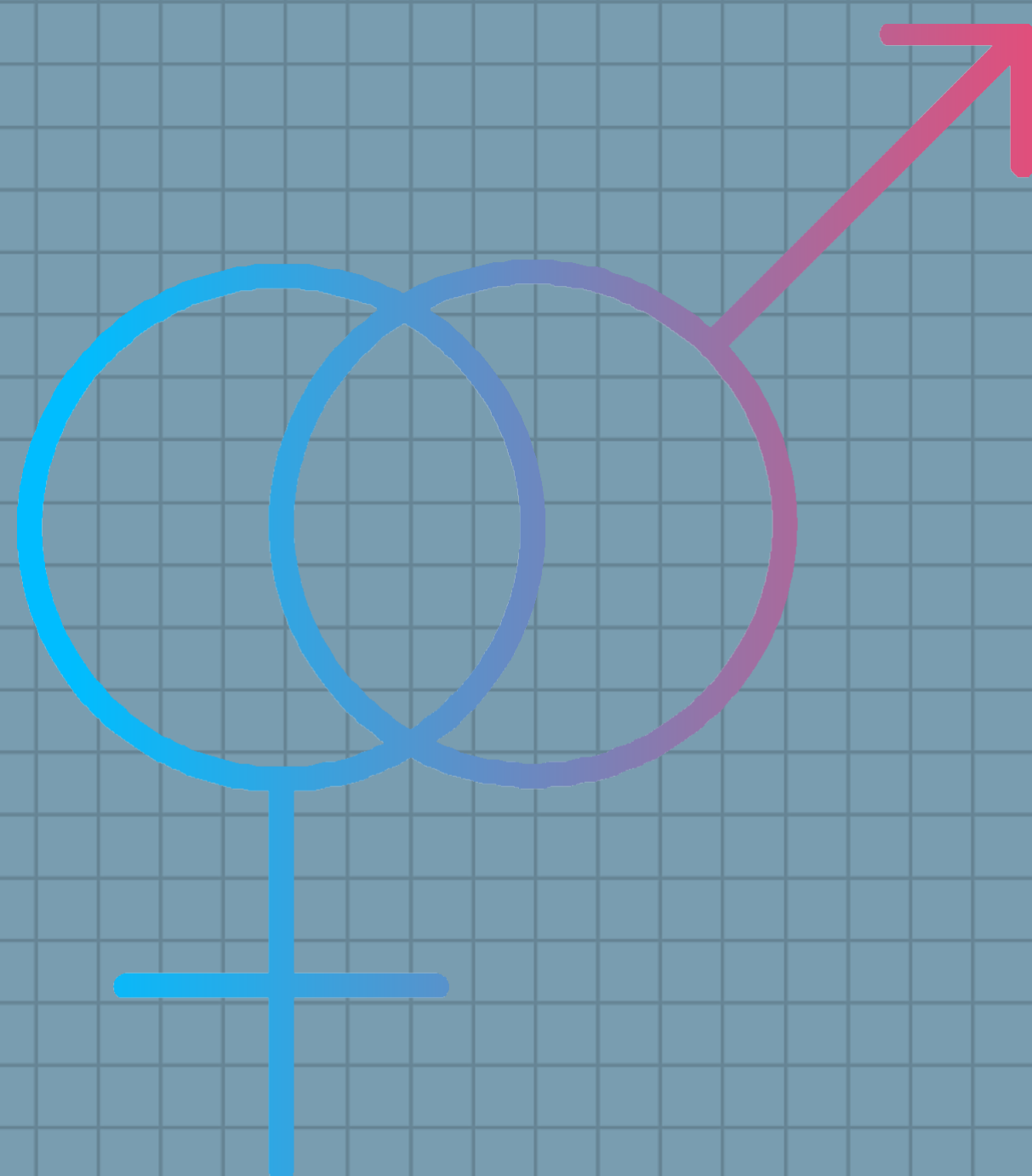


GENDER EQUALITY IN ENERGY INDUSTRY REPORT

2022





**RENEWABLES &
MIGRATION** PROJECT

ABOUT THE REPORT

This study was conducted for Deutsche Gesellschaft für international Zusammenarbeit (GIZ) GmbH under the Renewables and Migration (REMI) project implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

The authors are responsible for the content of this study, drawing on the thinking and work of many organizations and people. The references and affiliations are published in the last part of this report. The views expressed in this publication are those of its authors and do not constitute official positions of participating organizations.

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FOREWORD

Energy transition and a “just transition” means the transition from fossil fuels, which are energy production sources, to renewable/sustainable energy, and no one is left behind in doing so.

I think that everyone who has determined to work in the Renewable Energy industry has as an objective “**equal career**” expectation. I sincerely believe that starting from “equal pay for equal work” women and men should support each other with experience and skills, align with their common career goals, and make it possible to reach a carbon-neutral life.

By looking at the figures of the 2021 business report of the International Renewable Energy Agency (IRENA), the proportion of women working in the renewable energy sector worldwide is 32%, while the proportion of women working in the conventional field is 22%. Meanwhile in Turkey, reaching a detailed data set on women’s employment in the energy sector was not possible before this report. According to the data obtained from 31 leading renewable energy companies compiled with active investors and service providers in all areas of the sector, the conclusion reached that the rate of female employment among 907,000 employees is only 15%. The study shows that only 3% out of 1,600 members of the Turkish Women in Renewable Energy and Energy Sector (TWRE) group are in senior management and decision-making positions.

This report furnishes, the results of the qualitative and quantitative analysis conducted with women in the energy sector, scientifically and independently, and the social roles attributed to women in business life and notifying the mobbing women are exposed to in professional business life, the sexist language used in corporate companies, and the awareness problem of the sector to the prejudices encountered.

TWRE aims to guide policy makers and especially the pioneer companies of the sector.

Equality starts “on the mind” first.

As I finish my words, I deeply give my appreciation to our volunteers who worked day and night for this report, especially our coordinator, doctoral student Zafer Çakmak, our valuable members Özge Çelik, Cemre Uçar, Dilan Yıldız, Seyran Hatipoğlu and İpek Budak, our volunteers who supported survey and interview process Selin İpin, Münire Türker, Arzu Temizalan Uçar, Semira Telmi, İrem Çiftçi, Özlem Haftoğlu, Begüm Demirtaş, Neslihan Gülhan, Pınar Göl, and Elif Sadak.

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TABLE of CONTENTS



GENDER EQUALITY IN WORKING LIFE

What is Gender Equality? 9

Gender Equality in Business Life11

Women’s Employment in the Energy Sector 17

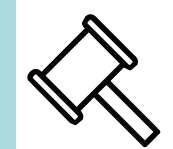


GENDER EQUALITY RESEARCH IN THE ENERGY SECTOR

Methodology 19

Part I: Quantitative Research20

Part II: Qualitative Research 31



DISCUSSION and RESULTS

Results of the Research on Gender Equality in the Energy Sector 55



RECOMMENDATIONS

Recommendations for Ensuring Gender Equality in the Energy Sector 58

List of Figures and Tables

List of Tables

Table 1: Gender Gap Index	10
Table 2: Job Positions of the Sample Group	22

List of Figures

Figure 1: Labor Force Participation Rates by Years.....	11
Figure 2: Employment Rates by Years	12
Figure 3: Reasons for Women Not Joining the Labor Force	12
Figure 4: Women Employees by Sectors	13
Figure 5: Employment According to Occupations	14
Figure 6: Employment According to Regions	15
Figure 7: Women Employment and Labor Force Comparison between the World and Turkey	16
Figure 8: Employment Figures in the Turkish Energy Sector.....	17
Figure 9: Pattern of “Exploratory Mixed Method”	19
Figure 10: Marital /Having a Child Status of the Sample Group.....	22
Figure 11: Educational Status of the Sample Group.....	22
Figure 12: Distribution of Responses to the Statement "Gender affects the working environment in the energy sector"	23
Figure 13: Distribution of Responses to the Statement "There is gender discrimination in the working environment in the energy sector"	24
Figure 14: Distribution of Responses to the Statement “I was restricted in choosing my work area because of the expectation that my spouse/family/other people would be ‘suitable for my gender’”	25
Figure 15: Distribution of Responses to the Statement "They choose their field of work (such as field engineering/office engineering) in the energy sector according to gender"	26
Figure 16: Distribution of Responses to the Statement "Professional development opportunities are equal between men and women."	27
Figure 17: Distribution of Responses to the Statement "There is equal opportunity without gender discrimination."	28
Figure 18: Distribution of Responses to the Statement "There is a difference between the wages of male and female employees depending on gender."	29
Figure 19: Distribution of Responses to the Statement "I have been exposed to mobbing at least once in my working life."	30
Figure 20: Qualitative Research Participant Map.....	33
Figure 21: Ratio of Women in Management	35

About TWRE

TWRE was established in May 2018, Under the name of “Turkish Women of Renewable Energy and Energy Network”, as a Professional Network for women who are already active or who are interested to be active in energy transition.

Contributing to gender equality in business life and increasing female employment in the energy sector. It is extremely important for women in the sector to know each other, support and be role models for each other. The universities, technical schools, machinery, technicians, electrical and electronics departments are mainly male students. However, there has been a significant increase in the interest of female students in departments such as energy systems engineering, electrical electronics, electronic communications and mechanical engineering. The issue is to motivate those women when choosing a sector. To provide this, they need female role models. Our member profile consists of senior and middle-level managers, academicians, new graduates, and students from different disciplines such as: Lawyers, Scientists, Bureaucrats, Financiers, Architects, and Women from different Engineering Fields (Electrical, Electronics, Industry, Mechatronics, Materials, Machinery, Environment, Map, etc.), Social Scientists, City Planners, etc.

Thanks to our ever-increasing number of members, our group has achieved a good synergy within a very short period, also strengthening the communication thanks to the sustainable projects which help mentoring, internships, C.V. support ,and training. We are also in touch with similar formations with the aim of representing Turkish Women and the Energy sector in the best way possible also in the international arena.

For more information, please visit us at www.twre.org

CHAPTER I

GENDER EQUALITY IN WORKING LIFE



Let no voice to be heard “Equality is a human right!”

WHAT IS GENDER EQUALITY?

Sex and gender represent two different concepts. Although in some cases they are used interchangeably or seen as similar concepts, the concepts of sex and gender have different meanings from each other. While sex refers to the innate biological difference between men and women, gender refers to traits acquired through cultural influences. While the concept of sex, which is related to being male or female, is determined biologically, gender is socially determined. Gender does not only refer to a situation involving women, but also focuses on the relationship between women and men, roles of women, access to and control over resources, division of labor, interests and needs, etc. Socially constructed gender includes norms, behaviors, roles, and dynamic roles and relationships with one another about being a woman, man, girl and boy.

Gender equality is defined as the equal use of all opportunities by society and law for both men and women. Although it has many different definitions, the concept of gender equality refers to a social situation in which women and men have equal rights and there is an equal sharing of power, status, opportunity, and rewards. However, gender has a hierarchical structure and, like other inequality-creating situations (economic and social situations), can produce inequality. Gender-based discrimination; it can intersect with other discrimination factors such as ethnicity, age, disability, sexual orientation. Since each society has its own cultural trace, men and women may have different duties and responsibilities in each one. Considering the role of women and men in society, it is said that men are more dominant and there is an unequal power relationship, but this inequality may differ from society to society.

Gender equality is tried to be measured by different institutions and organizations. International institutions such as the Organization for Economic Development and Cooperation (OECD), United Nations (United Nations), European Union (EU), The World Economic Forum (WEF) are used to measure gender equality and reveal the dimensions of gender inequality and they created some indexes. In the research, gender inequalities between men and women are discussed under different topics and layers. For example, the Gender Gap Index on the basis of countries, prepared by the WEF on the dimensions of participation in the economy, access to education and healthcare, and political empowerment, draws attention as important indicators.

Table 1: Gender Gap Index

RANK	COUNTRY	SCORE	CHANGE	2020	2006	RANK	COUNTRY	SCORE	CHANGE	2020	2006
1	Iceland	0.892	0	0.016	0.111	127	Gambia	0.644	9	0.016	0
2	Finland	0.861	1	0.029	0.065	128	Maldives	0.642	-5	-0.004	-
3	New Zealand	0.849	-1	0.007	0.05	129	Egypt	0.639	5	0.01	0.061
4	Norway	0.84	2	0.041	0.089	130	Bhutan	0.639	1	0.004	-
5	Sweden	0.823	-1	0.003	0.009	131	Jordan	0.638	7	0.015	0.027
6	Namibia	0.809	6	0.025	0.122	132	Lebanon	0.638	13	0.038	-
7	Ruanda	0.805	2	0.014	-	133	Turkey	0.638	-3	0.003	0.053
8	Lithuania	0.804	25	0.059	0.096	134	Cote d'Ivoire	0.637	8	0.03	-
9	Ireland	0.8	-2	0.002	0.066	135	Guinea	0.635	-8	-0.001	-
10	Switzerland	0.798	8	0.019	0.098	136	Algeria	0.633	-4	-0.001	0.031
11	Germany	0.796	-1	0.1	0.044	137	Bahrain	0.632	-4	0.003	0.043
12	Nicaragua	0.796	-7	-0.008	0.139	138	Niger	0.629	-	-	-
13	Belgium	0.789	14	0.039	0.081	139	Nigeria	0.627	-11	0.042	0.016
14	Spain	0.788	-6	-0.006	0.056	140	India	0.625	-28	0.013	0.024
15	Costa Rica	0.786	-2	0.003	0.092	141	Vanuatu	0.625	-15	0.005	-
16	France	0.784	-1	0.003	0.132	142	Qatar	0.624	-7	0.029	-
17	Philippines	0.784	-1	0.003	0.032	143	Kuwait	0.621	-21	0.008	-0.013
18	South Africa	0.781	-1	0.001	0.068	144	Morocco	0.612	-1	0.006	0.03
19	Serbia	0.78	20	0.044	-	145	Oman	0.608	-1	-0.008	-
20	Latvia	0.778	-9	-0.007	0.069	146	Mauritania	0.606	-5	0.003	0.022
21	Austria	0.777	13	0.033	0.078	147	Saudi Arabia	0.603	-1	0.003	0.079
22	Portugal	0.775	13	0.031	0.083	148	Chad	0.593	-1	-0.003	0.068
23	United Kingdom	0.775	-2	0.008	0.038	149	Mali	0.591	-10	-0.03	-0.009
24	Canada	0.772	-5	0.001	0.056	150	Iran	0.582	-3	-0.002	0.002
25	Albania	0.77	-5	0.001	0.109	151	Congo	0.576	-2	-0.002	-
26	Burundi	0.769	6	0.024	-	152	Syria	0.568	-2	0.001	-
27	Barbados	0.769	1	0.019	-	153	Pakistan	0.556	-2	-0.007	0.013
28	Moldova	0.768	-5	0.011	0.055	154	Iraq	0.535	-2	0.005	-
29	Denmark	0.768	-15	-0.014	0.022	155	Yemen	0.492	-2	-0.002	0.032
30	United States	0.763	23	0.039	0.059	156	Afghanistan	0.444	-	-	-

Source: World Economic Forum, Gender Gap Index 2021

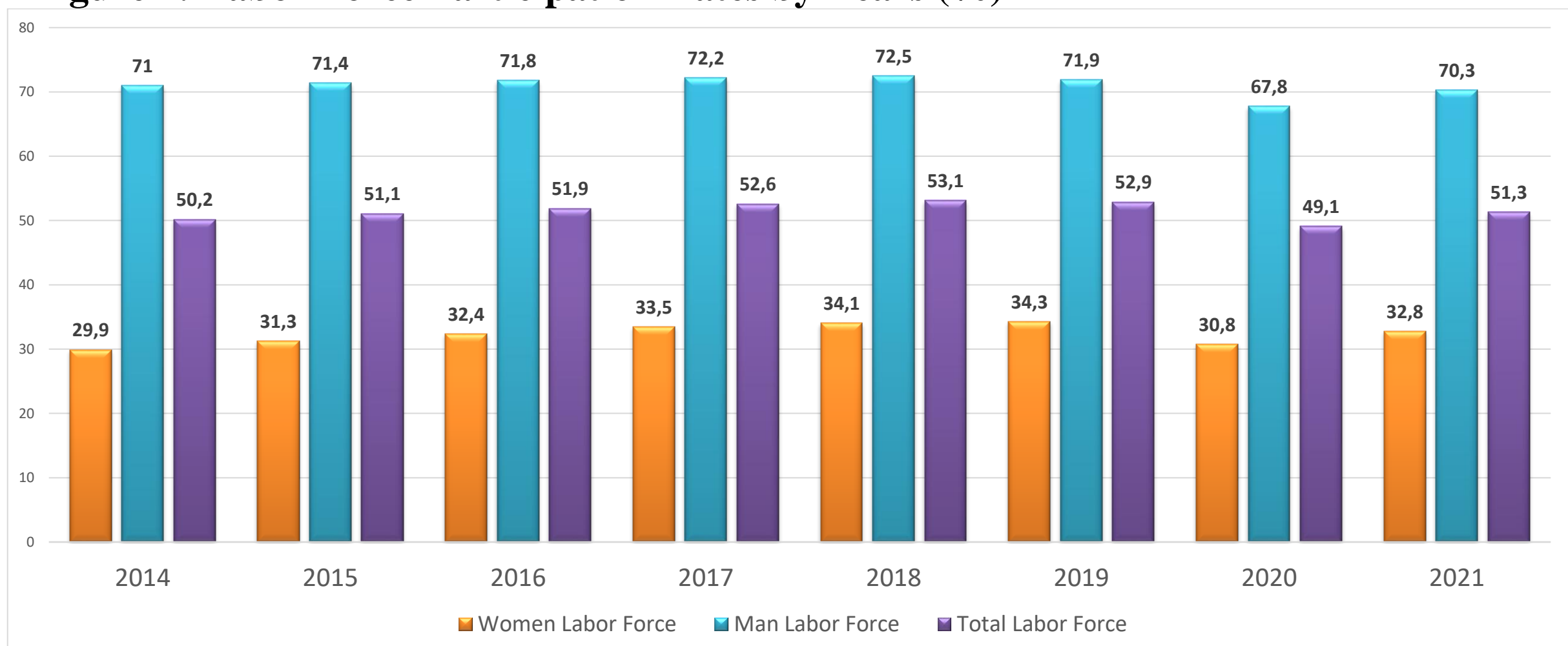
GENDER EQUALITY IN BUSINESS LIFE

Gender equality is the fundamental right of women and men in business life, as it is in every field. It both allows women to be more present and competitive in business life and helps ensure that all have access to job opportunities, regardless of gender.

When business life in Turkey is examined, it is noteworthy that the female workforce has decreased in the post-1950 period. The fact that the living areas were mostly rural areas before 1950 and the existence of an agriculture-based economy paved the way for women to work in the agricultural sector. However, with the increase in migration to the cities after 1950, a decrease was observed in the number of female workers. One of the main reasons for this decline is that, with the transition from an agricultural economy to an industrial economy, women cannot find a place for themselves in the industrial sector as well as in agriculture in families who migrated to the city.

Policies aimed at increasing women's employment have been tried to be implemented in recent years, and although the number of female employees in cities has increased compared to the past, a male-dominated situation in business life draws attention.

Figure 1: Labor Force Participation Rates by Years (%)

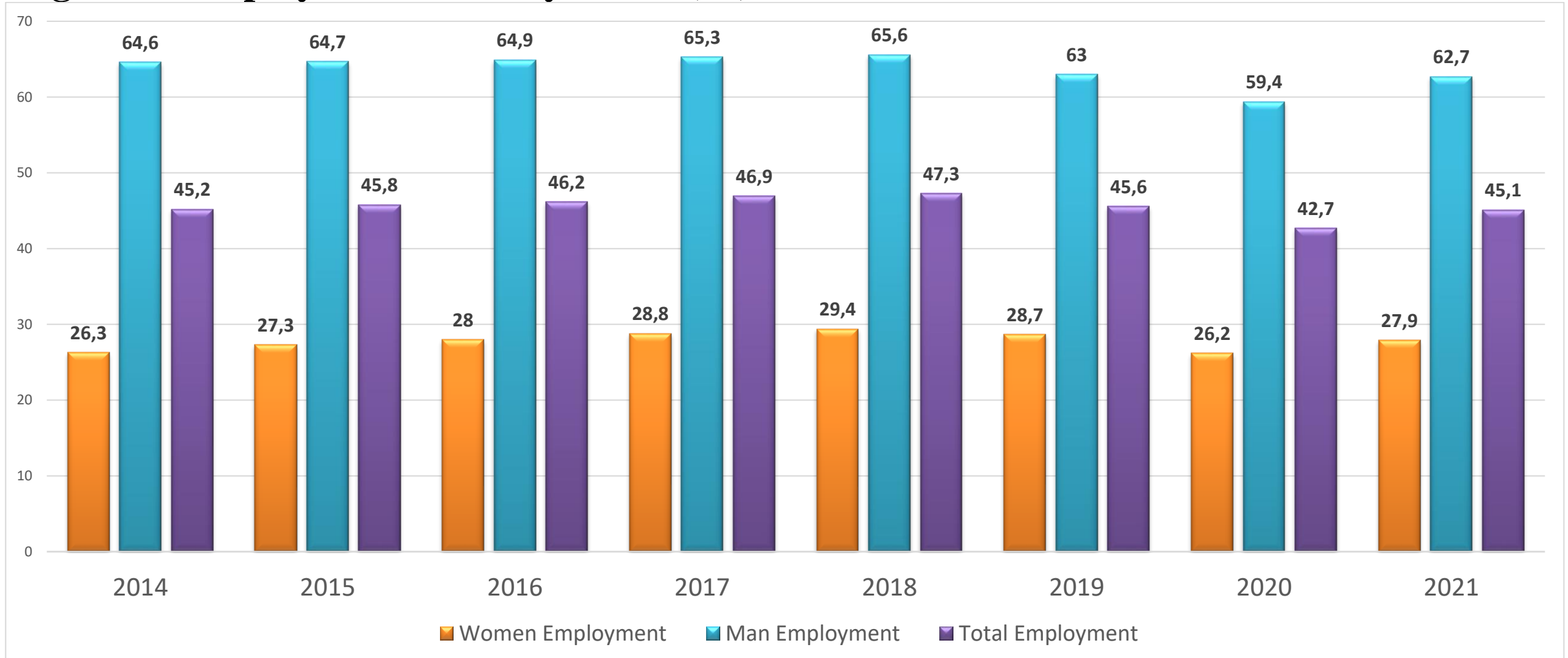


Source: Turkish Statistical Institute

The labor force refers to the part of the population that participates in economic activity in a country during a certain period. The labor force consists of the sum of the employed and the unemployed. It is observed that women's labor force participation in Turkey is lower than that of men. According to 2021 data, 32.8% of women and 70.3% of men participate in the workforce in Turkey. Considering the change in female labor force participation rates in the last eight years, although there has been an increase up to the last two years, there has been a slight decrease in the labor force participation rate of both men and women, especially with the beginning of the COVID-19 pandemic.

The working part of the population within the labor force is expressed as employment.

Figure 2: Employment Rates by Years (%)

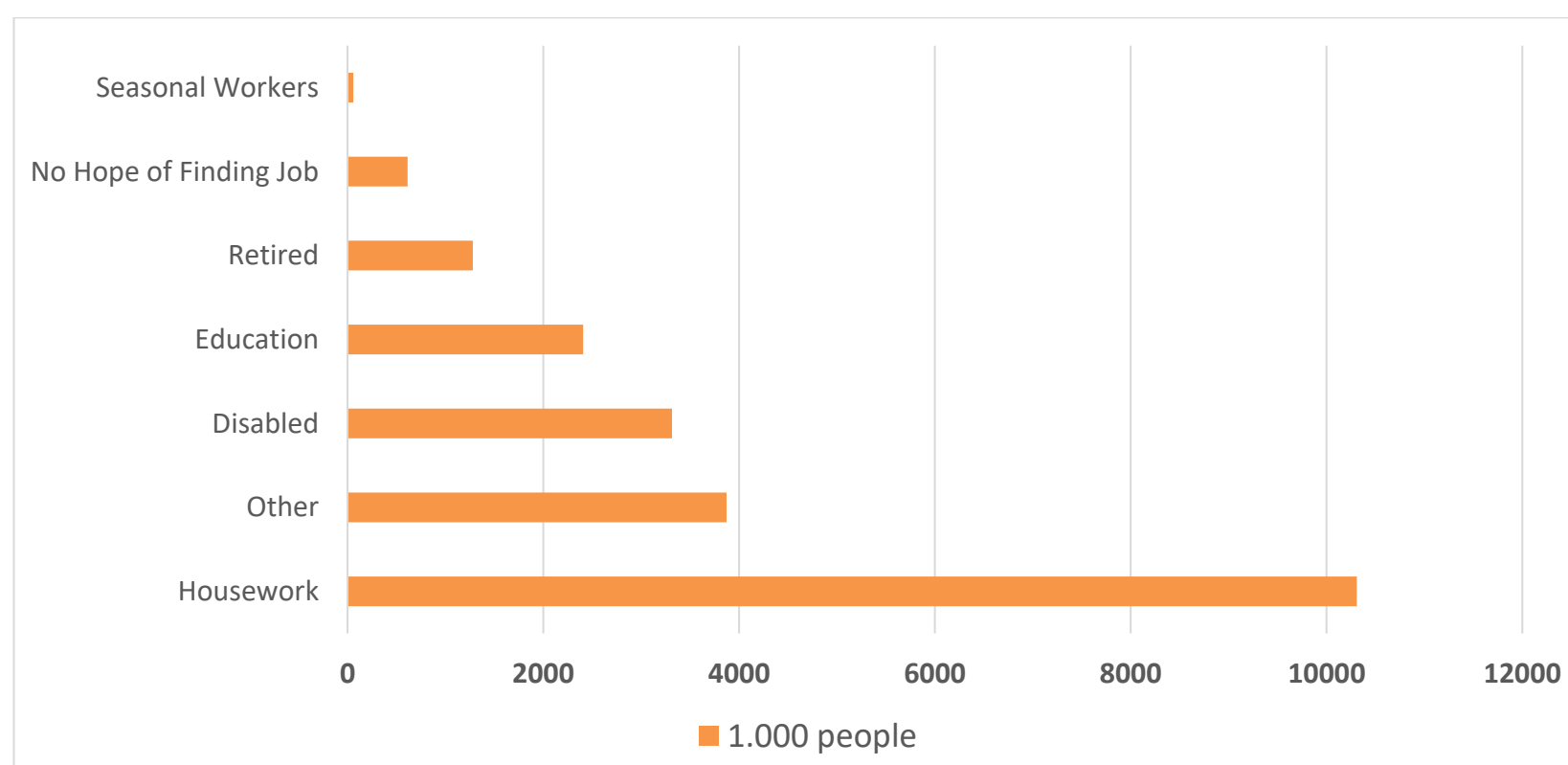


Source: Turkish Statistical Institute

Considering the employment rates in the last eight years, although women's employment, which remained at a low rate compared to men's employment, increased between 2014 and 2018, it has decreased in the last two years due to the decrease in total employment due to the pandemic. Before the pandemic, while there was approximately 29% of female employment, this rate according to the data of 2021, remained at 27.9%.

In addition to the population included in the labor force (employed and unemployed), there is a portion that is not included in the labor force. This segment generally consists of people out of working age, retirees, those who are educated, who are unable to work and who are not looking for a job. Considering the low rate of women's participation in the labor force in Turkey, the reasons for not participating in the labor force are important.

Figure 3: Reasons for Women Not Joining the Labor Force

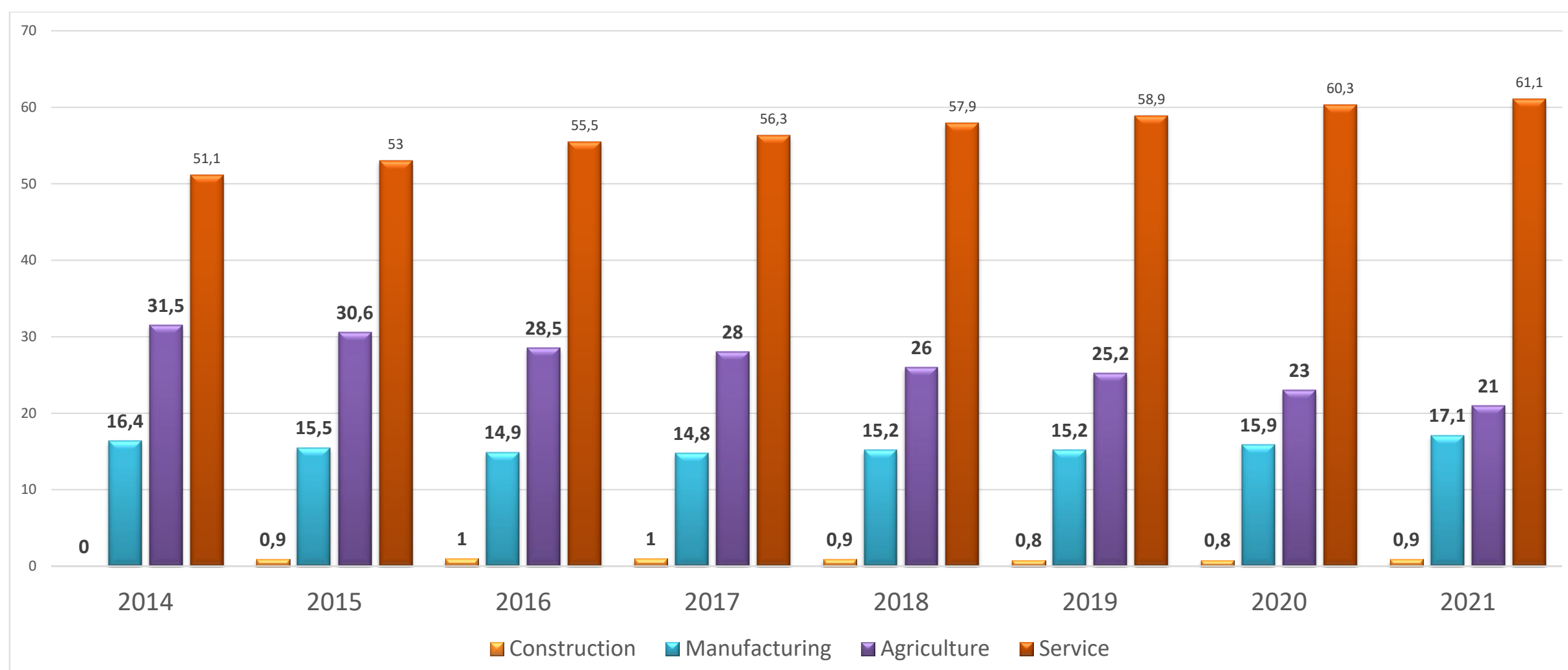


Source: Turkish Statistical Institute

In Turkey approx. 21,855,000 women do not participate in the workforce. Although there are many different reasons for this, the six biggest factors are indicated in the table. Among these factors, especially being busy with housework comes to the fore.

Although it is a fact that the number of men in the working life is high and there is a certain level of dominance, sectoral differences alternate the degree of this ascendance or domination. For example, although the number of female employees in the construction sector is considerably less than the number of male employees, there are more female employees in the textile or tourism sector.

Figure 4: Women Employees by Sectors (%)



Source: Turkish Statistical Institute

When an evaluation is made on a sectoral basis, it is seen that women's employment is especially concentrated in the service sector, and a significant in agriculture still. DespEven thoughre are fewer female employees in the industries, it is noteworthy that there is an upward trend. In the construction sector, the rate of female employment remained at low levels.

It would not be correct to interpret gender equality by making an assessment only in terms of the number of employees or to evaluate the phenomenon of women in business life. Although this provides important data, it is important to support this data with the jobs women work in. Even if many people in a certain group are working in a business line, how many of them are employed in positions close to decision-making mechanisms can also be an important indicator. In this context, it would be useful to look at the occupational groups in which women are active.

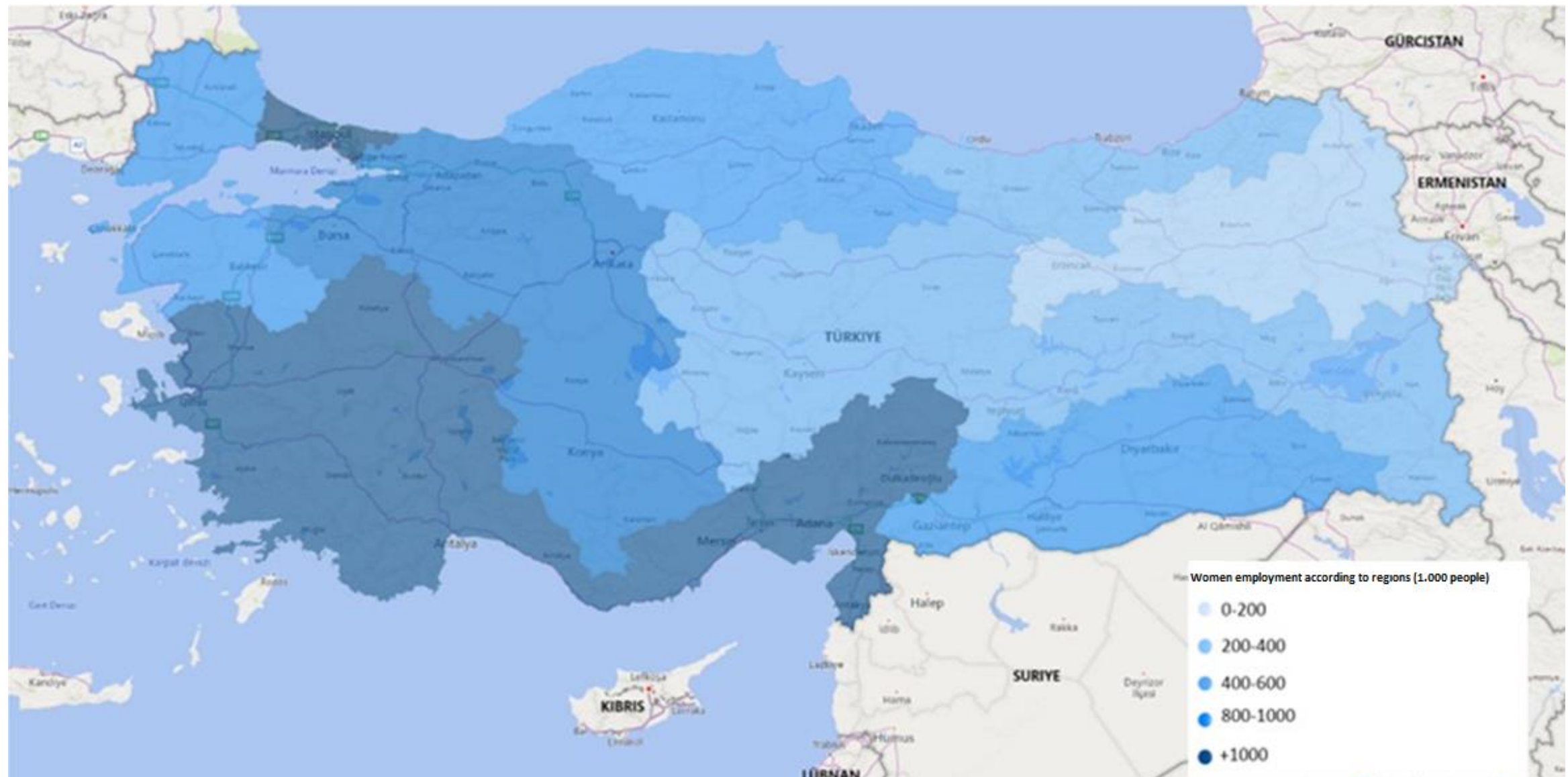
Figure 5: Employment According to Occupations



Source: Turkish Statistical Institute

It is seen that women working in Turkey are mostly working in professional occupations, or as service/sales personnel, and work in jobs that do not require qualifications as of 2021. Looking at the women working as managers, it is seen that this corresponds to 3.62% of the total number of female employees while it is 6.5% for male employees. Since there is a significant difference between the number of men and women employed, the low number of women working in managerial positions can be considered as a normal result. However, it should not be ignored that there is a difference of almost half when viewed on a proportional basis.

Figure 6: Employment According to Regions

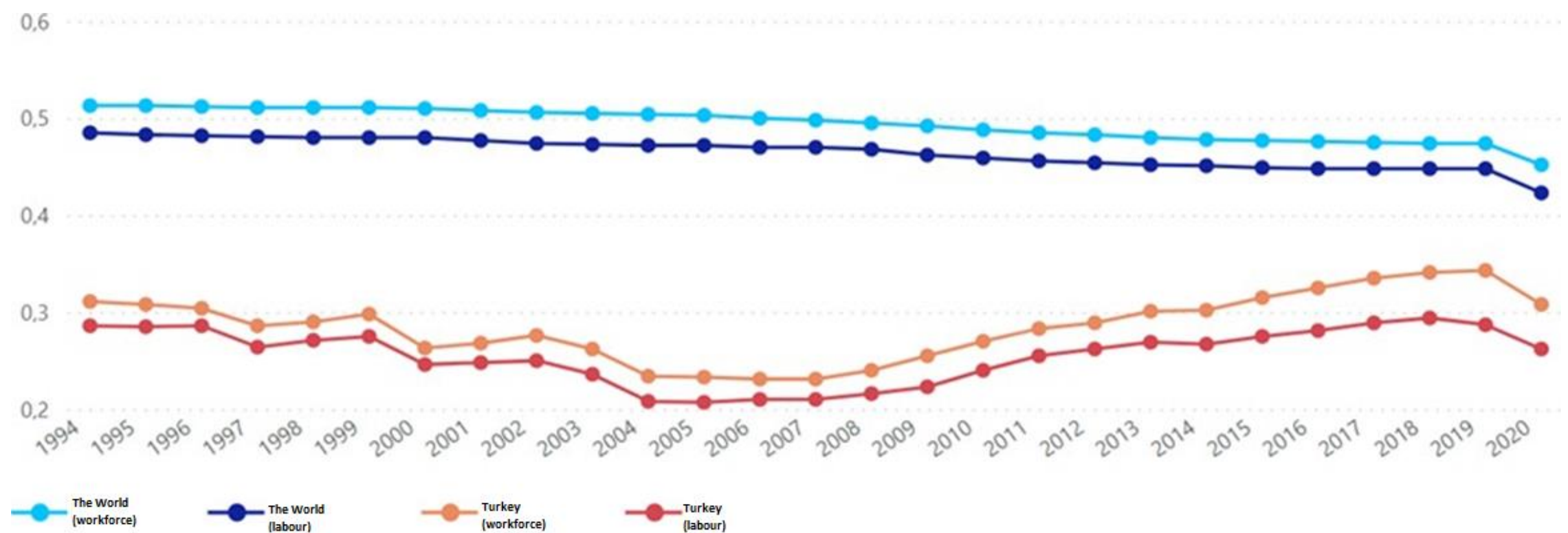


Source: Created with the Microsoft PowerBI with the data received from Turkish Statistical Institute.

While examining the working life in Turkey, regional differences in women's employment should also be considered. Based on the employment report published by the Turkish Statistical Institute, employment figures for 12 regions where Northeastern Anatolia, Middle Eastern Anatolia, Central Anatolia, Eastern Black Sea, Western Marmara, Southeastern Anatolia, Western Black Sea, Western Anatolia, Eastern Marmara, Mediterranean, Aegean, Istanbul were presented. Accordingly, Istanbul, Aegean and Mediterranean are the places where women's employment is most intense where women's employment is over one million people. Especially in Istanbul, when compared to other regions, there is - higher female employment. Employment of women in Istanbul was indicated as approximately 1,690,000 people in 2020. The Northeast Anatolia region, on the other hand, was the region with the lowest female employment with approximately 193,000 female employments. However, when interpreting these numbers, it will be useful to pay attention to the population density differences between regions.

In addition to evaluating the female labor force and employment rates in Turkey, making a comparison with the female labor force and employment rates in the world will give a broader idea about the evaluation of working life.

Figure 7: Women Employment and Labor Force Comparison between the World and Turkey



Source: Turkish Statistical Institute and International Labour Organization

There has been a continuous downward trend in the female labor force and employment rates worldwide since 1994. After 2007, the pace of this downward trend started to increase, and in the last two years, there has been a sharper decline compared to other years with the effect of the pandemic. Although there is a fluctuating situation in Turkey in this period, it is seen that there is a significant increase especially after 2007. However, with the effect of the pandemic, there has been a downward trend in the last two years in line with the world.

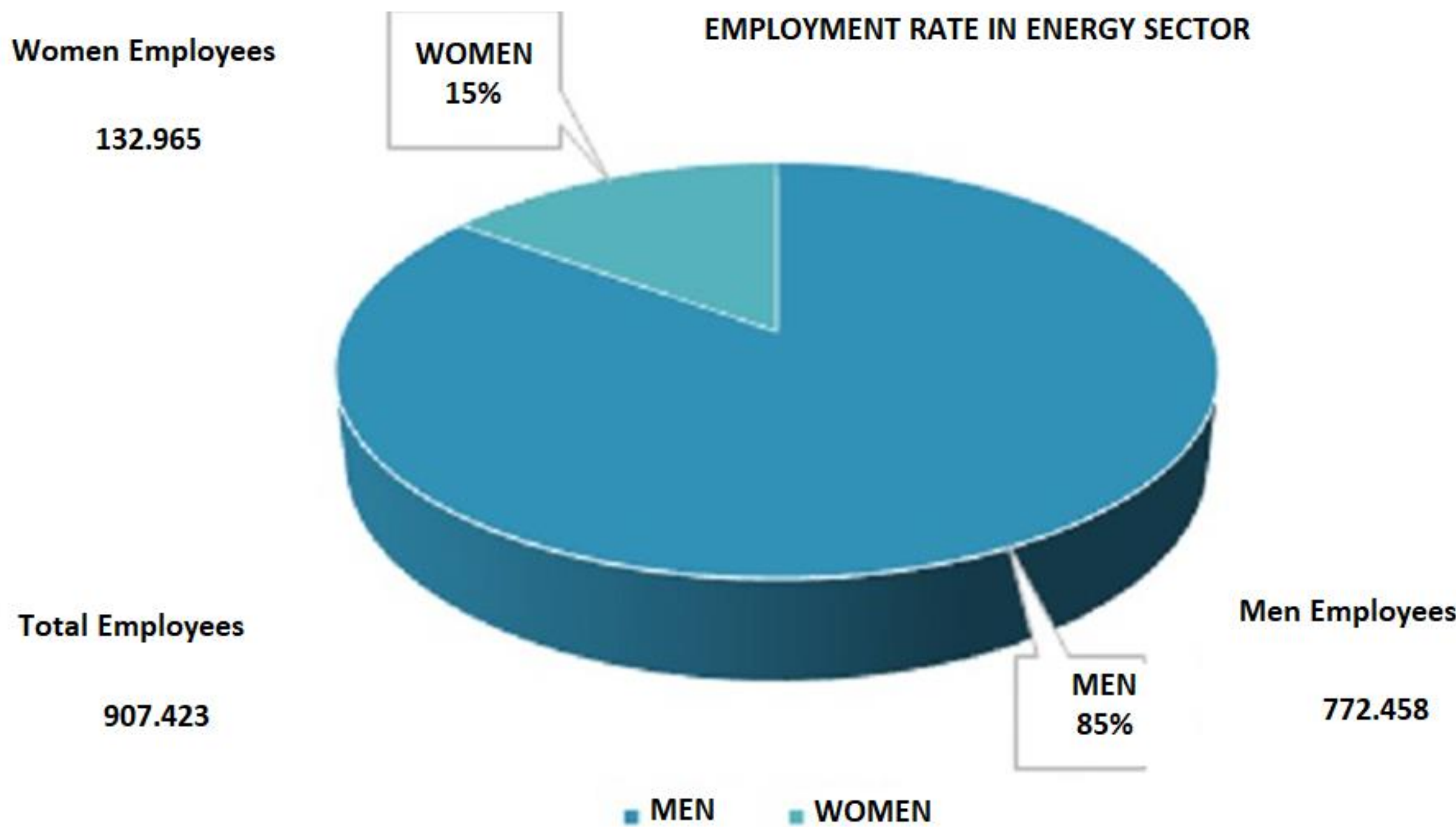
There are opinions that ensuring gender equality in business life contributes to the country's economy as well as helping women to be employed more and the equal distribution of opportunities in working life. Equal distribution of job opportunities enables one to reach these opportunities regardless of men and women and ensuring that women are more adapted to business life will have a positive impact on the current business life as well as have economic returns in the medium and long term. In this context, studies show- that there is a positive link between gender equality and economic growth that draws attention.

Women Employment in the Energy Sector

Although there are data segments of employees for the energy sector, there is no clear data set as a whole. In this report, the official data of the Turkish Statistical Institute (TUIK) has been used. However, we needed to create our own data set due to the lack of TUIK data specific to the energy sector. For this reason, more than 50 large and medium-sized companies operating in the energy sector in Turkey were reached, with the answers from 31 companies; the number of employees and the distribution of employees by gender was provided. The data we will present in this section has been created on the basis of information collected from 31 companies, including Turkey's largest energy investors and electricity distribution companies.



Figure 8: Employment Figures in the Turkish Energy Sector



Source: Created with data obtained from 31 companies operating in the Turkish energy sector.

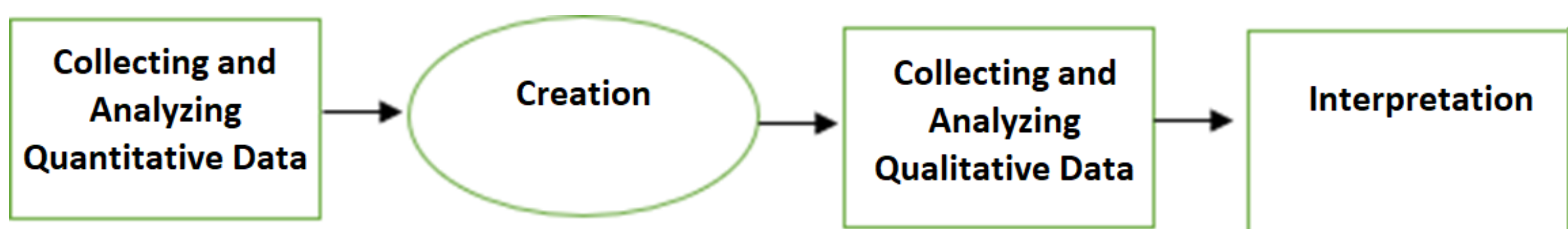
METHODOLOGY

Pattern and Methodology of the Research

Social sciences are a field that has its own characteristics in which concrete and abstract concepts are examined together. Perceptual, intellectual, and behavioral differences of individuals are also areas of study in social sciences. Although the research in this field is mostly designed with quantitative research patterns, especially in recent years, qualitative research patterns have been started to use mostly. The distinction between quantitative and qualitative concepts is important to understand the difference more clearly between these two research patterns. Quantity refers to the state of something that can be counted, measured, or decreased or increased. Quality, on the other hand, is related to the essence of something, its environment. Quantitative research makes facts and situations measurable and observable, making data quantifiable while qualitative research sheds light on the characteristics, hidden realities, and more invisible aspects of facts, events and situations. Both of these research methods have their own values and one can be preferred over the other depending on the nature of the subject to be researched. In addition, mixed-pattern studies can be conducted in which both research methods can be used together. The scientific aspect of a mixed-pattern research that will be created by using both the data to be obtained by the quantitative method and the qualitative method will be much stronger. A properly designed and applied mixed-pattern research will not only enable the numerical analysis of the researched subject, but also allow the implicit knowledge to come to light.

When designing the research, a mixed-pattern research approach was used. The aim was to work with quantitative and qualitative data and to reach more reliable results on gender equality in business life, which is a very problematic subject. In this context, the "exploratory mixed method" adopted as the main research method, it was considered as more appropriate for the research topic. The research model of the exploratory mixed design, which is one of the six basic mixed research designs proposed by John W. Creswell, is below.

Figure 9: Pattern of "Explatory Mixed Method"



Source: John. W. Creswell "Mixed Method Research"

PART I

QUANTITATIVE METHOD

INTRODUCTION

The first part of the research was designed according to the quantitative research method.

In this context, the questionnaire named 'gender in business life' was sent to women working in the energy sector via Google Survey.

In the survey, there are demographic questions that will enable detailed information about the sample to be seen, along with gender equality questions for business life.

The received answers were analyzed by subjecting them to analysis.



SNAPSHOTS OF THE RESEARCH

The aim of the research is to reach numerical data on gender equality in business life in the energy sector and to perform a situational analysis.

Number of people answering the survey: 204

The entire sample group consists of white-collar workers.

The sample includes employees from 20 different business lines.

The education level of the majority of the sample is undergraduate and above.

Quantitative Part of the Gender Equality in the Energy Sector Research

The energy sector is a rapidly growing sector in Turkey as well as in the rest of the world. Studies in this area are becoming more and more important day by day. It can be mentioned that there is a male-dominated work area in this sector.

Examining business life and especially investigating the issue of gender equality requires a detailed study. The research part of the report was designed with two different research methods. In this section, the thoughts of female employees on the issues of business life and gender are given on the basis of the energy sector. For this, the gender scale in business life was sent to the relevant sample via a questionnaire. The information, graphics and figures to be included in the section include the interpretation of the data collected by the survey method within the first part of the research.

Profile/Demographic Characteristics of Women Working in the Energy Sector in Turkey

The energy sector has a wide range of jobs, and it is possible to come across female employees in existing business lines or at every business level. However, within the scope of this research, the sample was determined as "white-collar" female employees who are engaged in professional, managerial or administrative work.

Age Range of the Sample Group

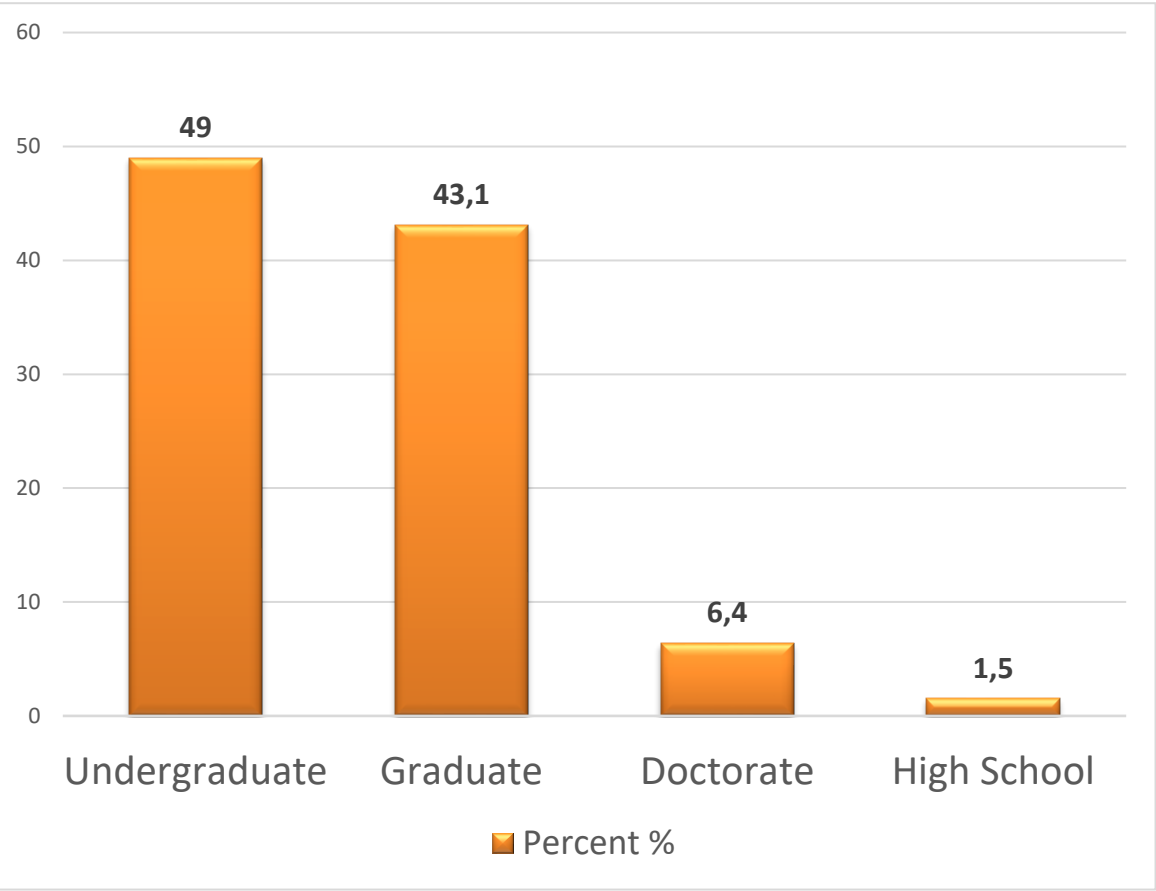
The universe of the research consists of women working in the energy sector, which can be called "white-collar". The majority of the women in the sample are women younger than 25, who can be called new to the profession, and women between the ages of 25 and 50 who have a certain experience and expertise.

The marital status information of the sample group and the percentages of having a child can be seen in Figure 10.

Figure 10: Marital /Having a Child Status of the Sample Group



Figure 11: Educational Status of the Sample Group



Since the research is aimed at white-collar women working in the energy sector, the education level of the sample is predominantly undergraduate and graduate level.

Reaching employees in different job positions were taken into consideration while determining the sample group and directing the questionnaires. In this context, although the number changes, female employees from many business lines within the energy sector have been contacted for an interview. In Table 2, job positions of the sample group can be seen.

Table 2: Job Positions of the Sample Group

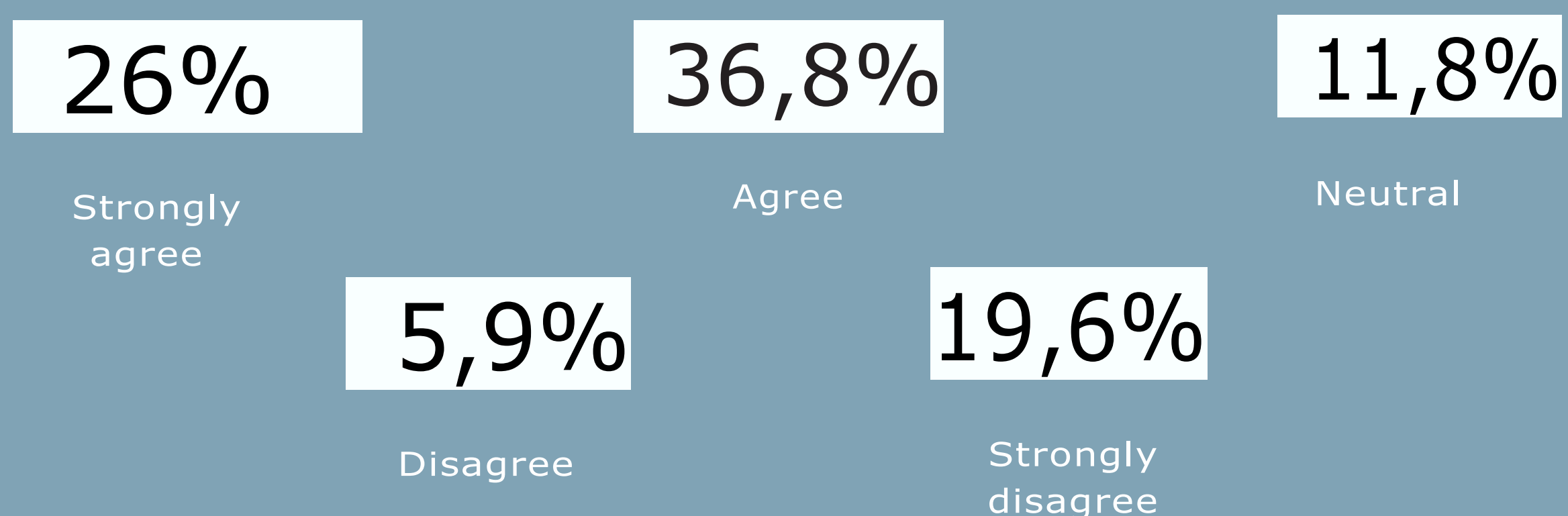
Mid-Level Manager
Specialist
Project Manager
Engineer
Senior Engineer and Project Manager
Quality Specialist
Senior Specialist
Sales Manager
Scientific Research Development and Consulting
Designer
Accountant
IT Coordinator and Shipping Chief
Business Development Manager
Installation Supervisor
Energy Sales Representative
Sales Representative
Indirect Purchasing Manager
Project Assistant Specialist
Executive Assistant

The Effect of Gender in Business Life Based on the Energy Sector

Although business life is a common area that is independent of the factors such as gender, race, age, etc., sometimes there are situations where discrimination and inequalities are observed. In particular, the gender factor can be an important discrimination/inequality factor. This type of discrimination can be practiced by the management level, as well as by the individual's colleagues, and other individuals at the same level. Such situations may arise and continue in a systematic framework, or they may develop spontaneously/instantly. Both the individuals on the side of the discrimination and the individuals who are exposed to discrimination may be aware of the situation or they may not.

In business environments where a certain group is dominant, negative discrimination may be more in question for groups that are in a minority position or for individuals in those groups. The energy sector is a sector in which female employees are in the minority. In this context, it is very important what the women in the energy sector think about whether there is an inequality based on gender. Figure 12 shows the answers given by women working in the energy sector to the statement "Gender has an effect on the working environment in the energy sector".

Figure 12: Distribution of Responses to the Statement "Gender has an effect on the working environment in the energy sector"

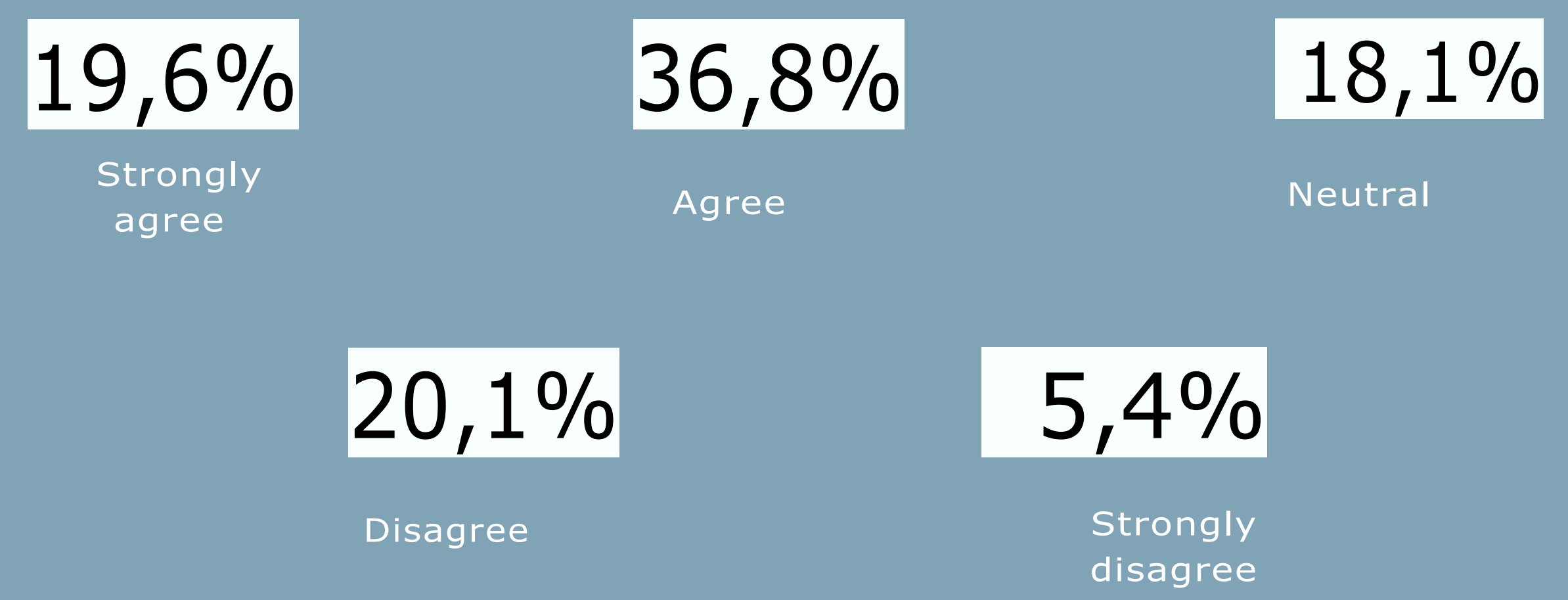


Of the women working in the energy sector (within the scope of the sample), 26% stated that they strongly agree with the statement "Gender has an effect on the working environment in the energy sector", 36.8% agreed, and 11.8% were neutral. The rate of those who think that gender has no effect is 25.5%. In summary, approximately 64.8% of women working in the energy sector expressed an opinion that gender is effective in this situation.

Gender Discrimination in the Working Environment in the Energy Sector

The effect of gender in the working environment does not have to be evaluated negatively. In order to make the situation more understandable, especially to understand whether there is a negative discrimination or inequality situation, and to reveal what women think about it, the statement of whether there is a gender-based discrimination was directed. You can find the views of women on gender discrimination as follows.

Figure 13: Distribution of Responses to the Statement "There is gender discrimination in the working environment in the energy sector"



19.6% of women working in the energy sector stated that they strongly agreed with this statement, while 36.8% agreed. 18.1% stated that they were neutral, and the remaining 25.5% thought that this statement was not true. Gender discrimination is a very important problem in business life. It both constitutes an obstacle to the formation of an efficient and effective working environment and can negatively affect the career of the individual/individuals who are discriminated against. In addition, it causes problems reaching up to mobbing. From this point of view, even if we do not count the women who stated that they are neutral, it is quite striking that 56.4% of women working in the energy sector think that the statement "there is gender discrimination in working life" is true. More detailed information about this situation is given in the following pages.

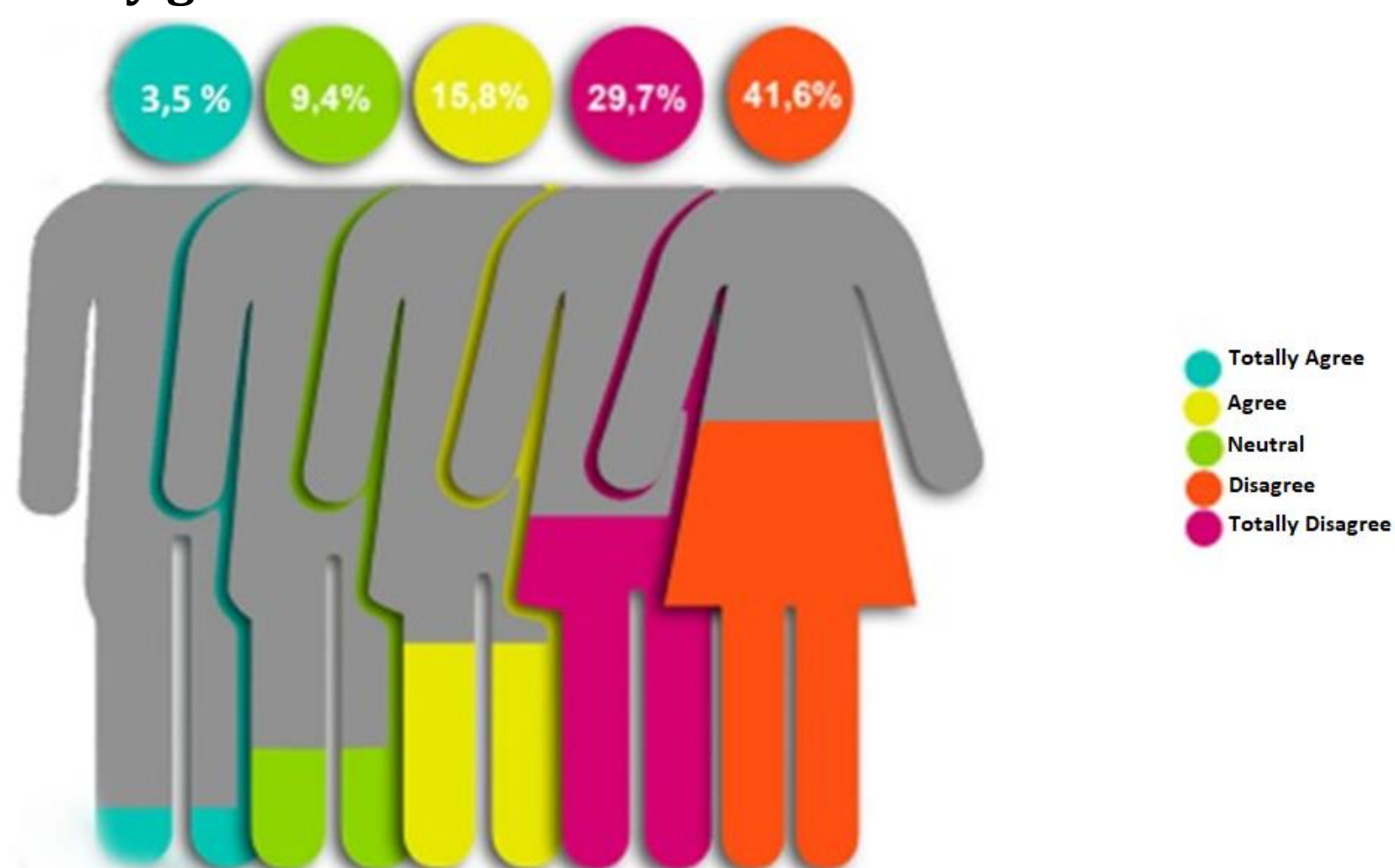
Is It a Gender Appropriate Business?

Is It an Egalitarian Business?

Although the energy sector has many business lines, it is seen that male or female employees are more concentrated in some of these lines. Gender may also play a role in individuals choosing these areas of working preferably or necessarily. An example of this is that male employees are preferred in jobs that require more muscle strength and/or that are dangerous/risky, or those female employees prefer these jobs less. In some cases, it is also observed that work areas/jobs are expressed with gender-specific discourses or words (such as “men's work” or “women's work”). It can also be seen that individuals with certain characteristics (gender is an important factor in this context) are hesitant to choose some business lines or work areas due to these perceptions and discourses, and they are prevented by their environment (family, spouse, friends, etc.). In addition, it is observed that some tasks are not directed/assigned to the employee by the managers in the companies they work for, considering that they are not suitable for the gender of the individual. This situation, which seems to be a successive cycle, leads to gender inequality if evaluated in the specific work, and causes some work areas to be identified with gender more.

Within the scope of our study, we tried to understand how much such a situation exists or does not exist in the energy sector in Turkey, with an evaluation of the social and business environment of the person.

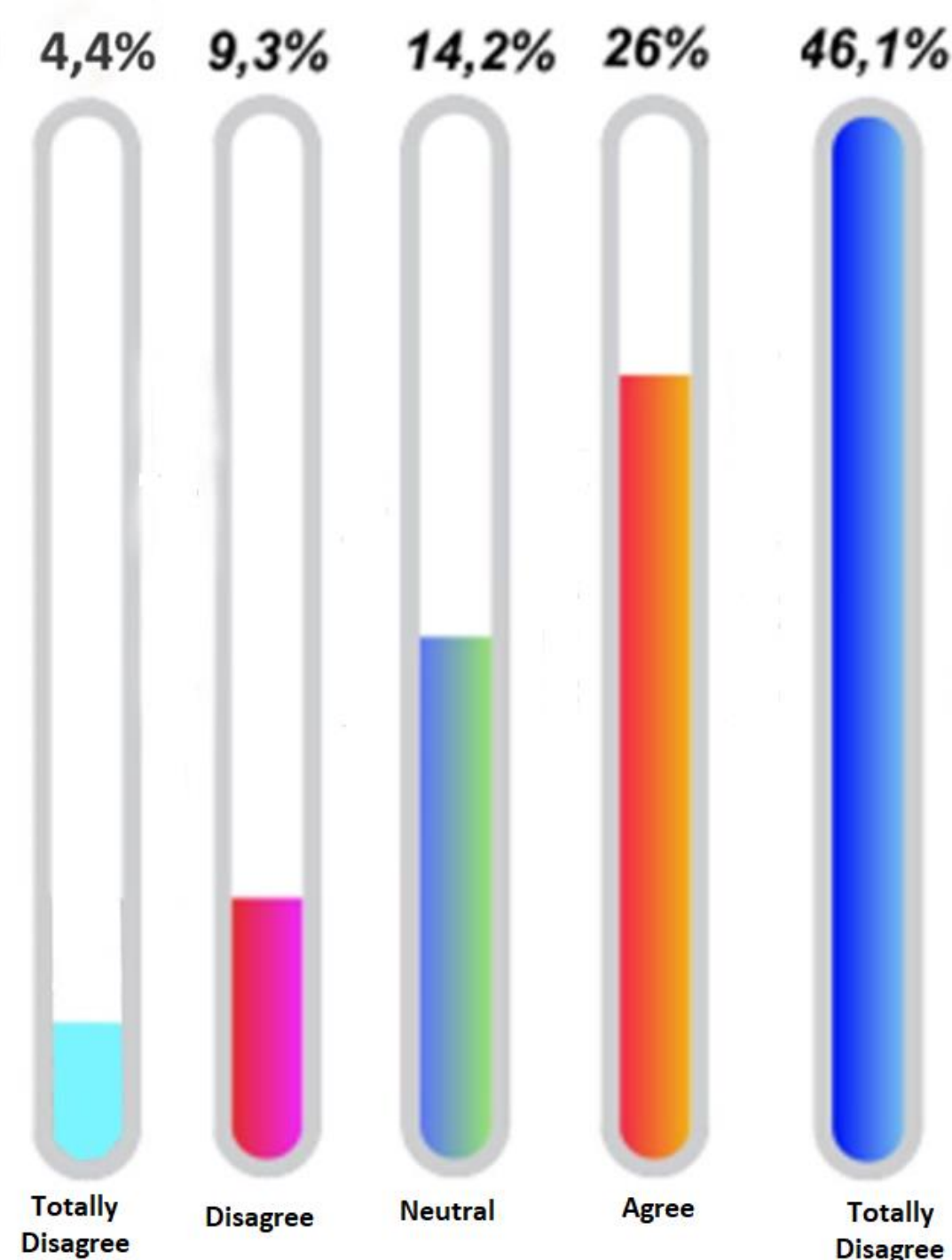
Figure 14: Distribution of Responses to the Statement “I was restricted in choosing my work area because of the expectation that my spouse/family/other people would be ‘suitable for my gender’”.



29.7% of the women participating in the study stated that they disagreed with this statement, and 41.6% of them disagreed strongly. 9.4% of them stated that they were neutral, and 19.3% of them agreed with the statement and that they were restricted in choosing their field of study. It can be said that most of the women working in the energy sector (71.3%) feel free when choosing their fields of work and choose accordingly, and they do not feel any restriction from their own environment in this regard.

While it is important for employees to freely choose their working areas in line with their own wishes, it is also important that they are faced with an egalitarian orientation by the management in the companies they work for. In this context, the question of whether there is a gender-related situation in the choice of working area or line of business in the energy sector is also important. In Figure 15, you can see the summary of the answers given to the statement "They choose their field of study (such as field engineering/office engineering) in the energy sector according to gender".

Figure 15: Distribution of Responses to the Statement "They choose their field of work (such as field engineering/office engineering) in the energy sector according to gender"



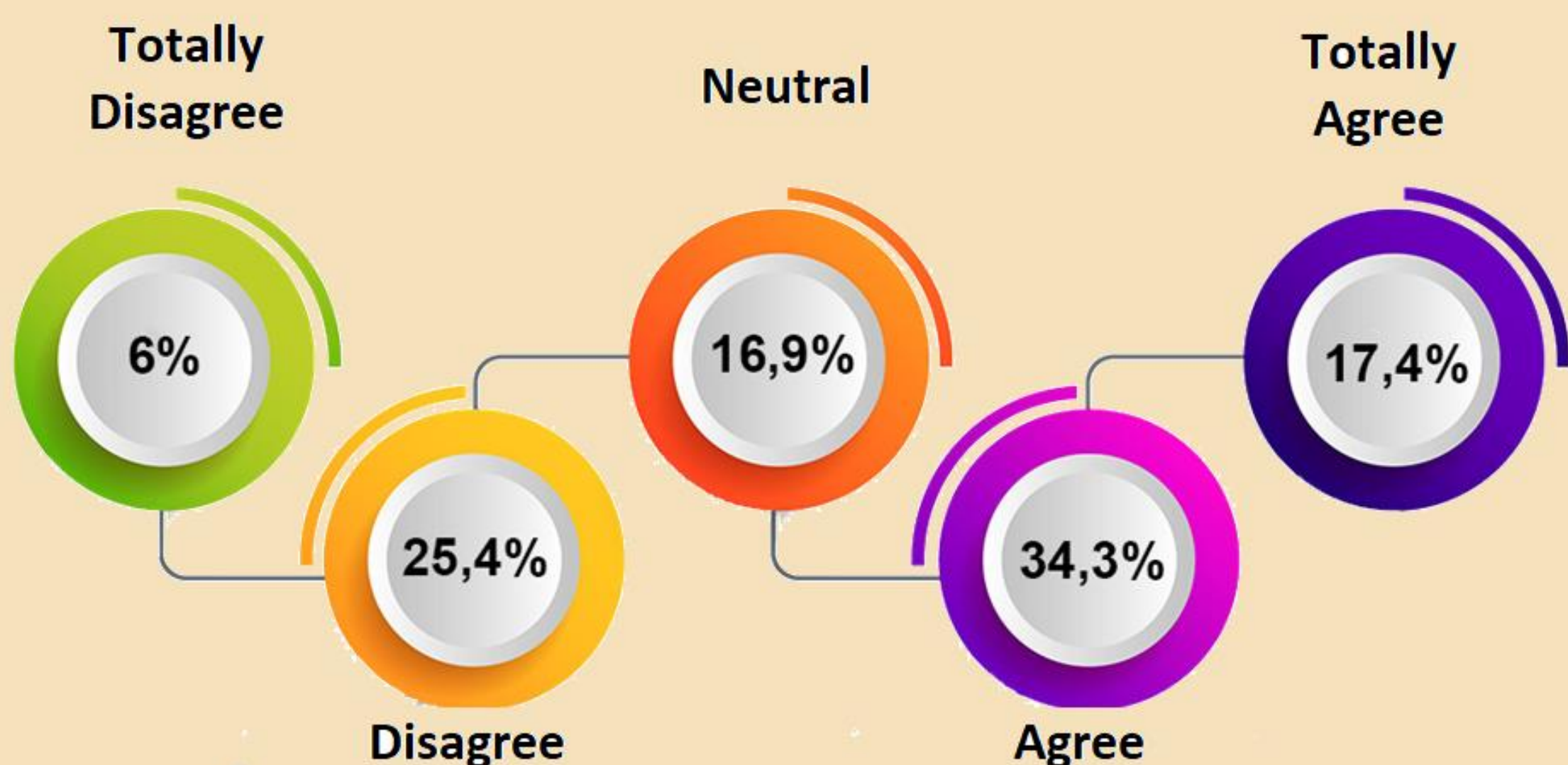
72.1% of women in the energy sector ("strongly agree" 26%, "agree" 46.1%) declared that they agreed with this statement. There is a situation opposite to the answers given in the previous statement. Most of the female employees, who do not see the message of restriction from their environment and think that they can choose a freer work area, stated that there is no such situation in the companies they work for and that gender determines the choice of the work area.

Potential of Professional Development and Equal Opportunity

One of the important criteria for ensuring gender equality in business life is to create equality of opportunity in the potential for professional development. In this context, existing inequalities may make the career paths of individuals belonging to a certain gender a more difficult process compared to others and may prevent professional advancement. The occurrence of this situation will lead to a situation of underrepresentation, especially at the upper levels.

There is no single reason for the relatively less representation in the upper echelons or senior management in business life, and it is thought that many factors affect this. Professional development has an important place among these factors and ensuring equality of opportunity in this regard will help prevent bigger problems that may occur in the future. In this context, we think it is very important to answer the following question. "Do women in the energy sector think they have adequate/equal opportunities for professional development?"

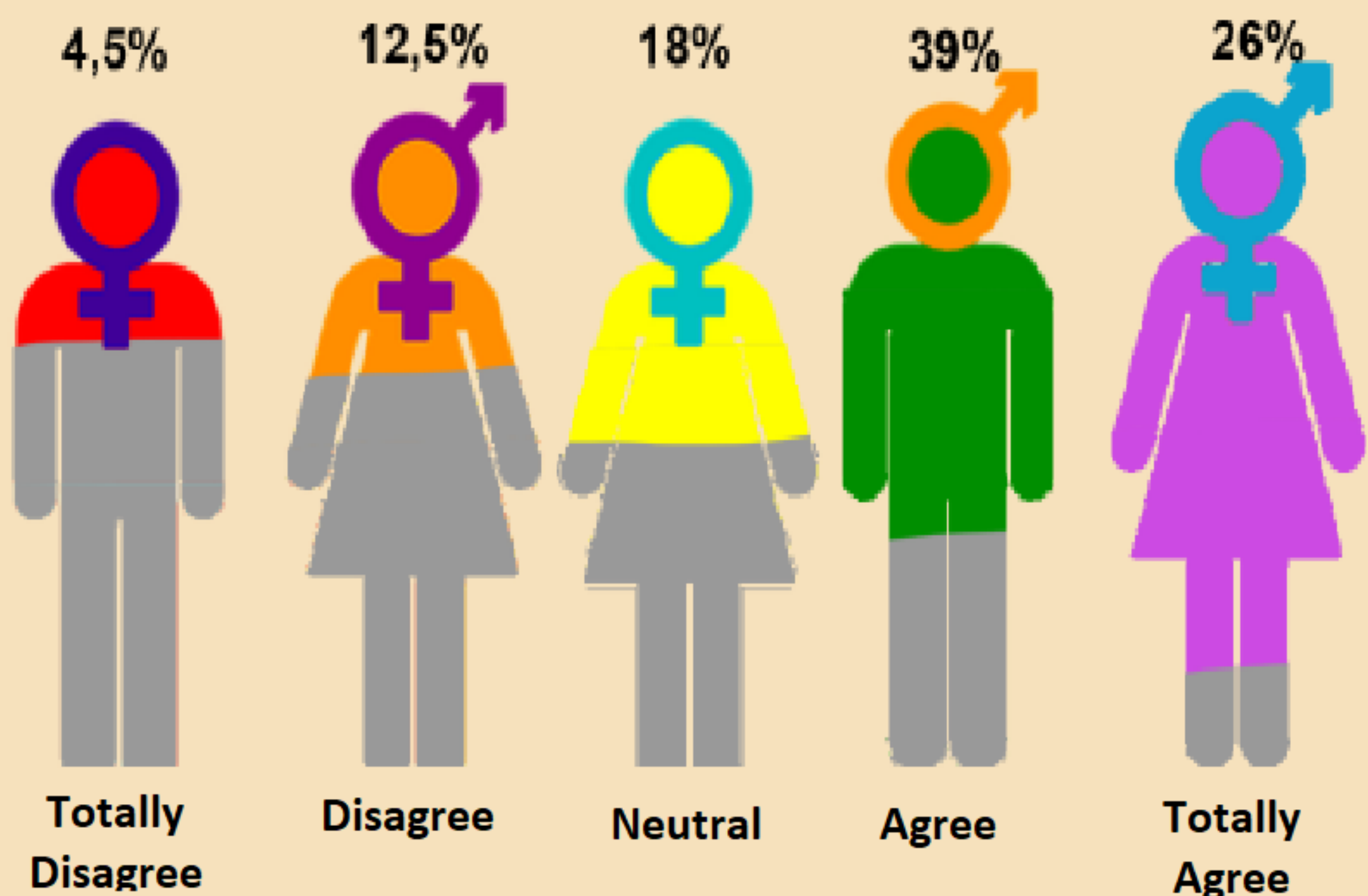
Figure 16: Distribution of Responses to the Statement "Professional development opportunities are equal between men and women"



Equal Opportunity for a More Egalitarian Business Life

The right to equal access to opportunities emerges as a very essential issue in the field of business, as it is in every field. Equal access to opportunities, which we will consider as a fundamental right, also enables individuals who are in a minority group or disadvantaged to advance in business life. Women, who are in a numerically smaller group in the business life in our country, will be able to access opportunities in the workplace, shape their careers and take place in the job levels they deserve according to their abilities. Not being able to access opportunities or being able to access them more difficult will lead to under-representation at the upper levels, unhealthy working areas and sexist work environments.

Figure 17: Distribution of Responses to the Statement "There is equal opportunity without gender discrimination"

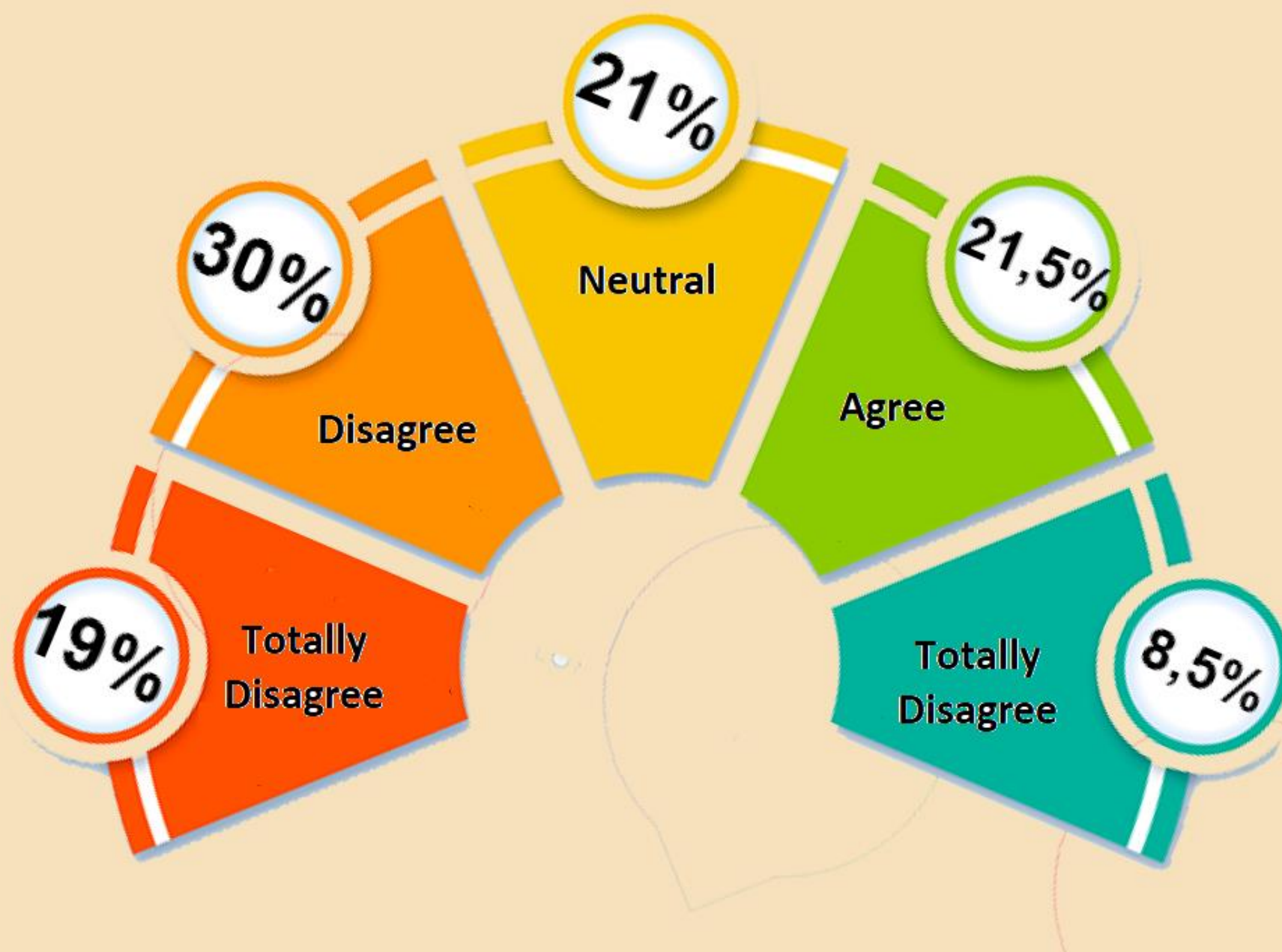


65% of women working in the energy sector declare that they have equal opportunities in the workplace and that they can access opportunities regardless of gender. While 18% stated that they were neutral, 17% stated that there was no equal opportunity.

The Cornerstone of Gender Equality at Work: Equal Pay for Equal Work

In the business world, especially in the private sector, wages may differ from individual to individual. This difference can be seen between businesses as well as within the same business framework. Seniority, nature of the job, education level, degree of specialization, various assessment-evaluation criteria appear as a reason for this difference in wages. However, in some cases, in addition to all these factors, there may be factors that undermine equality and do not fit into a certain logical framework, one of which is gender. Although other conditions are equal, a wage difference can be seen between male and female employees who do the same job and have the same seniority. To what extent does such a situation, which causes gender inequality, find a place in the energy sector? What are the thoughts of female employees on this issue?

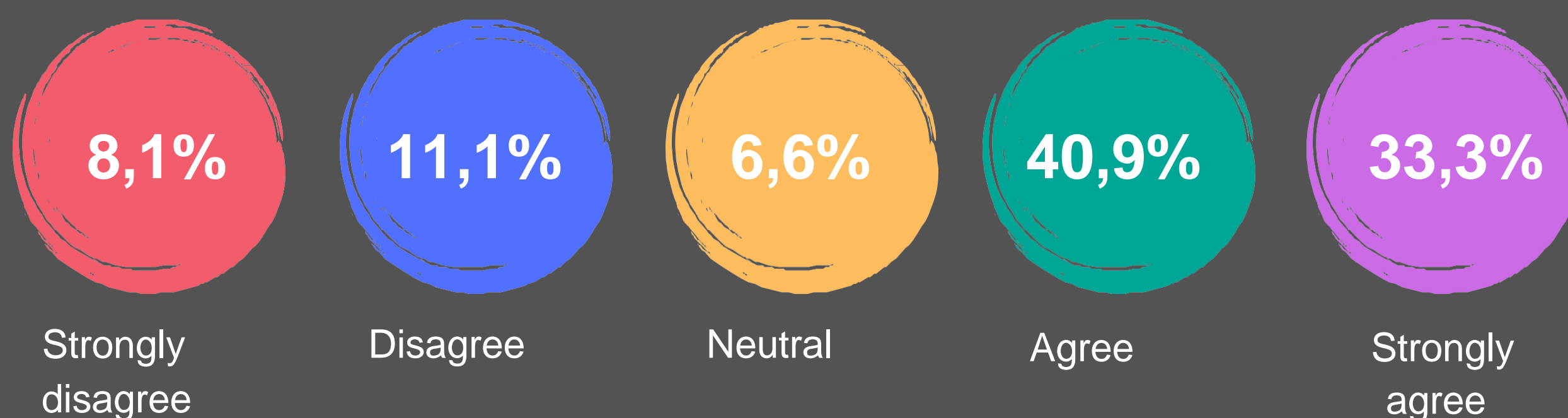
Figure 18: Distribution of Responses to the Statement "There is a difference between the wages of male and female employees depending on gender."



Are Women Exposed to Mobbing in Working Life?

Mobbing can be expressed as an attempt to force or disturb a person from the workplace through unjust accusations, humiliation, harassment, emotional abuse. Conceptually, mobbing is defined as psychological violence, pressure, bullying, harassment, and harassment. Therefore, mobbing can occur anywhere in social life, especially in hierarchical and uncontrolled organizations. In fact, anyone in any institution, country or culture can be exposed to mobbing. Since there is no clear and precise definition or limit of mobbing in the workplace, it is not easy to clarify the effects of these actions on individuals. People often cannot be sure whether an action is mobbing or not. It can be seen in any workplace where people get angry with their co-workers, argue, say disrespectful words to each other, or manipulate the situation by criticizing their co-workers in front of the manager. It would not be correct to classify such current or temporary behaviors or attitudes as mobbing. For such behaviors to be called mobbing, the behaviors must be systematically and consistently applied to a person.

Figure 19: Distribution of Responses to the Statement "I have been exposed to mobbing at least once in my working life"



The answers/thoughts of women working in the energy sector about mobbing are quite remarkable. 74.2 percent of women stated that they were exposed to mobbing at least once. While 19.2 percent stated that they were not exposed to mobbing, 6.6 percent stated that they were undecided.

PART II

QUALITATIVE METHOD

INTRODUCTION

After completing the quantitative research part of the study, it was decided that some phenomena were not sufficiently understood. Since it is very difficult to make clear and accurate comments on the issue of gender equality in the energy sector with the data collected, it was decided to conduct qualitative research as a continuation and supportive whole of the research. In this section, the data and findings of the qualitative research will be presented.



SNAPSHOTS OF THE RESEARCH

The aim of the research is to reach data that will support or refute our quantitative research data on gender equality in business life in the energy sector, to expand the scope of our research and to reach more concrete data.

In-depth interviews were conducted with 43 people.

The participants are white-collar female employees and have a high level of education (at least a bachelor's degree).

Open-ended questions were asked in the interviews.

Participants from every region of Turkey were reached.

Important Information about the Research

This part of the research is the next part of our quantitative research presented in detail in the previous section. The qualitative research method was used at this stage to better understand and comprehend gender equality in business life in the energy sector. In this context, in this part of the research, data were collected through in-depth interviews.

In-depth interviews were conducted with 43 women covering every region of Turkey, and the collected data were analyzed by subjecting them to content analysis. The following steps were followed in the content analysis technique:

- Data collection, analysis, and conversion into text (records obtained as a result of one-on-one interviews),
- Examining each text and determining the codes (Codes are developed from the texts by the researcher who has expertise in the subject),
- At this stage, the texts of the records obtained as a result of the interview are examined, if necessary, divided into sections and researched what they mean. As a result of the analysis, codes are created depending on the texts.
- Examining the codes and converting these codes into categorical tags or themes: Similar codes are brought together and converted into categories.
- Bringing the categories together by identifying similarities, relationships or differences, Transforming the combined categories into meaningful themes,
- The determined themes are evaluated in the light of previous theory and research.

Although the basic steps in the content analysis are understood in theory by the researchers and necessary steps are taken, there are major problems, especially in the coding part of the data and it is observed that the researchers are lost in this section.

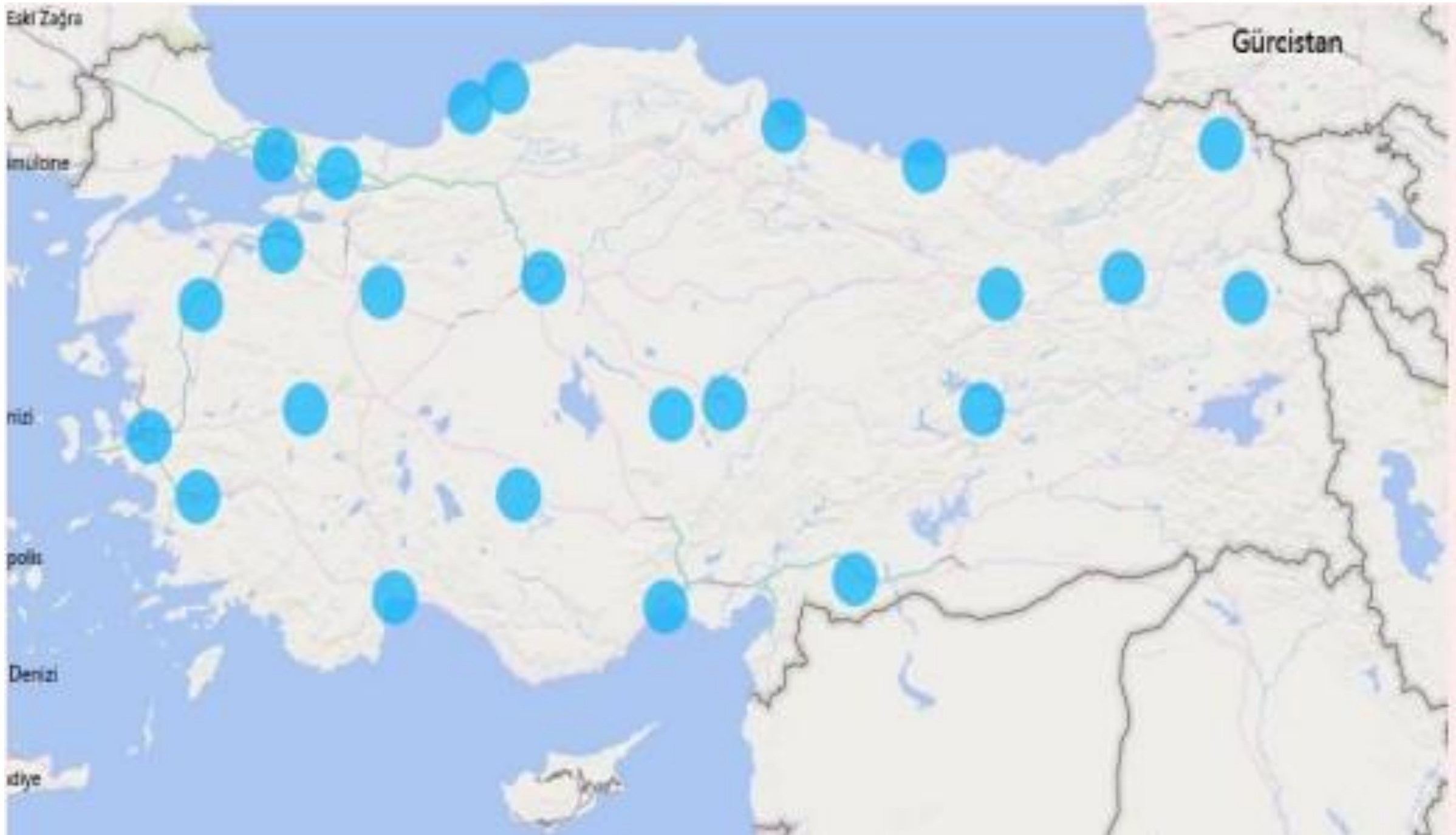
Strauss's (1987) suggestions were taken into consideration in order not to get lost in the coding phase of the research and to reach the codes that form the backbone of the research in a healthier and more accurate way.

These suggestions/steps to be followed can be listed as follows:

- The researcher should ask regular and consistent questions about the data he/she examines.
- Data should be analyzed carefully.
- The coding should be interrupted at certain intervals to take notes about the data and codes.
- Assumptions should not be made without data showing a particular link/relationship.

Considering the regional differences in Turkey, women employees (working in the energy sector) from every region of Turkey were reached for the research. In this way, a data set covering the whole of Turkey has been reached.

Figure 20: Qualitative Research Participant Map



In-depth interviews were conducted with all participants. The interviews lasted an average of 60 minutes.

NOTE: In the following pages, the findings of the data obtained as a result of the in-depth interviews are shared. In order to keep the information of the interviewees within the scope of the research confidential, the names of my participants were changed and used in the text. In this context, the names of the participants do not reflect the truth, and all of the names you will see in the text were chosen by the research team.

In our research, which we designed according to the qualitative research method, thematic coding was done using the MAXQDA program with the data obtained from in-depth interviews with 43 people. The following themes were obtained as a result of thematic coding, and each of these themes is explained in detail in the following pages.

- Underrepresentation
- Career Development
- Acceptance, Prejudice, and Self-Proof
- Memorized Narratives/ Stereotypes
- Conflicting Roles of Women
- Field of Work/Division of Labor
- Sexist Language and Gendered Discourse
- . Policy and Institutionalism

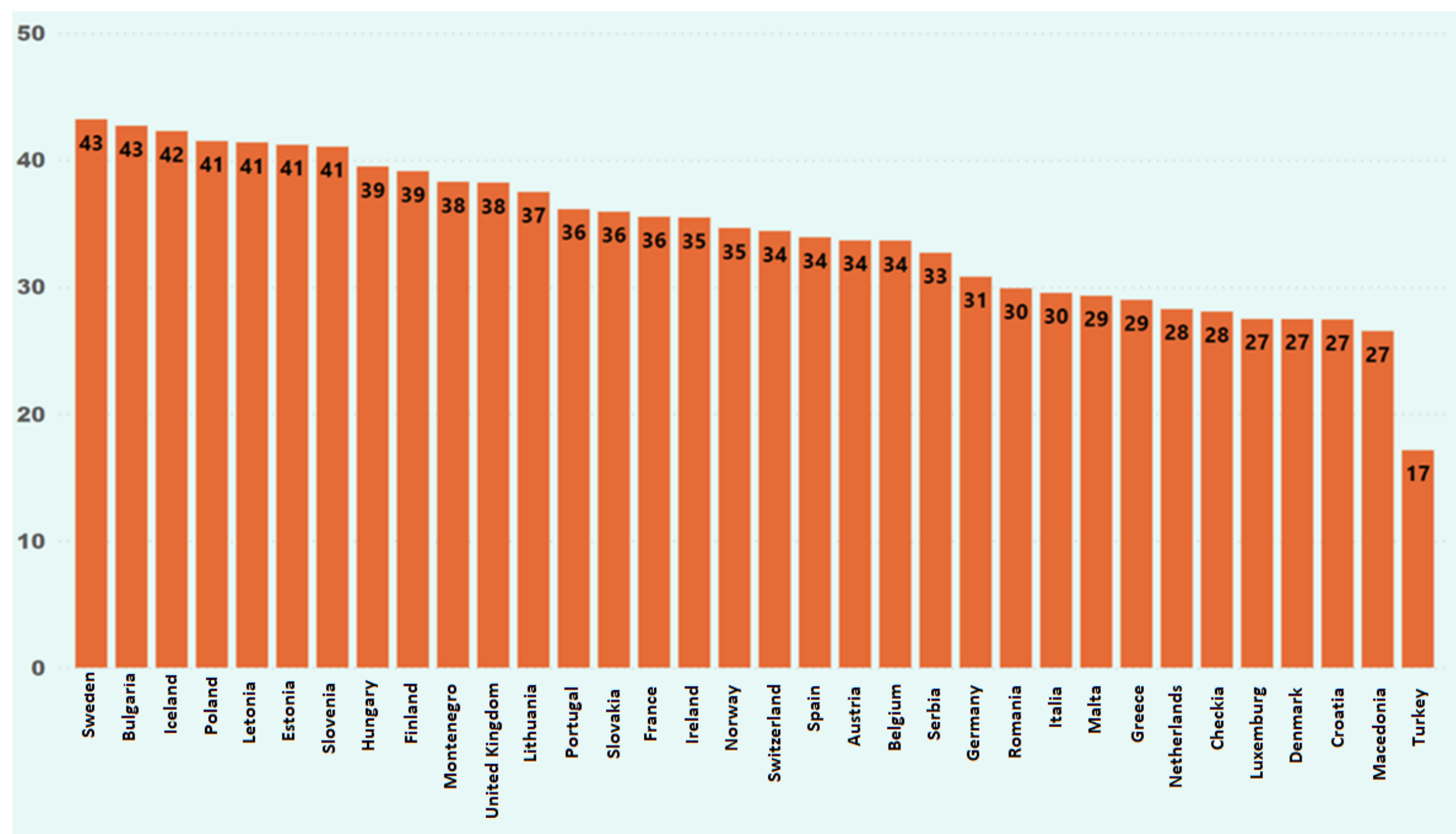
UNDERREPRESENTATION

Underrepresentation refers to less representation of people in a particular group or cluster in certain areas. This can mean a small number of people, but it can also mean a limited area of influence. Underrepresentation can be related to many things, such as gender, race/origin, physical or mental ability.

Women employees in business life are struggling with different negative factors in order to rise in their careers. These negative factors cause the employee to rise on an individual basis or not to realize their potential as much as they prevent the increase in the number of female employees in the upper levels. This situation causes women to be underrepresented in senior management in working life.

In terms of women's employment in working life, Turkey is at a low level, especially when compared to European countries (see Women Employment in Business Life section). As mentioned in the previous sections, it would be wrong to evaluate the representation of women in working life by focusing on a single data. In this context, it is necessary to examine to what extent women are represented at management levels together with women's employment data. When an evaluation is made on the basis of the number of managers, it can be seen that Turkey lags behind the average of European countries. Unfortunately, as can be seen in Figure 21, Turkey ranks last in Europe in terms of women managers (as of 2021).

Figure 21: Ratio of Women in Management



Source: Eurostat

Another important issue mentioned by the majority of the women employees interviewed was that they believed in underrepresentation in their companies in line with the data. Regardless of the field of study, the participants stated that there are fewer women in higher levels, for example in senior management, and this situation has continued over the years. For example, Mrs. Berna stated the following during our interview:

“When I look at the top management, I don’t think they are too willing to push women up. In other words, if there is a man and a woman with the same qualifications and abilities, men are preferred for the position in question, in my opinion. We’re starting to feel like we- just want to see some more women. My observations are that men are preferred a little more in this way.”

Another interviewee, Mrs. Bade, emphasized that women are underrepresented in decision-making mechanisms at higher levels.

“If the boards of directors of companies consist of 7 people, there are either one or two women, so many of them already exist to say that there are women on our board of directors. When we look at it in general, I think that women’s participation in decision mechanisms is quite low, especially in major decisions, such as project-specific sales or in the internal functioning of the company. I don’t know if the participation in minor areas may be high, but there are no female managers in places such as the board of directors or executive board.”

Underrepresentation may be less important to some. However, this is an essential issue for people who believe they are underrepresented. Looking at the relevant data (employment data) within the scope of the research, it is seen that the representation of working women is much less than that of men for whatever reason. In the interviews we conducted, this issue was repeated quite often by women employees. So much so that some women employees stated that this is now a reality of business life that spans years.

“I think the reason for underrepresentation is that women are eliminated because of the problems they face while going up, because in a company only 10 out of 100 people are women, while let’s say 90. Those 90 people appoint 2-3 managers among themselves and take this job from there. They find a way, they support him, they glorify him, and even they go to the manager and praise him. But we are 10 women there, no one wants or praises us anyway, we stay among ourselves, we cannot go out. If there is a vote, be sure, we can never get out of that voting as the first.”

One of the Causes of Underrepresentation: Glass Ceiling Syndrome

Despite the progress made by women in business life in the past decades, it is observed that they are not adequately represented in senior management. Today, women are getting more opportunities than in the past and in fact they are competing with men in some areas that they have not been experienced before. Despite all this, women still continue to be underrepresented in senior management. One reason for this underrepresentation stems from the "glass ceiling", defined as an artificial barrier that prevents qualified individuals from rising to the top of their organizations.

Although the statistics of women employees and managers, given in the previous sections, show that women are taking place in business organizations more and more over the years, it is revealed that the increase in the number of women in management level is not sufficient. The glass ceiling effect, which was also mentioned in the interviews, draws attention to an important concept to understand why qualified women are excluded from senior management.

The concept of the glass ceiling refers to an invisible barrier or a metaphor. The glass ceiling causes individuals in a certain group that cannot rise above a certain level in a hierarchical structure. Barriers are not usually set as a written policy. It manifests itself mostly through prejudices and verbally accepted patterns. There is a famous experiment done to better explain this metaphor. In the experiment, the scientists put a group of fleas in a glass jar with a ceiling height of 30 cm. The lower part of the bowl is heated, and the fleas start jumping. Every time the fleas jump, they hit the glass ceiling 30 cm above. After a certain time, this ceiling is removed. However, fleas still think that there is an obstacle and jump 30 cm, limiting themselves even though they have more jumping potential. In working life, sometimes individuals encounter barriers and obstacles may be put in front of them. After a while, individuals settle for much less than they can do. Although this condition is referred to as the glass ceiling syndrome, it can also be expressed as learned helplessness.



CAREER DEVELOPMENT

“The reason I started my own business was because I couldn’t find a job. In fact, even though my resume, qualifications and achievements were better than most men, I could not get into those positions. Something like this happened when I couldn’t enter, let’s say I apply to a little more global companies in Europe. When I apply to European offices, when they talk to me or see my resume, they immediately take me for an interview. Then, for example, they direct them to Turkey branch. I have an interview with the general manager or human resources in Turkey branch, after which there is no positive result, not even a response.” Ms. Ayse

“Even though you are a woman, we prefer to work with you, even though there is a possibility of giving birth in the future, and your spouse may not want you to work in the future.” Ms. Zeynep

With its growing structure, the energy sector also stands out as an area where individuals want to advance their careers. White-collar women, who work in this sector and form the sample group of our research, start to step into the sector as of the selection of their undergraduate education fields. With job applications after university education, their career in the energy sector starts partially.

The job application processes, in which mutual contacts with both the applied company and the sector are initiated for the first time, are a very important step for the career path of individuals. It is an important question whether there is a gender-based discrimination in this process, which constitutes the first rings of career development.

A common point of experience in job applications, which women working in the energy sector frequently voiced during the interviews, draws attention: Sexist questions. It is a fact that many different questions can be encountered in job interviews that will test and evaluate the employee. However, sexist questions that are directed only to women and that concern private life cause an effect that hinders equality of opportunity and negatively affects the career development of individuals.

During our interview, Ms. Belis, who has a long experience in the energy sector and has more than one job interview experience, talks about her marital status.

“I got a lot of questions about my private life. Are you married? Are you single? If you are single, do you have a boyfriend? We faced such questions, we always do.”

Another interviewee, Ms. Belma, states that this is a normal situation for women during job interviews.

“We would prefer not to get married for 5 years from the other side, such as requests came. Unfortunately, these questions still come up when it comes to women.”

Sometimes these questions even caused the woman applying for a job to hide her marital status.

“My personnel manager asked me: Do you have a boyfriend? Are you thinking of getting married? Are you thinking of having a child? I said no, I don’t have a boyfriend though I have one. Because if I say I am thinking of getting married, they wouldn’t hire me. Then I got promised and started work, and I hid it for a very long time. I didn’t wear my ring to work. Because at that time, these issues were very harsh, I wanted to make a career and I thought it very unfair that such a thing should be prevented, I couldn’t afford not getting a job. That’s why I kept my ring for months. I announced later that I was engaged.” Mrs. Arife

Female employees continue to face some obstacles or prejudices in the later stages of their careers. These obstacles may arise from the organizational structure or the relationships between individuals.

“There is a conflict between me and a four-year experienced engineer. While we are chatting with ourselves, he already says “you can’t continue”. I can go on too.” Ms. Banu

Another major obstacle to career development in working life is equal opportunity. The career development of employees who cannot reach equal opportunities can be completely different. While one of two different individuals with similar potentials can find a place for himself in higher levels by making a much greater development, the other can stay at the same level for many years. Unable to reach equal opportunities, the employee either has to work much harder to achieve the position his talents deserve, or he takes a certain mood of acceptance and pushes himself into the background.

“I was working in a heavy industry company. They thought that this woman cannot do much here. For a start, they were already thinking that we should not pay high salaries. At that time, my salary was the same as an assistant general manager. After that, my manager isolated me. A mechanical engineer gave me his room. Sometimes you have to turn things into opportunities. My mechanical engineer friend, whose room I shared, was using a program. I thought I’d at least learn a computer program. At that time, my manager did not even give me a computer. I learned it on my friend’s computer.” Ms. Merve

“So, men of the same age, with the same training, get into a better position much faster. It is considered for men that where else we can benefit from him. But when it comes to the woman, she needs to make more effort to deserve it.” Ms. Ayse

Obstacles to female employees can continue in the later stages of their careers.

“For example, a male employer can continue to work at the age of 60-70 and nobody questions this. But women retire at a certain age, and this issue is even told to our faces, such as when will you quit your job, when will you retire. But such questions are never asked of a male employer or project manager. They work until the end. There are no female consultants in our sector. Men usually do this job. Women can work in social responsibility projects after they retire.” Ms. Züleyha

Some of the women who encounter barriers in business life and cannot achieve equality of opportunity have to end their careers in the energy sector.

“Many women end their careers inefficiently due to the preference for another man, while there are still positions where they could be much more useful. I even have a very close example, I had a very successful colleague at the last company I worked for. She was an amazing self-employed woman in love with work—she still is—working at a very large corporate firm. Unexpectedly, in a company where such approaches cannot be imagined. She also contributed a lot to the company. The firm had a hierarchical corporate promotion policy. But despite her, she could not come to that position, to the place she deserved, due to the fact that she was only a woman at the end of all those years - fifteen years - of labor. And at that point, he had to quit his fifteen-year job. I have many such friends experiencing those kind of situations. What happened? Out of work life? No. She still continues to fulfill his dream. But this is a loss, unfortunately, it is a loss of effort in one’s life, as a man or a woman. And we continue to live this reality in Turkey. As a group that does not accept or care about these, we find another way to continue our lives, to continue productively. But is it worth it? Unfortunately, the question cannot be answered with yes.”



ACCEPTANCE, PREJUDICE, AND SELF-PROVEMENT

“My female colleagues are enthusiastic, eager. But I’m telling you, they discourage our enthusiasm.” Mrs. Ayca

Being accepted provides psychological flexibility even in the presence of emotions and sensations that are considered stressful for employees. It allows employees to express themselves more clearly and allows them to reveal their current potential. Patterns of femininity and masculinity in business life can be seen as a condition of acceptance in some cases. The state of not accepting or not being accepted, which may occur as a conscious expression, may also develop unconsciously within certain stereotypes.

Although the term acceptance in the workplace mostly refers to the inclusive role of the workplace against different personalities, beliefs and lifestyles, it can also be mentioned about the acceptance on the basis of gender.

An important issue that emerged in the interviews we conducted was that women employees were not accepted or thought that they were not accepted in their work environment. Nearly all participants stated that they had met someone from senior management or colleagues who did not accept them many times during their career.

“Of course, everyone, men and women, is trying to prove something, but let me give you an example. Let’s say you enter an environment where opinions about sectors are exchanged, let’s say you bring 2 people whom no one knows. These are 1 man and 1 woman who are new graduates or have 3-4 years of experience, whose names are not heard in the sector. If you put these in the room, the things that the man says are more easily accepted. You might say you look a little biased at me, but that’s how I feel. What a woman says is not given much value. Of course, this perception breaks down as you get a little older, gain experience and hear your name in the industry, but there is such a perception, especially at first, and you can feel resistance from your colleagues when you are working in an institution or from the men who work under you when you come to a managerial position. It’s not about your qualifications. There are also men who are uncomfortable working under a woman. They are not many, but they can happen. Therefore, you must always be prepared. I would say you need to give less herself away.” Ms. Aysegul

The fact that almost all the women we interviewed complained about not being accepted, shows that there is a stereotyped situation. Ms. Burcin conveys the acceptance of female employees in the sector with her own experience. *“I was an engineer for six months, I wanted so much to get a job, they made me meet with the General Manager. The general manager called the head of the unit we will work with, he was an electrical technician, and he came and took a look at me. He turned to the General Manager and said, “We need someone to work with.”*

The main reason for not embarking on or not accepting our research is only being a woman. However, there are other underlying or secondary reasons for this situation. For example, attire or clothing style can also be important. Ms. Bilge states that she has problems because of her dressing style. *"I had a problem because of my headscarf. It is undesirable to be employed as a scarf-covered woman in a corporate unit. Because you are the face of the brand, there is a press release, you go there, and the news comes out. You go to the meetings with the general manager, and you realize that the view is not very pleasant. I applied to other companies a few times, they said it directly and they didn't take it. I even went into a place temporarily once. We were going somewhere, we had to meet with customers, I was not taken, but another friend was taken instead of me. You can't say it at the time, but I learned later. I have come across situations like that."*

Prejudices are an important factor that causes not to be accepted for women who say that they are more difficult to accept than a male employee. Prejudice, as stated in the Turkish Language Association, is "a positive or negative judgment, prejudice, preconceptions preconceived notions about a person or thing based on certain conditions, events and images." Prejudices against working women that they cannot do the job constitute an important part of our research. Prejudices, on the other hand, can reach the dimension of discrimination after a certain stage and go as far as the thought that women do not deserve the job level they have achieved just because they are women.

Ms. Cicek emphasizes that she is confronted with prejudices even at the most basic points. *"They tell me that a woman cannot become an engineer. Many people say this. They say it's okay, but it actually is a man's job or something."* Of course, these statements are the result of serious prejudices and may create a breakdown for the woman who is the addressee of these words. However, Ms. Cicek says that she did not give up in the face of these statements, she was more insistent. *"You say you can't be an engineer from a woman, I'll show you, let's see if it works, it actually started with such stubbornness."* Ms. Cicek, on the other hand, says that there are prejudices, but they can be overcome by communication. *"A little since we are working in an engineer-based field, the perspective on women, yes, you feel that you are a woman in macro terms, but then when you talk about the job (if you do the job well), the distinction between men and women become not so important. Over time you build friendships and build trust. Then negativity does not occur."*

The working woman, who is faced with the prejudice barrier and not accepted, acts with the motive of self-preservation in different ways or tends to show herself. In our research, we interpreted the counterattack of the female employees we interviewed or the intellectual environment they were in as "an effort to prove oneself". Faced with all these barriers, women independently developed a common behavior and assumed a common spirit. Almost all of them stated that they had to prove themselves. This situation may have certain validity for every working individual as a concept. However, what was observed pointed to an emotional and intellectual state far beyond this. Not only as an employee but also as a woman, there was an obligation to prove herself and to show herself. In this way, they believed that they could compete with men close to their own abilities and skills. Demonstrating themselves and proving that they were competent broke prejudices and constituted acceptance.

"When you are a woman, you have to work harder to prove yourself, there is such a perception." Ms. Sinem

"Men of the same age, with the same training, get into a better position much faster. It is considered for men that where else we can benefit from him. But when it comes to the woman, she needs to make more effort to deserve it." Ms. Zeynep



MEMORIED NARRATIVES / STEREOTYPES

This concept, which we refer to as memorized narratives, corresponds to a set of generalized and now memorized beliefs and thoughts within the framework of gender. We also decided to use the concept of "memorized narratives", which we believe to be more comprehensive, for this situation, which is also expressed as "stereotypes". However, due to its frequent use, we can also call it "stereotypes".

The stereotypes about gender, which are transferred from past to present as narratives, include comprehensive judgements about the qualities and qualifications that men and women have or are expected to have. At the same time, it contains stereotypes about the things that need to be done and the roles that need to be in. Therefore, stereotypes within the framework of gender restrict individuals from developing their personal qualities. In working life, it can limit the development of the professional skills of men and women and their capacity to make decisions about their business life and career plans. While stereotypes are sometimes seen as unimportant, they can have very harmful consequences that limit career options.

Gender stereotypes draw attention as ideas that are generalized against all individuals of the gender being judged. For example:

Women with children are less committed to their work.

A woman cannot be an engineer.

Women are emotional and fragile; they can't handle certain things.

Gender stereotypes affect the decisions to be made about whether a job is done by a man or a woman and shape the thoughts of individuals. It lays the groundwork for the discussion of the suitability of the nature of the job for a woman or a man. It gives rise to the idea that some jobs are only for men, or some other jobs are only for women. For example, it is the result of a certain generalization that teaching or secretarial work is seen as specific to women, while jobs such as engineering are seen as specific to men. This situation, which appears as the identification of professions with gender, directly affects the careers of individuals. It plays a decisive role in the possibilities of being recruited, the choice of work area, and their promotion status.

"Indeed, women have a very different power, we can do anything we want. But our mood must be very good for us to want it, but there are many things that affect this situation in these living conditions." Ms. Kübra

"Gender discrimination goes back to our roots, it will not be easy to change it, eventhough it will be painful. There will be negativities throughout this process, of course. But I think the biggest point here is stubbornness. What I mean by stubbornness is determination. We know what we want, so let me tell you this. When we say we know what we want, if we want to exist in this sector, we must know what we want. We will exist in this sector, right? So I think we will overcome them too." Ms. Kübra

Duru, who thinks that she is no different from other employees and emphasizes that being a woman has positive aspects rather than negative aspects for the job, also emphasizes that they are qualified and can handle many jobs.

"If the managers support and pave the way, we will walk on that path. We women are already willing, we are enthusiastic, we are improving ourselves, we are equipped, we are patient. I say this all the time."

"I was a fresh graduate. My first job was in a very large industrial area in Ankara. It was a place where a predominantly male-dominated culture, both white collar and blue collar, was experienced. It was an area where a woman would not feel very comfortable in Turkey. It was very enjoyable for me, but the employer was very hesitant to hire me, to be honest. Will I be able to handle the situation? My lack of interest in the issue, the fact that I didn't see it as a problem was enough for him to put that idea aside in two weeks. Then we went to different places. It was the first time that company went abroad. For example, I had staff who could sell at the fair. It was a great experience for me as a new graduate. It was an experience for them too, and I worked for about a year. There were only women with me who were already working in the accounting department or the human resources department. Executive group both the sales and the production group were all men. Even in this one year, I have seen them to come to higher and more active levels within the company by revealing their own potentials. I think even that one-year breakthrough was significant for that company. Of course, this is not something I do alone. It means that our employer was not a person with a very closed perception, so he was able to evaluate it positively."

CONFLICTING ROLES OF THE WOMEN

"Women have many things to think about, such as their children, their homes, food, cleaning, shopping, or there may be other things they need to do about their own family" Ms. Pelin

Status refers to a person's social place and social role refers to what a person does. For example; In the traditional understanding, paternal status imposes the role of protecting the family and meeting the financial needs of the family, while being a mother imposes the role of contributing to the home and the role of taking care of the home and children.

The roles of women have moved out of the traditional context and have changed over time. For example, since the 1950s, when migration from rural to urban areas increased rapidly in Turkey, the way women participate in employment has also changed. Women working in agriculture in rural areas have either done housework or started to work as a worker in the urban area, which has begun to industrialize.

Working styles in the city have also initiated a transformation in the social structure. With this transformation, new and different roles have been imposed on women. In the ongoing change, women have started to transition from blue-collar workers to white-collar workers, because women's active, income-earning role in business life has gained weight due to the changing living conditions that started with economic concerns and migration to cities.

In recent years, with the effect of women's participation in business life, responsibilities such as parenthood have been stripped of traditional patterns and multiple roles have emerged for men. Today, men, who are predominantly in the public sphere, undertake active domestic responsibilities in matters such as housework and child care. The sharing of life and the distribution of duties and responsibilities under equal conditions gave men the relative domestic role. On the other hand, the scope of women's role in business life has also expanded.

Today's women employee is expected to fulfill their assigned roles in the best way with the change over the years. In this situation, which can also be expressed as the ideal of a super woman, women are expected to fulfill both their traditional roles and their current working life roles in the best possible way. In the framework of these multiple roles that sometimes overlap with each other (being a mother, being a wife, being a housewife, being a working individual, etc.), the ideal of the super woman; -is about society's expectation of women to perform all their social roles by perfecting them.

The multiple roles attributed to women turn into multiple overlapping roles with the influence of business life. Especially the role of mother requires the woman to spend a significant part of her time in this area.

"Caring for a child takes a lot of time. So you have to put in the extra effort." Ms. Eylul

Conflicting roles cause women to be less visible in working life. Ms. Leyla expresses this situation as *"Women's concentration on work has to be lower than men due to living conditions"*. Mrs. Doğa, on the other hand, associates the roles of women with career development. *"As far as I can see, women with such a burden are very afraid of taking on new roles. Because that means new responsibility. Traveling means not being able to spend time with her child when she travels. It can be a burden of conscience that it creates on its own. That's why women whose careers are above a certain average don't want to move forward anymore."*

Similarly, Ms. Petek associates this situation with professional advancement.

"While men devote more time to their work, women have to manage and drive the majority of household chores. This means that, in the eyes of the people who will be promoted during promotion periods, a woman always says that my child is sick, they call me from my child's school, my mother is sick, I need to take her to the doctor, etc. causes it to be associated with sentences. I think that issues such as maternity leave and marriage leave are also effective in promotion, but I also know a lot of women who do not reflect their home life in any way into their business life."

The fact that women take on many roles and strive to be the best while fulfilling these roles causes them to wear out more in working life. She makes extra efforts to avoid overlapping these roles. Stating that a man has experienced similar situations, Ms. Leyla nevertheless emphasizes that there are sharp differences between them.

"My mother lives in a distant city. When the company bought me tickets, I was buying tickets for my mother so that she could come and take care of my daughter. If I were a man, all this would have been more comfortable. "As a woman, you need to think about more things. I have responsibilities at home to my child and home. I need to think and plan for these."

WORKSPACE / DIVISION OF LABOUR

Joan Acker's (1990) theory of gendered institutions has been used by many researchers to understand gender inequality in the workplace. Acker argues that gender inequality in business organizations continues and maintains its continuity and emphasizes that gender inequality is established in business organizations as an important reason for this. Even job descriptions are an implicit preference for male employees on their own. For most employers, the "ideal worker" is a man.

Acker (1990) identified five processes that reproduce gender in organizations (division of labor, cultural symbols, workplace interactions, individual identities, and organizational logic). Gender-based division of labor constitutes the first step of the process. In business organizations, it is seen that men are mostly involved in skilled jobs, while women are assigned to unqualified jobs. Men almost always occupy the highest positions of organizational power, although there have been great changes in the patterns and extent of gender segregation over time. Managers' decisions also often deepen gender inequalities.

Ms. Irmak draws attention to an important distinction while evaluating the job positions and work areas where female engineers are assigned in the energy sector. It emphasizes that women are directed to certain areas. *"If we look at the departments where women engineers are generally positioned, you will always see marketing, sales and after-sales areas. It is very rare for a women engineer to be in key positions in the project, R&D, design. Likewise, you rarely see teams led by women engineers in companies."* Ms. Nehir also mentions the existence of a similar situation and states that this results in not being able to obtain information about a job. *"Technical work requires some field and some product knowledge. For example when the manager says "I can't put you on the field" during the internship, the woman can't get this information about the field. If she can't, at some point she can advance herself in sales, business development, marketing, and does more office work."* Male employees as stated by Acker attention as a different manifestation of being in the highest positions in organizations. Another version of this situation that attracts attention is the situation of working in the field in the energy sector. Working in the field draws attention as an important test for women employees. Ms. Melisa says that it is generally not approved for female employees to go to the field alone. *"They don't usually approve of women going alone on the field, but I always went alone and never experienced a problem. You have to make a distinctive effort to go to the field. Because of your gender, the other party gives priority to a man if he can go too."* Ms. Banu discusses about a situation of being preferred / not. *"If there is going to be a promotion in field work, especially in electricity distribution, or new graduates are to be recruited, they always want men."*

Mentioning that the preference for male employees in the field is now taken for granted, Ms. Senan says that she has adopted this situation without realizing it. *“Generally, men are always preferred when choosing for the field. Maybe I did that too. In fact, human resources create- a pool and make- suggestions to us, we found the following, such as which one would you like. That’s what I noticed when you asked.”*

Choice

There are many different reasons behind choosing employees for jobs in the field or office. The knowledge, skill or experience of the employee is an important criterion. However, in addition to this, it is noteworthy that the manager or employees do not assign women employees in the field with the instinct to protect them. Ms. Cisem emphasizes that men think that women cannot be comfortable on the field. *“There is a situation where men don’t want women to do the work on the field. They think it is difficult for a woman to do this job. This is the reason why women don’t feel comfortable. I mean, they think they can’t be comfortable there.”* Ms. Bilgesu says that women may not be preferred depending on the circumstances. *“Women may not be preferred if there will be field work and if they will be working outside in difficult conditions.”* Acting with the instinct of protection, the situation of considering women employees off-site mostly is a situation that is frequently mentioned.

“I was going to start an internship in a wind turbine construction company. I was in the 3rd year of university, and I am very excited to see the field. I also love working in the field. They told me there: “I can’t put you on that field as a girl.” I had such a response.” Ms. Berfu

“You have a manager, task distribution will be made; If you’re a man, he doesn’t ask if you want the field or not, but if you’re a woman, he asks if you have any reservations about going to the field. It should be noted that this is not always done within the scope of sexism. Because, as I said, they can approach protectionists, or they also want to tell the conditions of that field from the front and get the approval of whether they want it or not. But in general, there is a thought that women should always stay in the office, men go to the field anyway. Let’s think the other way round, while it’s normal for a female engineer to say I don’t want to work in the field, it can be reprehensible for a male engineer to say I don’t want to work in the field.”

On the other hand, the field work area may not be preferred by the female employee.

“When you open an ad, 10% of the applicants are women and 90% are men. Of course, women don’t prefer it either.” Ms. Nukhet

SEXIST LANGUAGE AND GENDERED DISCOURSE

There is a close relationship between the language used and gender equality/inequality. For example, some words/word groups are added to the front or the end of the word based on the idea that they belong to a certain gender or are identified with that gender.

- Man among men
- Gentleman's pact
- A man of his word
- Daughterly
- Grow into manhood etc.

Emphasis like this indicates that the job position is actually for the opposite sex (for men in the examples above) and marginalizes the gender emphasized before the word.

Sometimes, especially in conversations and discussions, derogatory sexist expressions are used, and even jokes emphasizing gender are made.

- Womankind
- Womanliness
- Laywoman

The words used, making additions before or after the words, briefly the language used; Although it can be used in situations such as discussion, making jokes, quarreling, and belittling, it can also take a form that spreads throughout the working environment and is constantly repeated. Especially recently, although there have been studies and practices aimed at preventing sexist expressions, and companies have developed policies to prevent them, it still continues to find an area of use for itself.

The language used and the forms of address of the individuals do not refer to a situation that develops suddenly and occurs in a day, it usually emerges at the end of a certain process. This process is sometimes the result of a cultural accumulation spanning centuries. The language used in working life also reflects the language used in daily life, but also includes its own dynamics. Discourses that are seen today as belittling or discriminating against the other side (such as the examples given in the passage) were perceived differently by individuals in a certain period of time or evaluated independently of the realities behind them. However, all these discourses or words used point to a dialogue in which one side is superior rather than a dialogue between equals. For this reason, it is important to stay away from all these divisive and sexist discourses in the language, as well as in every field, in order to build an egalitarian ground.

The energy sector is a sector where male employee dominance has existed for many years and this dominance continues today, even if it is less than in the past. With the effect of this, it is observed that a language emphasizing gender in some areas finds its own usage area. However, the presence of particularly sexist words or expressions varies within the policies of both women employees and companies.

"There is something in our reports man hour information. A job will be done how many hours it took and how many people did it. Let's say it took 2 hours and 2 people did it, how many hours was it. This is a mathematical number for evaluating it and they changed it to a person hour within the scope of the scope and I liked this very much. I sent a short e-mail to the technicians and foremen. I added the word in this part of these reports to the appendix and said that the person hour will be written instead of the man hour in the reports. This has now been adopted. this approach is very nice and such things are done in our company as well." Ms. Sinem

During our interview, Ms. Kader stated that she had been exposed to sexist words and expressions for many years in her business life and that she had problems with identifying her profession or job position with the gender with the words *"When I became a manager, they looked at me and called me Mr. Manager"*.

Ms. Kivilcim said that the discourse of women engineers is now seen as a stereotyped discourse. *"There is a concept of a woman engineer, but there is no such thing as a woman doctor or woman teacher because there are too many women employees in that field."*

POLICY AND INSTITUTIONALITY

Many companies with different sizes (in terms of number of employees, total capital, production power, etc.) operate in the energy sector in Turkey. While some of these companies are newly established companies that are trying to find a certain business systematic, some of them find themselves in the lists of companies with the highest turnover, such as the Fortune 500. Our research is not about the size of the companies, but as a result of our interviews, we have seen that the size of the company and its institutional structure may be related to gender equality, which is the core of our research. When we analyzed the interviews we conducted with the participants, we discovered that the corporate structures of the companies and the policies they implemented within the company (egalitarian policies) had positive effects on the gender equality perceptions of the employees.

Organizations that have been operating in the sector for many years and where company bodies have reached certain maturity, especially organizations where company rules are settled, can be seen better, attract talented individuals, have a better image in the national and international arena, etc. For these reasons, it is seen that they are trying to provide equality within the company as much as possible. Bringing this effort to a more formal position and presenting it as a policy strengthens the employees' perceptions of equality. Ms. Eylul emphasizes that she felt this situation during the job interview. *“It is forbidden to ask questions that harm equality in the company I work for now. In fact, when I first started working, they did something like this, they made us to watch videos prepared globally and made presentations. For example, there was a pregnant woman in the job interview, there were things like the interviewer could not ask questions about the pregnancy of the woman. Case studies like this were prepared and presented to us.”* Ms. Alev, who works in a smaller-scale company that does not yet have a corporate structure, talks about the opposite situation and states that everything is shaped by the thought of the business owner. *“In small companies, especially in boss companies, women’s jobs are generally of low quality, so their salaries are lower.”*

The fact that the company has a corporate structure, has a certain policy and especially the existence of written policies on equality seems to be an important detail in ensuring gender equality.

The policies that companies determine and develop can play a decisive role in reducing gender inequality. On the other hand, what egalitarian policies will bring to organizations is an important question. Many different researchers have tried to find an answer to this question, especially in economic terms. Some of the results of the 2018 report by the International Labour Organization (ILO) emphasizing why companies need women can give us a clue.

According to the 2018 survey conducted by the ILO, two-thirds of the companies surveyed reported the positive impact of policies towards women and reported receiving feedback in the direction of greater economic gains and corporate success. When businesses have an inclusive business culture and inclusive policies, it is stated that increased profitability and productivity are 63%. A 60% increase was achieved in attracting and retaining talent for the company.



CHAPTER THREE

RESULTS

RESULTS OF THE GENDER EQUALITY REPORT IN THE ENERGY SECTOR

In this report, many issues related to gender equality in the energy sector in Turkey, from gender stereotypes to status, mobbing, glass ceiling syndrome, and overlapping roles of women, were included, and an attempt was made to take a picture of gender equality on the basis of the energy sector in general terms.

Gender inequality attracts attention as a subject that contains many different dimensions and is hard to measure or evaluate. In the report, we conducted two different studies and combined the findings of these studies in order to overcome this challenge and reach more comprehensive results. In the first part of our research, the data we obtained from white-collar women working in the energy sector with the survey method presented us with three different basic issues.

The first of these was that female employees had problems in their workplaces (sexist expressions, discrimination, prejudice, mobbing) because of their gender. We tabulated these problems with the answers of the women who participated in our research and shared this with you in the relevant section. The second main issue was that there was a more optimistic situation in terms of equality of opportunity, professional advancement, and equality of wages among the questions in the survey. For the majority of women surveyed, these were not a problem. The last key issue was about awareness. Neutral respondents occupied an important place in the answers given to the questionnaire. Both the fact that we reached data that would indicate a negative situation for female employees on some issues related to gender equality and, on the contrary, the existence of data indicating a positive situation in some issues led us to more detailed research with a significant proportion of neutral participants. For this reason, we designed our second research section and conducted interviews with female employees in the energy sector from every region of Turkey.

After completing our second research part and transforming the relevant data into meaningful findings, we reached the information that we think is clearer and more accurate. In this context, we found that the discourses of women working in the energy sector were united around the following themes.

- Underrepresentation
- Career Development
- Acceptance, Prejudice, And Self-Provement
- Memoried Narratives / Stereotypes
- Conflicting Roles of The Women
- Field of Work / Division Of Labour
- Gendered Discourse and Sexist Language
- Policy And Institutionalilty

These eight themes formed the key point of our research. It provided us with a framework for gender equality in the energy sector and we were able to present our findings based on this.

When we combined two different studies, unfortunately, we did not come across an egalitarian structure in the context of the working environment. On the contrary, we saw that the perceptions of female employees in particular point to an unequal structure. If we evaluate this on the basis of the themes mentioned above, female employees in the energy sector think that they are not adequately represented at the managerial and on the boards of directors. While there may be many different reasons for this, they also emphasize the effect of gender. In connection with this, they think that they do not have equal opportunities in their career development. They especially emphasize that they are faced with the situation of not being accepted, that they are exposed to prejudices in their working environment and that they are constantly to prove themselves. For women employees who think that some social judgments are also reflected in business life, fulfilling their roles both at home and at work sometimes causes responsibilities to be intertwined. Encountering gendered discourses in workspaces is also an important problem. The corporate structure of the company and the policies it implements seem to be a powerful factor that ensures gender equality.

Our research included women employees of different ages and experiences. We used the positive effect of this to make a temporal comparison. Based on the statements of the participants, it was emphasized that the younger generation's employment in the energy sector eliminated or alleviated some negative aspects (related to gender inequality). In addition, the fact that these issues are included in the policies of companies more and more every day leaves a positive impression.

As a result, although positive steps have been taken to ensure gender equality in working life in the energy sector compared to the past, it is seen that women employees still face many problems. Solving these problems will both facilitate women's access to the opportunities they deserve and will be an important gain for companies.

In this report, we examined gender equality, which is a difficult subject to research and evaluate, on the basis of the energy sector. Our aim was to reach women working in the energy sector from every region of Turkey, to examine whether their working environment has an egalitarian structure, to evaluate the perceptions of working women on this issue, to reveal existing problems in detail and to produce solutions. In line with this purpose, we tried to convey the thoughts of the female employees, who we researched completely, by putting our own thoughts into the background.

We hope that our report will contribute to the removal of unequal practices in the working environment, the destruction of negative stereotypes, equal access to opportunities by individuals, and raising awareness.



CHAPTER FOUR

RECOMMENDATIONS

RECOMMENDATIONS FOR ENSURING GENDER EQUALITY IN THE ENERGY SECTOR

During the research we conducted for the report we prepared specifically for the energy sector within the scope of gender equality in working life, we reached the findings that we think are crucial. First, we shared the available data in the first and second parts of this report. We presented the place of women in business life both in the energy sector and in all sectors, based on numerical data, accompanied by graphics. Afterwards, we conveyed the thoughts, experiences and perceptions of women working in the energy sector in our own research, with a framework. In this section, in the light of the findings we have obtained, we will share our suggestions for the solution of those problems we have identified among the individuals working in the energy sector.

Educating employees on gender equality: The business world is showing more willingness and effort than before to ensure an equal working environment. Companies in the energy sector are also in a better position in this regard compared to the past. However, despite all the developments and steps taken, achieving equality cannot be a definite success without a widespread idea. In this context, it will be very effective for companies to provide gender equality training within their own personnel. Even if a training program is not carried out on its own, gender equality can be added to existing training or development programs. In our research, we saw that some corporate companies provide training on gender equality to their employees with different methods or try to increase their employees' awareness on this issue. For example, it is an important step that a foreign energy company operating in Turkey requires gender equality training for its new employees, starting from the recruitment phase. In our interview with the company employees, they stated that they were quite satisfied with this situation and that they felt more secure.

Developing solidarity networks and disseminating mentor programs to motivate and encourage: Especially women who work on technical issues have hesitations to enter the energy sector, which is a male-dominated sector, based on sexist discourses and social roles. Even if the newcomers to the sector display a more courageous attitude in this field, the experience and motivation-enhancing support of the senior women are important.

Encouraging and motivating women in the energy sector can be considered the beginning of the story. The anxieties of many women based on their gender from the first day of their careers have a negative impact on their success and performance at work and cause reservations in self-expression. Low morale and motivation due to worries prevent women from revealing their true performance and capacity. In this context, it is important for women in the sector to be aware of each other, to communicate, to share the negative situations, to exchange ideas with different perspectives and to support each other. A valuable experience: The issue of how to deal with potentially demotivating situations should be shared among the women working at the energy sector.

As it is known, every path taken requires will, faith, perseverance, and courage beforehand. The effect of increasing mentor programs has started to show positive results over the years. It is pleasing that the young women are more courageous than in previous years. We are in a period where the interest in construction site and field studies has increased and women want to go down to the kitchen of the business, not only with desk engineering jobs. The fact that women know that they are not alone and that they have a high awareness of possible problems increases their courage and motivation. Now they know how to act when they face with a problem, and they improve their problem-solving skills by directing their emotional intelligence correctly. In this context, increasing the communication of women working in the energy sector will be an important way of solving problems. This communication can be between women working in the sector as well as through internal communication channels. For example, steps can be taken to facilitate the communication of women working in various departments within the company or various organizations can be done.

In addition to having a good communication network, the mentoring of experienced sector employees will enable young women to enter the sector with higher motivation, and high motivation will bring more success. This will enable the sector to grow with quality and allow women to create high added value with inclusive approaches that do not differentiate them. As a matter of fact, the TWRE formation, within the scope of the mentorship program on this subject, brings together women with less experience in working life and role model specialist/master women, enabling them to feed off each other and take effective steps towards their career ladder. The creation of more mentoring programs and the dissemination of this within the companies may have a very important place in terms of women's career development.

Developing or adding internal policies regarding gender equality to existing policies:

One of the most important tools required to ensure gender equality in the working environment is the policies determined within the company. It refers to the way that will facilitate and enable the achievement of planned goals at all management levels in the policy organization. It can also be defined as a directive or a collection of statements. Therefore, if businesses have a gender equality goal, it is important that they produce internal policies to achieve this. For example, our research shows that the corporate structure of the company and the policies have an important place in the gender equality perceptions of the employees. It can be said that companies that have an institutional structure and are above the Turkish average in terms of number of employees and production capacity are focused on adopting gender equality policies. Most companies of this nature have gender equality policies, up to “positive discrimination”. For example, an enterprise, which is one of the largest energy companies in the Turkish market, has a certain quota of female employees in order to employ more women employees. It regulates the recruitment criteria accordingly in order to reach this rate it has determined. In this way, it can create a balance within the company and benefit more from the potential of women employees in particular.

Elimination of sexist expressions: One of the important issues that harm gender equality is sexist expressions. These expressions find more place for themselves especially in environments where a certain group is more dominant. These expressions, which have been tried to be avoided by many groups in recent years, unfortunately still continue to be effective in working environments. Sexist expressions, which can be combined with stereotypes such as "Women can't be an engineer" or "Women can't do this job" cause women to stay away from work environments or keep themselves in the background. Developing policies or principles regarding the usage of these expressions within the company will contribute significantly to the creation of an equal working environment.

Sexist expressions are not entirely based on judging, evaluating or humiliating the person on the other side with their gender. Most of the time, they appear as a manifestation of stereotypes or are used as expressions that are now accepted by everyone. Sexist expressions that many employees unconsciously use can be reduced or eliminated with simple methods. For example, informative one- or two-page gender equality brochures on the use of sexist expressions would be helpful. In order to gain more effective awareness, a comprehensive study of the language used in the company can be made and this can be shared with all employees.

***You can find more information in our research section on sexist expressions. In addition, there are many studies on this subject in Turkey and the world, and most of them are free of charge.

Elimination of gender inequalities in recruitment processes: Job interviews or recruitment processes, which are one of the areas where gender inequality in working life first started, also appeared as an important problem in our research. It is clear that some of the questions directed to women, especially in this process, have nothing to do with work. "Are you thinking of getting married?" "Do you have any plans to have children?" In addition to such problems, it is noteworthy that even special requests are encountered. For example, in job interviews, specific requests were even made, such as "You better not have children for the next two years or you better not get married." Such questions and work processes that undermine gender equality can be considered as exceptions. However, we experience that this is a situation that is now taken for granted. The scarcity of female employees in the energy sector who do not encounter these questions or special requests is striking. The self-confidence and sympathy of the woman, who has faced this in the first stages of her working life, is in danger of being damaged to a great extent. Therefore, an unequal environment seems to have started even before stepping into the working environment. In order to prevent this situation, it is very important that the recruitment processes are more transparent and that they have a structure that will not damage the personality of the other individual. Of course, businesses will want to employ people that will provide added value for themselves and that they think have potential. However, the way to do this should not be to oppress and marginalize the female employee.

Evaluation of work areas independent of gender: While there are business lines with different functions such as finance, accounting, human resources, R&D, production, an important distinction in the energy sector is working in the field and working in the office. Although working in the field has been undertaken mostly by male employees for many years, it has been observed that many female employees have taken part in the field in recent years. However, it is rare for female employees to be sent to the field. It would not be correct to say that this is a one-sided choice. While managers may prefer to send more male employees to the field, female employees also prefer to work in the office rather than working in the field in some cases. The fact that managers prefer male employees in the field may not occur with the intention of discriminating. Protection instinct is also a factor that triggers this. However, the fact those female employees are uncomfortable with this and think that this is done with a prejudice against them stands out as a striking element in our research. In this context, it would be a more accurate method to evaluate the female employees who want to work in the field and adopt this approach and to listen to their views rather than throwing them into the background.

Ensuring that more female managers take place in senior management levels: It is seen that the number of female managers is very low both in the boards of directors and in the middle and upper management levels. This situation, which is tried to be explained with concepts such as "glass ceiling syndrome", creates an environment where women feel that they are not represented or underrepresented, regardless of the reason. No matter what women employees or women managers do, they will not be able to find a place for themselves in the upper levels simply because of the lack of gender equality, regardless of their abilities, they think that they are faced with a "men's club". Preventing this and making all employees feel that they have an equal chance of promotion/professional advancement is an essential issue in terms of ensuring gender equality. Having more female executives on the boards of directors and talented employees, and promotion of female managers will be an important source of motivation for other female employees and will enable gender equality and a balanced representation of the right to representation.

Establishing a commission within the company in order to prevent gender discrimination and mobbing based on gender: It is a very serious indicator that a significant portion of female employees answered yes to the question "exposure to mobbing", which we posed in the first part of our research. In this context, in order to prevent mobbing and similar situations, a unit/commission consisting of employees of the company can be established. Various duties and responsibilities may be assigned to this unit/commission.

Facilitating access to data: One of the most challenging issues in our work on the energy sector was trying to access employment data. Throughout our study, we tried to collect employment data for the sector and although it took a long time, we collected it. However, in order for such studies to play a more effective role, they must be sustainable. In this way, it can be determined whether there has been improvement over time. In order to achieve this, it is important to reach the relevant data. We think that creating a permanent data set on the basis of the energy sector will be very useful. For this, both companies operating in the energy sector and researchers working on these issues have some responsibilities. Our recommendation is that companies allow access to data and present this data in a healthy way. It will be possible to reach the goal if the researchers act jointly at the point of creating this comprehensive data set. Continuous monitoring of this data and sharing the updated data with all parties at certain time intervals are also necessary for sustainability.

Finally, we believe that the issue of gender equality requires serious research and can trigger significant changes with the findings obtained here. Our research embodies firsts in many respects. Further research on this issue will also accelerate the increase in improvements in the energy sector. In this context, it is important to support the projects to be carried out on the subject.

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