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MINISTRY OF ENERGY OF THE REPUBLIC OF UZBEKISTAN

DORNIER Group

Developing Gender-Responsive and Just Roadmap for the Net Zero Economy Transition in the Republic of Uzbekistan

Gender-Responsive and Just Roadmap

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LIST OF ABBREVIATIONS

COP30	30th Conference of the Parties to the UNFCCC
CSO	Civil Society Organisation
EBRD	European Bank for Reconstruction and Development
EU	European Union
GAP	Gender Action Plan
GECA	EBRD Gender Equality in Climate Action Accelerator
HR	Human Resources
ILO	International Labour Organisation
KPI	Key Performance Indicator
LWPG	Enhanced Lima Work Programme on Gender
M&E	Monitoring and Evaluation
MoE	Ministry of Energy of the Republic of Uzbekistan
MSME	Micro, Small and Medium Enterprises
NDC	Nationally Determined Contribution
PPA	Power Purchase Agreement
PPP	Public-Private Partnership
RE	Renewable Energy
SDG	Sustainable Development Goal
SOE	State-Owned Enterprise
STEM	Science, Technology, Engineering and Mathematics
ToT	Training of Trainers
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

1 EXECUTIVE SUMMARY

The Gender-Responsive and Just Roadmap in the Republic of Uzbekistan provides a strategic and operational framework to ensure that the energy transition in the Republic of Uzbekistan contributes simultaneously to climate ambition, economic modernisation and gender equality. Developed under the Gender and Economic Inclusion Technical Assistance Framework – Developing Gender-Responsive and Just Roadmap for net zero transition in the Republic of Uzbekistan, supported by the European Bank for Reconstruction and Development (EBRD), jointly with UN Women and the Ministry of Energy of the Republic of Uzbekistan, the Roadmap translates international climate and gender commitments into concrete, measurable and sector-specific actions for the energy sector.

The roadmap responds directly to Uzbekistan's commitments under the Paris Agreement, the Enhanced Lima Work Programme on Gender (LWPG) and its Gender Action Plan (GAP)[1], and the country's updated Nationally Determined Contribution (NDC 3.0)[2], presented at COP30[3]. It is aligned with national priorities set out in the Strategy for Achieving Gender Equality until 2030[4] and broader socio-economic reform objectives. By embedding gender equality into energy governance, workforce development, climate finance, and service delivery, the roadmap positions gender responsiveness as a core enabler of an effective and socially just net-zero transition rather than a parallel social objective.

The analytical foundation of the Roadmap is a comprehensive Baseline Assessment, which identified persistent structural gaps in the energy sector. These include low participation of women in technical and leadership roles, weak integration of gender considerations in energy and climate policies, limited institutional capacity for gender mainstreaming, insufficient use of sex-disaggregated data, and unequal access to economic opportunities created by the energy transition. The assessment confirmed that while Uzbekistan has a strong legal and policy framework for gender equality, these commitments have not yet been systematically operationalised within the energy sector.

To address the gaps identified through the baseline analysis and the EBRD Gender Equality in Climate Action (GECA) Accelerator[5] assessment, the Roadmap establishes four operational targets. These targets are not the LWPG/GAP priorities themselves, nor are they a restatement of the baseline findings. Rather, they translate the LWPG/GAP priority areas into concrete, country-level implementation commitments for Uzbekistan's green transition.

The Roadmap is aligned with the five priority areas under the LWPG/GAP, namely:

- Capacity-building, knowledge management and communication;
- Gender balance, participation and women's leadership;
- Coherence and gender mainstreaming across climate policies;
- Gender-responsive implementation and means of implementation (including finance and budgeting);

[1] https://unfccc.int/topics/gender/workstreams/the-enhanced-lima-work-programme-on-gender

[2] https://unfccc.int/sites/default/files/2025-11/Uzbekistan%20Third%20NDC.pdf

[3] https://ndcpartnership.org/events/cop30-updating-uzbekistans-ndc-ambition-action-and-implementation

[4] https://gov.uz/en/imv/sections/view/64096

[5] https://geca-accelerator.ebrd.com/survey/813bf8ec-aa14-41f0-a0ff-b8ef20e4b326/gender-equality/welcome

- Monitoring, reporting and accountability.

The GECA analysis highlighted deficiencies in the use of gender analysis, data, accountability mechanisms, budgeting and monitoring across climate and green economy strategies.

The Roadmap defines four country-level targets that operationalise the LWPG/GAP priorities and directly address the gaps identified through GECA:

- improving gender balance and women's leadership in the energy sector;
- expanding women's access to education, skills, and green jobs;
- strengthening gender statistics, monitoring, and reporting systems; and
- reducing the gender pay gap and promoting fair remuneration practices.

Each target is linked to national indicators, baselines and milestones in accordance with the Strategy for Achieving Gender Equality in the Republic of Uzbekistan by 2030[4], ensuring consistency with national strategies while enabling international reporting and accountability.

Implementation is structured through a phased Roadmap to 2030, combining governance reform, capacity building, policy integration, and stakeholder engagement. A Steering Committee, chaired by the Ministry of Energy, provides strategic oversight, coordination, and accountability. Clear roles are assigned to sectoral ministries, state-owned energy enterprises, private sector actors, local authorities and international partners. Actions are sequenced to first establish enabling systems and institutional capacity, then scale implementation, and finally consolidate results and mainstream gender responsiveness into routine energy sector practice.

The Roadmap is supported by a detailed Monitoring and Evaluation system, including sex-disaggregated indicators, institutional performance metrics and project-level tracking aligned with NDC implementation. The M&E framework and risk analysis are based on a review of national policy documents, official statistical data, the GECA assessment findings, and stakeholder consultations conducted with relevant ministries, agencies, private sector representatives and civil society organisations.

Risks related to cross-institutional coordination, technical capacity, financing, social norms and data availability are identified, with mitigation measures embedded into governance and implementation arrangements.

International best practices assessed during the Roadmap preparation demonstrate that gender-responsive energy transitions improve labour market outcomes, investment effectiveness and social resilience. The analysis reviewed selected international cases, including:

- Gender integration into energy workforce reforms in Saudi Arabia (Middle East), demonstrating how regulatory change and skills programmes increased women's participation in green jobs;
- The European Union's institutionalised gender mainstreaming approach within climate and energy policy frameworks, linking gender equality objectives with climate finance and monitoring systems;
- Kazakhstan's application of Gender Action Planning in the energy sector reform, embedding gender targets into sectoral restructuring and capacity-building processes;

- Gender-responsive green finance initiatives in the Western Balkans, where financial instruments were designed to improve women's access to green entrepreneurship and climate-related investment.

These examples reinforce the Roadmap's approach of integrating gender equality into energy policy, climate finance, workforce development, and accountability systems.

Overall, the Roadmap provides Uzbekistan with a clear and internationally aligned pathway to ensure that the transition to a low-carbon economy is inclusive strengthening institutional capacity to performance, and generating equitable benefits for both women and men. By linking climate ambition with gender equality, the Roadmap enhances the credibility, effectiveness and long-term sustainability of Uzbekistan's net-zero transition process.

2 INTRODUCTION

Uzbekistan's transition towards a low-emission and climate-resilient energy system is a national priority, driven by ambitious climate targets and a broader commitment to a green economy. While this transition requires substantial technical and financial investment, it also presents significant social and gender challenges. Women and other underrepresented groups remain unevenly represented in the energy sector, face persistent barriers to employment, leadership, and participation in decision-making, and are often disproportionately affected by the social impacts of energy sector reforms and climate change. Without the systematic integration of gender equality and social inclusion into energy and climate policies, the transition risks reinforcing existing inequalities and undermining the long-term effectiveness and sustainability of climate action.

In response to these challenges, the European Bank for Reconstruction and Development (EBRD) initiated the development of the **Gender-Responsive and Just Roadmap for the Republic of Uzbekistan** under the **Gender and Economic Inclusion Technical Assistance Framework – Developing a Gender-Responsive and Just Roadmap for Net Zero Transition in the Republic of Uzbekistan** Project. The Roadmap was developed in partnership with UN Women and the Ministry of Energy of the Republic of Uzbekistan.

The Roadmap is a strategic national instrument to support Uzbekistan's transition towards a low-emission, climate-resilient and socially inclusive energy system, in full alignment with the country's international climate commitments and national development priorities. The Roadmap operationalises gender equality and social inclusion as integral components of climate and energy governance, recognising that effective climate action and a just energy transition cannot be achieved without the full, equal and meaningful participation of women and other underrepresented groups.

The Roadmap is grounded in Uzbekistan's international climate commitments, particularly under **the Paris Agreement to the United Nations Framework Convention on Climate Change (UNFCCC)**. The Paris Agreement recognises that effective climate action has to be undertaken in the context of sustainable development, poverty eradication and respect for human rights, explicitly calling for the promotion of gender equality and the empowerment of women. It further requires that adaptation actions follow a gender-responsive, participatory and inclusive approach, taking into account vulnerable groups and communities. By aligning with these principles, the Roadmap operationalises the Paris Agreement at the national level, translating global commitments into concrete, gender-responsive actions within the energy and net-zero transition, while ensuring that climate policies and investments contribute to social equity, inclusiveness and long-term resilience.

The Nationally Determined Contribution of the Republic of Uzbekistan within the Framework of the Paris Agreement establishes the country's targets for reducing greenhouse gas emissions, enhancing climate resilience, and modernising the energy sector through investments in energy efficiency, renewable energy deployment, and low-carbon infrastructure. The NDCs emphasise inclusive approaches that consider differentiated impacts on vulnerable populations and promote equitable access to climate benefits. This Roadmap operationalises the NDCs by translating high-level commitments into sectoral interventions, strengthening institutional capacities, supporting women's participation in leadership and

decision-making in the energy sector, and ensuring that the net-zero energy transition delivers both environmental sustainability and social justice.

Uzbekistan officially submitted its **updated NDC 3.0** under the Paris Agreement in November 2025, and it was presented during the **COP30 UNFCCC climate conference** in Belem, Brazil. The updated NDC 3.0 is aligned with the **National Sustainable Development Goals (SDGs)** and socio-economic development priorities, by considering the current national circumstances. The document emphasises the key role of structural reforms as a tool for long-term transformation of the state policy. Particular emphasis is placed on measures aimed at improving energy efficiency, expanding the use of renewable energy sources, and introducing resource-saving technologies in key sectors of the economy and social sphere.

In addition, the Roadmap is aligned with **the LWPG and its GAP under the UNFCCC**. The LWPG and GAP provide a comprehensive framework for advancing gender-responsive climate policy through five priority areas: Capacity-building, knowledge management and communication; Gender balance, participation and women's leadership; Coherence; Gender-responsive implementation and means of implementation; Monitoring and reporting.

The Roadmap responds to these priorities by proposing targeted actions to address structural gender gaps in the energy sector, enhance women's access to green jobs and leadership roles, and institutionalise gender-responsive planning, budgeting, monitoring, and reporting within energy and climate institutions.

By aligning with the LWPG/GAP, this Roadmap reflects the international consensus that integrating gender equality into climate and energy transitions is essential to ensuring effective, inclusive and just climate action, and that meaningful engagement of women across public institutions, the private sector and communities strengthens national climate outcomes, particularly in the context of energy and net-zero transitions.

By embedding gender equality and social inclusion into climate and energy governance, the Roadmap ensures that Uzbekistan's transition to a low-carbon, climate-resilient, and socially inclusive energy system addresses both environmental and socio-economic objectives. It operationalises high-level commitments into practical interventions that strengthen institutional capacities, enhance women's leadership and participation, and promote equitable access to renewable energy, green jobs, and sustainable technologies.

The Roadmap builds directly on the findings of the Baseline Assessment, which identified persistent gender gaps, limited institutional capacity, and insufficient integration of gender considerations in energy policy, workforce development, and climate action planning. By responding to these gaps through targeted measures across capacity-building, knowledge management, communication, and governance, the Roadmap provides a structured and measurable approach to achieving gender-responsive climate outcomes.

3 BASELINE ASSESSMENT AND PRIORITY ISSUES FOR TRANSFORMATION

The baseline assessment was undertaken to establish a comprehensive and evidence-based understanding of the current status of gender equality in the energy sector in Uzbekistan and its relevance to the country's climate and energy transition objectives. The assessment was conducted to identify structural gaps, institutional barriers and practical entry points for integrating gender equality into energy sector planning, governance, workforce development and service delivery. It serves as the analytical basis for the Roadmap, ensuring that proposed actions respond directly to existing market conditions on the national level rather than abstract policy ambitions.

The assessment applied a mixed-methods approach combining desk-based analysis of national legislation, strategies and regulatory frameworks with a review of available statistical data, international benchmarking and stakeholder consultations. The detailed methodology, including data sources, stakeholder consultations and benchmarking analysis, is presented in the Baseline Assessment Report prepared during the previous stage of the project (November 2025). Particular attention was paid to the alignment between gender equality policies alongside energy and climate strategies, including institutional procedures and practices within the Ministry of Energy, sectoral organisations and other relevant key stakeholders. The analysis confirmed that gender inequalities are compounded by factors such as age, income level, geographic location and employment status. In practice, this means that rural women, women in informal employment and women from low-income households experience disproportionately limited access to energy services, green jobs and decision-making platforms within the energy transition.

3.1 National Gender Equality Framework and Its Relevance to the Energy Sector

Uzbekistan has established a comprehensive national legal and policy framework that formally recognises gender equality as a fundamental principle of national policy. It provides a strong normative basis for equal rights and economic opportunities for women and men across employment, public decision-making and social development, including sectors that are key to national development, such as energy. The baseline assessment shows that gender equality is clearly defined in legislation and national strategies and supported by obligatory legal instruments and long-term policy commitments.

The cornerstone of this framework is the Law on Guarantees with Respect to Equal Rights and Opportunities for Women and Men, adopted in 2019[6]. This law institutionalises equality as a state obligation and establishes the legal foundation for preventing gender discrimination in employment, education, access to resources and participation in decision-making. The law applies horizontally across all sectors of the economy, including energy, and establishes a formal requirement for state bodies and employers to ensure equal treatment and opportunities. This provides a clear mandate for energy sector institutions to integrate gender considerations into their policies, human resource practices and operational procedures.

This legal framework is further operationalised through the Strategy for Achieving Gender Equality until 2030[7], which sets national objectives for reducing gender inequality and

[6] https://lex.uz/docs/5167654

[7] https://lex.uz/ru/docs/5466725

strengthening institutional mechanisms for ensuring equality. The Strategy identifies priority areas such as empowering women in the economy, increasing their participation in decision-making, and creating conditions conducive to balancing work and family responsibilities. While the Strategy is cross-sectoral in nature, the baseline assessment finds that its objectives have not been sufficiently operationalised in concrete actions for the energy sector, reflecting a limited integration of national gender commitments into sector-specific governance and reform processes. As a result, the importance of the Strategy for energy policy, workforce development and institutional reform remains indirect rather than explicit.

Additional legislative documents strengthen the gender equality framework and have direct relevance for employment conditions within the energy sector. The Law on Protection of Women from Harassment and Abuse[8] establishes mechanisms of state protection and criminalises domestic violence, contributing to safer social and workplace environments. The Labour Code, adopted in 2023[9], strengthens protection from discrimination in employment, introduces flexible working conditions and enhances occupational safety and health standards. These provisions are particularly relevant for a sector characterised by technical positions, shift work and historically male-dominated jobs. However, the assessment notes that these legal protections are not systematically reflected in sector-specific labour practices, internal regulations, or corporate policies within energy institutions and companies, indicating a gap in the translation of national legal guarantees into company-level and sector-specific implementation mechanisms.

Despite the robustness of the national gender equality framework at the legislative and strategic level, the baseline assessment identifies structural weaknesses in its sectoral operationalisation within the energy sector. Commitments to gender equality exist in legislation, but they are rarely translated into concrete requirements in energy strategies, investment programmes or regulatory instruments, demonstrating a regulatory and planning gap in embedding gender objectives within core sector documents and investment frameworks. Energy sector planning documents do not regularly refer to national gender equality objectives and evidence of systematic alignment of gender strategies and energy sector reforms is limited. As a result, gender equality remains conceptually acknowledged but operationally sidelined in the sector.

Furthermore, the assessment highlights that gender equality in the energy sector is often perceived as a social or human resources issue rather than as a structural or economic concern relevant to sector performance. This perception reflects a strategic framing gap, which limits the practical application of national gender equality legislation, as responsibilities for implementation are frequently delegated to specialised units or focal points that lack sufficient authority, resources or integration into core decision-making processes, revealing an institutional capacity and mandate gap. Consequently, gender equality is not embedded in strategic planning, investment assessments or institutional reform agendas in the energy sector, and monitoring systems do not consistently incorporate gender-responsive performance indicators, reflecting weaknesses in sector-level accountability and performance tracking.

[8] https://lex.uz/docs/5147718

[9] https://lex.uz/ru/docs/6257461

The baseline assessment concludes that the national gender equality system in Uzbekistan provides a solid and enabling foundation for gender-responsive energy sector reform. However, without targeted efforts to operationalise this system in energy policies, institutions and companies, its significance for the energy transition remains largely untapped. Strengthening the linkage between national gender equality commitments and energy sector governance is identified as a critical precondition for ensuring that the transition to a low-carbon economy is inclusive, equitable and aligned with broader social development objectives.

3.2 Gender in Energy and Climate Policy

The energy and climate policy of Uzbekistan sets ambitious objectives for economic modernisation, decarbonisation and the expansion of renewable energy, positioning the energy sector as a central driver of long-term development. The Strategy for Transition to a Green Economy for 2019-2030[10] and the updated NDCs under the Paris Agreement shape the climate and energy policy of Uzbekistan. In December 2025, Uzbekistan announced its third nationally determined contribution, NDC 3.0, at the COP30 climate conference in Brazil[11]. This updated commitment sets an ambitious target of reducing greenhouse gas emissions per unit of GDP by 50% by 2035 compared to 2010 levels, significantly improving on previous targets and signalling a transition from incremental policy adjustments towards more systemic and transformative reforms.

Despite this strong climate ambition, the baseline assessment shows that gender is rarely considered as a cross-cutting issue in the development and implementation of energy and climate policies. Where gender considerations are referenced, they are predominantly framed in relation to social vulnerability or adaptation, rather than as factors influencing mitigation strategies, energy investment planning or sector governance. In particular, gender aspects are largely absent from policies regulating renewable energy deployment, grid modernisation and market reform, despite the profound impact of these reforms for employment structures, skills development and institutional capacity in the energy sector.

While the NDCs acknowledge the importance of social aspects of climate action, references to gender remain limited and are not extended to the development of mitigation measures or core energy sector reforms. Gender equality is not identified as a factor shaping energy transition pathways, nor is it explicitly linked to workforce development strategies, investment decision-making processes or institutional performance frameworks. As a result, energy and climate policy are developed largely in parallel to national gender equality strategies, rather than being developed in a synergistic manner.

Energy and climate policies play a decisive role in shaping labour demand, skill requirements and institutional priorities across the sector. When gender considerations are not taken into account in this context, existing inequalities in education, employment and decision-making are likely to be reproduced. The assessment highlights that without deliberate intervention, the rapid expansion of renewable energy may reinforce existing male-dominated employment patterns, particularly in technical and leadership roles, rather than serving as a catalyst for more inclusive workforce transformation.

[10] https://lex.uz/en/docs/7582760

[11] https://unfccc.int/sites/default/files/2025-11/Uzbekistan%20Third%20NDC.pdf

The assessment identifies limited coherence between energy and climate policies and national gender equality strategies. While gender equality agendas articulate clear objectives related to women's economic empowerment and increased participation in decision-making, these objectives are not translated into concrete targets, indicators or actions in energy and climate policy documents. This disconnect weakens overall policy effectiveness by failing to leverage the energy transition as a strategic opportunity to advance broader gender equality objectives.

The baseline assessment identifies significant potential for strengthening the integration of gender aspects into energy and climate policy in the future. The energy transition in Uzbekistan remains in an active phase, with plans for significant investment and periodic review and revision of the policy framework. This creates concrete opportunities to include gender equality in future versions of energy strategies, climate commitments, and investment programs. International cooperation and alignment with evolving global standards further reinforce this potential, as development partners increasingly promote and demand gender-responsive approaches within climate and energy initiatives.

3.3 Institutional Arrangements and Governance Capacity

The baseline assessment finds that institutional arrangements related to gender equality are formally present within Uzbekistan's energy sector, but that their capacity to influence sector governance and reform outcomes remains limited.

Within the Ministry of Energy, responsibility for gender equality has been formally assigned at the senior management level, indicating political recognition of the issue and creating a potential entry point for leadership-driven change. In parallel, trade unions play an active role in representing women's interests and raising gender-related concerns within the sector.

However, the assessment highlights that these mechanisms operate largely in isolation from the core functions of energy sector governance. Gender responsibilities are often assigned as additional tasks rather than being integrated into institutional mandates, strategic planning processes or performance management systems. Gender focal points typically lack clear terms of reference, decision-making authority or dedicated resources, limiting their ability to influence policy formulation, investment decisions or corporate governance practices. As a result, gender equality initiatives remain fragmented and dependent on individual commitment rather than institutionalised systems.

The assessment further finds that institutional capacity for gender mainstreaming in the energy sector remains limited. Gender issues are frequently perceived as social or human resources matters rather than as structural or economic issues relevant to sector performance, reform implementation and investment outcomes. This perception constrains the integration of gender considerations into technical areas such as energy planning, regulatory reform, procurement and infrastructure development. Consequently, gender equality is rarely considered during policy analysis, feasibility studies or risk assessments related to energy sector reforms.

Coordination across institutions represents an additional governance challenge. While cooperation exists between the Ministry of Energy and other ministries and agencies on specific initiatives, such as promoting women's participation in STEM education or supporting youth employment, these efforts are not consistently linked to energy sector planning or reform processes. Engagement with institutions responsible for gender equality and social policy

remains largely consultative rather than structural, limiting opportunities for systematic alignment and joint accountability.

Budgeting and accountability mechanisms further constrain institutional effectiveness. The assessment finds limited evidence of gender-responsive budgeting practices within the energy sector. Gender objectives are not routinely reflected in budget allocations, investment planning, or financial performance indicators. Without explicit financial commitments or performance incentives, institutional responsibilities for gender equality remain largely declarative, and progress depends on ad hoc initiatives rather than sustained action. This gap weakens the ability of institutions to translate national gender equality commitments into measurable sector outcomes.

Despite these challenges, the baseline assessment identifies clear opportunities to strengthen institutional arrangements and governance capacity. The ongoing reform of the energy sector, combined with increased engagement with international financial institutions and development partners, creates incentives to adopt more structured and accountable approaches to gender equality. International partners increasingly require gender-responsive governance, reporting and safeguards as part of investment and policy support, providing leverage to strengthen institutional systems in the sector.

The baseline assessment concludes that while Uzbekistan's energy sector has established basic institutional mechanisms to address gender equality, these mechanisms are not yet sufficiently empowered, coordinated or integrated into sector governance. Strengthening institutional arrangements and governance capacity is a critical prerequisite for effective gender mainstreaming in the energy transition.

3.4 Data Availability and Monitoring

The baseline assessment finds that the availability, quality and systematic use of gender-disaggregated data in the energy sector of Uzbekistan remain limited, representing a significant constraint to evidence-based policy making and effective monitoring of gender equality outcomes in energy reforms. While some data exist at aggregate levels, the current data ecosystem does not provide a sufficiently detailed or consistent picture of gender dynamics across the energy value chain, limiting the ability of institutions to diagnose gaps, design targeted interventions or track progress over time.

As stated by the representative of the State Committee on Statistics of the Republic of Uzbekistan, the information provided at the dedicated gender statistics portal[12] is aligned with international standards and includes a set of minimum gender indicators.

At the national level, Uzbekistan has made progress in strengthening statistical systems related to gender equality, including the collection of sex-disaggregated labour force data and social indicators. However, these data are rarely disaggregated by sector in a manner that allows for meaningful analysis of gender patterns in the energy sector. Existing labour statistics often aggregate energy with other industrial sectors, obscuring differences in employment, occupational segregation and career progression specific to energy, oil and gas and power generation and distribution.

[12] https://gender.stat.uz/ru/

Within the energy sector itself, the assessment finds that gender-disaggregated workforce data are not systematically collected, consolidated or publicly reported. While state-owned enterprises and other sector entities maintain internal personnel records, these data are not standardised across organisations and are not regularly analysed from a gender perspective. During the roadmap presentation and stakeholder consultations, companies confirmed their willingness to provide gender-disaggregated data, yet the absence of standard reporting templates, agreed indicators and regular reporting cycles limits the practical usability of these data for policy and governance purposes.

Monitoring gaps are particularly evident with respect to seniority and leadership. While indicative estimates suggest that women account for approximately 14-15% of the total workforce in the energy sector, with women in leadership positions representing a very small share, the lack of verified and regularly updated data constrains accurate assessment. Without systematic tracking of recruitment, promotion, retention and attrition by gender, institutions lack the evidence needed to understand where and why women exit the sector or fail to advance into decision-making roles.

The observed gender pay gap in Uzbekistan is not primarily linked to unequal pay for equal work. Rather, it reflects structural factors, including women's underrepresentation in high-paying sectors such as energy and technical fields, occupational segregation, traditional gender norms, family responsibilities and concentration in lower-paid sectors. During the consultations with the key stakeholders, the significant engagement of women in informal economic activities was highlighted, which remains insufficiently captured in official sectoral statistics. These structural dynamics reinforce the need for more granular, occupation- and sector-specific data collection.

The assessment identifies limited data availability regarding skills, education methods and training outcomes. While the low number of women with technical and STEM-related education is widely recognised as a key barrier to women's participation in the energy sector, data linking education systems to sector employment outcomes are fragmented. There is no comprehensive mechanism to track how many women transition from technical education into energy sector jobs, nor how training and capacity-building initiatives translate into employment or career advancement. This weakens the ability of policymakers to align education, workforce development and energy transition objectives.

Data gaps extend beyond employment to include household-level energy consumption and service access. The assessment finds limited gender-disaggregated data on energy use, affordability, service quality or customer interaction. Household energy surveys typically treat households as uniform units, without capturing intra-household differences in energy needs, decision-making or vulnerability to energy poverty. As a result, the differentiated impacts of energy tariffs, service disruptions or infrastructure upgrades on women and men are not systematically assessed or monitored.

Monitoring systems in the energy sector lack gender-specific indicators and targets. Existing performance monitoring systems focus primarily on technical, financial and operational metrics, such as generation capacity, efficiency, losses and investment volumes. Gender equality outcomes are not integrated into sector performance dashboards, corporate reporting requirements or regulatory oversight mechanisms. As noted during the open discussion session, without integrating gender-responsive indicators into monitoring frameworks,

implementation of the Roadmap may be constrained by insufficient evidence for tracking measurable progress and ensuring accountability.

Despite these constraints, the baseline assessment identifies significant opportunities to strengthen data availability and monitoring systems. The readiness of institutions to share data, combined with digitalisation efforts in public administration and energy utilities, creates favourable conditions for establishing standardised sex-disaggregated databases. The Statistics Committee expressed openness to continued cooperation in methodological development and data harmonisation, providing a constructive institutional foundation for improving sector-level gender monitoring.

Strengthening data systems and monitoring frameworks is identified as a priority, enabling action under the Roadmap, essential for translating policy commitments into measurable and accountable outcomes.

3.5 Gender Gaps in Employment and Leadership

The baseline assessment identifies persistent and structural gender gaps in employment and leadership across the energy sector of Uzbekistan, positioning workforce composition as one of the most visible manifestations of inequality in the energy transition. Despite the sector's strategic importance and rapid expansion, women remain significantly underrepresented across the energy value chain, particularly in technical, operational and decision-making roles.

Indicative sector-wide data suggest that women account for approximately 14-15% of the total workforce in the energy, oil and gas, and geology sectors, representing roughly 22,000 women across the sector. While this figure demonstrates the presence of women in energy-related employment, it highlights the sector's strong male dominance, especially when compared to women's participation rates in other sectors of the economy. The assessment further indicates that women are predominantly concentrated in administrative, support and non-technical roles, such as accounting, human resources, documentation and customer service, with limited representation in engineering, operations, maintenance and project management functions.

Gender disparities become more pronounced at higher levels of seniority and leadership. Women's participation in managerial and executive positions remains extremely limited, with stakeholder estimates indicating that women may hold no more than 5% of leadership roles across the sector. Decision-making positions within ministries, state-owned enterprises and large private energy companies are overwhelmingly occupied by men, reinforcing male-dominated governance structures and limiting diversity in strategic planning and institutional leadership.

The assessment identifies the education and skills pipeline as a critical driver of these employment gaps. A low number of women graduating from technical and STEM-related disciplines relevant to the energy sector significantly limits the pool of female candidates for technical and leadership positions. While this constraint originates outside the energy sector itself, its effects are reproduced and amplified within sectoral recruitment and promotion systems. Without targeted interventions to attract, retain and advance women with technical skills, energy institutions continue to draw from a predominantly male talent pool.

Recruitment and promotion practices in the sector further reinforce existing disparities. While formal policies generally emphasise merit-based and non-discriminatory approaches, the assessment finds limited use of proactive measures to address structural imbalances. Gender

considerations are rarely integrated into recruitment strategies, talent development measures or succession planning. As a result, informal networks, traditional career pathways, and implicit biases may influence hiring and promotion decisions, disadvantaging women, particularly in technical and leadership tracks.

Workplace conditions and organisational cultures play a role in shaping employment outcomes. The energy sector is widely perceived as physically demanding, technically complex and incompatible with family responsibilities, reinforcing gender stereotypes that discourage women's entry and retention. While labour legislation provides protections related to maternity, work-life balance and non-discrimination, the assessment suggests that flexible working arrangements and family-friendly practices are unevenly implemented in practice, particularly in operational and field-based roles.

Leadership pathways are further constrained by limited access to mentorship, professional networks and career development opportunities for women. The assessment finds few structured programmes aimed at identifying and supporting female talent, preparing women for leadership roles or facilitating peer learning and mentoring. In the absence of such mechanisms, women face additional barriers in navigating organisational hierarchies, accessing high-visibility assignments and building the experience required for senior positions.

The energy transition itself presents both risks and opportunities for gender equality in employment and leadership. On one hand, the rapid expansion of renewable energy, infrastructure modernisation and new technologies is expected to generate significant demand for skilled labour and managerial capacity. Without deliberate gender-responsive measures, these new opportunities risk reproducing existing male-dominated patterns, particularly in technical and leadership roles. On the other hand, the scale and pace of sector transformation create a window of opportunity to redefine workforce norms, introduce inclusive recruitment and training practices and embed gender equality into the future structure of the sector.

The assessment highlights the limited integration of gender objectives into the corporate performance system and accountability mechanisms. Employment targets, leadership indicators and workforce diversity metrics are not systematically embedded in institutional performance management systems. As a result, progress toward gender equality is not regularly monitored, rewarded or enforced, reducing incentives for organisational change.

Addressing these challenges will be essential to ensuring that the energy transition does not reinforce existing inequalities but instead serves as a catalyst for more inclusive workforce development and leadership.

3.6 Gender Gaps for Household Consumers

The baseline assessment finds that gender gaps in the energy sector extend beyond employment and institutional governance and are evident at the level of household energy consumption and access to services. While national electrification rates in Uzbekistan are high and energy infrastructure coverage is broadly universal, gender-differentiated roles within households shape how energy is accessed, used, and experienced. These differences are rarely reflected in energy policy design, tariff structures or service delivery models, resulting in uneven outcomes for women and men as household consumers.

Women play a central role in household energy management, particularly in relation to cooking, heating, appliance use and budgeting for utility payments. As primary managers of

domestic energy consumption, women are disproportionately affected by the reliability, affordability and quality of energy services. Despite this, household energy policies and utility practices tend to treat households as homogeneous units, without accounting for intra-household dynamics or gendered responsibilities. The absence of a gender lens at the consumer level limits the responsiveness of energy services to the needs and constraints faced by women.

Energy affordability emerges as a key area of gender-differentiated impact. Women, particularly those heading households or contributing lower average incomes, may face greater vulnerability to energy price increases, tariff reforms or payment arrears. The baseline assessment notes that energy subsidy reforms and tariff adjustments are primarily assessed in macroeconomic and fiscal terms, with limited analysis of their distributional effects at the household level. Gender is rarely considered as a factor influencing energy poverty risks, despite evidence that women are more likely to manage household budgets and absorb the impacts of rising energy costs through reduced consumption or trade-offs with other essential expenditures.

Access to information and customer services exhibits gender-related disparities. Energy utilities' communication channels, billing formats and customer engagement mechanisms are not systematically designed to reach or empower women as primary household energy managers. Information on energy efficiency programmes, renewable energy incentives or consumer rights may not be tailored to women's needs, literacy levels, or preferred communication channels.

The assessment identifies gender gaps in participation in decentralised and household-level energy solutions, such as rooftop solar, energy-efficient appliances or clean heating technologies. Barriers include limited access to finance, lack of targeted outreach and insufficient recognition of women as decision-makers in household investment choices. Without deliberate efforts to engage women, new energy technologies risk reinforcing existing inequalities by primarily benefiting households or individuals with greater financial resources and decision-making power.

Rural households face additional gender-differentiated challenges. In rural and remote areas, women often bear a disproportionate burden related to energy access, including time spent managing alternative fuels, coping with supply interruptions or adjusting household routines during outages. These burdens have indirect impacts on women's economic participation, education and well-being.

Health and safety considerations have a gender dimension. Women's greater exposure to indoor energy use, particularly for cooking and heating, increases their vulnerability to health risks associated with inefficient appliances, poor ventilation or unreliable energy supply. While national standards address technical safety requirements, the assessment finds limited integration of gender-specific health considerations into consumer protection frameworks or energy efficiency programmes.

Another key gap identified is the limited representation of women's voices in consumer feedback and decision-making processes. Formal mechanisms for consumer engagement, such as public consultations on tariff reforms or infrastructure projects, tend to attract limited female participation. Social norms, time constraints and lack of targeted outreach reduce

women's engagement, resulting in consumer feedback that may not fully reflect women's priorities and experiences.

Addressing these gaps will be critical to ensuring that the energy transition delivers equitable benefits at the household level. Integrating gender-responsive approaches into tariff design, consumer engagement, decentralised energy programmes, and monitoring systems is identified as a priority area for action under the Roadmap, reinforcing the link between energy reform, social equity and inclusive development outcomes.

3.7 Opportunities within the Energy Sector (based on interviews)

Stakeholder interviews conducted across the public and private energy sector reveal that, despite persistent gender gaps, the energy system of Uzbekistan already contains multiple entry points and enabling conditions for advancing gender equality as part of the energy transition. These opportunities are not uniformly distributed, nor are they fully institutionalised, but they demonstrate a growing readiness within both state-owned enterprises and private companies to move from compliance-based approaches toward more structured, strategic and results-oriented gender integration.

At the institutional level, interviews with the Ministry of Energy and large state-owned enterprises confirm the existence of formal governance mechanisms that can serve as foundations for more effective gender mainstreaming. Designated gender focal points, gender equality committees, advisory councils and internal orders regulating gender issues are already in place across several key entities, including Uzbekhydroenergo, Uztransgaz, National Electric Grids of Uzbekistan, Regional Electric Grids and Khududgaztaminot. While the effectiveness of these mechanisms varies, their existence represents a significant institutional opportunity: gender equality is no longer treated as an informal or ad hoc issue, but as a recognised area of organisational responsibility. This creates scope to strengthen mandates, clarify accountability and link gender outcomes to performance management systems rather than establishing entirely new structures.

The interviews highlight opportunities arising from the ongoing professionalisation of human resources management in the energy sector. Several state-owned companies have recently updated staff policies, introduced internal regulations on non-discrimination and anti-harassment, or begun systematising training and reporting on gender issues. These developments indicate a transition from purely legal compliance toward more proactive human capital management. Where gender principles are already embedded in HR policies, there is clear potential to expand their scope to include leadership pipelines, succession planning, mentoring schemes and gender-responsive training for mid- and senior-level managers and supervisors.

In the private energy sector, particularly among international investors and operators, interviews demonstrate that gender equality is increasingly linked to broader environmental, social and governance frameworks. Companies such as ACWA Power, Voltalia and Veolia apply corporate codes of conduct, grievance mechanisms, and reporting systems that include gender-related provisions. While not all companies have standalone gender policies, many have operational practices that exceed minimum national requirements, including zero-tolerance approaches to harassment, anonymous reporting channels, gender-sensitive site design and structured onboarding and training on workplace conduct. These practices

represent transferable models that could be adapted and scaled across the wider sector, particularly within state-owned enterprises undergoing reform and modernisation.

Renewable energy expansion emerges as a particularly strong opportunity for advancing gender inclusion. Interviews with both public and private companies indicate that newly constructed solar and wind power plants already demonstrate more balanced gender participation than traditional energy infrastructure, especially in corporate, administrative, environmental, social, and community liaison roles. International partners, including UNDP and private developers, have supported initiatives where women were trained and employed as electricians, technicians and energy specialists, challenging traditional assumptions about women's suitability for technical roles. The renewable energy segment thus offers a practical entry point for piloting gender-responsive recruitment, training and career development models before scaling them across the sector.

Education and skills development represent a strategic entry point for increasing women's participation in the energy sector. Cooperation between energy companies, ministries, technical vocational training centres and universities is expanding, with initiatives such as internships, scholarships, apprenticeships, targeted outreach to schools and short-term technical courses through state-run Mono Centres[13] (regional vocational training centres providing free short-term training in technical professions, including renewable energy, electrical installation and related trades). They aim to improve labour market access, including for women and unemployed individuals. For instance, during the period 2022 to 2023, approximately 600,000 citizens underwent training in trades and entrepreneurial skills at "Ishga Marhamat" mono-centres and other non-state educational institutions. In 2024, 250,000 individuals who had been unemployed were provided with training in a range of professional disciplines, while over 2 million people were engaged in entrepreneurial activities with the objective of generating income[14].

Several companies reported positive experiences with female interns and junior specialists, including examples of women progressing from internships to technical or managerial roles. These experiences demonstrate that, when access barriers are addressed, women can successfully enter and advance within the sector. Strengthening these pipelines through targeted outreach, mentoring and alignment with labour market needs offers a high-impact opportunity to address gender gaps over the medium term.

Interviews highlight opportunities linked to workplace flexibility and social support measures. Some companies have already introduced practices that go beyond statutory requirements, including flexible working hours for mothers, early departure options, interest-free loans for household solar installations, extended maternity benefits, paternity leave and health programmes tailored to women. While these measures are not yet standardised across the sector, they illustrate how energy companies can improve retention, productivity and employee satisfaction by recognising gender-specific needs. Scaling such practices would contribute to more inclusive organisational cultures and reduce attrition among women, particularly at mid-career stages.

[13] https://www.lex.uz/uz/docs/4945780

[14] https://isrs.uz/en/maqolalar/v-uzbekistane-razrabatyvaetsa-programma-ot-bednosti-k-procvetaniu

Community-level engagement mechanisms offer opportunities for more inclusive outcomes. Stakeholders highlighted the role of mahalla committees, local governance actors and social institutions in raising awareness, disseminating information and supporting vulnerable households, including single mothers and low-income families. These structures are already used to promote access to subsidies, renewable energy programmes and social support measures.

For instance, during stakeholder consultations, the Research Institute of Renewable Energy highlighted that mahalla committees and the recently established role of zamkom for mahallas (Deputy Hokim responsible for neighbourhood affairs) are already functioning as effective last-mile outreach mechanisms for energy-related social programmes.

These structures systematically monitor household conditions and facilitate targeted dissemination of information to segments that are often underrepresented in formal communication channels, notably women and vulnerable rural households. In operational terms, this includes assisting eligible households in navigating available support instruments (e.g., subsidies for renewable energy installations), clarifying the practical implications and potential benefits of net metering schemes, and providing tailored guidance through community meetings, door-to-door engagement, and digital platforms such as Telegram channels.

Strengthening coordination between energy companies and local institutions could improve women's access to information, participation in decentralised energy solutions and trust in sector reforms.

It should be noted that interviews indicate a growing openness among both public and private stakeholders to learning, exchange and international benchmarking. Several organisations expressed interest in comparative practices from Europe and other regions, particularly regarding incentives for gender balance, leadership development, and accountability mechanisms. International financial institutions and development partners are seen as important catalysts for introducing gender-responsive standards, providing technical assistance and aligning national practices with global expectations.

The challenge identified by the baseline assessment is not the absence of opportunities, but the need to systematise and institutionalise, scale and strategically align these initiatives within a coherent Roadmap. Leveraging these opportunities will be critical to ensuring that gender equality becomes an integral component of sector reform rather than a parallel or peripheral objective.

3.8 Opportunities within the Energy Sector (labour market data)

The energy transition in Uzbekistan is unfolding at a scale and pace that is reshaping labour demand, investment flows and governance structures across the sector. The planned expansion of renewable energy capacity, modernisation of electricity and gas infrastructure, and gradual reform of tariffs and subsidies are generating new economic opportunities while simultaneously exposing structural weaknesses in labour market inclusion. Within this context, women's roles as workers, consumers, entrepreneurs, and leaders in the energy sector represent both a significant untapped resource and a critical determinant of whether the transition will be socially just and economically sustainable.

Despite a robust policy framework on gender equality and high levels of female educational attainment, the energy sector of Uzbekistan remains one of the most gender-segregated segments of the economy. As of 2024, women accounted for only 12.5% of employment in the electricity, gas, and steam supply sectors, well below the Central Asian regional average of approximately 16%[15]. This gap persists in sharp contrast to women's near parity in higher education (48.3%) and their strong political representation, with women holding around 38% of parliamentary seats. These figures indicate that barriers to women's participation arise primarily at the points of recruitment, retention, and career advancement, rather than from a lack of qualifications[16].

Occupational health and safety conditions further shape women's labour market experiences. In 2024, 9.7% of employed women were working in conditions that did not meet sanitary and hygienic standards. While this represents a substantial improvement from 19.0% in 2013 and 14.4% in 2018, reflecting Uzbekistan's gradual alignment with International Labour Organisation standards, it underscores the continued importance of improving workplace conditions, particularly in traditionally male-dominated technical environments.

Women's underrepresentation is particularly pronounced within state-owned energy utilities. Hududgazta'minot employs approximately 6.9% women, with less than 1% in senior management positions; as of October 2025, Uztransgaz reports 9.3% female employment (742 out of 7,939 employees), and National Electric Grids of Uzbekistan 8.2%. Private sector participation, particularly among international renewable energy developers, shows modestly better outcomes. For example, ACWA Power reports around 14% women overall and 20% women in leadership roles, illustrating that corporate policies and international standards can positively influence gender outcomes when explicitly applied. Similarly, Voltalia reports that women represent approximately 34% of its global workforce and has established group-wide diversity and inclusion policies, including leadership training on gender issues, whistleblowing mechanisms and annual reporting through its Sustainability Report and Universal Registration Document. While not all measures are sector-specific or Uzbekistan-focused, these examples demonstrate how structured corporate governance frameworks can support improved gender outcomes within renewable energy operations.

Across the sector, women are disproportionately concentrated in administrative, clerical, and support functions rather than technical, operational, or engineering roles. This occupational segregation, combined with a national gender wage gap estimated at 25-35%, results in persistently lower earnings for women, given that technical and operational positions command significantly higher wages. As the energy transition accelerates demand for engineers, technicians, grid specialists, and digital system operators, this segregation risks widening income disparities unless corrective measures are introduced.

The education system in Uzbekistan produces a strong pipeline of female graduates, with women representing approximately 40.2% of STEM students[17]. However, this supply of skills is not translating into commensurate employment in the energy sector. Female labour force

[15] https://yuz.uz/en/news/v-uzbekistane-uvelichilas-dolya-jenin-v-vozraste-18-23-let-oxvachennx-vsshim-obrazovaniem

[16] https://gender.stat.uz/ru/osnovnye-pokazateli/obrazovanie

[17] https://daryo.uz/en/2023/11/30/undp-report-recommends-strategies-for-womens-advancement-in-stem-in-uzbekistan/

participation stands at 43.6%, compared to 56.4% for men, and women experience higher unemployment rates (9.6% versus 6.1%).

This disconnect reflects persistent social norms that frame technical and industrial occupations as masculine, as well as weak linkages between educational institutions and sectoral employers. In response, the government has launched targeted initiatives, including an ADB's USD 100 million STEM modernisation programme[18] and the 2026–2029 strategic partnership between the Ministry of Energy and the Ministry of Higher Education, Science and Innovations[19], which seek to address these barriers. Under the broader "Uzbekistan 2030" Strategy, state-funded education places are now being aligned with four-year labour demand forecasts, jointly developed by sectoral ministries and labour authorities. This reform is particularly significant for addressing projected skills shortages in renewable energy, grid modernisation, and energy efficiency areas, where women could play a much larger role if barriers to entry are removed.

Uzbekistan's green energy ambitions are creating a rapidly expanding employment market. Government plans to commission up to 19 GW of solar and wind capacity by 2030 are expected to attract billions of dollars in private investment, generate thousands of jobs across construction, operation, maintenance, and supply chains, and stimulate demand for new technical and professional skills. International experience suggests that renewable energy and energy efficiency projects are more labour-intensive per unit of investment than fossil fuel-based energy, particularly in installation, maintenance, and local service provision.

However, the sector is already facing emerging labour shortages, especially for technically skilled workers, project managers, and specialists in grid integration, digital monitoring, and energy services. These shortages present a strategic opportunity to increase women's participation, provided that recruitment practices, training pathways, and workplace cultures are adapted to be more inclusive. Without deliberate intervention, there is a risk that new green jobs will replicate existing gender imbalances rather than correct them.

Women's roles as energy consumers and household decision-makers further shape labour market outcomes. Female-headed households, which account for approximately 20%[20] of all households, report greater difficulty paying for utilities despite comparable physical access to energy infrastructure. Women also demonstrate lower technical literacy regarding energy efficiency labelling (69.9% compared to 80.5% for men), while simultaneously reporting higher engagement in energy-saving behaviours (82.9%).

Ongoing tariff reforms introducing tiered pricing heighten the risk of energy poverty for vulnerable households, especially those headed by women.

Uzbekistan plans to fully phase out state budget subsidies for electricity and gas by early 2028, which will mean that households will gradually pay a larger share of the real cost of utilities. In his address, the Deputy Prime Minister and Minister of Economy and Finance, Mr Jamshid Kuchkarov, stressed that such tariff reforms required first improving household incomes, so citizens could better afford higher utility payments.

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[18] https://www.adb.org/news/adb-invests-stem-youth-empowerment-uzbekistan

[19] https://cis-legislation.com/document.fwx?rgn=159393

[20] https://documents1.worldbank.org/curated/en/768871580801924356/pdf/Energy-Vulnerability-in-Female-headed-Households-Findings-from-the-Listening-to-Citizens-of-Uzbekistan-Survey.pdf

Women's participation in entrepreneurship remains constrained by structural and financial barriers. Although women account for 42% of self-employed individuals, they represent only 17% of formal entrepreneurs, predominantly in low-productivity sectors[21]. National data indicate that entrepreneurship among women in Uzbekistan is most prevalent in trade and agriculture (low-productivity sectors that typically require relatively few skills and yield lower incomes). Entrepreneurship among women in Uzbekistan is no guarantee against poverty and socio-economic vulnerability.

While women own nearly one-third of registered micro, small, and medium enterprises (MSMEs), they receive only around 14% of total MSME lending[22], a gap that is even wider in capital-intensive sectors such as renewable energy. Women's entrepreneurship plays a critical role in job creation and economic growth; however, women-led MSMEs often face structural barriers in accessing finance, business development tools and market opportunities necessary for expansion and productivity growth.

International financial institutions have introduced targeted instruments to address these disparities. For example, under the EBRD's Green Economy Financing Facility (GEFF)[23], projects such as "Empowering Business through Green Energy in Uzbekistan"[24] and "Solar Power for Sustainable Education in Uzbekistan"[25] demonstrate how blended finance, technical assistance and advisory support can reduce investment risks and facilitate the adoption of renewable energy technologies at enterprise and institutional levels. These mechanisms help unlock capital for sustainable investments, improve operational resilience and enhance long-term competitiveness. In parallel, the EBRD's Women in Business programme[26] recognises that promoting women's inclusion in business is both a gender equality objective and an economic priority. The programme provides dedicated credit lines, risk-sharing instruments and tailored advisory services to strengthen women-led enterprises, improve their access to finance and enhance their business capacity. By supporting female entrepreneurs, partner financial institutions and national markets, the programme contributes to job creation, increased labour force participation and improved productivity, thereby advancing broader economic development objectives.

Many green financing facilities require a history of formal employment or high turnover in a formal business account. With 38% of the population working informally (and women overrepresented in this group)[27], many female entrepreneurs are disqualified before the technical evaluation of their green project even begins. Providing more lucrative and stable income-generating opportunities for women entrepreneurs (as well as for women overall) is therefore recognised as an urgent policy priority.

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21 https://www.undp.org/sites/g/files/zskgke326/files/2025-04/report_women_entrepreneurship_in_uzbekistan_eng_uz.pdf

22 https://www.worldbank.org/en/news/press-release/2025/12/15/improved-access-to-finance-to-help-7000-businesses-in-uzbekistan-grow-and-create-jobs

23 https://ebrdgeff.com/

24 https://ebrdgeff.com/projects/empowering-business-through-green-energy-in-uzbekistan/

25 https://ebrdgeff.com/projects/solar-power-for-sustainable-education-in-uzbekistan/

26 https://www.ebrd.com/home/what-we-do/products-and-services/support-for-start-ups-and-msmes/our-programmes/women-in-business.html#

27 https://kun.uz/en/news/2025/08/19/unemployment-rate-in-uzbekistan-falls-to-51-in-h1-2025

As of early 2026, the government has taken strategic steps to address these disparities. While Uzbekistan has officially launched its National Green Finance Strategy[28], specific "carve-outs" and financial mechanisms dedicated to women in the renewable energy sector are currently in the pilot phase. According to Uzbekistan's Updated Nationally Determined Contribution (NDC 3.0), the government has committed to mandatory gender mainstreaming in climate finance. This includes a target of allocating at least 30% of climate funding to projects that provide significant gender benefits, signalling a transition from experimental pilots to a more inclusive national framework.

Taken together, these dynamics highlight that Uzbekistan's energy transition presents a dual opportunity: to address emerging labour shortages in a rapidly expanding green energy market and to correct longstanding gender imbalances in employment, income and leadership. Unlocking this potential will require coordinated action across education, labour market policy, energy sector reform, and climate finance. Expanding women's access to technical roles, improving workplace conditions, reforming recruitment and promotion practices, and ensuring equitable access to finance can transform women from marginal participants into central contributors to the energy transition.

[28] https://unfccc.int/sites/default/files/2025-11/Uzbekistan%20Third%20NDC.pdf

4 DEFINITION OF TARGETS AND KEY PERFORMANCE INDICATORS ALIGNED WITH THE LWP GAP PRIORITY AREAS AND EBRD'S GECA ACCELERATOR

The Gender-Responsive and Just Roadmap for the Republic of Uzbekistan translates strategic gender and climate commitments into a coherent set of targets and key performance indicators (KPIs) designed to guide implementation, monitor progress, and ensure accountability across the energy transition. The targets and KPIs operationalise gender equality within climate and energy governance by linking policy objectives to measurable outcomes at institutional, sectoral, and workforce levels.

The target framework is explicitly aligned with the five priority areas of the UNFCCC Enhanced Lima Work Programme on Gender and its Gender Action Plan, ensuring consistency with international climate governance standards. At the same time, it reflects Uzbekistan's national policy architecture, including the Gender Equality Strategy 2030, the NDC 3.0, and commitments under the Paris Agreement. This alignment ensures coherence between national development priorities and global climate and gender obligations.

Each target is mapped to one or more LWPG/GAP priority areas (Figure 1Figure 12) and addresses specific weaknesses identified through the baseline assessment.

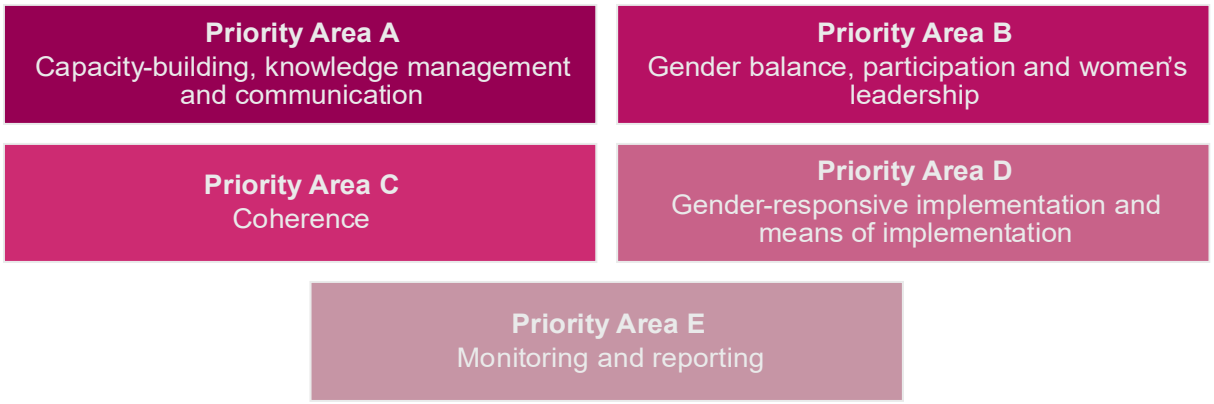

Figure 12. The five priority areas of the UNFCCC's Enhanced Lima Work Programme on Gender and its Gender Action Plan

Importantly, the selection of targets and KPIs is directly informed by the GECA Accelerator assessment, which identified structural gaps in gender integration across Uzbekistan's climate, green economy, and human rights strategies. The GECA analysis highlighted, in particular, limited use of sex-disaggregated data, weak institutional accountability, insufficient gender-responsive budgeting, and the largely gender-blind nature of climate and green economy strategies.

The Consultant identified four core targets and cross-cutting indicators, aligned with the LWPG/GAP priority areas and informed by the GECA Accelerator assessment, to support systematic monitoring and accountability.

- **Target 1. Improve Gender Balance in the Energy Sector**

This target aims to increase women's participation in the energy sector, including decision-making and leadership positions, and to ensure equal opportunities for career advancement.

To achieve this target, the following activities should be implemented:

- introduce leadership and management training programmes for women working in the energy sector, alongside mandatory training for mid- and senior-level managers and board members on unconscious bias, women empowerments and gender equality principles;
- introduce mentoring schemes to prepare women for managerial and senior positions;
- introduce transparent and gender-responsive recruitment and promotion procedures;
- integrate gender balance targets into HR policies of the Ministry of Energy and key energy companies;
- introduce mechanisms to monitor women's representation in management and technical positions.

This target responds to gaps identified through analysis of national strategies using the GECA tool, notably low levels of women's participation and leadership in energy institutions and companies, and the absence of formal accountability mechanisms and performance targets. It aims to increase women's representation across the energy sector workforce, including in decision-making, management, and technical positions, and to ensure equal opportunities for career advancement.

The target is aligned primarily with LWPG/GAP Priority Area B and Priority Area D. It supports the transition from ad hoc participation of women toward institutionalised leadership pathways and measurable representation targets within the Ministry of Energy and key energy companies.

KPIs under this target address women's leadership representation, participation in productive sectors, and ownership and management of legal entities.

- **Target 2. Expand Access of Women to Education, Training and Skills for the Energy Sector**

This target aims to strengthen the education and skills pipeline for women in technical, engineering and green professions for the energy sector.

To achieve this target, the following activities should be implemented:

- strengthen early school-level STEM orientation and career guidance initiatives, with targeted measures to increase girls' participation;
- introduce scholarship and grant support for women studying STEM disciplines relevant to the energy sector;
- introduce internships, apprenticeships and dual education for women in energy companies;
- introduce up- and re-skilling programmes for women with the focus on green skills, including in renewable energy and energy efficiency;
- strengthen partnerships between energy companies, educational institutions and training centres.

This target responds to findings, identified using the GECA tool, on insufficient capacity-building and weak linkages between education systems and climate-relevant labour market needs. It focuses on strengthening the skills pipeline for women in technical, engineering, and

green energy professions, ensuring that educational attainment translates into employment and career progression in the energy sector.

The target is aligned with LWPG/GAP Priority Area A and Priority Area D. It addresses both supply-side constraints (skills and qualifications) and demand-side barriers (access to training, apprenticeships and employment opportunities).

KPIs include women's share among STEM graduates, levels of self-employment, and female unemployment rates, linking education outcomes with labour market participation.

- **Target 3. Strengthen Gender Statistics, Data Systems, and Monitoring in the Energy Sector**

This target aims to establish a systematic and sustainable approach to the collection, analysis and use of sex-disaggregated data for evidence-based policymaking and accountability at the sectoral level.

To achieve this target, the following activities should be implemented:

- institutionalise routine collection of sex-disaggregated data across HR, training/education, programme participation and wages/pay within the Ministry of Energy and key energy companies/SOEs in coordination with the National Statistics Committee;
- develop and approve a unified set of gender indicators for the energy sector;
- integrate sex-disaggregated data into administrative systems, reporting and KPIs;
- provide training for responsible staff on gender statistics and data analysis;
- ensure regular public reporting on gender indicators and progress;
- track gender performance in major energy and climate investment projects by reporting the share of projects with gender analysis and GAPs, in line with the NDCs.

The GECA[5] assessment identified weak and inconsistent use of sex-disaggregated data as one of the most critical structural gaps across climate and green economy strategies of Uzbekistan. Target 3 addresses this gap by establishing a systematic approach to gender statistics, monitoring, and reporting in the energy sector.

This target aligns with LWPG/GAP Priority Area A and Priority Area E. It aims to institutionalise the routine collection, analysis, and public reporting of sex-disaggregated data across human resources, training, programme participation, and wages within energy institutions and state-owned enterprises.

KPIs focus on the availability and coverage of sex-disaggregated data and the integration of gender indicators into national reporting frameworks. These indicators will support evidence-based planning and resource allocation and strengthen accountability for gender-related commitments.

- **Target 4. Reduce the Gender Pay Gap in the Energy Sector**

This target aims to reduce gender-based income differentials in the energy sector by addressing structural factors, while promoting fair and transparent remuneration practices. The implementation of this target shall be aligned with the principles of equal remuneration for work of equal value as reflected in international labour standards.

To achieve this target, the following activities should be implemented:

- conduct regular analysis of the gender-based income differentials in the energy sector, including assessment of equal remuneration for work of equal value;
- introduce transparent and gender-neutral salary structures and remuneration policies, including objective job evaluation systems based on skills, responsibility, effort and working conditions;
- integrate measures addressing career progression, promotion and representation in high-paying roles into HR policies and collective agreements;
- introduce gender-responsive procurement criteria in tenders and contracts (e.g., requiring contractors to demonstrate equal pay policies and to report sex-disaggregated workforce and wage data), where applicable;
- raise awareness among employers and employees on equal pay principles;
- monitor progress through sectoral indicators tracking both pay differentials and women's representation in senior and technical positions.

This target addresses structural inequalities in remuneration that persist despite formal equality frameworks, as highlighted by both the baseline assessment and the GECA[5] analysis. It aims to reduce wage disparities between women and men by promoting transparent pay structures, regular pay gap analysis, and gender-responsive human resource policies.

The target is aligned with LWPG/GAP Priority Area C and Priority Area D. It links gender equality objectives with labour market regulation, corporate governance, and private sector engagement, including incentives within public–private partnership (PPP) frameworks.

KPIs under this target include the gender pay gap and poverty-related indicators, ensuring that pay equity is monitored both as a sectoral outcome and in terms of broader socio-economic impact.

- **Cross-Cutting Indicators and Communication**

The Roadmap includes cross-cutting indicators related to public awareness and communication. These indicators support the creation of an enabling environment for gender equality by promoting positive role models, addressing social norms, and increasing visibility of women's contributions to the energy transition.

The consolidated set of targets and indicators is presented in Table 1, which links Roadmap objectives to national gender equality indicators and international reporting requirements.

Table 1. Roadmap Targets and Key Performance Indicators

National Gender Equality Indicator (Uzbekistan, 2030)[29]	Role in the Roadmap	Base Indicator on national level (2021)	Base indicator on the energy sector level (2025)[30]	Target by 2030	Priority Area (LWPG/GAP)
Target 1. Improve Gender Balance in the Energy Sector					
Share of women in leadership positions (%)	Core indicator (direct sector influence)	26%	5%	30%	B
Share of women working in productive sectors[31] of the economy (%)	Contribution / impact	7%	n/a	15%	D
Share of women owning and managing legal entities (%)	Contribution / impact	12%	n/a	25%	D
Target 2. Expand Access of Women to Education, Training and Skills for the Energy Sector					
Share of women among graduates in science, technology, manufacturing and construction (STEM) (%)	Core indicator (pipeline)	6%	n/a	10%	A
Share of self-employed women among the total employed (%)	Contribution / impact	32%	n/a	40%	D
Share of women officially registered as unemployed (%)	Context / impact	12.8%	n/a	11%	D

[29] No. SK-297-IV dated May 28, 2021. On the approval of the Strategy for achieving gender equality in the Republic of Uzbekistan by 2030.

[30] Based on interviews carried out by Consultant held in 2025

[31] Uzbekistan's official statistics compile GDP in line with SNA 2008 and classify activities using the national OKED (rev.2). For this indicator, "productive sectors" are operationally defined as goods-producing activities (agriculture, industry and construction), excluding services

National Gender Equality Indicator (Uzbekistan, 2030)[29]	Role in the Roadmap	Base Indicator on national level (2021)	Base indicator on the energy sector level (2025)[30]	Target by 2030	Priority Area (LWPG/GAP)
Target 3. Strengthen Gender Statistics, Data Systems, and Monitoring in the Energy Sector *					
Regular "women/men" data exist for key energy-sector topics (staffing, training/education, programme participation, wages)	System indicator (data availability)	Limited / not systematic	n/a	Data are collected routinely and reported annually for all key indicators	E
Agreed set of gender indicators for the energy sector is approved and used by all key institutions (same definitions and reporting format)	Delivery indicator (tool/standard produced)	Not approved / fragmented	n/a	Approved and applied by the Ministry of Energy, key SOEs and private companies	E
Gender data are built into normal reporting and selected KPIs (not kept only in ad-hoc spreadsheets)	Implementation indicator (embedded in routine reporting/KPIs)	Partial / ad hoc	n/a	Integrated into regular reporting	E

National Gender Equality Indicator (Uzbekistan, 2030)[29]	Role in the Roadmap	Base Indicator on national level (2021)	Base indicator on the energy sector level (2025)[30]	Target by 2030	Priority Area (LWPG/GAP)
				cycles and selected KPIs in MoE and key SOEs	
Responsible staff are trained to work with gender data (collect, check quality, analyse and interpret)	Delivery indicator (capacity built)	Limited / ad hoc trainings	n/a	Designated focal points trained; refresher trainings in place	A
Share of major energy and climate investment projects applying gender analysis and Gender Action Plans (GAPs) (%)	Implementation indicator (project monitoring applied)	Not systematically tracked	n/a	Tracked and reported annually for all major projects (where applicable)	C, E

National Gender Equality Indicator (Uzbekistan, 2030)[29]	Role in the Roadmap	Base Indicator on national level (2021)	Base indicator on the energy sector level (2025)[30]	Target by 2030	Priority Area (LWPG/GAP)
Share of climate/energy investment finance allocated to projects with significant gender benefits (%) (Ref NDC benchmark[32])	Transparency indicator (tracking and disclosure)	Not tracked	n/a	≥ 30%	C, E
Target 4. Reduce the Gender Pay Gap in the Energy Sector					
Gender pay gap between women and men (%)	Core indicator (policy & HR outcomes)	30%	n/a	25%	C, D
Share of women living in poverty by all dimensions (%)	Context / impact	40%	n/a	35%	D
Cross-Cutting and Communication					
Number of media publications promoting the role of women and men in society	Output / awareness indicator	1190	n/a	1,780	A

** Note: For Target 3, the baseline (2021) and 2030 targets are not taken from the quantitative indicator set of Uzbekistan's Gender Equality Strategy 2030. They are roadmap-specific system and transparency indicators developed to operationalise the Strategy's objective of strengthening gender statistics management (routine collection, harmonised definitions, integration into reporting, and publication of sex-disaggregated data) within the energy sector.*

[32] https://unfccc.int/sites/default/files/2025-11/Uzbekistan%20Third%20NDC.pdf

5 ROADMAP: TIMELINES, RESPONSIBILITIES AND RESOURCES

The implementation of the Roadmap requires a comprehensive framework that clearly defines actions, timelines, responsible institutions, and resource allocations. This chapter presents the operational plan to translate the Roadmap's strategic objectives and KPIs into concrete, actionable steps, ensuring coherence with Uzbekistan's Gender Equality Strategy 2030, the updated NDC 3.0, and international commitments under the Paris Agreement, the LWPG and its GAP.

The Roadmap is implemented progressively through to 2030, with actions sequenced to establish institutional foundations, scale up implementation, and consolidate results across the four Roadmap targets (gender balance, education and skills, gender data and monitoring, and pay equity). The initial phase focuses on creating enabling governance and capacity conditions. During this phase, the establishment of a Steering Committee is initiated, with its structure and roles formally designed. The proposed Steering Committee will be chaired by the Ministry of Energy. Its membership is envisaged to include representatives of relevant government bodies (including the Committee for Family and Women), key state-owned energy enterprises, international energy sector companies and development partners (Table 2).

Table 2. Proposed Structure of the Steering Committee

Type of organisation	Name of organisation
International Organisations:	EBRD
	UN Women Central Asia
Government Bodies:	Ministry of Energy of the Republic of Uzbekistan
	Committee for Family and Women
National Sector Entities:	Regional Electric Networks JSC
	National Electric Networks of Uzbekistan JSC
	Uzbekhydroenergo JSC
	Uzbekhydroenergo JSC
International Sector Entities:	Voltalia
Civil-Society Organisations:	ACTED

Clear allocation of responsibilities is central to effective implementation. The Ministry of Energy serves as the lead institution and chairs the Steering Committee, providing overall coordination and ensuring alignment with national energy strategies, NDC commitments, and international climate obligations. The Steering Committee functions as the primary governance and oversight body, reviewing progress on a biannual basis, addressing implementation challenges, and approving adjustments to actions and resource allocation.

Progress is reviewed biannually by the Steering Committee, with findings used to address bottlenecks, reallocate resources, and maintain alignment with national and international

commitments. Through this structured implementation framework, the Roadmap provides a practical and credible pathway for achieving a gender-responsive and just energy transition in Uzbekistan, translating policy commitments into sustained institutional change and socio-economic impact.

The mid-term phase centres on institutionalisation and expansion. Gender-responsive training programmes are scaled up nationwide, gender analysis is applied to priority energy policies and investment programmes, and Roadmap KPIs and sex-disaggregated data systems are integrated into routine reporting to inform implementation planning and resource allocation. Leadership and mentoring initiatives for women are expanded, women-led advisory mechanisms are established for major energy projects, and structured engagement with private sector actors is strengthened through incentives and policy guidance and practical levers such as procurement and contracting requirements, supplier standards and disclosure expectations, where applicable. A mid-term review assesses progress against the Roadmap's KPIs and informs necessary adjustments.

The final phase focuses on achieving and sustaining results by 2030. By this stage, gender-responsive systems for workforce development, monitoring and evaluation, communication, and stakeholder engagement should be fully embedded in institutional practice. National climate and energy reporting systematically incorporates gender indicators, and measurable improvements are expected in women's participation, leadership, pay equity, and access to green jobs and finance. A final review evaluates overall impact and informs future policy updates.

Table 3. Roadmap Actions, Timelines and Responsibilities

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
Governance						
1.	Establish a Steering Committee to oversee Roadmap implementation	All (cross-cutting)	3, 6, 8	2026	Ministry of Energy of the Republic of Uzbekistan (Chair), EBRD, UN Women Central Asia, Committee for Family and Women, Regional Electric Networks JSC, National Electric Networks of Uzbekistan JSC, Uzbekhydroenergo JSC, Uzbekhydroenergo JSC, Voltalia, ACTED CSO	Staff time, facilitation costs, meeting venues, communication tools
2.	Conduct biannual Steering Committee reviews of Roadmap implementation and agree corrective actions	E	8, 9	2026-2030	Steering Committee	Staff time, facilitation costs, meeting venues, communication tools
3.	Review and update the Roadmap based on M&E findings and stakeholder feedback	E	8, 9	2027, 2029	Steering Committee	Workshops, documentation support, stakeholder consultations

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
Target 1. Improve Gender Balance in the Energy Sector						
4.	Conduct annually leadership and management training programmes for women working in the energy sector, alongside mandatory training for mid- and senior-level managers and board members on unconscious bias, women empowerments and gender equality principles	B, D	4, 8	2026-2030	MoE (HR), energy SOEs (HR), training providers; UN Women (support)	Training design, trainers, training budget, participant time
5.	A structured mentoring programme established and operational within energy sector organisations to support women's progression into managerial and senior positions.	B, D	4, 8	2026-2030	MoE, energy SOEs, private operators (where applicable), universities/professional networks	Mentor time, programme coordination, events/communications
6.	Introduce transparent and gender-responsive recruitment and promotion	B, D	4, 8	2026-2028	MoE, energy SOEs (HR), Civil Service/HR bodies (as relevant)	HR policy review, procedures, training for HR staff

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
	procedures within energy sector organisations					
7.	Integrate gender balance targets into HR policies of the Ministry of Energy and key energy companies	B, D	4, 8	2026-2028	MoE, energy SOEs (HR)	Policy drafting, internal approvals, monitoring templates
8.	Introduce mechanisms to monitor women's representation in management and technical positions	D, E	2, 9	2026-2030	MoE, energy SOEs, State Committee on Statistics (support)	Data templates, surveys, reporting procedures
9.	Promote adoption of the UN Women's Empowerment Principles (WEPs), including awareness-raising, guidance sessions and voluntary commitment through Steering Committee engagement	B, C, E	4, 6	2026-2028	Steering Committee, energy SOEs, private sector energy companies	Technical guidance materials; awareness workshops; coordination support; budget for outreach activities
Target 2. Expand Access of Women to Education, Training and Skills for the Energy Sector						
10.	Strengthen early school-level STEM orientation and career guidance initiatives,	A, D	5, 7	2026-2030	MoE, Ministry of Education (as relevant), vocational institutes, SOEs, CSOs	Outreach materials, school events, speakers,

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
	with targeted measures to increase girls' participation					communications budget
11.	Introduce scholarship and grant support for women studying STEM disciplines relevant to the energy sector	A, D	7	2026-2030	MoE, education bodies, SOEs, donors/IFIs (as relevant)	Scholarship funding, selection procedures, admin support
12.	Introduce internships, apprenticeships and dual-education for women in energy companies	A, D	5, 7	2026-2030	Energy SOEs, private operators (where applicable), vocational institutes/universities	Internship placements, supervisors, stipends (if applicable)
13.	Introduce up- and re-skilling programmes for women with the focus on green skills, including in renewable energy and energy efficiency)	A, D	5, 7	2026-2030	MoE, SOEs, vocational institutes, training centres	Programme development, trainers, facilities, trainee support
14.	Strengthen partnerships between energy companies, educational institutions and training centres (formal partnership agreement)	A, D	5, 7	2026-2028	MoE, SOEs, universities/vocational institutes, private sector	MoUs, joint programmes, coordination staff time

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
Target 3. Strengthen Gender Statistics, Data Systems, and Monitoring in the Energy Sector						
15.	Institutionalise routine collection of sex-disaggregated data across HR, training/education, programme participation and wages/pay within MoE and key SOEs in coordination with the National Statistics Committee	A, E	2, 9	2026-2027 (set-up); 2026-2030 (routine)	MoE, SOEs, State Committee on Statistics	Data standards, staff training, technical assistance
16.	Develop and approve a unified set of gender indicators for the energy sector	A, E	2, 9	2026-2027	MoE, SOEs, State Committee on Statistics, UN Women/EBRD (support)	Technical working group, indicator definitions, guidance note
17.	Integrate sex-disaggregated data into administrative systems, reporting and KPIs	E	2, 9	2026-2029	MoE, SOEs, State Committee on Statistics	Reporting templates, KPI revisions
18.	Provide training for responsible staff on gender statistics and data analysis	A	1, 5	2026-2028	MoE, SOEs, State Committee on Statistics; UN Women	Training modules, trainers, ToT, staff time

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
19.	Ensure regular public reporting on gender indicators and progress	E	2, 9	2027-2030	MoE (lead), SOEs, State Committee on Statistics	Publication process, communications support, dashboards/briefs
20.	Track gender performance in major energy and climate investment projects by reporting the share of projects with gender analysis and GAPs, in line with the NDCs	C, E	9	2026-2030	MoE, SOEs, project sponsors/PIUs, IFIs (as relevant)	Project reporting templates, compliance checks, M&E support
21.	Develop and institutionalise a gender-disaggregated tracking mechanism to monitor transitions from technical and STEM education into energy sector employment	A, E	3, 6	2026-2028	MoE, Ministry of Higher and Secondary Specialised Education, State Committee on Statistics, SOEs	Data integration; reporting protocols; staff training
Target 4. Reduce the Gender Pay Gap in the Energy Sector						
22.	Introduce transparent and gender-neutral job grading and remuneration policies	C, D	4, 8	2026-2029	MoE, SOEs (HR); private operators (where applicable)	HR audits, job grading, policy drafting

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
23.	Integrate addressing career progression, promotion and representation in high-paying roles measures into HR policies and collective agreements	C, D	4, 8	2026-2029	SOEs (HR), labour relations bodies/unions (as relevant), MoE	Negotiation support, policy templates, legal review
24.	Conduct regular analysis of the gender-based income differentials in the energy sector	C, D	2, 9	2026-2030 (annual)	MoE, SOEs, State Committee on Statistics	Analytical tools, data access protocols, reporting
25.	Introduce gender-responsive procurement criteria in tenders and contracts (gender action plan, equal pay policies; sex-disaggregated workforce and wage reporting, preference or additional scoring for women-led bidders), where applicable	C, D	7, 8	2026-2028	MoE, SOEs (procurement), private contractors/operators	Procurement templates, contract clauses, compliance guidance
26.	Raise awareness among employers and employees on equal pay principles	A, D	5	2026-2030	MoE, SOEs, employer associations, CSOs	Awareness materials, sessions,

№	Action / Activity	Priority Area (LWPG/GAP)	GECA Component Addressed	Timeline	Responsible Institutions	Required Resources
						communications budget
27.	Monitor progress through sectoral indicators tracking both pay differentials and women's representation in senior and technical positions	E, D	2, 9	2026-2030	MoE, SOEs, State Committee on Statistics	Indicator tracking, reporting, dashboards
Cross-Cutting and Communication						
28.	Implement national and regional awareness/communication actions on women in energy and green jobs (role models, norms, visibility)	A	5	2026-2030	MoE, UN Women, SOEs, media/CSOs	Media production, outreach events, communications budget

6 RISKS AND MITIGATIONS

The Roadmap involves a series of complex actions across multiple institutions, sectors and communities. As such, identifying and managing potential risks is critical to ensure that the Roadmap achieves its objectives of advancing gender equality, strengthening institutional capacity, and delivering a socially inclusive, low-carbon energy transition. Risks can arise from institutional, technical, financial, social and political dimensions, and may impact the timing, quality and effectiveness of Roadmap activities.

This chapter outlines the key risks that may affect the implementation process and the corresponding mitigation measures designed to minimise their impact. Risks include challenges related to institutional coordination, such as limited collaboration among ministries, SOEs, private sector companies and local authorities, which could result in fragmented implementation. Other risks arise from insufficient technical expertise for integrating gender considerations into policies, programs and projects, as well as financial constraints that could delay critical activities such as capacity-building, data collection, and community engagement.

Social and cultural factors present additional challenges. Persistent gender stereotypes and social norms may limit women's participation in leadership, technical roles, and green jobs, particularly in rural areas. Limited engagement of vulnerable groups in decision-making processes may also reduce the inclusiveness and effectiveness of interventions. Technical and operational risks, such as weak or inconsistent collection of gender-disaggregated data or delays in energy project implementation, may further affect outcomes. Policy and regulatory risks, including inadequate enforcement of gender-responsive policies or shifts in national priorities, could disrupt progress if not carefully managed.

To address these challenges, the Roadmap establishes a risk mitigation mechanism that identifies specific actions to prevent or reduce the impact of each risk. These mitigation measures include establishing a Steering Committee to provide centralised oversight and coordination; implementing mandatory gender-responsive capacity-building programs and training-of-trainers initiatives; integrating gender considerations into project planning, procurement, and investment frameworks; conducting community outreach and awareness campaigns; institutionalising participatory stakeholder engagement; and aligning all activities with Uzbekistan's Gender Equality Strategy 2030, the updated NDC 3.0, and international commitments under the Paris Agreement and LWPG/GAP.

Table 4 presents the Roadmap's key implementation risks and the associated mitigation measures, providing a concise overview for the Steering Committee, implementing institutions, and international partners. This ensures that risks are actively monitored, responsibilities are clear, and adaptive measures can be applied promptly, thereby safeguarding the Roadmap's objectives and ensuring measurable progress toward a gender-responsive and just energy transition.

Table 4. Roadmap Implementation Risks and Mitigation Measures

№	Risk	Impact / Likelihood	Mitigation measures
1.	Limited coordination among ministries, SOEs, private sector, and local authorities	High / Medium	Establish a Steering Committee with clear responsibilities, biannual meetings, and centralised oversight
2.	Inadequate technical expertise for integrating gender in policies and programs	High / Medium	Mandatory gender-responsive capacity-building, ToT programs, advisory support from UN Women and EBRD
3.	Insufficient or delayed funding for Roadmap activities	High / High	Leverage national budgets, development partner co-financing, and private sector contributions; annual budget reviews
4.	Shortage of trained human resources and focal points	Medium / Medium	Recruitment plans, staffing guidelines, mentorship and retention incentives
5.	Persistent cultural norms and gender stereotypes limiting women's participation	High / High	Community outreach, awareness campaigns, role model promotion, rural women energy access programs, childcare and safe transport support
6.	Limited engagement of vulnerable groups in decision-making	Medium / Medium	Institutionalise participatory stakeholder consultations, inclusive workshops, and advisory committees
7.	Weak or inconsistent collection of gender-disaggregated data	High / Medium	Standardised data protocols, digital platforms, training for staff, integration into national reporting
8.	Delays in energy projects reducing women's participation in green jobs	Medium / Medium	Integrate gender considerations early in project planning, procurement, PPAs; incentives for private sector
9.	Inadequate enforcement of gender-responsive policies and regulations	Medium / Medium	Alignment with Gender Equality Strategy 2030, gender audits, inclusion of indicators in regulatory frameworks
10.	Changes in national priorities or political shifts	Medium / Medium	Embed Roadmap in national strategies, leverage international commitments (Paris Agreement,

№	Risk	Impact / Likelihood	Mitigation measures
			NDCs), Steering Committee oversight
11.	Limited awareness of women's socio-economic benefits in energy transition	Medium / Medium	National campaigns highlighting women in STEM, climate leadership, and green jobs
12.	Resistance from private sector to adopt gender-responsive practices	Medium / Medium	Guidelines, incentives, technical assistance, showcasing best practices

7 BEST PRACTICES

This chapter highlights best practices and evidence-informed approaches from global and regional experiences that demonstrate how gender equality and energy transition objectives can be advanced in an integrated and impactful manner.

Global experience demonstrates that gender-responsive and just energy transitions are most effective when gender equality is systematically embedded into climate, energy, and socio-economic policy frameworks, supported by strong institutions, legal mandates, and financial mechanisms. Across regions, best practices illustrate how countries have operationalised international climate and gender commitments through strategic governance, sectoral reforms, investment programming, and inclusive implementation approaches.

Middle East – Saudi Arabia. Gender, Green Jobs and the Energy Transition

Saudi Arabia offers a strong international example of aligning energy transition policies with gender equality and labour market inclusion. Central to this experience is the KAPSARC study “A Green Route to Bridge the Gender Pay Gap”, which applies rigorous labour market analysis to examine how climate-driven changes in employment affect gender wage disparities. Using Blinder-Oaxaca decomposition, the study distinguishes wage gaps explained by education, experience, and occupation from those driven by structural and institutional factors.

While female labour force participation in Saudi Arabia increased substantially, from approximately 18% in 2016 to over 35% by 2024, significant gender disparities persist in climate-aligned employment. Around 36% of men are employed in green jobs, compared to only 21% of women, and women hold just about 14% of positions in new and emerging high-skill green occupations. These gaps persist despite strong female participation in tertiary and STEM education, indicating that barriers extend beyond skills supply to include occupational segregation, employer bias, and limited access to technical career pathways.

Saudi Arabia’s Vision 2030 responds to these challenges by embedding gender equality objectives within national economic and energy planning. Measures include targeted STEM and technical training for women, leadership and mentorship programmes, labour market reforms, and incentives for inclusive hiring practices. This integrated approach links climate investment with workforce development, embeds gender targets in strategic frameworks, and strengthens inter-ministerial coordination across energy, labour, education and finance.

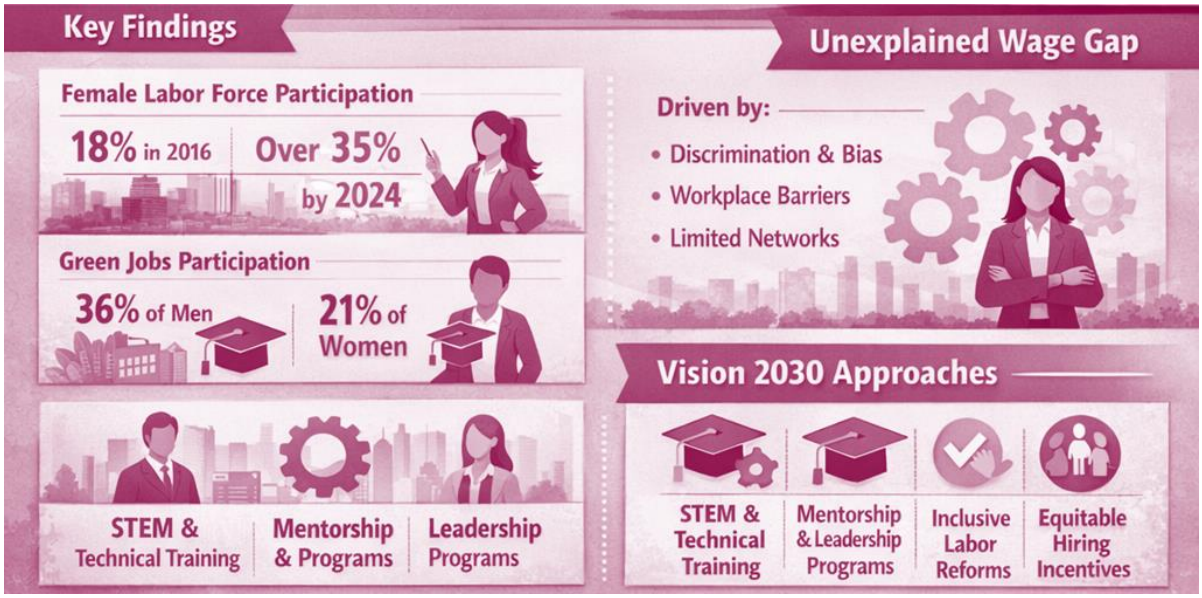

Figure 23. Key findings of the KAPSARC study "A Green Route to Bridge the Gender Pay Gap"

For Uzbekistan, the Saudi example demonstrates that increasing women's participation alone is insufficient; policy must address access to high-value green jobs, wage parity and career progression. It highlights the importance of evidence-based labour market analysis, integration of gender objectives into national strategies, and alignment with LWPG/GAP priorities on capacity-building, data and inclusive governance.

European Union: Gender Mainstreaming in Climate and Energy Policy

The European Union represents one of the most comprehensive models for integrating gender equality into climate and energy governance. Through the European Green Deal, gender considerations are mainstreamed across legislation, investment instruments, labour market policies, and monitoring frameworks, reflecting the understanding that climate neutrality must be socially inclusive to be effective and durable.

At the Member State level, countries such as Germany apply mandatory gender impact assessments to climate and energy policies, while investing in reskilling and leadership programmes that support women's participation in renewable energy, energy efficiency, and related sectors. Spain's Climate Change and Energy Transition Law further embeds gender equality into just transition planning through inclusive consultations, employment strategies, and regional transition agreements.

A defining feature of the EU approach is the integration of gender criteria into climate finance instruments, including the Just Transition Fund and cohesion policy funding, alongside harmonised sex-disaggregated indicators in climate reporting. These mechanisms strengthen accountability, improve policy coherence, and ensure that public investment delivers both climate and social outcomes.

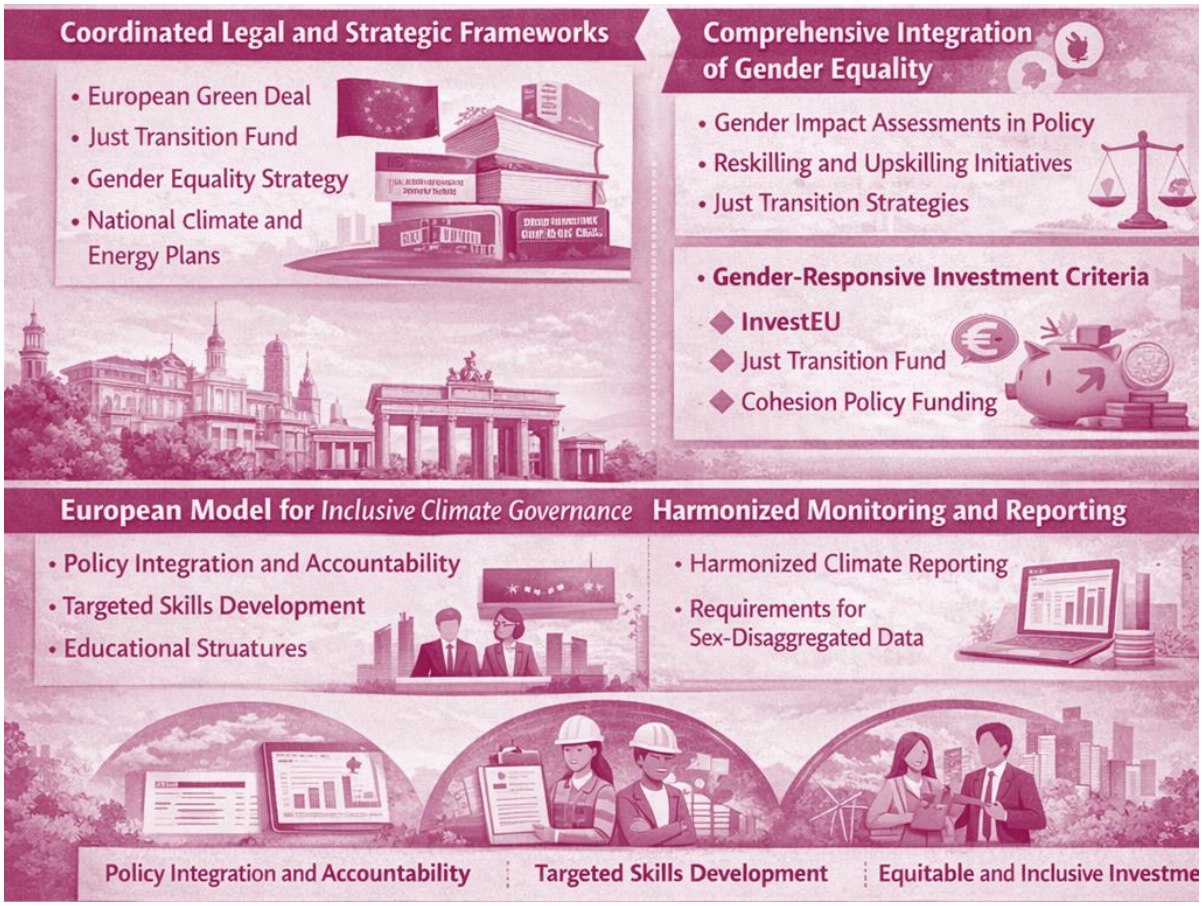

Figure 34. Assessment of Gender Mainstreaming in Climate and Energy Policy in EU countries

For Uzbekistan, the EU experience underscores the value of institutionalised gender impact assessments, gender-responsive investment criteria, harmonised indicators, and inclusive planning as standard components of climate governance.

Kazakhstan. Gender Action Planning in Energy Reform

Kazakhstan's experience, particularly through gender-responsive approaches linked to sectoral reforms such as the heating and energy sectors, illustrates the value of formal Gender Action Plans as operational tools. GAPs translate high-level commitments into concrete actions across the policy cycle, supported by clear institutional responsibilities, capacity-building, budgeting, and monitoring arrangements.

This approach embeds gender considerations into policy design, procurement, project appraisal, and stakeholder engagement, while strengthening accountability through defined indicators and reporting. GAPs also serve as coordination mechanisms across government, private sector, and civil society actors.

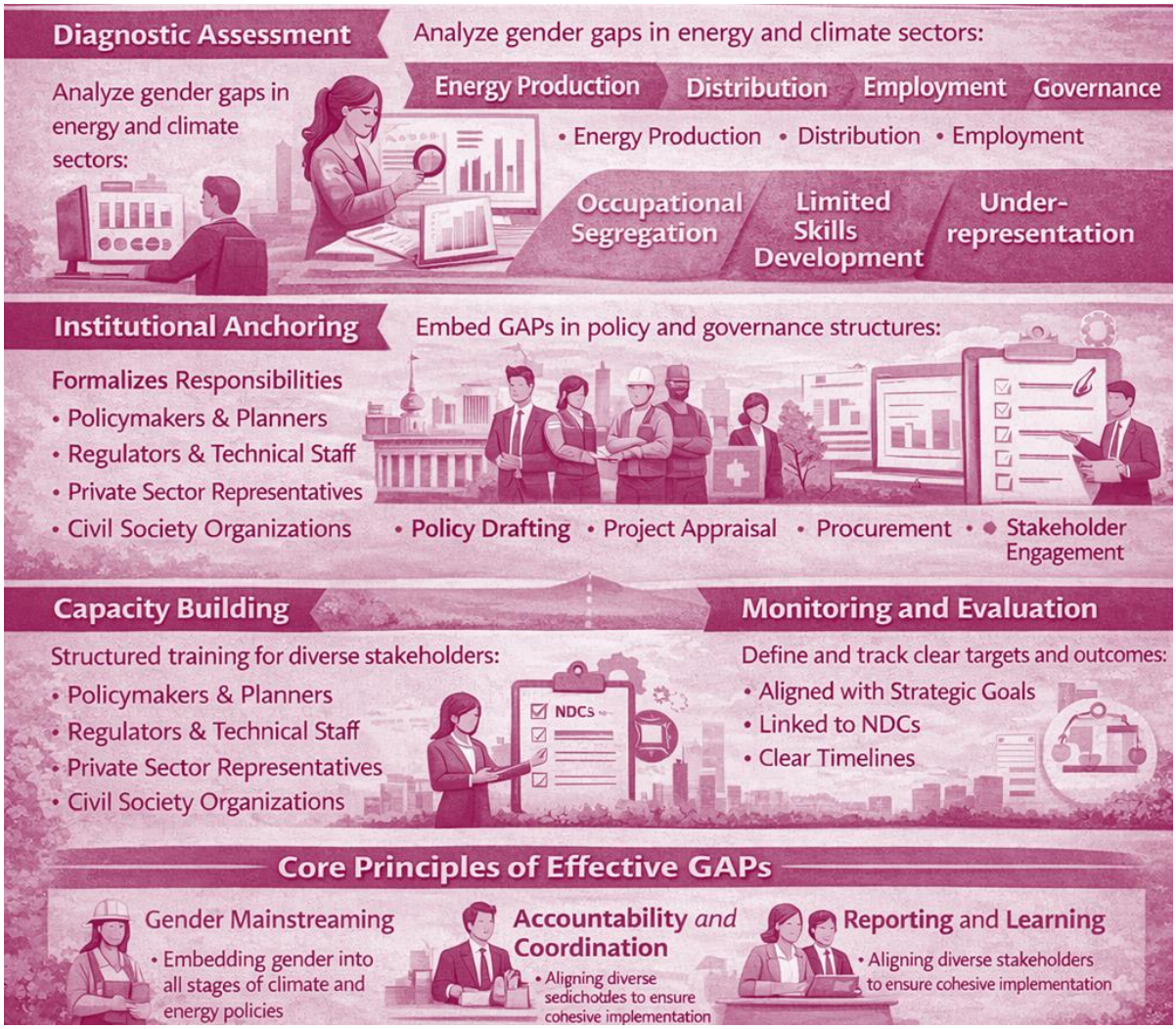

Figure 45. Assessment of Gender Action Planning in Energy Reform in Kazakhstan

For Uzbekistan, this example highlights the importance of adopting a structured, roadmap-linked Gender Action Plan to ensure coherence, continuity, and measurable progress in implementing gender-responsive energy transition policies.

Western Balkans: Gender-Responsive Green Finance

The Western Balkans provide a strong example of integrating gender equality into climate finance through the Gender-Responsive Green Finance Roadmap developed by the Regional Cooperation Council with EU support. The Roadmap embeds gender criteria into financial regulation, investment design, and lending practices, addressing barriers such as limited access to credit and financial services for women.

Key elements include gender-responsive financial instruments, capacity-building for financial institutions, integration of gender criteria into supervision frameworks, and strengthened sex-disaggregated data systems. This approach positions gender equality as a core investment and risk management consideration rather than a supplementary objective.

Figure 56. Assessment of Gender-Responsive Green Finance in the Western Balkans

For Uzbekistan, the Western Balkans experience demonstrates how gender-responsive finance can enhance the effectiveness and inclusiveness of climate investments, particularly in renewable energy, energy efficiency, and women-led green enterprises.

8 CONCLUDING REMARKS

This Roadmap represents the first draft of the Gender-Responsive and Just Roadmap for the Net Zero Economy Transition in the Republic of Uzbekistan and establishes a strategic foundation for integrating gender equality into the energy transition.

While Uzbekistan has a strong legal and policy basis for gender equality, this Roadmap addresses the existing gap between commitments and implementation by defining clear targets, responsibilities, timelines, and monitoring mechanisms.

As a first draft, the Roadmap is intended to function as a living framework, to be refined through stakeholder consultation, piloting, and learning during implementation. Its success will depend on sustained political commitment, coordination across institutions, and systematic monitoring and review.