



The Imperative of Inclusion

in The Green Economy Workforce

Shedding light on the role of Inclusion and Diversity, as industries prepare the workforce for the acceleration towards a more regenerative & sustainable future, with a focus on Asia

August, 2023



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Executive Summary

What kind of future do we want? At this moment of inevitable global transition, driven by climate change and the need to adapt to it, we have the power to choose one that is equitable, prosperous and sustainable.

At Nineby9, we know that continued progress towards gender equity is necessary to achieve that future, but it is not inevitable. The carbon-neutral, greener global economy holds the promise of higher skilled, better compensated and less vulnerable jobs.

Yet, looking at earlier periods of great economic shifts like the digital revolution, we caution that the benefits of such transformations may not lift all equally. We were inspired to take action about today's challenges by the pathbreaking work by LinkedIn on green skills. It shows we are already seeing warning signs that women are losing ground in the green transition, putting decades of progress in closing the gender gap at risk. We make the business case that sustainability and gender equality must go hand in hand. There is growing awareness that diversity in the boardroom and senior management on one hand, and sustainability on the other are mutually reinforcing. Companies benefit from diversity associated with better climate innovation, ESG performance and regulatory excellence.

Asia will contribute 70% of the world's growth this year. Given its importance in the global economy, it is particularly urgent to tackle the challenges of diversity and the green shift, both of which have been slower here than in other parts of the world. Our research with business leaders in Asia shows that even when they are aware of the performance link between sustainability and diversity, many firms struggle incorporating such concerns into their business practice and culture. Yet they are also aware that pressures like labour shortages, the values-driven expectations from young generations of talent, and shareholder demands will compel them to change.

We distil 9 truths about the future of work, diversity and climate that every business leader and manager must come to terms with. From these, we offer actions for firms, managers and individuals that will have maximum impact on diversity and sustainability in Asia. Nineby9 is shining a light on these issues and providing guidelines to support companies, with the goal of propelling us to a more just, equitable and sustainable world.

Introduction



NINEby9

is a non-profit organisation, based in Singapore, focused on driving gender equality within organisations across Asia by 2030. In 2021, we published Gender Parity in Asia: The Moment of Truth, a comprehensive research study of how working women in Asia experience gender parity. The research underpinned an action-based framework for change offering guidance for regional companies and small and medium enterprises (SME's) who aspire to positively impact their organisation and create a more equitable workplace.


At NINEby9, we recognise that we're at the beginning of a universal transition to decarbonisation and sustainability - with implications for every organisation in terms of demand, capital allocation, supply chain and the workforce - that will shift the industrial power base and transform the global economy. Recognising that Asia is instrumental to the tectonic shifts towards a global green economy, the organisations that integrate core functions will better help ensure that we meet that existential challenge as well as preserve the progress toward a more inclusive world.

"Organisations achieve their decarbonisation and sustainability goals often by addressing issues of Diversity, Equity, and Inclusion (DEI). This is because a just climate transition often brings conversations about the environment and inclusion within teams and society into the same lens. It's important to recognise that sustainability and DEI are inextricably linked, and we cannot achieve one without the other. One of the biggest drivers within companies to embrace sustainability agendas comes from employees who deeply believe in DEI and climate action alike."

- Maya Hari, CEO, Terrascope

We partnered with LinkedIn, whose Global Green Skills Reports from [2022](#) and [2023](#) inspired us to act. Its unique and remarkably rich data and insights from its more than 900 million members across the world show that progress is happening on greening the labour market: despite a global hiring slowdown since 2022, listings for jobs requiring at least one green skill are growing and workers with green skills get hired at a faster rate across the board. Yet LinkedIn's data also show that women are in danger of falling behind in the green transition. The percentage of women in green jobs falls well below men – about 40% fewer women – a figure that has not changed in almost a decade. There is the danger that focusing on the green transition in the absence of a gender lens will move the goalposts for diversity farther away.

Driven by climate policies and commitments, millions of new jobs will be created globally in the next decade. But there is a common sentiment shared by industry leaders expressed in this quote:



"It's more than jobs – we need to zoom in on the skills that power these jobs. Green skills. We believe real change will come through a skills-based approach to opportunity. Most importantly, we need to ensure that this transition to the Green Economy is a just and inclusive one, as well as a sustainable one."

– Grace Kerrison, Head of Sales and Solutions, APAC, LinkedIn.

As green jobs become the dynamic drivers of the global economy, we want to make sure that pathways exist for women to participate. More importantly, we argue that an inclusive approach to gender equality and environmental sustainability leads to better climate and business outcomes. In other words, gender equality is good for the planet and the bottom line.

Together, we gathered business leaders across industries and sectors in Asia who are working to incorporate principles of sustainability to learn from their best practices and insights. Drawing on our research and on these discussions, The Imperative of Inclusion shows the challenges we face today and how businesses are addressing them. We discuss how to accelerate the lessons learnt while adopting a gender lens in the green transformation, and complementing the LinkedIn report, offer recommendations for action.

1

Reflecting on Lessons from The Digital Era

Reflecting on Lessons from the Digital Era

As with previous economic revolutions, the Digital Era ushered in profound transformations in the configuration of the global workforce and resulted in an unprecedented demand for talent in STEM. In 2021, nearly a quarter (24%) of the entire US workforce was in STEM jobs. But that growth is even more significant in places like China – where 40% of the population is estimated to be in the STEM workforce.

Despite the promise of a more prosperous future, the benefits of the digital transformation flow disproportionately to those with tech skills. The UN's Economic and Social Commission for Asia and the Pacific points out that groups who are underrepresented in the technology sector, like women, will be left behind and social inequalities magnified.

Women are still not fully participating in the digital economy. Globally, women lag behind in gaining and using the skills required. They make up a minority of STEM students in most countries so that the pipeline into STEM fields is smaller. Globally, women make up just over a quarter - 28% - of the tech industry workforce. Once in jobs, they may face discrimination in promotions and they are more than twice as likely as men to leave the field.

Post pandemic, we are living in the era of the *Great Reshuffle*, as LinkedIn calls it – a radical change in the approach to work coupled with the stark reality of a transition to a low carbon future. The shift to the Digital Age is disrupting, rethinking, and refiguring work, which benefits individuals, companies, and the planet. But thought and intention are needed to justly distribute these benefits and avoid past mistakes of exclusion. The aim of this report -The Imperative of Inclusion - is to advocate for the adoption of a gender lens when planning the future workforce for the Green Economy as we move forward from the limitations of the era of digitisation.



2

Transitioning to The Green Economy



Transitioning to The Green Economy


Superimposed over this transformation of the way we work is the critical need to shift to a Green Economy. The World Economic Forum highlights that the top six greatest threats over the next decade are climate related, including the number one danger, the failure to mitigate climate change.

As businesses adapt to new climate realities, the result is foregrounding the sustainable use of energy and other environmental factors in business strategy. There is also shifting focus away from a “growth at all costs” mentality towards more long-term and regenerative business approaches. As the global economy begins the transformational journey towards a low carbon future, global leaders are preparing to keep up with radically disruptive green innovation, which is already transforming the workforce.

Yet, there is a danger that the shift to net zero will be derailed due to severe skill shortages. LinkedIn’s [2023 Green Skills report](#) shows that the demand for green skills is growing far more rapidly than supply. Since 2022, green talent has increased by 12.3% but jobs needing those skills have risen by 22.4%.

One way to meet this urgent and growing demand for green skills is to commit to building a more inclusive workforce and talent pipeline. Bain & Company’s work on gender diversity in energy and natural resources shows that not only is the talent shortage in those fields exacerbated by the lack of women, but without the diverse ideas and thinking they bring to teams, their business performance and ability to creatively meet the emergent challenges of the energy transition will suffer.

The demand for green talent is not just in traditional fields like energy. It is rapidly rising across many sectors. One example is green infrastructure, including sustainably sourced materials, more energy and resource efficient manufacturing, and ESG innovation across the supply chain.



"I think everything will be green or will have to be green. And we have to put gender at the heart of the economy. We cannot divide sustainability and inclusion. Given gender parity by definition, I include women and men at every single event."

– Tony Á. Verb, Founder, Carbonless Asia



What we are seeing is the **fundamental transformation** of the labour market, one that has the potential to improve employment conditions for those who can make the transition. Green jobs tend to be more highly skilled, pay better wages, especially for lower and middle skilled workers, and are less likely to be subject to elimination through automation.

As was the case with the Digital Transformation, the potential rewards may not extend to all. The LinkedIn report reveals a green gender gap that is not showing signs of improvement. Women hold only 62 green jobs for every 100 occupied by a man, a ratio that hasn't changed in almost a decade. And men are moving to green jobs faster than women: since 2015, two thirds of the transitions to green and greening jobs have been made by men.

It may come as a surprise that women are not making much progress in the green transition, despite increasing representation in C-suite sustainability roles; for example, in the US, women comprise 54% of Chief Sustainability Officers. As promising as such headway is, it should not obscure the fact that overall, women are in danger of being left behind due to their lower participation in those industries that are likely to do best as economies transition.

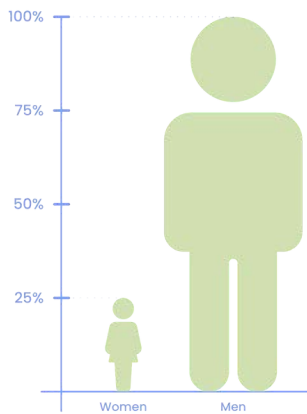
While women are better represented in the renewable energy sector than traditional fossil fuels, they make up only 32% of its workforce, and represent only 23% of managers in water utilities. The Asian Development Bank notes that women are often prevented from making the shift from low skill/low pay work to more lucrative, skilled roles in the green sector by their lack of access to training and finance, plus restrictive gender norms.

The green gender gap extends to compensation.

We are only now beginning to get a picture of the wage gap in this emerging field. The World Economic Forum spotlights the energy sector where women's wages are 19% below men's, a larger gap than in non-energy fields. In the UK, the innovation foundation Nesta found that the pay gap for women is more than double in green jobs than in brown ones.

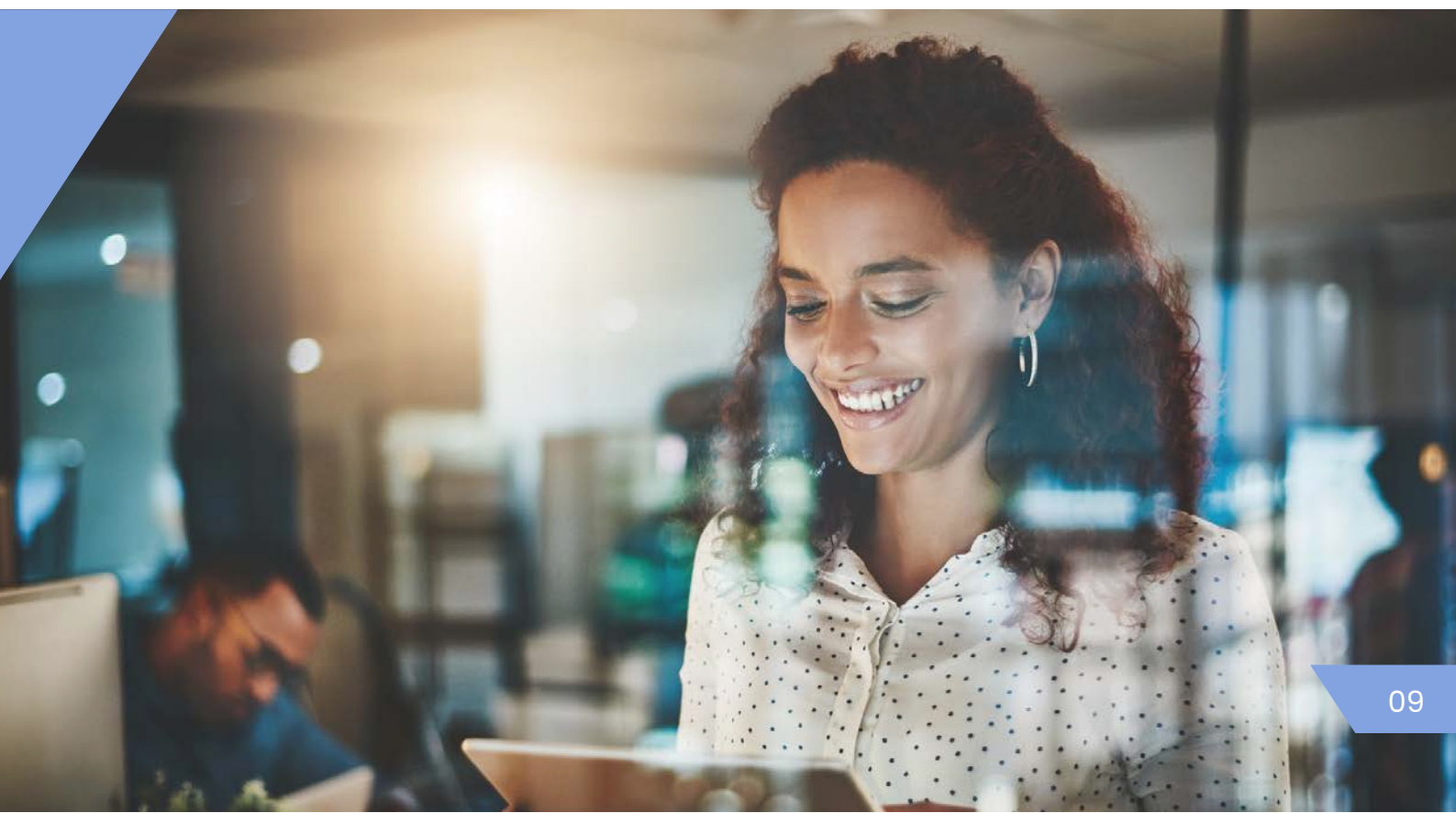


If the story of the last decade was technological innovation and digitalisation that disrupted so many sectors and impacted so many businesses, the future will be written by the transition to a low carbon economy. The digital revolution was largely spearheaded by men as women were underrepresented in STEM, tech leadership, research, entrepreneurship and access to capital. We must take action now to ensure that women are not left out of the green economy transformation.



The warning signs are already present, as the LinkedIn report highlights. And there is the danger that focusing on the green transition in the absence of a gender lens will move the goalposts for diversity farther away. BCG estimates that only 25% of green jobs will be held by women by 2030. Given trends in STEM education and gendered employment patterns in the green economy, the direction of climate mitigation and adaptation strategies will make it harder to achieve gender equity, setting it back by 15 to 20 years.

Companies must implement mechanisms now to incorporate diversity and inclusion in their plans to build a greener future. This is necessary to ultimately reap the financial, economic, and social benefits that the green transition promises.



3

The Business Case

The Business Case

There is a strong business case to be made for considering gender diversity and sustainability in tandem.

The business world has come to recognise that diversity in organisations provides firms with a competitive edge and leads to outperformance. Bain & Co has highlighted the financial benefits that gender diverse corporate leadership brings, including better profit and cash flow performance, increased credit ratings and returns to shareholders. We saw this play out with the pandemic. Large firms with female CEOs and gender balanced management were less likely to suffer a default during COVID-19 and had better performance during the downturn.



But today, there is also growing awareness that diversity in the boardroom and senior management, and sustainability are mutually reinforcing, and as such, require a dual strategy that connects the two.

Companies cannot afford to ignore the link between gender diversity and their ability to navigate the green transition.

Sustainability encompasses different facets of companies' operations. Across many of them, gender diversity is a potential asset for achieving sustainability goals if harnessed correctly.

Innovation

Results from countries as different as Italy and China show that gender diversity on boards is significantly related to greater quantity, flexibility and quality of green innovation. This builds on earlier demonstrations that companies with more women in board leadership positions tend to have higher R&D intensity, more patents and higher levels of innovation.



ESG Performance

Across different sectors and geographies, the presence of women on boards has a significant, positive effect on ESG performance and better carbon performance. Companies with more gender diversity reduce their CO2 emissions by 5% more than traditionally male-led businesses. They also tend to have higher ESG scores, indicating that overall such companies adopt better sustainability practices, but board diversity and sustainability is even more pronounced in carbon-intensive industries.

Reporting and compliance

Gender diversity is not just important for achieving ESG targets and carbon outcomes but for reporting and compliance as well. Regulatory excellence helps firms attract clients, and satisfy stakeholders and lawmakers. As with ESG performance, the percentage of female board members is generally associated with greater ESG disclosures and transparency. As today's shareholders expect better ESG and sustainability performance, greater disclosures offer firms opportunities for value creation through greater shareholder alignment.





Emerging Asian Realities

The intertwined challenges of increasing diversity and shifting to a greener economy are crucial globally but particularly urgent in Asia, where progress on both has been slower than in other parts of the world.

Female representation on corporate boards has been incremental at best in Asia – where women trail far behind their counterparts in Northern Europe and North America. Despite the introduction of mandatory board quotas or voluntary targets for women in Hong Kong, India, Japan, Singapore and South Korea, progress has been slow and there are often few consequences for not meeting targets.



The Asia Pacific region also lags somewhat behind on greening their workforces. LinkedIn data highlight the region’s uptick in green hiring; although it has grown 30% since 2015, this is still behind the US (70%) and Europe (41%). Nonetheless, there are bright spots across the APAC that can act as the starting point for change. Singapore is a world leader in green skills in the finance industry. In the future-oriented green electric vehicle industry, India’s automotive workers with green skills have seen the largest jump in the world since 2018 and green talent in the country overall grew by 12% last year. Australia is witnessing a sharp rise in demand for green skills – LinkedIn job postings requiring green skills grew by 26% between 2022 and 2023. Yet there, like so many other places, the supply of green talent does not meet the growing demand. One of Asia’s great challenges is to ensure the future pipeline of green talent and employment in the region.



Raising Awareness of Gender and Sustainability



Our conversations with senior leaders in Asia across industries acknowledged many of the shortfalls of the corporate sector. Even when businesses are committed to both gender equality and moving towards a more sustainable future, there is often a lack of awareness that these targets are connected.

They recognised that what's needed is more awareness of the links between business performance and sustainability. If not then there is a two-fold loss of potential.

This tracks with work done by Deloitte [showing](#) that climate is front of mind in many C-suites, but organisations struggle to embed climate concerns into their corporate cultures. Similarly, the business case for gender equity is clear, but here too, as the World Economic Forum highlights, efforts are stalling and since 2015, the vast majority of large companies registered little significant improvement.

When we consider gender equity and sustainability together, we can see the magnitude of the problem: despite good intentions and a clear, positive association with corporate performance, we are falling behind.

The Talent Pipeline

The LinkedIn report notes that as part of the Great Reshuffle, people are grappling with the question of why they work, seeking purpose and meaning in their employment. To attract the best talent, companies need to recognize that employees' focus on a purpose driven life extends to their work.

"In the end, it boils down to what is really motivating and how to work with passion in a company. It's important you have diversity and that you feel the company's purpose is not contradicting your own purpose. As a company, what do we stand for? It's more and more important that what we offer has this purpose. Being at BASF means I can help change this world, for women and importantly, for sustainability. I can make a difference and that's how employees should feel."

- Dr Carola Richter, President for Asia Pacific, BASF



Across the board, the war for talent is heating up and that's especially true for young people.



"Motivate and inspire Gen Z, or risk being left behind."

- Ryan Roslansky, CEO, LinkedIn

We know that Gen-Z is more likely to change jobs than any other generation and keeping them requires attention to what's important to them. Like generations before them, they value compensation and economic security but they also have a strong social conscience and expect business to care about that as well.

We heard a growing awareness that to attract and retain young talent, sustainability is key. Compared with their Western counterparts, young Asians may have been somewhat less focused on value alignment as a necessary condition for where they work in the past, but that may be changing. And as consumers, millennials and Gen-Z in emerging Asia are more environmentally conscious and willing to switch to sustainable products. Overall, our participants are seeing a shift that will translate in the future to a preference for employment in sustainable companies. Our roundtables brought this message home:

"As the next generation enters the workforce, they bring with them a passion for sustainability that will shape the business world. Companies that prioritize sustainability will attract and retain talented young professionals who want to work for organizations that align with their values"

- Pooja Dhanothia, LinkedIn



Talent shortages will affect the shift to a green economy. LinkedIn's data show how much more rapidly the demand for green skills is growing compared to the increase in supply in people with such skills. The alarm bell is ringing in Asia: the [IMF](#) has foreshadowed the coming tech talent shortage in Asia and consultancies like [Korn Ferry](#) and [McKinsey](#) highlight the negative impact on growth in the region that a dearth of talent could mean.

When it comes to greening industries, inevitably there is a demand for those with a STEM background and companies may struggle with shortages in those fields. One executive from BASF noted that.



"Sustainability needs depth. It needs a lot of scientific background, you even need expertise from different sciences. Many topics are not only chemistry, it goes to physics, it goes to biology, it goes to meteorology; you have to bring it together. So I think it's super challenging now to find this expertise"

- A. Ganjoo, BASF

Looking within for Models of Sustainability



As businesses prioritise sustainability and the transition to a green economy, companies will search for models of how to do that. Fortunately, those already exist in many firms. Our research participants pointed out that successful DEI programs provide a real template for how to achieve that. As a member of one of our roundtables said:

"In my time working in the tech sector, I have seen some companies tie their executive team's bonuses into sustainability metrics. Executives are accountable for meeting sustainability targets as they are for meeting business results, and their compensation is tied to achieving both."

- Katerina Hanna, VP Customer Success APJ, Ceridian

Citigroup provides another example of leadership on gender that could translate to the sustainability space. By setting an ambitious target of 40% women among its managing directors in Asia, Citi was able to record a substantial increase in the number of female MDs between 2014 and 2019, going from 8% to more than 30%. Currently 39% of its MDs in Asia are women. Aggressive goal setting with sustained commitment from the firm's leadership allowed Citi to champion diversity among its top ranks, a strategy that can be applied to address sustainability.



C-Suite Sponsorship

Finding the right talent, upskilling and training are important but not sufficient. Our research highlighted the importance of effective corporate leadership when it comes to embedding diversity into a more sustainable future. One leader we spoke with saw the danger of a lack of inclusivity, particularly the lack of gender diversity, when it comes to sustainability:

"To accelerate a more sustainable way of living through business, we need leaders with vision, courage and an ability to accelerate diversity in the leaders they surround themselves with - people that represent society, bring in diverse perspectives and are empowered to challenge the narrative in an authentic way."

- Ineet Narula Barthwal, Bain & Company



The Persuasive Power of Shareholders

The world is at a clear inflection point, with the transition to a low carbon future both urgent and inevitable. Whether or not they embrace it, businesses are being driven in that direction by a host of forces – government regulation, profitability, cost-reduction, attractiveness to talent and even their own shareholders and clients.



For shareholders, the pandemic seems to have been a watershed moment. 79% of investors in Asia-Pacific in 2021 indicated that they were moderately or significantly increasing their ESG investments as a response to Covid-19.

The business leaders we spoke to echoed this. When asked about the business opportunity of sustainability, one participant noted:

“[Business opportunity of sustainability] is enormous... I don't think I've had a single client meeting in the past two years where ESG was not top of mind”.

– Sanghamitra Bose, American Express

From banks, to oil companies, to insurance, to agribusiness and beyond, companies are facing demands from shareholders to set climate targets, report on them and devise business plans that make it clear how business models will shift in the face of new opportunities and challenges. Even in Asia, where shareholder activism has been much lower than in the West, shareholders are beginning to challenge companies on their climate strategies. Japan, for example, saw a record number of shareholder-backed proposals last year dealing with climate actions, a trend that will likely continue across the region.

4

The Nine Truths

The Nine Truths

A massive shift is occurring in the global economy. The fundamental and necessary transition to a greener economy offers the potential for a more inclusive and profitable future but only if we act deliberately and intentionally. Failing that, we are likely to both roll back some of the progress that has been made for women's inclusion and miss the full benefits of the green transition.

Nineby9 offers research-driven insights and an action-based framework for change. Our exploration and research around the intersection of the gender gap and the green agenda reveal **9 truths** that form the basis for our recommendations.

1

The transition to a low carbon future will transform the workforce.

The global economy is being transformed. It is not just a question of the workplace in individual firms changing but the nature of skills and labour markets more generally.

2

Green jobs tend to be higher skilled, better paid and less likely to be automated.

Green jobs are desirable and there is great potential to expand skills and training to facilitate the shift into them, with benefits to both employers and employees.

3

There is a danger that women will be left behind in the green transformation, erasing gains of gender equality and imperilling the transition to net zero.

Women are a minority of green job holders with only 62 women in green roles for every 100 men. Their position has stagnated in the last decade. Being absent from these green, higher quality jobs in the future means that women are not only in danger of losing ground in the employment gains they've made but, given the shortage of green talent, the green transition itself is at risk.

4

Women are making progress in C-suite sustainability roles but stalled in many of the jobs and industries needing green skills.

There is a disconnect between the gains women have made in the C-Suite in sustainability roles and the broader transformation of industries.

Globally, women are more likely to be appointed as Chief Sustainability Officers than men. However, in jobs and industries at the forefront of green innovation and transformation where green skills are in high demand, like energy, construction, transportation, consumer goods, and agriculture, women lag behind.

5

STEM training is an important feeder for many good green jobs.

For many future green jobs, a background in STEM will be an important qualification. Yet, women continue to be under-enrolled in STEM courses and leave STEM fields at twice the rate of men.

6

An inclusive approach to gender equity and environmental sustainability leads to better climate and business outcomes.

Diversity and sustainability are mutually reinforcing. More diverse corporate leadership is linked to achieving ESG targets and better carbon outcomes as well as reporting and compliance goals.

7

Many businesses lack awareness of links between business performance and sustainability.

Despite clear evidence-based outcomes, many firms are unaware of the link or simply do not know how to incorporate climate concerns into their internal practices.

8

Commitment to sustainability will be a competitive advantage in the future.

Given the climate concerns of many highly skilled young professionals, employees will prefer to work for companies whose commitment to sustainability is clear, giving such firms an edge in hiring and retaining talent.

9

Shareholders will hold firms accountable for green performance.

Increasingly, ESG is the focus of shareholder activism and investors are also advocating for progress by asking for executive compensation to be tied to sustainability goals and metrics.

5

Call to Action



Call to Action

Applying the research-based NINEby9 [framework](#), here are actions that will make greatest impact for gender equality and correlated sustainability in Asia:



driven by
organisations

demonstrate.

visible proof

create.

specific policies

encourage.

male allies

1

Integrate Sustainability and DEI strategies. Have CSO and Chief Diversity Officer's teams collaborate rather than operate along parallel tracks; create specific policies that recognise and reinforce the synergies across the company's economic, diversity and environmental goals.

2

Align stakeholders to focus on both sustainability and inclusion for improved business performance and competitive advantage. Demonstrate visible proof from the top down by walking-the-talk.

3

Normalise inclusion of multiple voices and heterogeneous experiences on boards and decision making bodies with support from C-suite sponsorship and male allies. Recognise and overcome the ways unconscious bias influences the organisation's decision-making, culture and practices.





driven by
managers

reinforce.

culture of equality

recognise.

contribution

ensure.

work-life balance

4

Expand talent pipeline in green jobs, by nurturing women in STEM fields, with targeted recruiting, and making visible female leadership and mentoring opportunities. Encourage innovation, young talent, and transitional employees through training, upskilling and career maps.

5

Develop metrics to ensure accountability towards green and DEI goals.

Adopt goals such as the business' carbon impact on different communities, the makeup of the workforce transitioning into low carbon production, or participation of women in STEM and climate-linked roles.

6

Retain and promote the best talent available by leveraging technology and flexibility to adapt models of working to the era of the Great Reshuffle with greater work-life balance and respect for traditional Asian care-giving roles.



driven by
women
Individuals

create.

personal belief

seek.

role models

raise.

important topics

7

Anticipate the green skill shortage and take control of your career path

by investing in your green skills *now*. Ask for opportunities to develop new skills and show how those will further the company's green and inclusive culture.

8

Identify role models, mentors, and champions, including male allies, to support one's progress in a purpose-driven life and organisation.

9

Incorporate learnings from DEI programs to address difficult topics for greater inclusion and sustainability for the individuals, communities, and planet.



Three Leadership Questions





This report is **the starting point for more business leaders** to recognise the intersection of diversity and sustainability and to build that knowledge into their strategic plans for the transition to the green economy.

Here are three practical questions for leaders who are moving their organisations forward:

1

Are we team oriented in taking advantage of the Great Reshuffle to restructure people, systems, and technology? Do we ensure that company teams are both more gender equitable and contribute to our sustainability profile, as well as adaptable to a workforce with changing demographics and new expectations?

2

Do we integrate DEI and Sustainability goals functionally, restructuring beyond their traditional, separate reporting lines? Do I personally articulate the vision of the synergy between the two and celebrate the achievements that result from the shared focus?

3

Do we work to challenge strong gender norms and investigate assumptions that can lead to unconscious bias and encourage leadership teams to do the same? Do we incorporate these reflections into the way we attract, retain and promote women across the business, including in STEM and green and greening jobs?

Nineby9 looks forward to providing an ongoing platform for discussion among the business community, sustainability officers and DEI professionals. By shining a light on these issues and providing guidelines to support companies, our aim is to propel us to a more just, equitable and sustainable world.

Methodology



The research for this report consisted of primary data gathered through dialogue and interviews with stakeholders, and secondary data collection from desktop research and publicly available information. NINEby9's own proprietary research methods were used to analyse these.

Uniquely, we collected insights from 25 senior leaders through executive roundtables and interviews for our primary data. All of the participants come from companies at the forefront of the transition to net zero and support their organisations' sustainability goals from a vantage point of regional oversight and exposure.

The leaders we spoke with allowed us to gain a broad range of perspectives and represented multiple industry sectors including chemicals, carbon management technology, financial services, manufacturing, business services and consulting, technology and academia.

Critical to our thinking were LinkedIn's Global Green Skills Reports from 2022 and 2023 as well as Nineby9's own Gender Parity in Asia: The Moment of Truth report. These are the foundation blocks for the current report and what triggered us to address the gender gap trends emerging in the green economy.

Complementing these, and to build on existing work, we undertook a comprehensive literature review, drawing from academia, public policy, and business insights. This allows us to contribute to the ongoing discussion and developing narrative around the transition to a low carbon world.





Thank You



Acknowledgments

Following the publication of our foundation research Gender Parity in Asia: The Moment of Truth, we've been grateful to the many organisations who have partnered with NINEby9 in support of our aspirations for a more equitable workplace. In this report, NINEby9 presents a powerful, timely proposition on the imperative of placing gender inclusion at the centre of an organisation's transition to net zero. Our sincere appreciation goes to the following companies and individuals who have so generously contributed to this report.

~ NINEby9 Co-Founders, Christine Fellowes & April Swando Hu

Research and report

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Thank you

We would like to thank all of the organisations and individuals who took part in the industry consultations and contributed to the research including LinkedIn, Accenture, Terrascope, Citi, BASF, Quantum, Market Access, American Express Global, Matcha Initiative, Global Green Connect, Girls in Tech, Katarina Hanna, Russell Reynolds Associates, Saba Hasinie, Vivien Wee, Kitalulus, Chevron, Carbonless Asia.

We are grateful to LinkedIn for their collaboration, for sharing green skills data insights, and for their commitment to building a sustainable future and an equitable, resilient workforce.

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