

# Hidden Potential: How Employers Can Accelerate Inclusive Jobs *in* Green Transitions

Action Guide

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## About IFC

IFC — a member of the World Bank Group — is the largest global development institution focused on the private sector in emerging markets. We work in more than 100 countries, using our capital, expertise, and influence to create markets and opportunities in developing countries. In fiscal year 2025, IFC committed a record \$71.7 billion to private companies and financial institutions in developing countries, leveraging private sector solutions and mobilizing private capital to create a world free of poverty on a livable planet. For more information, visit [www.ifc.org](http://www.ifc.org).

## Who should read this and what's covered?

This private sector snapshot accompanies the World Bank Group's report *Hidden Potential: Inclusive Jobs in the Green Transition*. It's intended for companies and investors looking for examples of how to strengthen their businesses and advance climate goals by supporting inclusive jobs for women. It highlights **eight priority action areas** illustrated with examples from IFC and beyond. The priority areas and examples are non-exhaustive and are intended to demonstrate practical solutions that are currently being implemented in emerging markets and developing economies.

### Eight priority action areas:

1. Build stronger talent pipelines through skills and training initiatives
2. Strengthen recruitment through inclusive practices
3. Create climate-resilient, productive, and safe workplaces
4. Diversify leadership and build inclusive leadership pipelines
5. Make supply chains resilient through inclusive practices
6. Support women-led businesses as engines of innovation and jobs
7. Channel climate finance to support inclusive jobs
8. Measure and track progress

**Note:** Several of these action areas are cross-cutting inclusive employment practices. In this snapshot, they are anchored in green sectors and green jobs through examples from climate-relevant sectors and instruments that support job creation, job transformation, and job preservation in mitigation and adaptation activities.

**If governments invested in women's employment alongside investing in low-carbon growth pathways, countries could boost jobs and strengthen economic growth (IFC 2025).** For the private sector, moving towards low-carbon, climate-resilient operations is about safeguarding business continuity, reducing risks, and building long-term resilience. Engaging workers and suppliers – especially women and women-led businesses – is essential. Climate impacts on these groups are already increasing costs, disrupting operations, and creating talent shortages in the labor market. Addressing these challenges early and involving diverse stakeholders can help companies strengthen operations, support transition goals, and contribute to inclusive and sustainable growth.

Companies seeking to strengthen performance and resilience can act on two key dimensions:

1. **Secure a workforce for the future.** As demand increases for technicians, engineers, and service providers in energy, transport, agriculture, and manufacturing, enabling women's participation helps close talent gaps and meet evolving business needs. This need is particularly acute in sectors like renewable energy, where employment growth has not kept pace with capacity growth: global renewable energy employment increased only modestly by 2.3 percent in 2024 — reaching 16.6 million jobs — despite

record-breaking installations ([IRENA & ILO 2026](#)).

1 Broadening access to training and employment for women is therefore essential to expanding the workforce and ensuring that businesses can tap the full range of available talent. This includes ensuring access to relevant education, skills development, and training pathways needed for women to participate effectively in these sectors.

2. **Manage risks across workers and supply chains.** Rising heat stress, extreme weather, and infrastructure disruptions affect worker health, productivity, and supplier reliability—especially for women, who are often concentrated in lower-paid or informal roles. Adaptation investments, particularly measures to address heat stress, are essential for preserving jobs and sustaining productivity across climate-exposed sectors ([World Bank 2025](#)). In practice, this includes investments in occupational safety and health (OSH) systems, heat-stress risk assessment and prevention, and resilience of workplaces to climate shocks, ([ILO 2019](#), [WHO 2025](#)). Addressing these risks through targeted investments in worker protection and adaptive workplaces can strengthen supply chains, reduce operational costs, and enhance business continuity.

Both dimensions are explored through the **eight action areas**.

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# ACTION 1:

## Build stronger talent pipelines through skills *and* training initiatives

Around 370 million people – 10 percent of the global workforce – are already seeing their tasks shift due to climate-related changes, and by 2030, almost 40 percent of core job skills will change (IKI 2025, WEF 2025). Nearly half of recently surveyed employers anticipate increasing investment to reduce carbon emissions, and 85 percent of them see upskilling as the key priority (WEF 2025). Expanding training and upskilling opportunities for women—both within firms and across supply chains and communities—can help companies strengthen talent pipelines. In India’s logistics and staffing sectors, FSG analysis of more than 10,000 workers and roughly 109,000 orders found that women’s stronger productivity, attendance, and order quality were associated with lower per-worker costs and that hiring more women increased a staffing firm’s gross margin per worker by about 10.3 percent due to longer tenures and lower attrition (FSG 2024).

Companies are adopting a range of approaches to build stronger talent pipelines, reflecting corporate entry points along the skills pathway, including:

- **Preparing workers to enter climate-relevant jobs through job-readiness and entry pathways.** In India, **Ayana Renewables** partnered with vocational institutes and non-governmental organizations to design certified, on-site training for solar technicians, many of them women, who were hired directly into operations ([Just Transition Finance Lab 2024](#)). In Brazil, IFC’s sustainability-linked loan to Neoenergia Elektro, provided as part of a broader energy transition partnership with Iberdrola, included a key performance indicator to increase the share of women electricians in the company’s workforce. The target was implemented through **Neoenergia’s School for Electricians** program, which provides job-readiness training and direct entry pathways into technical roles in electricity distribution (IFC 2023). In Türkiye, the EBRD-financed expansion of **Antalya Airport** includes commitments to create economic opportunities for young women and men through structured training programs that support employment pathways (EBRD n.d.). These employment pathways are linked to climate objectives

by supporting the operation and long-term management of transport infrastructure that is subject to EBRD environmental and social performance requirements, which cover resource efficiency, emissions management, and climate resilience over the concession period.

Similarly, in India, **Tata Power’s** Skill Development Institute runs a Green Energy Skill Centre that provides hands-on training in rooftop PV installation, energy storage, and electrical safety in partnership with state utilities and technical schools ([Tata Power 2025](#)). The program is designed to build an industry-relevant skills base for the power and renewable energy sector, supporting employability across the value chain rather than recruitment exclusively for Tata Power operations. The program supports more than 340,000 people – including over 18,000 women – and expands entry points for youth and underrepresented groups.

- **Upskilling, reskilling, and redeploying incumbent workers as business models shift.** **Enel’s** Bocamina initiative in Chile retrained coal-plant employees for renewable operations and includes community programs with a gender focus ([Enel 2023](#)). **Eskom’s** Komati Academy in

South Africa developed modular training programs to help workers and local residents transition from coal-based jobs to roles in renewable energy and local enterprises, linking training to hiring and ensuring inclusion of women, youth, and marginalized groups ([World Bank 2024](#)).

In Brazil, **Suzano** – one of the world’s largest pulp and paper producers – is training women for operational roles in forestry through its Cultivar program. The first cohort of forestry assistants in Três Lagoas was made up of 18 women ([Suzano 2024](#)).<sup>1</sup> **SARETEC**, South Africa’s national renewable energy training center, offers a seven-month accredited program that prepares technicians for wind turbine work. As wind generation expands, graduates are moving into roles on new farms under the government’s procurement program, which requires local hiring and skills development.

- **Building practical skills through work-based learning, training, and mentorship.** **Daystar’s** Women in Power Trainee Program in Nigeria recruits young engineering graduates for technical roles in solar energy, offering rotations across functions and mentoring to build technical and soft skills for long-term careers ([IFC 2022](#)). In South Africa, **Enel Green Power** delivers accredited technical training for wind-farm construction and maintenance through its Rigging Qualification Program, which combines classroom instruction with supervised field rotations and has led graduates into employment on Enel-operated wind projects ([Enel 2021](#)).

In Guatemala, **Pantaleón’s** Mujeres al Volante program recruited rural women as tractor and harvester operators through a 174-hour certification combining life-skills and technical training, providing licenses and job placement support. The program supports mechanized agricultural operations that are central to improving productivity, reducing losses, and strengthening the resilience of sugarcane production systems in the context of climate variability, while also stabilizing harvest operations and strengthening engagement with local communities ([Pantaleón 2022](#)).

- **Using digital or hybrid training models** that make it easier for women and rural communities to participate in skilling initiatives. **ENGIE** in Chile provides blended training through ENGIE University – mixing online modules, virtual classrooms, and in-person learning – and runs global programs to boost women’s participation in STEM and energy careers ([ENGIE 2023](#)). In Brazil, **Cogna Educação** delivers online learning to reach low-income students across the country and implements employability and leadership initiatives that support women’s advancement and job readiness. Access to digital and technical education of this kind is increasingly relevant for participation in climate-relevant sectors, including renewable energy, sustainable infrastructure, and related services, where digital literacy and adaptable skills are required as economies transition toward lower-carbon growth paths ([Cogna 2023](#)).

Box 1.

## Digital Skills for the Green Transition

Digital learning expands access for women who may face barriers to attending in-person training. Closing the gender gap in online learning could add up to \$14 billion to the market by 2026 and create new jobs and business opportunities for women ([IFC 2022](#)). Digital platforms (e.g., mobile apps, e-learning, AI-enabled tools) help companies build skills at scale by reaching dispersed workers and underserved groups more efficiently than traditional training models. For example, **Access Agriculture** delivers mobile training videos in 100+ local languages, accessible via phone or smart projectors, reaching rural farmers across Africa and Asia through a growing digital library and youth-led distribution networks ([Access Agriculture n.d.](#), [Access Agriculture 2024](#)). The training content focuses on sustainable agricultural practices, including soil health, climate-resilient cropping, integrated pest management, and resource-efficient production, supporting farmers’ adoption of practices that are relevant for climate adaptation and lower-emissions food systems. **Interplay Learning** offers online and micro-learning courses for solar technicians to support companies in training field staff ([Interplay Learning n.d.](#)).

<sup>1</sup> Suzano. Diversity, Equity & Inclusion. Available at: <https://www.suzano.com.br/en/sustainability/people/diversity-equity-and-inclusion>

# ACTION 2:

## Strengthen recruitment *through* inclusive practices

As demand for skilled workers accelerates across transition sectors, companies are facing recruitment challenges (OECD 2024, NewClimate Institute 2025). In transition sectors, recruitment can also be used to identify workers with relevant experience and connect them to training and upskilling pathways for emerging roles. Traditional recruitment practices can overlook women, youth, and other underrepresented groups – reducing the available talent pools, increasing hiring costs, and slowing business operations. By expanding recruitment to include these groups, companies can tap into underutilized talent and fill roles faster, strengthening productivity and long-term competitiveness. Evidence from infrastructure, energy, and extractives sectors further points to the business case for gender-inclusive recruitment and workforce practices. IFC's Gender and Infrastructure Toolkit documents how companies can address barriers related to job design, outreach, entry requirements, and workplace conditions, with implications for recruitment effectiveness, retention, and operational performance across infrastructure and mining activities (IFC 2023).

Companies are implementing a range of solutions to make their recruitment efforts more inclusive, including:

- **Setting targets on women's representation in the workforce.** In Kenya, **Royal CMT Garments** is expanding its apparel manufacturing operations and creating 3,700 new jobs, with a target of hiring 70 percent women by 2026 (IFC 2025). The company recruits largely from underserved, low-income and informal labor segments and combines outreach with practical and soft-skills training to help new hires succeed. In Paraguay, **ATOME** is building a green-hydrogen fertilizer plant, creating 240 jobs with targets of 25 percent women in operations and 10 percent in construction (Green Climate Fund 2025).
- **Developing targeted approaches to recruit more women.** In Sri Lanka, **PickMe** – a ride-hailing platform – recruits women through targeted campaigns and financial incentives like free cell phones and health insurance (IFC 2020). The company recognizes that recruiting more women as drivers can expand the market for ride-hailing services, with the potential to increase annual revenues by nearly 27 percent through greater female ridership and improved perceptions of safety. This example illustrates how targeted recruitment measures that address gender-specific barriers to entry can expand the available workforce and strengthen service delivery, offering lessons relevant for transition sectors seeking to recruit women into operational roles.

- **Simplifying entry requirements** to ease women’s entry into new roles. Evidence from emerging markets shows that reducing application costs and simplifying job requirements—such as lowering formal education thresholds, removing non-essential prior experience requirements, or shifting technical certification from pre-hire screening to post-hire training—can increase women’s likelihood of applying for formal jobs ([Abebe et al. 2021](#), [Abraham et al. 2024](#)). In practice, companies often combine simplified entry requirements with job-readiness or workplace-based training to enable women to meet role requirements after recruitment rather than upfront. In Brazil, **Suzano’s** Somar program prepares women and people with disabilities for industrial and forestry roles through structured, workplace-based training that substitutes prior sector experience with on-the-job instruction. In 2024, 58 participants completed the program, with a 65 percent placement success rate, expanding access to operational roles that have historically had low female participation ([Suzano n.d.](#)). In the Marshall Islands, the **Island Eco project** trained young women to assemble and maintain solar-powered equipment, allowing participation without strict STEM requirements, challenging traditional stereotypes that typically limit women’s participation ([UNFCCC 2022](#)).

# ACTION 3:

## Create climate-resilient, productive, *and* safe workplaces

Extreme heat, flooding, and other climate shocks affect people's ability to get to work and be productive at work, negatively affecting business operations. Without adaptation, climate impacts threaten the continuity of existing jobs. Investments in workplace adaptation and resilience are critical to limiting job losses and sustaining productivity in climate-exposed sectors ([World Bank 2025](#)). In the apparel sector alone, factories in Viet Nam, Cambodia, Pakistan, and Bangladesh could lose up to \$65.8 billion in export earnings by 2030 without adaptation measures ([IFC 2025](#)). Globally, around 2.4 billion workers are exposed to excessive heat leading to lost productivity, higher accident rates, and more absenteeism ([ILO 2024](#)). Women are especially vulnerable due to lower heat tolerance and concentration in agriculture and light manufacturing with poor ventilation ([ILO 2019](#)).

In addition to being climate-resilient to ensure the safety and productivity for workers, workplaces must also proactively address risks of gender-based violence and harassment (GBVH). Such risks can be particularly high in infrastructure projects, including low-carbon infrastructure projects ([UN Women 2022](#), [ESMAP 2025](#)). Effective GBVH risk management is critical for creating safe employment opportunities for women in sectors such as renewable energy and low-carbon transport. It also helps reduce business costs associated with turnover, absenteeism, and reputational damage ([IFC 2024](#)).

Companies are adopting a range of adaptation measures to increase productivity and safety for workers and sustain operations, including:

- **Adapting their workplaces to reduce heat exposure.**

Garment manufacturers in **Bangladesh** have adapted to recurrent heatwaves by improving ventilation and shading, adding hydration stations, and shifting work schedules to reduce heat-related incidents and stabilize production ([Climate Rights International 2025](#)). In Nicaragua, a comprehensive “rest–shade–hydration” program developed with **La Isla Network**, a global occupational-health organization, lowered heat-related injuries and hospitalizations by 72 and 94 percent respectively, increasing productivity by 20 percent ([La Isla Network n.d.](#), [Schlader et al. 2025](#)).

- **Managing GBVH risks in the workplace.** In Fiji, company surveys found that workers lost ten workdays per year on average due to domestic and sexual violence, resulting in productivity losses for employers ([IFC 2020](#)). In Jordan, World Bank–supported transport reforms tackled sexual harassment limiting women's mobility and jobs: 47 percent of non-working women declined jobs over safety concerns ([Kurshitashvili et al. 2020](#)). Measures included Codes of Conduct for operators, stronger labor regulations, and a mobile app for reporting harassment—aimed at improving transport safety and boosting women's workforce participation ([World Bank 2023](#)).

# ACTION 4:

## Diversify leadership *and* build inclusive leadership pipelines

As companies navigate new climate regulation and technological change, strong and diverse leadership is critical. Evidence shows gender-diverse leadership boosts climate governance, sustainability, and long-term value (IFC 2024, Wang et al. 2023, Rijba et al. 2022). Firms with more women in senior roles are more likely to set emissions targets, integrate decarbonization at board level, and report lower greenhouse gas emissions and intensity, alongside stronger disclosure and risk management (Haque et al. 2024, IFC 2024, Altunbas et al. 2022, Wang et al. 2023). A broad body of empirical evidence links stronger ESG performance, including climate governance and risk management, to improved financial performance and resilience at the firm level (Friede, Busch, and Bassen 2015; IFC 2024). Stronger financial performance and resilience, in turn, support firms' ability to sustain operations, retain workers, and manage employment levels during low-carbon transitions, particularly in capital-intensive and climate-exposed sectors (IFC 2024).

Companies are identifying solutions to strengthen women's leadership, including:

- **Building leadership pipelines through mentorship and networking.** In the wind industry, the **Women in Wind Global Leadership Program** pairs emerging professionals with senior mentors and facilitates visibility and networking across global industry platforms (GWNET 2023). In South Asia, the **Women in Power Sector Network** (WePOWER), led by the World Bank and partner utilities, expands leadership entry pathways for women through technical training, structured mentorship, and leadership development, alongside institutional reforms that strengthen career progression (World Bank 2023, WePOWER 2019). In West Africa, **Fondation Sonatel's Maisons Digitales** initiative combines digital upskilling, entrepreneurial training, and mentorship, building women's professional competencies while expanding their access to business networks (Sonatel 2024).
- **Increasing women's representation in senior management.** **ENGIE PowerCorner**, a solar power mini-grid company in Sub-Saharan Africa, set a target of 50 percent women's representation in leadership by 2030, focusing on supporting women earlier in their careers to

create advancement pathways (IFC 2022). In Brazil, the transport and logistics services company **Randoncorp** is using a sustainability-linked loan to invest in solar power and low-carbon equipment, while committing to increasing the number of women in leadership positions across its operations (IFC 2024).

- **Increasing women's representation on company boards.** Evidence shows that firms with greater gender diversity at board and senior-management level are more likely to set emissions targets, integrate decarbonization into decision-making, and strengthen climate-risk oversight (IFC 2024; Haque et al. 2024; Fan et al. 2023). In this context, **Iberdrola**, one of the largest clean-energy and electricity companies globally, has achieved 43 percent women in its board membership (Iberdrola 2024). As part of IFC's Energy2Equal program, **Infinity Power**<sup>2</sup> sought to increase the number of women joining their Board, with women's representation increasing from 12.5 to 29 percent from 2019 to 2021 (IFC 2022). Such improvements in leadership diversity are associated with stronger climate governance and risk management, which IFC analysis links to better economic performance and business resilience in climate-exposed sectors (IFC 2024).

<sup>2</sup> Previously called Lekela.

# ACTION 5:

## Strengthen supply chains *through* inclusive practices

Many supply chains depend on smallholder farmers, informal workers, and micro-enterprises who are vulnerable to climate shocks and market volatility (FAO 2023, World Bank 2023). Engaging women – who own one in three SMEs – in supply chains can help companies manage climate risks and reduce their Scope 3 emissions, strengthening operations and competitiveness. Partnering with women SMEs can also help businesses reach last-mile communities and target new customer segments.

Companies are implementing a range of measures to engage women in their supply chains, including:

- **Expanding distribution, market access, and sourcing through women-led enterprises.** Companies engage women at different points in the value chain, such as last-mile distribution, product design and distribution, and sourcing models, to expand markets and strengthen supply performance. In Nigeria, **Sun King** installs and finances solar power for people who live off a reliable grid, partnering with women-led micro-retailers across its last-mile energy network. Sun King provides training, inventory financing, and product guarantees that support women entrepreneurs (IFC 2022). In India, **Mahindra Last-Mile Mobility** is building a women's buyers' market for electric three-wheelers which are easier to drive and help create jobs for women micro entrepreneurs, while simultaneously reducing their carbon footprints (IFC 2023). **Grainpulse** in Uganda embedded agronomy training and mentorship in its sourcing model to build the capacity of women smallholder farmers, improving input quality, reliability, and overall supply-chain performance (GAFSP 2023).
- **Strengthening smallholder supply through training, inputs, and market access, including targeted support for women producers.** Supported by a €250 million IFC-led trade finance facility to procure and export traceable cocoa and strengthen smallholders in line with EU deforestation-risk rules, **Sucden** in Côte d'Ivoire partners with cocoa cooperatives to promote sustainable production, improve farmer livelihoods, and integrate women's empowerment initiatives (Sucden 2024a, Sucden 2024b, Sucden 2024c). **Nespresso's** AAA Sustainable Quality Program trains farmers, promotes regenerative agriculture, and provides tailored services to women to strengthen climate resilience and improve quality along its coffee supply chains (Nespresso n.d.).

- **Using offtake agreements and financial mechanisms to reduce risk and unlock investment in supply chains.** **ENI Biofuel** works with over 200,000 smallholder farmers in Kenya, including women, through offtake agreements for certified oil seeds used in renewable biofuels ([IFC 2024](#)). Support includes inputs, mechanization, logistics, training, and certification to improve yields and market access for farmers, including women. **Phema Agri**, a women-founded agritech in Tanzania, seeks to unlock financing for women smallholder farmers through guaranteed offtake agreement that are tracked digitally to ensure transparency and lower risks for producers and buyers ([AgriTech Digest n.d.](#)).
- **Using digital solutions to help women producers and small enterprises access markets.** **Veca**, a Vietnamese startup, connects households, waste collectors, and recycling facilities through a digital platform ([IFC 2025](#)). To boost participation among older women pickers, Veca offers digital training and direct outreach via mobile apps and is piloting fixed collection booths to improve access and convenience. ITC's **SheTrades Initiative** connects women-owned businesses with buyers and investors through a global digital platform and app, offering e-learning and advisory support to boost competitiveness and export readiness, including meeting sustainability requirements ([ITC n.d.-a](#), [ITC n.d.-b](#), [ITC n.d.-c](#)).

# ACTION 6:

## Support women-led businesses *as engines of innovation and jobs*

Women-led businesses drive innovation, job creation, and economic growth, and represent an untapped engine for creating disruptive climate solutions. Yet, only 13 percent of venture capital and private equity dollars in emerging markets reach women-led firms, limiting their ability to scale, hire, and bring climate solutions to market (IFC 2025). There is some evidence that gender-lens investors routinely meet or exceed financial expectations, while firms with greater gender diversity are more likely to invest in R&D and introduce new products (GIIN 2024, Tonoyan & Boudreaux 2023).

Companies and investors are adopting a range of solutions to support women-led climate businesses, including:

- **Incubating and accelerating women-led climate startups.** Startup acceleration programs like IFC's **She Wins Climate** program supports early-stage women-led startups innovating business solutions in climate change mitigation and adaptation through tailored technical support, mentorship, peer learning, and investor connections (IFC n.d.). The **UN Women Care and Climate Entrepreneurship Accelerator** works across Latin America and Asia-Pacific to support women-owned enterprises operating in the care and green economy through business support and opportunities for capital-raising (UN Women n.d.).
- **Integrating gender and inclusion into climate investment theses.** Some investors apply gender and inclusion criteria at the investment-selection stage, extending beyond board representation to those who found and lead climate businesses. For example, **Heading for Change** directs more than 75 percent of its portfolio toward climate and nature-positive solutions and requires that at least 30 percent of supported companies meet gender equality criteria, such as women founders, board representation, or senior leadership (Heading for Change n.d.). The **Resilience Futures Fund** invests in funds and entrepreneurship support organizations that explicitly promote resilience and increase opportunities for climate solutions benefitting women and girls (2X Global n.d.).

- **Integrating gender and inclusion into due diligence.** **AC Ventures** in Indonesia includes gender diversity as part of its deal screening process and runs training for its portfolio companies on improving workplace diversity ([IFC 2025](#)). **Navis Capital Partners** takes a similar approach, training more than 100 staff across 15 countries on how to spot gender gaps during due diligence and encouraging portfolio companies to collect sex-disaggregated data ([IFC 2025](#)).
- **Investing in women-led climate solutions.** Distinct from incubation and acceleration programs that build startup pipelines, some investors focus on deploying capital to women-led enterprises developing specific climate solutions in sectors such as agriculture, energy, water, and health. **Catalyst Fund** invests in early-stage climate adaptation and resilience solutions in Africa, focusing on sectors like agriculture, energy, water, and health where the potential for gender impact is high ([Catalyst Fund 2025](#)). It has set a 40-percent target for investing in startups founded by women. **Janngo** invests in early-stage tech-enabled startups in Africa, with a mandate to enable access to essential goods and services, improve market access for SMEs, and create sustainable jobs for women and youth. Over half of their portfolio is led by women ([Janngo n.d.](#)).

# ACTION 7:

## Channel climate finance to support inclusive jobs

Financial institutions can channel climate finance toward women-led businesses or businesses committed to inclusion by developing targeted green products and lending strategies. Evidence shows that women-owned SMEs tend to have lower non-performing loan ratios and can enhance financial institutions' brand value and market footprint (IFC n.d.). By offering green financial products tailored to women-led SMEs, institutions can tap into new market segments and diversify their portfolios while advancing both climate and inclusion outcomes.

Investors can apply gender lens when financing green projects, including through sustainability-linked instruments with social and green key performance indicators, incentivizing portfolio companies to identify both social and environmental risks and opportunities that are material to their business operations.

Financial institutions and investors are adopting innovative approaches to channel climate finance towards inclusive employment outcomes, including:

- **Creating gender targets and carve-outs in green finance.** In Kosovo, **Raiffeisen Leasing** allocates at least 25 percent of its green-leasing portfolio to women-owned micro, small, and medium enterprises (MSMEs), ensuring that women entrepreneurs can access climate-smart equipment and vehicles (IFC 2023). In Romania, **Garanti BBVA Leasing** applies a similar carve-out for women-led SMEs within its green-leasing line, helping them invest in renewable-energy systems and efficient machinery (IFC 2023).
- **Developing financial products for women and women-led SMEs.** **Pula Advisors** offers index-based insurance for smallholder farmers, including women, and has reached over 15 million farmers since 2015,<sup>3</sup> helping them recover faster from crop losses and reinvest in their livelihoods (IFC 2024). **Blue Marble** is collaborating with a cocoa multinational to implement parametric insurance as a climate-adaptation mechanism for smallholder farmers, providing timely financial relief when weather thresholds are exceeded and helping protect incomes among vulnerable populations that are disproportionately exposed to climate shocks (Blue Marble n.d.). This helps safeguard their incomes and strengthen the climate resilience of cocoa supply chains.

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<sup>3</sup> Based on Jun 2024 figures.

- **Using financial incentives to reward inclusion outcomes.**

In Ghana, **British International Investment** ties parts of its credit facilities to how much partner banks lend to women-led SMEs and also uses “impact carry” to link a portion of fund managers’ performance rewards to gender equality targets ([BII 2025](#)). In Kosovo, **Raiffeisen Leasing** receives performance-based incentives from We-Fi and WEOF to support on-lending to women-led SMEs within its green leasing program ([IFC 2023](#)).

In Türkiye, as part of IFC’s sustainability-linked long-term loan,<sup>4</sup> the **Izmir’s Water and Sewerage Administration** (IZSU) increased access to better-quality drinking water, while setting a target of hiring 300 women into new positions ([IFC 2023](#)). In Chile, through IFC’s green and sustainability-linked loan, **ENGIE Chile** set sustainability performance targets on closing or converted its remaining coal-fired power plants, adding at least 500 MW of renewables capacity, and increasing the proportion of women in its management from 24 percent in 2022 to 31 percent by the end of 2026 ([Just Transition Finance Lab 2024](#)).

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4 Under sustainability-linked financing structures, interest payments are tied to the achievement of sustainability performance targets that must be ambitious and material and validated annually by a second party opinion provider.

# ACTION 8:

## Measure *and* track progress

Tracking outcomes allows companies to assess the impact of their climate and transition strategies on workers and suppliers, identify gender gaps, and demonstrate progress over time. These insights can guide activities to diversify recruitment, skilling, and supplier engagement to increase women's employment, while enhancing transparency with investors, regulators, and other stakeholders.

Companies are implementing practical approaches to track workforce and inclusion outcomes, including:

- **Integrating workforce and inclusion indicators into business plans.** Enel, a global energy company, integrates workforce and inclusion indicators – such as reskilling, redeployment, job creation, and women's participation – into transition plans, embedding them in business planning and annual disclosures to guide retraining and maintain transparency (Enel 2023). In Nepal, IFC's **Powered by Women** program helped hydropower firms adopt gender-disaggregated indicators and set measurable targets for women in leadership, technical roles, and safe workplaces (IFC 2023, World Bank 2022).
- **Developing gender-climate indicators to measure progress.** Companies and investors increasingly track gender outcomes in climate projects using indicators such as women in green roles, participation in reskilling, and women-led businesses supported through climate finance. The UN Women **100 Indicators for Measuring the Gender-Environment Nexus** provides a structured set of gender-climate metrics that companies can align with (UN Women 2024), while investor **Heading for Change** publishes gender criteria and monitors portfolio performance against these (Heading for Change n.d.).

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**In summary:** This brief laid out eight practical action areas for companies and investors to accelerate inclusive jobs in the transition to low-carbon, climate-resilient economies, ranging from building talent pipelines and diversifying leadership to strengthening supply chains and supporting women-led businesses. By implementing these measures, firms can address climate risks, close talent gaps, and improve operational performance while meeting evolving market and sustainability requirements. Companies are encouraged to assess their current practices, set measurable targets, and take concrete steps to advance inclusion and resilience in their operations.

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