

STORY TELLING



Women in Energy

The ICER International Network

**Celebrating International Women's Day
8 March 2016**

[Visit the WIE section of the ICER website](#)

TABLE OF CONTENTS

3	Foreword Alparslan Bayraktar ICER Chairman
4	Introduction John W. Betkoski, III ICER Vice Chair
5	Introduction Susana Ivana Cazorla Espinosa ICER Vice Chair
6	Andrea Lenauer
9	Margot Loudon
12	Denise Parrish

15	Pamela Frank
18	Una Shortall
22	Lori Traweek
24	Colette Honorable
27	Gulefsan Demirbas

FOREWORD

I am pleased to welcome you to a special ICER publication highlighting the important work of women in energy.

We are privileged to share the stories from women who are helping to change the energy and regulatory landscape in diverse and exciting ways. Hailing from around the world, the women profiled in this special publication demonstrate both the importance of cultivating the growth of women in energy regulation, as well as the vital impact women are already making in energy at a transformative time.

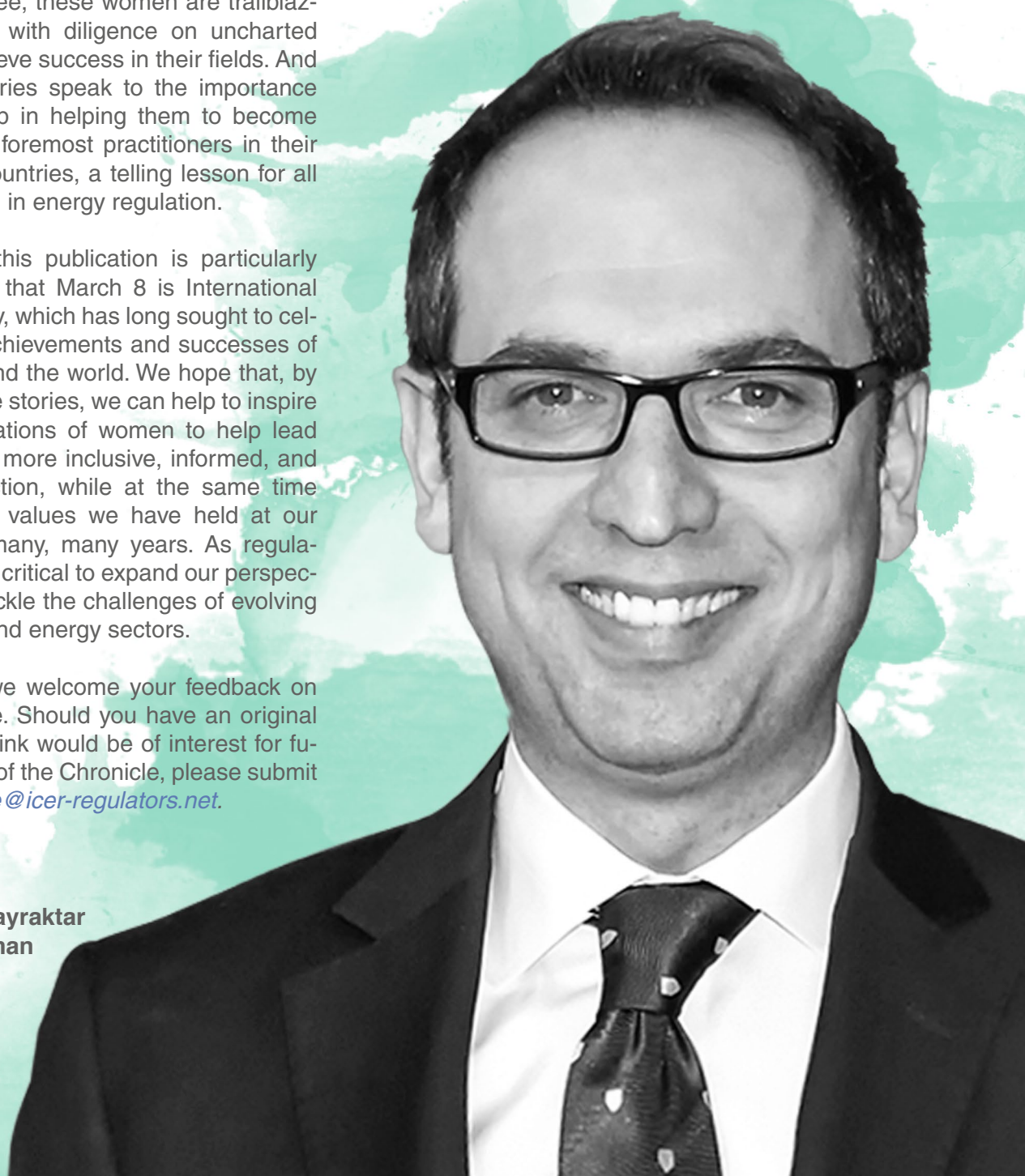
As you will see, these women are trailblazers, working with diligence on uncharted paths to achieve success in their fields. And yet, their stories speak to the importance of mentorship in helping them to become some of the foremost practitioners in their respective countries, a telling lesson for all of us working in energy regulation.

We believe this publication is particularly timely, given that March 8 is International Women's Day, which has long sought to celebrate the achievements and successes of women around the world. We hope that, by sharing these stories, we can help to inspire future generations of women to help lead our field in a more inclusive, informed, and diverse direction, while at the same time maintain the values we have held at our core these many, many years. As regulators, it will be critical to expand our perspective as we tackle the challenges of evolving economies and energy sectors.

As always, we welcome your feedback on the Chronicle. Should you have an original article you think would be of interest for future editions of the Chronicle, please submit it to chronicle@icer-regulators.net.

Sincerely,

Alparslan Bayraktar
ICER Chairman



INTRODUCTION

Welcome from the Editorial Board Chair

On behalf of ICER Working Group 4: Regulatory Best Practices, I am excited to share this special edition of ICER on Women in Energy. The Chronicle is a means to further promote ICER's goals of enhanced exchange of regulatory research and expertise, and this edition in particular demonstrates our growing commitment to sharing important lessons learned from women in our field.

In response to our readers, we opened up our story-telling by women regulators also to include stories from non-regulators. This special publication highlights the multiple pathways, educational backgrounds, and life experiences of women in the energy field, and will hopefully spur interest and further engagement by women in our field to share their stories in the future.

We hope you enjoy this special edition. If you haven't received this subscription directly, you can join our listserv by emailing chronicle@icer-regulators.net. If you are interested in sharing your story as a woman in energy, please contact us at chronicle@icer-regulators.net.

I would like to thank the dedicated women who led the charge on creating this publication. Their hard work, commitment to mentorship, and vision to create a platform for groundbreaking women to share their stories is a testament to the crucial role women play in our field.

Sincerely,

John W. Betkoski, III
ICER Vice Chairman
Chairman of the Editorial Board
ICER Virtual Working Group 4:
Regulatory Best Practices



INTRODUCTION



For years, the role of women in energy has been challenging. It is not a woman-friendly sector, at least, not in Mexico. And yet it has been a most satisfactory professional experience.

I started this adventure eight years ago in the Ministry of Energy and three years later I had the opportunity to move to the Energy Regulatory Commission (CRE). From the very beginning I was asked to take part in the international relations of the Commission, and here I am. Five years later, I am part of this wonderful initiative of Women in Energy, as a member of its Steering Group and as a mentor in the “Mentoring Program.” Thinking back to when I started my career, I wish I could have had the kind of support and guidance that this program offers to everyone participating in it. After all these years and given my professional career, I am convinced of the relevance of leveling the playing field for women and promoting more opportunities for us in this sector. All of the planning and policy making initiatives must take gender dimension into consideration; not because it is politically correct but because the energy field needs to have a more balanced vision to chart its future.

In Spanish, when a woman gives birth we say that she gives light. Giving birth is the most wonderful and enlightening experience I have ever had. Being part of the energy regulatory authority, in its own way and correspondent dimension, is fascinating. Efficient access to energy transforms people and countries and in their very own way, these women who share their stories with us are part of this fascinating act, the act of giving light.

Susana Ivana Cazorla Espinosa
ICER Vice Chair



FROM AUSTRIA

ANDREA LENAUER

Born as Brandstätter, she has more than 10 years of experience in pioneering international projects, teams and institutions, mostly within and for the Austrian regulator.

She currently works as coordinator directly for the management of E- Control and regularly evaluates its performance on the basis of international regulatory rankings.

In her spare time, she advises young women in (future) leadership positions as a life and social coach and acts as co-trainer in communication seminars.

So it is my first day back in the office after my 12-month maternity leave, and there is an article sitting on my desk which argues that women are not, in fact, better leaders than men. So I start thinking. What is that, a leader, an executive, a boss? For most of my professional life, my superiors have been male. No wonder. Energy is such a male business.

But as a woman in energy, and as mother of a one-year-old male, my message to other women (and to him) is a different one.

A good measure of courage, confidence and trust in myself. Much owing to my boss' trust in me, who had wisely chosen to rely on his staff instead of performing rigorous checks and controls, that's what I had packed when three energy regulation pioneers from Italy, Portugal and Austria sent me to Brussels. As a seconded national expert, my challenges were (a) to act in an environment where the native French speakers had a great deal of trouble pronouncing my last name (try saying Brandstätter quickly three times in a row) and (b) to set up the CEER secretariat, together with Sergio Ascari and Una Shortall, as a platform through which meetings could be organised to exchange national experiences in energy regulation. That was, frankly, a first.

I first came to E-Control after a business contact of mine had told me over lunch that his executive, Walter Boltz, was planning to establish this Brussels office. So I owe this career turn to my flexibility and my gut feeling: I was hungry, for food and for international experience, and I knew that you have to work with people you get along with. So I went off to work for the regulator.

Probably I also got this chance to "go to Brussels" because I speak a couple of foreign languages, because I am always open for new perspectives, and because I am a pretty straightforward person. And let's not forget: **I had a vision!** As a woman in energy regulation in Brussels, I wanted to do something ground-breaking. I wanted to contribute some of my own to Europe, to European energy policy, by getting all of the then 15 – later 25, then 27, now 28! – together to make our common point to the Commission. Participation in our groups kept growing, and soon the Balkan countries joined in as well. This was when my ob-

stinacy and perseverance, character traits one of my mentors at DG Telcoms, Paul Timmers, had diagnosed me with early on, paid off: the heads of regulatory authorities whose countries had fiercely fought each other until not so long ago sat down at the same table together with me, and later on also with others, to make some progress with the market in Southeast Europe. (What I experienced at these tables is enough material for a story on its own.) Sure, it took two or three meetings (i.e. about six months, with the rhythm of meetings we had going) until all the regulators had accepted that I was there, but the entire thing was a breakthrough nonetheless.

While we're on it: I also learned how to greet people everywhere in Europe. (Do you kiss one or two cheeks? Or maybe left-right-left? In the Balkans, be aware of when and how to shake hands. So yes, there are many things to find out.) I guess people were also lenient because I was young, so I had enough time to get used to these diplomatic (and sometimes pragmatic) intricacies. Only some years later it dawned on me that it is not always good to understand such conventions quite so quickly. Like Jean Cocteau, I didn't know it was impossible, so I did it. Generally, women think way too much about everything. Even though we can always use some healthy self-reflection. So let's see:

Stamina and confidence are two essentials for your personality if you want to get somewhere in today's male-dominated energy business. Then proceed with your international energy mix and add this: Be convinced of what you are doing, and be content with yourself (and others). If you've got these things lined up, it is ever more likely that communication will work and that you'll succeed with your goals (if they're not completely out of reach). Success is not about finding the right answers, but about asking the right questions.

Visualise your goal. I often think of a surfer braving the waves. That's how I want to tackle challenges. I like this picture, even though I don't surf myself. Well, I do surf the Internet. And then I sometimes come across one of these to-the-point pieces about the complex EU decision-making process. (Lobbying still seems very much driven by national interests.) I recommend

exercising patience when it comes to harmonising EU rules, and today I'll also add: be down-to-earth (something that comes with time). Above all, it's a can-do attitude that is needed. So do something, even if you might make a mistake (I have this feeling that men are somehow less afraid of that).

Networking, international relations – empty shells of words? Absolutely not. Make sure you build your relationships and your network. But always take care to keep it a give and take. I have chosen Roman Braun for my coach and mentor, who in one of his publications he theorises that our world consists of our encounters. He's right. I'm inspired by people.

As a woman, **don't be too polite** towards men or you risk being misunderstood. A well-known Austrian businesswoman recently shared some advice her mentor gave when she was merely starting out: never ever make coffee for your male colleagues. I wouldn't say it quite that way, but there's something to it. I prefer not so much doing something for men but rather doing something for life. The conditions at your workplace should enable you to start a family. Being a mom, I can now guide my son's development, which is another way for me to contribute to what Europe will look like in 2020 and beyond. Learning and education.

As a woman in energy, I've always been grateful for my **strong communication skills**, which

I've honed and polished in training programmes offered by E-Control, again making me more eligible for higher positions. Any organisation should make use of its male and female employees' strengths, possibly pry them out by internal coaching, and combine them with principles such as valuing your staff's work. Communication and personality training should take a prominent role.

It is not a sign of weakness to **accept assistance**. I used to do most things on my own, and maybe I could have come "further" if there had been a mentoring programme, but perhaps I would have missed out on some of my lessons. The WIE network did not exist then, or maybe I wasn't aware of it; I'm sure I would have liked it.

Today I'm proud to look back on my energising international years, with many opportunities used to build energy relations across borders. So here goes my message – to all you women and to my son Fabian: **be yourself**. Other people will acknowledge that and you'll never lack for energy. Transform your energy into success, and get energy out of it.

Hopefully, this account of my experience on the international energy stage has made for some entertaining reading for you, if nothing else. But now, I have to hurry home, my son and my husband will be waiting for me. And until tomorrow morning, I'm all theirs.



FROM THE U.K.

Graduated from London University in 1975 with a BA Honours Degree in Humanities; and went on to complete a Doctoral thesis a few years later. On completion of her studies, Margot Loudon worked first with the British Steel Corporation in the UK, before joining the association of public sector industries (NICG), where she remained as Assistant Secretary until 1984. Margot Loudon then spent two years as a Financial Analyst with British Gas before moving to Brussels, initially on secondment, to work in the Secretariat of the Comité d'Etudes Economiques Gaz, a forerunner of today's Eurogas. Margot Loudon took up her present position as Deputy Secretary General Eurogas in 1990.

I started work in the week that Mrs. Thatcher became Prime Minister. My first job was with the British Steel Corporation in the UK, a state industry. My educational choices had not pointed in this direction, as I was passionate about the “dead” civilizations of Greece and Rome and when I started with British Steel I was completing a doctorate (duly successful). My home background, however, was connected with the British coal industry, then another state-run business, and there I had been made aware of the sort of issues facing this significant heavy industry sector, the debates about how it should be run, the difficulties of loss-making pits, the balance of economic imperatives and societal interest; so I decided not to stay an academic and applied for traineeships in major industries.

The year I worked with British Steel saw a long national steel strike and there were early signals of a changing policy culture that would have an impact on traditional British industries, although in 1979 we could not see how far this would go. My next move was to take me closer to the debates. I accepted an offer of work in the Secretariat of a body representing the interests of the Chairmen of nationalised industries, which at that time, in addition to the several state owned energy companies, included water, waterways, post, telecommunications, and transport concerns. These powerful figures, most of them household names, were exploring with Government ways to change the framework in which their sectors operated. It was not until Mrs. Thatcher's second term that work really started on the well-known privatization programme. In the early 80s attempts were made at middle-ways to modify the financing and governance frameworks in the public sector, and I assisted my industry masters in their efforts to find rules to free up access of the state businesses to the capital markets and also to demonstrate the relative efficiency and accountability of the state enterprises, notably through their periodic referral for special audits, if only we could agree the assessment criteria to be used. Such half-way solutions to reforming the state businesses were to be short lived but I learned a lot in those years as I engaged with the “great and the good”, accompanied the work through high-level Government machinery and mixed with academics and other opinion makers, all debating how best to manage public money.

I liked finding out about the sharp end of the business, and in those years went down a deep-coal mine, visited a steel mill and a power station to get a better grasp of how things worked.

I developed reporting and writing skills very different from the academic language of my thesis. I learned how to manage committees, especially to reconcile conflicting views, and that compromises can best be reached if there is first a common understanding on the objectives. I learned about the political sphere with which an industry, if it is important to the economy, has to interact. These years also left me with a keen and abiding interest in the question of how service sectors, like energy, should operate to be both wealth creating and to meet society's needs.

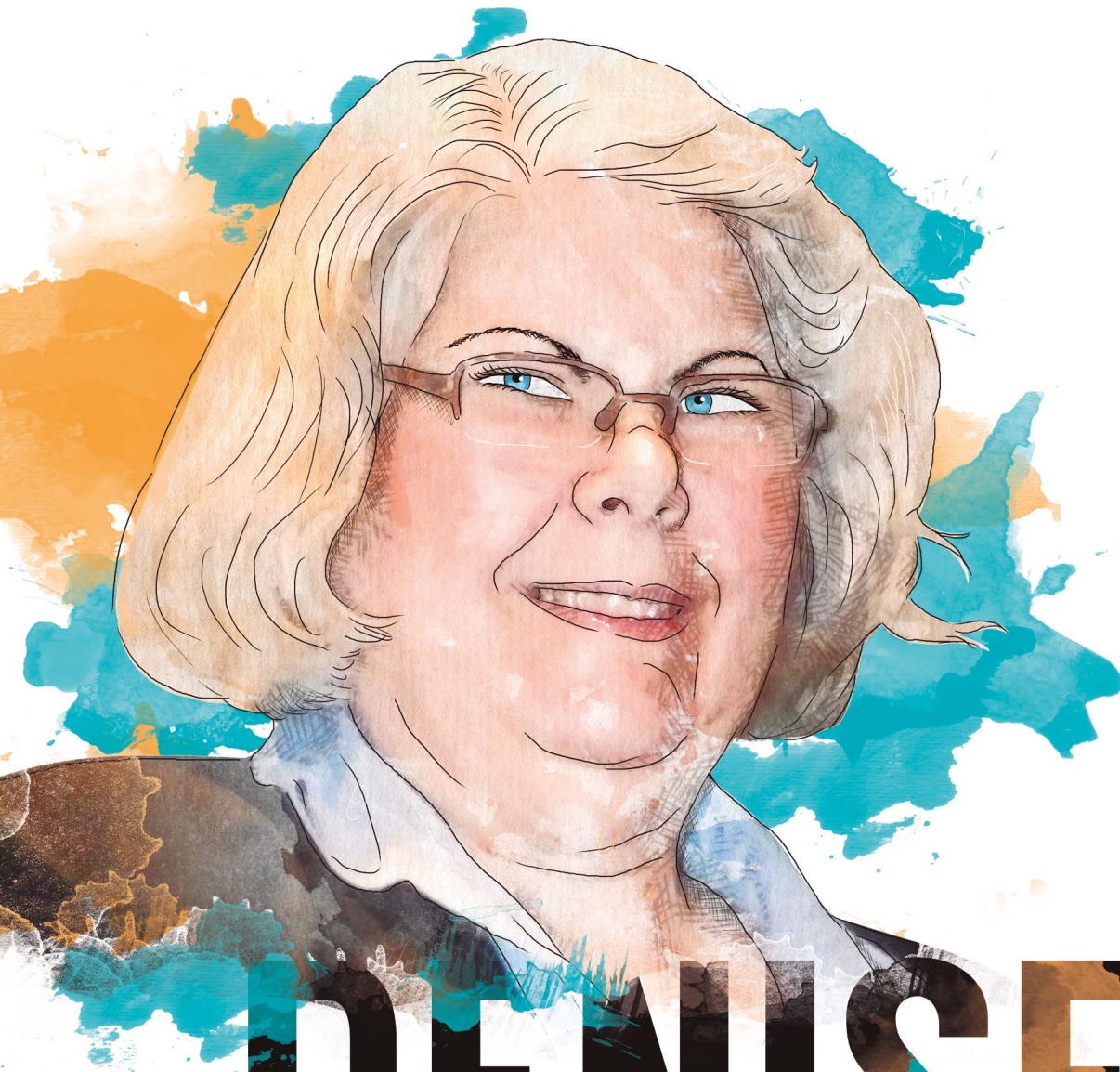
My next move, which would eventually lead me to Brussels, was to British Gas still then in the public sector. As one of a team of financial analysts based at Head Office, I worked on projects ranging from a new sports centre for a regional office to improved methane leakage detection and reduction, and most memorably the production of substitute natural gas from coal slurries (slagging gasifier process), an on-going research that gobbled up excessive funding. This very different working environment gave me a broad overview of the gas business as it was structured then.

When the opportunity arose to be seconded to Brussels to act as adviser to what was at that time an informal grouping of European gas companies who were growing anxious about the increasing interest of the then European Community in their activities, I took it. So it was back to committee work, and to policy work but in an environment different from the rarefied corridors of Whitehall and Westminster. I adapted to new political forums. From Brussels, I looked across the Channel where privatisation was now the order of the day and competition was introduced also for the utilities. The state monopolies in whose ambit I had moved were being dismantled and regulatory frameworks were put in place. In continental Europe things moved more slowly and in fits and starts. I drafted a first paper in 1988, arguing that any moves to introduce third party carriage obligations for gas pipelines would be detrimental to security of supply, and consumer interests. Years of long-debate followed before a

steadier course began to be steered on the continent to a more liberal market.

I have moved far from the early 80s and the gas business has radically changed. Yet, I think that, in some way or another, the question still being addressed concerns the best way to manage a sector essential to society's welfare as well as the economy, how it should operate in the market, create wealth and meet societal needs. In the 1980s government audits were envisaged as a means to make the British utilities more efficient and accountable, and today regulators who enjoy significant competences, have a role in delivering a well-functioning market, always keeping in sight the wider public interest.

What of being a woman in a male dominated world? In the early years I was usually the only woman in meetings, certainly in the industry groupings. All the Chairmen were men, as were their senior executives with whom I also worked in cross-sectorial meetings. *Acceptance of my role took time but I stopped thinking about myself as the only woman in the room, and so did they. I earned respect by being good at what I did.* There were incidents at which I could have taken offence, which today would not be professionally acceptable. They were not, however, meant offensively but were rather evidence of an on-going clumsy adjustment to traditional thinking in industry, especially of the state-run industry's top management. In one diary entry of 1981, I wrote *"I have intelligence and many abilities but also common sense and a sense of humour. I am going to need them all."* Looking back now, these qualities have stood me in good stead through my whole career.



DENISE PARRISH

FROM THE UNITED STATES

Ms. Parrish has worked in utility regulation for more than 37 years. She is a manager and working rate analyst who enjoys teaching about regulatory matters. She has worked for four regulatory agencies and two consumer advocate entities. She is currently the Deputy Administrator at the Office of Consumer Advocate, Wyoming Public Service Commission. She is a past chair of the NARUC Staff Subcommittees on International Relations and Accounting & Finance. She is a member of the NASUCA Tax and Accounting Committee, a member of the ICER Virtual Working Group on Consumers, a founding member of ICER's Women in Energy and works with ERRA's Tariff/Pricing Committee.

Turning Luck Into Success

It was late winter in 1977. I was an underemployed college graduate with an accounting degree. I had moved back home to live with my parents and look for work. When the call came to interview with the Michigan Public Service Commission, I asked around... what does it do? Utility regulation, I was told. It must do more than that, I responded. That can't possibly be full time work.

In April, 1977 I began what has so far been a 37 year career in utility regulation. I was hired with a group of other young recent college graduates. The majority of them were women, as there was a policy of trying to offer equal opportunity employment in the work force of state government. We became friends, hanging out socially and growing professionally. Some of the group decided to study to become Certified Professional Accountants (CPAs). I decided I wanted to focus on my new job. I was single and focused. I took piles of reading material home at night and tried to learn about this strange new world of regulation that I had just entered. Any time I could break away from my office, I sat through hearings, learning the special language of energy regulation; learning how important it is to have good communications skills; and learning that in the end it is all about the money – and professional relationships.

Flash forward to 1991. I have now worked in three different states but have maintained a career in utility regulation. I have had good bosses and bosses that were tolerated. Some were men and some were women. My abilities and interest grew under all of them. Some were mentors (whether they knew it or not) and I am very grateful to them for the lessons they taught me. The best of my bosses forced me to work on matters about which I knew nothing, knowing that I was capable of learning if forced to do so. I tried to be a good employee by not disappointing. I was raised to work hard and do my very best. I hoped that my best was good enough.

In 1991, I was offered a new job at the Wyoming Public Service Commission as the Chief Accountant/Chief Rate Analyst – a fourth state in which I would work in regulation. I took the job but I was not fearless about it but was instead fearful.

I was nervous knowing that people would turn to me for advice and training and wondered if I was really prepared to take on such responsibilities. But, I was ready for a change and jumped in with both feet. My talents had been underutilized. **I had now gone from being a small fish in a big pond to a big fish in a small pond.** I worked hard. I was given more responsibilities over the years. I made myself a go-to person. I built professional relationships, many that still exist 20+ years later.

The Benefits of Exchange

I became active in the National Association of Public Utility Commissioners (NARUC), helping to author technical recommendations and white papers, not just attending but participating in meetings, and making both male and female friends from states around the country. I was able to learn from the experience of others I met, and did not have to reinvent the wheel with each new issue. I contributed to the work of a larger group of regulators, finding that working together was often more effective and efficient than working alone.

Fast forward to the 2003. I received a call from a colleague running a training program for new regulators wondering if I knew anyone who can teach basic regulatory accounting at her training program. The notice is short and I rack my brains to think of someone. I tell her I'll let her know. I relay the story to my husband at lunch that day. He stares at me and asks if I'm kidding, right? Really, you didn't get it? She was asking you if you would be willing to come teach. Looking back, I don't know if that was true or not. But two weeks later, I was on a plane with my first ever power point slide deck. More than ten years later, I continue to go back annually to my alma mater and talk to new regulators. It is an absolute honor. **It is also my duty to help others learn about this crazy world of regulation, after looking back at all the people who have helped me.**

The next year brings even more surprises. Sitting in my office one winter morning, I receive a phone call asking if I would like to go to Nigeria and talk to the Nigerian Communications Commission. A colleague from across the country

has committed to go but circumstances intervene and he can't. A last minute replacement is sought and I have been recommended. I explain that I don't even have a passport. (Perhaps the recurring dream that I have had over the years about landing in an overseas location without a passport is now explained. My advice: everyone should get their passport and keep it current.) I call my husband and ask if he has a problem if I go to Nigeria. Sure, why not, he says, can you find it on a map? We haven't been married long enough for him to know that I am serious and not kidding. I spent Easter of 2004 in Abuja, my first trip overseas.

My Success

Would any young female college graduate with an accounting degree have been acceptable to fill the job of a novice staff auditor working on fuel surcharges back on that fateful day in 1977? Probably, and it was by the luck of the draw that I happened to be the one who was hired. Did I turn that luck into success through hard work and commitment? Yes, but I can't imagine doing anything else. It wasn't always an easy career but it is one I look back upon with pride and a sense of accomplishment.

Being a woman got my foot in the door. Being a strong-willed person who happens to be a woman kept my career moving forward. Hard work and persistence brought me success. Hanging out with my women regulatory friends from around the world brings me satisfaction.

Considering a career in regulation? C'mon in. Let me show you the basics and we'll learn the rest together.



**FROM
THE UNITED STATES**

PAMELA FRANK

Vice President of Gabel Associates, has over 20 years of experience in sustainability issues and the renewable energy industry. She supports the firm's efforts related to the development of renewable energy, advanced technology, energy efficiency projects in addition to regulatory, policy, and analytical activities for these markets.

Ms. Frank has expertise on project development issues, including the evaluation of cost-effective financing approaches. She has served as a key stakeholder in the development of the solar energy market in New Jersey, which is considered one of the largest, most innovative markets in the nation.

My Source of Power

When people ask me what I do, like any good politician, I attempt to answer the question I want to be asked - why do I do it? My answer begins simply, "I work in energy." And then I continue with "and here's why", which is usually something along the lines of the following:

The way we create, move and use energy is at the foundation of our relationship with our planet, and tied closely to how we are able to advance our collective humanity. Throughout human history, and especially since the Industrial Revolution, many of our advancements have come at the expense of the planet. My work in energy is about having our cake and eating it too; making energy and all of the benefits that come with it, widely available and doing so in a way that is much more in harmony with all the living systems that comprise our planet.

That's more or less my elevator speech. I've been involved in this work in one way or another for over 18 years. One of the great highs of my career was my involvement in New Jersey's Solar Energy and Fair Competition Act of 2010. Legislatively codifying eight years of regulation on the eve of a change in Administration gave the solar market the certainty it needed to attract capital and build scale. We changed the rules of the game. However, that didn't happen overnight.

I began to study effective leadership, particularly the life of Francis Perkins, the first female member of a US Cabinet in FDR's Administration. I learned that Perkins was impacted deeply after witnessing the Triangle Shirtwaist fire. Female workers perished in a sweatshop where management neglected safety, health and basic dignities. She recognized the unique role she could play as a woman to achieve safe working conditions and later, helped lay the foundations for social security and other social safety net programs. Understanding why and how she worked has been instructive in my work.

To ensure talented women can remain and grow into positions of leadership in the energy field, workplace flexibility will be key. With multiple demands on their time to keep balance in their life, women need the flexibility to work off-site and outside the 9-5 box.

2

My path into the field of energy was anything but direct. I studied philosophy, dropped out of law school and finally got my Masters in Public Health over four years (while having my two children).

In 1992, I was hired as a Community Organizer for a large philanthropic Jewish organization. My Chairman explained to me on the first day of my job that he wanted to put the organized Jewish Community "on the map" when it came to environmental issues. I smiled and nodded, but in the head of this Jersey Girl, what came to mind was the Valley Girl response "gag me with a spoon." It was not an exaggeration to say I had absolutely no interest in this area.

That same year, however, I began to follow the international community and the first Earth Summit in Rio de Janeiro. A number of publications resulted, including some of the first compelling research around climate change. I met with several of the area faith leaders that would later serve on the board of the not-for-profit GreenFaith.org, which I helped start and served as the Founding Executive Director. (GreenFaith mobilizes, educates and inspires people of all faith backgrounds to work as leaders for environmental stewardship). They came back from Rio determined to address the human impact on climate by creating a moral imperative utilizing an inter-faith voice. They inspired me. I began to organize and read. I quickly became intrigued and alarmed on the issue of climate change. Being someone who is always drawn to root cause issues, I also became increasingly interested in energy.

By 1997, GreenFaith was organized as a not for profit, and we foresaw the deregulation of electricity in the not too distant future. This would happen in New Jersey in 1999, and GreenFaith took that as an opportunity to begin educating citizens on the choice before them - how electricity is generated, transmitted and used has implications for the planet so chose wisely.

I learned a lot in those early years. First, it became apparent that the power of choice driven by moral imperative alone to significantly and quickly change the market for cleaner energy sources was not going to work. Second, in the

United States we had done such a superb job at building energy infrastructure that while always there for us, it was invisible and most people took it for granted. It was challenging to compel people to choose something they couldn't see and when what they already had was working just fine. Third, asking people to pay more money for the invisible product they didn't think they needed was really hard. Finally, it was challenging to connect spending more money for cleaner electricity back to the problem of Climate Change - also invisible.

What I took away from those early years in not-for-profit was in order to effect impactful change in this area, **you have to get into changing the rules of the game**. A large part of my contribution, and one of the biggest challenges was bringing all necessary stakeholders together to pass historic solar legislation in New Jersey.

3

This involved the careful managing of egos and providing a sense of ownership that what they were doing collectively was historic. At one critical meeting, I actually threw bars of chocolate on the table exclaiming we would have to earn that chocolate by reaching a deal. Injecting humor, a shared sense of purpose, demonstrating respect for all involved, regardless of whether I agreed with positions were all important elements of creating the constructive environment in which we could all work toward a common goal.

Over five years after The Solar Energy and Fair Competition Act, New Jersey has over 1.5 GW of solar in the ground – or as I like to think of it, a nuke plant worth of solar. We have over 7,500 jobs attributable to this industry – good jobs that are also infused with a sense of purpose. Visiting a solar warehouse is an inspirational experience.

How does one effect change in energy? It is a complex area; especially considering the layers of regulation, the different jurisdictions, and the number of entities involved that set the rules in which the many energy markets operate.

Reflecting on this experience several years later, I realize my contribution, being one of the only women in the room, was uniquely feminine. Harkening back to strategies that Francis Perkins

deployed, being highly strategic and fostering a sense of community, shared purpose, and mutual respect was crucial to reaching a deal and was also how I exercised an effective form of leadership.

In the complex energy ecosystem, the biggest challenge for me is making the strategic decision on when to push for revolutionary change versus evolutionary change: is it the time to go big or do you take baby steps which some may say (I do not) is equivalent to “going home?” Over my career, I have found that decision comes down to judgment on any number of factors that may influence outcomes - timing, personalities, politics, current events including the weather, to name just a few. Exercising good judgment is a risky business, which is why it's my number one challenge.

Looking to the future, for any young women considering this work, I have several ideas to share. First and foremost, you have to master the subject. There are no short cuts. In order to be in a position to exert leadership and effect change, you must be a credible contributor. So read, learn, and seek out good people to answer your many questions.

Second, surround yourself with smart and high integrity people. You learn best in the right environment.

Third, pay close attention to identifying decision makers and influencers for any specific project - sometimes this is obvious, sometimes it is not.

4

Fourth, work to become a presence. This includes becoming a persuasive speaker and writer.

Fifth, and final, maintain a sense of humor and don't take yourself too seriously. The last point reminds me of a lobbying session with a NJ Congressman. Back in 1997, I walked into his DC office with three priests and a rabbi. Sounds like a setup for a good joke, which is exactly how we began our conversation. Years later, the congressman always remembered me for this exchange. A lesson that may be applicable to many situations, but at least in energy, **I always remember to keep it “light.”**



Deputy Secretary General of the Council of European Energy Regulators (CEER) and Chair of the ICER Women in Energy Steering Group.

Una was the founding Secretary General of CEER, the Brussels-based association representing Europe's energy regulators. Currently working part-time, Una heads up CEER's communications and is responsible for its finances. An Economist by training, she started her career as an Economics lecturer, and has worked as a professional Economist for the Irish National Competition Authority and the Irish energy National Regulatory Authority (NRA). She is passionate about helping women advance in their careers. Una is proud to head up the global Women in Energy initiative of the International Confederation of Energy Regulators (ICER).

The public face of the 2012 World Forum on Energy Regulation was particularly male. On stage was a panel of 12 representatives from the ICER's regional associations; only one of them was female. In the wings, however, a group of pioneering women had been discussing the issue late one evening. We were determined to do something that would help ourselves and our female counterparts to progress in our careers. What we would do, when and who would do it were all great unknowns. But looking at that lone woman on stage in Quebec, no discussion was needed on the why.

We were all professional women, working in a sector where our gender was vastly under-represented and fewer still made it to the top. Each of us present, I'm sure, would later reflect on her own career and needs to advance professionally - be it the confidence to speak in public, help in setting professional goals or the ability to project success. But what was obvious immediately was that we would benefit from talking to each other, exchanging professional experiences, learning from each other, and sharing success stories. The concept of a collaborative women's network in energy was born.

Inspired by my meeting and discussions with this accomplished and international group of women in energy regulation, I remarked on the under-representation of women in our sector to ICER's chairman, Lord Mogg. He turned my observation into an eloquent remark in the closing remarks of the World Forum and, in doing so, committed energy regulators to taking a lead in helping the advancement of women in energy. This was met with thunderous applause. Off stage, he turned to me: "Now go and do something about it".

Defining ICER's WIE's Collective Ambition

The gauntlet had been thrown down and, back in Brussels, I picked it up. In September 2012, I invited a handful of motivated women - including the most excited ones from Quebec - to the inaugural teleconference of the ICER WIE Steering Group (WIE SG), tabling what was soon to become "the collective ambition" of the ICER Women in Energy (WIE) initiative. Despite our differences, we were united in what we wanted

to achieve: "For women to be attracted to the energy sector, to have equal opportunities, to be empowered and to have the self-confidence to succeed."

We had vision. We were fired up to put our mark on the world. But there was no point in having grand ambitions if we couldn't deliver. So, I invited the WIE SG members to complete a "skills and contributions poll" to determine the skills and resources we had and how best we could harness them. Together, we have achieved much. By March 2013, the collective ambition had been approved at the highest level, and 6 months later we had created a global collaborative network and a suite of practical tools to help women help themselves advance in their careers.

Chairing the ICER WIE Steering Group has been challenging but hugely rewarding. I had to quickly learn a new suite of leadership skills necessary when output is dependent on contributions from a few charitable volunteers, spread across the world, on an issue which is not part of their day-to-day work. However, already a working mother-of-four, my home life had provided as many worthwhile reasons as my time in the workplace to make this WIE initiative a success.

Goal Setting and Defining Success

In spite of the best efforts of my husband and myself to treat our children the same, they are wired differently. Our two boys are sporty, noisy and ooze self-confidence. Our girls are more creative, high academic achievers, but in need of an occasional confidence boost. They are unlikely to be sporting champions, but set our two daughters a goal - run 5km, swim 500 meters - and encourage them (sometimes with a reward), and they do much more than get over the line, our girls excel. Some might call it 'bribery'. I consider it 'goal setting'. Without a goal to aim for, they won't have that focus. The same logic applies to career advancement.

The Harvard Business Review (HBR) recently published an article on work-life balance. It underlined the need to define success for yourself: "When you are leading a major project, you determine early on what a win should look like. The same principle applies to leading a deliberate life: You have to define what success means to you—

understanding, of course, that your definition will evolve over time.” Interestingly, the HBR research points to certain gender differences of how men and women define professional success.

Truthfully, I cannot say that each stage of my career has been planned. Yet I, and after meeting my husband, we, have made deliberate choices about what path it should ideally follow. **Following my passions has served me well.** I started out as an Economics lecturer. Five years later, I ditched the academic life for my ‘dream job’ as an Economist with the Irish national competition authority. From there, I took a managerial position with the national energy regulatory authority.

Yet, as the Harvard Business Review advises, one’s definition of success will evolve over time. My husband and children were now an important part of my work-life balance. When my husband got a job in Brussels, we made a joint decision to leave Ireland. It was life changing and as it turned out also to be career-enhancing. I became the founding Secretary General of the Council of European Energy Regulators.

I’m a firm believer in life-long learning. My work at CEER, for more than a decade, has allowed me to constantly develop new skills and experiences, be it from embracing social media in a professional context through to innovative projects such as the creation of the International Confederation of Energy Regulators (ICER) itself. My “deliberate life” choices also continue. With a growing family, I now work part-time (60%) and with less responsibility (as CEER Deputy Secretary General). I have not been punished for making this choice. On the contrary, I have been fully supported by my boss, Natalie McCoy and the CEER Board. I remain centrally involved in shaping and growing CEER, and I am ready to lead and support whenever appropriate. Crucially, the reduced day-job hours has allowed me to follow my passions - championing the ICER Women in Energy initiative has become one of them. I feel very privileged to have had the opportunity to chair it.

Practical Tools to Help Women

In our first year, the WIE initiative focused on practical tools to help women. We set up a global collaborative network, a mentoring programme,

training webinars and story-telling. Women in Energy-the ICER International Network has hundreds of women, from Greece to Ghana, sharing professional experiences. It is open to all staff, men and women, of ICER’s energy regulatory authorities.

Another big success is the ICER WIE mentoring programme. The 2014 pilot scheme paired 38 female mentees with (male and female) mentors from around the globe. Already participants have attributed the programme to achievements - speaking at webinars, going for a promotion - that they would not otherwise have realised. The overwhelmingly positive feedback means a second round of the 12-month mentoring programme runs again in 2015.

Setting up the webinar series, which covers a wide range of topics from women leadership issues to core regulatory issues, was a major learning experience. For each webinar, we train the speakers so they can get to grips with the technology before going live. Then, for 60 minutes, women share insights and tips, with participants asking questions through a chat room facility.

Engaging Men in Developing the Talent Pool

Creating a network and offering women tools to help develop and improve their professional knowledge and leadership was the easy part. ICER WIE had also set itself the grander task of changing societal attitudes to women. This requires both men and women to change their attitudes. Women need to help themselves and other women to develop, making clear their professional ambitions and living up to them. Men too need to support the career development of women.

Personally, I feel that creating such a wave of change and encouraging more women into sectors like energy and the sciences also means targeting youngsters in their formative years. “Greenlight for Girls” is one project (also run by volunteers) which aims to inspire adolescent girls to take up Science, Technology, Engineering and Mathematics (STEM) subjects, by making science fun. This is why I’m a volunteer with Brussels “Greenlight for Girls”, an annual event

where girls aged 11-15, kitted out in lab coats, are exposed to the weird and wonderful world of science.

But to enlist the support of the male-dominated ICER Steering Group to our WIE initiative, I adopted a more serious approach, firstly presenting the hard data (in 2013, 19% of the board posts of our Regional Regulatory Associations were held by women) and letting the figures speak for themselves. Secondly, our Members' commitment to the WIE initiative was secured by developing a 'collective ambition' shared by all ICER Members. **It requires both men and women to be agents of change.** Thirdly, in writing the WIE communication material, I've discovered that it helps to keep the vocabulary gender neutral. "Maximizing scarce resources", "developing the talent pool", "staff retention" and "career advancement" will resonate with HR managers and CEOs, male or female. Fourthly, we sought out high-profile advocates and role models (of both genders) whose actions would inspire those in positions of power to lead by example in promoting the advancement of women. ICER Chair, Lord Mogg, has been our top supporter since day one. When he describes developing female talent as good for women, good for the organisation and good for the sector, people sit up and listen.

Finally, we set a challenge for the ICER regional associations themselves, asking them to meet a 20% female speaker target at their main events.

CAMPUT and CEER have already done it in 2014. The World Forum in Istanbul in May 2015 is showing its support with at least one female speaker on every panel and a dedicated ICER WIE workshop where all the speakers are women.

I feel very privileged to have had the opportunity to chair ICER's Women in Energy initiative in its startup phase. We are still at the start of the journey. WIE is still developing, although we have gotten off to a solid start. I'm confident that our collaborative network will continue to grow and the personal links forged will be of huge benefit both to the women involved and to their organisations. But it's not only about the women. Recently, Emma Watson, the United Nation Women Goodwill Ambassador, launched a clever UN campaign inviting men and boys worldwide to join the movement for gender equality stating, "Gender equality is your issue, too." (see [Ms Watson's speech](#)). The UN "HeForShe" campaign aims to mobilise one billion men and boys within 12 months as advocates of change in ending inequalities that women and girls face globally. Let's hope ICER's Women in Energy initiative, albeit much more humble than HeForShe, will also inspire CEOs of firms in the energy sector and political leaders also to lead by example, promoting the career advancement of women.



LORI FROM THE UNITED STATES TRAWEEK

American Gas Association Senior Vice President and Chief Operating Officer. She holds mechanical engineering degree from Purdue University and communications degree from Ithaca College.

Lori is responsible for overseeing operations and ensuring that AGA is positioned to achieve membership priorities. Prior to her current responsibilities, Lori was integrally involved in AGA's pipeline safety and environmental advocacy. She serves on the GTI Board and National Energy Foundation Board and is involved in the Center for Energy Workforce Development. She is a Rader Energy's Key Women in Energy-Americas Leadership honoree and received Purdue University's Outstanding Mechanical Engineering Achievement Award and the National Association of State Fire Marshals Norman Y. Mineta Excellence in Transportation Safety Award.

A Rewarding Journey

I have been fortunate to have inherited from my father an optimistic outlook and a problem solving attitude. While my initial pursuit in college was sports broadcasting, it was only after I decided that path was not for me that my father was able to convince me that engineering would provide exciting opportunities. When I pursued mechanical engineering at Purdue, women in engineering were few and far between.

While in college I interned at an oil and gas company. I was inspired by the challenges and significance of bringing oil and gas thousands of miles below the surface through an infrastructure that would provide such a critical “quality of life” need to people nationwide. Following graduation while working offshore in Texas and Louisiana I was usually the only woman and I was from New Jersey. Those two factors alone were often characterized as “two strikes against me.”

But my ultimate success stemmed from a genuine interest in learning through listening and by conveying that I was there to help. That, plus a pretty thick skin and a sense of humor, helped me contribute to the success we were all seeking.

Throughout my 25-year career at the American Gas Association where I am now Senior Vice President and Chief Operating Officer, I have spent a great deal of time focused on building consensus amongst our membership and then continuing that consensus building with government regulators. My role requires listening, empathy and an ability to see all sides of an issue - skills that people often associate with women.

My father was right, being an engineer is providing interesting and rewarding opportunities for me. It is an exciting time to work in the energy industry and I am encouraged to see more women bringing their talents and expertise to this field.



COLETTE HONORABLE

FROM THE UNITED STATES

Commissioner Colette D. Honorable was nominated to the Federal Energy Regulatory Commission (2014-2017) by President Barack Obama. An attorney, Commissioner Honorable came to FERC from the Arkansas Public Service Commission, where she served since October 2007, and led as Chairman from January 2011-January 2015. Honorable is a past president of the National Association of Regulatory Utility Commissioners. Prior to joining the Arkansas PSC, Honorable served as chief of staff to then Arkansas Attorney General Mike Beebe and as a member of the governor's cabinet as Executive Director of the Arkansas Workforce Investment Board. Her previous employment includes service as a consumer protection and civil litigation attorney, and as a senior assistant attorney general in Medicaid fraud before serving as an adjunct professor at the University of Arkansas.

My name is Colette D. Honorable and I am an energy regulator in the United States, proudly serving as a Commissioner of the U.S. Federal Energy Regulatory Commission for just over a year now.

My journey to becoming a utility regulator was an unexpected but rewarding one. An attorney by trade, I had the pleasure to work for and with public officials who saw something in me and were willing to give me a chance to succeed in new and different roles. I attribute my success to having this opportunity, possessing a strong work ethic, a spirit of excellence and being able to persevere when life hands you something unexpected. My mission every day is to give my best to the people that I serve. I want our final work product to be the best it can be; indeed, *I've been called "Eagle Eye" from time to time!* It is an honor to serve the public and this is a position of trust. Therefore, it is my duty to learn all that I can about this complex and dynamic field in order to fulfill my duties to the best of my ability.

In my first year at FERC, we have addressed many of the challenges facing the regulated energy sector. This includes, among other things, ensuring reliability of our nation's electricity grid, overseeing wholesale energy markets, reviewing applications for the construction of special projects such as hydropower plants, pipelines or liquefied natural gas terminals. In addition, we are working on cyber and physical security requirements as well as proposals to ensure wholesale electricity markets are operating as intended. This work is demanding yet so critical to our nation.

The greatest challenge we face as regulators is addressing the very real need to invest in our energy infrastructure in several areas (transmission, pipeline construction and replacement, construction of power plants or renewable facilities) while keeping rates reasonable for consumers and managing environmental risks. At the state, federal, and international levels, we must remember that our decisions impact all consumers, including those who operate large industrial companies to those who may have limited resources and have difficulty meeting financial obligations. Indeed, the tension between investing in our infrastructure and maintaining affordable

rates is ever present.

There is so much work to do and so little time to get it all accomplished! Therefore, family/work balance has always been a personal challenge for me. I have always been committed to working on a task to completion. My days in the office are long and work often follows me home, so I must make a good quality of life at home with my family a priority. Most of all, I treasure time with family, church activities, family game night, cooking and knitting. *While serving in this public role has heightened demands on my time, my family is most important to me—bar none.*

I am very proud to be part of ICER's Women in Energy Initiative! Quite frankly, there aren't enough women in leadership roles in the energy sector, or any role for that matter. It is indeed an honor to be supported and encouraged by, and to also mentor, women who are committed to working in the energy sector internationally and moving into global positions of leadership. I am proud to have been part of WIE's effort to start a mentorship program with a unique twist- it is a virtual mentorship program. We are committed to ensuring that nothing will impede our success in this venture—no borders, no communication barriers, no time zone restrictions. We hope it will serve as a model to be employed in regions worldwide.

More broadly, *interaction with my international energy colleagues continues to enrich my career.* I have grown in my professional capacity immensely from these exchanges through our strong commitment to information sharing, providing best practices, and collaborating on areas of common interest has been the most rewarding of all. As a side benefit, I have made lifelong friends the world over, and have enjoyed continuing our friendships from afar and when we meet again. Thank you for sharing your smiles with me. Music and a smile are universal indeed!

Mentorship and sponsorship have, without a doubt, helped me along my career path. I have been blessed to work under the tutelage of more experienced attorneys, judges, public officials and also seasoned utility regulators. Having the benefit of their wisdom has helped me work more efficiently and I have learned more by watching

them in action. More importantly, having someone advocate on my behalf has been invaluable on multiple occasions. Because of my positive experience, I have eagerly given of my time and talents to mentor law students, young lawyers, new regulators, and women in the energy sector. I continue to learn through those relationships too. I have a new WIE mentor from Canada and look forward to meeting her soon!

Women bring experience, expertise, wisdom and leadership to the workplace. **Women should be seen as leaders and potential leaders, not simply as good team members and support staff.**

I would advise young women early in their careers to take even their first entry-level position seriously. I've held several jobs in my career after being "tapped" for a leadership role- simply because someone observed my work and believed in me. Give any task all you have- you never know where it may lead you! As the old saying goes: **work hard, for you never know who is watching.**



FROM TURKEY

GULEFSAN DEMIRBAS

Gulefsan Demirbas received her B.S. and M.Sc. degrees in Environmental Engineering from the Middle East Technical University of Ankara. She is continuing her Ph.D. studies in the field of social dimension of environmental policy.

She started her career as an expert in the Privatization Administration (PA) in 1998. She moved to the Energy Market Regulatory Authority in 2008, and served as advisor to the president till she was appointed as Head of the Strategy Development in 2009, where she still serves. Gulefsan Demirbas is the author or co-author of several papers on environmental engineering and, energy and climate policy.

Following my career in the Privatization Administration, where I worked in the privatization processes of several projects some of which were in the energy sector, I moved to the Energy Market Regulatory Authority (EMRA). I was worried when I started my new career at EMRA almost six years ago, because I was entering a world which I did not know much about. Despite having a Master of Science degree in environmental engineering and elementary knowledge of the energy sector, energy regulation was a new area for me. Moreover, I was beginning my new career with the newly appointed EMRA president, and thus I was considered by the existing staff as the president's man (woman). So I had to overcome the challenges arising not only from lack of my knowledge on energy regulation but also being a newcomer.

Challenges

My first appointment within EMRA was in the position of advisor to the president. The president, with whom I had worked at the Privatization Administration, knew my capacity and competency in problem solving. Hence, he assigned me to report on the proposals and recommendations submitted by the service units. I must confess that working in such a position was an invaluable opportunity for rapid learning. So I decided to use this opportunity. **I believed in myself, my dedication to work, mathematical background and my experience** within the public sector, which I already had. However, I knew I had to strengthen my knowledge and to build bridges with my new colleagues. And so, I assessed the conditions and drew a roadmap.

I really worked very hard. I read the fundamentals of energy regulation and every report I received. I participated in every meeting and took extensive notes to further educate myself.

I gave great importance to building up good relations with my new colleagues. I did not hesitate to ask even easy questions either to my colleagues or our stakeholders. In other words, I used every useful tool and followed every wise path, and gradually improved myself, my capacity and as a result my situation both among my colleagues and within EMRA.

Meanwhile, I learnt that **energy regulation is like juggling. You have to manage too many different, even opposite, interests** and have to satisfy needs of all relevant stakeholders.

Hard Work Leads to New Opportunities

My dedicated work was acknowledged by the board and I was appointed as acting head of newly established Strategy Development Department within a year. The Strategy Development Department was created to carry out a wide range of activities spanning from strategic planning to conducting market analysis and reporting, from coordinating international activities to management of IT services. Its scope covers almost all activities of EMRA.

First of all, I had to build up a new team and develop working procedures.

Building up a new team is not easy, especially in an organization with pre-existing structures.

While building up my team, I talked to key staff for transferring to my department and convinced some of them. While doing this, I did not act aggressively in order not to ignite resistance of other department heads. Although I could not build up the team in my mind, I succeeded to establish a team that can work together.

Meanwhile, the biggest project that EMRA had developed so far for increasing the corporate capacity within the frame of market monitoring and supervision, the Energy Markets Information Systems Development Project, was also responsibility of my department. The project covers development of Project Management System, Regulatory Information System, Process Management Infrastructure, Electronic Document Management System and Information Security Systems, improvement of Web and Content Management Systems, upgrade of Servers Systems Software and Hardware. The goal of this project was to develop necessary infrastructure for conducting all processes of EMRA on IT systems for better monitoring and understanding of market activities and, fast reactions to developments within the market. EMRA had introduced several similar smaller scale projects in the past, but these did not succeed. The new project was

bigger in scope than previously failed ones and thus required continuous patience and close attention to detail. Since the previous projects failed, almost all of the staff within EMRA has lost their confidences in similar projects. I started the project with a couple of dedicated colleagues. We drew up our roadmap, and divided the project into modules and stages. We started to implement the project gradually to regain confidence of the staff. Four years following the kick-off of the project, I can say that we did a lot and achieved results not to be underestimated. As an example, Electronic Document Management System and Energy Markets Data Management System were successfully launched. Now, I can proudly say that almost all of the activities of EMRA are being conducted through e-services. As this projects goes on, I was appointed principally as department head.

Work Life Balance

When I began at EMRA, my sons were 8 and 3 years old. I was excited to bring fresh perspectives but also realized that I need to balance work and family life. But I must admit that during the early stages of my new work, I spent almost 10 hours a day reading and trying to understand the scope of work and ways of doing, to convince my new colleagues that I was neither obtuse nor a spoilt and temperamental president's man (woman). **I was determined to be successful, and to prove that I deserved my position.** I have to thank my sons and my family for their understanding and support, which allowed me to do that.

My Success

At the end, I can say that I succeeded. The success I achieved was not easy. The success was the result of my dedicated work, understanding of my family and support of my colleagues. Meanwhile, I have to add inspirations I received from my friends working in energy regulation field in different countries whom I met in activities of regional regulatory agencies. When I look at the energy regulators worldwide, I see that energy regulation is a male-dominated world, especially at the governing level. For instance, when I started my career within EMRA, female staff accounted for 48.3% of total employees, which has now dropped to 46.6%. Meanwhile, the share of women in the administrative level has increased to 12.5% from 9.7% within 5 years' time, illustrating that even while overall female staff decreased, they increased disproportionately at the junior level. I have to add that I am the only women assigned as a department head within my organization.

My last words are these: **The essence of energy regulation is creating a level playing field for all. Why not cooperate for achieving an equal footing in energy regulation for women as well?** We have to keep in mind that a woman's touch creates differences in the workplace, and, in my opinion, makes it better. Hence, for smarter and better energy regulation, the number of women in this sector needs to be increased.



CREDITS

Editor: Beatriz Estrada Moreno

Illustration: Carlos Iván López Sandoval

Design: Liliana Lemus Talamante

Editorial Board: WIE Steering Group

Special thanks to: Una Shortall, Martina Schusterova, Erin Hammel, Katherine Bennett, Regina L. Davis, Anh Tran and Robert McMahon.