the energy sector in Chile is consolidating as a fundamental pillar for the country's economic development and stability.

This sector plays a crucial role by providing the energy required to sustain industrial productivity and competitiveness, promoting diversification toward cleaner and more sustainable sources, improving the quality of life of the population through reliable and affordable access to energy, generating employment by means of investment in power infrastructure and strengthening international business relations by securing a solid and efficient infrastructure.

This market's contribution represents 5.5% of our country's GDP. Even though this is far from the average 10% the mining industry has had in the past decade as per the International Copper Association, in terms of economy, the energy industry is taking an increasingly important part and with the aim of becoming a more relevant contribution to the state coffers.

At the same time, it plays a very important role by being one of the promoters and examples of sustainability implementation

and reduction of greenhouse gas emissions. In 2022, 56% of the electrical power produced was generated from renewable sources, along with a reduction of 22% of greenhouse gas (GHG) emissions in that same year, improving, as well, the quality of life of people and their collaborators in pursuit of becoming a sustainable industry.

In respect of the people who work in this market, in 2021 the Ministry of Energy specifically studied the transmission and distribution sub-sector, which considered about 18,500 collaborators in total. So, an important challenge has been identified regarding the promotion of women's participation in this space. Complementing this information with the Deuman research in 2019 shows that only 23% of the workers are women.

This background information suggests that, like in many others, this industry still faces the challenge of providing better inclusive spaces for women and procure a similar distribution between men and women within work positions. Taking this into consideration and inspired, also, by the search and purpose of building a more just, equal, and efficient society, arises the importance of carrying out a study about

the current situation of women in the Chilean energy market. Women, and those who identify themselves as women, represent a significant part of the workforce, and perform a crucial part in the decision-making process, leadership, and implementation of solutions in this market which is constantly changing.

The purpose of this study is to elaborate on the work experience of women in the energy sector, as well as on their professional development, along with the conciliation of their professional and personal responsibilities. In doing so, the study intends to shed some light on the challenges they face, the opportunities they can seize and how their perspectives can contribute to the improvement of the sector altogether. The importance of this study lies in several essential aspects such as delivering empirical data which can facilitate gender equality, opportunities equality in the sector, in addition to

strengthening sustainable development of the energy market in Chile and promoting innovation through diversity of opinion. Moreover, this study allows understanding women's work experiences, which can help identify opportunities for their professional growth and development. This information is also expected to be useful for strategic decision making by public and private organizations.

Although this study has all these uses and benefits, the field must continue to develop beyond a given instance. Thus, the study sheds light on important issues affecting women within the energy market and is expected to encourage many initiatives to continue taking an in-depth look into the understanding of women's experience in the energy sector, both domestically and internationally.



Methodological Sheet

Methodology

A survey of 25 questions made to large groups of women working in the power sector was carried out through a combined methodology which included quantitative and qualitative data and, also some of them participated in 3 focus groups of women to understand their work experience in the energy sector.

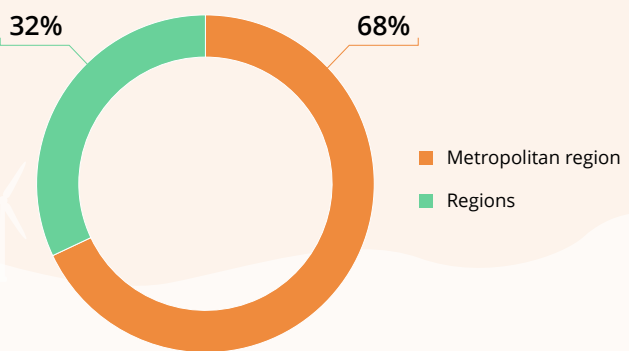
The survey was carried out in Chile in an online way in the months of August and September 2023, with the participation of 1,161 women who work or worked in recent years in the power sector, in organizations of different nature, different business areas, roles and expertise.

In addition, at the end of the survey they were invited to participate in a subsequent qualitative stage performed in September and October 2023, where 570 women registered voluntarily to participate in the focus groups, which ultimately gave way to 3 meetings with the participating women.

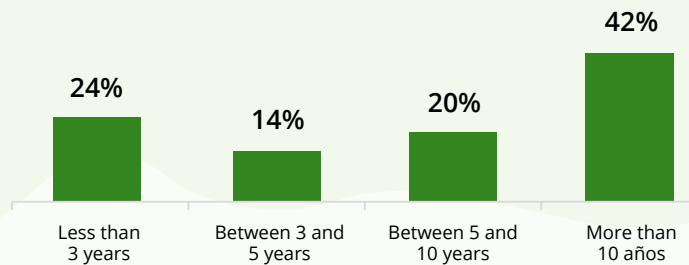
The quantitative tabulation plan includes the revision and contrast of information as per the participants' age, seniority, residential region, and position level.

The instrument was designed by Deloitte, validated by the World Energy Council WEC Chile team and the Ministry of Energy.

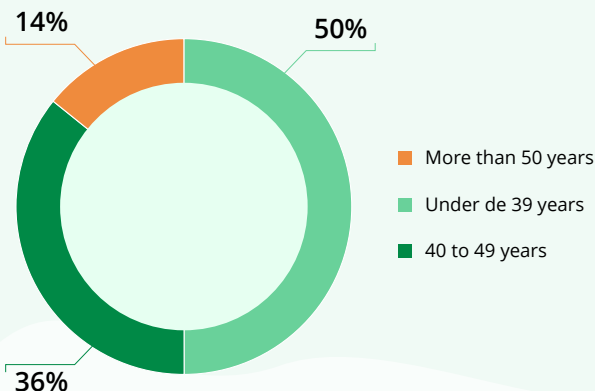
Graph N°2: Distribution by region



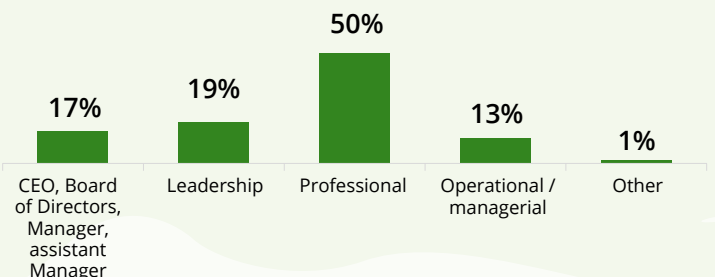
Graph N°3: Distribution by seniority



Graph N°1: Distribution by age range



Graph N°4: Distribution by profile of the participants



Diversity of the sample

The diversity of the sample shows a broad scope, representative of the energy market in Chile. With 90% Chilean female participants and 10% of foreign origin, the sample enhances the multiculturalism of the sector, emphasizing the variety of perspectives that weigh on labor dynamics. 97% of the women surveyed currently work in the energy sector and the other 3% left the industry less than three years ago.

Ethnic diversity is also evidenced as 4% recognizes themselves as part of an indigenous people, highlighting the importance of considering the diversity of identities and cultures in the work environment. In terms of family responsibilities, 58% of participants look after people in dependency situation, addressing an existing reality of women who balance their professional and personal roles.

Education arises as a strong point as 92% has completed a college degree, including those who have achieved postgraduate

studies, emphasizing the high level of professionalization, academic preparation, and commitment with continuous learning.

Contractual and geographic diversity, as well as other work-related aspects have been addressed with the inclusion of different types of contracts and workplaces, accentuating a comprehensive representation of the labor reality in the energy sector.

It should be noted that the sample was obtained organically through different platforms, one-on-one contact, and the “snowball” sampling technique, where participants are selected non-randomly and then asked to recommend other potential participants, allowing for the sample to grow exponentially.

Figure N°1: Relevant attributes of the sample



Main Findings



There is ample motivation due to the opportunities for professional growth that the sector offers.

- 69% states that the opportunities for professional growth were one of the reasons for deciding to work in the energy sector. This is higher for women in the operational / clerical area (83%).
- 57% considers that the most gratifying part of the job in the sector are the opportunities for personal and professional growth (being more gratifying for 61% of women from regions, and for 64% of those in the operational / managerial areas).



Favorable perception of women regarding the talent management granted by their jobs in the sector.

- 59% assures they have felt supported in their professional development within the energy sector, and 58% states they feel supported in their pursuit of personal career goals and objectives.
- 53% states that their direct supervisors ensure that each worker is presented with opportunities for professional development (improvement, education, training).



Moderate/high level of perception related to the conciliation of personal- family life within the sector.

- This is confirmed by the numbers, as 82% perceives a moderate/high level of conciliation, and 1 of 3 (34%) has experienced some form of stigmatization or negative consequences for requesting of making use of measures for the conciliation of personal-work life in their jobs.



In general, it is seen as a safe space to work, both psychologically and physically.

- This is validated by the figures, as 74% states that they have not experienced any abusive, discriminating, or harassing situation of any sort. This is also supported by the reports from the focus groups.

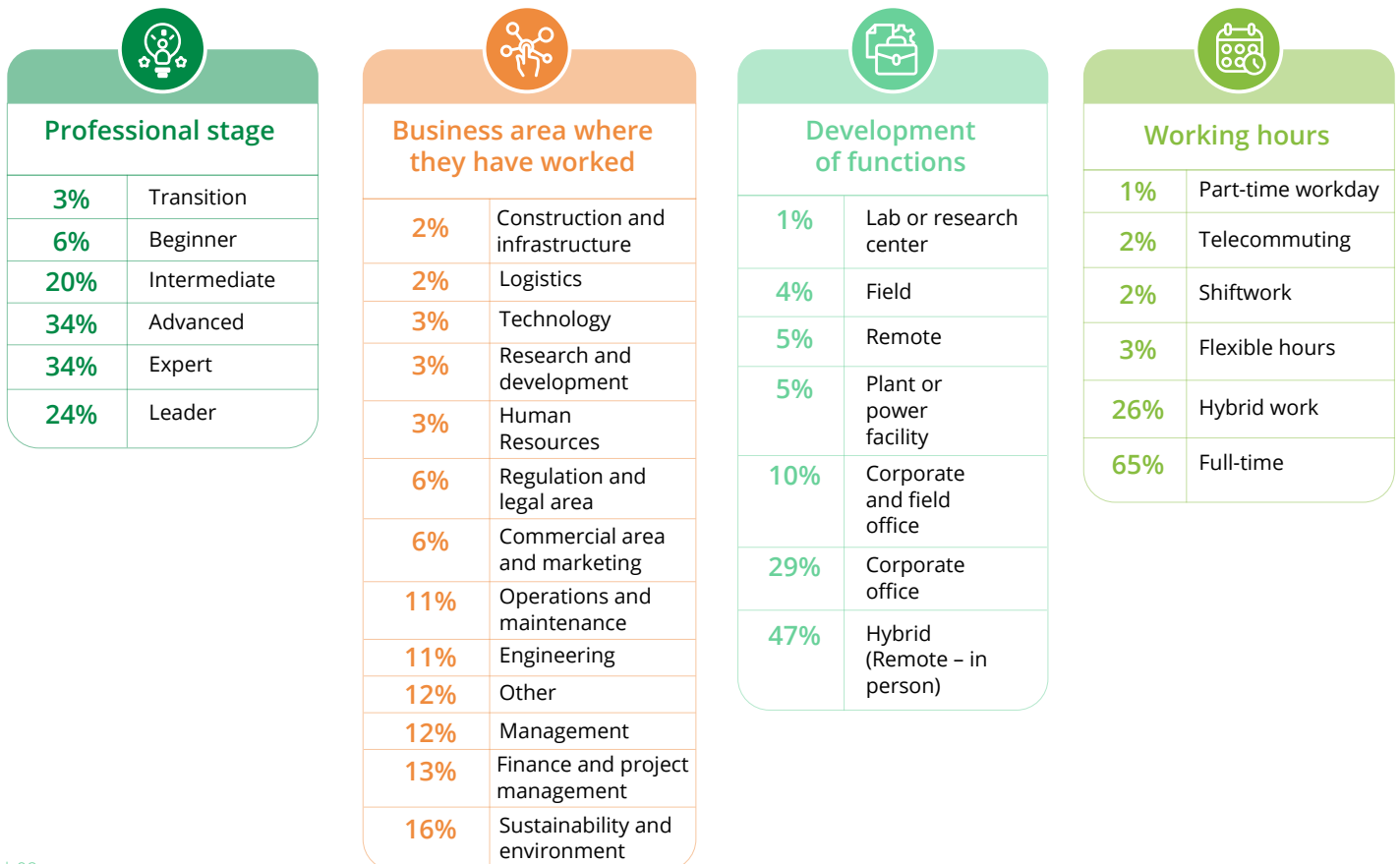
Motivations for joining and permanence in the energy sector

Women's professional career

Women's professional career in the Chilean energy sector is a diverse and multifaceted scenery that includes a wide range of regions, professions, talents, managerial roles, as well as experiences as mothers and carers. These women perform a fundamental role in an industry traditionally dominated by men, contributing not only with their work experience but also with their resilience and unique abilities. From the north to the south of the country, from technical positions to leadership roles, they challenge stereotypes, boosting a significant change and paving the road to greater representation and equity in the Chilean energy market. Some diverse aspects on the participants professional careers are summarized in:



Figure N°2: Professional characterization summary of the sample



It is important to consider that women's perception of themselves is rather professional and senior.

Over 70%, as shown in figure N°2, is positioned at an expert, advanced or leader level. This means they feel they have achieved an advanced stage in their career, with solid experience in their field and a specialized level of competence and knowledge. Moreover, 92% have completed a college education which supports the assertion that they have a high level of expertise in the performance of their careers.

When looking closely at the areas where women have worked within the sector, it is evident that the opportunities for professional growth for them have been mainly connected with administrative work (12%), finance and project management (13%), and sustainability and environment (16%). This suggests there are more technical potential spaces that women could explore, which would be essential to enhance the services the market offers.

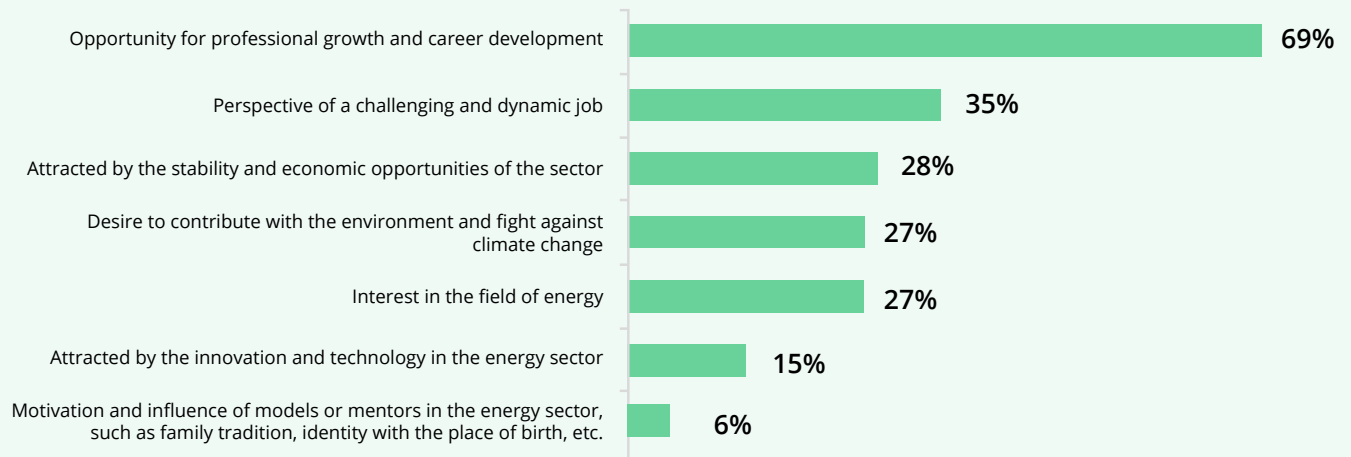


Professional growth, career development and commitment with the energy future as mobilizers.

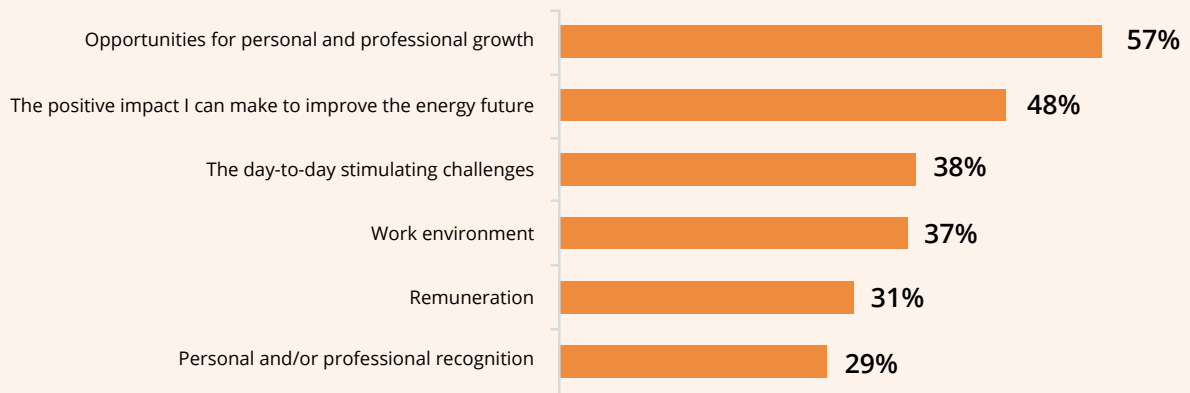
As evidenced in graph n°5, the decision to join and work in the energy sector has been greatly motivated by the opportunities for professional growth, being this a key factor for 69% of the women surveyed. This reason is further intensified among women from the operating/administrative area, reaching 83% of preferences, noticeably above the total average. When inquired about the most gratifying aspects of working in this market (graph N°6), 57% of the women surveyed find the upmost satisfaction in the opportunities for personal and professional growth.

This aspect is even more significant for 61% of women in regions and 64% in the operating/administrative area, emphasizing the importance of these opportunities in the professional life of women. Furthermore, near 48% of the women surveyed find great satisfaction in the positive impact they can generate to improve the energy future, a motivation which is deeper among younger women (52%), highlighting the commitment of the new generation to encourage significant changes in this constantly evolving field.

Graph N°5: Motivations to join and work in the energy sector



Graph N°6: Aspects that are gratifying in your work in the energy sector



The challenges in specific professional preparation and the importance of generating networks that allow preparing other women to join the energy sector.

The difficulties professionals may encounter arise when inquiring about the motivations to join and remain in the sector. In this sense, nearly one in 5 of the women surveyed (18%) states they have experienced obstacles to join the energy sector, being the lack of job offers and the lack of experience in the industry the two most important reasons, over gender-based discrimination barriers:



Graph N°7: Top 3 barriers experienced by women to join the energy sector



In addition to these identified access barriers, only 11% of the total of women surveyed claims to have received some kind of support or scholarship, mentorship programs or specialized training or training programs, which highlights the need to strengthen support and professional advancement initiatives. Increasing and enhancing these initiatives could play a crucial part in attracting female talent, securing a more accessible path and support for those who wish to join the energy market.

In addition to the above and the fact that only 51% of the women surveyed agrees that their prior academic or professional education has been enough for the energy sector, arises also the question of how to further improve education to ensure that a larger percentage of women feels fully equipped and confident to contribute more meaningfully to this dynamic and essential work context.



Opportunities for development and compensation

There is a favorable perception of women regarding the talent management that their jobs in the sector provide.

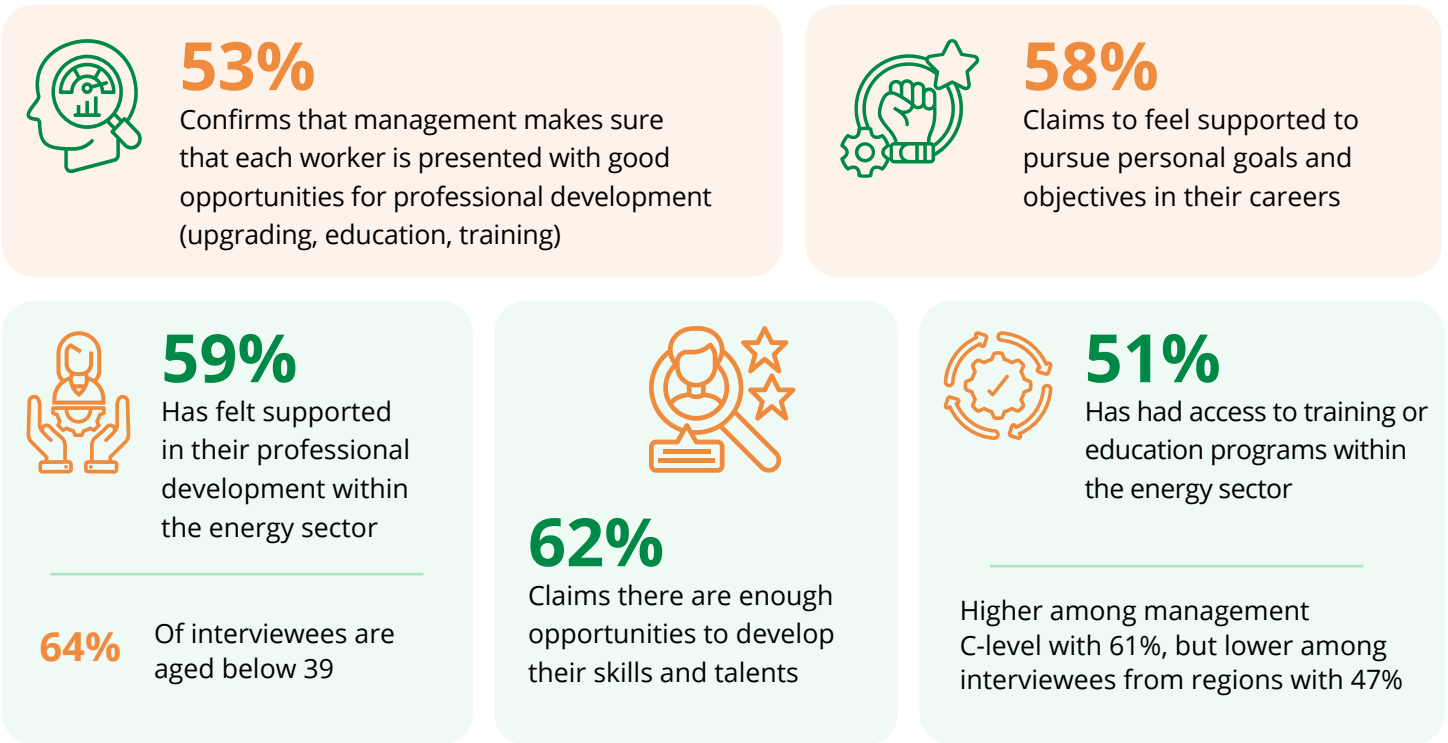
The perception of women about the management of talent in their work environment has been an issue of increasing interest and importance. The way in which companies value, develop and enhance female abilities and capabilities has made a significant impact on the perception and participation of women in the work market. Exploring the vision and satisfaction they have regarding talent management in their jobs provides a valuable perspective on the opportunities for professional growth in the current work context. The figures gathered in the analysis allow claiming that, in general, there is a high valuation of how organizations of the energy sector manage talent.

There is support from management in professional development as a considerable percentage of the surveyed people (53%) feel that their direct supervisors strive to provide opportunities for professional development. However, there

is still room for improvement, which suggests that there is still room for the leaders to reinforce and prioritize the promotion of growth and traineeship for their employees. Moreover, it becomes apparent that many women in the energy sector feel significant support to pursue both their personal and professional goals at work. According to the survey, 58% claims to feel supported to reach personal goals in their careers, while 59% agrees they have received support in their professional development. It is worth pointing out that this support is even higher among younger women, reaching 64%, which is 9 percentage points above the general average. The above shows a work environment that values personal growth. This perception of personal support may constitute a solid base for the motivation and commitment of employees, as well as for the retention of feminine talent.

Figure N°3: Talent management in the energy sector

Talent management



The fact that a significant percentage of 62% of women claims to have had sufficient opportunities to develop their skills and talents is a positive indicator of a work environment that values and supports professional growth. This shows the commitment of the sector to providing a favoring space for women's personal and professional development and fulfillment. The presence of these opportunities not only represents the importance of nurturing individual talent, but also implies a broader commitment to gender diversity and equality, contributing to the construction of a more inclusive and dynamic energy market.

On the other hand, women value access to training programs, and though 51% has had access to training or education programs, this highlights the need to broaden this access to promote a larger and more effective professional development, considering the nature of the obstacles exposed above. In the case of those surveyed with C-level, managerial, assistant management or similar positions is even more consistent as 61% claims to have had access to them. However, a critical point is noted here about

handling talent equality in the sector given that only 47% of those surveyed in regions agree with this, evidencing the possibilities of strengthening the career development and training plan in areas more distant from the metropolitan region. Improving this access may be the key to promoting a work force more trained in and committed with the energy sector, particularly in feminine leaderships that contribute to balance the market. Linked to the above, remote training options can also be taken into consideration to overcome the geographic limitations.

In short, offering opportunities for professional training and development to all people regardless of their gender, such as mentorship programs, access to learning and skill development opportunities would help in promoting equality in career advancement within the industry. Providing training regardless of the gender or physical location is a key to work equality, maximum development of human potential, promoting innovation, retaining talent, and stimulating economic growth in both the public and private sector.

Gaps perceived by the participants in their experience working in the sector in relation to compensation and recognition

The perceptions of participants about the gaps in compensation and recognition in the energy sector point out areas of improvement, but also represent opportunities to achieve more equality in the working future. 46% of women feel their advancements or promotions are aligned with their time in the company, which is even more consistent among women with a managerial profile (63%), data which suggest room for improvement regarding the opportunities for work advancement. On the other hand, 62% feel that their superiors render the recognition they deserve in their jobs, which though it means that most feel valued and recognized for their performance, there is still a 38% of women who do not perceive said recognition and valuation.

Considering the above, there is discrepancy between the perception of advancements and recognition rendered

by superiors, indicating gaps in equality of advancement opportunities, which shows areas of improvement to ensure a more balanced and representative distribution of recognition. This is reinforced if we consider that 58% says that they feel valued and recognized by their achievements and contribution for their work, again being higher among the managerial-level segments with 67% of preferences.

These perceptions offer a starting point to identify and address disparities, not only between men and women, but also in the verticality of organizations, fostering a positive change toward a fairer work culture. By acknowledging and addressing these gaps, companies may create fairer and more inclusive environments, which may promote significant progress toward equal pay and just recognition in the energy sector.

Figure N°4: Level of agreement between compensation and recognition



Feminine Leadership: An opportunity in the energy sector

In line with the above, it is coherent to further review how women's journey in the sector has been moving. This implies inquiring about leaderships, mobility, equality, and equity within women's opportunities. In this sense, 60% of the women that participated in this study claim that their organization provides the possibility to access leadership positions. When considering this is about opportunity of access and not guarantee of advancement, a broad road remains to promote professional mobility and make women feel they deserve this type of recognition. This perception is supported by another 60% who states there is an inclusive culture that fosters gender equality and mutual respect in the workplace; a factor that influences the previous perception. This fact highlights the importance of a corporate culture that promotes diversity and equality of opportunities for professional development. This point emphasizes women's perception with a position profile related to operations: 64% of them claim that their organization provides the possibility to access leadership positions, four percentage points above the average, and

66% claims there is an inclusive culture that fosters gender equality and mutual respect in the workplace, 6 points above the general average. These figures together with such reviewed in the beginning, where the motivations of this segment were strongly marked by the possibilities of career growth and development in the sector, could warn about a discrepancy between original expectations some women profiles perceive in the energy sector and the perception of possibilities linked to leadership positions within the workspace.

If considered that, additionally, 59% feel their voices and opinions are weighed equally in the decision-making process within the organization, this shows a considerable level of inclusion in the decision-making processes. These data altogether suggest that even though there is a positive base in terms of gender equality and participation, there is still room to strengthen and consolidate a work culture that is more inclusive and participative.

Figure N°5: Statements on equality and leadership



Challenges in access, salary, representation, and promotion

This research analyzed the challenges and opportunities in the energy sector, focused on access, equal pay, representation, and promotion of women. This in-depth look seeks to reveal disparities and barriers, outlining the feminine experience in this essential industry. Firstly, 55% of women claims the existence of differences in entry opportunities in the energy market between men and women, which shows an important perception of inequality from the start of professional careers. The above is reinforced when considering that 36% states their organization fails to take the measures to ensure equal pay among genders, indicating the perception of a persistent gap in economic recognition of women as opposed to their male counterparts. Moreover, 27% notices an imbalance in the representation of women in leadership positions, stressing the need to improve equality in advancement opportunities. Ultimately, 26% of women feels that promotion opportunities are not balanced between genders, which highlights an inequality in professional careers, fact that was reaffirmed in the qualitative analysis, where inequality terms are addressed in narratives such as the following:

“Taking down the glass roof, having the same opportunities for career development as men [...] The opportunities are not the same” (Participant focus 2, 2023)

These data suggest the existence of substantial challenges in terms of gender equality in the sector, indicating critical areas that require attention and immediate action to achieve greater equality and representation.

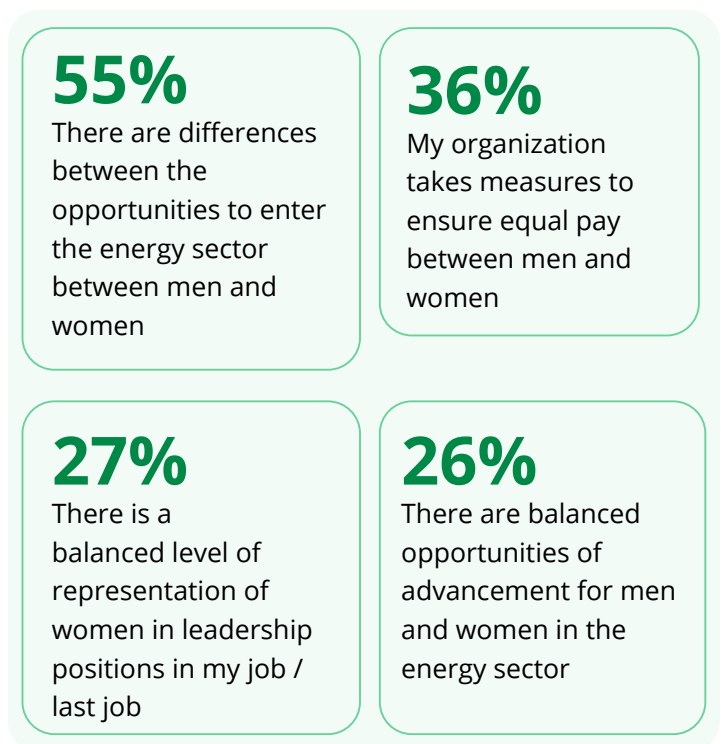
The inclusion of women in the energy sector has been a challenge and the positive discrimination strategies and gender quotas have emerged as tools to address this disparity in Chile. The purpose of these proactive measures is to promote feminine participation in a field traditionally dominated by men. Positive discrimination through affirmative actions, and gender quotas seek to promote feminine representation, fostering diversity and equality in the energy sector.

This is what was collected from the conversations of the research’s focus groups, represented by way of the following narrative:

“There is lack of legislation. If the companies are not obliged, nothing is done. Seven operators arrived in the field, otherwise, nothing would have happened” (Participant focus 2, 2023)

These strategies have generated debates and reflections on their efficiency, playing a key part in the transformation of labor dynamics and search of gender equality in a historically imbalanced setting.

Figure N°6: Statements on equality and opportunities





Conciliation between work and personal life

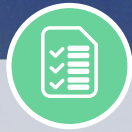
An institutional support that promotes equality and conciliation is essential for women's personal wellbeing and professional development

Conciliation between family and professional life represents an essential pillar for both personal wellbeing and work efficiency among people. The following section explores collected data which allows outlining women's experience in the sector in relation to their level of conciliation and thus, highlight the importance of promoting conciliation policies that support women in the energy sector. Although the presumption is that in all organizations there are explicit policies to this end, only 32% of the people surveyed claims that their jobs provide specific policies or programs to foster the conciliation between the personal and work life of women, which suggests a clear need to improve and expand company initiatives that support conciliation in the workplace under a continuous communication strategy that extends to all employees. Despite the above, the conciliation scenario looks promising regarding flexible hours; 58% of them agree that their job/ last job provides flexible work hours and/or the possibility of working from home, emphasizing the importance of these flexible practices to adapt to people's various responsibilities in the energy sector. This becomes even more important when considering the provision of flexible work policies that allow all employees to balance their work and personal responsibilities,

which can be especially relevant for women who may have additional family responsibilities. On the other hand, and though positive, 53% agrees that personal time outside working hours is valued and respected, which suggests there is still room for strengthening the appreciation of balance between personal and professional life in the workplace.

Regarding institutional and peer support, equality and conciliation is promoted; 40% agrees that in their jobs there is institutional or cultural support within the company to encourage gender equality and personal-work life conciliation; and 46% concurs that there is support in their jobs from their superiors and colleagues to manage conciliation efficiently. These results highlight the importance of creating a more aware and sympathetic organizational culture, and they also show areas where to improve collaboration and support within work teams. In this sense, flexible hours and the creation of supportive spaces comprise practices that not only nourish the personal balance of female workers, but also strengthen resilience and productivity in a work field that demands evermore a whole and sustainable approach.

Figure N°7: Professional-family life conciliation



Specific policies or programs

32% Agrees that their jobs offer specific policies or programs to encourage conciliation between women's personal and work life



Flexible hours

58% Agrees that their jobs provide flexible work hours and/or the possibility of working from home



Valuation of personal time

53% Agrees that their jobs respect and value their personal time outside working hours



Institutional support that promotes equality and conciliation

40% Agrees that in their job there is institutional or cultural support to encourage gender equality and personal-work conciliation



Support from superiors or colleagues for conciliation

46% Concur that their jobs provide support from superiors and colleagues to manage personal-work life conciliation efficiently



Measures for conciliation and retention of women in the organization

41% Concur that in their jobs, the implementation of personal-work life conciliation measures along with joint responsibility, favor the retention and promotion of women in the organization

Conciliation and promotion for the retention of feminine talent



82%
Considers a
moderate / high
level of conciliation

The implementation of conciliation and women's retention measures in an organization result in multifaceted benefits. These initiatives not only improve the work environment promoting employees' satisfaction and loyalty, but also increase the retention of talents by reducing the turnover rates. Yet, to begin, how do female workers of the sector perceive the level of conciliation?

Despite the masculinization of the energy sector, a high level of perception is observed regarding the conciliation of personal-family life (82%). This finding becomes even more important when considering that 58% of the women surveyed have dependent people under their care, whether children, older adults, or people with some health condition. This context highlights the complexity of the dual presence experienced by these women, who not only face work challenges in a sector historically dominated by men, but also deal with significant family responsibilities. The level of positive perception of conciliation suggests that despite these challenges, the energy sector could be moving forward in the creation of work environments that acknowledge and support the family needs of women. However, the need to continue improving these policies and practices to ensure an effective conciliation remains evident, especially in a context where most women face additional family responsibilities, which implies hand-in-hand advances from the socio-cultural scope as well.

The above, in addition to 41% acknowledging that the implementation of conciliation measures along with the joint responsibility favors the retention and promotion of women in the organization highlights the importance of these measures not only for conciliation, but also for the development and retention of feminine talent in the sector. By facilitating an effective balance between work and family responsibilities, these policies encourage the professional advancement of women, strengthening diversity and inclusion in the company and consolidating a positive corporate image. Moreover, this approach not only supports female workers, but also promotes a more productive and encouraging organizational culture. In short, conciliation, promotion, and retention measures are essential to nurture a balanced, sustainable, and successful work environment.



Women's everyday life in the energy sector

Having the proper infrastructure is also part of equality in the energy sector

Figure N°8: Statements on infrastructure



On the other hand, ensuring that the facilities are accessible and safe for all employees involves having clean hallways, proper illumination, and personal protection gear that correctly adjusts to women, among other measures. In this regard, 72% concurs that the facilities and use of equipment are apt for all people in their job or last job in the energy sector. In this regard, to ensure an effective inclusion it is essential to have workspaces and conveniences, design work areas that are accessible, and which consider everyone's needs. This includes separate restrooms and changing rooms for men and women, as well as resting and common places that are comfortable and accessible to all employees.

Finally, a not minor gap is identified with what is expected for a proper infrastructure for the care of dependent people, as only 15% claims that the infrastructure fully complies with this, as are breastfeeding rooms and diaper changing rooms. This is supported by part of the qualitative findings' narrative:

"In my workplace there wasn't a room to pump my breast milk. There was no associated infrastructure [...] Receiving women in the industry implies having the proper facilities beyond the policies" (Participant focus 1, 2023)

The inclusion of women in the energy sector is not limited only to labor participation, but also involves the creation of an inclusive work environment, including the infrastructure and design of the facilities. Several factors can be analyzed in order for everyone to feel included in the infrastructure of a power plant:

First, inclusion regarding the clothing within a power plant may be a significant aspect to ensure that both men and women feel comfortable and safe in their workplace. In this sense, about 2 in 3 women surveyed (64%) claim they have the right size equipment and furthermore, it is comfortable.

Addressing this deficit involves creating concrete policies that enable the installation of suitable care spaces in the workplace, which is why the challenge is in the implementation of adequate care spaces, as it not only benefits female employees, but also contributes to the creation of a more balanced and favorable work environment for all employees, enhancing inclusion and support for diversity in the company.

The information collected in the focus groups allow sustaining the idea of how the pioneering feminine leaderships in the sector are responsible of paving the way to diminish the mentioned infrastructure as well as the symbolic gaps:

“The great challenge is that most of the women who are getting to high positions did not have a feminine role model to follow, so we are in between being like our superiors as well as in charge of teaching and educating in our organization” (Participante focus 3, 2023)

“The Challenge today is for those of us who are in higher positions to be able to show a different type of leadership, a type of feminine leadership that is effectively in agreement with us and which we can create in a really kind way” (Participant focus 3, 2023)



In summary, the importance of involving women in the design and planning of the infrastructure has been and will be essential to advance in building safe and inclusive work experiences. Having their perspectives and experiences may contribute valuable ideas not only to promote gender equality, but also to create a welcoming and functional workplace that brings about a more productive and rewarding work environment for all employees.

Although there is a low level of stigmatization, some cultural gender barriers are perceived in the energy sector

The information about stigmatization related to the use of work conciliation policies reveals a positive work landscape as only 1 in 3 of the women surveyed (34%) claims they have experienced some type of stigmatization or negative consequences for requesting and/or making use of personal- work life conciliation measures in their jobs. Despite the existence of conciliation policies, the low level of stigmatization indicates a progress in the acceptance and normalization of their use. These figures prompt a more receptive work environment, where employees who make use of these policies do not face a significant stigma, thus promoting a supportive and flexible culture in the workplace.

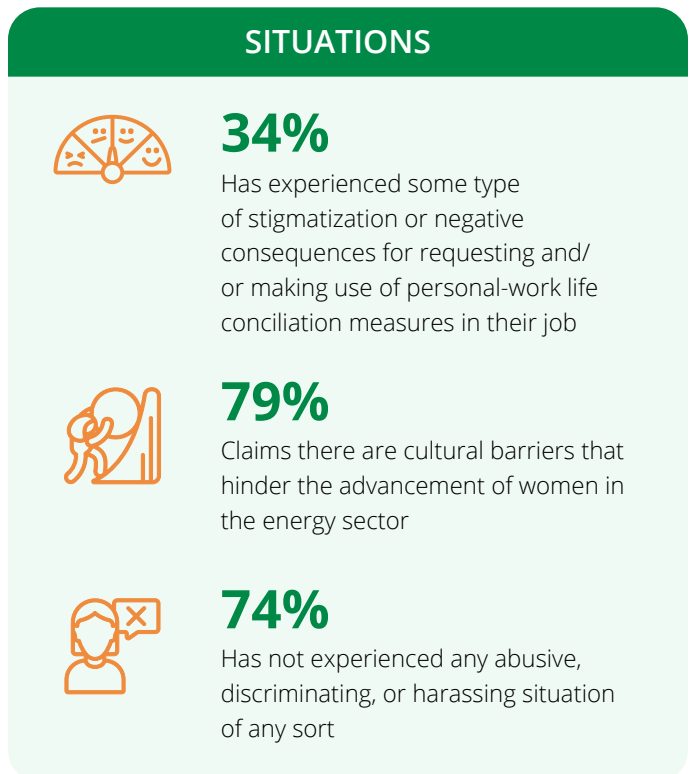
Introducing data on gender stereotypes in the energy sector involves recognizing the rooted influence of preconceived perceptions in the job roles. The focus groups highlighted some bias perceived by the participants of this research, which relate to the constant validation of the abilities they claim they must demonstrate in front of their peers:

*“We have to prove that we are intelligent”
(Participant focus 1, 2023)*

“Validating that one is smart and was not given the degree” (Participant focus 2, 2023)

“We have to prove how good we are to get the respect from our peers” (Participant focus 3, 2023)

Figure N°9: Statements on everyday situations



The above, added to the 79% claiming that there are cultural barriers that hinder the advancement of women in the sector point out the urgency of tearing down those paradigms that still subsist in the organizations. Even though there are advances in equality, there are still stereotypes that restrict women from fully participating in technical and leadership roles. The data reviewed along the document reveal challenges in the perception, access to opportunities, as well as in balanced representation in this fundamental sector, indicating the need to overcome these stereotypes to achieve greater diversity and inclusion in the energy industry.

It is important to notice that 26% of women report having suffered an abusive, discriminating, or harassing situation at work, which shows there is still a gender violence problem in the workplace.

However, it is important to notice that the remaining 74% of women do not report having suffered these situations, which may indicate that measures are being taken to prevent and address this kind of damaging behavior. Still, there is much to be done to ensure the safety and respect of all people in the workplace. Another important fact is that 74% of the women surveyed has not suffered any kind of harassment or discrimination. A relevant finding of this fact is that despite the challenges in gender representation and equality in the energy sector, a high percentage of the women surveyed have not experienced harassment or discrimination. This could suggest that despite the persisting challenges, there is a work environment that provides a relatively safe and respectful context for a significant part of the women in this industry. This fact emphasizes the importance of strengthening and maintaining policies that encourage equality and safety at work, and at the same time highlights the need to address the experiences of those who have indeed suffered discrimination or harassment.

In this regard, it is evidenced that it is a safe space for women to develop. In fact, participants of the focus groups claim they need to venture and lose the fear of the technical part of the sector.

“Not fear the technical part of the sector. It’s nice, we learn, it’s stable, it’s a good business to support oneself. It is entertaining and it’s not as hard as it seems. You can also grow” (Participant focus 3, 2023)



The importance of generating networks and alliances

The call to build alliances and communities in the energy sector becomes even more relevant when considering the marked masculinization of the industry. The focus groups outline the importance of counteracting this predominantly masculine environment through the creation of spaces where women can share experiences, overcome challenges and be mutually supportive. Although 27% of the people who answered the survey belong to women's networks, this figure shows a low participation before the impending need to establish more solid communities. In this context, the companies and organizations of the sector are presented with the opportunity to play a crucial role by actively encouraging the creation of women's networks. By doing so not only would they address the current deficit in support among women, but also contribute to challenge the historically masculinization of the sector, encouraging a more inclusive and equal work culture. So is confirmed by the participants of the qualitative stage, positively assessing the generation of spaces such as this research, and promoting the calling to create alliances:



Only
27%
Are members of a professional network associated with the energy sector

The promotion of these alliances not only becomes an essential tool to encourage the professional and personal development of women in the energy sector, but also a means to change the rooted cultural dynamics and promote greater diversity in all levels of the industry.

*“Provide support to other women, giving positive feedback, empowering other people”
(Participant focus 2, 2023)*

“The Alliance between women help generate changes” (Participant focus 1, 2023)

The above is added to the appeal to promote leaderships that enable the access and retention of feminine talent in the sector, in addition to understanding the precise moment of change and transitions they are leading for the future of the energy sector in the country:

*“There is lack of family, culture, and education enablers; encouraging women to pursue hard careers. That is how greater equality will be achieved. Become sympathetic among women will have an impact on leadership. In any process of change and transition, work remains to be done related to enablers and pathways.”
(Participant focus 3, 2023)*

Finally, and as evidenced in this last section, the qualitative findings have allowed validating each quantitative fact obtained, reinforcing the findings, and adding value to the information collected:



Figure N°10: Synthesis of insights obtained from the Focus Group

Positive assessment of the dynamics

The space of the focus groups was highly valued to comment and share experiences; favorable disposition to open up, comfortably enabling a safe space for conversation.

Emphases are different in each focus group

In leaderships with ample focus in maternity versus professional analysts focus, who are more focused on career plan and development. In managerial, the focus was on leadership and associations with personal/family life balance and conciliation.

Positive discrimination

This concept was addressed particularly in issues related to gender equality, maternity and external validation. Frictions related to gender quotas established by regulation were mentioned, suggesting measures to address gender disparities.

Building community

The appeal to make community, sorority, empowerment is present in all focus groups.

Empowering in occupations historically masculinized

An invitation to tear down paradigms is perceived, where women can be in technical, expertise positions, which comes from the very selection of a career and occupation by women; an incentive to venture, that there are opportunities for growth beyond the quotas, that they can use spaces in careers which are not always linked to the traditional ones.



Conclusions

The information gathered allows substantiating the need to continue strengthening the abilities and attraction of women's talent to the sector. The information obtained has not only outlined the crucial areas of improvement to create a more inclusive environment, but also provided valuable findings about the competences and skills that women can contribute to the energy sector. These data are not only an indicator of the unexploded potential in terms of feminine talent, but also offer a road map to reinforce the existing abilities and cultivate new skills that enhance the industry. Moreover, the visibility of these data not only strengthens the position of women in the sector, but also has a direct impact on the attraction of talent. The transparency in women's work experiences, along with the evidence of opportunities for professional development and an inclusive work environment, becomes a powerful magnet for new generations of women who pursue careers in the energy sector. When highlighting women's challenges in the industry, these data contribute to positioning the sector as an attractive and progressive destination for feminine talent, generating a positive cycle of attraction and retention of highly qualified professionals.

In this sense, the relevance of these data goes beyond the current understanding; it establishes the bases for the transformation

and continuous enhancement of the sector through the empowerment and attraction of feminine talent.

Also, it is important to mention the challenge of equality and integration of feminine talent in the regions of our country. This research emphasizes the imperative need to include the regions in the policies and practices intended to promote diversity, strengthen infrastructure, promote inclusion, ensure equality, enable conciliation, and attract talent in the energy sector. The decentralization of these policies is not only crucial to address the different realities and needs of female collaborators in different geographic locations, but also represents a strategic opportunity to offer greater and better possibilities for women throughout the country. Including the regions in these policies will not only contribute to diminishing the existing disparities but will also enhance the development and growth of communities which have often been outcast workwise. Decentralizing and personalizing these practices, paves the way toward a more effective and balanced inclusion, allowing female collaborators in different regions to access professional opportunities in equal conditions.

This integrated approach not only reinforces the commitment with diversity, but also positions the energy sector as an agent for positive change regionally, generating a significant impact on the empowerment and development of women in all areas of the country. Ultimately, regional inclusion is not only a need, but also a fundamental strategy to build a more diverse, equal, and sustainable energy sector.

On the other hand, this research highlights the need to generate spaces of alliances and networks between female collaborators of the sector. The participants of this study clearly and resonantly appeal to the generation of spaces of alliances and networks within the energy sector. The importance of establishing significant connections among professional women is not only noted as a need, but also as a fundamental strategy to reinforce feminine presence in the industry. The creation of these alliances and networks provides a context where women can share experiences, knowledge, and opportunities. This calling reflects the desire to build solid and supportive communities that not only broaden individual perspectives, but also encourage the collective advancement of women in the sector. Generating these spaces will not only contribute to the participants' professional development but will also promote a culture of collaboration and mentorship, leading the way for future generations of women in the energy industry.

What is more, the conclusions of this study reveal a resonant sense of positive valuation among the women participating, who have expressed the importance of deeply exploring

issues which, until now, had not received the attention required. The diversity of perspectives and experiences shared during this process has allowed visualizing crucial aspects of the work context which deserved a more in-depth analysis. The emergency of these issues has significantly contributed to broadening the understanding of the challenges and opportunities faced by women in the energy sector. This research has not only been a space of investigation, but also a constructive ground where participants have felt free to share their experiences openly and honestly. This safe environment has allowed women's voices to be heard clearly and has favored a productive dialogue that transcends pre-existing barriers. The collective construction of knowledge during this study has not only enriched the understanding of women's work reality in the energy sector but has also set the bases for contributing to a more inclusive environment.

Finally, the participative and collaborative nature of this research process has created a space where women not only feel represented, but also skilled to influence the way how gender challenges are addressed in the sector. The joint construction of solutions and the identification of improvement areas have consolidated this study as a catalyst for positive change, underlying the transforming potential of an inclusive and participative approach in the construction of work environments which reflect diversity and promote equality.

In short, all the previously reviewed underlines the need to build a solid and empowered network that catalyzes change and promotes professional and personal growth of women in the energy sector. This calling not only represents an aspiration, but also a concrete action to build a more inclusive, balanced, and sustainable work environment.



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Attachments

Table N°1: Level of agreement in statements on Compensation (Addition of agree + completely agree)

	Total	Regions		Positions					Age group			
		Metropolitan Region	Regions	CEO - Board - Manager - Assistant Manager	Manager	Operator	Operating / Administrative	Other	Professional / Analyst	Under 39	40 to 49	Over 50
The advancements or promotions I have achieved are in harmony with the time I have in the company or institution.	45%	44%	47%	63%	45%	53%	48%	0%	36%	47%	41%	48%
My superiors give me the recognition I deserve in my job / last job	62%	62%	61%	68%	55%	64%	58%	7%	60%	63%	61%	57%
I feel valued and recognized by my achievements and contribution in my job in the energy sector	59%	58%	59%	67%	54%	62%	56%	50%	55%	60%	59%	56%

Table N°2: Level of fulfillment of Conciliation Measures (Addition of mostly fulfilled + completely fulfilled)

	Total	Regions		Positions						Age group			
		Metropolitan Region	Regions	CEO - Board - Manager - Assistant Manager	Leaderships	Manager	Operator	Operating / Administrative	Other	Professional / Analyst	Under 39	40 to 49	Over 50
Specific policies or programs are offered to promote conciliation between women's personal and work life	32%	30%	35%	30%	29%	58%	38%	47%	0%	30%	31%	29%	41%
There is flexibility in work hours and/or the possibility of working from home	57%	60%	51%	66%	59%	58%	38%	52%	17%	56%	59%	56%	53%
Personal time outside working hours is respected and valued	53%	52%	54%	52%	48%	71%	60%	67%	50%	51%	52%	51%	58%
There is infrastructure that considers care work (Ex.: breastfeeding rooms, nappy changing rooms)	27%	31%	20%	29%	28%	35%	26%	32%	0%	26%	22%	31%	35%
There is institutional or cultural support in the company to promote gender equality and personal-work life conciliation	40%	41%	39%	45%	34%	52%	55%	53%	50%	37%	39%	38%	49%
There is support from superiors and work colleagues to efficiently manage personal-work life conciliation in the company	46%	47%	44%	47%	43%	51%	62%	54%	33%	45%	47%	45%	46%
The implementation of personal-work life conciliation measures, added to joint responsibility favor the retention and promotion of women in the organization	40%	40%	41%	47%	35%	52%	51%	52%	0%	38%	40%	39%	45%

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