

"Energy + Woman" Plan: A Healthy Energy Sector

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SUMMARY

The "Energy + Women" Program has been a catalyst and incident initiative that has allowed the design of a Public-Private Plan, on a voluntary basis, with the Chilean energy industry and its supply chain; This plan has been studied, recognized and transformed into a Management Model that is currently intended to be replicated in the national mining sector.

Keywords

Energy and Gender; Inclusive Energy Transition; Energy Sustainability; Gender equality.

Introduction

The evidence regarding the benefits of empowering diverse and inclusive teams is eloquent. Globally, it is estimated that achieving full gender equality would contribute to the growth of the world economy by \$ 28 trillion by 2025, without forgetting that by that date 75% of the workforce will be millennial. At the corporate level, it is estimated that companies with greater gender diversity would have greater profitability, increase their market share, enhance innovation, attract talent, and improve their reputation¹.

Along with the foregoing, at the international level there is growing legislation that has stimulated normative and regulatory changes in favor of diversity and gender equality, helping to promote an ethical and inclusive society, gradually banishing a series of discriminations from collective life and every day. Added to the above are the good practices that have been developing in the business and institutional sectors with this perspective².

In this perspective, in the "Energy Route 2018-2022" of the Ministry of Energy, the "Implementation of Measures for the Insertion of Women in the Energy Sector" was committed, and it imposed three tasks for the four-year period:

(i) Forming a Public-Private Table to address this challenge, (ii) Carry out a diagnosis on the insertion of women in the energy sector, and (iii) Formulate, based on its results, a Public-Private Plan to address the possible barriers and gaps identified in this industry.

The purpose of the Case Study

The socialization of gender in our society is a factor that determines the professional choice and job aspirations of women and men very early. This has led, for example, to less training of women in areas traditionally considered masculine (science, technology, mathematics and engineering) or of men in areas traditionally considered feminine (nursing, preschool education).

In terms of organizational culture, the objective of the plan is to promote actions that end social stereotypes, gender biases and existing representations of what is "feminine" and "masculine" inside and outside of work, avoiding that they are the basis of inequities that exist to achieve greater insertion of women in the energy sector.

In terms of management, the objective of the plan is to provide the national energy industry with a conceptual framework to frame the design of its actions around the inclusion of aspects of equity and diversity in its corporate development with a strategic long-term perspective, and at the same time, it becomes an adaptable and scalable Management Model for other masculinized areas.

In terms of economy, the objective of the plan is to increase the levels of performance and productivity of energy projects, making this industry competitive and sustainable. One of the companies adhering to the Plan is building the first solar concentration plant in Latin America with an investment of US \$ 1.4 billion and more than 1,000 construction workers. In the assembly stage of the 10,600 heliostats, 20% of women were hired and trained in that trade. There is solid evidence of increases in levels of performance, productivity, work environment and absorption of local female labor.

¹ DELOITTE; McKinsey; Fortune 500; World Bank; BCG; Centro de Estudios de la Mujer (CEM, Chile); Comunidad Mujer (Chile).

² Fundación Diversidad (2013).

Method

Subjects

Industry associations (generation, distribution, transmission, hydrocarbons, gas, geothermal energy, energy efficiency, etc.), Institutions of the sector (regulatory, technical), Communication Media in the area (specialized magazines), international entities in the energy field, Ministry of Women and Gender Equity, and the Ministry of Energy.

Design of the investigation

This Case Study focuses on multiple theoretical and conceptual sources related to Public Policy, Economy and Gender and Diversity, recording evidence, files and results on the perspective of the participants.

For each stage of the plan, the contribution of different key actors and small stakeholders was considered as units of analysis (from a qualitative perspective).

The results presented correspond to the assimilation of a work as applied research. In different stages, different information gathering techniques were used, as well as different analysis tools.

Stages of the "Energy + Woman" Plan

In planning, the theoretical framework regarding the construction and evaluation of Public Policies was in view, and some recommendations were taken into account at the beginning:

- a) The relevance of defining a public problem up to the concrete solution proposal, and the possible ways of exposing it and generating consensus for its implementation (creating public value) (Bardach, 1998).
- b) The importance of gathering information to guide the research process, including the map of actors.
- c) The elaboration of a good story based on the values that inspire each sector (energy, in this case), that gives meaning to what is proposed, that defines strategic objectives, and leads to viable policies, harmonizing expectations with promises (Moreno, 2018).
- d) The integration of the strategy with the operations, that is, take each operation as an opportunity to include concrete activities and actions to improve equity and the empowerment of women, integrating gender perspective in the value chain, investment direct and dialogue with the parties (BID, 2018).
- e) Contribute to the "common good". Terms such as management tools, methods, objectives, transparency and honesty are benchmarks for modern management, and it is necessary for society's leaders to understand and share the importance and responsibility of taking state initiatives as their own (Caiuby, 2014).
- f) Execution practices are key to ensuring alignment of efforts. Governance and performance measurement processes are cornerstones for implementation (the Balanced Score Card, BSC is a good example of how organizational units and business units can be aligned with corporate strategy) (Kaplan and Norton, 2000).
- g) The relevance of generating a co-created model for monitoring progress and the battery of management control instruments will allow for accountability, evidence of results, lessons to be learned and improvements over time (Kaufmann and Zulantay, 2018).

The work scheme was configured in five classic stages of the elaboration of Public Policies (World Bank, 2010) (Fig. 1).

Developed:

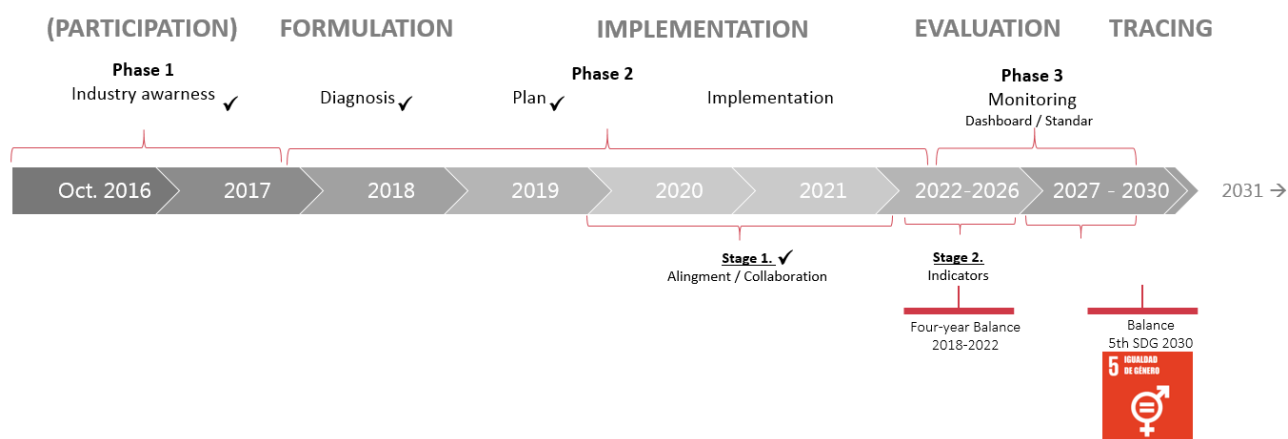
1. Participation: in March 2017, the actors of the national energy industry were called to take up the challenge of participating in the design of a Work Plan to develop a sectoral gender agenda.
2. Formulation: in March 2018, public-private agreements were made to carry out a Sector Assessment during that year and configure an Action Plan in 2019.
3. Implementation: during 2020, the implementation of the agreed plan in two stages is committed to March 2021
 - (i) 2020-2021: Alignment and Articulation based on Cycles of Expert and Specific Technical Assistance Workshops to support the implementation of the Plan Actions, and

To develop:

- (ii) 2022-2026: agree and develop indicators and goals for the Plan's Axes and Measures
4. Evaluation: compile each year the relevant statistics on the progress of the Plan.
5. Follow-up: obtain a solid data on progress to 2030 projected over time.

In order to render and make accounts transparent to society (Social Responsibility and Accountability), a Yearbook is published that collects the aggregate progress of both the industry and the Ministry of Energy and presents the collective challenges of the following year.

Fig. 1. Stages of the “Energy + Woman” Plan



Ministry of Energy (2020).

Results

Developed:

1. Participation³:

The Ministry of Energy was created in 2010, in 2014, it located offices in all regions of the country, and in October 2016, it designed a phased schedule to progressively promote a sectoral gender work agenda. Four Work Axes were defined, aligned with the priorities of the fifth SDG 2030:

- i) Promotion of the Autonomous Development of Women in the Energy Field.
- ii) Incorporation of the Gender Variable in Public Policies
- iii) Strengthening of Women's Capacities in the Energy Field.
- iv) Institutional Ministerial Actions.

Since April 2017, this work was divided into two areas of intervention: Public, based on internal work that continues based on the four Axes of Work mentioned; and Private, whose lines of intervention had to be defined together during 2018-2019.

(i) Internally.

From the first Ministerial Gender Internal Table made up 100% of women (May,2016), a mixed and joint table was formed with all business lines (December,2016). It meets monthly through a mandate (Exempt Resolution).

(ii) On a private level.

Actors from the national energy industry were summoned in March 2017, to take on the challenge of participating in the design of a Work Plan to develop a sectoral gender agenda with a view to the short, medium and long term.

The first Public-Private Roundtable "Energy + Women" was formally formed in June 2018, with the participation of 26 relevant unions and institutions in the industry. It meets regularly to date on an ad honorem and voluntary basis.

2. Formulation:

Public-private agreements were signed in March 2018 to carry out a Sector Diagnosis during that year and configure an Action Plan in 2019.

Between December 2016 and February 2017, the first Gender and Energy Survey was applied by economists from the Ministry, this being a first approximation to the work baseline. Their results were published in March 2017 (Table 1). Additionally, 12 economies and their management models for the inclusion of women in the labor force were investigated (Table 2).

Table 1. 1st Gender and Energy Survey

Charges & Sector	Private Sector			Public Sector	
	Directory	General management	Other Management	Senior Management	Average
Women	10%	8%	15%	23%	14%
Man	90%	92%	85%	77%	86%

Ministry of Energy (2017).

³ Annex 1. Participatory Processes 2017-2020.

Table 2. Comparative Experience

Country	APEC
Australia	x
Austria	
Belgium	
Canada	x
Chile	x
England	
France	
Germany	
Iceland	
Spain	
Sweden	
United States	x

Ministry of Energy (2017).

Agreements with the private sector were signed between March 2017 to July 2018 to achieve their collaboration and voluntary participation in a diagnosis on the matter. To carry out the study, the necessary budget was raised, and its Terms of Reference were designed to tender it.

Subsequently, between August 2018 and February 2019, the first "Diagnosis of Gender Barriers and Gaps in the Energy Sector" was carried out based on the hiring of a consultancy of experts on issues of economy, energy development, women and work. This survey (sample: 41 companies, 5 subsectors, 11,500 workers) was developed based on Case Analysis and National and International Statistics, Surveys, Interviews and Focus, and its results were published in April 2019⁴ (Table 3). Axis 6 accounts for figures around "Gender Violence, Health, Safety and Hygiene".

Table 3. Diagnosis of Gender Barriers and Gaps in the Energy Sector

Axles	Thematic	Summary Relevant Statistics
1	Participation of women and sexual segregation in paid work	<p>Average (% Participation of Women): 23% women & 77% men</p> <p>Estates (% Participation of Women): 23% Directors; 10% CEO's; 18% Managers; 17% Assistant Managers; 16% Headquarters; 21% Professionals; 57% Administrative; 9% Operative</p> <p>Occupations: of the 83 mentioned, 63 (76%) are male (more than 55% are men) and 13 (24%) are female (more than 55% are women).</p> <p>Masculinized: analysts in general and maintenance. Specialist engineers for distribution projects, works, field care technician, land operator and thermal operator.</p> <p>Feminized: administrative and business process assistant positions, and neutral positions as consultants.</p>
2	Women's career path	<p>43% declare that they have hiring policies that promote the insertion of women.</p> <p>83% affirm that they use neutral language in the contracting processes.</p> <p>29% women are promoted (8.1 out of 100 women were promoted v / s 7.6 out of 100 men).</p> <p>Recruitment Rate: 9.9 men v / s 8.6 women *</p> <p>Decoupling Rate: 8.8 women v / S 8.5 men *</p> <p>* The endowment is masculinized</p>
3	Presence of women in management positions	<p>60 women out of 257 directors (23%) *</p> <p>* It is possible that men and / or women are repeated in several directories</p>

⁴ https://www.energia.gob.cl/sites/default/files/estudio_-_diagnostico_de_la_situacion_de_insercion_de_las_mujeres_en_el_sector_energetico.pdf

Only in 4 of 36 companies are there female CEOs (10-11%)

By subsector:

(i) Generation: 46 women v / s 126 men (26.7% v / s 73.3%);

(ii) Transmission: 3 women v / s 18 men (14.2% v / s 85.8%);

(iii) Distribution: 8 women v / s 33 men (19.5% v / s 80.5%);

(iv) Fuel: 1 woman v / s 7 men (12.5% v / s 87.5%);

(v) Others (Energy Services): 2 women v / s 13 men (13.3% v / s 86.7%)

Of the companies surveyed, 17% offer leadership training with specific support to women; 11% offer development courses; and 10% specific qualification programs for management positions or high level.

4 Compensation and working hours

Average Salary Gap: -24% to the detriment of women.

By estate (Women v / s Men): Managers -38%; Supervisors -14%; Professionals -5%; Administrative -40%; Operators -12%. *

* Universe sample: 6,705 workers.

67% of companies express that this gap was generally unknown within the organization.

35% of companies express that they do have a procedure to correct salary inequalities in similar positions.

23% of women are hired directly (97.6% full time) v / s 77% of men (82.8% full time) *

* Sample universe: 7,066 workers.

Part-time day for "Attending to family responsibilities": 58% women; 0% men; 42% do not answer.

5 Reconciliation of personal, family and work life (co-responsibility)

65% of companies do not encourage men to take parental and / or sick leave.

20% of companies offer advice or support to update job skills upon returning from parental leave.

73% of companies do not offer flexible working hours programs.

6 Gender violence, health, safety and hygiene

There are no known cases of workplace or sexual harassment among the 41 companies surveyed. 11% declared cases of sexual harassment of women and 17% of workplace harassment.

83% of the companies surveyed declare that in the last 3 years they have not applied any program to prevent and eliminate gender violence, 11% declare that they have applied it occasionally, and 6% declare that they apply it systematically.

DEUMAN & CEM (2019), adapted by Ministry of Energy (2020).

From the diagnosis, a plan proposal is generated for the private sector, and between March and October 2019, the industry carries out a process of analysis and formulation. Five intervention models related to gender issues were identified (Table 4).

Table 4. Intervention Models

Model	Summary
UN Women- Win Win Program	Inspired by the "Women's Empowerment Principles" (WEP) this Program helps the global community identify gaps in gender equality in organizations and enables them to make informed decisions about establishing Strategies and Goals based on 7 priority and pivotal principles (UN Global Compact, UN Women, IDB and Inter-American Development Corporation).
Workplace Gender Equality Agency (WGEA)	The "Gender Equality in the Workplace Agency" (founded in 2012, Australian Government) aims to promote and improve gender equality in the workplace so that men and women are equally represented in the workplace. work and are equally recognized and valued. The agency monitors progress in gender equality in companies based on a survey of employers who agree on the importance of gender equality in the industry and express their willingness to take measures to improve their performance.
McKinsey Global Institute (MGI)	Global economy research center created in 1990 to have a deeper understanding of the evolution of the global economy. The MGI analyzes the economic implications of the gaps in economic participation between men and women in global GDP. The closing of this global gap is then associated with the progress made by women in education, financial and digital inclusion, legal protection, and unpaid care work.
Chilean Standard NCH 3262: 2012	Management System for Gender Equality and Conciliation. It consists of a set of organizational management procedures and practices whose purpose is to transform the management of human resources to reduce gender gaps and incorporate measures that favor conciliation with co-responsibility (National Service for Women).

Gender Parity Initiative (IPG) Public-private alliance created in 2016 between WEF, IDB, Government of Chile and Comunidad Mujer. Its objective is to create instances to correct gender gaps in the labor market (companies generate self-diagnosis, action plans and goals around this purpose).

Ministry of Energy (2020).

In July 2019, the Plan was sanctioned after a Workshop led by 16 national and international organizations that are experts in all the topics proposed.

In November 2019, 31 companies and 21 unions and industry institutions (representing around 25.00 workers) adhered to the final Plan, which has 10 Axes, 14 Measures and 40 Specific Actions (Table 5). The specific actions promoted in axes VI "Family and Work Conciliation" and VII "Violence, Health, Hygiene and Safety" are appreciated.

Table 5. Public-Private Plan "Energy + Women" 2020-2022

Axes (n = 10)	No.	Measurements (n = 14)	No.	Specific Actions (n = 40)
I. Strategic Management (Policy)	1	Senior Management's explicit commitment to gender equality (inclined to Diversity and Inclusion, D&I, and Non-Discrimination) (strategic / structural measure)	1	Commitment to the highest level with gender equality and equity (promoting monitoring and reportability).
			2	Large and Medium-sized Companies: Include a Gender Approach in their Work Plans (Promotion, Conciliation, Selection, etc.) Small Size Companies: They develop internal instruments for guidance and / or management in the area of Gender, D&I (they must consider dimensions contained in the Thematic Axes of the Plan, if applicable and / or applicable).
II. Participation and insertion in the energy sector	2	Support the training of women in the professional and technical skills demanded by the energy sector and promote their progressive insertion (instrumental / symbolic measure)	3	Agreements with Universities and Technical Training Centers for the development of joint actions.
			4	Manage study scholarships.
			5	Sponsor, Promote, Disseminate Energy Applications contests
			6	Offer, Manage Internships, Professional Practices, Mentoring.
III. Career path: recruitment, hiring, permanence, rotation, training and promotion processes	3	Developing recruitment, selection and hiring processes free of gender biases and stereotypes (programmatic measure)	7	Review Description of Charges (without biases).
			8	Review recruitment and selection processes (without bias).
			9	Review Selection Committees (representativeness).
	4	Gender-sensitive promotions and promotions policies (programmatic measure)	10	Monitor hiring and reasons for rotation.
			11	Bias-free training courses for staff.
			12	Review Promotion and Transfer Systems.
5	Training in a gender approach applied to the characteristics of the functions carried out in the organization (instrumental / programmatic measure)	13	Carry out Promotion and Promotion Programs (mentoring).	
		14	Raise training needs with a gender focus.	
IV. Promotion of diverse leadership in headquarters and management	6	Promotion of female leadership in headquarters and management (strategic measure)	15	Workshops, Talks, etc. staff (gender-focused tools & applications).
			16	Review job profiles of headquarters and management (correct biases).
V. Equal remuneration and labor benefits	7	Analysis and correction of wage inequalities between women and men (structural measure)	17	Develop and promote Leadership and Mentoring Programs.
			18	Collect information and measure gaps. Define Salary Policy. Define ranks by class.
VI. Reconciliation of personal, family and work life	8	Create institutional conditions that favor the development of labor careers for women and men in conditions of equity (structural measure)	19	Review payments for work of equal value (non-sexist evaluation).
			20	Explicit operation of a Pro Conciliation Policy or Action Plan.
			21	Promote co-responsibility with additional benefits to legal obligations.
			22	Promote a variety of mechanisms to make working hours more flexible.
VII. Violence, health, safety, hygiene	9	Work environment free of violence and harassment (psychological, symbolic, physical), safe and with a work environment that favors the integral development of women and men in the organization (structural measure)	23	Promote adherence to NCH 3262 and / or another national / international standard (IPG, Win-Win, WGEA - Australia).
			24	Dissemination and training on forms of gender violence.
			25	Code of Conduct or simile that rejects all forms of discrimination.
			26	Protocol or simile to prevent and address situations of gender violence.
	10	Implementation of improvements in gender-sensitive labor infrastructure (programmatic measure)	27	Organizations raise differentiated health, hygiene and safety needs.
			28	Organizations have safety and health protocols. or simile that include an explicit reference to distinctive needs with a gender perspective.

			29	Organizations have facilities that meet optimal conditions.
VIII. Governance (Politics)	11	Internal communication and marketing without gender biases or stereotypes, prone to D&I (strategic measure)	30	Review of communication practices and contents with a gender focus.
			31	Formation of communication and marketing teams in a gender perspective.
	12	Participatory government in the implementation, monitoring, follow-up and updating of the Public-Private Plan (strategic measure)	32	Massify the subject in the media and expand coverage
			33	Identify Measures and Actions to be developed by organizations (cross with this instrument and identify progress or commitments)
			34	Establish the Plan Management System (SGP); define Commissions (follow-up on their implementation) and / or merge measures according to cross-cutting agreements.
			35	Establish a Baseline in the Thematic Axes; define and implement a continuous process of improvement, and recommend comparative metrics and / or measurement standards (Goals and / or Indicators).
			36	Identify and recommend mechanisms for recognition (quality seal; awards; others) and for promoting supply chain adherence.
			37	Promote and measure the increase in organizations in the sector that are committed to implementing the Plan.
			38	Develop actions for the dissemination of the content of the Plan and its progress.
			39	Volunteer.
IX. Community	13	Conduct and intend favorable and / or affirmative measures that enhance gender equality		
X. Supply Chain	14	Conduct and intend favorable and / or affirmative measures that enhance gender equality	40	Volunteer.

Ministry of Energy (2020).

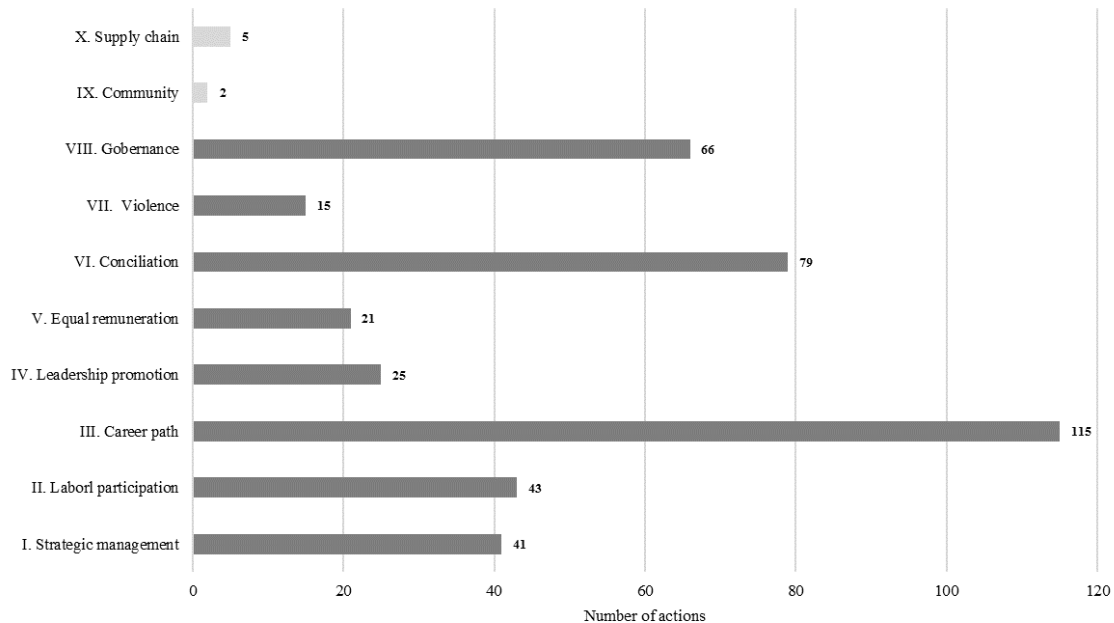
3. Implementation:

During 2020, until March 2022, it was defined to implement the agreed Plan based on two stages

(i) 2020-2021: Alignment and Articulation based on Cycles of expert and specific Technical Assistance to support the implementation of the Actions of the Plan.

Between December 2019 and February 2020, the commitments of the 52 adherents to the Plan were systematized, in such a way as to ensure the effectiveness of the Technical Assistance Cycle, aiming at the axes of work most demanded by the adherents. In summary, until April 2020, more than 412 specific actions committed in this phase were recorded (Fig. 2), which are expected to increase during implementation. For Axis VI "Reconciliation of Family and Work" and Axis VII "Violence, Health, Hygiene and Security" 94 actions were committed.

Fig. 2. Members (52 companies; 25,000 workers) and N° Committed Actions per Axis (n=412). 2020-2022 cycle.



Ministry of Energy (2020).

Currently the workshops are in content design. This is focused according to the characteristics of its members, and despite the COVID-19 pandemic, they will be developed through virtual platforms.

Additionally, national and regional calls ("regionalization") were launched to achieve more adherents in the sector to the Action Plan, joining efforts and aligning the strategic perspective on gender & energy by 2030.

To develop:

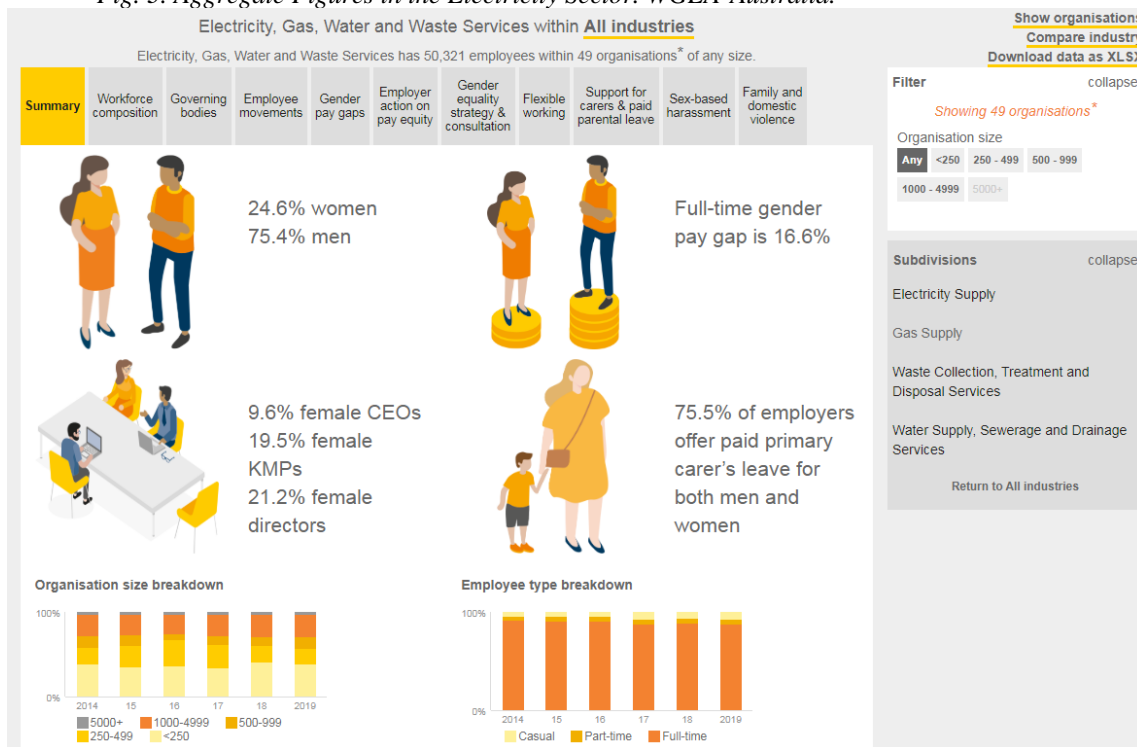
3. Implementation:

(ii) 2022-2026: agree and develop Indicators and Goals for the Axes and Measures.

This sub-stage has considered the accompaniment of experts by each of the 10 Axes of the Plan to formulate SMART⁵ Indicators and Goals that verify progress. Such experts shall sanction the formulation together with the adherents and the industry.

The objective is to develop a simple, flexible and confidential operation that allows the visualization of aggregated figures of achievements and trends from the collection of data online by 2027 (simile of the Agency for Gender Equity in Employment, WGEA-Australia) (Fig. 3).

Fig. 3. Aggregate Figures in the Electricity Sector. WGEA-Australia.



WGEA (<https://data.wgea.gov.au/industries/247>)

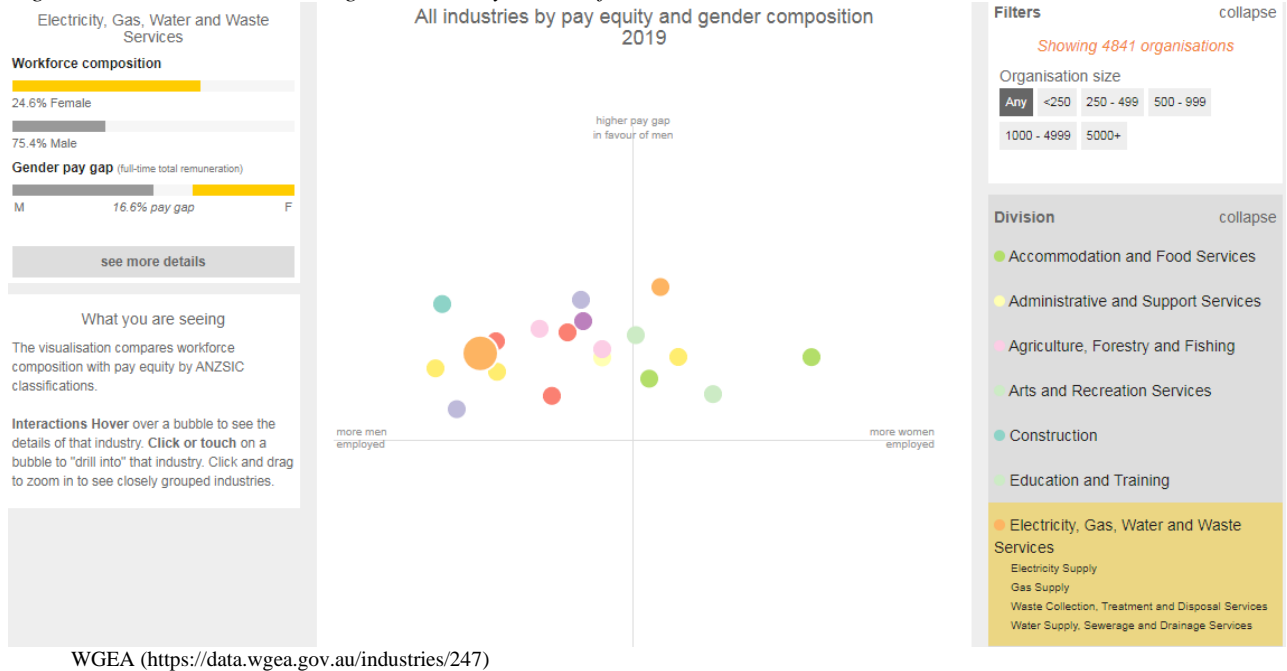
4. Evaluation:

The objective of this stage is to develop and operate a dashboard to collect each year the relevant statistical data associated with the Plan, and to compare progress with the Australian energy sector ("mirror image" - WGEA) (Fig. 4). The fulfillment of this action is projected to the year 2030.

Ideally, other masculinized sectors of the Chilean economy are expected to adopt this Management Model, facilitating the possible comparison of statistics internally. An example of this is the mining sector, which is beginning its implementation during 2020.

⁵ Specific, Measurable, Achievable, Realistic and Time-Bound.

Fig. 4. Dashboard "Mirror Image". Electricity Sector of Chile v / s Australia, WGEA-Australia.



Accountability and Transparency

To date, four Yearbooks (2017-2020) on the progress of this public-private work have been edited and published in printed and digital version⁶.

Discussion

From this Case Study, five management principles have been considered with a focus on increasing the competitiveness of the national energy industry (Kaplan and Norton, 2008):

1. Mobilize change through executive leadership.
2. Translate the strategy into operational terms.
3. Align the organization with the strategy.
4. Motivate so that the strategy is everyone's task.
5. Govern to convert the strategy into a continuous process.

Results of the Case Study: Validity and reliability

As noted, this Case Study did not consider validation or correlation techniques, and interpretations have emerged from the available data and empirical evidence ("the process has been collectively built on the fly").

First Suggestion: The relevance of leadership, dialogue and strategic planning.

Leadership for dialogue and strategy formulation is an art. Despite the existence of great leaders and examples of brilliant strategies, there is still no systematic process to create them.

To achieve successful interventions, a "closed-loop management system" must be sought with at least six stages: developing the strategy, its planning, alignment with the organization (and its employees), developing an operational plan, supervising learning (through periodic review meetings), testing and adapting the strategy (according to the evolution of reality).

Second Suggestion: on behaviors regarding gender diversity.

"Evaluation based on normal criteria. According to an "edumetric" assessment model, almost all people are expected to learn, however, according to the psychometric measurement model, the normal distribution is expected to describe individual variability in learning "(Olfos and Zulantay, 2007).

⁶ Annex 2. Download website of the 2017-2020 Yearbooks.

In terms of corporate management and economic progress, the evidence is overwhelming and it is possible to parameterize and measure it, demonstrating how much gender diversity contributes to an economic sector.

However, it is necessary to scientifically and rigorously capture the way in which study subjects learn and modify behaviors that allow, for example, providing women with healthy and non-violent environments (many studies do not adequately control the feelings and attitudes of the subjects of study, since “attitude is a learned predisposition to respond consistently to a given social object”) (Escámez, 1991).

Third Suggestion: Drill down into qualitative data.

“Qualitative data was collected during the process (...). The content of the emails, an open questionnaire, focus group discussions, and notes from participant observation strengthened our understanding of the limitations (...). A qualitative approach was not developed on these pages due to their length; however, some comments were provided (which) enrich our understanding and improve the information (...) for subsequent researchers to use for new studies” (Olfos and Zulantay, 2007).

Based on this Case Study, there is a wealth of experience and documentary material on the story of the actors who have enabled the implementation of the "Energy + Woman" Plan. Their approaches and elements of judgment could be studied and useful to motivate and mobilize many others (from leaders to workers) to join and promote initiatives of this nature.

Summary

According to the World Economic Forum (WEF), until 2018, Chile has a gender gap of 71.7%, ranking 54th (out of 149 countries) in the Global Gender Gap Ranking and should be addressed to achieve the half.

One of the main objectives in implementing the "Energy + Woman" Plan of the Ministry of Energy, was to contribute in this perspective and try to "match the field" to incorporate female talent into this industry as a relevant factor to advance innovation and competitiveness.

In this way, the plan proposes to comprehensively address all aspects related to improving work environments, eradicating gender-based violence, promoting family reconciliation, improving recruitment and selection systems (minimizing barriers to entry for women in the lines of business, support and the entire value chain of the energy industry), and reducing wage gaps, among other nouns.

A permanent challenge will be adding each year to the largest number of players in this industry in the Action Plan. At the same time, their progress must be measured with an adequate standard, putting the energy sector up to the current processes of social change and responding to current demands for a more inclusive society that provides equal conditions for Chileans.

We promote an “Inclusive Energy Transition” that grants sustainability to this industry and equal opportunities for women of current and future generations, in an environment that allows them to fully develop and fully exercise their rights. Now is the time, there is no time to wait, and we should not leave anyone behind.

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Annex 1. Participatory Processes 2017-2020.

2017. Annual Milestone "Energy and Women"



2018. Annual Milestone "Energy + Women"



2019. Results of the Diagnosis and Annual Milestone "Energy + Women"



2020. Definition of Plan and Annual Milestone "Energy + Women"



Annex 2. Yearbooks

Yearbook Advances 2017 and Challenges 2018: https://www.energia.gob.cl/sites/default/files/agenda_energia_y_genero_0803.pdf



Yearbook Advances 2018 and Challenges 2019: https://www.energia.gob.cl/sites/default/files/documentos/agenda_de_energia_y_genero_2018.pdf



Yearbook Advances 2019 and Challenges 2020: <http://energiaabierta.cl/estudios/?key=mujer&categoria-e=&organismo-e=&from=&to=&lang=>



Yearbook Advances 2020 and Challenges 2021: <https://www.energia.gob.cl/sites/default/files/anuariomujer2020.pdf>

