

# Powering Inclusion

Tested Approaches for a Gender-Inclusive Energy Transition

Produced by:



Funded by:



Transforming  
Energy  
Access



February 2026

# Table of Contents

---

Acronyms	3
<b>Executive Summary</b>	<b>4</b>
Acknowledgements	6
<b>Introduction</b>	<b>8</b>
Background and context	8
About this report	13
<b>Reaching women customers</b>	<b>14</b>
<b>Strategy 1: Build Capacities and Develop Tools for Inclusive Market Research</b>	<b>15</b>
Example from the field: TEA@SUNRISE	16
Example from the field: POPO	18
<b>Strategy 2: Tailor customer service to meet women's specific needs</b>	<b>18</b>
Example from the field: Natfort Energy	18
<b>Leading by example: building an inclusive company culture and expanding opportunities for women</b>	<b>22</b>
<b>Strategy 3: Attract and empower women in male-dominated sectors</b>	<b>23</b>
Example from the field: POPO	23
Example from the field: Natfort	25
<b>Strategy 4: Encourage and Reward Inclusive Workplace Practices</b>	<b>26</b>
Example from the field: POPO	26
<b>Enabling conditions to measure progress against equality and inclusion</b>	<b>28</b>
<b>Strategy 5: Integrate GEDSI into measurement and accountability frameworks</b>	<b>30</b>
Example from the field: TEA@SUNRISE	30
<b>Conclusions</b>	<b>31</b>
Key achievements and lessons learnt	31
Considerations for future programming	31



# Acronyms

Acronym	Full Term
EPC	Engineering, procurement, construction
GEDSI	Gender Equality, Disability and Social Inclusion
GESI	Gender Equality and Social Inclusion
MEL	Monitoring, Evaluation and Learning
OGS	Off-grid Solar
PAYGO	Pay-As-You-Go
PUE	Productive use
STEM	Science, Technology, Engineering and Mathematics
TA	Technical Assistance
TEA	Transforming Energy Access
VFW	Value for Women
WISE	Women in Solar Energy

# Executive Summary

The evidence is growing that businesses do better when they adopt GEDSI-inclusive practices, yet many companies still face a gap between intention and implementation, between stating gender as a priority and seeing measurable results on the ground. This report aims to bridge that gap.

The findings are grounded in two years of engagement between Value for Women and the Transforming Energy Access (TEA) Platform partners, including capacity-building webinars and bootcamps reaching more than 100 ecosystem actors, gender diagnostics and roadmaps developed with 14 organisations, and in-depth technical assistance provided to three partners: POPO, Natfort Energy, and the TEA@SUNRISE research network.

Drawing on the practical experience from the TEA Gender Support Services, and its Technical Assistance component in particular, this report outlines how organisations can translate GEDSI commitments into concrete, scalable actions that reach new customers, uncover new market opportunities and build inclusive workplaces.

This report builds on previous work<sup>1</sup> implemented in the clean energy sector and contributes to building the evidence base of strategies that yield positive results.

**This report outlines practical strategies and concrete examples across three different areas of intervention:**

- 01** **Market-focused strategies for reaching and serving new and existing women customers;**
- 02** **Building diverse and inclusive workplaces and workforces;**
- 03** **Building internal capacity and establishing accountability for GEDSI measurement and learning.**



<sup>1</sup> Value for Women & Global Distributors Collective. (2022). Gender in Business: Lessons Learned for Last Mile Distributors. Value for Women & Global Distributors Collective. <https://www.v4w.org/uploads/documents/Gender-in-Business-Lessons-Learned-for-last-mile-distributors.pdf>

## 01 Market-focused strategies for reaching and serving new and existing women customers

Women represent a high-potential yet often underserved customer segment in clean energy markets. By strengthening inclusive market research, marketing, and customer service practices, TEA partners improved their understanding of women’s needs and enhanced customer satisfaction and engagement.

**Strengthening the capacity of practitioners to apply a GEDSI lens to market research results in better evidence for inclusive product design and innovation.** Within the TEA@SUNRISE network, strengthening GEDSI-responsive market research capacity among academic and practitioner partners doubled participants’ confidence in identifying who benefits from and who is excluded from energy access. Training research teams and partners to apply GEDSI-responsive methods generates richer market insights, enabling more accurate identification of energy needs, barriers and opportunities.

**Intentionally designing marketing materials to reach women can grow sales and untap opportunities for this underserved, but high-potential market segment.** At POPO, introducing sex-disaggregated marketing data enabled the company to identify referral-based outreach as the primary acquisition channel for women customers. Between September and November 2025, 100% of women leads and customers were generated through referrals, providing clear evidence to inform future marketing investments.

**Tailored customer service designed around women’s preferences improves satisfaction and engagement.** Personalised and more frequent communication using in-person and digital touch points have shown promising signs of improving satisfaction levels among women customers and may contribute to more timely repayment behaviour. Following the intervention, 98% of participating women reported satisfaction with customer service and willingness to recommend Natfort Energy to others.



## 02 Building diverse and inclusive workplaces and workforces

**Targeted talent-pipeline strategies can successfully attract and retain women in technical and male-dominated roles.** Clear entry pathways, partnerships with education institutions, and visible role-modelling can help companies widen their recruitment pool and build a stronger, more diverse workforce even in technical roles where women are usually underrepresented. At POPO, adopting inclusive recruitment strategies—including diversified outreach channels, explicit encouragement of women applicants, and gender-balanced interview panels—resulted in 72% of applicants for new sales agent roles being women, a marked increase compared to previous recruitment cycles.

At Natfort Energy, partnerships with universities and the introduction of structured mentoring and support mechanisms laid the groundwork for a stronger pipeline of women into technical roles. By setting internal targets and increasing visibility of women role models social media communications, Natfort Energy moved from informal intent to a deliberate, accountable approach to workforce inclusion.

<sup>1</sup> Value for Women & Global Distributors Collective. (2022). Gender in Business: Lessons Learned for Last Mile Distributors. Value for Women & Global Distributors Collective. <https://www.v4w.org/uploads/documents/Gender-in-Business-Lessons-Learned-for-last-mile-distributors.pdf>

## 03 Building internal capacity and establishing accountability for GEDSI measurement and learning

Finally, the report highlights the importance of embedding GEDSI into organisational and programme-level systems to ensure sustainability. By setting clear indicators, integrating GEDSI into MEL systems, establishing leadership structures and building peer networks, organisations institutionalise inclusion and strengthen reporting.

### Embedding GEDSI into measurement, accountability and governance frameworks ensures sustained organisational progress.

Within the TEA@SUNRISE network, the introduction of GEDSI baseline surveys, integration of GEDSI into MEL frameworks, and establishment of GEDSI Champion roles helped normalise inclusion as a shared responsibility rather than a siloed activity.

### Experience from TEA and similar initiatives highlights several factors that can strengthen the results:

- Gender inclusion efforts gained traction when closely connected to core commercial objectives and embedded within business strategy.
- Visible commitment from senior leadership, combined with shared responsibility across teams, has supported sustained momentum and accountability.
- Approaches that evolved in response to operational realities and market conditions proved more resilient and practical.
- Another key insight has been the value of integrating structured learning into technical advisory support. Intentional documentation of activities, outcomes, and emerging lessons contributes to a growing evidence base and expands the pool of case studies demonstrating how inclusion can advance performance within clean energy companies.



# Acknowledgements and Disclaimer

This report has been prepared by the Value for Women team: Silvia Emili, Alida Taghiyeva, Jennifer Linares, Jana de Waal and Asya Troychansky. Value for Women is grateful for the contributions to this publication:

**Carbon Trust:** Caroline Hellgren

**POPO:** Timothy Musatai, Patrick Alou, Nico Francou, Wilson Laker

**Natfort Energy:** Tarisai Mureriwa, Magna Chawira

**TEA@SUNRISE:** Carol Maddock, Mark Spratt

*This project was funded with UK aid from the UK government via the Transforming Energy Access Platform (TEA). TEA works via partnership to support emerging clean energy generation technologies, productive appliances, smart networks, energy storage, and more. It increases access to clean, modern energy services for people and enterprises in sub-Saharan Africa, South Asia and the Indo Pacific, improving their lives, creating jobs and boosting green economic opportunities.*

## Disclaimer

This material has been funded by UK aid from the UK government; however the views expressed do not necessarily reflect the UK government's official policies.

# Introduction

## Background and context

### The TEA Platform's approach to Gender, Disability and Social Inclusion (GEDSI)

The Transforming Energy Access (TEA) platform is working to integrate a gender equality, disability, and social inclusion (GEDSI) lens into key decision-making and project activities, tracking results, and supporting a just and inclusive clean energy transition that leaves no one behind.

Integrating a GEDSI lens into the work carried out by the different partners within the TEA platform will support and improve the understanding of how best to achieve gender equality and social inclusion at scale, and to raise awareness of these issues and needs. The TEA platform aims to promote and enable socio-economic development, growth and poverty reduction, and supporting equal access to the benefits of modern, affordable and reliable energy within the programmes and projects supported by the platform.

### VFW's Gender Support Services: Key activities and results

The TEA platform and Value for Women (VFW) have partnered to enhance the gender lens of the TEA platform and its Partners who are promoting clean energy access.

Value for Women provided the Gender Support Services to TEA Platform delivery partners and has designed an approach to enhance gender and social inclusion, with the broader goal of increased access to clean and modern energy services in sub-Saharan Africa and South Asia. The methodology responds to TEA's overall programmatic objectives and targets the diversity of partners (companies, research institutions, investors, aggregators and market builders) to progress towards inclusive clean energy access. During the two years of implementation, Value for Women:

- **Built the capacity of TEA Platform partners through three webinars attended by 78 energy access ecosystem actors.** Topics included: 1) Getting started on gender inclusion; 2) Sex-disaggregated data collection

and analysis; and 3) Inclusive market research and product design.

- **Delivered a three-part virtual GEDSI bootcamp to 38 energy companies and ecosystem organisations.** Topics included: 1) Accelerating your Gender Journey: Addressing Barriers and Driving Change; 2) Identifying Opportunities and Setting Commitments: Looking at your Customers; and 3) Identifying Opportunities and Setting Commitments: Looking at your Workforce and Value Chain.
- **Supported 14 organisations to identify key areas of opportunity through a Gender Self Assessment survey, and the development of GEDSI roadmaps,** a blueprint for capturing, organising and prioritising the gender strategies and/or actions that organisations intend to pursue.
- **Developed the GEDSI toolkit in collaboration with the Global Disability Innovation Hub, including a set of practical tools, templates and guidance** to support organisations in the clean energy sector embed gender, disability, and social inclusion into their work.

- **Engaged 17 TEA partners to assess current levels of understanding of GESI**, interests and knowledge gaps, as well as identify potential areas for capacity building support. These engagements also included collecting feedback on the GESI Toolkit to inform its update and redesign.
- **Provided in-depth technical assistance support to four TEA partner** organisations, as well as light touch bespoke gender lens support to seven TEA partners. Bespoke light touch support delivered was informed by partners' stated needs and included review and advisory on GESI strategies and target setting, monitoring and evaluation; advisory on capturing insights from women and other diverse consumers; advisory on inclusive communications; advisory on inclusive human resources policies and practices; and support to structure a gender technical assistance programme.

## Technical Assistance

This report outlines the lessons learnt and results achieved through the bespoke gender technical assistance support provided to three organisations: POPO, Natfort Energy and TEA@SUNRISE. The support delivered was informed by TEA partners' stated needs and it was structured around the following activities:

- A **gender diagnostic assessment** informed by stakeholder interviews and document review, to understand challenges and areas of opportunity for fostering gender inclusion in the companies' operations.
- The development of a **Gender Action Plan**, including priority actions, activities, metrics and timelines for achieving the intended results.
- **In-depth implementation support** for a selection of strategies, over the course of a 5 months period.
- **Closing and sustainability planning** to highlight learnings and next steps for continuous improvement.



# Overview of the partner organisations:



**POPO:** POPO is a data-driven distribution company that has been providing innovative, high-quality, and clean off-grid solar (OGS) and productive use (PUE) solutions in Uganda since 2019. Through affordable payment plans such as PAYGO and PAYU, POPO strives to bring sustainable energy solutions to underprivileged communities. Leveraging its international network and expertise including in the health sector, POPO offers a diverse range of products, including Community Solar Hubs, Solar Home Systems, Solar Freezers and Fridges, Solar Power Storage. The company operates through an agents-based network to provide products and services across their regions of operation.

## Overview of POPO's Gender Action Plan:

### Strategy 1: Develop gender-responsive marketing to reach and retain more women

#### Activities:

- Conduct training on gender-responsive marketing and customer engagement.
- Develop a marketing data collection tool to collect sex-disaggregated customer data.
- Collect and analyse sex-disaggregated marketing data using newly developed tool.
- Review and update marketing materials.

### Strategy 2: Expand supplier diversity through inclusive procurement practices

#### Activities:

- Develop a procurement score card.
- Co-develop a supplier code of conduct.
- Socialise procurement score card and supplier code of conduct with existing and onboarded suppliers.

### Strategy 3: Build a culture of inclusion through practical training and positive role modeling

#### Activities:

- Embed gender diversity target into leadership key performance indicators and performance systems to ensure accountability.
- Conduct training on gender inclusion and

unconscious bias.

- Develop and roll out an internal inclusion campaign that recognises and celebrates employees who demonstrate inclusive leadership in action.

### Strategy 4: Strengthen inclusion within referral-based hiring

#### Activities:

- Revise the existing referral policy to explicitly promote gender balance.
- Develop referral prompts and embed them in the referral process.
- Conduct training on inclusive recruitment practices.
- Analyse referral data quarterly to monitor gender balance.
- Recognise teams or individuals who refer high-potential women.



**Natfort Energy:** Natfort Energy is a last-mile distributor of clean, affordable, and sustainable energy solutions to marginalised and underserved communities in Zimbabwe. The company provides a turnkey approach, that includes deployment of solar off-grid products, engineering, procurement, construction (EPC), and project management services, for both commercial and residential clients. In addition, Natfort offers innovative financing models tailored to low-income communities, such as Pay-As-You-Go (PAYG), Lease-to-Own, Cooling-as-a-Service, and Energy-as-a-Service solutions. To date, Natfort Energy has reached over 150,000 beneficiaries, improving livelihoods through reliable access to modern energy.

## Overview of Natfort Energy's Gender Action Plan:

### Strategy 1: Pilot enhanced customer engagement approach through genderinclusive communications and support

#### Activities:

- Design and roll out a gender-inclusive communications and customer engagement training to a subset of Natfort agents.
- Pilot a gender-inclusive customer engagement approach with a group of Natfort customers through trained agents.
- Monitor changes in customer satisfaction rates among women customers participating in the pilot.

### Strategy 2: Build and grow women's talent pipeline from junior levels

#### Activities:

- Set measurable targets for women interns and junior hires in technical roles.
- Create a women-focused early-career pipeline strategy framework, outlining sourcing channels, entry pathways, visibility actions, and internal support structures for young women in technical fields.
- Launch a communications campaign featuring women in technical and field roles across the website and social media platforms.
- Re-engage with select institutional partners and external women-in-STEM networks to attract early-career women hires.



Credit: Natfort Energy



**TEA@SUNRISE:** TEA@SUNRISE (Transforming Energy Access at SUNRISE) is an international collaboration led by Swansea University, working with partners across Africa, Asia, and the Indo-Pacific. The network advances next-generation photovoltaic technologies through interdisciplinary research, practitioner learning, and cross-country collaboration, to support a just, equitable, and sustainable energy transition that is locally-led and responsive to the needs of underserved communities.

## Overview of TEA@SUNRISE's GEDSI Action Plan:

### Strategy 1: Mapping GEDSI in current solar value chains to inform next-generation design

#### Activities:

- Conduct capacity building workshop for network partners on inclusive market research.
- Review market research tools to integrate GEDSI considerations.
- Conduct market research to assess: (1) Where women are currently involved as users, and distributions/businesses; and (2) Where they are missing and why.
- Identify, based on the findings, how women could be better represented and supported in next-generation solar value chains, and disseminate insights to the network.

### Strategy 2: Establish MEL system to track and measure GEDSI progress and results

#### Activities:

- Conduct GEDSI survey among network delivery partners and members of REACH project, and establish baseline GEDSI indicators across leadership, staffing, research, design, market engagement, and training.
- Integrate GEDSI indicators into overall MEL framework and partner reporting templates to enable consistent tracking.
- Facilitate reflection sessions with partners to showcase GEDSI progress, capture lessons learnt and design/adapt strategies.

### Strategy 3: Build network capacity for GEDSI and establish GEDSI leadership structures

#### Activities:

- Establish a taskforce of Gender Champions responsible for governance, reporting and guiding implementation of gender objectives.



# About this report

The report is intended for clean energy companies, researchers, practitioners, funders, and investors operating in emerging markets who are seeking practical pathways to integrate inclusion into their work. This report builds on the learnings from the implementation of the technical assistance and provides practical pathways for energy access companies and stakeholders to take decisive action to improve gender equality in their operations. We have identified three key areas of opportunities (market-focused, workforce and employees, and cross-cutting strategies), with clear and actionable paths that enhance opportunities and outcomes for women while aligning with business' objectives.

The report discusses these strategies, highlighting the preliminary results that TEA partners have measured as well as the expected impacts. We conclude with broader recommendations for similar initiatives.



# Reaching women customers

## Strategies to tailor services and products to serve women's needs and preferences

Women make 70 to 80% of household spending decisions and represent an estimated consumer spending of \$31.8 trillion globally,<sup>2</sup> but many energy businesses may miss the opportunity to intentionally serve women and may unintentionally exclude them from benefitting from clean energy solutions.

**Companies that are deliberate in understanding women and women-led businesses as customer segments, and in tailoring products and services to meet their needs, can see multiple business and social outcomes,** including increased sales to new and existing customers, improved customer satisfaction and client retention, and an increased customer base<sup>3</sup>

Designing specific services and strategies to reach women can take many forms, from collecting sex-disaggregated data in market research, to tailoring marketing strategies for women.



<sup>2</sup> Graham, Kymberly. 2024. "Shaping Success: A Deep Dive into Women's Impact on the CPG Landscape." NielsenIQ, April 4, 2024 <https://nielseniq.com/global/en/insights/analysis/2024/shaping-success-a-deep-dive-into-womens-impact-on-the-cpg-landscape>

<sup>3</sup> Beth Viner et al., "The \$32 Trillion Opportunity in Women-Focused Products and Services," Boston Consulting Group, December 11, 2024, <https://www.bcg.com/publications/2024/trillion-dollar-opportunity-in-womens-products-and-services>



## Strategy 1: Build Capacities and Develop Tools for Inclusive Market Research

Across the clean energy sector, market research tends to focus on technical and commercial priorities, with limited consideration for how different social groups access, use and influence energy systems. Research indicates that women are key users of energy products and they are often the primary user in the household, but marketing approaches rarely speak directly to women customers, considering what is desirable to them or how they might benefit from energy services.<sup>4</sup> In many contexts, especially rural and remote locations, women also face limited mobility and digital access which can restrict their access to energy services and assets.

Furthermore, even when clean energy organisations intend to understand their energy usage patterns and needs, it is often difficult to access data related to women and other marginalised and excluded groups, such as persons with disabilities. Without women's diverse perspectives, product design, investment and

policy decisions risk being informed by partial evidence, failing to reach those most in need.

**By embedding GEDSI systematically across the research cycle, from stakeholder mapping and research design to data collection and analysis, market research can become more relevant and actionable for companies, practitioners and funders, and can help uncover new opportunities for women and underserved populations as users, workers and entrepreneurs.** This

approach can be supported by providing research teams with practical GEDSI-responsive tools and templates, practical guidance and targeted capacity building.

**For companies, collecting sex-disaggregated data on customers and leads is crucial to understanding the specific channels to reach and attract women customers, and to tailoring marketing strategies to better reach them.**

Companies can consider these to identify specific distribution channels to reach women, leveraging referrals or word of mouth, for example.

GEDSI is not synonymous with gender. Without an intersectional approach, well-intended efforts

to reach women can unintentionally deepen exclusion for other groups, including people with disabilities, older populations, low-literacy users, socioeconomically disadvantaged -amongst other marginalised groups.



Credit: POPO

<sup>4</sup> World Bank. 2022. "Gender Equality in the Off-Grid Solar Sector," [World Bank Group, https://documents1.worldbank.org/curated/en/099325010202269787/pdf/P17515003f94c80d10b9480478743e58b7f.pdf](https://documents1.worldbank.org/curated/en/099325010202269787/pdf/P17515003f94c80d10b9480478743e58b7f.pdf).

## Example from the field: TEA@SUNRISE

### Challenge identified

**In the clean energy sector, market research often prioritises product functionalities and commercial potential, while overlooking the gender and social factors that influence patterns of energy access, use and impact.**

Awareness that women experience energy systems differently is uneven and where such awareness exists, it is not always translated into research design, limiting the extent to which market data captures gendered roles and decision-making dynamics.

These sector-wide challenges were also present within the TEA@SUNRISE network. **TEA@SUNRISE set out to generate market evidence to inform inclusive next-generation solar technologies and value chain development:**

as the network initiated market research across multiple countries, there was a risk that studies would focus on technology feasibility and commercial viability, without sufficiently assessing existing energy use patterns and barriers, who is able to participate in emerging solar value chains, or where barriers limit economic participation from women and underserved groups. Partners demonstrated strong commitment to inclusive principles but

varied in their technical knowledge to apply GEDSI consistently across the research cycle. Without shared tools and practical guidance, research outputs risked overlooking key inclusion dimensions critical to development of inclusive next generation solar products.

### Strategy developed and activities done

**To address these gaps, TEA@ SUNRISE network focused on strengthening the capacity of partner organisations,** including academia and private sector companies to design and implement inclusive market research approaches, enabling them to better understand and integrate the needs of women and vulnerable groups into product design. They also worked on embedding GEDSI considerations at the design stage of two research projects.

Several TEA@SUNRISE network member organisations (Indian Institute of Technology Kanpur, University of KwaZulu-Natal, Universiti Kebangsaan Malaysia, University College London) participated in an inclusive market research training tailored to energy access and solar value chain contexts, delivered by VFW and the Global Disability Innovation Hub. The training focused on building practical capacity to apply GEDSI considerations at each stage of market research and product design, from stakeholder

mapping, to data collection and analysis, as well as inclusive design. It also provided practical tools and templates, creating a first cohort of network members who can cascade GEDSI-inclusive research practices across their own institutions and networks.



### What is GEDSI-inclusive market research?

**GEDSI-inclusive market research refers to approaches that intentionally consider how gender, disability and other social factors shape energy access, use and impact.** It involves designing and undertaking research that identifies the differences in roles, barriers and decision-making among women, men and marginalised groups, and generating evidence relevant for inclusive product and service design, and policy decisions. GEDSI-inclusive research integrates these considerations at every stage of the process from stakeholder mapping to data collection and analysis, rather than treating inclusion as an add-on.

Furthermore, with support from VFW, two TEA@SUNRISE research partners: Universiti Kebangsaan Malaysia and Indian Institute of Technology Kanpur, integrated GEDSI considerations into the research design, this included considering women and marginalised groups in stakeholder mapping, research questions, and data analysis in their respective projects in Malaysia and India.

## Results and expected impact

The market research training contributed to the following results among training participants:

- **The share of participants highly confident in identifying who benefits and who is left out in access to and use of energy doubled from 43% to 86%.**
- Before training, only 29% reported often or regularly using GEDSI-disaggregated data in research, while 71% reported rarely or never using such data. **After the training, 57% reported that they intend to use it often or regularly, and 100% of participants intended to use it at least occasionally in future research.**
- **86% reported that they plan to regularly adapt engagement processes** so women and marginalised groups can participate equally.
- Qualitative feedback from academic delivery partners indicates that **the training and tools have sharpened how they identify stakeholders and frame questions on gender, disability and inclusion, strengthening the quality and relevance of forthcoming research outputs.** As a result, the studies were better positioned to reflect differences in roles and decision-making power, surface barriers faced by women and underserved groups, and generate insights

that are useful for designing products, services and policies that work for everyone.

Furthermore, two market research studies will explore barriers to inclusive participation in the solar value chains and provide actionable evidence on how next-generation solar markets can better support women's economic participation (these studies are: "Survey on Barriers and Opportunities for Perovskite Photovoltaics (PV) Commercialization in Malaysia" by Universiti Kebangsaan Malaysia and "Household Adoption of Next-Generation Solar Technologies in India: Evidence from Discrete Choice Experiment in Uttar Pradesh, India" by Indian Institute of Technology Kanpur).



## Example from the field: POPO

### Business challenge identified

In June 2025, women represented approximately 45% of POPO's customer base. Women customers were consistently cited by field agents and managers as being more reliable and consistent customers, particularly when it comes to making pay-as-you-go (PAYGO) payments and as trustworthy community members. Despite positive anecdotal feedback and an intention to increase the share of women customers, **the company lacked sex-disaggregated marketing data and was ultimately left with limited understanding of which marketing strategies were most effective in reaching and targeting women.** To date POPO had implemented marketing and engagement strategies that were gender-neutral, lacking tailored messaging or outreach strategies.

### Strategy developed and activities done

**POPO's first activity entailed strengthening its internal capacity in gender-responsive marketing and customer engagement.**

The company's leadership and marketing teams participated in training on gender bias

and inclusive marketing practices facilitated by Value for Women. Team members participating in training in turn trained sales and field agents on gender-responsive customer engagement, enabling knowledge transfer across the company and strengthening internal capacities and operational sustainability.

#### Examples of best practices for gender-responsive customer engagement that energy companies can consider

- Greet customers in a professional, friendly and inclusive manner (avoiding stereotypes, gendered language, or insensitive jokes).
- Allow women customers to finish speaking before offering advice (avoid interrupting while she speaks).
- Be mindful of power dynamics within households and seek women's opinions directly if they are not being shared.
- Ensure privacy when discussing financial matters with women customers.
- Women are less likely to ask questions when unsure – gently follow up asking if they'd like another explanation.



Credit: POPO

Through this capacity building activity, POPO's team determined that a key gap in its existing practices was the lack of market data - specifically data on women customers, including how they discover POPO and what influences their purchasing decisions. To address this gap, **Value for Women developed a marketing data collection tool that records sex-disaggregated customer data.** The goal of this tool was to build POPO's understanding of how women customers discover the company and decide to buy their products, as well as to identify opportunities created by outreach designed for women.

## Results and expected impact

As a result of these activities POPO gained an **increased understanding of marketing strategies that reach women:**

- Through the adoption of a marketing tool to centralise sex-disaggregated data, POPO **validated that over a period of three months, their women leads and customers mainly came through referrals.**
- The data also provided insights into the specific products women were most frequently referred to or expressed interest in. Based on these insights, **POPO has prioritized its referral strategy for engaging women customers**

**and is actively assessing incentive structures to encourage existing women customers to continue making referrals.**

- The company has also committed to using the marketing tool to measure the effectiveness of future marketing campaigns.
- POPO will further modify its marketing materials to adapt them to the preferences and needs of women customers.
- In addition to these results, the POPO team has reported increased capacity and knowledge of gender-responsive customer engagement and marketing strategies. This will contribute to POPO's ability to successfully and sustainably implement inclusive and women-targeting marketing strategies.

**Previously collecting data was the problem, but now it has been centralized [through the marketing data collection tool] and at the end of the week, the data is submitted and we collect it in one tool.**

- Popo team member

**We know for marketing strategies that our most loyal customers are women but we never intentionally engaged them. This has been brought to our attention and it's going to spread out in all the strategies that we take forward.**

- POPO senior leadership team member





## Strategy 2: Tailor customer service to meet women's specific needs

Women often represent a large and growing share of customers in sectors such as off-grid energy, yet general customer service models are rarely designed around their preferences and constraints.<sup>5</sup> When engagement models do not consider unique needs of different customer segments, their satisfaction and loyalty can remain low even among high-usage customer segments.

The Natfort experience shows that **personalised, women-centred customer engagement delivered through trained agents using inclusive communication techniques, regular check-ins, and accessible communication channels can significantly improve women's customer satisfaction and strengthen trust**, thereby highlighting the value of adapting service models to women's needs.

## Example from the field: Natfort Energy

### Business challenge identified

Women represent 53% of Natfort's customer base, and their importance to the business has continued to grow over time. Over the past four years, the share of women purchasing small home solar systems increased by 14%, compared to just 1% growth among men, underscoring women's role as a key and expanding customer segment.

Despite this strong presence, **customer satisfaction among women was relatively low**. Only 57% of women customers reported that they would recommend Natfort to their family and friends, pointing to **an opportunity for the company to strengthen its customer engagement approach**. During the diagnostic conducted by the Value for Women, improving how Natfort engaged and supported women customers emerged as a priority to better serve this critical segment and build stronger customer relationships.

### Strategy developed and activities done

With support from Value for Women, **Natfort designed and implemented a pilot to enhance customer engagement with a selected group of 10 women customers over a three- to four-month period:**

As a first step, VFW conducted inclusive customer engagement and communications training for project staff, who in turn trained the sales agent responsible for implementing the pilot. The training focused on empathetic and respectful communication, active listening, clear explanations, and adapting engagement styles to women customers' preferences and availability.

The agent then conducted monthly check-ins with women in the pilot. These check-ins were designed to build trust and relationships, ensure customers were not experiencing any challenges with their solar systems, provide reminders of upcoming payment due dates, and respond to any questions or support needs.

<sup>5</sup> World Bank Group (2022). Gender Equality in the Off-Grid Solar Sector: Operational Handbook for Gender Equality in the Off-Grid Solar Sector. Washington, DC. <https://documents1.worldbank.org/curated/en/099325010202269787/pdf/P17515003f94c80d10b9480478743e58b7f.pdf>

Engagement was primarily carried out through mobile phone calls and instant messaging, allowing for regular and accessible communication. Where possible, the agent also conducted one to two in-person visits when already operating in the same neighbourhood, further strengthening relationships and responsiveness.

## Results and expected impact

**The pilot led to a substantial improvement in women's customer satisfaction and loyalty.** As many as **98% of women customers in the pilot reported being satisfied with the customer service they received**, and the same proportion stated that they would recommend Natfort to their family and friends. **All women participating in the pilot indicated that agents were responsive and addressed their questions and concerns effectively.**

Following the success of the pilot, **Natfort aims to scale this more proactive and supportive customer engagement approach.** Planned next steps include expanding training on inclusive customer communications and engagement to the wider agent network. **Natfort is also exploring ways to improve agents' access to call and data resources, enabling them to engage with customers more frequently and affordably.** These measures are expected to strengthen customer experience and loyalty

among women customers as the approach is rolled out more broadly.

*The customer support was excellent. The agent followed up regularly, reminded me on time, and she was polite and helpful.*

- Woman customer

*The agent was supportive and patient. She reminded me before due dates and guided me whenever I needed clarification.*

- Woman customer



# Leading by example: building an inclusive company culture and expanding opportunities for women

## Strategies to create inclusive workplaces and work cultures

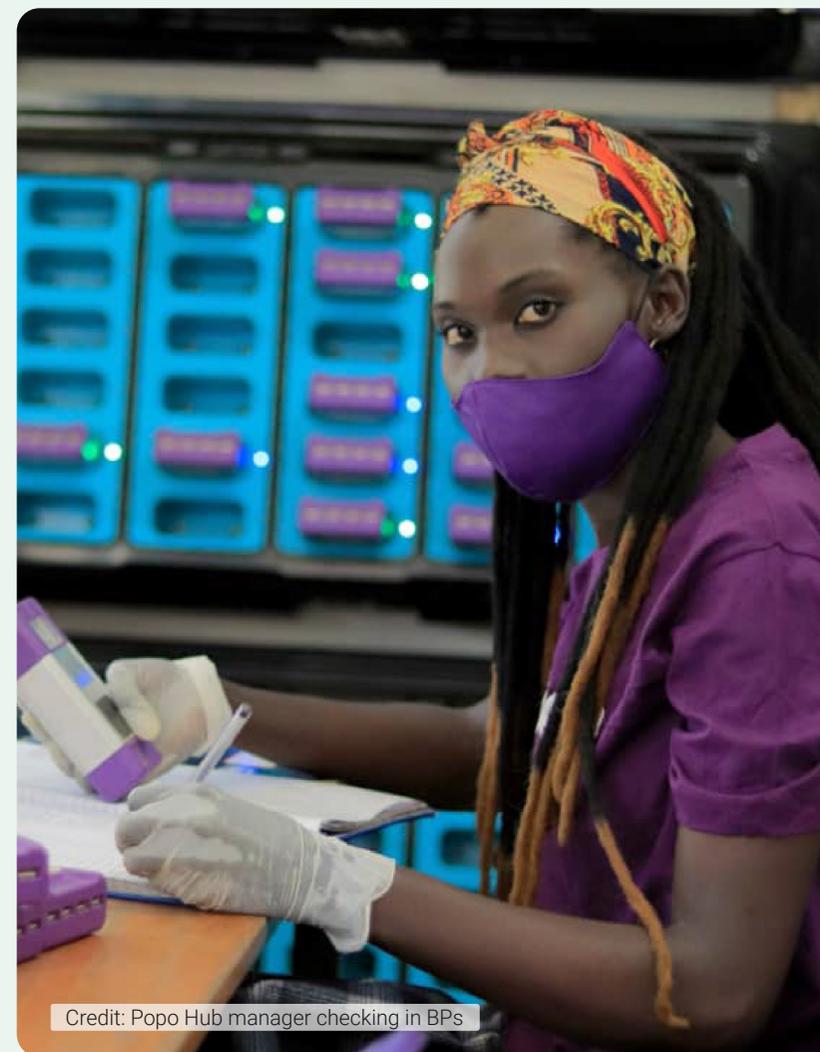
In many energy and infrastructure companies, technical and decision-making roles remain male-dominated due to structural barriers in recruitment, limited visibility of women role models, and weak early-career pathways for women entering the sector.<sup>6,7</sup> Even where women are well represented across the workforce overall, they are often concentrated in lower-value or non-technical roles.<sup>8</sup> Without intentional action, these patterns persist, limiting women's access to higher-paying opportunities and constraining companies' ability to build diverse, skilled talent pipelines.

Leading by example in building an inclusive company culture is essential for expanding opportunities for women in sectors where they remain underrepresented. **When organisations demonstrate visible commitment through their**

**policies and practices, they help challenge entrenched gender norms and signal that women belong in technical and decision-making roles.** This not only broadens access to opportunity for women, but also strengthens talent pipelines and supports more resilient businesses.

The technical assistance to both POPO and Natfort, highlighted below, demonstrate that **implementing strategies to create inclusive workplaces and work cultures boosts employer attractiveness, as well as employee loyalty and sense of belonging.**

<sup>6</sup> IRENA. 2025. "Renewable Energy: A Gender Perspective," [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2025/Oct/IRENA\\_SOC\\_Renewable\\_energy\\_gender\\_perspective\\_2Ed\\_2025.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2025/Oct/IRENA_SOC_Renewable_energy_gender_perspective_2Ed_2025.pdf)  
<sup>7</sup> World Economic Forum. 2022. "These 4 charts show the energy sector's gender gap and what needs to change," <https://www.weforum.org/stories/2022/11/gender-gap-energy-sector>  
<sup>8</sup> IRENA. 2025. "Renewable Energy: A Gender Perspective," [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2025/Oct/IRENA\\_SOC\\_Renewable\\_energy\\_gender\\_perspective\\_2Ed\\_2025.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2025/Oct/IRENA_SOC_Renewable_energy_gender_perspective_2Ed_2025.pdf)



Credit: Popo Hub manager checking in BPs



### Strategy 3: Attract and empower women in male-dominated sectors

Women remain significantly underrepresented in technical roles across many sectors, because recruitment pipelines, workplace norms, and early-career support systems have historically excluded women. This gap not only limits women's access to higher-paying and growth-oriented roles, it also reduces the diversity of skills and perspectives available to companies.

**Companies can attract and support women in technical, male-dominated roles through targeted sourcing, inclusive selection practices, and structured support for early-career hires.** Inclusive and safeguarding policies and recruitment practices, such as explicit targets for women hires, enable organisations to move beyond passive hiring and begin addressing the structural barriers that limit women's participation. **Showcasing women role models and tailored communications can help signal that women belong in these roles.**

### Example from the field: POPO

#### Business challenge identified

Although women make up 64% of POPO's overall workforce and 65% of management positions, within the overall workforce, field and technical roles are dominated by men (75%). The company recognised that to date, its team has mainly been recruited through referral-based hiring, with 90% of POPO's team having been hired based on a referral. With POPO's ambitions to expand its team, **this approach limited the diversity of perspectives within the organisation and constrained efforts to recruit women, particularly into field and technical roles.**

#### Strategy developed and activities done

In an effort to foster greater diversity throughout its recruitment process, POPO took a number of initiatives. First, the leadership team in charge of recruitment

(7 men and 2 women) participated in a Value for Women training on inclusive recruitment practices. The training introduced POPO management to strategies to consider in order to diversify recruitment practices and open up the candidate pool beyond referrals.



Credit: Popo Loading Up the Charge Units

*Diversity in the workforce would put us in a better position to serve a diverse community of customers. Hiring people with different backgrounds would allow us to design our message to customers.*

- POPO senior leadership team member during the Inclusive Recruitment training

Subsequently, POPO recruiters took forward specific learnings from the training and **adopted several new gender-inclusive strategies to advertise roles for sales and field agents.** For a new recruitment period launched in December 2025, POPO adopted the following measures:

- **Diversified channels for sharing job adverts** through the use of radio, district notice boards, greenhouses within refugee settlements, and social media, with a focus on channels that would appeal to women job seekers.
- **Intentionally encouraged women's participation** by including notices such as “Female candidates are encouraged to apply” and “Refer a female candidate for this role” in job postings.
- **Offered flexibility during interviews** by accommodating different times for candidates to participate in interviews, taking into account other responsibilities

women candidates may have, and offering virtual interviews for individuals that are not able to physically meet due to location and time constraints.

- **Ensured that interview panels are diverse** by guaranteeing that at least 1 out of 3 interview panelists are women.

*Previously we were relying 90% on referrals for recruitment, now as part of this [project] we are using radio, social media, and job boards. We've received a huge number of applications from different groups of people from different walks of life.*

- POPO senior leadership team member

For this December 2025 recruitment period, **POPO also established a goal to recruit at least 50% women** for two new projects that it is hiring sales agents for. For a total of 60 sales agents, POPO aimed to hire at least 30 women sales agents.

### Results and expected impact

In conjunction with these activities, **POPO's recruitment team has seen an unprecedented number of women candidates for the sales agent positions** advertised in early December 2025. Out of the 22 applications received for

the sales agent position advertised in early December 2025, **72% of applications were from women.** This is an unprecedented number and percentage of women applicants for POPO.

Secondly, **100% of training participants expressed increased confidence in adopting gender-inclusive recruitment practices.**

*We've received, which we had never seen before - 22 applications, out of which 16 are women. We said “women are strongly encouraged to apply” and it worked.*

- POPO senior leadership team member



Credit: Popo Training Session

## Example from the field: Natfort

### Business challenge identified

In Zimbabwe, only 28.79% of STEM degree graduates are women,<sup>9</sup> reflecting a small pipeline of women entering technical and engineering professions. This imbalance at the education level affects the labour market, where women remain underrepresented in technical roles in clean energy, among other sectors. Within this context, **Natfort Energy, like other industry players, faced challenges attracting women into engineering and technician roles**, despite strong overall representation of women across the organisation (52%). Without targeted intervention, **Natfort Energy faced a constrained and less diverse talent pool, which could limit its long-term growth.**

### Strategy developed and activities done

To address these challenges, **Natfort with Value for Women's support developed a women-focused early-career pipeline strategy aimed at attracting, supporting, and retaining women in technical roles.** Natfort established partnerships with Midlands State University and Women's University in Africa to strengthen access to women students and graduates in

STEM fields and to create clearer, structured pathways into internships and technical roles.

In parallel, Natfort developed a more structured approach to attracting and supporting women graduates in technical positions. This included **facilitating mentoring, learning and development opportunities, performance management support, and regular feedback loops with management and HR.** These measures were designed to ensure that women are not only recruited into technical roles, but also feel supported, confident, and empowered as they progress in their careers. Additionally, for the first time, Natfort adopted an annual target of 100% women interns in technical roles for 2026.

**Natfort also launched a tailored communication campaign to spotlight women in technical and field positions,** helping challenge gender stereotypes and signal that women belong in these roles. Through this quarterly campaign, Natfort shares personal stories of women employees, exploring why they chose to pursue careers in male-dominated spaces, how their journeys have unfolded, and the advice they would offer to young women considering STEM careers but facing hesitation or self-doubt.

### Results and expected impact

While still in the early stages, this strategy has enabled Natfort to put in place the conditions needed to strengthen women's entry into technical roles. **The company has moved from informal intent to a more deliberate approach by setting an explicit target for women interns in technical roles, establishing institutional partnerships, and introducing structured internal support mechanisms for these hires.** At the same time, the targeted communications campaign is expected to improve visibility of women in technical positions, helping to support recruitment efforts.

Over time, **these measures are expected to contribute to a more gender-balanced technical workforce and a stronger, more inclusive talent pipeline aligned with Natfort's long-term growth needs.**



<sup>9</sup>UNESCO (2019). Preparing Zimbabwean Women for the Future of Work: The Role of STEM Education in the So-Called Fourth Industrial Revolution. <https://www.tandfonline.com/doi/full/10.1080/21528586.2024.2311399#abstract>



## Strategy 4: Encourage and Reward Inclusive Workplace Practices

Within heavily male-dominated sectors such as clean energy, gender norms, biases and stereotypes can affect women's participation and advancement.<sup>10</sup> **Employers can take targeted actions to encourage and reward inclusive workplace behaviours**, both big and small, to signal their commitment to inclusion and motivate employees to take action, while also driving dialogue within teams, overall employee loyalty, and employee sense of belonging.

<sup>10</sup> OECD. 2021. "Gender and the Environment: Building Evidence and Policies to Achieve the SDGs," OECD Publishing, May 21, 2021, [https://www.oecd.org/en/publications/gender-and-the-environment\\_3d32ca39-en/full-report/component-12.html](https://www.oecd.org/en/publications/gender-and-the-environment_3d32ca39-en/full-report/component-12.html)

## Example from the field: POPO

### Business challenge identified

Gender diversity and inclusion has been a priority for POPO as demonstrated through its Gender Commitment statement, internal gender inclusion targets and its 2025-2028 Gender Action Plan. Despite the POPO senior leadership team's commitment and efforts in gender inclusion, these have not been shared widely with POPO's staff and **team members were unaware of POPO's commitment to fostering an inclusive workplace. Moreover, most staff lacked capacity on foundational concepts related to gender inclusion and how to apply these to day-to-day work and decisions.** The limited awareness of POPO's commitment to inclusion among its staff not only limits the company's ability to implement its Gender Action Plan effectively and successfully, but also limits the company's ability to attract and retain diverse talent.

### Strategy developed and activities done

To develop greater awareness and understanding of POPO's commitment to gender inclusion among POPO staff, 30 of POPO's full time employees (51%) participated in a **gender inclusion and unconscious bias awareness and sensitivity training** facilitated by Value for Women that introduced them to foundational concepts, the business case for inclusion and what a gender-inclusive business looks like. Since then, POPO's trainers incorporated these topics into the onboarding process of new staff members.

*Gender inclusion will be more important for us moving forward. We didn't always have the tools to do this before. We want women to be comfortable, we will create spaces for them to be comfortable and safe in the workplace.*

- POPO senior leadership team member during the gender awareness and unconscious bias awareness and sensitivity training.

In order to further demonstrate POPO's commitment to gender inclusion to the POPO team, **POPO's leadership team launched an internal campaign on inclusive leadership** co-designed with Value for Women, inviting staff to nominate team members that have demonstrated inclusive leadership in action. The goal of the campaign was to provide public recognition for employees demonstrating inclusive behaviours such as mentoring a junior woman employee, involving both men and women in field demos and discussions, and helping a colleague returning from maternity leave. In just two weeks, the campaign received a total of 14 nominations of individuals who mentored fellow employees, built the technical capacity of fellow team members, and facilitated open discussion during team meetings, among other actions. POPO's leadership team selected one winner out of the 14 nominations who received public recognition and non-cash rewards during the company's end of year ceremony.

### Results and expected impact

In response to the awareness raising and capacity building activities undertaken at POPO, the team experienced increased awareness and confidence in basic gender inclusion concepts. Following the training, more than 62% of training **participants reported having high levels of confidence in considering gender**

**inclusion in their daily lives**, compared to less than half (48%) before the training session. This places POPO in a great position to pursue and achieve its gender inclusion goals of ensuring that inclusivity remains a core aspect of their workplace and ensuring at least 35% women's representation in the workforce.

The internal inclusive leadership campaign launched at POPO not only publicly recognized the existing inclusive actions taken at the company but it also demonstrated that inclusion is a priority for the team, with team members already taking inclusive actions at peer to peer levels. The campaign recognized a Field Officer from the Adjumani District for his support and mentorship in the field, especially with regards to supporting colleagues who are returning from leave and supporting women colleagues in the field through mentorship and encouragement.

**POPO's leadership team received positive feedback from staff regarding the campaign, with staff mentioning that the campaign provided a platform for POPO team members to speak with one another to recognize positive efforts, but also to bring up any issues they encounter in their day-to-day work.**

The campaign brought about a greater sense of belonging and team/organisational cohesion and unity. In the longer term, POPO's leadership team has committed to launching an internal inclusion campaign on a quarterly basis and on

exploring other strategies for fostering inclusion and dialogue within its staff.

*The internal campaign was a unique experience. It came as a surprise to everyone. It became a point for people to speak to one another and recognize their efforts. It gave a platform for employees to speak about issues too and brought a greater sense of team as an organisation.*

-POPO Policy and Liaison Lead



# Enabling conditions to measure progress against equality and inclusion

## Strategies to establish GEDSI accountability and reporting mechanisms

Our decade-long experience from working with clean energy companies shows that, gender equality and social inclusion are increasingly reflected in organisational commitments, but are not always embedded to the same extent in how progress is tracked and reviewed. **Clear ownership, shared targets and regular reporting can make inclusion visible and measurable**, helping organisations understand who benefits from investments and programmes, where gaps remain, and what the opportunities are. Effective accountability, tracking and reporting can help organisations deliver commercial and social results, learn from practice and strengthen impact over time.





## Strategy 5: Integrate GEDSI into measurement and accountability frameworks

**When organisations put in place clear mechanisms of ownership, shared targets and regular reporting, inclusion-related objectives can be monitored and implemented more systematically,** rather than on an ad hoc basis. Accountability and reporting mechanisms help translate GEDSI commitments into day-to-day practice by clarifying who is responsible for what and by providing regular information on progress. Collecting GEDSI data and evidence can enable teams to reflect on what is working, identify gaps early, and adjust approaches in ways that improve both social and commercial outcomes.

**Well-designed accountability mechanisms also help distribute responsibility for inclusion across teams and partners, rather than concentrating it on a small number of GEDSI focal points.** A shared ownership helps ensure that GEDSI considerations inform everyday decisions, not only high-level commitments.

## Example from the field: TEA@SUNRISE

### Challenge identified

Within the TEA@SUNRISE network, GEDSI has been a core pillar of the programme strategy since its outset in 2024. However, given the 'network' nature of TEA and the autonomy of participating institutions, implementation has largely depended on the extent to which individual network partners choose to adopt and operationalise GEDSI approaches within their organisations. The programme's role has therefore focused less on directing network member practice and more on demonstrating commitment, developing practical tools, and enabling uptake through shared guidance, webinars, and open-access resources that partners can adapt within their own contexts.

### Strategy developed and activities done

To address this gap, **TEA@SUNRISE, with support from VFW, developed a network-wide GEDSI measurement and accountability strategy.** This included both organisational level and programme-level activities. Firstly, with input from VFW and GDI **Hub, the TEA@SUNRISE team designed and rolled out a GEDSI baseline survey** across TEA@SUNRISE, REACH-PSM and delivery partners. This established the first consolidated snapshot of representation and diversity, perceived barriers and staff needs to strengthen inclusion at organisational level.

Secondly, the team worked with VFW to **embed GEDSI into core Monitoring, Evaluation and Learning (MEL) systems and partner reporting processes,** ensuring inclusion is monitored alongside technical and research outcomes, rather than treated as a siloed objective.

Furthermore, strong commitment to drive gender and inclusion agenda among network employees led to **organic creation of Women in Solar Energy (WISE) network, a peer-led group supporting learning, advocacy and GEDSI accountability** across the broader sector ecosystem.

Finally, to sustain GEDSI focus, the network aims to **introduce GEDSI Champion roles across partner institutions**, connecting leadership and delivery teams and helping keep inclusion on the agenda at both strategic and practical levels.

### Results and expected impact

The integration of GEDSI considerations into measurement and accountability frameworks is already shaping practice across the TEA@SUNRISE network. Inclusion is increasingly part of how progress is discussed, reviewed and learnt from across research and technical activities.

**GEDSI now features regularly in TEA@SUNRISE knowledge exchange, including webinars, partner calls and WISE meetings.**

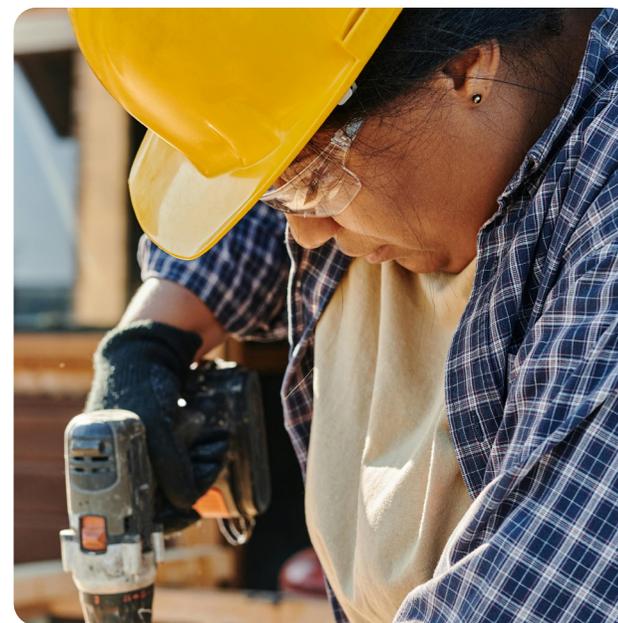
This has helped bring gender and inclusion into mainstream technical conversations, supporting more informed dialogue on who participates, who benefits and how research and innovation can be made more inclusive.

TEA@SUNRISE held a symposium in Kuala Lumpur, Malaysia hosted by the Solar Energy Research Institute (SERI) at Universiti Kebangsaan Malaysia. The symposium convened more than 70 participants from Africa, Asia and Europe to examine how next-generation solar can advance a just energy transition. An inclusion lens ran throughout the discussions, including site visits to a solar-powered Indigenous Malaysian village that underscored the importance of community-centred energy models grounded in local leadership and lived realities. The event reinforced that inclusive energy transitions depend on grounding innovation in community contexts, recognising local governance and ownership, and ensuring that benefits reach underserved populations.

**The Women in Solar Energy (WISE) network has grown to around 40 members and continues to play an active role in connecting peers, sharing experiences and amplifying women's voices across the sector.** Together with the wider TEA@SUNRISE community - now reaching more than 300 members, WISE is helping build a stronger, more connected ecosystem for inclusive solar research and leadership.

**Ongoing reflection through leadership forums and regular network meetings continues to support shared ownership of inclusion across the TEA@SUNRISE network.** The team is also planning to conduct an organisational-level GEDSI endline survey, to provide insight on progress and achievements driving inclusion within the partner network.

Together, these activities are strengthening a shared culture of inclusion across the TEA@SUNRISE network, creating space for diverse voices, better evidence and more inclusive pathways for innovation.



# Conclusions

## Key achievements and lessons learnt

The report contributes to the now well established evidence base that gender inclusion strategies deliver clear and tangible business and impact outcomes. **This report demonstrates that targeted technical assistance can play a decisive role in helping clean energy companies and research networks translate GEDSI commitments into operational practice.** Across diverse organisational contexts—off-grid energy provision, solar services, and research networks—the technical assistance supported partners to move beyond intention and embed inclusion into core business and delivery functions.

Across the three **organisations, the technical assistance led to improvements in how organisations understand GEDSI concepts and integrate approaches to better serve women as customers, employees, leaders and network stakeholders.**

By being deliberate in targeting women customers, companies adopted gender-responsive marketing and customer service approaches, resulting in improved customer satisfaction, loyalty, and clearer insights into high-potential segments.

Workforce-focused interventions with POPO and Natfort demonstrated that intentional recruitment, early-career pipeline development, and inclusive workplace practices can significantly expand women's participation in male-dominated roles.

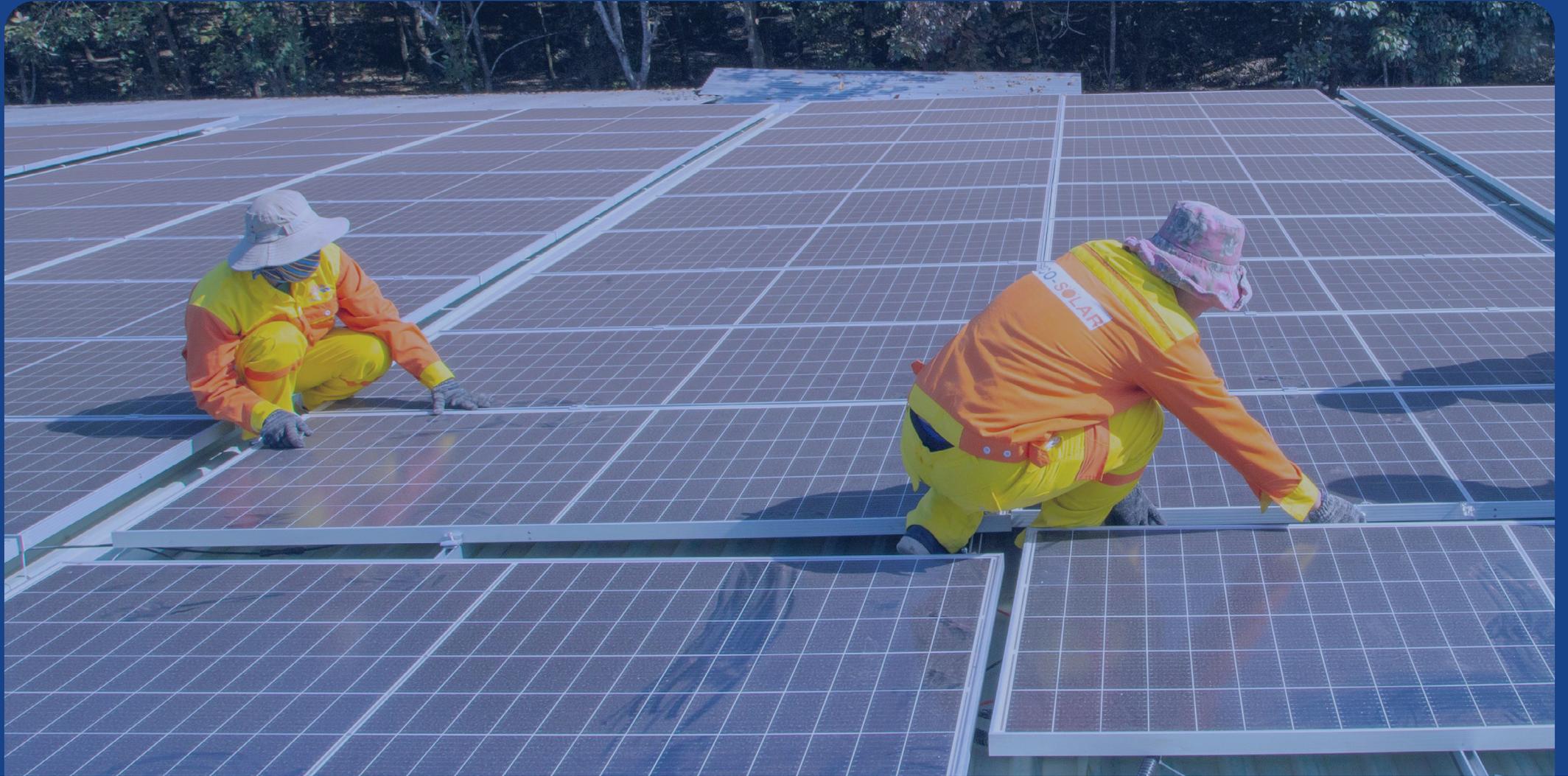
At the ecosystem level, embedding GEDSI into research design, MEL systems, and governance structures improved the relevance, quality, and applicability of evidence for inclusive energy transitions.

## Considerations for future programming

As TEA and similar initiatives look ahead to future phases of programming, we recommend doubling down on some of the observed success factors, including but not limited to:

1. Aligning gender inclusion strategies with business priorities;
2. Building leadership-buy in, alongside distributed ownership across teams; and,
3. Continually refining strategies to respond to companies' realities.

Programmes can also intentionally incorporate a research component into technical advisory support programs. Documentation of the activities and results will help to grow the evidence and case study base for pursuing inclusion work in the context of clean energy companies.



For more information visit:  
[www.v4w.org](http://www.v4w.org)  
[www.tea.carbontrust.com](http://www.tea.carbontrust.com)



Transforming  
Energy  
Access