



The Equal by 30 campaign asks companies and governments to endorse principles of equal pay, equal leadership and equal opportunities, and to take concrete action to close the gender gap in the clean energy sector.

McKinsey's *Delivery through Diversity* study strongly correlates gender diversity with both profitability and value creation.<sup>1</sup>

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

## Balance Means Business

Empowering and increasing the representation of women in the energy sector is essential in the transformation to a clean energy economy. Growing evidence demonstrates that gender diversity increases profits and generates efficiencies. For Equal by 30 signatories, gender balance is serious business.

# towards gender balance

balance = more women in senior management

more women in senior management = higher profits and greater efficiency

higher profits and greater efficiency = a healthier global economy

target for clean energy sector: women comprise **30% of senior management**

women's income **+76%<sup>4</sup>**

GDP increase of **US\$ 12 trillion<sup>6</sup>**

Studies indicate that companies with gender-balanced management teams are more efficient.<sup>2</sup> In 2017, 742 Canadian companies disclosed the membership of their boards of directors; only 13% of directors were women.<sup>3</sup>

Companies with gender-balanced workforces are more profitable. For modern corporations, a balanced workforce is a competitive advantage; in 2017, however, women comprised only 24% of the workforce in Canada's natural resource industries.<sup>5</sup>

Achieving a gender-balanced workforce by the year 2030 could increase global GDP by US\$12 trillion.<sup>6</sup> Every step we take toward gender balance brings us closer to this goal. Every step we don't take impedes the economy.

<sup>2</sup> Hunt, V. et al. (2018). Delivering through diversity. McKinsey & Company

<sup>3</sup> MacDougall, A. et al. (2017). Diversity disclosure practices: Women in leadership roles at TSX-listed companies. Osler, Hoskin & Harcourt LLP.

<sup>4</sup> [UNWomen.org](http://UNWomen.org)

<sup>5</sup> Statistics Canada, 2017.

<sup>6</sup> Woetzel, J. et al. (2015). How advancing women's equality can add \$12 trillion to global growth. McKinsey Global Institute.

# equal pay, equal leadership, equal opportunities

The Credit Suisse Research Institute's bi-annual CS Gender 3000 reports consistently demonstrate that companies with a higher participation of women in decision-making roles generate higher market returns and superior profits.<sup>7</sup>

<sup>7</sup> Credit Suisse. [https://www.credit-suisse.com/corporate/en/media/news/articles/media-releases/2016/09/en/csri-gender-3000.html?t=690\\_0.5946049839258194](https://www.credit-suisse.com/corporate/en/media/news/articles/media-releases/2016/09/en/csri-gender-3000.html?t=690_0.5946049839258194)

## Equal by 30

Creating a sustainable, innovative and diverse future will depend on our ability to harness all talent in service of the breakthrough ideas and solutions that will transform our world. Equal by 30 unites companies, governments, associations and not-for-profit organizations in a shared commitment to increase **gender equality** in the transition to a clean energy future.

The energy industry remains one of the world's most gender imbalanced: renewable energy employs about 32% women, compared to 22% in the energy sector overall, lower than in the economy as a whole (48%).<sup>8</sup>The Equal by 30 campaign is part of a larger international effort – the Clean Energy, Education and Empowerment Initiative (C3E) – to increase the participation of women in the clean energy sector and close the gender gap.

Evidence supports the compelling logic underlying Equal by 30: gender equality generates gains in efficiency, innovation and profitability, sparking progress in the clean energy sector and benefiting the global community. While under-represented, women are bringing their skills to the world's hardest challenges and are making changes and adding value.

With more than 100 signatories around the world, including all G7 countries, Equal by 30 unites us in our efforts to make progress for **equal pay, equal leadership and equal opportunities** for women. We share these stories from our signatories to inspire individual, organizational and collective action to achieve equality and enable the global clean energy transformation.

<sup>8</sup> IRENA, 2019. Renewable Energy: A Gender Perspective. <https://www.irena.org/publications/2019/Jan/Renewable-Energy-A-Gender-Perspective>



## The Power of Bold

Desiree Norwegian has always dreamed big. A member of Liidlii Kue First Nation, she grew up in Wawa, Ontario, earned a degree in business and certified as a Chartered Professional Accountant. Rather than follow a more typical career path of employment, in 2016 Ms. Norwegian bought Abraflex, a company that manufactures protective suits and tenting for the nuclear industry.

Under her **leadership**, Abraflex developed a new facility and became an exclusive supplier of the Mark IIIB suit to Bruce Power. To expand one of its business lines, Abraflex secured a licence from the Canadian Nuclear Safety Commission—the first Indigenous company, and the first one owned by a woman, to do so.

Ms. Norwegian is now passionate about another bold idea: small modular reactors (SMRs)—tiny nuclear power plants that could generate affordable, non-emitting electricity in communities located far from the electricity grid.

“In remote communities—particularly in the North—diesel generators are the only source of electricity,” says Ms. Norwegian. “The lack of power is a major obstacle to development. **Imagine** if they could access another source of energy?”

In a sector with very few Indigenous women, Ms. Norwegian achieves business success through determination, hard work and bold ideas—the same combination that drives the transformation to clean energy.

**“To unlock the potential of diversity, individuals have to be themselves.” Jacqui Murray**



## **Be All of You**

As Deputy Director of the UK’s £246 million Faraday Battery Challenge, Jacqui Murray’s job is to inspire and harness the innovation needed to develop the next-generation battery for electric vehicles. Decades of engineering and leadership experience give her a unique perspective on how diversity and inclusion can drive innovation. The key, in her view, is to **encourage** and enable individuality.

“Innovation necessarily requires fresh ideas,” says Jacqui Murray. “But corporate cultures often favour uniformity and most of us just want to fit in—especially if we’re in the minority. To unlock the potential of diversity, individuals have to be themselves.”

Jacqui Murray became inspired to **champion** this simple but profound idea five years ago, after leading STEM week at her children’s primary school. Trained in emotional intelligence and coaching techniques, she now helps others acquire skills in conflict resolution and self-confidence. She shares her message regularly to a variety of audiences, including the University of Bristol, the Defence Science and Technology Laboratory, 3M and the Welsh Women in STEM Board. At the British Army’s STEM Careers event, she addressed 900 teenage girls, reflecting on a question she was asked as a young engineer: “What’s a girl like you doing in a place like this?”

“Innovation requires us to embrace failure and to leverage—rather than sublimate—our differences,” she says.

# “Diversity will be our strength!”

Francis Bradley, CEA’s Chief Operating Officer.

## Making a Statement

The Canadian Electricity Association (CEA) recognizes that **promoting gender diversity** in the male-dominated electricity sector requires deliberate action. To foster gender diversity at the industry’s top levels, CEA formally mentors women with leadership potential.

“I’ve felt increasingly empowered since coming to CEA in 2018,” says Julia Muggeridge, CEA’s Director of Communications. “I was provided a mentor to help me develop the skills needed to get to the next level.”

CEA also works to raise the profile of women leaders. Two of the first four episodes of *The Flux Capacitor*, CEA’s podcast on the future of the industry, feature female leaders: Karen Hutt, CEO of Nova Scotia Power; and Gianna Manes, President and CEO of Enmax. In the latter episode, *Living in Exponential Times and Thinking Differently*, Gianna Manes touches on the important role that diversity can play in business success.

“Organizations benefit greatly from **diversity of thought**, experience and attitudes,” says the host of the podcast—Francis Bradley, CEA’s Chief Operating Officer.

To foster diversity across the sector, CEA is leading the development of a diversity and inclusion statement that builds on the programs and initiatives already underway at CEA and at member companies across Canada.

“More and more women in the sector can **dare to dream** now,” says Julia Muggeridge, “we feel empowered to want more.”



## Removing Obstacles, Fostering Innovation

Ontario Power Generation (OPG) recognizes that innovation is essential to the **clean energy transformation**. The Crown corporation generates almost half of the electricity consumed in Ontario, Canada's most populous province, and closed its last coal-fired plant in 2014. To foster an inclusive culture that welcomes new ideas and perspectives, OPG tweaked its recruitment and staffing processes. The changes helped to double the percentage of women entering OPG's Nuclear Operator in Training (NOIT) program, the primary recruitment stream for the company's nuclear operations.

To attract a more diverse group of qualified NOIT candidates, the company changed the criteria it uses to shortlist the thousands of people who apply each year and increased the **number of women** on interview panels. The changes have led to significant increases in the numbers of recruits from all four designated groups: women, members of visible minorities, persons with disabilities and Indigenous people.

OPG also developed and implemented an inaugural Corporate Diversity Strategy that includes new mentorship programs, stronger **diversity targets** and education for hiring managers. The Strategy, along with the changes to NOIT, inspired the Canadian Centre for Diversity and Inclusion to present the 2018 Dentons Senior Executive of the Year award to Barb Keenan, OPG's Senior Vice-President of People and Culture, and Chief Ethics Officer.

**WONDER**

A NEW PLAY  
BY ELLEN DENNY

BASED ON THE LIFE  
OF PHYSICIST  
HARRIET BROOKS

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Be the first to hear the remarkable true story of Canada's 'Marie Curie'...

Photo: SPL/Science Source

**“WONDER helps to inspire change by telling Harriet Brooks’ story from a modern perspective,” says Erin Polka, CNA’s Director of Communications.**

## Past, Present and Future

The Canadian Nuclear Association (CNA) recognizes that learning from the past leads to a **better future**. This is particularly true when it comes to women in the nuclear industry. Increasing the numbers of women at all levels will **foster the innovation** that drives the industry’s success. To this end, the CNA recently contributed to the development of *WONDER*, a play about Harriet Brooks, Canada’s first female nuclear physicist. In 1901, Ms. Brooks became the first woman to earn a Master’s degree in physics from McGill University and went on to work with three future Nobel laureates. When she decided to marry, her employer forced her to abandon a promising career.

“Conventions have changed, of course, but women are still under-represented in our industry,” says Erin Polka, CNA’s Director of Communications.

Several CNA initiatives aim to boost the number of women in the energy industry. The CNA sponsors the WiN-Canada Pioneer Scholarship, for example, awarded annually to women studying nuclear science and engineering. The CNA produced the video *Narrowing the Gender Gap in the Nuclear Industry* to encourage young women to pursue careers in the sector. And headlining CNA’s 2019 conference was an all-women panel of the top nuclear regulators from Canada, the United States and the United Kingdom.

By **taking action**, the CNA helps to ensure a bright future for women in the nuclear industry.

“I don’t believe I could have moved up from a freshman in the clean energy industry to mid-high level management without the company’s fair workplace environment,” says Nancy Wu.

### Female Leadership Yields Results

Yingli Solar uses a formal program to **recruit, retain** and **promote** women leaders. A leading manufacturer of solar panels with more than 14,000 employees, Yingli Solar is based in Baoding, China. To promote gender equality in the clean energy sector, the company launched its Female Leadership program in 2008, assigning responsibility to its human resources department.

Under the program, hiring and promotion processes prioritize technical knowledge and interpersonal skills, and strive to minimize unconscious bias. The program enjoys broad support across the company, from the executive suite to the shop floor. Currently, women account for approximately 25% of senior managers and 18% percent of mid-level managers.

Nancy Wu is a testament to the program’s success. After joining the company in 2008, she rose from junior technician to project leader in just three years. With strong English skills and exceptional knowledge of Yingli Solar’s products and technology, she helped the company secure the certifications it needed to export around the world. In 2017, the company appointed her as General Secretary to its newly established Zero Carbon Development Research Institute. Under her leadership, the Institute has hosted a series of design and technical competitions.

To fully realize the promise of **clean energy**, Yingli Solar believes that women must play an important role.

“I’ve seen first-hand that a diverse workforce and a gender balanced board make for a better business,” says Juliet Davenport, CEO of Good Energy and member of the Coalition.



## Strength in Numbers

An initiative in the United Kingdom inspires energy companies to promote more women by harnessing the power of data, leadership and **mentorship**. POWERful Women is a collaboration involving government, academia and companies across the energy sector. By 2030, the initiative aims for the sector to achieve two goals: women will comprise 30% of board directors and 40% of executive-level managers.

In 2015, POWERful women began to collect and publish annual data about the numbers of women serving as directors and senior executives for 80 of the UK’s top energy companies. In May 2018, it reported that:

- Women occupied 13% of all board seats (up from 11% in 2017).
- Half of the companies had no women on their boards of directors.
- The percentage of women in executive management roles remained at 6%, unchanged from 2017.

To **accelerate progress**, POWERful Women operates a mentoring programme, hosts networking events, and provides direct practical support to energy companies working to increase gender diversity. It also created the Energy Leaders’ Coalition in May 2018: eight CEOs of leading UK energy companies made a public declaration to improve gender diversity in their companies and in the sector as a whole.

**“We want organizations to be successful and to access the advantages to the bottom line that come with gender inclusivity,” says Michelle Branigan, EHRC’s CEO.**

### **Of Their Own Accord**

Electricity Human Resources Canada (EHRC) established the Leadership Accord on Gender Diversity (The Accord), a management accountability framework for organizations to increase their gender diversity.

The process begins with a leader’s **public commitment** to promote the values of gender diversity and inclusion within their organization. Signatories commit to benchmarking corporate performance using a guided review process and self-assessment tool. Based on the review and assessments results, the organization identifies and implements appropriate initiatives, and measures and reports on the process every 2 years.

Launched in 2017, the Accord now has 54 signatories and 18 advocates, representing over 47,000 employees. The Accord continues to attract organizations from the electricity sector and other industries. To support Signatories and Advocates, EHRC runs a mentorship program and partners with Women Leadership Nation, an independent service provider that works directly with organizations to support them in achieving **measurable results**. EHRC also partners with Equal by 30 to share commitments and reporting. This partnership reduces administrative burden for organizations and unites signatories of both the Accord and Equal by 30.

“The Accord charts a clear path for organizations wanting to build a workforce that is truly representative of Canada’s people,” says Michelle Branigan, EHRC’s CEO.



## A Plan for Change

Hiring women and members of other under-represented groups in the energy sector was an essential component of Maritime Link, an innovative megaproject to connect the island of Newfoundland to the North American electrical grid. Completed in 2018, the project involved installing two 170-kilometre undersea cables and more than 400 kilometres of overland transmission lines, along with required infrastructure.

Emera Newfoundland and Labrador (ENL), a subsidiary of Emera Inc., led the project and implemented the Maritime Link Benefits Agreement and **Diversity Plan**. The Plan focused on ensuring that all participating companies, contractors and unions provided employment **opportunities to women**, Indigenous peoples, persons with disabilities and members of visible minorities. To support the Plan, Emera NL collaborated with women-in-trades programs, sponsored WinSETT (Women in Science, Engineering, Trades and Technology) leadership workshops and participated in Aboriginal business forums, among other activities.

The Plan earned high praise from several groups, including Women in Resource Development Corporation, Newfoundland and Labrador Organization of Women Entrepreneurs, and Electricity Human Resources Canada.

The Plan, and similar **corporate initiatives**, continue to inform Emera's approach to inclusion and diversity. Women currently hold four of the ten seats (including the Chair) on Emera's Board of Directors, and serve as presidents of four Emera subsidiary companies.

“Effective diversity and inclusion practices help to ensure that we are equipped with the competencies needed to succeed in the rapidly changing energy landscape,” says Frida Marty Wallgren of Vattenfall.

### Taking Ownership of Diversity and Inclusion

To make the most of the link between diversity, innovation and **business performance**, energy company Vattenfall conducts Diversity and Inclusion (D&I) training for all executives and managers, and soon all employees.

“Effective diversity and inclusion practices help Vattenfall acquire the competencies needed to succeed,” says Frida Marty Wallgren, Vattenfall’s Process Manager of Diversity & Inclusion.

A state-owned Swedish company that generates power in five European countries, Vattenfall employs over 20,000 people worldwide. In 2016, the company began to test D&I training with senior executives and revised it based on the results. A few months later, senior managers participated in the final version: a lab that runs from two to three hours.

The lab explores and explains how diverse, inclusive teams boost productivity and profitability. Participants also learn to **identify their biases** and how these biases influence their behaviour. To inspire continuous improvement, participants complete surveys before and after each lab that explore their attitudes about topics such as gender. In the last two years, Vattenfall has recorded a small but **significant increase** in the number of women appointed to managerial positions.

“The training will inspire long-term organizational change by encouraging everyone at Vattenfall to take ownership of diversity and inclusion,” says Frida Marty Wallgren.



## Walking the Talk

Borealis GeoPower makes no secret of its **commitment** to diversity, inclusivity, clean energy and sustainable development. In fact, the Alberta-based company proudly advertises many of its progressive actions on the home page of its website. A signatory to both Equal by 30 and the Leadership Accord on Gender Diversity, Borealis GeoPower develops geothermal and brine-mining projects, particularly for First Nation communities. The majority of the company's dozen employees and managers, a third of its board members and its CEO are all women.

"We don't recruit for diversity," says Alison Thompson, CEO of Borealis GeoPower, "diversity recruits for us. We tend to attract candidates who **share our values.**"

Before starting Borealis GeoPower, Alison Thompson spent much of her career working for an American coal-based utility and for Canadian hydrocarbon giants such as Suncor and Nexen. A professional engineer by trade with post-graduate degrees in both chemical engineering and business administration, she believes that diversity will help **drive the innovation** needed for the clean-energy transformation.

"I support a board quota system for publicly traded companies as a way to make the energy sector more inclusive," says Alison Thompson. "It's not a popular strategy, but it would certainly increase the number of women and points of view in the industry."



# Equalby30

**To learn more about  
Equal by 30—and  
to realize the benefits  
of gender balance for  
your organization—  
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