



SCCALE  
203050

# INCLUSIVITY GUIDE

For energy communities

→ [sccale203050.eu](https://sccale203050.eu)



Funded by the H2020 Framework  
programme of the European Union under  
grant agreement No 101033676.

Prepared by REScoop.eu  
Reviewed by Energy Cities

*November 2023 – Updated January 2024*

*A. Proka, with the contributions of H. Schockaert, N. Mohlakoana, S. Giovannini, I. Turner, E. Blanco, and D. Creupelandt. The authors acknowledge and thank Professor Joy Clancy for her guidance, brilliant comments and encouragement.*

### **PROJECT INFORMATION**

Project name: SCCALE 20 30 50

Grant agreement number: 101033676

Project duration: 2021–2024

Project coordinator: REScoop.eu

Address: Mundo Madou, Avenue des Arts 7–8, 1210 Brussels, Belgium

### **DISCLAIMER**

The sole responsibility of this publication lies with the author and reflects only the author's view. The European Commission and the Agency are not responsible for any use that may be made of the information contained therein.

Neither the SCCALE 20 30 50 consortium as a whole nor any individual party, provide any guarantee that the information contained in this document is ready to be used as it is, or that use of such information is free from risk, and will accept no liability for any loss or damage experienced by any person and/or entity using this information.

### **STATEMENT OF ORIGINALITY**

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

**Table of contents**

**INTRODUCTION..... 5**

**MAPPING AND ANALYSING THE PROBLEM ..... 8**

**TAKING ACTION: CORRECTIVE AND PREVENTIVE MEASURES..... 16**

**COMMUNICATION AND ENGAGEMENT..... 22**

**Let’s talk about language! ..... 22**

**Resources ..... 27**

**Workshops, meetings and events ..... 29**

**Empowerment networks ..... 37**

**ORGANISATION AND PARTNERSHIPS..... 44**

**TECHNOLOGY AND BUSINESS MODELS..... 58**

**CONCLUSION ..... 60**

**ANNEX ..... 61**

**Semi-structured interview guide for Organisational Assessment..... 61**

**Checklist – practical guidance for diversity and inclusion ..... 66**

**Ambition Statement Gender Power WG of REScoop.eu ..... 67**

**European Citizen Energy Academy (EUCENA) Gender Survey of Energy Cooperatives – A summary with Recommendations ..... 71**

**References ..... 75**

## List of Acronyms

AEMENER: Spanish Association of Women in Energy

BBE: Bündnis Bürgerenergie

CSOs: Civil Society Organisations

CV: Curriculum Vitae

ERA: European Research Area

EU: European Union

FLINTA: Female, Lesbian, Intersex, Trans and Agender

GA: General Assembly

GAP: Gender Action Plan

GEP: Gender Equality Plan

LGBTQIA+: Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual

M&E: Monitoring and Evaluation

NGOs: Non-Governmental Organisations

R&I: Research and Innovation

SDGs: Sustainable Development Goals

SMEs: Small and Medium Enterprises

UK: United Kingdom

UN: United Nations

## Introduction

You are holding in your hands a guidebook that was designed to assist you in making your energy community as “inclusive” as possible. But what exactly do we mean by inclusion?

Inclusion is when all people are valued and able to participate and contribute to their fullest without any discrimination based on their gender, sexual orientation, social class, political beliefs, race, ethnicity, nationality, religion, age, and / or disability. **Inclusion is about ensuring that diversity of knowledge, perspectives, information, and ideas are welcomed and being used.** What’s more, inclusion is focused on fostering the structure, system, processes, culture, behaviour, and mindset that embrace and respect all people in all their diversity<sup>1</sup>.

Inclusion is important for the energy transition for many reasons. From an energy democracy perspective, everyone should be able to participate and enjoy the benefits of the energy transition, provided they accept the associated responsibilities. Inclusion is also the process of ensuring equal access to clean and affordable energy for all individuals. It is based on the presumption that all individuals are entitled to full and equal enjoyment of their human rights. We can also refer to research findings which show that the inclusion of people with different sexual identities and ethnic backgrounds significantly improves decision-making and boosts results<sup>2</sup>. Inclusive energy communities have the potential to support community building and collective (self-)empowerment through knowledge sharing and skills development.

At the moment, though, many voices remain unheard or oppressed in the energy transition. This causes frustration, compromises effective policies and leads to both individual and societal vulnerabilities. The current fossil fuel crisis once again lays bare the injustices in our energy system. Vulnerable low-income households, especially women usually in households where they are the sole or main income producers and decision-makers, suffer the most negative impacts of energy poverty. Due to their low-income, women tend to live in low rental or cheaper homes that are not energy efficient. Overall, socially and *systematically discriminated* communities and households tend to be more vulnerable to energy poverty, which poses barriers for gender equality, ethnic and racial equality, health and wellbeing, social cohesion, education. Systemic discrimination involves the procedures, routines, and culture of any organisation that, often without intent, contribute to less favourable outcomes for minority groups than for the majority of the population, from the organisation’s policies, programmes, employment, and services<sup>3</sup>.

**Energy communities are put forward as a way to counter some of these injustices as they offer the potential of alternatively organising and governing the energy system, based on social, democratic and ecological principles.** Being a member of an energy community initiative is associated with a number of benefits, from energy savings to lower energy tariffs, social cohesion, community resilience and so on.

Nevertheless, they are still often perceived as white, middle-class, middle-aged, male-dominated investor clubs empowering the already empowered<sup>4</sup>. While this does not refute their potential of becoming vehicles for a just transition, it is true that currently many initiatives are struggling (for many different reasons) to become more accessible to a broader segment of society. With this guide we want to offer tools and tips for increasing the inclusivity of your energy community, to:

- more fairly share the benefits (and costs) of the energy transition with all people
- pay better attention to the knowledge, different worldviews and values of everyone involved, and
- to reap the benefits of more inclusive decision making to lift your community project to the next level.

People experiencing energy poverty or are in a situation of vulnerability are often considered as victims of the fossil fuel-based energy system. Their concerns and lived-experiences have generally remained in the margins of energy decision making. Any attempt at alleviating their situation was (and to a great extent still is) approached by top-down, ill-fitted measures. Exactly because of this, people experiencing vulnerabilities are experts on where that system failed and on how it reinforces injustices. Including their voices and ensuring their participation will be key if we want to transition towards a just energy system for all people and the planet.

**Cities and towns are also very powerful forces for implementing climate policies that can promote greenhouse gas emissions reductions while taking on board climate justice and inclusion concerns, thus reducing the risk of adverse impacts.**

Studies evaluating justice concerns in climate decision-making processes find that the more efforts cities make to address climate change goals, the more likely they are to co-target social justice goals when designing and implementing climate efforts, regardless of geographic location<sup>5</sup>. The studies' results suggest that wealthier cities could be more likely to achieve social justice goals when planning and implementing climate action. Cities that acknowledge the effectiveness of their economic, financing, and communication

strategies are also more likely to be aware of climate justice. The findings also suggest that cities that receive cross-sectoral support from higher governance levels are also more likely to take on board justice dimensions in the development of their climate action.

Ensuring a just energy transition is not just “nice to have”. Energy poverty, inequality, discrimination, distrust in governments and social exclusion are all elements jeopardising a timely transition to a sustainable future. It’s in our common interest to make the energy transition our common story.

Once we familiarise ourselves with key concepts, a first step towards achieving inclusive energy communities is to become aware of our own prejudice and bias. Then, what is more important, is to **develop the structures and processes that will enable us to make inclusion the norm without talking about inclusion and diversity.**

To move towards inclusiveness and justice we have to keep talking and keep learning from each other. Writing this guide has been a learning experience for us too. In this spirit, the following pages will provide you with tools and tips, as well as several inspiring examples of citizen-driven energy communities that have already started the effort!

The next section will help you map and analyse the problem. Then, you will be presented with tools that can help you to plan and take actions for inclusion. In particular, through this guide, you will learn how to engage your community through inclusive communication, resources, workshops, meetings, and the participation in empowerment networks for diversity and inclusion. You will then find ideas and guidance on how to build an inclusive organisation and create partnerships. Finally, we focus on what to consider when developing inclusive community energy projects.

## Mapping and Analysing the problem

Perhaps you might be thinking, “Surely, we humans are evolving and getting smarter.”

Yet, that’s not the case. Research shows that factors such as the broader trend to increased complexity, social media “echo-chambers of homogeneity” – circulating existing views while leaving out opposing ones – and our increasingly busy and stressed lives, have intensified our need for mental shortcuts and effortless judgements and choices. This results in greater homogeneity and exclusion at the expense of our collective need for inclusion of diversity<sup>6</sup>.

### **YOU’RE BIASED AND SO AM I**

It’s important to acknowledge that all of us have unconscious biases. The problem is that, when left unchecked, these biases lead us to fall prey to stereotypes in decision-making.

#### **Implicit Association Test**

Harvard has developed a free online tool called the Implicit Association Test (IAT) to help the unconscious become more conscious. Check out the website and try out a few of their tests – you may be surprised by the results:

<https://implicit.harvard.edu/implicit/takeatest.html>

#### **Unconscious bias training**

The unconscious bias training from Facebook covers several types of biases in easily digestible 5-15 minute modules: <https://managingbias.fb.com/>

We all agree that to solve a problem, the collection and analysis of relevant data is key. Only by understanding the current situation can we make effective decisions to improve it.

In other words, we can only fix what we know, but what we know is often limited by the data we have and <sup>the</sup> level of disaggregation of this data. To leave no one behind, we should think about who and what we know today, and how we can build up this evidence base<sup>7</sup>.



**So, where do we start?** Gender-disaggregated data is essential in most methodologies. This can be the first step for mapping other interconnected dimensions such as socioeconomic class, race, ethnicity, religion, age, and/or disability, i.e. for gender-disaggregated intersectional data. In what follows we present some of the tools developed in the context of Gender studies, an interdisciplinary academic field devoted to analysing gender identity and gendered representation. Note that to be truly inclusive we need to always consider all the interconnected dimensions in our analysis and monitoring.

### ***GENDER: MORE THAN JUST SEX***

While gender and sex are connected, they are not the same and they should not be mixed nor used interchangeably. Sex is a physical aspect attributed at birth and is usually categorized as female or male but there is variation in the biological attributes that comprise sex and how those attributes are expressed.

The term “gender” attributes to the social distinction often applied between men and women, as well as gender diverse people. It refers to the differences between male and female attributes which go beyond what is biologically determined. It involves the differences in the spectrum between masculine and feminine features – the qualities and characteristics that society ascribes to each sex.

Gender refers to socially constructed and learned roles and the associated abilities, duties, responsibilities, constraints, opportunities and privileges of women, men, intersex, girls, boys, and people of all genders, based on their sex, gender identity and or expression and cultural identity. In other words, sex does not necessarily match a person’s gender.

Perceptions of gender may change over time, and vary within and between cultures, societies and classes, but they are always related to the issues of power and resources.

Learn more at: <https://cihr-irsc.gc.ca/e/48642.html>  
<https://emergency.unhcr.org/protection/protection-principles/age-gender-and-diversity-agd> and  
<https://transstudent.org/gender/>

**A Gender Analysis** is a process that aims to identify the differences between and among women and men in terms of their relative position and the distribution of resources, opportunities, constraints and power in a given context. Conducting a gender analysis is the starting point for developing interventions to address gender inequalities<sup>8</sup>.

**To help ensure an energy community becomes more inclusive and representative of the community in which it is based, it may start by making a gender, intersectional analysis of the community.**<sup>9</sup>

The process starts with *Collecting available data (i)*, which often means that gender-disaggregated data must be compiled, also considering and organising data along the intersectional dimensions. Then, the attention goes to the identification of potential *differences and the underlying causes of inequalities (ii)*. This information helps to inform *Policies, programmes and projects (iii)*, which is the aim of the analysis.

To carry out your Analysis, it is recommended to put together a team of interested people, including:

- A Human Resources manager/officer
- A gender specialist (if possible)
- A diversity of people in terms of their own intersectional identities (think age, indigenous status/ ethnicity or religion, gender identity, educational background, sexual orientation, etc.). Pay attention that the gender identity categories are well represented.
- A diversity of people in terms of function within the organisation (programming, support, other staff and senior/junior, etc.) Depending on the scale and geographical orientation of your organisation, seeking diversity in terms of rural/ suburban/ urban, might also be relevant.

You may start your data collection and monitoring by developing and tracking basic indicators. Below is an example from REScoop.eu.

### REScoop.eu Gender data monitoring

- Gender balance in team
- Wage gap in like jobs
- Number of absence days taken by women and by men (incl. reason (e.g. illness, care work, etc.) when possible)
- Number of (official and unofficial) training hours
- Gender Balance in Strategic decision making Board
- Gender Balance in Recruitment boards
- Gender Balance in Promotion boards
- Share of women and men among heads of Working Groups and on funding decision-making bodies
- Share of men and women who are the principal project manager in submitted and selected projects and their respective success rates
- The integration of the gender dimension in submitted and funded projects
- Representation of REScoop.eu in events

You may also use a **Gender Organisational (Self-)Assessment** to evaluate your organisation with regular self-evaluating questions. The gender self-assessment will help identify whether gender perspectives are sufficiently integrated into your work. A Gender Assessment involves creating a situation in which staff, including senior management, take a step back from their daily operations and reflect on the functioning of an organisation in terms of its approaches to *gender mainstreaming*. It is a critical evaluation of the organisation's strengths and weaknesses, its operations and policies, as well as an assessment of existing constraints and opportunities within an organisation to comply with commitments to gender mainstreaming at the level of the organisation, work unit and individual.

## GENDER MAINSTREAMING

Gender mainstreaming is not a policy goal in itself but a strategy to achieve gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting gender equality and combating discrimination.

Learn more at: [https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming?language\\_content\\_entity=en](https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming?language_content_entity=en)

### How?

1. Start by establishing a diverse team of around 4-5 members of the organisation who will form the self-assessment Core Team.
2. Prepare the questionnaire you want to use to identify the strengths, gaps and weaknesses regarding gender-transformative approaches in your organisation.
3. Set up a meeting with the Core Team to answer the questions together.
4. Record the answers and start the analysis.

The gender self-assessment survey looks at aspects such as commitments, attitudes and practices, governance systems, representation and leadership, and programming and engagement. You can use the questionnaire in the Annex.

Using a participatory self-assessment methodology, the analysis takes into account objective data and staff perceptions of the achievement of gender equality in an organisation to better understand concrete and unsubstantiated facts and interpretations<sup>10</sup>.

To take it a step further, you can engage feminist, gender equality and/ or women's groups you work with or plan to work with, to identify their needs and priorities in relation to gender mainstreaming in your programme and projects. It will enable you to identify how to strengthen their capacities to engage meaningfully in your activities and campaigns<sup>11</sup>.

Areas to review	What to review	Methods/tools
<b>Policy frameworks</b>	<ul style="list-style-type: none"> <li>• Gender policy and vision</li> <li>• Logframes and other frameworks – gender in objectives, outputs, activities, budget</li> <li>• Manuals and publications reflect gender</li> <li>• Sex-disaggregated monitoring &amp; evaluation system</li> </ul>	<ul style="list-style-type: none"> <li>• Project document review</li> <li>• Management and staff interviews</li> <li>• Self-assessment questionnaire</li> <li>• Staff workshop/focus group</li> </ul>
<b>Existing gender capacity</b>	<ul style="list-style-type: none"> <li>• Gender focal unit on staff</li> <li>• Partner organisations/advisory group with gender expertise</li> <li>• Gender training/capacity of staff and stakeholders</li> <li>• Resource materials on gender available for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Management and staff interviews</li> <li>• Interviews with partner organisations</li> <li>• Self-assessment questionnaire</li> <li>• Staff workshop/focus group</li> </ul>
<b>Gender-conscious workplace</b>	<ul style="list-style-type: none"> <li>• Promotion of gender balance</li> <li>• Work/life policies</li> <li>• Sexual harassment &amp; anti-discrimination policies</li> <li>• Gender-sensitive work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Staff interviews</li> <li>• Self-assessment questionnaire</li> <li>• Staff workshop/focus group</li> </ul>

<p><b>Gender balance of staff</b></p>	<ul style="list-style-type: none"> <li>• Gender balance at management level</li> <li>• Gender balance at professional level</li> <li>• Gender balance at field level</li> </ul>	<ul style="list-style-type: none"> <li>• Management interviews</li> <li>• Staff workshop/focus group</li> </ul>
---------------------------------------	---	---

Table 1 – Areas for analysis in an organisational assessment on gender. Source: Unit – Gender Organisational Assessment: Assessing the capacity of energy sector organisations to mainstream gender <sup>9</sup>

Note that it is crucial to explain to everyone in the organisation why the assessment is being done, stressing that it will benefit everyone and once the assessment is complete, it is important to share and show what the benefits are and who benefits. Moreover, it is recommended to have a Gender focal unit staffed by people across the organisation – if there is a single focal point, it is usually a woman, who can be isolated.

In summary, **a Gender Analysis:**

- Enhances the collective capacity of an organisation to examine its activities (with colleagues as well as clients) from a gender perspective and promote gender equality;
- Helps to build organisational ownership for gender equality initiatives; and
- Sharpens organisational learning on gender through a process of team-building, information sharing and reflection.

After such an analysis takes place, an energy community can approach community leaders of under-represented groups, such as women’s organisations and religious leaders to explain what the energy community wishes to achieve and what is expected of its members<sup>10</sup>.

Moreover, after the organisation’s Gender Analysis exercise, it would also be helpful for the organisation to conduct a Gender Audit (see next) to ensure that all the necessary gender mainstreaming activities are in place.

### **Gender Audit**

A gender audit is a tool to assess and check the institutionalisation of gender equality into organisations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets. Learn more at:

<https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-audit>

### Tips

- Do you want to work in an inclusive organisation? Start by establishing a diverse team of people who will facilitate your organisation's self-assessment.
- Keep training! Experts in the field agree that unconscious bias training (a training that helps raise awareness and combat implicit bias and stereotypes) is never a matter of one and done.
- Know your numbers! Map gender disaggregated data, use numeric indicators to track results and measure progress, discuss and decide. Yet, note that having equal numbers is not a guarantee of change! Moreover, you can have a socially aware organisation without equal numbers.
- Engage the whole organisation through a survey aimed at mapping the organisation's strengths, gaps and weaknesses in terms of approaches to inclusion.
- Ensure that there is an official mechanism to address unfair treatment and if you notice someone being left out or unfairly treated, say something. Now you know that you're just as much at fault if you stand by and watch.

# Taking Action: corrective and preventive measures

Once the problem analysis has taken place, the next step is the development of an Action Plan to remedy the identified issues.

Several strategies can be developed to address issues of unfair treatment or discrimination in processes such as recruitment, performance assessment and promotion, leadership and team management, communication or broad culture in your energy community.

A variety of mechanisms and (digital) tools can be found online, even making use of AI to detect bias blind spots. Such tools can help equalise pay, root out unconscious bias, level the playing field for promotions, give those in the majority culture a better understanding of the discrimination some of their colleagues face, and more.

To correct and prevent issues of unfair treatment, structural measures to analyse pay equity or improve learning and development for all, should be implemented. At the same time, softer measures need to also be used to address unconscious bias. For this, it is imperative to create a safe space for courageous conversations.

The development and implementation of all these measures needs to be connected to broader strategic conversations and policies of the organisation.

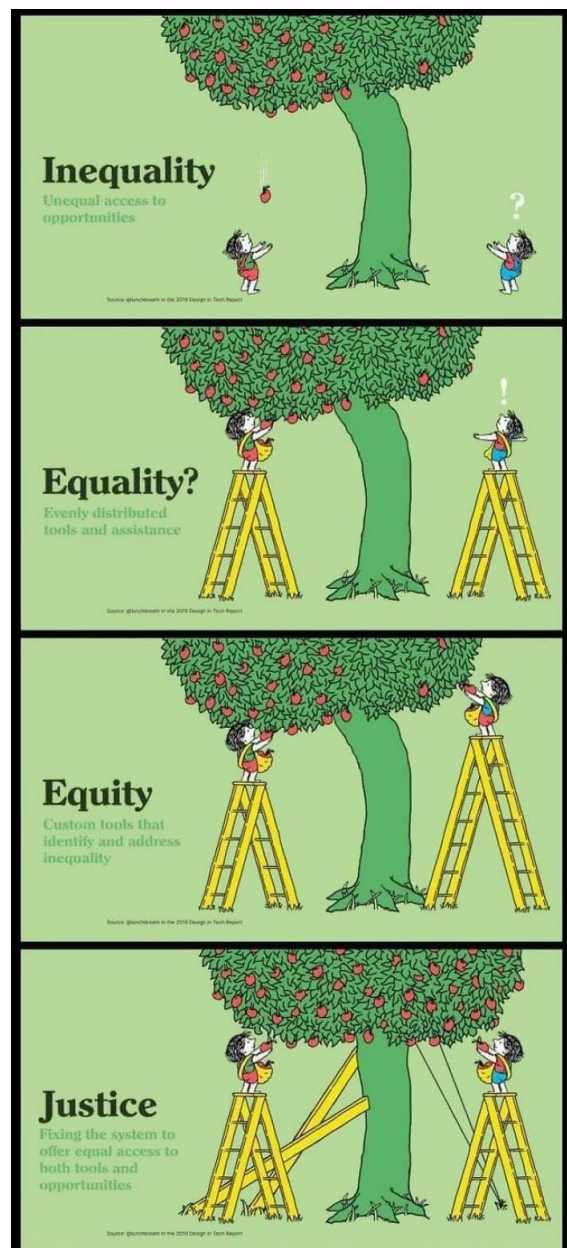


Figure 1 – Equality, equity, inequality, justice. Source : <https://dailyinfographic.com/difference-between-equality-equity-inequality-and-justice/>



While a number of communities have started involving a broader sociocultural group of people in (energy) poverty and vulnerability, the movement has more experience and expertise from its attempts to engage more women and mainstream gender in the energy transition. Let's dive in and see what we can learn from the tools communities from our network are implementing.

A Gender Action Plan (GAP) is a plan to propose strategies that will help to mainstream gender or put gender as a cross-cutting aspect with other goals. It can be used at all levels: policy, programmes, human resources, everyone can contribute. **A GAP should provide concrete targets, strategies and (budgeted) activities to achieve gender mainstreaming.** Ideally, it can be connected to or integrated in an organisation's strategic or annual plans. The GAP can be a written document, a video or any other tool, that should be shared with all staff members<sup>11</sup>. The most important thing is to ensure that it will really be **a living and practical document**, not one that is consigned to the archives! Developing a GAP is not a 'one off' activity but a continuous process.

Steps in developing a Gender Action Plan<sup>9</sup>:

1. Present findings from the Gender (Self-)Assessment to all concerned parties.
2. Define gender goals, objectives and outcomes for the targeted organisation.
3. Outline action needed based on gaps and issues identified in the Gender assessment.
4. Identify organisational responsibilities, timeframe and resource allocation.
5. Agree on a monitoring and evaluation (M&E) protocol with gender sensitive indicators and targets for tracking the performance of activities, outputs and outcomes.
6. Implement the GAP and M&E protocol.

An illustrative template for a Gender Action Plan is depicted below.

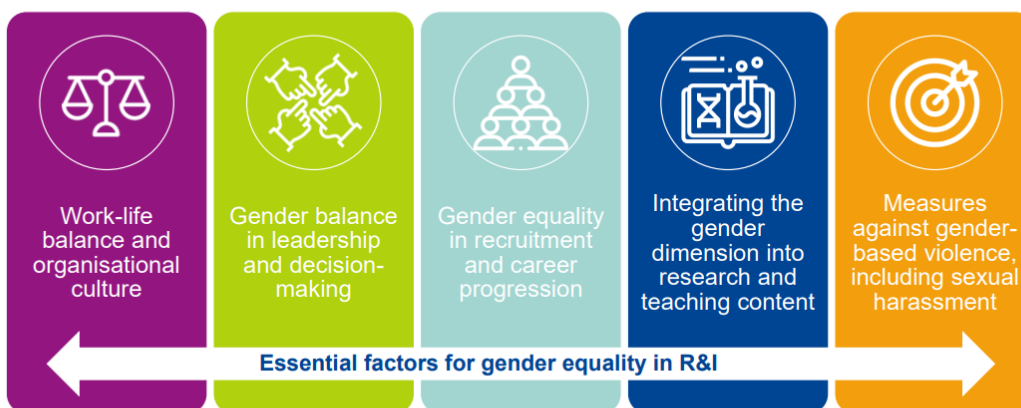
<b>Gender Action Plan</b>						
	Measures and Actions	(Gender) Indicators	Resources	Timeline	Responsibilities of	Tracking
<b>Long- term objective:</b>						
<b>Timeline:</b>						
<b>Short-term objective 1:</b>						
Strategy 1.1:						
Strategy 1.2:						
Sustainability of the GAP						

## POLICY DEVELOPMENTS AT EU LEVEL

In 2021, the Commission underlined the persisting gender inequalities in European R&I systems, noting that they hinder the ERA’s potential: under-representation of women in STEM; only 24% in top academic positions; under 10% among patent holders; gender-based violence, and low level of integration of sex/gender analysis in R&I content. The Commission stressed the **need to address inclusiveness: with intersecting social categories (e.g. ethnicity, sexual orientation, disability), private/innovation sector, geographical inclusiveness.**

The development of **inclusive gender equality plans** has been considered as a valid eligibility criterion of the Horizon Europe Framework Programme for R&I. As of 2022, participants that are public bodies, research organisations or higher education institutions\* established in a Member State or Associated Country **must have a gender equality plan in place, fulfilling mandatory process-related requirements.** Private-for-profit entities (incl. SMEs), NGOs, CSOs, as well any type of organisations from non-associated third countries, are exempted for the criterion.

### Recommended GEP content areas



Co-design session:  
 Get ready: a new ERA for Equality is calling (22/09/2020)  
 Video Recording on [YouTube](#)



## Mandatory GEP process requirements



### Public document

- Formal document
- Signed by top management
- Published on the institution's website
- Disseminated through institution



### Dedicated resources

- Funding for gender equality positions or teams
- Reserved time for others to work on gender equality



### Data collection and monitoring

- Data on sex or gender of staff across roles and leadership
- Annual reports and evaluation of progress and outcomes



### Training and capacity building

- Whole organisation engagement
- Tackle gender biases of people and decisions
- Joint action on specific topics



## Tips

- Are you looking for tools and resources for gender mainstreaming? Check the website of the European Institute for Gender Equality: <https://eige.europa.eu/publications-resources/toolkits-guides>
- Check also this toolkit: *Towards a Gender-Transformative Organisation. Toolkit for an assessment of organisational gender policies and practices* <https://www.wecf.org/wp-content/uploads/2023/02/OGAP-toolkit-EN-.pdf>
- Do you want to learn how AI can support self-awareness and empathetic and inclusive communication? Take a look at the Project Us developed by researchers at the MIT Media Lab: <https://www.media.mit.edu/posts/project-us-an-ai-powered-platform-promoting-inclusivity-in-the-digital-workplace/>
- To kick-start the development of your strategy set gender targets in your statutes. However, such a strategy needs to go beyond head-counting and create an inclusive working environment.
- Your action plan for gender equality and inclusion is a living document! Refer back to it, evaluate progress and improve it (if necessary).

## **HORIZON EUROPE GUIDANCE ON GENDER EQUALITY PLANS**

This Guidance supports organisations to meet the Gender Equality Plan (GEP) eligibility criterion of the Horizon Europe Framework Programme for Research and Innovation 2021–2027. For Horizon Europe calls for proposals with deadlines in 2022 and beyond, applying public bodies, research organisations and higher education institutions, from EU Member States and associated countries, must have a GEP or equivalent strategy in place to be eligible for funding. This Guidance presents the components of the eligibility criterion as set by the European Commission, explains what these requirements mean in practice when developing and implementing a GEP or reviewing the equivalence of existing plans or policies, and provides concrete practical examples, building on existing materials, good practices and various resources that support gender equality in research and innovation (R&I) at national and institutional levels.

Learn more at: <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>

While this development is certainly welcome, there is some criticism that the lack of a reporting requirement associated with it, results in a lack of evidence of how these GEPs work or what they achieve.

# Communication and Engagement

Let's talk about language!

*"Every citizen can participate in the energy transition, even if he does not have a roof for a solar panel"* Does this really include every citizen?

The way we talk matters. An important starting point for your journey towards inclusivity therefore is to understand the power of language. The words you choose can easily make people feel invisible or they can put them down. However, they can as easily make others feel heard, safe and valued. If you want your language to be inclusive, you need to be aware of this.

Before diving into some guidelines on the language to use when working with specific groups, take into account these basic principles<sup>12</sup>

- At the very least, avoid using patronising concepts, stereotypes, generalisations, and false hierarchies, which allow dominant groups to falsely claim an innate, inherent, moral or sometimes even 'god given' right to have power and authority over others, but acknowledge differences between people<sup>13</sup>
- Talk with groups and individuals about how they wish to be referred to, rather than to assume
- Language and identities are constantly evolving. Keep the conversation going, keep learning
- Avoid mentioning characteristics if they are not relevant to the discussion<sup>12</sup>

While challenging your vocabulary can be complex and requires patience and empathy, adapting your language and frames of reference will be the basis of writing your common story and is thus well worth the effort.

Although gender transformative and anti-racist communication cannot replace the design for actions for gender mainstreaming and inclusion, it can contribute to a culture

where gender equality and diversity is a priority in organisations, gradually leading to change in society at large.

Now, let's take a look at what biased and discriminatory communication is and how to avoid it. We'll take gender communication as an example:

### **HORIZON EUROPE GUIDANCE ON GENDER EQUALITY PLANS**

**Gender-discriminatory language** includes words, phrases and/or other linguistic features that foster stereotypes, or demean or ignore women or men. At its most extreme it fails to treat the genders as equal in value, dignity, integrity and respect.

Example: "Ambassadors and their wives are invited to attend an after-dinner reception"

Example of subordination: "I'll get one of the girls from my office to help me move the boxes"

Instead try: "I'll get one of the women (or men) from my office to help me move the boxes"

**Gender-biased language** either implicitly or explicitly favours one gender over another and is a form of gender-discriminatory language.

Example of gender-biased language: "Every day, each citizen must ask himself how he can fulfil his civic duties"

**Gender neutral** language can be a way of overcoming the use of the masculine as generic, as it is not gender-specific and considers people in general, without reference to women or men – may vary for languages other than English. However, although the language may appear to be neutral, custom may mean that, in practice, people continue to interpret a generic reference (such as 'people') as referring to men. It is also called **gender-blind language**.

**Gender-sensitive** language acknowledges unbalanced norms, roles and relations, challenges and risks, as well as unbalanced access and resources. Gender equality in language can only be attained when women and men – and those who do not conform to

the binary gender system – are addressed through language as persons of equal value, dignity, integrity and respect<sup>14</sup>.

**Gender-transformative communication**, acknowledges social injustices, and aims to change behaviour, attitudes and beliefs about gender, and to challenge power imbalances to bring real transformation. It counters discriminatory gender norms through images, language or evidence<sup>15</sup>. Gender-transformative communication pays attention to **intersecting identities**. It does not only acknowledge gender, but also different identities like class, religion, ethnicity, and race privileges or disadvantages.

While a specific guide on inclusive language for energy communities does not exist at the moment, we can learn a lot from other organisations and sectors about phrases to avoid and concepts to use to create more inclusive organisations and projects. Some guidelines:

- Place the emphasis on the individual, don't equate people with a certain condition or situation they might be in, for example use "people with a disability/ies" instead of "the disabled" or "disabled people". Use "people in a situation of poverty" instead of "poor people". Use "people facing social exclusion" or "people who are in a vulnerable position because of" instead of "vulnerable people".
- Avoid phrases that make it sound like people in privileged positions are allowing or giving power or a voice to people in less privileged or oppressed situations, such as "empowerment" or "giving a voice to". Instead use phrases such as "supporting a platform for" or "amplifying the voices of". This acknowledges that everyone has a voice or has power in and of themselves, while recognising some remain underrepresented and unheard. Parallel to this, use phrases that acknowledge that your organisation or the system in general hasn't been providing equal access to opportunities for all or hasn't been a platform in which everyone has had an equal voice. For example, don't use "hard to reach" but "unheard".
- Consider yourself and your organisation to be an "ally" to people and communities experiencing oppression and injustice.



## BECOME A BETTER ALLY

When you do talk to others about the obstacles they've faced, start by requesting their permission. If it's granted, approach with humility and a learning mindset.

Good questions include:

- I'm curious about the things women/people of colour/women of colour/younger people/ people with disabilities in this organisation find most challenging day-to-day—things that I might not notice. Would you feel comfortable sharing some of what you encounter?
- If there was one thing you wish your white male colleagues would do more of to improve the experience of women/people of colour/women of colour/younger people /people with disabilities, what would it be?
- If there was one thing we could stop doing every day, what would it be?
- If you were giving me advice on how to really show up as a colleague to make the workplace fair and welcoming, what would you say?

Learn more at:

<https://hbr.org/2020/11/be-a-better-ally>

Beyond textual and spoken language, a lot of instruments are available to reduce stereotypes and support justice and inclusion in energy communities. Pictures, graphics, video and audio materials are also powerful communication tools to influence perceptions, attitudes and social change. The principles of inclusive language must also be applied to audio and visual materials, i.e. videos, photographs and infographics<sup>16</sup>.

Visibility is also a must. A key principle for inclusion and (gender-)transformative communication is to ensure that women, men, and people of all genders, from a diverse class, ethnicities, religions, etc. are represented. It is essential that the voices and faces of a diverse group of people are included in press releases, news stories, broadcasts and other communications that are used by the media to inform the public and raise awareness<sup>17</sup>.

The value of role models is undeniable. It is often said, '**You cannot dream of what you cannot see**'. You can only involve a diverse group of people in your community if they feel represented and connected in some way to your existing community members.

**Goiener**, an energy cooperative from the Basque country, has made improvements in the use of inclusive language. For years they have been taking care of their graphic design so that the images are as gender neutral as possible. Or at least, that they do not look masculinized. As for the language, they started with the inclusion of both genders with the tools that the Spanish language provides. Now they mostly use the generic feminine for both written and informal communications (this option is free and totally optional). It is a change that has been difficult and has required pedagogy within the cooperative.

It has also provided greater visibility of women involved in the cooperative, for instance it has established a Board of four female presidents. Every time Goiener is invited to participate in an event, they ask how many male and female speakers there are, they ask for explanations if there is no parity, they try to adapt so that there are the same number of men and women and even refuse to participate in an event in which there are no women or their role is secondary. Internally, they want to provide specific training so that more female colleagues have visibility. Their statutes require that the Governing Councils be equal.

Furthermore, it is important to engage in **policy advocacy for coherent energy, climate and social policies**. The EU aims to combat stereotypes and promote equality through legislation that encourages equal treatment, gender mainstreaming, and measures to promote women. And in fact, the European Green Deal as the main policy framework of the European Commission and the European Gender Equality Strategy send a strong signal that environmental protection and gender equality are both high up on the von der Leyen Commission's agenda. Yet, a lot of work still needs to be done, as women still lack visibility in the EU climate and energy policy.

**Som Energia**, an energy cooperative from Catalunya, also pays attention to the use of inclusive language and communication. All communications made by Som Energia must include the gender perspective: customer service (via telephone and email), invoices, newsletters, blog, website, social networks, forms, newsletters, Virtual Office, Support Centre, dissemination material, talks, legal documentation, statutes. For example, in order to guarantee a custom service with gender perspective, training is given to new workers joining the cooperative, where they receive a **guide** and a **summary sheet** with some tips. [\[+info\]](#)

## Resources

When it comes to the resources of the energy communities, such as publications, videos, photos, etc. attention should be paid to the principle of inclusion. Overall, simple language should be used to enable everyone to feel part of the community. The faces and voices of women, and people from diverse genders and backgrounds should be taken on board. The type of visualisations and colours used also can make a difference.



© REScoop.eu

**REScoop.eu** embraces inclusivity in its branding assets. The cartoons featured in REScoop.eu's banners, annual reports, newsletters, and other materials are designed to depict a diverse range of individuals, including the elderly, younger generations, individuals with (visible and invisible) disabilities, and people of all ethnic backgrounds, etc.. This representation also reflects the federation's objective to push forward the fostering of inclusive and equitable energy communities among its membership.

For **Bündnis Bürgerenergie (BBEn)** the alliance for citizens' energy from Germany, the issue of language and representation of diverse women in its activities, including the communication around them is crucial for the empowerment and engagement of more women in community energy. For this reason, it puts more women to the front both as



Picture Source: <https://www.buendnis-buergerenergie.de/aktuelles/news/artikel/2020-9-27/so-funktioniert-die-dezentrale-energiewende-neue-story-zum-durchscrollen>

organisers and speakers in its events, but also it uses more visuals that represent women in its communication. Regarding the former, BBEn makes sure that the timing of its activities allows for the participation of women, also considering their responsibilities with children. In addition, BBEn has also developed a scrolly telling to inspire more women to get engaged in community energy. What is important to underline is that BBEn also engages more men to speak up for women rights and social inclusion in the energy transition.

**Energy cooperative Elektropionir** has been created with the idea of being one of the key actors in empowering ordinary people to participate more actively in the transition of the Serbian energy sector to renewable energy sources. They have not lost time waiting for all the conditions to be met to start, but, instead as they say: “we think that a persistent group of pioneers can change things”. Elektropionir has focused on education, policy advocacy, organising crowdfunding campaigns and it now owns its first solar project. With their visuals in addition to their active female leadership, they are supporting diversity and inclusion of a range of individuals. Elektropionir has a female director as well as a female chair of the general assembly.



© Elektropionir

## Workshops, meetings and events

Apart from language, there are several things to bear in mind when organising inclusive events. The venues, the timing of the event, the programme, the speakers.

One of the first things to do is to establish a balanced panel of speakers or team of trainers. In addition to gender balance, greater sociocultural diversity should be sought. Time allocation should also be fair. In addition, any event or meeting should be scheduled to accommodate the schedules of a large number of people. It's also good practice to arrange childcare.

### Inclusive General Assemblies: Bringing Democratic Participation Closer to Home



Pictures © CommonEn

Energy democracy is a time-consuming endeavour. From board meetings and general assemblies, to community awareness events, running an energy community requires active participation by its members. Energy communities should strive to organise events in ways that facilitate access for multiple groups, including child-carers.

**CommonEn**, a Greek energy community based in Ioannina, which is also an important SCCALE replication site, in its first General Assembly, hired a child-carer to look after the children of some of its members who happen to be parents. Based on follow-up phone conversations with some of the members, the measure proved to be widely popular. All members agreed that the measure facilitated their participation in the General Assembly in a “stress free” way. In fact, all members agreed that it would be especially women parents that would be excluded from the GA if the pedagogue had not been hired.

Some tips and tricks for energy communities who want to emulate the measure:

- Stick with the pre-set timeline, strictly.
- Children should be between the ages of 4-10, i.e. old enough to be familiar with spending time with themselves
- The ideal time to maintain the kids' attention span is between 2 - 2,5 hours
- The space hosting the kids' activities should be nearby where the General Assembly is being held, in case the children need contact with their parents. The proximity also allows for a small intermediary break.
- The activities offered to the kids by the pedagogue should be diverse (drawing, singing, dancing...) so as to maintain interest between the kids' diverse interests.

All in all, except for facilitating the greater access of child carers to the GA, this whole activity brought the whole community closer together, and built trust and social capital.



*Pictures © CommonEn*

Building on the example of CommonEn, **Hyperion Energy Community** organised a community meeting where child-carers were invited, also to facilitate greater access of members who are parents. What specifically stood out in this case was that volunteers from Greenpeace Greece were engaged to organise eco-themed activities with the kids, touching on issues from oil spills all the way to composting and waste management.

### From babysitting and “Safe spaces” to Ecofeminist workshops

To engage more women in their activities, **Som Energia** has been arranging babysitting care during meetings and events. Moreover, the cooperative has been providing scholarships to women who apply to participate in order to enable more of them to join. To discuss any sensitive topic, the cooperative has also established "Safe spaces".



Picture © Hyperion

The cooperative has also been organising Ecofeminist workshops. Ecofeminism explores the connections between women and nature, and analyses how patriarchal societies devalue and oppress both 'women' and 'nature'. Environmental efforts are therefore considered integral with work to overcome the oppression of women. In addition, Som Energia, organises trainings on "New masculinities" for the male members of the Local Groups. Also, within the technical team, workshops according to gender to work on power relations.

### Gender Equality Training

A training on gender-equality can enable participants to contribute to the effective implementation of a gender-mainstreaming strategy in their community, by providing them with the necessary tools and perspectives<sup>18</sup>. According to the European Institute for Gender Equality, in order to effectively mainstream gender, one should be able to:

- Identify gender inequalities in their field of activity
- Define gender-equality objectives
- Take account of gender when planning and implementing policies
- Monitor progress
- Evaluate programmes from a gender perspective

All these actions require adequate theoretical knowledge, practical skills and sometimes also a change in attitude and behaviour. Recognising that no political or organisational practice is gender neutral is a learning process. It has been found that creating awareness and acceptance of gender equality, diversity and inclusion works best through employee-led approaches. Organisational support can take the form of helping to launch and financially support these campaigns and programs, as well as allocating time to enable all members of the organisation to participate in focus groups, workshops, etc.

Providing **gender and inclusiveness training for men** – explaining how a more inclusive approach will also benefit them – can facilitate the creation of a welcoming space for people who might feel reluctant to attend meetings.<sup>10</sup>

### **Awareness (Unconscious bias) Trainings**

To become more diverse, equitable, and inclusive, many organisations have started implementing unconscious bias training. This kind of training aims to raise awareness of the mental shortcuts that lead to snap judgments about people's talents or character, often based on race, ethnicity, or gender.

#### **HARVARD'S UNCONSCIOUS BIAS TRAINING**

UB training that gets results, in contrast, teaches attendees to manage their biases, practise new behaviours, and track their progress. It gives them information that contradicts stereotypes and allows them to connect with colleagues whose experiences are different from theirs. And it's not a one-time session; it entails a longer journey and structural organisational changes.

In this article the authors describe how rigorous UB programs at Microsoft, Starbucks, and other organisations help employees overcome denial and act on their awareness, develop the empathy that combats bias, diversify their networks, and commit to improvement.

Learn more at:

<https://hbr.org/2021/09/unconscious-bias-training-that-works>



Through information that contradicts stereotypes, such trainings focus on enabling attendees to manage their biases, practise new behaviours, and track their progress. They are not a one-time session, but a longer journey that entails structural organisational changes. It is important to go beyond a mainstream narrative that racism lies in interpersonal relationships and that it is only perpetuated by individuals deviating from societal norms. An unconscious bias training should enable participants to recognise the existence of societal structures that perpetuate racism (both inside and outside the organisation) and to support structural intervention efforts aimed at putting an end to it.

### **Involvement of people with disabilities**

There's no inclusion without accessibility! Accessible information is information that is easy to read and understand. Accessible events are events that are organised in a way that allow everyone to take part.

For truly inclusive events, the participation of people that face physical and intellectual disabilities should be taken care of. This means that suitable venues should be used, and an appropriate programme with sufficient breaks should be developed, including: clear and simple presentations, materials prepared in an easy-to-read language, visual aids, and accessibility cards. The latter will enable participants to ask (if needed) the speakers to speak slower (lifting a yellow card) and/or to repeat their point using simple words (lifting a red card)<sup>19</sup>.

### **ACCESSIBILITY AND INCLUSION**

Inclusion Europe, is an organisation fighting for equal rights and full inclusion of people with intellectual disabilities and their families in all aspects of society. The organisation prepares reports about the status of inclusion in the EU and guidelines to help increase the accessibility of information and events.

- "Recommendations for organisers of meetings and conferences", which help you in your planning processes: <https://www.inclusion-europe.eu/wp-content/uploads/2015/03/Recommendations-accessible-events.pdf>
- "Rules for speakers" which you can distribute well before the event to all speakers: <https://www.inclusion-europe.eu/wp-content/uploads/2018/10/Recommendations-for-speakers-at-meetings-and-conferences.pdf>

## Mobilising Young people

For young people, the stakes are high: they have a lifetime to gain from a just climate and energy transition, but as much to lose. This determination to win and see this transition through is clearly visible in their activism, creativity and leadership on some of the key challenges we are facing today. Yet, at the moment, the power of young people remains largely unexplored in climate and energy decision-making. By excluding young people from the conversation, we risk overlooking long-term visions and solutions.

Unfortunately, young people also remain underrepresented in community energy projects. It's time to harness and combine young people's determination and creativity with energy communities' transformative potential!

On their website, **Energie Samen** shares a couple of practical tips on how to include and engage more young people in community energy projects. A particularly important one is to ask young people what kind of role they would see for themselves in a community energy project. While they might lack experience in some cases, their fresh perspectives and ideas are incredibly important to safeguard the future of your project and the movement as a whole. Another tip is thus: take their input seriously<sup>20</sup>.

Other actionable practices to boost intergenerational participation and ownership of your projects:

- Recruit a board member, under the age of 30, invite young people to your General Assembly<sup>21</sup> and develop other KPI's to measure and evaluate youth representation, participation and involvement in your communities' decision making. Also show young people in those roles<sup>20</sup>.
- To ensure meaningful participation in your energy community, beware of certain constraints that young people might experience, such as a lack of resources, time or self-confidence around the topic. You could establish smaller working groups around certain topics or tasks which run closer to their skills, interests and realities.
- Invest in upskilling and training of children and young people. EYEN points to the general lack of climate and energy education in formal education<sup>22</sup>. Reach out to schools, universities and local authorities to establish empowering climate and energy courses and workshops that are age-appropriate and tailored to the local context or specific needs.

- Invite young people to attend your events and workshops. However, beware of youth washing in which the participation of young people remains symbolic and is shaped around the expectations of adults<sup>23</sup>. To avoid this, you could co-create events, even if they don't have a specific youth focus. You can even experiment with reverse education opportunities (ex. youth members running workshops for older members)<sup>22</sup>.
- Meet young people where they are<sup>21</sup>. Schools, universities and youth movements are important hubs to meet with young people.

Still not sure how that would look like in practice? A couple exiting case studies can lead the way:

Working in some of the most deprived areas of London, **Repowering London** focuses strongly on creating social, financial and educational opportunities. One of their main focus areas is to build green skills through an extensive set of training programmes, with a particular focus on youth. The ReCreate, five-week, drama-based primary school programme is particularly inspiring. The workshop series teaches children all about climate change, in an age-appropriate and accessible way. Their enthusiasm proves this format is a great success: "I love these sessions, they are so much fun, they are like the highlight of my week", "it makes me feel very hopeful about the future". The idea is to not only inform children about the climate crisis, but about making them feel empowered to imagine a better future.

A number of energy cooperatives also offer the possibility to make an investment for the next generation. An example is the Belgian cooperative **Allons en Vent**, which built a wind turbine called "L'éolienne des enfants", which means the "children's wind turbine". With shares only costing 100 euros over 1200 grandparents and parents were able to give their (grand) children access to renewable energy. The turbine was installed in 2006 and inaugurated by a children's orchestra. Today, the children have grown up and are running the cooperative<sup>24</sup>.

A similar example is the project **Ailes des Crêtes** in France: parents, grandparents, uncles or aunts could buy a share on behalf of their children, grandchildren or nieces and nephews<sup>25</sup>. The project has a strong educational component on environmental and energy issues and organises events such as a Children's Wind Turbine Festival.

Take a look at Repowering London's [RECREATE programme](#) on climate change designed for primary school, using drama to inform and engage students:

<https://www.youtube.com/watch?v=XIF25kENOnw>

and don't miss the chance to get inspired by their [Youth Training Program](#) introducing young people to community energy:

[https://www.youtube.com/watch?v=Yz9NzlpT12o&ab\\_channel=RepoweringLondon](https://www.youtube.com/watch?v=Yz9NzlpT12o&ab_channel=RepoweringLondon)

Other resources for the engagement of young feminists:

[How to mobilise young feminists for climate justice! - WECF](#)

### **Practical steps to create religious inclusion**

Religious inclusion in energy communities should respect the dignity of every member and or volunteer: those who choose to express their religious identities, those who claim no religious identity, and those who choose not to disclose their religious identity. It is important to change our mindset from "religion is a risk" to "religion is an asset."

At its core, religious diversity and inclusion is about respect, valuing difference and modes in which the diversity of faith is acknowledged, understood and celebrated.

- Avoid scheduling events / meetings that conflict with religious holidays;
- Organise events that are inclusive for everyone. Consider cultural differences and dietary requirements. (e.g. providing non-alcoholic beverages and labelling food);
- Use a faith diversity calendar to highlight different festivities, their meaning and create opportunities to help build better understanding about the symbolic significance / meaning of each of the celebrations;
- Set out in a policy what constitutes unacceptable behaviour that can amount to harassment relating to religion or belief.

These are just some guidelines and examples. We advise you to have a look at additional resources to learn more about other themes and examples.

## Empowerment networks

Special workshops and training focusing on inclusion and women's (self-)empowerment have been proven powerful. Women, people of colour, and people from marginalised groups, such as ethnic minorities or people with disabilities, need focused programs to help them become aware of their innate biases, and move beyond them. Mentoring and coaching from other women, other people from the same cultural background, etc. who share the same challenges helps a lot.

### Electra

The director of Electra, Miriam Rodríguez-Ruiz, is involved in the Spanish Association of Women in Energy (AEMENER). With her involvement in **AEMENER**, Miriam aims to empower women and girls and support the mainstreaming of gender justice, i.e. the ending the inequalities between women and men, or gender diverse people through education and mentoring programs. The coaching engages both female and male tutors and targets both female and male participants. It is crucial to underline that the role of both men and women is crucial for the implementation of gender justice in the field.

### EQUALITY PLATFORM FOR THE ENERGY SECTOR

The platform aims at strengthening the commitment to equality in all its dimensions, notably by promoting workplaces that are more diverse and inclusive. It will function as a forum to discuss equality-related issues and share concrete actions that contribute to achieving equality in the energy sector.

[https://energy.ec.europa.eu/topics/energy-strategy/equality-platform-energy-sector\\_en](https://energy.ec.europa.eu/topics/energy-strategy/equality-platform-energy-sector_en)

The participation in networks and the connection and exchange with other women and people of diverse sociocultural backgrounds, who may also function as role models can also help.

## **GWNET MENTORING PROGRAMMES**

Global Women's Network for the Energy Transition (GWNET) leads the development of several regional and global women mentoring programmes, with the goal of advancing the role of women as agents of change in society and promoting best practices within the sustainable energy sector.

The mentoring programmes are designed individually depending on context and implementation partners but usually feature the following elements:

- Bilateral interaction for 9–12 months between mentees and mentors along mutually agreed personal development targets
- A series of exclusive knowledge-transfer webinars
- Careful match-making of tandems and continuous support by the GWNET Secretariat
- Skill-building elements for leadership, communication, presentation (Optional)
- Networking opportunities at major international energy or renewables events (optional)

GWNET's *current* programmes include the GWNET Mentoring Programme 2/2019, the Women in Wind Global Leadership Programme (in cooperation with the Global Wind Energy Council), the People-Centered Accelerator Mentoring Programme for Women in Energy Access, and the Regional Mentoring Programmes for Latin American Countries (LAC) as well as the Middle East and North Africa (MENA)

### **Source**

GWNET, 2019. Women for Sustainable Energy: Strategies to Foster Women's Talent for Transformational Change <https://www.globalwomennet.org/women-for-sustainable-energy/>

### REScoop.eu's Gender Power working group

In 2021 REScoop.eu launched a Gender Power working group. This working group aims at mapping the needs and challenges that energy cooperatives face and providing the space for reflection and exchange about good practices, as well as tools and instruments that energy communities can apply to diversify their boards, member base, and reflect the principle of gender justice in their overall operation.

The group agreed on a list of responsibilities and activities it will engage in to help promote a gender-just energy transition and support **gender mainstreaming**. These involve bringing out and **recognise the voices, faces, needs and interests** of women and **people of all genders** in the community energy sector; creating **visibility and awareness** around the **impact of (gender-) inequality** in the energy system, in general, and energy communities, in particular; taking all **appropriate measures**, including specific policies, to **modify or abolish** existing regulations, customs, structures and practices which constitute **discrimination against women and non-binary people**, as well as integrating a **gender perspective** in all their operation areas.

Tangible activities also involve the **contribution to the regular collection**, analysis, and presentation **of data disaggregated by age, sex, socio-economic and other relevant indicators** for use in the development, planning and implementation as well as monitoring and evaluation of policies and programmes within the organisation, assisted by expert organisations, especially women's and LGBTQIA+/non-binary people's organisations. Additionally, the cooperatives wish to engage in the promotion of a **transnational mentoring programme for women** and people of all genders, covering all types of training, and retraining, formal and non-formal, to enhance their social, organisational, technical and political skills.

The cooperatives have also committed and urge others to commit to:

- integrating a gender equality clause in our Statutes by 2023, or as soon as possible;
- reflecting the principle of gender equality in the composition of our governing bodies by 2023, or in our next Boards of Directors and Executive Boards, and;
- aiming our efforts at achieving a gender-balanced and just membership by 2030.

The complete Ambition statement of the Gender power WG can be found in the Annex.

In November 2023, REScoop.eu was acknowledged for its work on gender equality by Solar Power Europe during its Solar Works Fair<sup>26</sup>. The **Solar Diversity Champion Awards** recognise and celebrate organisations that have demonstrated commitment and success in creating diverse, inclusive work environments.

The #SolarWorksFair panel applauded REScoop.eu’s gender equality and justice ethos across its activities, highlighting its ‘Charter of Commitment on Equality between Women and Men in Cooperatives,’ and its Gender Power Working Group.

The award acknowledges REScoop.eu’s holistic approach and commitment to gender equality and social justice as a testament to its dedication in advancing inclusivity and fairness within the energy cooperative landscape.



*Pictures: Solar Diversity Award © Solar Power Europe*



## Tips

- When you organise an event, ensure that you give the floor to a girl/woman for the first question during the Q&A.
- Try to use gender-sensitive language, rather than gender-neutral language.
- Organise childcare and/or call a childminder to facilitate activities with the children in parallel with your events or meetings.
- Avoid scheduling events or meetings that conflict with religious holidays.
- Mobilise the diversity of your community including young people in your activities.
- Build networks! Ensure you contact people, named individuals, and not a communal info@ mailbox! You may consider finding and collaborating with feminist organisations to spread the message of energy communities; you can participate in feminist events and programs to recruit more FLINTA and LGBTQIA+ people in your energy community. For more tips for gender-just energy communities check EUCENA's recommendations in the Annex.
- Make men your allies! Involve them in gender talks and whenever we talk about women's empowerment, try to bring men on the same page as women or diverse gender.
- Check the HeForShe movement initiated by UNWomen to bring men and people of all genders to stand in solidarity with women to create a bold, visible and united force for gender equality.

## Gender sensitive communication checklist

- Do you recognise stereotypes and avoid repeating them through your language?
- Do you actively seek ways of being inclusive to both women and men?
- Does your language reflect the idea that women, men and those of a non-binary gender are independent persons of equal value, dignity, integrity and respect?
- When using gender-neutral language, have you considered whether there might be hidden gender elements to the discussion that mean you should be using gender-sensitive language instead?
- Do you avoid terms that may be patronising or belittling to one gender?
- Would the adjectives that you use to describe one gender be equally applicable to another gender?
- Did you check your document for gender-biased language?
- Have you avoided describing women solely in relation to men?
- Do you avoid using 'man' or 'he' to describe the experiences of everyone?
- When describing professional occupations, have you used gender-neutral terms, such as chair, spokesperson and headteacher?

**Source:** <https://eige.europa.eu/publications-resources/toolkits-guides/gender-sensitive-communication/practical-tools-checklists-and-summary->

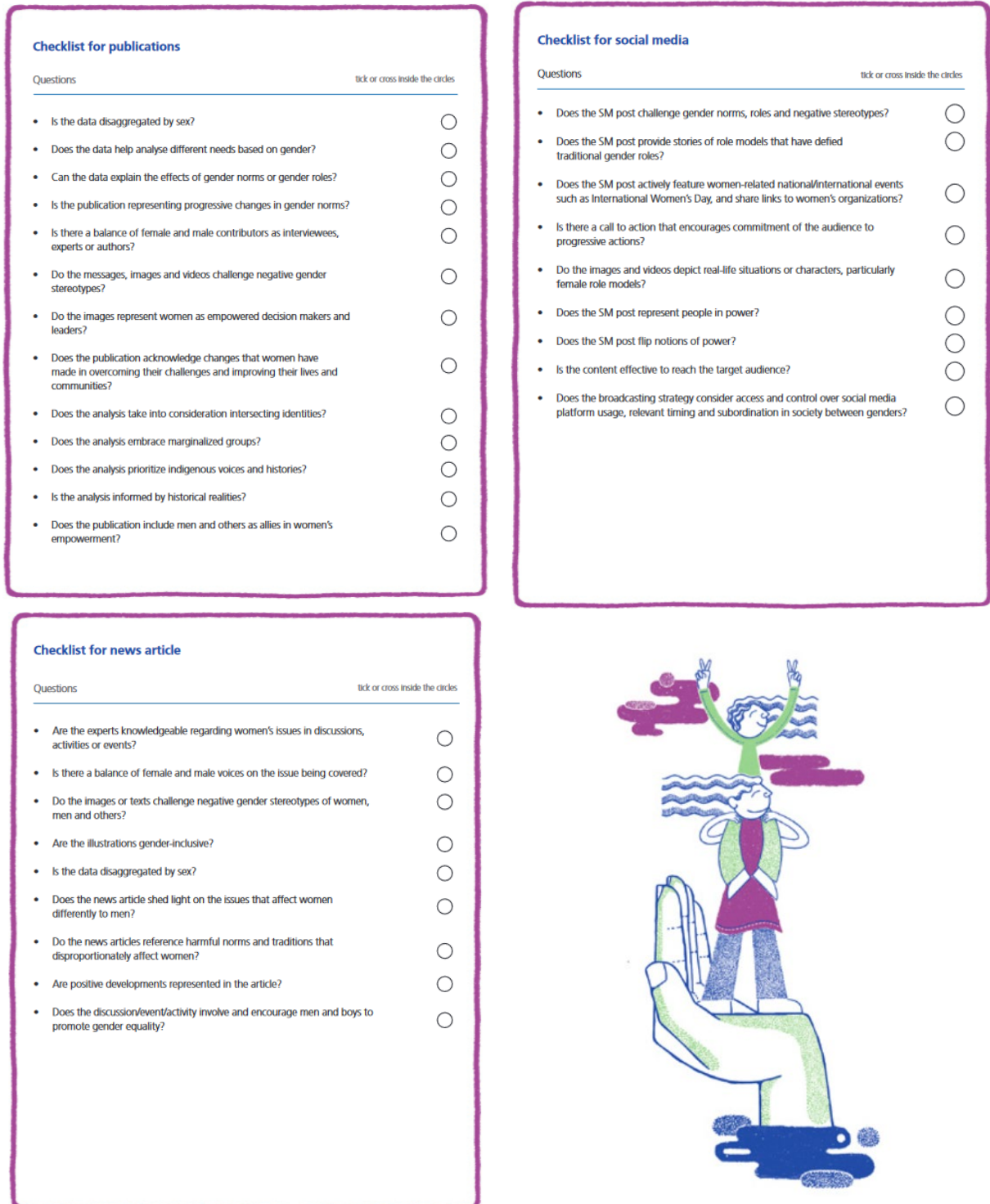


Figure 2 © <https://library.fes.de/pdf-files/bueros/nepal/19016.pdf>

## Organisation and partnerships

### What is inclusive governance?

Inclusion in terms of both processes (how decisions are made and who is included in that process and how and why) and outcomes (how wealth and prosperity are distributed and shared across a population and why) is a priority in international development (see for instance the UN's Sustainable Development Goals).

*"Governance is inclusive when it effectively serves and engages all people; takes into account gender and other facets of personal identity; and when institutions, policies, processes and services are accessible, accountable and responsive to all members of society."<sup>27</sup>*

### Municipal Planning

Many cities realised the importance of including a variety of stakeholders in the decision making process. By ensuring a diverse group is involved in municipal planning, cities can adopt measures that meet everyone's needs, reduce inequalities and also increase public support. When it comes to renewable energy, inclusivity becomes even more important as it will not only target inequalities, but will also ensure acceptance and a broader impact of the actions taken. Different guides are available to municipalities willing to adopt a more inclusive approach to their planning, by taking into account social and gender aspects<sup>28</sup>.

Some municipalities have designed participatory and transformative processes to become more just and climate neutral. They adopted **transition roadmaps**, developed together with a diverse group of citizens and local stakeholders part of the local transition team. Leuven's 2030 roadmap, for example, is guiding the municipality towards climate neutrality by targeting housing, urban services, mobility, consumption, local renewable energy production, urban resilience, governance, the collaboration of local actors, knowledge and innovation sharing.

On occasions, involving a broad spectrum of citizens has also allowed cities to set ambitious targets to fight climate change. **Citizens' Assemblies**, for example, allow a randomly selected group to learn together about a complex or contentious topic, debate it, and provide recommendations. Often, the measures debated and suggested in these assemblies are much more ambitious than the policies implemented. They also tend to be

more concrete and tangible, making them comprehensible and measurable for the general public, which ensures citizens remain a part of the process<sup>29,30</sup>.

### **Decision making**

Democratic and inclusive decision making is a key for energy cooperatives. This is reflected in the principles of the **International Cooperative Alliance** that energy communities respect:

- [Voluntary and open membership](#)

*Open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination*

- [Democratic governance](#)

*One person, one vote*

- [Education, training, information](#)

*Self-empowerment through the socio-economic power of membership*

The participation of people of different backgrounds is crucial for energy communities to materialise the transition to energy democracy. To ensure inclusive decision making, a diverse group of people needs to be able to take part in the community's (day-to-day)

### **Boards and relevant meetings.**

Regarding boards, the establishment of **quotas** has been discussed as a tool to support their inclusive set-up. As mentioned earlier, realistically speaking, it is impossible to remove all bias: human brains are great at pattern recognition, which begins with social learning through our experience growing up in our respective cultures. This is something that happens subconsciously; without our knowledge or desire. And it is for this reason that quotas can be useful<sup>31</sup>.

Quotas enable women and people of different sociocultural backgrounds to gain visibility in leadership roles. The expression 'You can't be what you can't see' is time and again borne out by experience. Role models are crucial for the realisation of career goals and a lack of role models who represent your cultural, social, ethnic, or gender traits make the challenge much harder. Once women and other diverse people are seen in leadership roles and their value is understood, the quota is no longer necessary.

One argument against quotas suggests that they are undemocratic and put unqualified people into positions rather than qualified ones, thereby denying merit. Yet, although this can be debated, the current system is rather undemocratically skewed to favour men. Internalising such arguments against quotas, some women (and other diversities) might say that they do not want to be part of a quota to get a role, that quotas make them feel more insecure in their position, and that they want to be 'promoted on merit'.

Quotas are promoted as nothing more than a corrective measure to a hidden male bias, and it could be considered as a temporary special measure that can be lifted when the problem does not exist anymore. The ones that say that quotas are not necessary are often those that do not need them. We believe that quotas offer the opportunity to women and disadvantaged groups of people to demonstrate their skills in leadership roles, and are therefore a useful **timebound** tool. However, appointees should have the right qualifications and skills – if there is a mistake, it will be because they are women, Muslims, Asians, etc. and not because they lack a skill or because they simply had a bad day.

Another tool that can be used, is the creation of **flexible memberships on Boards**. In this way, once again, women and people of diverse sociocultural backgrounds can gain the opportunity to experience a leadership role for a specific period in time, feel empowered and inspire others to follow their example. Another way to support learning and empowerment is to enable the "shadowing" of a board member with a particular function.

It is also important to extend **personal (as opposed to open) invitations** to those you wish to engage in the Board, clearly discussing the responsibilities involved in taking a position.

**Som Energia**, before the General Assembly, organises a training where the governing bodies of the cooperative are explained to the members. The cooperative has also performed a thorough analysis of all the responsibilities and the rights that the Board has and it shares it during this training. In the context of this training, specific workshops take place according to gender. In the case of the workshop for women and other identities, it is very useful to work on the existing barriers and to encourage the presentation of candidatures. Every year this workshop has produced applications from women who initially did not intend to apply. In addition, the Governing Board approaches members to encourage them to apply for the Board of the cooperative.

**Goienet** has appointed four women (out of four positions) as presidents of the cooperative. Also, the focus of the cooperative on gender justice can be proven by the fact that a gender perspective has been integrated into all their processes.

When it comes to the process of inclusion, the management of **speaking time** is another tool to facilitate inclusive participation in meetings. For this, an awareness person needs to be introduced to measure the time that different meeting participants use to make their points. This person can also support the chair of the meeting to coordinate the conversation in a fairer manner.

**Som Energia** is also monitoring and analysing the overall participation of people in the meetings, paying attention to the time they use to ensure fairness.

**Without deliberately designed decision-making processes, the loudest voices in the room may end up dominating conversations, at the cost of missing the best ideas.**

Moreover, flexible workplaces and practices make it easier to align professional and family duties for all employees. Also, providing return to work programmes for people returning to work (from maternity or parental leave, other family-related extended absences, or difficult personal situations) should also be a given. No “ifs” and special conditions should apply; return to work programmes should be fixed and certain for everyone.

Apart from the overall work timetable of an organisation, one should be mindful of the timing of meetings. Women, for instance, are often the ones responsible for household duties, such as cooking, cleaning, child care, etc. Arranging a meeting (not too early) in the morning may, thus, be preferable compared to a meeting around the end of the working time.

### **Statutes and official documents**

A good practice is to capture and consolidate inclusion into official documents that are supported by everyone. A key document for energy communities are the statutes of the cooperative.

**Electra** is one of the initiatives that have a clear reference to gender equality in its statutes. Specifically, article 3 says:

*'In particular, the Cooperative in the context of promoting sustainable development will carry out activities which:*

- a) promote the sustainability of the environment;*
- b) contribute to social and economic equality;*
- c) promote gender equality;*
- d) protect and develop common goods'*

**REScoop.eu** has also recently changed its statute making it even more inclusive than before. The previous text was:

- *Since the director is a legal person, two natural persons of different gender shall be appointed as a representative and its deputy, to complete the assignment on behalf of and for the account of the legal entity.*

Currently this has changed into:

- *Article 24 – Since legal persons take up a mandate as a director, they must appoint a natural person as permanent representative who is charged with the execution of the mandate, in the name and on behalf of the legal person. The permanent representative cannot sit on the board, in his own name, nor as permanent representative of another legal person-director. The legal person may not determine the permanent representative, without appointing, at the same time, a successor. At least one of them should identify as a female.*

In addition to this, REScoop.eu presenting its vision in its charter<sup>32</sup> suggests, among others, that its vision is to contribute to the solidarity between the rural areas and cities, as well as between vulnerable and low/income households and those that are well-resourced.

The organisation also recognises specific social challenges such as energy poverty and structural issues of the energy market, where a common good like energy is appropriated by speculation.

**Social challenges:** *Technological changes make it easier for average citizens to get involved, but this can create tensions between those who have resources to invest, and those that don't. Energy is becoming expensive and a growing number of individuals are confronted with energy poverty\*. When this is not countered by measures and support for people to rationalise their energy use, it leads to social conflicts in European countries.*

**Challenges for the Commons:** *Moreover, the development of renewable energy sources through market-based policies should not lose sight of the importance and opportunity of a fair and equal access to these energy sources; renewable energy sources are common goods\* but they are often wrongfully appropriated by manipulation and speculation.*

REScoop.eu has also signed the Charter of Equality of Cooperatives Europe<sup>33</sup>:



*“Cooperatives provide decent employment and help reduce inequalities which affect the most vulnerable people, including women. The equality between women and men and for all is at the core of the cooperative identity as well as of the European Union.”*

### **REScoop.eu Gender Equality Plan**

While some actions for gender equality were already implemented, in 2023, REScoop.eu decided to take further steps and develop a Gender Equality Plan. This plan outlines a range of measures to promote gender equality and inclusion across various topics:

- *Inclusive Recruitment*
- *Non-Gender Bias Evaluation*
- *Gender Training Modules*
- *Reflecting Gender Equality in the Statutes*
- *Gender-Balanced Boards*
- *Membership Diversity*

In addition, to enhance awareness and capacity in diversity and inclusion, REScoop.eu has been organising workshops, training sessions, and campaigns. By developing this plan in a collaborative manner, the entire REScoop.eu team shares ownership and responsibility for its implementation. It is crucial to underline that the team wishes to learn, and grow as it desires to pioneer and inspire more transformative actions for more diversity and justice in the energy sector.

### **Human Resources**

Inclusion at energy communities starts from Day 0. The way the hiring process is organised can be of critical importance for the result.

There's evidence to suggest that we employ people who look like us; the *affinity bias* is a form of unconscious bias that results in us favouring or feeling more comfortable with people like us<sup>34</sup>. Regardless of our race, culture, gender, or other diversity group membership(s), we tend to show a preference for candidates who are similar to ourselves. We will never free ourselves from affinity bias, so what we need to do is feel affinity for more people who are different from us.

There are several things that need to be considered in a hiring process:

- *What will the hiring team consist of?*
- *What will the job description contain?*

- How are applicants required to respond to the job offer?  
*Introducing anonymised applications without CVs or cover letters fosters undifferentiated treatment between candidates and can contribute to erasing racist and sexist attitudes from the early stages of the recruitment process.*
- How will the organisation process applications?
- What channels is the company using to disseminate job offers?  
*Varying the places where jobs are posted will contribute to better outreach to different types of people. Collaborating with anti-racist grassroots civil society organisations to disseminate job postings can lead to reaching racialised candidates and improving representation in the workplace.*
- What language is the company using in the job description?

Standardised recruitment strategies and diverse selection panels with a view of levelling the playing field for all applicants can help. Note that standalone recruitment goals can lead to tokenism of racialized, or gender diverse people, where recruitment is a perfunctory measure to give the appearance that people are being treated fairly, leading to high turnover, but lacking the retention of such people. For this reason, safeguarding mechanisms and anti-racist frameworks need to be embedded throughout the organisation<sup>35</sup>.

**Build a philosophy of “culture add” instead of “culture fit”** and help hiring managers become champions of building diverse and inclusive teams<sup>36</sup>. You can support the organisation of an Unconscious Bias Training with a focus on creating conscious action to maintain this philosophy in action.

Adding the topic of **inclusion in the onboarding, introductory, session** of your community is also a good practice. The goal should not be to instruct, but rather to communicate why your community cares about being an inclusive one and what it does about it. In this way, people will feel comfortable talking about diversity and inclusion-related issues.

Performance reviews and promotions should be as bias free as humanly possible leading to more diverse people in senior decision-making roles. In fact, people’s performance can also be evaluated on inclusion. Managers should own the inclusiveness of their teams and they should be responsible for measuring people’s performance by it. The first step here is articulating during people manager training that this is something they should own, and more importantly, defining how it will be measured.

## Salaries

The provision of equal salaries (and related benefits) is a key to achieve a fair and inclusive organisation. According to UN Women the average global gender pay gap in 2010 was 23%, which means that globally women make only 77 cents for every dollar men earn<sup>37</sup>. And, no matter where the exact number lies today, the gender pay gaps have been shown to “remain stubbornly persistent everywhere”<sup>31</sup>.

The gender pay gap is a result, among other things, of a low percentage of female leadership, gender norms, discrimination (i.e. women earning less than men for doing jobs of equal value), motherhood (also known as the motherhood penalty), a higher proportion of unpaid relative to paid work by women (reflected in a larger share of women’s part-time work), along with a tendency for women to work in relatively low-paying sectors<sup>37</sup>.

In addition to this gender pay gap, the ethnicity pay gap shows the difference in the average pay between all Black, Asian and minority ethnic staff in a workforce and all White staff. As highlighted in reports done in the UK<sup>38</sup>, Black, Asian and minority ethnic solicitors are earning less overall and occupy fewer senior positions. This results in an ethnicity pay gap of 25% when comparing hourly pay, which equates to a difference of £9.12 an hour.

To address these gaps it is important to create transparent and publicly available information about career paths and salary potential within your organisation. You may consider:

- *completing a comprehensive annual review of compensation practices across the organisation with the help of an outside law firm, and*
- *adopting a policy prohibiting inquiries into a candidate’s salary history.*

## Promotions

Women are promoted less frequently than men. According to GWN<sup>31</sup>, a business research by McKinsey in the US showed that women:

- *have less support from managers than their male colleagues;*
- *have less opportunity to socialise with senior managers outside of work;*
- *are often the only woman in the room (and will be asked by men to take the notes or get coffee, even when they are the most senior person in the room);*
- *have to face more sexual harassment at work, and surprisingly, rates are higher as seniority of the woman grows; and*
- *have less access to mentors.*

### **Zero tolerance to violence and sexual harassment**

Sexual harassment is still common in the workplace, and more prevalent among women who challenge the dominant culture's traditional submissive role. We shouldn't have to say that it's essential to make the workplace safe for everyone by implementing **zero-tolerance programs for sexual harassment**.

**Som Energia** has introduced Punt Lila as an attention point for assaults during internal events such as annual general meetings or corporate activities. This Punt Lila has a lead team that is trained specifically to attend assault situations. At the beginning of every meeting or activity, they introduce themselves to the participants, so everyone knows where to attend in case of suffering or witnessing an assault situation. Punt Lila has also some information spread over the meeting room or the event place: they stick some posters on the walls indicating a contact number. Besides, they place some information about the procedure they will perform in case of reporting an assault incident. They also wear a specific item, so everyone can easily reach them at any time (e.g. a purple pin on the lapel).

**Goener** has developed new protocols to protect people from different types of violence. The lack of these protocols was one of the improvements detected in the development of the Equality Plan. These protocols create safe spaces, guarantee equal treatment, protection and a clear course of action. They include the option of advice and work with external companies when mediation or conflict resolution processes, etc. are necessary. Yet, the cooperative wants to go a step further and a second phase puts a lot of emphasis on prevention and previous work to avoid this type of situation.

### **Partnerships**

To ensure the empowerment of people of diverse backgrounds and their inclusion in your energy community consider building mutually beneficial relationships with a variety of local civil society organisations. A great example of this is the **Telheiras Renewable Energy Community**, an initiative that originated from a network of 20 local not-for-profit stakeholders operating in Telheiras, a neighbourhood in the north of Lisbon. The energy community is made up of citizens, local authorities, social support organisations, NGOs work with and for people with disabilities, schools, associations and religious groups.

Organising unconscious bias training and reaching racial representation through job offer dissemination via civil society organisations is useful, yet it is not sufficient. Without

structural changes necessary to address the root causes of racism, they are “band-aid” measures that fail to contribute to the solution of the main problem.

Monitoring of the inclusion policies is key. It is essential to evaluate and check whether what is being attempted is actually working, and to provide space and time for reflection of the lessons learned. We need to try out, adapt and adjust activities that are proving effective, and phase out those that are not, to support long-term, sustainable reform.

Overall, Boards and Management must commit time, resources and personnel in order to ensure that the developed inclusion strategies are monitored, evaluated and reported. Inclusion needs to be a permanent agenda item.

**How to earn trust with underrepresented communities?** For starters, open your doors to our community. Create community-based spaces to have a broader conversation about the challenges facing underrepresented communities. Socially and systematically discriminated communities and households tend to be more vulnerable to energy poverty.

Local authorities along with a number of energy communities are already actively involving people in situations of socio-economic vulnerability as members of the community in order to address energy poverty, by providing them with low-cost renewable energy and advice to save energy.

### **Cadiz’ inclusive approach to energy**

The Spanish municipality of Cadiz adopted in 2015 an inclusive approach to energy. The local government aimed at transforming the local energy model with the support of the municipal energy company Eléctrica de Cádiz and its citizens. In order to foster democratic and inclusive decision making, two open energy committees were founded, which made decisions by consensus and wanted to make sure everyone could have access to affordable renewable energy: the Energy Transition Committee and the Committee against Energy Poverty. Members of the committees included civil society organisations, energy specialists, the department of social affairs of the municipality, political parties, people affected by energy poverty, employees of Eléctrica de Cádiz and the city council.

Education was also a key tool used by Cadiz to foster engagement and inclusion. Between 2015 and 2019 1,400 people took part in public energy workshops and 24 unemployed people were hired and trained as energy advisers. The adviser would then conduct home visits to share information on how to save energy.

### **Energy Coaches in the Netherlands**

The Dutch municipalities employ energy coaches to help social housing residents improve their household energy efficiency and lower their energy consumption. With a short training, local residents become energy coaches and help their neighbours save energy with simple measures, like the installation of thermostats, LED lamps or water-saving showerheads. They also give them tips, like taking shorter showers, keeping room doors closed and turning the heating down in the night, to save energy and money quickly and easily. It is important to stress that these coaches go beyond the focus on technical issues and recognise the role of every household member in decision-making about energy use.

### **Inclusive energy services in Rožnov**

Rožnov pod Radhoštěm (Czechia) is installing solar PV on a social housing building. The vulnerable households in the apartment building will benefit from lower electricity bills in the common areas and in their own flats. The municipality will explore possible financing models to get part of the investment back in order to be able to invest in other installations. In addition, the municipality provides energy consultancies to its citizens, to allow them to implement energy savings measures. Thanks to the EU funded project Power Up, Rožnov pod Radhoštěm is also working with energy poor households on energy efficiency and together with them, they defined a suitable business model to be tried locally, based on collective renewable self-consumption. The municipality is currently awaiting for the City Council to approve the investment concept to implement the model. The project allowed the city to engage inhabitants and energy poor citizens in discussions about their needs with co-creation workshops organised throughout 2023.

### **Brixton energy (Repowering London)**

Following the first cooperative principle “open and voluntary membership”, Repowering London has made significant efforts to integrate people from diverse backgrounds into its projects. How do they ensure inclusivity?<sup>39</sup>

“Operating in the most diverse part of London, we make it a priority to reach out to as many people as possible, including those who may be socially disadvantaged or living in areas facing unemployment issues. We actively engage with the community, work with local community groups such as food banks, kitchens, and gardening groups, knock on doors and talk to local representatives. Investing considerable time and effort allows us to reach people on the ground. That’s the only way to achieve real open membership.

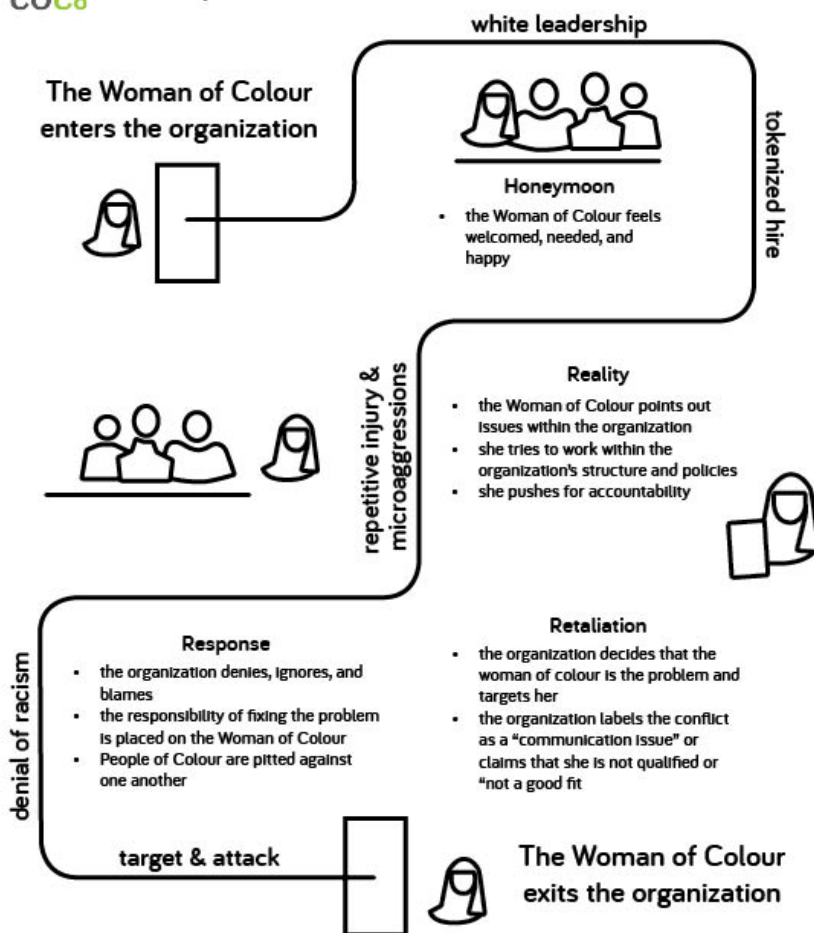
Moreover, to ensure that no one is left behind, we have implemented a one-pound membership policy. This policy enables people from any economic situation to become a member of the cooperative, granting them voting rights and co-ownership of the installations.”

**Eeklo & Ecopower:** The collaboration between the local municipality and the local energy cooperative has helped to reduce the barriers for citizen participation in renewable energy schemes. The city provided 750 citizens with one pre-financed share of Ecopower.

“Although Ecopower membership can significantly reduce energy expenditure as energy is supplied at cost prices (thus lower than market price), membership costs at least €250. While this is not a particularly high sum, it can still be very challenging for low-income households, especially all to pay at once, and in advance. In addition, much like with other energy cooperatives, low-income households are underrepresented because they simply lack the time to research and pursue the administrative aspects of joining. Recognising this, Ecopower is now actively cooperating with different institutional and civil society actors to develop a mechanism to reach and support low-income and energy poor households”.

The tool can be used for workshops or discussions of different lengths, broadly to discuss race dynamics in an industry or area of work, or to explore specific policies and practices within your organisation.

## The “Problem” Woman of Colour in the Workplace



Adapted from “The Chronicle of the Problem Woman of Color in a Non-Profit” by the Safehouse Progressive Alliance for Nonviolence  
[www.coco-net.org](http://www.coco-net.org)

As long as the environment you are working in is supportive enough, talking about the specifics of this pattern in your organisation, rather than in general, can make it a lot easier to identify real changes.

Throughout the workshop you can ask:

- What is the impact of this dynamic on the woman of colour in the organisation?
- What is the impact of this dynamic on the organisation?
- What is the impact of this dynamic on the community sector at large?

These questions can be a great starting point to begin discussing this tool within your organisation.

Figure 3 - Source : <https://coco-net.org/problem-woman-colour-nonprofit-organizations/>



## Tips

- Design interventions that look beyond formal representation and participation and focus also on addressing underlying power relations and nudging local norms and behaviours towards more inclusive outcomes.
- Energy coaches and energy communities providing advice to households should understand the communities they aim to serve, in terms of their circumstances, e.g., tenants or owner-occupiers, age, ethnicity and literacy levels.
- Create opportunities for enabling, brokering and convening locally led spaces for collective engagement and reform and support strategic coalitions to address common challenges.
- Create transparent and publicly available information about career paths and salary potential within the organisation.
- Assess and track whether what is being tried actually works, and provide space and time for reflection

## Technology and business models

The principle of inclusion can be reflected in different phases of the project development process: inspiration, preparation, implementation, operation. The voices of people from different backgrounds should be considered throughout the process.

Involving women in the development of a renovation project, for example, can lead to a different end result than if they were not involved. Women (who often appreciate higher room temperatures in general<sup>40</sup>) tend to spend more time in the bathroom than men, and may benefit from a ground floor heating system, for instance. Factors such as age, illness or restricted mobility may also influence renovation projects and heat requirements.

In addition, people from different cultural backgrounds may have alternatives to "standard" practices, which should also be taken into account in the project. It is important to take on board the different perspectives and particular contributions of everyone when it comes to the whole project development process.

As the European Commission has acknowledged, energy communities can offer a "value-driven, and community-rooted business model" which is needed to **create social cohesion, improve citizens' understanding of the issues related to energy, climate and democracy, and trigger energy savings**<sup>41</sup>.

- Pajopower:** In Belgium, Pajopower reaches out to people in socially vulnerable neighbourhoods with their "Klimaatmobiel". People are curious and go and check it out. This is how they gain trust. They talk to these people about the energy transition, the importance of energy savings and renewables and they teach them to switch energy suppliers, how to take action in their private homes and how to apply for subsidies.



Picture - De Klimaatmobiel © PajoPower

- **Repowering London:** In the United Kingdom, Brixton Solar's community power project allows tenants in social housing to make smaller investments in the projects, and gives them a limited amount of the electricity produced with solar panels on their own roofs for free. Part of the revenues from the project go into a dedicated energy efficiency fund to organise workshops to help people cut energy waste and save further on their energy bills. The cooperative also provides training opportunities for youth living in the local community through an internship programme.
- **Coopérnico:** Founded in Portugal in 2013, Coopérnico is a renewable energy cooperative that harnesses solar power for the benefit of the local community. In one of its business models, the cooperative rents the roofs of socially-oriented institutions for its PV projects, providing those institutions with extra income. At the end of the lease, the co-operative offers the solar devices free of charge to the hosting institutions. The energy produced on these rooftops is fed into the grid and bought by the distributor at a fixed price.

## Tips

- Invite your local community to participate in the design and implementation of your projects. Ask residents to meet with experts, give best case examples, and answer questions. Don't come with a fixed plan: that's the quickest way to lose their trust - be flexible!
- Trigger curiosity from people to learn about your initiative and enable smaller investments in projects.
- Reach out to socially-oriented organisations that may be interested in receiving your project development support.

## Conclusion

**Imagine an energy community where any session on inclusion and diversity would no longer be needed or useful.** An energy community where inclusion is so deeply intertwined that any discussion of it would be meaningless. Let's begin our work with this goal in mind!

As mentioned earlier, the creation of this guidebook has been a learning experience for us. We are not experts on this topic and we don't wish to be perceived as such. Nevertheless, we wish to pioneer and inspire more diversity, inclusion and justice in the energy sector. We truly believe that inclusion is aligned with our cooperative principles and our collective ambition to grow the community energy movement and advance a democratic, sustainable and fair energy transition that will result in an improved quality of life for all.

### **Start, and be ready to fail and learn from it**

Be prepared to act straight away with good intentions, and with as much empathy as possible for everyone involved. Once you have an inclusion strategy, follow up with formalised documentation, to ensure that the guidelines and the expectations are understood. Invite feedback and suggestions. And above all, keep on experimenting, because as long as you're trying new things and are open to feedback and criticism, you'll advance.

### **And remember:**

**Don't make "perfect" the outcome, make progress the outcome!**

Take a look at 40+ Ways to Begin Cultivating a Diverse and Inclusive Workplace

Source: [https://ideas.wharton.upenn.edu/wp-content/uploads/2018/07/Leading-Diversity-in-Organizations\\_Lever-2017.pdf](https://ideas.wharton.upenn.edu/wp-content/uploads/2018/07/Leading-Diversity-in-Organizations_Lever-2017.pdf)

## Annex

### Semi-structured interview guide for Organisational Assessment

Semi-structured interviews can be used to explore issues related to gender mainstreaming within an organisation. It can be used together with the survey outlined in Appendix 2. Since it is a more intensive data gathering tool, it should only be conducted with a small sample of staff which should be representative of the different functions, and grades. It should be gender balanced.

One should allow no more than 30 minutes per interview since generally people's attention, in all but the most committed, begins to wane and the quality of the data diminishes.

The type of information that can be expected from such interviews includes:

- Assessment of existing knowledge and capacities of staff on gender including availability of resource materials on gender
- Cataloguing project experiences and best practices on working with women and men
- Identifying challenges encountered in working with women and men
- identifying possible entry points or opportunities for addressing gender issues in the organisation and its programmes
- identifying needs for training, support, etc. on gender

#### INTERVIEW PROTOCOL

##### Background

*[The information in the background section could be sent to the interviewees beforehand.]*

This conversation is part of the internal gender assessment of [Y] to establish the baseline situation within the organization *[and is carried out in conjunction with the written questionnaire sent to all members of staff]*. We are interviewing a number of members of staff who are representative of the different functions and grades throughout the organization. This survey has the full support of the Board of [Y].

The overall objective is to develop a realistic and practical Gender Mainstreaming Action Plan and Capacity Building Plan for [Y]. We appreciate your help in talking to us to help us improve gender mainstreaming in [Y]. If you have any questions about the purpose or use of this conversation, please do not hesitate to ask. Please feel free to contact Mr/Mrs B of [Y]- who is/are staff member(s) responsible for the survey if you have questions or concerns regarding this survey .

During our conversation, with your permission, I will take notes. Anything you say will be kept CONFIDENTIAL. Your responses will not be used to evaluate you in any way. The objective is to develop a sense of what gender mainstreaming means in [Y] and to its employees. No names will be attached to any answers, nor will any individual's response be shared with their manager or colleagues. There are NO RIGHT OR WRONG answers. So please answer the questions from your own perspective of how you see the situation in [Y]. The more honest and thoughtful your answers the clearer will be the picture of the existing situation and the more useful the information to ensuring gender mainstreaming in [Y] is a success.

I expect the conversation to last no more than 30 minutes.

Before we begin do you have any questions?

*Possible questions the project staff being interviewed might ask YOU. It is better to be prepared with responses to these questions:*

*What is gender anyway?*

*Is there funding available if I want to do something on gender?*

*Why is there all this focus on women? Does it mean that men will lose their jobs?*

*What does gender have to do with my work/this project?*

*There is enough to do on this project anyway, why should I be bothered about another angle?*

[You may get a sense of other issues that could be raised from the written questionnaires (if it has taken place) and your counterpart in the organization responsible for gender mainstreaming.]

## 1. Background Data

Name:

Title – Unit:

M/F?

Technical field/area of expertise:

Key work areas/tasks:

Gender training (dates/type):

### 2. How relevant is gender in the sector and in your work?

2.1 Have you had to address gender issues in your own work? Please give examples. [*Explore what kinds of issues/topics are raised, if any*]. What roles do women and men play in the organisation?

2.2 Are there some parts of the organisation's work that you think DO have a gender dimension and other parts of the work that you think do NOT have a gender dimension?

*You may hear responses such as...*

*Rural Electrification Coordinator: I think women and men both want electricity, but sometimes women don't have the authority to sign. For bill collection, we only hire men. I wonder if women could also do that job.*

*Rural Electrification/ Micro Hydro Project Coordinator: Electricity in homes is used by everyone. So there are no gender issues in rural electrification. Gender issues are more relevant for biogas and cookstoves projects, not for us!*

### 3. Entry points and Opportunities

3.1 In your opinion, what are the principal entry points or opportunities for addressing gender issues in the organisation?

*E.g. the staff being interviewed might suggest one or more of the following entry points:*

- *Monitoring and evaluation – we should look at the impacts on men and women*
- *We need more knowledge about gender differences in energy use, I don't know enough to identify any entry points right now*

- *Policy dialogue, policy makers need to recognize gender before we can work at project level*
- *Women do not have the skills or training to work in these activities*
- *I can see the relevance of women in household energy but not in construction of power lines*
- *Men's ideas need to change, we need awareness-raising*
- *Men and women work together in the family, we have to educate them both*
- *We could employ women as extension agents*
- *We could offer credit to women's groups equally as to men's groups*
- *We could design our promotional materials to target both women and men*

3.2 Can you give any examples of innovations or good practices in addressing gender issues in the organisation or elsewhere in the energy sector?

- *Charcoal trade project, Senegal: Yes we have separate funds available to women's groups and men's groups in the villages where we are working, because we thought both should benefit. The men are charcoal producers, and the women are traders; both want to improve the efficiency of their businesses. We had to give extra support to the women, because they are illiterate and have less status than the men.*
- *Rural electrification project, Laos: Yes we are subsidizing connection costs to poor households; being a female headed or single parent household is one criterion to receive a subsidy.*
- *Improved stoves project, Senegal: Yes we had a problem because the woman in the pottery group who attended the entrepreneur and accounting course was not literate and could not read the materials. We solved the problem by supporting her daughter to attend the course with her and help her understand and later, her daughter helped her to keep records.*

4. How is impact assessment carried out in the organisation?

Are poverty impacts measured? Social assessment? Is this by gender? Do men and women benefit equally from the organisation's work?



## 5. Issues and Challenges

What are the principal challenges in integrating gender into your work?

*E.g. the staff might say:*

- *lack of time for me to do it*
- *low priority, too many other responsibilities*
- *lack of budget*
- *lack of skills/knowledge on gender*
- *lack of easy-to-use tool kits, check lists, good practice examples*
- *lack of demand for gender mainstreaming*
- *lack of support from my manager*
- *lack of training or background in gender and development issues in general*
- *I never thought about it*
- *Project activities have already begun, it is too late to add new things now.*

**Source:** <https://www.norad.no>

## Checklist – practical guidance for diversity and inclusion

Principles	Practices	Implementation			Notes
		●	●	●	
Inclusion	<ul style="list-style-type: none"> <li>Review recruitment plans and policies</li> </ul>				
	<ul style="list-style-type: none"> <li>Implement firm retention practices to provide equitable opportunities to racialised employees</li> </ul>				
	<ul style="list-style-type: none"> <li>Establish monitoring system with key performance indicators to ensure equal representation at all level of the organisation</li> </ul>				
	<ul style="list-style-type: none"> <li>Promote equitable opportunities</li> </ul>				
	<ul style="list-style-type: none"> <li>Collect equality data disaggregated by race and ethnicity to assess the racial makeup of the organisation</li> </ul>				
Transformation	<ul style="list-style-type: none"> <li>Undergo racial equity audits</li> </ul>				
	<ul style="list-style-type: none"> <li>Draft and implement an action plan to eliminate micro aggression</li> </ul>				
Empowerment	<ul style="list-style-type: none"> <li>Develop career advancement and progression plan</li> </ul>				
	<ul style="list-style-type: none"> <li>Provide solid benefit package meeting employees needs</li> </ul>				
	<ul style="list-style-type: none"> <li>Enforce diversity and Inclusion training/ awareness/coaching/ to senior management</li> </ul>				
	<ul style="list-style-type: none"> <li>Establish monitoring system to guarantee representation</li> </ul>				
	<ul style="list-style-type: none"> <li>Set up safe spaces where racialised workers can exchange with their own</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop partnership with civil society and local racialised communities</li> </ul>				

**Source:** Structural Racism in the Labour Market, Toolkit ENAR’S twelfth European Equal @work Seminar, European Network Against Racism

## Ambition Statement Gender Power WG of REScoop.eu

REScoop.eu, the European federation of citizen energy cooperatives:

- acknowledges that climate change threatens our collective prosperity or even survival;
- is convinced that the welfare of our societies requires a swift transition to 100% renewables with democratic control;
- recognises that the transition to a sustainable and resilient future energy system should “leave no one behind”;
- appreciates that the Clean Energy Package has recognised the role of citizens and energy communities by putting them at the heart of the energy transition;
- aligns with the sustainable development goals: SDG 5 for gender equality and empowerment of all women and girls in all their diversity and SDG 7 for access to affordable, reliable, sustainable and modern energy for all;
- recognises that energy cooperatives are rooted in broader visions of social justice and community development;
- is aware that the transition to a sustainable and just energy system requires holistic changes, which means dismantling existing unjust societal or organisational structures, ending discrimination and subordination attitudes, and creating other alternative cultures, structures and practices;
- understands gender as a form of socially constructed difference related to various inequalities, traditionally between women and men, while recognising that gender roles change over time;
- accepts that in the broader society much needs to be done to eliminate prejudice and all practices that are based on stereotypical roles or on the idea of the inferiority or superiority of certain genders, in order to achieve true equality and give everyone the same opportunities to realise their full potential.

Therefore the overall mission of the signatories of this statement is the following:

***“We aim to contribute to a just energy transition, promoting the meaningful participation of people of all genders on equal terms, as active actors and beneficiaries of the energy transition, which would result in an improvement in the quality of life for all.”***

To contribute to the promotion of a gender-just energy transition, we recognise and emphasise the responsibilities of all energy cooperatives, and other actors to:

- **mobilise the democratic and inclusive nature** of energy cooperatives to address the interests and needs of all energy stakeholders to become a heterogeneous group;
- bring out and **recognise the voices, faces, needs and interests** of women and **people of all genders** in the community energy sector;
- create **visibility and awareness** around the **impact of (gender-) inequality** in the energy system, in general, and energy communities, in particular;
- take all **appropriate measures**, including specific policies, to **modify or abolish** existing regulations, customs, structures and practices which constitute **discrimination against women and non-binary people**;
- integrate a **gender perspective** in all their operation areas.

These principles may translate into tangible activities by energy cooperatives, like the following ones:

- use **gender-sensitive language**, i.e. language reflecting gender equality, as well as **graphs and pictures** in all channels of internal and external communication;
- include the principles of gender justice and **gender equality in their statutes**, if not already included therein, and ensure the practical implementation of these principles through **specific policies** and other appropriate means (e.g. trainings, budgets, etc);
- engage in activities aimed at **structural reforms**, equal opportunities, and **positive measures to promote the position of persons of all genders**, in particular in the governing bodies, and to create a mindset and culture conducive to equality;
- **contribute to the regular collection**, analysis, and presentation **of data** disaggregated by age, sex, socio-economic and other relevant indicators for use in

the development, planning and implementation as well as monitoring and evaluation of policies and programmes within the organisation.

- **adopt temporary special measures**, such as quotas or special discounts, to accelerate de facto equality of all genders, these measures shall not be considered as discriminatory, as they must cease when the objectives of equal opportunities and equal treatment have been achieved.

Moreover, we acknowledge the following activities as key to accelerate gender awareness and the progress of equality:

- promote a **transnational mentoring programme for women** and people of all genders, covering all types of training, and retraining, formal and non-formal, to enhance their social, organisational, technical and political skills;
- involve centres for gender studies and research, academic and educational institutions, non-governmental organisations, especially women's organisations and LGBTQIA+/non-binary people's organisations, and all other civil society actors, to **strengthen the knowledge of gender analysis, develop and test appropriate gender-sensitive indicators and research methodologies, as well as to monitor and evaluate the progress in achieving gender equality** in the overall operation;
- **map and connect** the various (inter)national, regional and local networks working on **gender inequality, energy poverty**, including **social and solidarity economy** initiatives and organisations.

In line with the **principles of energy democracy**, we acknowledge diversity and are open to the diverse needs and aspirations of citizens. We wish to go beyond the focus on "women empowerment", which may, in fact, have a disempowering effect. Instead, we focus on the **cultural and structural changes needed for (gender-)just energy communities**, while maintaining a critical perspective and transparency towards new injustices that may emerge.

We recognise that for a sustainable and just energy transition, everyone has a role to play and a responsibility to speak up and act against current injustices and unsustainable practices, while also acknowledging that individual actions must ultimately be connected to systemic efforts.

Therefore, we commit to

- integrating a gender equality clause in our Statutes by 2023, or as soon as possible;
- reflecting the principle of gender equality in the composition of our governing bodies by 2023, or in our next Boards of Directors and Executive Boards, and
- aiming our efforts at achieving a gender-balanced and just membership by 2030.

**Source:** <https://www.rescoop.eu/news-and-events/news/ambition-statement-of-our-gender-power-working-group>

## European Citizen Energy Academy (EUCENA) Gender Survey of Energy Cooperatives – A summary with Recommendations

Energy communities have a high potential to accelerate gender and socially just energy transition. Considering the long operational life of energy infrastructure (e.g. energy efficiency, PV and wind plants, mobility, etc.) and the possibility of not being able to mainstream gender will reinforce gender inequalities for decades and waste the limited financial, social, and human resources and miss the ecological chances to become sustainable with optimum utilisation of resources. The gender analysis also indicated the same. Therefore, it becomes to escalate gendered needs, gender integration, expertise, rights and skills and empower all not only as individuals but also as users and providers of energy services. Integrating gender targets and tools into energy value chains, knowledge development, technical assistance and policy and advocacy work is the key to a just-transition and building a sustainable system. The recommended strategies can be categorised into three levels: macro-level, meso-level, and micro-level so that these strategies can reach out to individuals, organisations, policymakers, decision-makers etc and can be implemented at multiple levels.

### **a) Macro-level**

The strategies that can be proposed at a larger scale are the macro level strategies. These may include national or international policies, projects, policy interventions etc. Given below are the proposed strategies:

- Follow legislative framework and guidelines on gender equality, gender mainstreaming, gender integration, gender language etc.
- Revise, submit and publish policies and guidelines with gender as cross-cutting aspect.
- Use or refer to good practices from international pilot projects and women-led initiatives for setting up energy communities and mainstream gender.
- Follow and apply gender-sensitive communication at all levels of communication activities.

- Push and implement gender mentoring programs, coaching, and network building and strengthening.
- Establish a gender award for best practice-examples and promote role models and their work to inspire others.
- Provide and exchange data, examples, and experience for coherent and gender-just policies on national and EU-level.

### **b) Meso-level**

The strategies that can be proposed for the community level are meso-level strategies. These strategies are built to connect macro- and micro-level implementation of policies and projects. Given below are the proposed strategies:

- Develop and improve participation schemes with ECs to bring citizens to the centre of decentralised energy markets. More engaged and involved people brings more power and increases the acceptance of the energy transition.
- Learn about gender tools and implement to improve ECs like:
  - o Gender Analysis: to understand the sex or gendered information on available resources, its access and impact.
  - o Gender Self-Assessment (GSA): to evaluate your organisation with regular self-evaluating questions.
  - o Gender Action Plan (GAP): to propose strategies that will help to mainstream gender or put gender as a cross-cutting aspect with other goals
  - o Gender targets: to monitor the progress and evaluate your procedures.
  - o Gender trainings: to share data and arguments about the relevance
  - o Women's empowerment: to encourage women and strengthen their capacities via training, mentoring and networking programs.
  - o Gender-responsive communication: to build stronger communities by engaging diverse people in various roles in communities.
- Promote prosumer models for energy just transition and benefit all genders equally.



- Find and collaborate with feminist organisations to spread the idea and participate in feminist events and programs to recruit more FLINTA and LGBTQIA+ in ECs
- Create safe spaces for all to openly voice their concerns about everything without putting them at a difficult spot.
- Aim for remuneration for women or/ and diverse genders who do not have enough financial/economic resources to become a member of an energy community.

### **c) Micro-level**

The Micro-level refers to individual based strategies to integrate gender in their daily lives and engage themselves in ECs. Given below are the proposed strategies:

- Acknowledge the difference in various genders, gendered roles, priorities, needs and capabilities, etc.
- Training and workshop: A lot of women and non-binary people tend to undetermined themselves even if they have the required capabilities. Hence, it is important that women and diverse gender take challenging tasks or participate in trainings or workshops to develop and strengthen their technical skills, leadership skills, management skills and most importantly confidence. It is one of the methods to empower women and diverse gender.
- Break gender stereotypes and unlearn patriarchy: Gendered stereotypes are institutionalised in the early stages of life due to a patriarchal system. These vary from country to country and community to community the difference between the children who grew up in a gender-aware environment versus the children who grew up in a gender non-responsive environment. Hence, it is important that as an individual, you make sure that your surroundings are taught to be gender aware, and inclusive and the sky is the limit sort of learning.
- Involving men in gender talks and making them allies: Whenever we talk about women's empowerment, we try to bring men on the same page as women or diverse gendered people. It is because there is a section of society that does not acknowledge that women and diverse gendered people face inequalities. Hence, it is important that men join as allies to change perspectives on gender topics e.g. HeForShe movement initiated by UNWomen to bring men and people of all genders to stand in solidarity with women to create a bold, visible and united force for gender equality. The initiative also aims to work

with women and help them to build their businesses, raise families and give back to their communities.

- Advocate and raise awareness for safe space and encourage people to voice their thoughts and opinions.

**Source:** <https://www.rescoop.eu/toolbox/gender-survey-of-energy-cooperatives-a-summary-with-recommendations>

## References

1. <https://inclusion-nudges.org/definitions-matter-just-dont-talk-about-them-diversity-equity-belonging-inclusion/>
2. Cloverpop, 2017. Hacking Diversity with Inclusive Decision-making. [https://www.cloverpop.com/hubfs/Whitepapers/Cloverpop\\_Hacking\\_Diversity\\_Inclusive\\_Decision\\_Making\\_White\\_Paper.pdf](https://www.cloverpop.com/hubfs/Whitepapers/Cloverpop_Hacking_Diversity_Inclusive_Decision_Making_White_Paper.pdf)
3. <https://www.coe.int/en/web/interculturalcities/systemic-discrimination>
4. Bielig, M., Kacperski, C., Kutzner, F., & Klingert, S. (2022). Evidence behind the narrative: Critically reviewing the social impact of energy communities in Europe. *Energy Research & Social Science*, 94, 102859. <https://www.sciencedirect.com/science/article/pii/S2214629622003620>
5. [https://joint-research-centre.ec.europa.eu/jrc-news-and-updates/greater-climate-engagement-urban-areas-brings-more-climate-justice-2023-11-17\\_en](https://joint-research-centre.ec.europa.eu/jrc-news-and-updates/greater-climate-engagement-urban-areas-brings-more-climate-justice-2023-11-17_en)
6. <https://inclusion-nudges.org/power-inclusion-nudges/>
7. <https://unstats.un.org/unsd/undataforum/blog/leave-no-one-behind-why-gender-disaggregated-data-matters/>
8. <https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-analysis>
9. <https://www.norad.no/globalassets/import-2162015-80434-am/www.norad.no-ny/filarkiv/ren-energi/gender-and-energy-toolkit.pdf>
10. [https://www.europarl.europa.eu/RegData/etudes/STUD/2022/736899/IPOL\\_STU\(2022\)736899\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2022/736899/IPOL_STU(2022)736899_EN.pdf)
11. <https://www.wecf.org/wp-content/uploads/2023/02/OGAP-toolkit-EN-.pdf>
12. <https://joinhandshake.com/blog/employers/70-inclusive-language-principles-that-will-make-you-a-more-successful-recruiter/>
13. <https://oxfamilibrary.openrepository.com/bitstream/handle/10546/621487/gd-inclusive-language-guide-130323-en.pdf;jsessionid=55BC9B90A07F3FAD6E00B5F6B1EDA190?sequence=4>
14. [https://eige.europa.eu/publications-resources/toolkits-guides/gender-sensitive-communication/first-steps-towards-more-inclusive-language/terms-you-need-know?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/toolkits-guides/gender-sensitive-communication/first-steps-towards-more-inclusive-language/terms-you-need-know?language_content_entity=en)
15. <https://library.fes.de/pdf-files/bueros/nepal/19016.pdf>
16. [https://eurogender.eige.europa.eu/system/files/events-files/toolkit\\_on\\_gender-sensitive\\_communication\\_eige\\_2019.pdf](https://eurogender.eige.europa.eu/system/files/events-files/toolkit_on_gender-sensitive_communication_eige_2019.pdf)
17. [https://eige.europa.eu/publications-resources/toolkits-guides/gender-sensitive-communication?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/toolkits-guides/gender-sensitive-communication?language_content_entity=en)
18. <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-equality-training>
19. <https://www.inclusion-europe.eu/wp-content/uploads/2018/10/Recommendations-for-speakers-at-meetings-and-conferences.pdf>

20. <https://academie.energiesamen.nu/academie/collecties/316/opwekprojecten-voor-iedereen/321/hoebetrek-je-meer-jongeren>
21. <https://www.younity.coop/blog/blog/adopting-an-intergenerational-approach-in-community-energy>
22. <https://youthenergy.eu/wp-content/uploads/2022/12/Role-Youth-European-Energy-Transition-Position-paper.pdf>
23. <https://www.un.org/esa/socdev/egms/docs/2009/Ghana/inclusive-society.pdf>
24. [https://www.rescoop.eu/uploads/rescoop/downloads/D4.1.1\\_Best\\_Practice\\_Guide.pdf](https://www.rescoop.eu/uploads/rescoop/downloads/D4.1.1_Best_Practice_Guide.pdf)
25. <https://www.lelabo-ess.org/les-ailes-des-cretes>
26. <https://www.rescoop.eu/news-and-events/news/women-in-energy>
27. [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/priorities-priorites/fiap\\_inclusive\\_governance-paif\\_gouvernance\\_inclusive.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/fiap_inclusive_governance-paif_gouvernance_inclusive.aspx?lang=eng)
28. [https://www.c40knowledgehub.org/s/article/Inclusive-Planning-Executive-Guide?language=en\\_US](https://www.c40knowledgehub.org/s/article/Inclusive-Planning-Executive-Guide?language=en_US)
29. <https://energy-cities.eu/publication/a-map-to-tomorrow/>
30. <https://urbact.eu/gender-equal-cities-report-2022>
31. GWNET, 2019. Women for Sustainable Energy: Strategies to Foster Women's Talent for Transformational Change <https://www.globalwomennet.org/women-for-sustainable-energy/>
32. <https://www.rescoop.eu/toolbox/rescoop-eu-charter>
33. [https://coopseurope.coop/news\\_article/gender-equality-charter-released/](https://coopseurope.coop/news_article/gender-equality-charter-released/)
34. <https://diversityjournal.com/13763-affinity-bias-conundrum-illusion-inclusion-part-iii/>
35. [https://www.enar-eu.org/wp-content/uploads/2022\\_EqualAtWork\\_RacismLabourMarket.pdf](https://www.enar-eu.org/wp-content/uploads/2022_EqualAtWork_RacismLabourMarket.pdf)
36. [https://ideas.wharton.upenn.edu/wp-content/uploads/2018/07/Leading-Diversity-in-Organizations\\_Lever-2017.pdf](https://ideas.wharton.upenn.edu/wp-content/uploads/2018/07/Leading-Diversity-in-Organizations_Lever-2017.pdf)
37. UN Women, 2015/2016. Available at [http://progress.unwomen.org/en/2015/pdf/UNW\\_progressreport.pdf](http://progress.unwomen.org/en/2015/pdf/UNW_progressreport.pdf)
38. <https://www.lawsociety.org.uk/topics/research/race-for-inclusion-the-experiences-of-black-asian-and-minority-ethnic-solicitors>
39. <https://www.rescoop.eu/news-and-events/news/the-entire-economy-should-embrace-the-principles-of-the-social-economy>
40. Gender Matters! Thermal Comfort and Individual Perception of Indoor Environmental Quality: A Literature Review [https://link.springer.com/chapter/10.1007/978-3-030-71819-0\\_9](https://link.springer.com/chapter/10.1007/978-3-030-71819-0_9)
41. <https://www.energysolidarity.eu/eu-commission-cites-cees/>

## ABOUT SCCALE 203050

Sustainable Collective Citizen Action for a Local Europe (SCCALE) 20-30-50 intends to bring Europe closer to its citizens by fostering the creation of energy communities, taking full advantage of the favorable EU legal framework on citizen energy.

### CONTACT THE MAIN AUTHOR

Antonia Proka

[antonia.proka@rescoop.eu](mailto:antonia.proka@rescoop.eu)

### CONTACT THE PROJECT COORDINATOR

Daan Creupelandt.

[daan.creupelandt@rescoop.eu](mailto:daan.creupelandt@rescoop.eu)

### FOLLOW US

Website [www.sccale203050.eu](http://www.sccale203050.eu)

Look for #SCCALE on

Twitter: [@energycities](https://twitter.com/energycities) [@REScoop.eu](https://twitter.com/REScoop.eu)

Facebook: [@energycities.eu](https://www.facebook.com/energycities.eu) [@REScoop.eu](https://www.facebook.com/REScoop.eu)