

BEST PRACTICES FOR GENDER DIVERSITY IN TALENT RECRUITMENT

AUGUST 2020

Best Practices for Gender Diversity in Talent Recruitment

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Wind energy is one of the key solutions to mitigating climate change – the most critical mission facing the world today. Studies from the [International Renewable Energy Association \(IRENA\)](#) show that wind energy capacity must quadruple over the next 10 years to keep global warming at least 2°C below pre-industrial levels and steer us towards a 1.5°C development pathway. This urgent mission will require enormous collective effort, commitment and talent.

The energy transition must be gender-equitable to ensure that top talent, innovation and skills are dedicated to the task ahead. But the global wind energy sector reflects inequalities in representation and pay, as well as perceptions of bias. Women represent only 21% of the global wind workforce and only 8% of its senior management, according to a [2019 survey by the Women in Wind Global Leadership Program and IRENA](#). The lowest shares of women in the workforce were identified in Africa (8%) and the Asia-Pacific region (15%).

The sector must act – collectively and with steadfast commitment – to ensure that it is tapping into the widest pool of human talent and perspectives. Robust and inclusive talent recruitment programs will hone the competitiveness of the wind sector and place it at the forefront of innovation and growth. More broadly, integrating diversity and inclusion principles into talent recruitment and business decision-making will contribute to global goals for decarbonization and sustainable development.

The Women in Wind Global Leadership Program compiled a set of best practices for gender diversity in talent recruitment. This guide aims to support employers in clean energy in adopting a diversity lens to strengthen their hiring practices, and ultimately increase the dynamism and competitiveness of their workforce.

The following best practices should act as guidelines and not hard rules; each job has a distinct set of requirements, and each market has its context and available talent pool. It is worth noting as well that diversity and inclusion definitions should go beyond gender, and this should be reflected in talent recruitment objectives.



INCLUSIVE RECRUITMENT

Consider faces and forums for recruitment

Companies should be mindful of how they represent their workforce at forums for recruitment, such as career fairs, campus recruitment drives and apprentice/graduate intake sessions. Studies from GWNET show that women and girls are less likely to engage with men representatives at career fairs. Stay mindful that the forums and schools targeted for recruitment can skew applications to certain groups.

Employ targeted outreach

Lack of sufficient candidates is the top barrier in hiring experienced women. Diversity targets and targeted outreach can be considered for recruitment practices. Recruiters for senior positions in particular should be challenged to identify a diverse shortlist, even if this means including broader criteria for skills and experience.



Enhance diversity recruitment through employee referrals

An employee referral program can enhance a diversity recruitment strategy by encouraging current employees to share job opportunities with their networks, which may be demographically similar.



INCLUSIVE APPLICATION AND SELECTION PROCESSES

Standardise and diversify the shortlist selection process

Gender (and ethnicity and other forms of identity) can be inferred from names, schools and photos which appear on applications; this can activate conscious or unconscious bias based on beliefs about gender and ability.

Depending on the context, a blind application process or intermediary company/software that screens applications for identifying information before review can help companies guard against biased selection processes.



This could include the application of an objective assessment and ranking system to select candidates, in addition to a step that ensures the shortlist is sufficiently diverse.

Any standard certification or pledge for inclusion, such as EDGE Certification or an Equal by 30 commitment, should be prominently displayed on job notices and recruitment portals to signal company values.

Support and signal diversity during the interview process

Interview panellists should be balanced/diverse in representation and should understand the importance of using gender-neutral language, structured interviews, and competency-based assessment criteria.



DIVERSE WORKPLACES

Implement gender-sensitive, inclusive policies to unlock a wider talent pool

Inclusive policies include considerations around parental leave and flexible working (e.g. flexitime, time in lieu, job-sharing, telecommuting, return-to-work opportunities, and other measures) extended to all employees.



Collect gender-disaggregated data

Collection of gender-disaggregated data on recruitment, shortlisting, retention, advancement and pay can identify critical talent gaps and shortfalls. Transparency in sharing this data sends a signal that the company is actively monitoring and measuring its performance on diversity and inclusion metrics.

Ensure merit-based promotion and equal pay

Companies should embrace practical solutions to achieve merit-based promotion and equal pay. This includes standardised reporting for performance reviews to minimise bias and unconstructive feedback and mandatory unconscious bias training for management.



Ahead of recruitment season for apprentices and graduates in 2020, we call on our colleagues across key transition technologies (like solar, biofuels, tidal, battery, hydrogen and storage, and demand-side response) to join the wind sector in ensuring that talent recruitment enables a gender-inclusive energy transition.

WOMEN IN WIND GLOBAL LEADERSHIP PROGRAM

Women in Wind Global Leadership Program was launched in April 2019 by **Global Wind Energy Council (GWEC)** and the **Global Women's Network for the Energy Transition (GWNET)**. Its objective is to advance the role of women as agents of change in society and the energy transition, and to promote best practices within the wind industry. The program is designed to accelerate the careers of women in the wind industry, support their pathway to senior leadership positions and foster a global network of mentorship, knowledge-sharing and empowerment.

More information about Women in Wind Global Leadership Program is available [here](#).

This guide is part of a series of best practices documents which Women in Wind publishes to increase gender-inclusivity in the wind energy industry. View our previous best practices guide on diversity at industry events, published in December 2019, [here](#).

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