From Action to Results

PWIP: Progress and the road from evidence to action

Pacific Women in Power (PWIP)

PPA 33rd Annual Conference and Trade Exhibition

Nadi, Fiji

5 November 2026

Why PWIP: more skilled technical staff for a growing Pacific energy sector

PACIFIC WOMEN IN POWER

PWIP objective

More women working in Pacific energy utilities in technical and leadership jobs

What PWIP does

- Data: a regional baseline and annual progress reporting
- Champions and advocacy
- Hands-on support to utilities across six action areas
- Training, tools and sharing what works

11 trailblazer utilities and 3 energy ministries in 7 countries. World Bank, PPA and SPC, with funding from Canada and ESMAP.

60% of energy companies surveyed worldwide by the IEA in 2025 reported labour shortages, especially for electricians and line workers

5.4% of technical staff in Pacific utilities were women in 2023: most of the talent pool is untapped

22% potential gain in long-run GDP per capita across 11 Pacific countries if women's employment gaps close

Sources: IEA 2025; PWIP Baseline Report 2024; World Bank Pacific Economic Update 2025.

PWIP trailblazer utilities

SolomonPower energising our nation

PNG POWER Ltd

mec

TONGA POWER LIMITED

EPC POWER FOR THE NATION

POHNPEI UTILITIES CORPORATION WATER WASTEWATER POWER

CPUC Chuuk Public Utility Corporation

Yap State Public Service Corporation

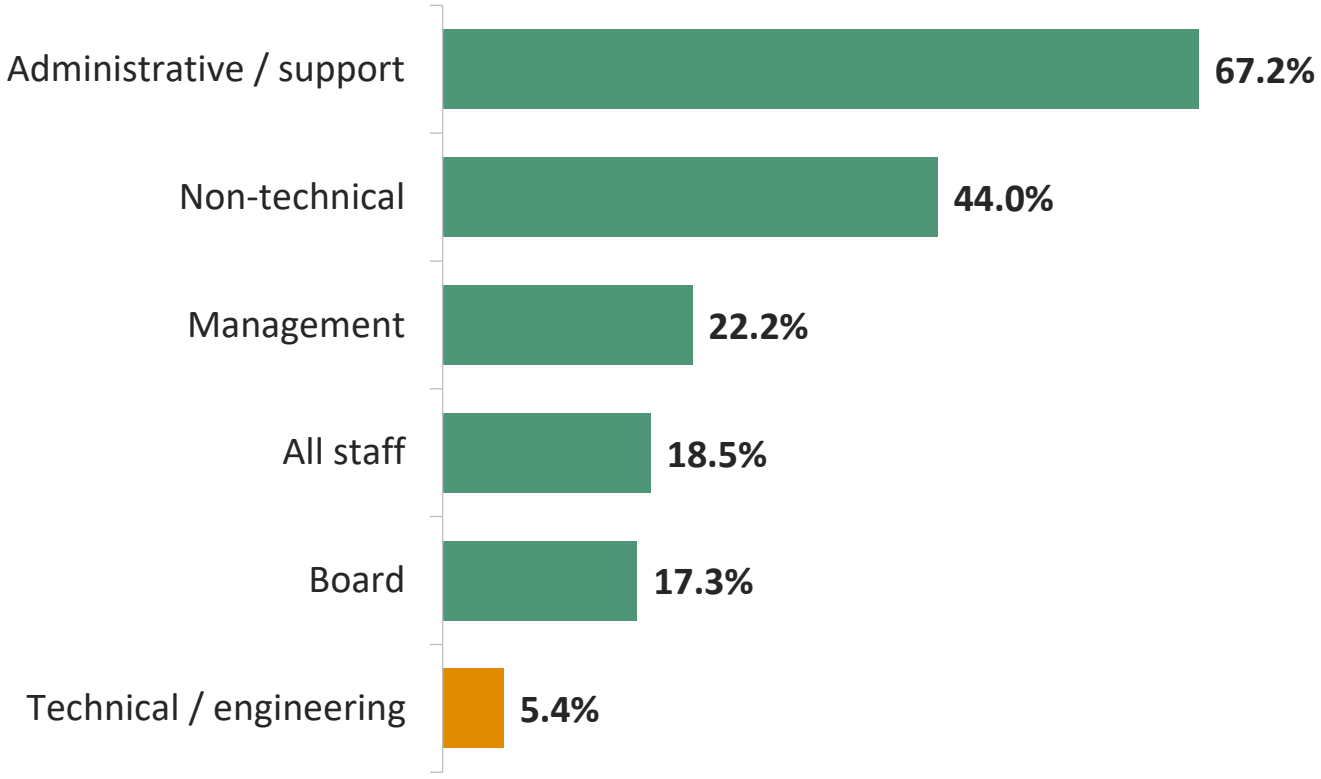
Kosrae Utility Authority

Energy Fiji Limited

Fiji, Tonga, Samoa, Papua New Guinea, Solomon Islands, the Marshall Islands and the Federated States of Micronesia

Where the region started: The 2023 baseline

Share of women by role, 14 Pacific power utilities, 2023



4,226 staff in the 14 utilities surveyed. **781** were women (18.5%).

5.4% of technical and engineering staff were women.

1 in 4 senior staff said managers are less likely to hire or promote women.

0 utilities had a formal school-to-work program or a promotion program aimed at women.

Source: PWIP Baseline Report (World Bank, 2024): 14 utilities and 7 energy agencies.

Six action areas: progress across PWIP trailblazers



Agreed at the Baseline Report launch, PPA Annual Conference, Tonga 2024, with annual progress reporting. Highlights 2025–26:

01

Gender equality policies and procedures

MEC adopted an anti-harassment policy; Tonga Power and Samoa EPC have policies under review.

02

School-to-work programs and women's recruitment

Women apprentices up from 5 to 39, led by PNG Power; MEC and Solomon Power recruiting women interns.

03

Retention policies

Kosrae KUA tripled maternity leave to 90 days; Samoa EPC is reviewing leave.

04

Women's leadership and succession planning

38 women completed mentoring; MEC adopted a succession planning policy.

05

Gender safety, equipment and facility audit

PNG Power and Samoa EPC upgraded facilities; audit toolkit ready for testing.

06

Company gender profile

Data public on the PPA Gender Portal; Tonga Power, PNG Power and MEC campaigns.

Building the foundations: PWIP trailblazer results to date

26%
increase in women in technical roles, 2023–2026 (target: 5%)

5 → 39
women apprentices: a nearly eightfold rise since baseline

259
actions by trailblazers to promote women in technical and leadership roles, reaching 1,079 participants

465
staff trained, with a certified in-house trainer in each participating utility

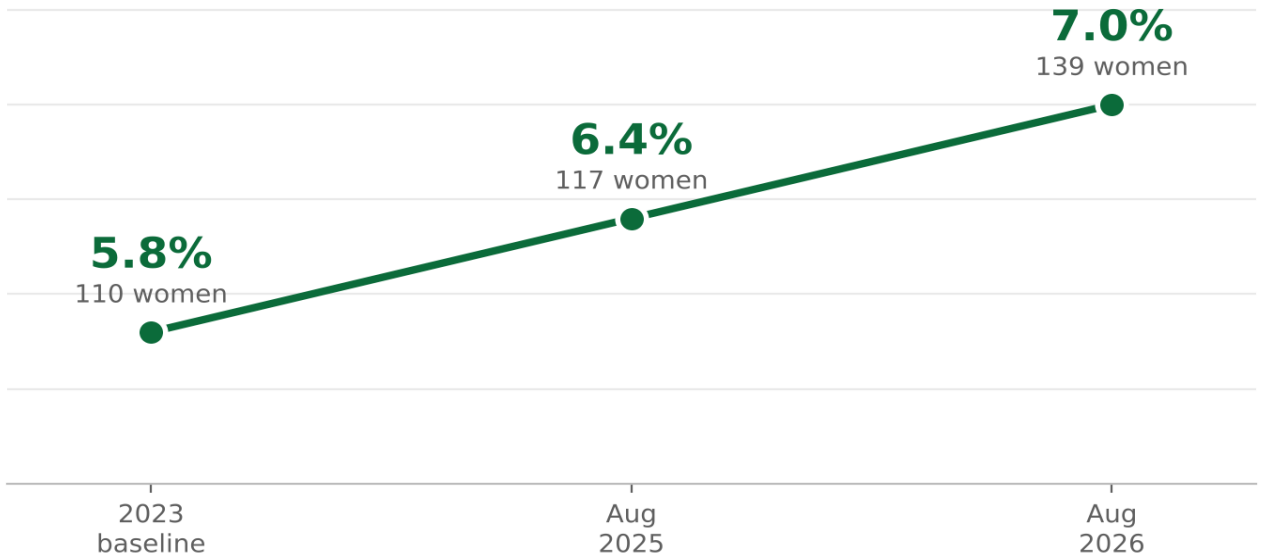
20
workplace policies and practices under review or adopted in six utilities

38
women from 7 countries completed the PWIP mentoring program

Women in technical roles up 26% since 2023, five times the 5% target, with room to grow as utilities expand

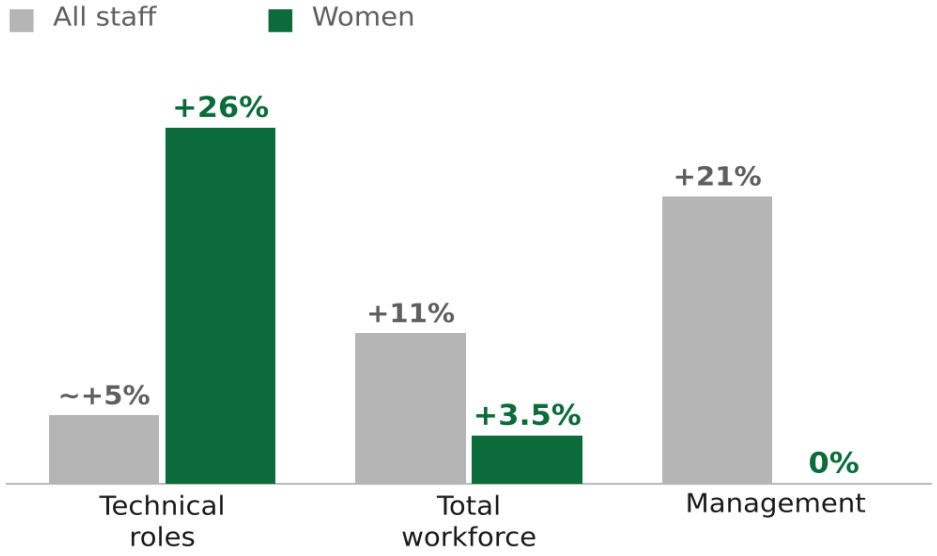
Technical roles: women's share of staff

% of technical staff; +1.2 percentage points since 2023



Growth since 2023: women vs all staff

% change in headcount, 2023 baseline to Aug 2026



Sources: PWIP 2023 Baseline Report; PWIP Annual Progress Data 2025; PWIP Annual Progress Data 2026. Six utilities: MEC, Pohnpei PUC, PNG Power, Samoa EPC, Solomon Power, Tonga TPL. Technical staff growth (~5%) derived from reported shares and headcounts of women.

Last year, technical staff grew by 152, and 22 were women: 1 in 7, double women's current share of technical roles. But total staff grew by 287, and only 27 were women: under 1 in 10.

The pipeline is growing: women apprentices up nearly eightfold, and more women interns

5 → 19 → 39

women apprentices: baseline, 2025 and 2026

14% → 17% → 22%

women's share of technical interns: baseline, 2025 and 2026



PNG Power

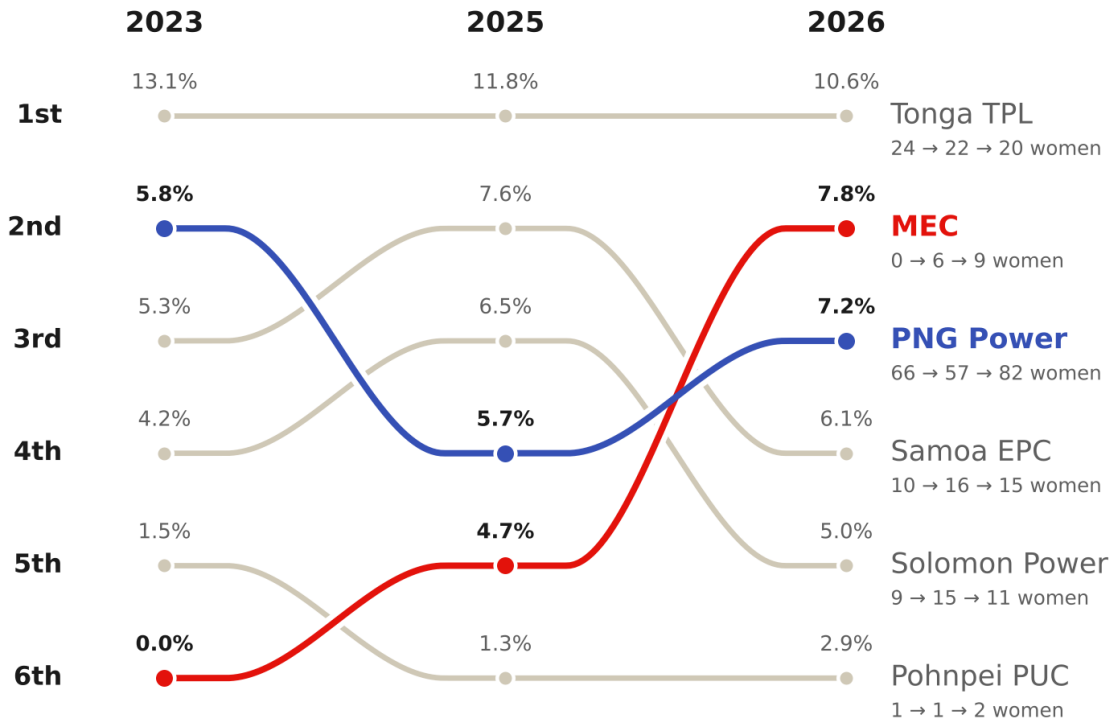
34 of the 39 women apprentices in 2026, across two intakes in electrical, diesel and maintenance fitting, machining and power station operations

Next: targets for women in every intake, as male intakes are growing even faster

MEC rose from last to second on women's share of technical staff, while PNG Power added the most women and Tonga remain in the lead

Climbing the ranks

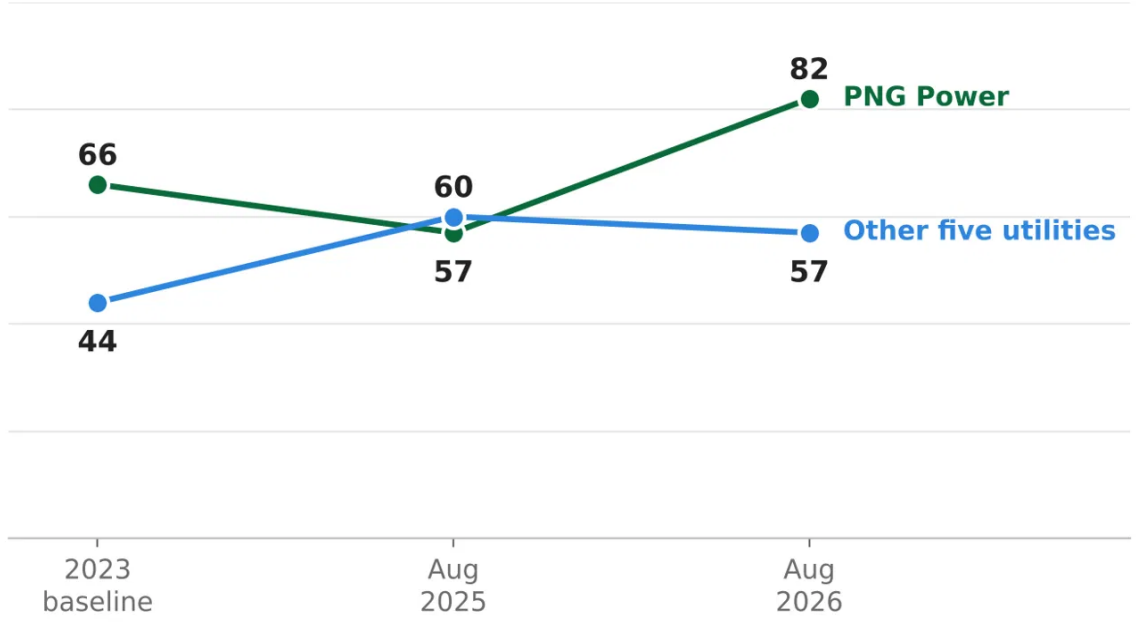
Utilities ranked by women's share of technical staff (%)



Sources: PWIP Baseline 2023; PWIP Annual Progress 2025; PWIP Annual Progress 2026.

Women in technical roles: PNG Power vs the other five utilities

Six-utility total: 110 (2023) → 117 (2025) → 139 (2026)



Other five: MEC, Pohnpei PUC, Samoa EPC, Solomon Power, Tonga TPL.
Sources: PWIP Baseline 2023; PWIP Annual Progress 2025; PWIP Annual Progress 2026.

Progress across trailblazer utilities: one example from each

PACIFIC WOMEN IN POWER

PNG Power

33

women recruited in two 2026 apprentice intakes

MEC

0 → 9

women in technical roles since 2023

Tonga Power

10.6%

of technical roles held by women, the region's highest

Samoa EPC

11

policy initiatives completed or under way

Solomon Power

3 of 6

student technical interns are women

Kosrae KUA

30 → 90

days of maternity leave

Pohnpei PUC

1 → 2

women in technical roles; new college agreement

Chuuk PUC

5

new policies in development

Yap YSPSC

9

staff trained in-house on unconscious bias

Energy Fiji Limited

ToT

staff certified to deliver unconscious bias training

Welcoming women: Tonga Power celebrates women powering Tonga's energy future



A clear signal to young women: there is a place for you in the energy sector

Strong regional backing: 19 Ministers call for annual reporting, and the data are public

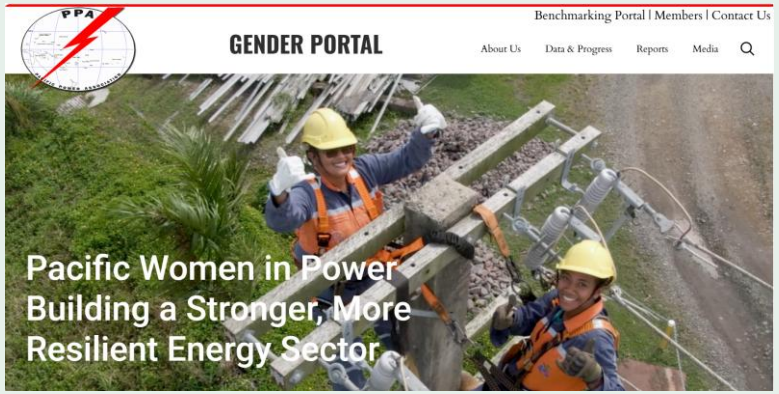
19 **Energy Ministers of Pacific Island Countries and Territories**

adopted the Manubada Call to Action at PRETMM6, Port Moresby, May 2026, calling for:

- national policies that remove barriers to women in technical energy roles
- systematic annual reporting on women's participation across utilities and energy institutions

PWIP trailblazers showed that annual reporting can be done.

PPA Gender Portal: the data are public



Scan to explore

- Baseline 2023: 14 utilities and 7 energy agencies
- Annual progress data 2025 and 2026 for each PWIP trailblazer utility

genderportal.ppa.org.fj

Going forward: from foundations to results, with school-to-work in focus

PACIFIC WOMEN IN POWER

1. **School-to-work: building on an eightfold rise**
   Targets for women in apprentice and intern intakes, with PWIP guidance.

2. **Utilities and universities working together**
   Dialogue with USP and FNU STEM faculty leaders, and lessons from India.

3. **Lessons from India**
   WePOWER India and BSES Delhi: utility–institute partnerships that hire women.

4. **Hands-on support across all six areas**
   World Bank and Tetra Tech working with HR teams, engineers and PWIP focal points.

Reaching the PPA goal together

- PPA Strategic Plan goal (Palau, 2025): more skilled technical staff, drawing on women's talent
- Actions chosen by each trailblazer across the six areas
- CEO leadership to move from foundations to results
- HR teams, engineers and PWIP focal points engaged
- Annual reporting, backed by 19 Ministers (May 2026)
- Utilities as employers of choice for women

Engineers Workshop: today, 3:30 pm

Learning from peers: what works in Delhi
Call to Action: The Marshalls Islands

Mr Ayush K. Anand

Deputy General Manager – HR and Head of Learning & Development, BSES, Delhi

- Train, hire and deploy with a training institute, with women in every batch
- Women in technical roles up 48% since 2024
- Ojaswini: India's first all-women-led operations and maintenance sub-division

Jack Chong- Gum, Chief Executive Officer

Marshalls Energy Company (MEC), Republic of the Marshall Islands

- Women in technical roles up from 0 to 9 since 2023
- MOU with the RMI Public School System; women among technical interns
- Equal opportunity and succession policies, with targets for women's leadership

Engineers Workshop, Part 2: today, 3:30–5:00 pm. Safer workplaces and stronger career pathways.

Thank You

Engineers Workshop, Part 2: today, 3:30 pm

Baseline Report and progress data for each trailblazer utility:

PPA Gender Portal

From Evidence to Action

Ayush Anand

Deputy General Manager | Head, Learning & Development, BSES

Plenary Session 8: Skilling women for Delhi's grid | Pacific Women in Power (PWIP)

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5 November 2026

WOMEN AT BSES · SKILLED THROUGH SAKSHAM

How we skill women: from day one to leadership

+23%
women in our workforce since Jan 2024

+48%
women working in technical roles

1 in 2
of our women trained every year, up from 1 in 4



STEP 1

Start right

Structured induction: an overall understanding of every department of the utility

Mentored Start: a manager, mentor and HR coordinator for each; rated on the job every quarter

Every new joiner, from day one

STEP 2

Build depth

For our existing workforce: refresher, reskilling and upskilling programmes

Solar, storage, RMUs, relays, SCADA and smart meters; plus safety, ISO quality, AI and Power BI

Technical training days: 15 → 33 of every 100

STEP 3

Lead

Upskilling middle and senior women managers in managerial effectiveness

Women's names in the succession plan

15 women in head roles today

Across every step: wellbeing & financial literacy · health, insurance, pensions and tax planning, for every woman, at every level

Training days invested in women

FY25	FY26	FY27 (proj.)
1,489	2,706	4,251

From training to ownership: Ojaswini, India's first all-women-led O&M sub-division, run end to end by women since May 2026

OWN · INDIA'S FIRST ALL-WOMEN-LED O&M SUB-DIVISION

Ojaswini

BSES runs , each serving . We began with one sub-division, run end to end by women. **Our dream: the day an entire division is run by women.**

THE CHALLENGE · Our field offices were never built imagining a woman would lead them: no washrooms, no women-centric facilities beyond corporate offices. Never done in India. Daunting even for our own women engineers. And 24×7 accountability on a live network.

HOW WE MOBILISED

Before we asked them to lead, we made the place theirs: basic amenities, a fully renovated office, a site made ready. We made sure they got the best, from day one.

A self-nomination platform, then one-to-one interviews with leadership

Trained at the toughest sites; 3 months side by side, 6 months monitoring, stepping back from 30 ft to 100 ft

21	26,000+	82	128	May 2026
member team	consumers	substations	transformers	in full charge, 24×7

Next: 3 more Ojaswinis, larger divisions

"Give her the grid, and she will light the city."



FROM EVIDENCE TO ACTION

From our grid to yours: practices you can adopt

Start small, start now: every practice here begins with one person, one role, one partner.

For Pacific utilities

1. Start from your skill gaps, not a course catalogue
2. Partner with an institute, and pool cohorts with neighbouring utilities, rather than build an academy
3. Put your own experts in the classroom
4. Certify women as auditors and safety officers: roles that carry authority
5. Give every Gen Z joiner a mentor, and track every learner at the top

For education institutions

1. Co-design the curriculum with the utility
2. Blend the classroom with months on the live network
3. Select candidates on a joint panel
4. Reach women engineering students early, with sessions on utility careers
5. Build the job into the programme

Thank You

Pacific Women in Power

POWERING THE FUTURE OF THE PACIFIC – MEC, RMI

1. **Education partnership**
   MOU signed with the RMI Public School System, and a new program launched to bring more women into technical roles

2. **Internships and scholarship**
   5 technical interns hosted including 2 women; a technical scholarship awarded to a woman

3. **Reaching students**
   STEM Day, College of the Marshall Islands Career Fair and STEAM Kids Camp

4. **Champions and outreach team**
   8 staff (incl. 5 women) trained for STEM outreach and as champions; 4 social media posts and 2 speaking events



NEED FOR A SAFE AND ENABLING WORKPLACE FOR WOMEN

1 Equal Employment Opportunity, Respectful Workplace and Anti-Harassment Policy

- **Equal opportunity:** fair rules for recruitment, hiring, training, promotion and pay, based on merit
- **Respectful workplace:** bans discrimination, sexual harassment and bullying; confidential reporting with no retaliation

2 Leadership Development and Succession Planning Policy

- **Leadership development:** training, coaching, mentoring and acting assignments for staff with leadership potential
- **Succession planning:** 11 critical roles identified, from CEO to Chief Electrical Engineer; successors rated ready now, in 1–3 or 3–5 years

Women in leadership

2 of 9 female engineers are also managers

- Targets set for women's leadership
- Succession plans cover technical and leadership roles

CALL FOR ACTION

Progress from 6 PWIP Trailblazers with data for 2023, 2025 and 2026

Baseline data cover all 11 trailblazer utilities. Trends in this update cover the six that reported in both 2025 and 2026.

Why women's employment matters: The economic and energy sector case

Closing the gender employment gap would lift long-run GDP per capita by 22% on average across the 11 Pacific countries

For utilities, five mechanisms make the case:

Mechanism	What the evidence shows	What it means for Pacific utilities
1 **Fill skilled trade gaps**	About 60% of energy companies surveyed by the IEA in 2025 had trouble hiring, mostly for electricians, line workers and solar installers. Women are under 5% of these trades worldwide.	These are the jobs needed for grid and solar build-out. Women hold only 5.4% of technical posts, so most of the potential pool is untapped.
2 **Replace retiring staff**	In grid roles globally, 1.4 workers are nearing retirement for every young worker entering. By 2035, two in three new energy hires will simply replace retirees (IEA 2025).	Utilities need a steady apprentice intake. PNG Power's two 2026 intakes took in 33 female apprentices.
3 **Keep skills in the country**	Men are about 82% of workers on Australia's PALM scheme (May 2026). PALM workers equalled 11% of Tonga's labour force in 2024. One Vanuatu electrical firm lost 10% of its staff to seasonal work.	Recruiting only men draws on the group most likely to leave. A mixed workforce spreads that risk. Women trained as line mechanics in Ha'apai, Tonga are still on the job.
4 **Stronger performance**	Firms in the top quarter for women on executive teams are 39% more likely to outperform on profit. The 20 most gender-diverse large utilities averaged 8.5% return on equity, against 7% for the least diverse.	In asset-heavy utilities, small gains in return are worth a lot. Yet women's share of managers in reporting utilities fell to 18.8% this year.
5 **Better customer results**	In Comoros, the national utility SONELEC worked with local women leaders to encourage bill payment and reduce electricity theft. Within 100 days, the number of customers with outstanding bills in the pilot areas fell from 3,834 to 777 — a 79% reduction (World Bank 2022).	Women often manage household bills. Women in metering, customer and community roles can help cut nontechnical losses and improve collection.

Sources: Pennings (2022); IEA World Energy Employment 2025; PALM data (DEWR, May 2026); ILO (2025); ABC (2024); McKinsey (2023); EY Women in Power & Utilities Index (2015); ESMAP (2019); PWIP Baseline (2024) and 2026 utility reports.

PWIP Aim and Regional Alignment

PWIP Aim

More women working in Pacific energy utilities and ministries, especially in technical and leadership jobs.

A skilled, diverse workforce helps utilities deliver the energy transition their countries have signed up for.

Who is involved

- World Bank, Pacific Power Association (PPA) and the Pacific Community (SPC)
- 14 Letters of Agreement: 11 utilities and 3 energy ministries in 7 countries
- Funded by the Canada–World Bank Clean Energy and Forests Climate Facility and ESMAP

How PWIP fits regional commitments

2023 Pacific Energy Ministers endorsed PWIP at the 5th PRETMM in Port Vila and asked countries and partners to support it, alongside SPC's Pacific Energy and Gender Initiative.

PPA PWIP supports PPA's Strategy Plan (September 2025 – August 2029) and SPC's Pacific Energy Network Strategic Gender Action Plan (PEGSAP).

2025 At the 32nd PPA Conference in Palau, utilities agreed to report their progress every year feeding the PPA Strategic Plan indicator on improvements in women's representation across member utilities (Objective 7.2)

2026 The 6th PRETMM (May 2026) called for systematic annual reporting on women's participation in the energy sector.

2030 PWIP delivers a solutions package for all Pacific utilities and targets a 5% increase in women in technical positions

Built to last: Tested tools any Pacific utility can adopt

The problem PWIP set out to fix: Most initiatives for women in Pacific utilities have been small, under-resourced, untracked and not informed by what works, so lessons were lost.

PILOT	DOCUMENT	SHARE	MEASURE
2026–2027	**As we go**	**2027**	**2027 and 2030**
Eleven trailblazer utilities test practical tools across six areas, with technical support from Tetra Tech.	Every activity is recorded: the steps, cost, people needed, results good and bad, and staff voices.	Solutions for the Pacific energy sector: A ‘What Works’ companion and replication package: ready-to-use ToRs, MoUs, policies and training.	A mid-term survey repeats the 2023 baseline. PPA runs the endline in 2030.

Handover by design

Training contracts with local providers, trained PPA focal points and templates any utility can adapt mean the work keeps going after PWIP support ends.