

CEER
Women
in Energy



Women *in* Energy Awayday

Breakfast & Training • 30 April 2026

WWW.CEER.EU

Women *in* Energy Awayday



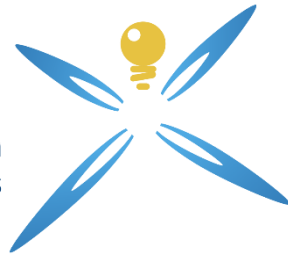
Gender Equality at
CEER and beyond:

Where Do We Stand?

WWW.CEER.EU

CEER

Council of European
Energy Regulators



Fostering energy markets
empowering consumers

3rd CEER Survey on Gender Equality

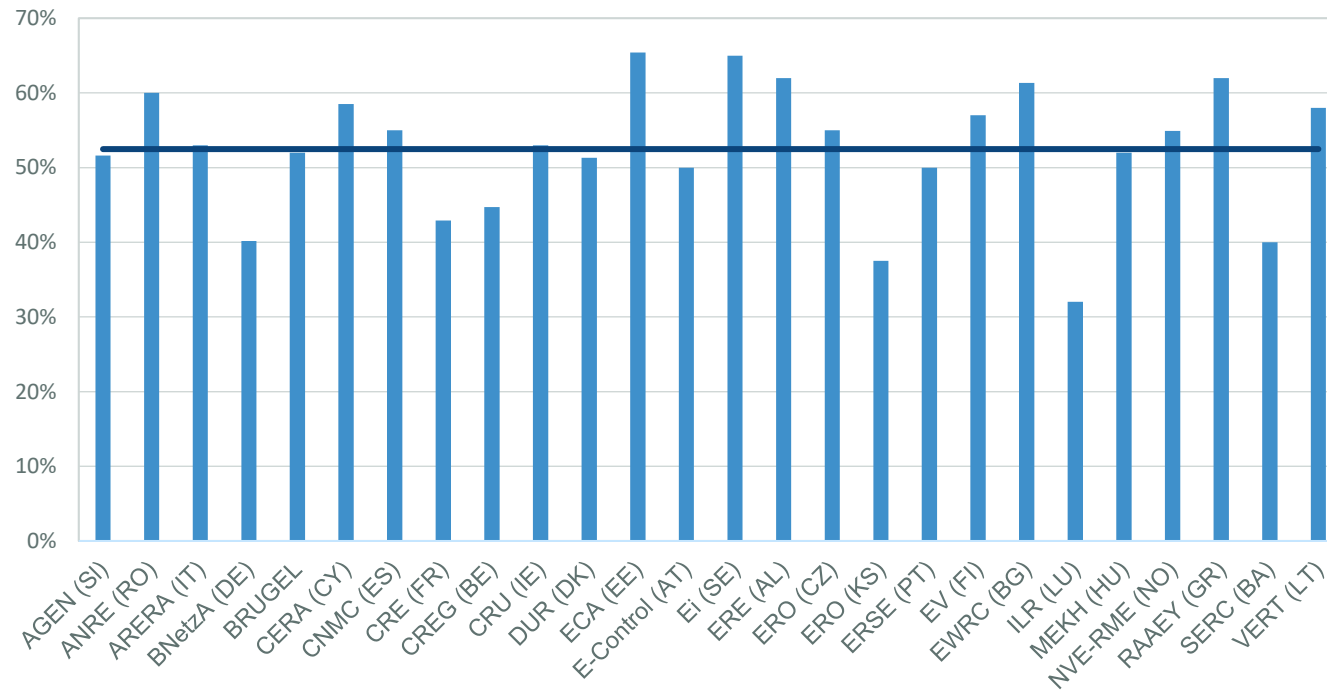
Nadia Horstmann

Brussels, 30 April 2026

www.ceer.eu

Women are well represented overall – but **gaps** remain !

Percentage of Women in NRAs - Total Workforce

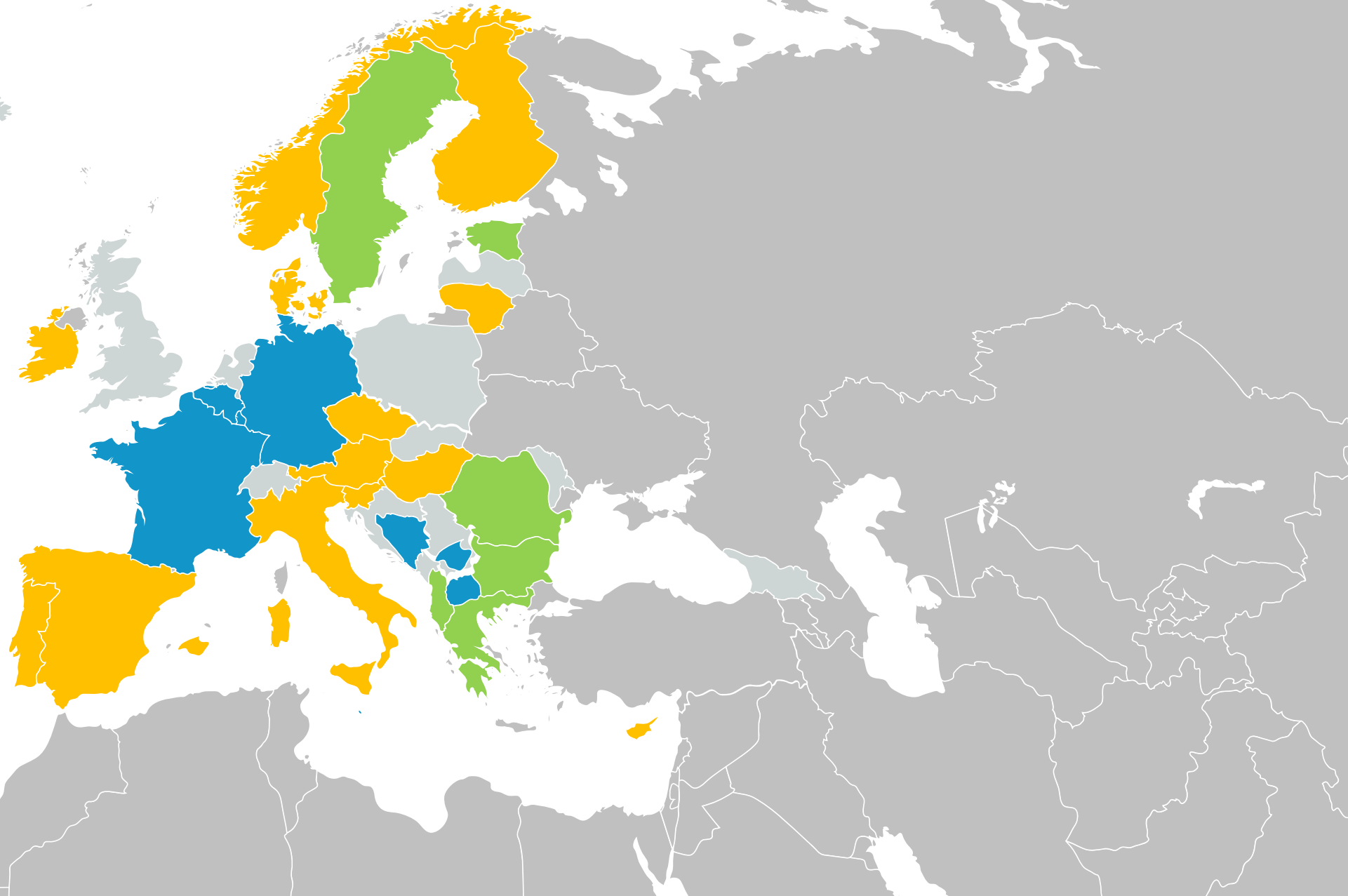


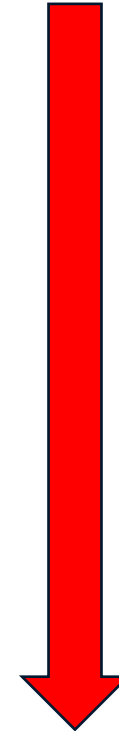
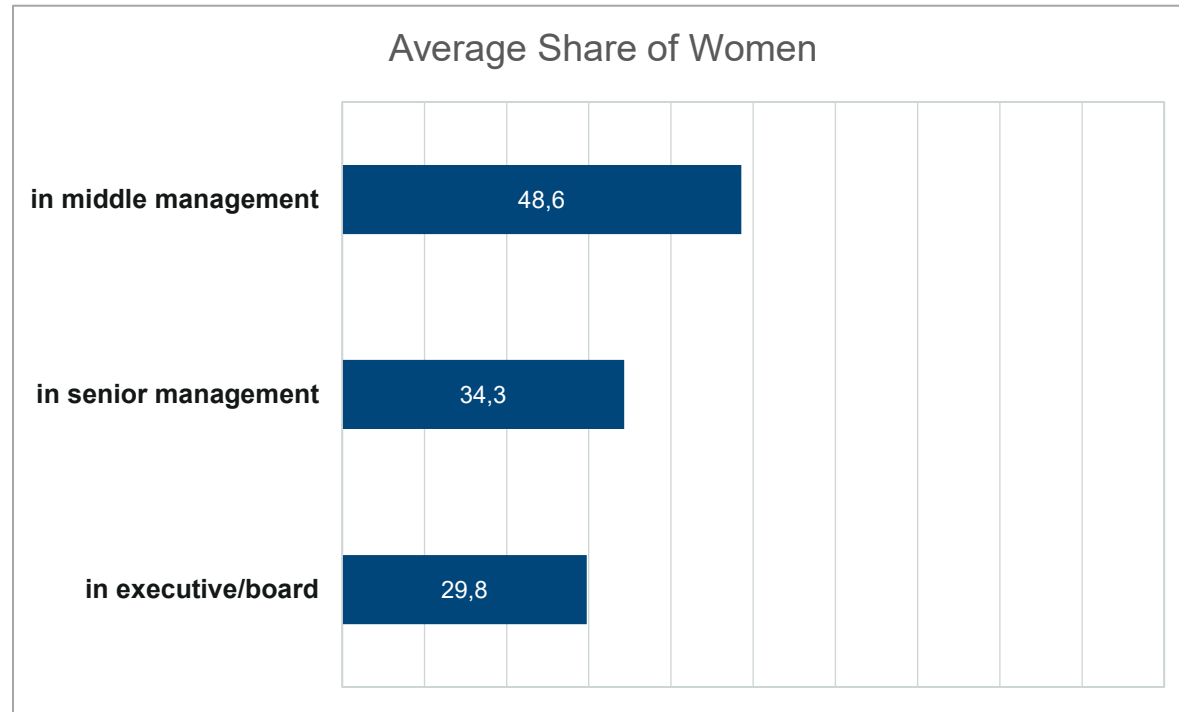
- **Average share** of women in the total workforce: **52.5 %**
 - **77%** of NRAs \geq 50% women
- Overall, women are broadly well represented in the **total workforce of NRAs**

Percentage of women in
the organisation – total
workforce

- **Less than 50 %**
- **More than 50 %**
- **More than 60 %**

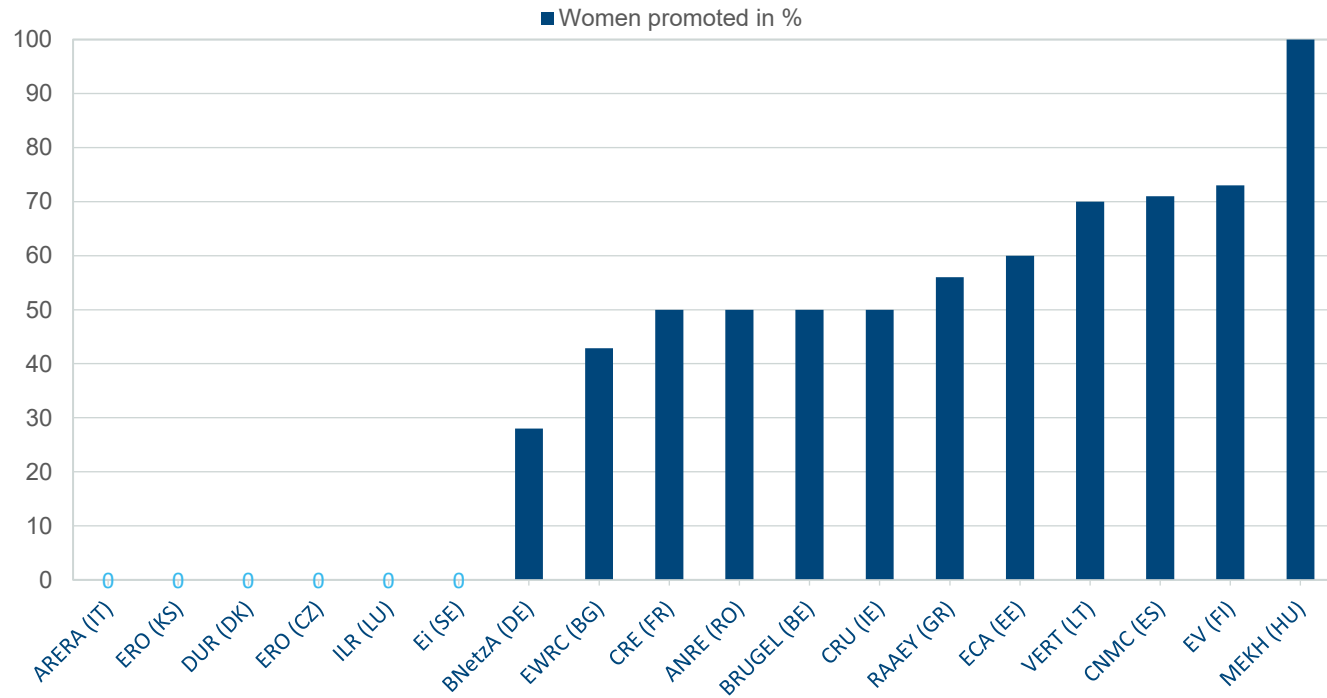
*For presentation purposes,
the figure for the Brussels-
based regulatory authority
Brugel (52%) is not shown





Women's
representation
declines with
seniority

Women promoted in the management



- 10/18 NRAs \geq 50% women promoted
 - 0 % women promoted in several NRAs
- Very **inconsistent** promotion outcomes !

ACTIONS

Gender Equality representative in **15/26 NRAs**

- Policy development
- Monitoring
- Reporting

Examples

- “Preference given to women when equally qualified in recruitment.” (BNetzA)
- “Candidates are chosen through anonymous competitive exams to ensure equal opportunity.” (CNMC)

CHALLENGES

- Underrepresentation (STEM & Leadership)
- Stereotypes & sector imbalance
- General recruitment challenges

Examples

- “Recruiting women in STEM at junior positions.” (CRE)
- “Overcoming persistent social stereotypes.” (EWRC)

To sum up...

- **Representation:** overall Women representation is **strong**
- But leadership gaps remain
- **Hiring:** the issue starts **early** in hiring process
- **Promotion:** outcomes are inconsistent
- Structural challenges persist – need for clear rules



But: Progress is being made

What's next for the CEER WIE Initiative?



- Mentoring
- Training
- Development of KPIs in collaboration with the Equality Platform
- Hosting the next Equality Platform Meeting

Stay updated and Join our network

How: suscribe our newsletter! 😊

Key focus areas

Strengthening structural frameworks

→ *Expansion of Equality Plans, strategies and governance structures*

Increasing women's representation

→ *Targeted actions to support women in STEM and leadership roles*

Enhancing monitoring & accountability

→ *Introduction of gender KPIs, reporting, and pay transparency measures*

Promoting inclusive workplace practices

→ *Continued focus on flexible work, equal opportunities, and inclusive culture*

Raising awareness & reducing bias

→ *Training, awareness initiatives, and standardized selection procedures*



Funded by the
European Union

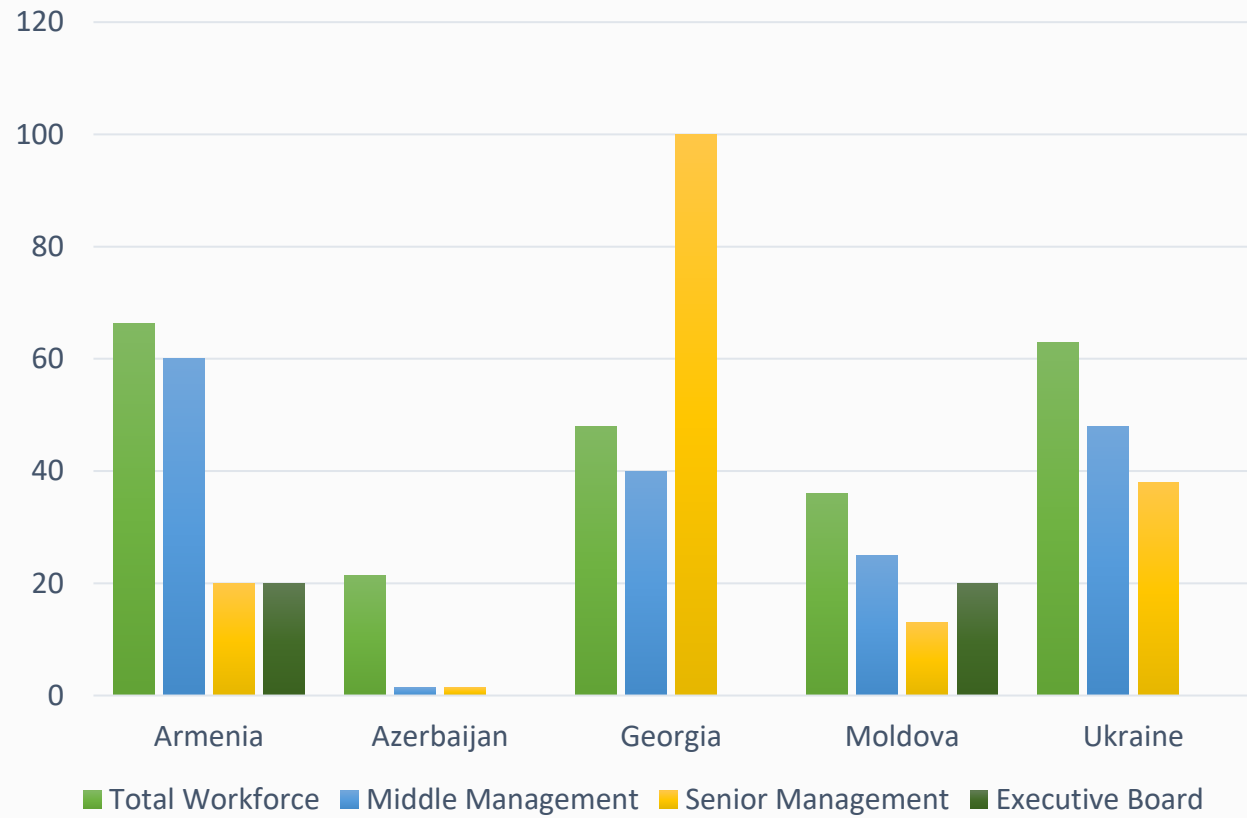
Survey Insights: Gender Equality in Energy Regulators of the Eastern Partnership Countries

EU4ENERGY PHASE III



Percentage of Women

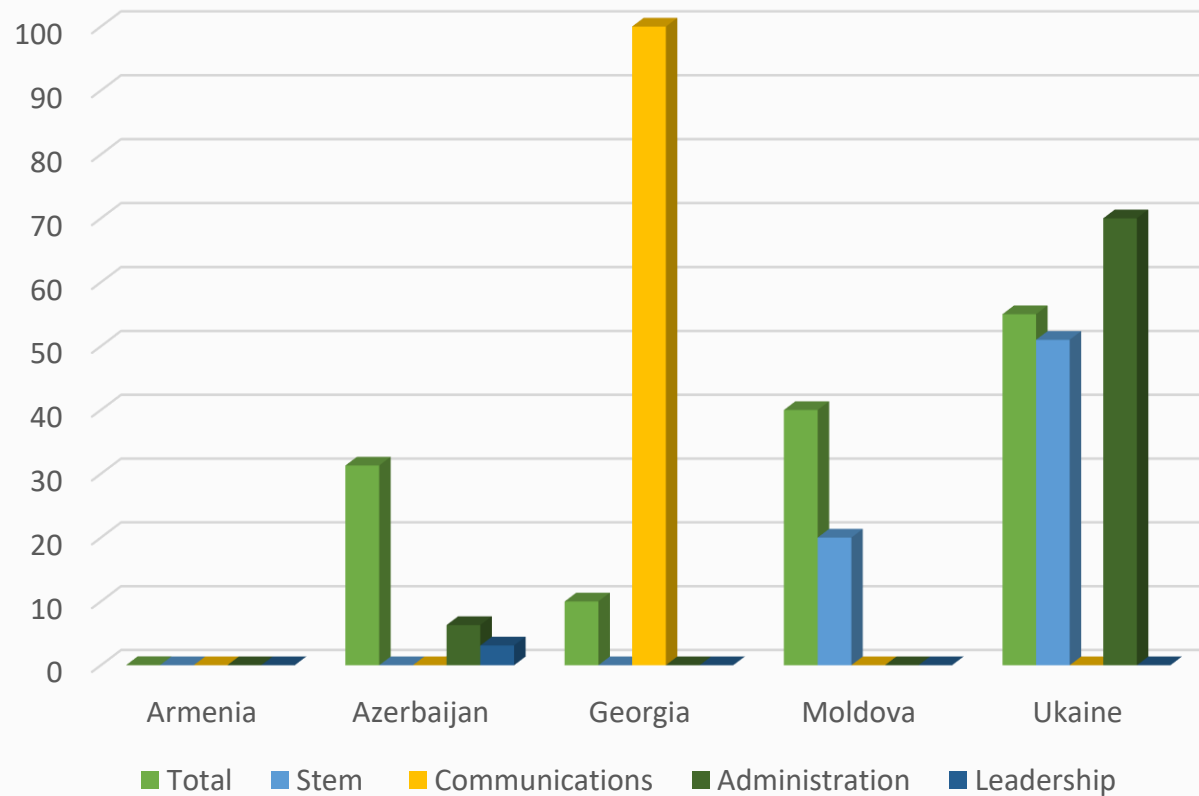
Funded by the
European Union





New hires in 2025 (%)

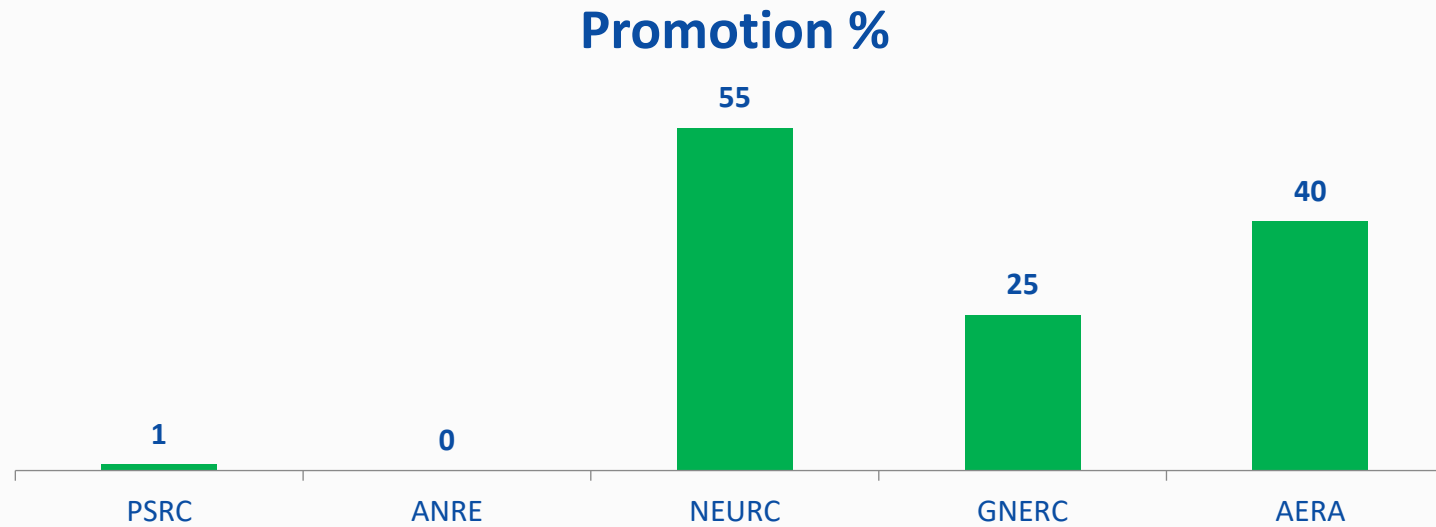
Funded by the
European Union





Drivers of the Gap

Funded by the European Union



Key Insights:

- Promotion rates vary
- Only one organisation has formal gender structure
- Most efforts remain ad-hoc



Funded by the
European Union

THANK YOU!

**Nino Bukhnikashvili - Communication and Visibility
Coordinator//EU4Energy Phase III
nino.bukhnikashvili@ceer.eu**

CEER
Council of European
Energy Regulators



Disclaimer: Funded by the European Union. Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or the Council of European Energy Regulators (CEER). Neither the European Union nor the CEER can be held responsible for them.

Women *in* Energy Awayday



Roundtable with Panelists



MODERATOR

Nadia Horstmann

Chair of CEER Women in Energy Initiative & Head of Section at BNetzA



Anaïs Faucher

Senior Policy Advisor at SolarPower Europe



Nino Bukhnikashvili

EU4Energy Communication & Visibility Coordinator



Una Shortall

Chair at ACER's Diversity & Inclusion Employee Resource Group



Charles Esser

Secretary General at E.DSO



Constanze Roos

European Political Affairs Lead at Amprion

WWW.CEER.EU



Women *in* Energy Awayday



Update on Gender Equality
Actions and Development

JOANA SA PESSOA & LEONARDO GORRIERI,
DG ENER, European Commission

WWW.CEER.EU

Equality Platform for the Energy Sector

Presentation and Case Study

The Equality Platform

Presentation

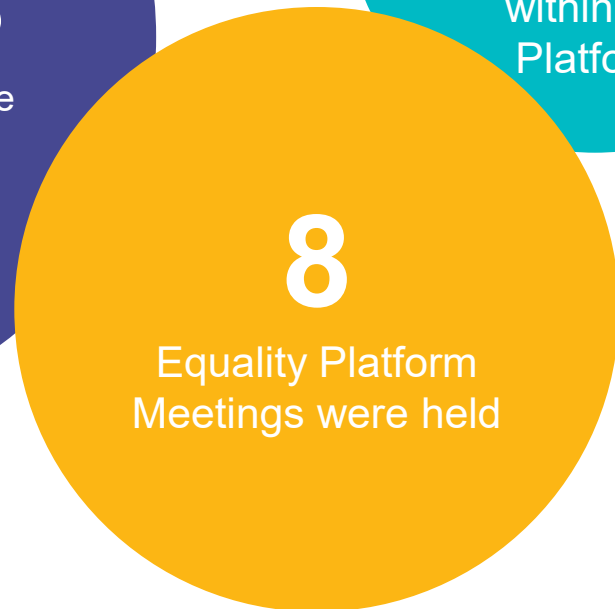
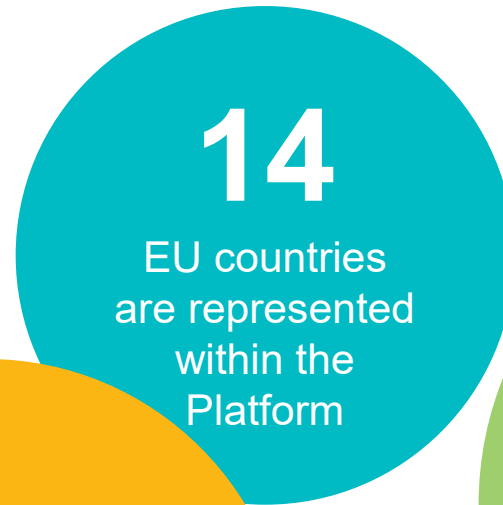




Platform's objective

The platform aims to **strengthen the commitment to equality** in all its dimensions, notably by **promoting more diverse and inclusive workplaces**. It functions as a **forum to discuss equality-related issues** and **share concrete actions** that contribute to achieving **equality in the energy sector**.

Platform in numbers





Platform's activities

- **Equality Platform Meetings:** bi-annual meetings held in a hybrid format, which gather members around equality-related topics.
- **Wiki Platform:** a collaborative online space designed to foster active exchange and discussion among members, offering forums, blogs, and comment features to share ideas and experiences for co-created knowledge.
- **Pilot Mentoring Programme:** the programme aims to facilitate knowledge transfer and strengthen relationships between experienced and less-experienced members of the Equality Platform in the energy sector.
- Members' **Success Stories** feature on the Europa Website.
- Members' **Progress Reports** as a way for member to annually summarise their actions and learn from the actions of others.



Measuring success: using data to drive DEI in the energy sector

Case Study



Measuring success: using data to drive DEI in the energy sector

- **Who:** Produced by Ecorys, based on input from organisations participating in the Equality Platform for the Energy Sector
- **When:** Published in November 2025
- **Objective:** A case study on how data is used to measure and advance DEI in the energy sector, identifying key metrics, tools, and ways to improve and sustain measurement over time.

Case study. Measuring success:
using data to drive DEI in the Energy
Sector

November 2025



Why DEI matters

DEI is becoming a key priority in the energy sector

DEI is increasingly recognised across the sector.

It is seen both as:

- an ethical responsibility
- a strategic factor for organisations

It contributes to:

- innovation and better decision-making
- competitiveness and talent attraction
- organisational legitimacy



What is the challenge?

Measuring DEI remains complex

Although many organisations have started collecting DEI data, progress is still limited. Key challenges include:

- restrictions from data protection rules (GDPR)
- sensitivity of personal data (e.g. ethnicity, disability)
- lack of harmonised standards

As a result, measurement often focuses mainly on gender.



What this study looks at

Understanding how DEI can be measured and improved

Which DEI metrics and tools are used

What enables sustained DEI measurement

What barriers organisations face

How organisations track and communicate progress



Methodology: Based on interviews and research across energy sector organisations

How DEI is measured today

A combination of different data sources

Quantitative data is used to track:

- workforce composition (e.g. gender balance)
- representation in leadership
- pay equity

Qualitative data helps capture:

- employee perceptions
- inclusion and workplace culture

Tools include:

- HR systems
- surveys and interviews
- internal dashboards and reports



Barriers and Enablers

Key barriers

Why DEI measurement is still difficult

- Legal constraints on collecting sensitive data (GDPR)
- Cultural sensitivities around identity and disclosure
- Limited resources and dedicated staff
- Lack of common standards across countries and organisations
- Challenges in ensuring anonymity, especially in smaller organisations

What helps organisations succeed

Key enablers of effective DEI measurement

- Strong commitment from leadership
- Integration of DEI into strategy and decision-making
- Availability of dedicated resources and funding
- Use of shared indicators and reporting approaches
- Exchange of knowledge and good practices between organisations





Key recommendations

How organisations can strengthen DEI measurement

- Make DEI a shared responsibility across teams
- Embed DEI into HR processes and management structures
- Adopt a long-term and structured approach
- Focus on measurable outcomes and real impact
- Link DEI objectives to performance and accountability

DEI measurement is evolving but still at an early stage



Final takeaway

- Most organisations are still developing their approaches
- There is a clear and growing commitment across the sector
- Better data, tools and standards are needed
- EU initiatives play a key role in supporting progress
- Future developments (e.g. AI) may improve measurement further



Thank you



© European Union 2025

Unless otherwise noted the reuse of this presentation is authorised under the [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/) license. For any use or reproduction of elements that are not owned by the EU, permission may need to be sought directly from the respective right holders.



Women *in* Energy Awayday



“Sign-in” Women in
Energy Charter

WWW.CEER.EU

- In October 2025, CEER Women in Energy Initiative launched the **CEER Gender Equality Women in Energy Charter** for organisations to engage:
 - in ensuring equal opportunities,
 - fair representation and safe and
 - inclusive working environments.
- Charter available in the CEER Women in Energy Initiative Website: [CEER-Gender-Equality-Women-in-Energy-Charter.docx](#)
- If not done yet, look at the Charter and engage with your Organisation!

- **9 Organisations signed so far!**
 - 7 NRAs between CEER Members and Observers
 - 2 external organisations



- **Objective for the Committee:**

- Identifying interim monitoring tools to follow up on the signing organisations about their commitment and achievements

Women *in* Energy Awayday



Gate Project Gender Equality in the Green Energy Transition



Anastasia Vlachopoulou
Human Resources Director
(RAAEY)



Evangelia Fragkoudaki
Head of European and
International Affairs Unit
(RAAEY)



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
Gate**

RAAEY
REGULATORY AUTHORITY FOR ENERGY, WASTE & WATER

WWW.CEER.EU



CEER Women In Energy Away Day
30 April 2026, Brussels



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
Gate**



Co-funded by
the European Union

MEET THE **GatE** PROJECT

WHAT IS **GatE**

An EU-funded initiative (2025–2027) empowering women in the green transition.

Mission: Increase women's participation and leadership across the green energy transition.

Vision: A gender-responsive, inclusive and future-ready energy workforce.



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
GatE**

MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

Why **GatE**? Why now?

- The green transition is rapidly reshaping labour markets across Europe.
- Women remain under-represented in technical and green skills pathways (STEM, VET, ENERGY).
- Gender gaps persist in access, participation, and leadership roles.
- A just transition must also be a gender-responsive transition.

MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

Why **GatE**? The Challenges

- **Systemic barriers limit women's access to green careers: These barriers appear across Europe. They are not isolated or country-specific.**
- Limited access to inclusive VET pathways
- Lack of mentorship and career guidance
- Persistent gender stereotypes in technical professions
- Fragmented cooperation between energy, VET, and policy actors

MEET THE **GatE** PROJECT

GatE Purpose

GatE address these challenges holistically by:

- **Developping Gender responsive Policies and a European Blueprint**
- **Increase Women's participation and leadership in the energy workforce**
- **Support women scaling up energy-related businesses**
- **Removing systemic and structural barriers**
- **Building sustainable cooperation across sectors**



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

MEET THE GatE PROJECT

GatE Purpose

GatE is not just a project! it is a call to action.

The green transition needs women, and women deserve equal access to the opportunities it creates.



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
GatE**

MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

GatE Objectives

- **Reform VET systems to become more inclusive and gender-responsive**
- **Create mentoring schemes and clear career pathways**
- **Train career guidance officers and educators on green and clean energy technologies**
- **Develop career support services, including upskilling and reskilling programmes and AI-enabled learning platforms**
- **Identify and scale best practices for attracting young women to green and clean technologies**

MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

The Quadruple Helix Approach

GatE brings together four key pillars:

- **Industry** - employers, energy companies, labour-market needs
- **Government** - ministries, regulators, policy frameworks
- **Civil society** - NGOs, equality bodies, community actors
- **Self-empowerment** - women, learners, professionals and entrepreneurs

MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

The **GatE** Consortium

- Universities (Patras, Zaragoza)
- National Regulators (RAAEY)
- Research centres (EUREC, ReadLab)
- NGOs (ECWT)
- Regional authorities (Cádiz)
- Digital skills providers (Inergia digital - European Centre for Women and Technology ECWT)
- Energy companies (Urbener)
- Women's Empowerment Hub & Networking **WHEN**



MEET THE **GatE** PROJECT



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
GatE**

Methodology -Work Axes (A–F)



MEET THE Gate PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
Gate

Kick-off Meeting in Athens: A strong start

3-4 July 2025

1. Partners aligned on mission & roadmap
2. Blueprint development launched
3. National policy workshops planned
4. Platform & training design initiated



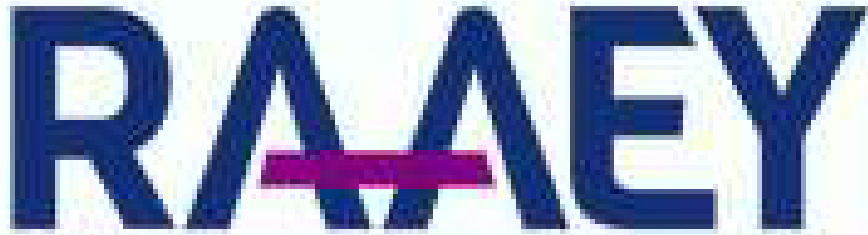
MEET THE GatE PROJECT

GatE exists because the green transition needs women and because women deserve equal access to the opportunities it creates.

We bring together the right partners, the right structure, and a shared vision for a more inclusive energy future.



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

The logo for RAAEY features the word "RAAEY" in a bold, dark blue, sans-serif font. A horizontal purple bar is positioned across the middle of the letters "A" and "A".

REGULATORY AUTHORITY FOR ENERGY, WASTE & WATER

Thank you for your attention!

Evi Fragkoudaki

Head of European and International Affairs

RAAEY



CEER Women In Energy Away Day
30 April 2026, Brussels



GENDER EQUALITY IN THE GREEN ENERGY TRANSITION Gate



Co-funded by
the European Union

MEET THE **GatE** PROJECT

GatE Blueprint from evidence to action

A gender-responsive roadmap for the green energy transition.

It is grounded in evidence - both qualitative and quantitative - collected through constructive interviews from VET institutions, industry representatives, policymakers, and women's organizations.

It shows what needs to change and how we can change it



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
GatE**



MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

Blueprint Findings: Vet providers

- Lack of up-to-date knowledge about green energy transition and emerging professional profiles
 - Vocational education cannot keep pace with labour market
 - Lack of resources and digital tools (AI platform)
- Need for green literacy and boost professional knowledge on green jobs/skills and flexible, accessible training pathways



MEET THE Gate PROJECT



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
Gate**

Blueprint Findings: Industry

Industry is ready for the green transition, but women are not equally represented in the talent pipeline

- Persistent skills gaps in green & technical roles
- Low female participation in energy-related VET
- Limited cooperation between companies & VET providers

➔ Need for visibility, role models & inclusive recruitment



MEET THE Gate PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
Gate

Blueprint Findings: Government

Governments recognize the issue, but policies are often fragmented or not gender-responsive

- Fragmented policy landscape
- Limited gender-responsive VET strategies
- Lack of gender-disaggregated data

→ Need for stronger cross-ministry coordination



MEET THE Gate PROJECT



Blueprint Findings: Women's organization

Women's organizations are a powerful active ally - but they need better integration into national strategies

Women highlighted:

- Need for confidence-building pathways
- Mentorship and role models and peer networks
- Accessible, flexible training



MEET THE Gate PROJECT

Blueprint Findings: European Country Snapshots

Common findings across countries:

- The issue is **not lack of policies, but lack of integration**
- Green transition policies remain largely **gender-neutral**
- Gender equality and energy policies operate **in parallel**
- Skills systems do not fully ensure **inclusive participation**
- Funding lacks **clear gender targets and accountability**
- Limited **data and monitoring mechanisms**



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
Gate



MEET THE **GatE** PROJECT



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

What Comes Next

GatE's next steps (2026-2027):

- 3 National workshops in the partners countries
- 1 European level workshop
- Strengthening collaboration among public, private, academic and civil society actors
- Launch of mentorship and ambassadors programme



MEET THE **GatE** PROJECT

**Cooperation
Platform**



A multiplier mechanism, designed to connect the Consortium with local, national, regional and European key stakeholders who wish to contribute to the inclusivity of the green energy transition

**Observatory for
Gender Equality
in Green Energy**



A permanent European observatory monitoring women's participation in green skills, jobs, and leadership, providing data and insights to support evidence-based policies and sustain GatE results beyond 2027



**GENDER
EQUALITY
IN THE GREEN
ENERGY TRANSITION
GatE**

MEET THE Gate PROJECT

Call to Action

A Shared Mission: Gate × CEER Women in Energy:

The Blueprint findings align perfectly with CEER WIE mission - and together can accelerate real change and an inclusive energy future.



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
Gate



MEET THE GatE PROJECT

Call to Action

A Shared Mission: GatE × CEER Women in Energy:

GatE and CEER Women in Energy act as co-creators of a gender-inclusive green transition, advocating for equal opportunities, supportive workplace cultures, networking, mentorship programs, leadership development for the empowerment of women in the sector



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
GatE

MEET THE Gate PROJECT

Call to Action

Both GateE and the CEER Women in Energy can :

- Share experiences and good practices
- Support women's access to green skills
- Strengthen cross-sector cooperation
- Strengthen data collection requirements
- Support inclusive governance in energy institutions
- Amplify mentoring & networking initiatives
- Promote an inclusive, fair and forward looking energy sector



**GENDER
EQUALITY**
IN THE GREEN
ENERGY TRANSITION
Gate



MEET THE Gate PROJECT



Call to action

GatE invites the CEER women in Energy to engage with future GatE's activities.

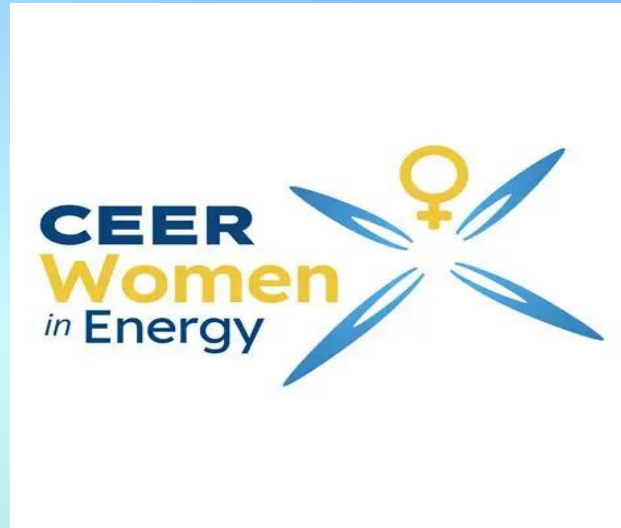
GatE is not a one-off project, but a collaborative framework for learning - policy impact – empowerment.

Stay tuned! Follow us on [Facebook](#) and [LinkedIn](#) and keep up to date with the latest news through GatE's website.

•Online Belgian workshop “From Commitment to Coherence: Gender in Belgium’s Energy Governance Framework” on 8 June from 14.00 to 16.30 CEST. [Link to register](#)

•Online EU Policy Workshop “Designing a Gender-Inclusive Green Energy Transition: EU policy alignment”, on 16 June 2026 from 10.00 to 12.30 CEST. Register [here](#).





Thank you for your attention!

Anastasia Vlachopoulou

Director of HR

RAAEY

Women *in* Energy Awayday



Interactive Session: Personal Energy Management

WE TALK ABOUT
ENERGY EVERY DAY...

BUT HOW OFTEN DO WE MANAGE
OUR OWN?



Dr Cornelia Kawann
Head of Market
Surveillance (ElCom) &
Personal Energy Strategist

WWW.CEER.EU

Women *in* Energy Awayday



Training on Gender Equality matters
with Isabella Lenarduzzi, JUMP

**“Succeed and influence:
Practical tools to navigate your organisation and drive gender balance”**

WWW.CEER.EU

JUMP
SOLUTIONS FOR EQUITY AT WORK



Succeed and influence: practical tools to navigate your organisation and drive gender balance

CEER - 30 April 2026



Isabella Lenarduzzi

Social Entrepreneur
@isabella_lenarduzzi

Founder of

JUMP

www.jump.eu.com
@jumpforequity



ASHOKA

Ashoka Fellow since 2013

JUMP



*JUMP is a European social enterprise
that aims to create a more equitable and inclusive society
by working with organisations
to achieve gender equality and fair representation of diversity*



ASHOKA

Everyone A Changemaker™

OUR AGENDA



WHO ATTENDED LAST YEAR SESSION?



Define Equity



EQUITY VS. EQUALITY



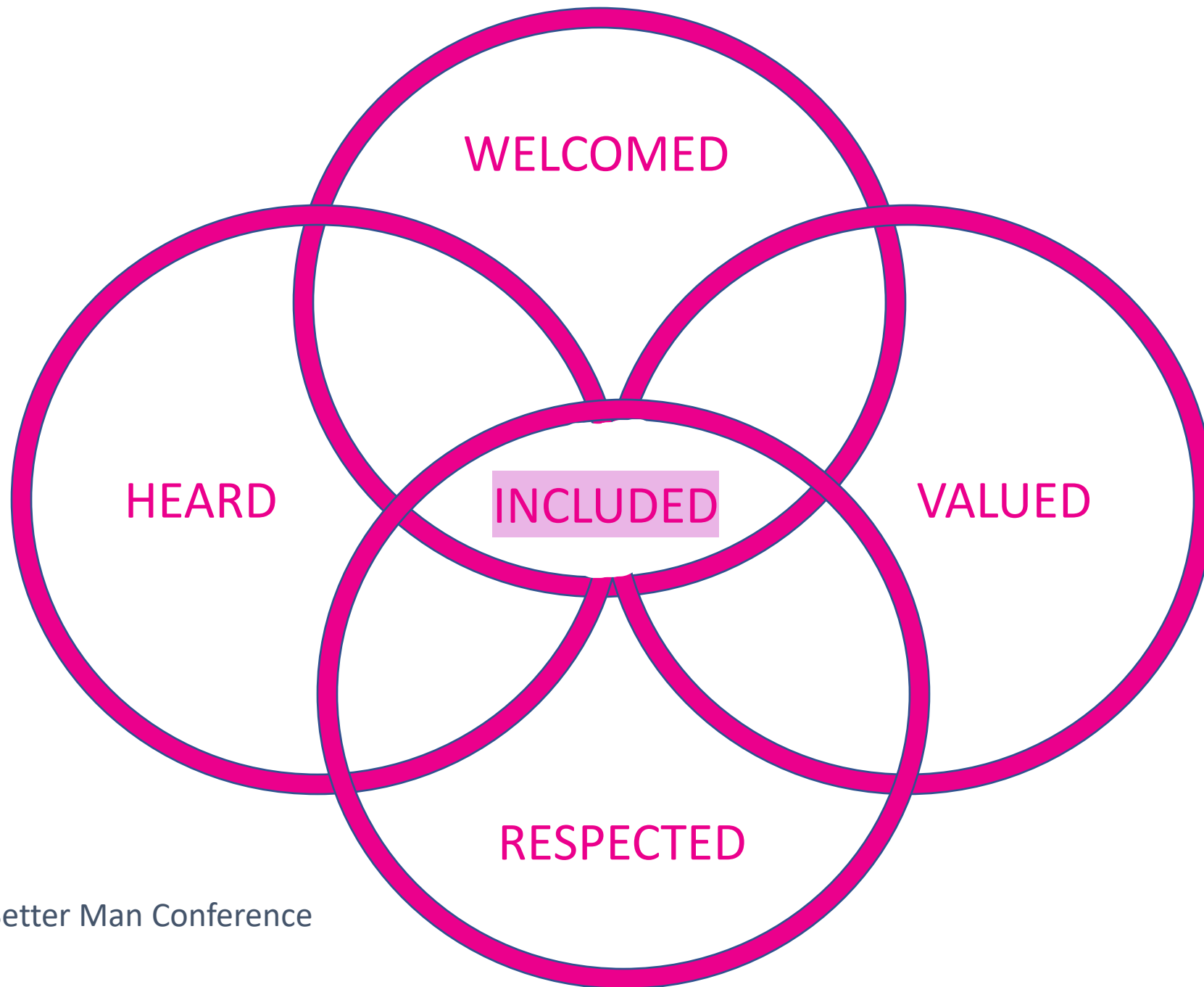
Equality
is giving everyone
the same thing



Equity
is giving each person what
they need to succeed

Define inclusion





Source: 2022 Better Man Conference

www.jump.eu.com

IN SUMMARY

DIVERSITY



Representation of various identities and differences

EQUITY



Fair and equitable treatment, equal access of opportunity

INCLUSION

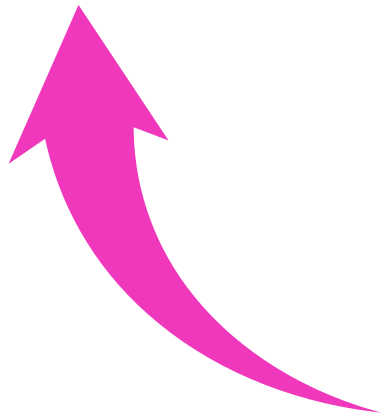


Effort to create environments that respect and value equally all people

The figures that illustrate the power of women



WOMEN POWER



Continuous increase of activity rate on the labour market



What is the business case of gender balance at work



THE BUSINESS CASE FOR DIVERSITY & INCLUSION



Attract and retain the best talent



Engagement & motivation



Ensure innovation & team performance



Reflect the diversity of society



**Be a role model :
Reputation & compliance**



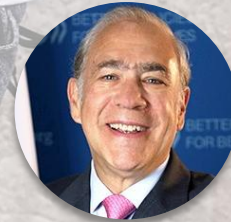
Financial performance



**Do what is right :
Social responsibility & Exemplarity**

“Women are the most under-used economic asset within the world economy !”

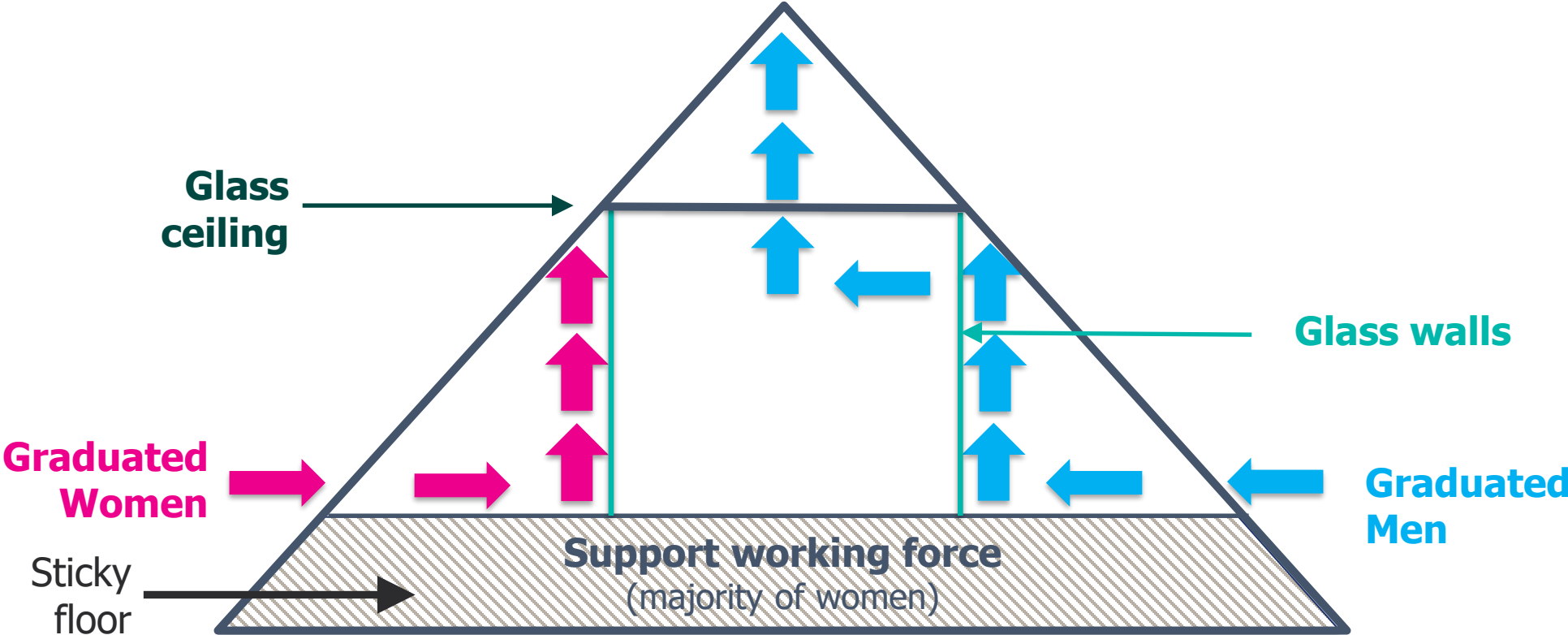
**Angel Gurría
Secretary-General of the OECD**



What are vertical and horizontal segregation at work ?



ORGANISATIONAL PYRAMID



**% of sexual
harassment
(on women) at
work ?**



DID YOU KNOW ?

88%

of women have been subject to everyday sexism at work (inappropriate jokes, comments or micro-aggressions linked to their gender)

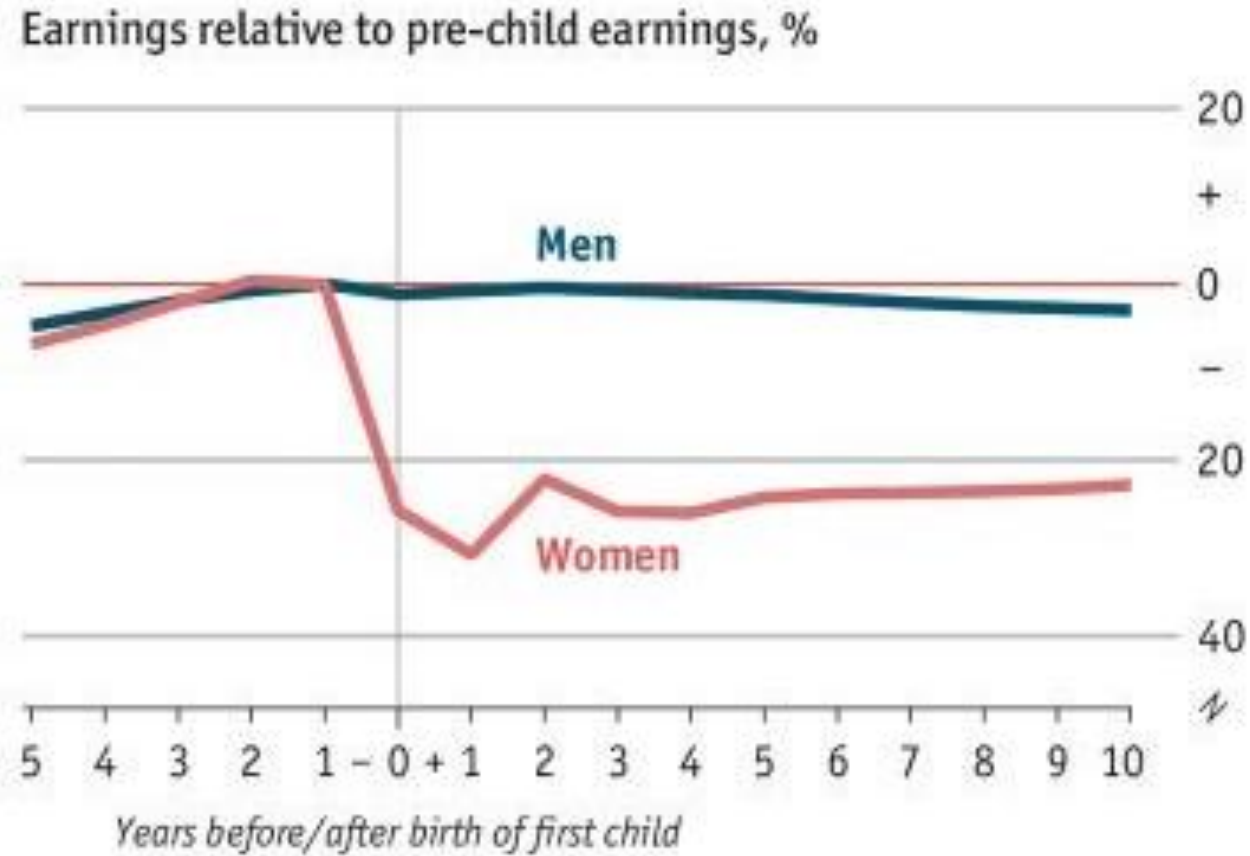
21% have been subject to sexual harassment at work



**How many more hours
a week do women
spend on household
and family chores
compared to men?**



MOTHERHOOD PENALTY IN DENMARK



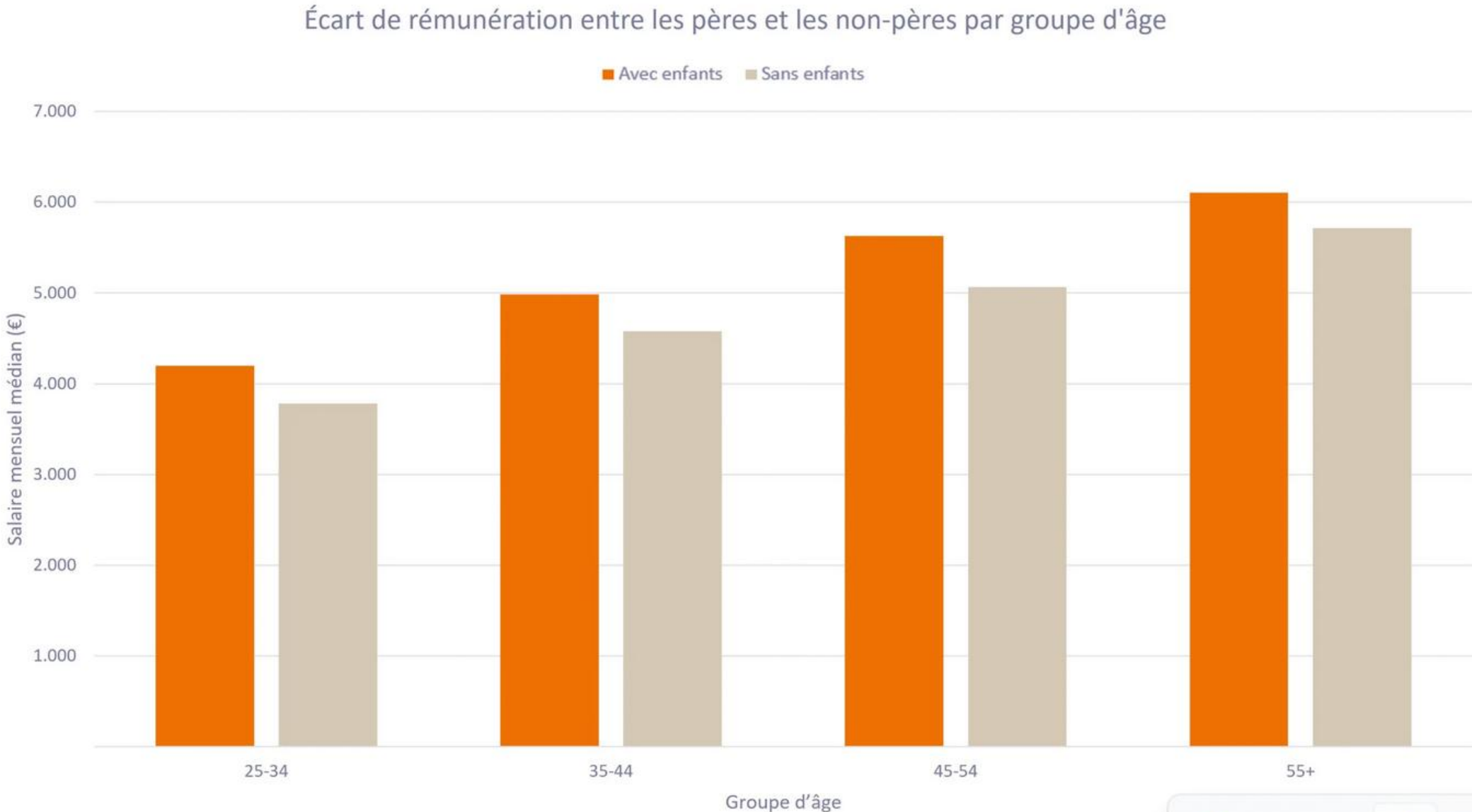
MOTHERHOOD PENALTY



After having their first child, women lose on average **38%** of their income from work over the following 10 years compared with women who do not have children.

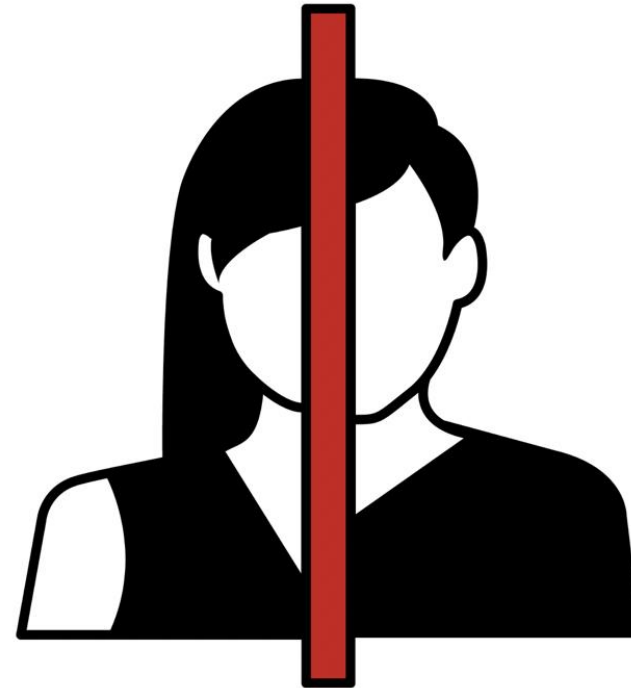
FATHERHOOD BONUS - a difference of €565 gross per month

Source : Attentia (Belgium) – May 2025 - > 80 000 male employees





Gender Blind



Gender Bilingual

THE SECOND SEX



« Being a **woman** is not simply about being of a certain sex, it's about **being classified** in society in a certain way. »

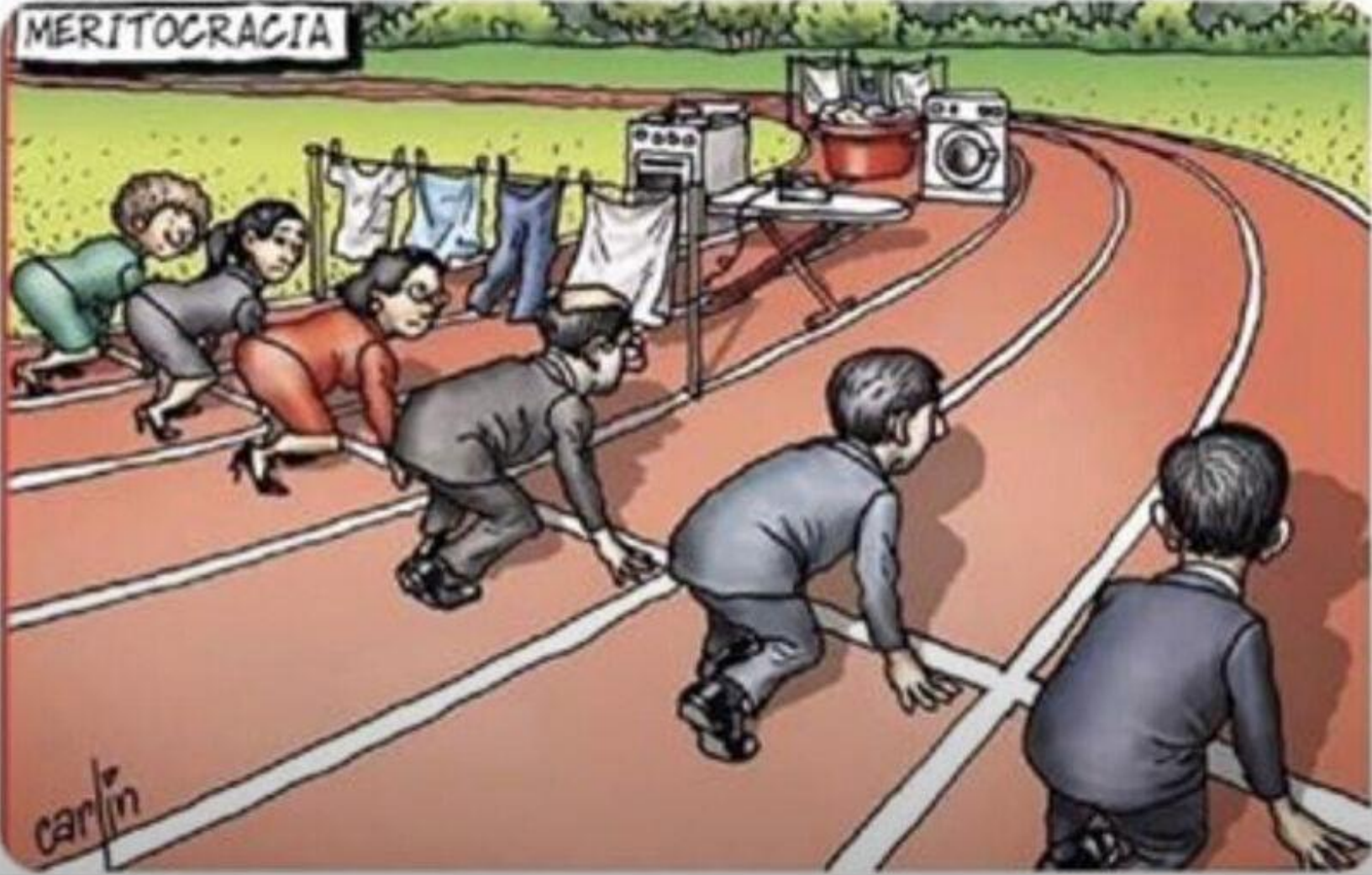


Simone de Beauvoir

Le Deuxième sexe, 1949

Other elements you remember from last time?

THE MYTH OF MERITOCRACY



IF THERE IS ONE THING YOU NEED TO REMEMBER IT'S THIS



If you are not **actively** including, you are probably **unconsciously** excluding...

OUR AGENDA





THE IDEAL WORKER - WHAT DOES IT TAKE TO GET AHEAD AT WORK ?



THE IDEAL WORKER - WHAT DOES IT TAKE TO GET AHEAD AT WORK ?

Catalyst looked at career advancement strategies of high potentials

- Get trained through experience – variety of work assignments
- Blurring work-life boundaries – putting in the long hours
- Strategic career planning
- Making achievements visible
- Gaining access to power – networking / sponsorship with influential people
- Seeking career advice
- Additional formal training
- Scanning for internal career opportunities
- Scanning for external career opportunities

Doing things right favoured men. Even when women used these same strategies, they advanced less than their male counterparts.

BUSTING THE MOST PERSISTENT MYTHS ABOUT WOMEN AT WORK

- **Myth #1.** Women do not do the right things to get ahead at work
- **Myth #2.** Women are not as ambitious as Men
- **Myth #3.** Women can't handle high-stress leadership roles
- **Myth #4.** Women are less strategic or decisive than Men
- **Myth #5.** Women lack the necessary skills to be leaders / must adopt “masculine characteristics” to succeed

ORGANISATIONS STILL NEED TO CHANGE

Our workplaces are not neutral

- Workplaces were originally designed by men for men, with stay-at-home wives.
- They are still dominated today by **masculine norms, values, and behaviours**.
- These norms continue **unconsciously to favour men**.
- Women have spent years **adapting to fit in**.

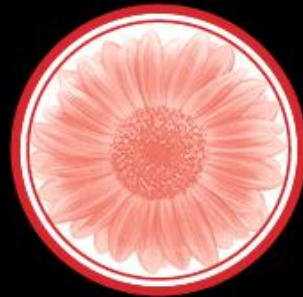


We are sending our daughters into a workplace designed for our dads.

Melinda Gates



THE WORKPLACE DOES NOT ACCOUNT FOR THE FACT THAT WOMEN'S CAREER CYCLES ARE NOT LINEAR



20s

Ambition



30s

Culture Shock



40s

Re-Acceleration



50+

Self-Actualisation

Source : Avivah Wittenberg-Cox (20-first)

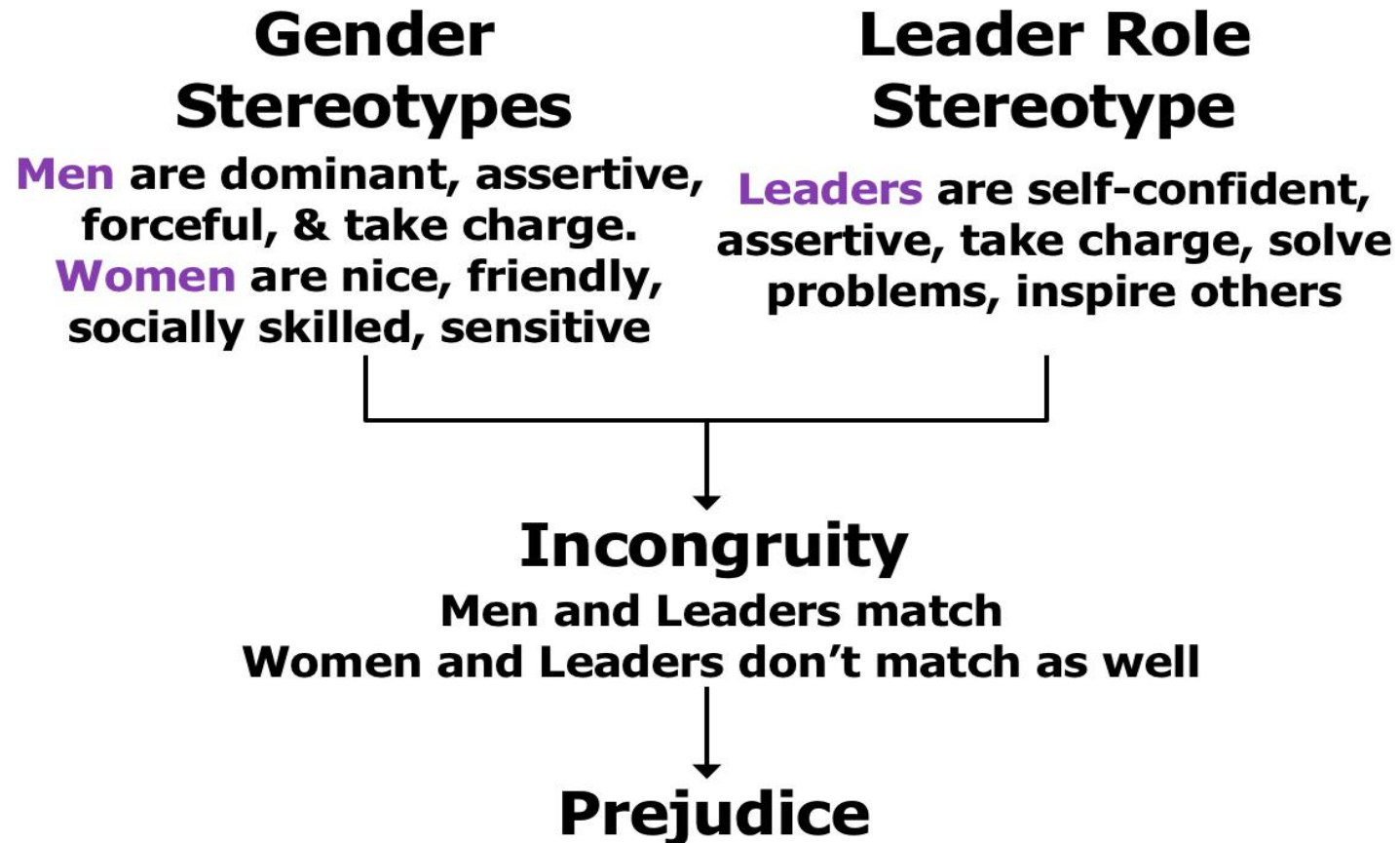
30s: women suffer the motherhood bias

... when men are accelerating to leadership level

50s: women suffer the ageism bias ...while dealing with menopause

THERE ARE STRONG EXPECTATIONS TO CONFORM TO GENDER STEREOTYPES IN THE WORKPLACE

Role expectation theory



THE POTENTIAL OF PROFESSIONAL WOMEN IS EVALUATED ON THE BASIS OF MASCULINE CHARACTERISTICS AND CODES OF SUCCESS



But when women act outside gender stereotypes and gendered expectations, they pay a price...

DOUBLE BIND - WHEN WOMEN DO NOT CONFORM TO GENDERED EXPECTATIONS, THEY PAY A PRICE



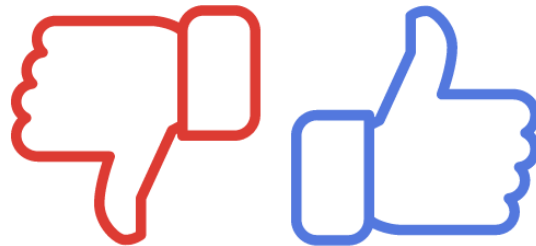
Identical case study

different names

different results

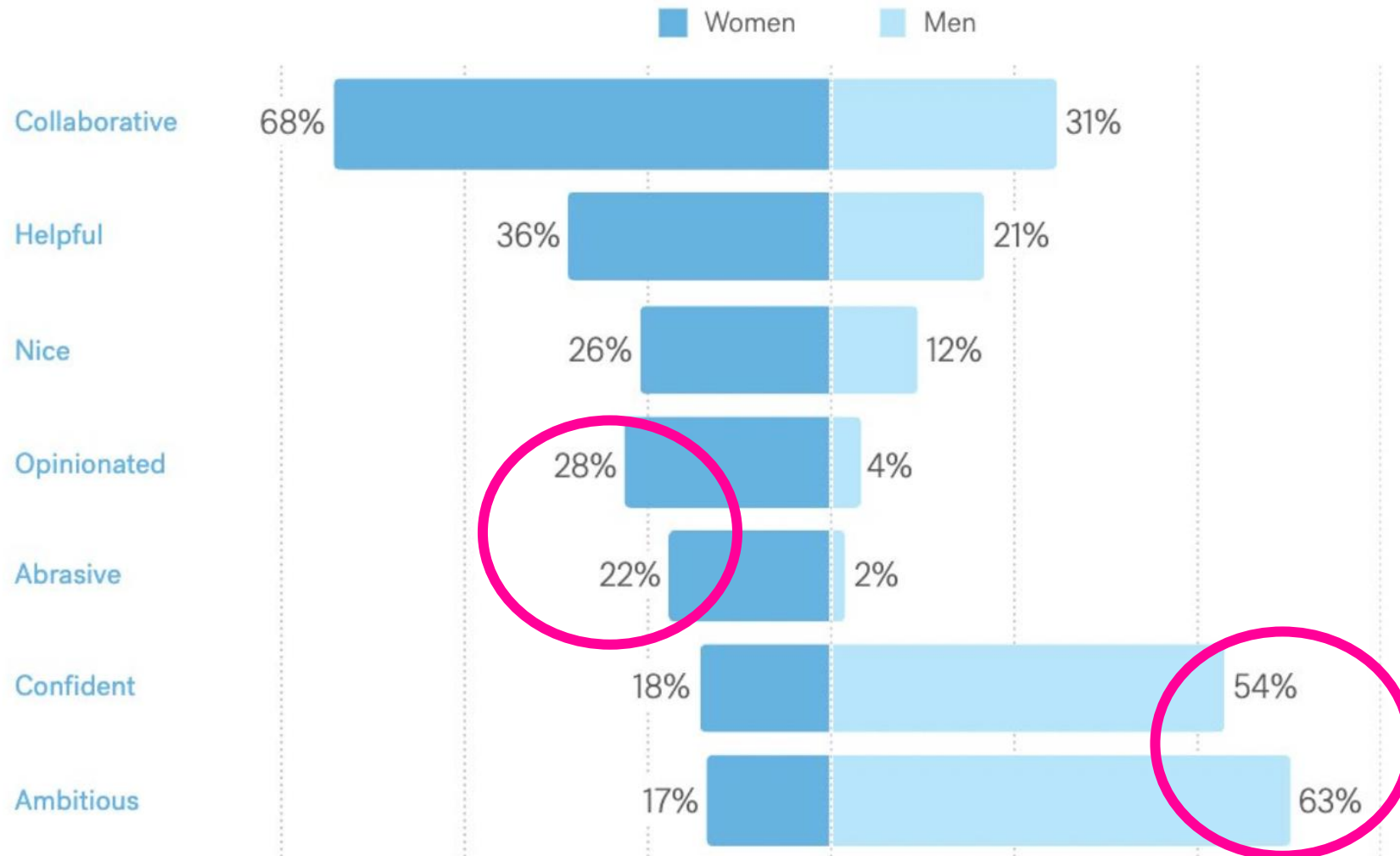


Heidi is competent BUT..
"not the type of person you
would want to hire
or work for"
Not humble
Power-hungry and
self-promoting



Howard is competent
and...
"a great guy"
"you want to hang out
with Howard"

GENDER BIAS IN PERFORMANCE EVALUATIONS



Source : Textio
Study on 25 000 evaluations

GENDER BIAS IMPACTS PERCEPTIONS OF COMPETENCE



A woman applicant is **30% LESS LIKELY** to be called for a job interview than an identically qualified man.

Male students consistently rate other male students as cleverer than better-performing female ones.

The odds of recommending a woman rather than a man for a job are **38% LOWER** if the job requires serious intelligence.

MICRO-AGRESSIONS : MAN INTERRUPTING, MANSPLAINING AND BROPROPRIATING



Men interrupt women
23% more than they
interrupt men.

Men will dominate **75%**
of the conversation in work
meetings or conferences.

**Ensure all voices are heard – Address interruptions
Amplify and give the credit back to the person**

IN SUMMARY : GENDER BIASES THAT WOMEN MAY FACE AT WORK



Likeability bias



Performance bias
+ Authority gap



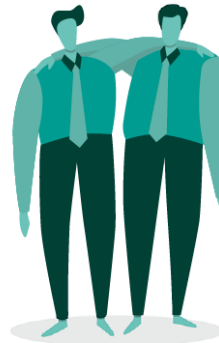
Maternity bias

Linked biases

- + part-time bias
- + career-gap bias
- + proximity bias



Appearance bias



Affinity bias

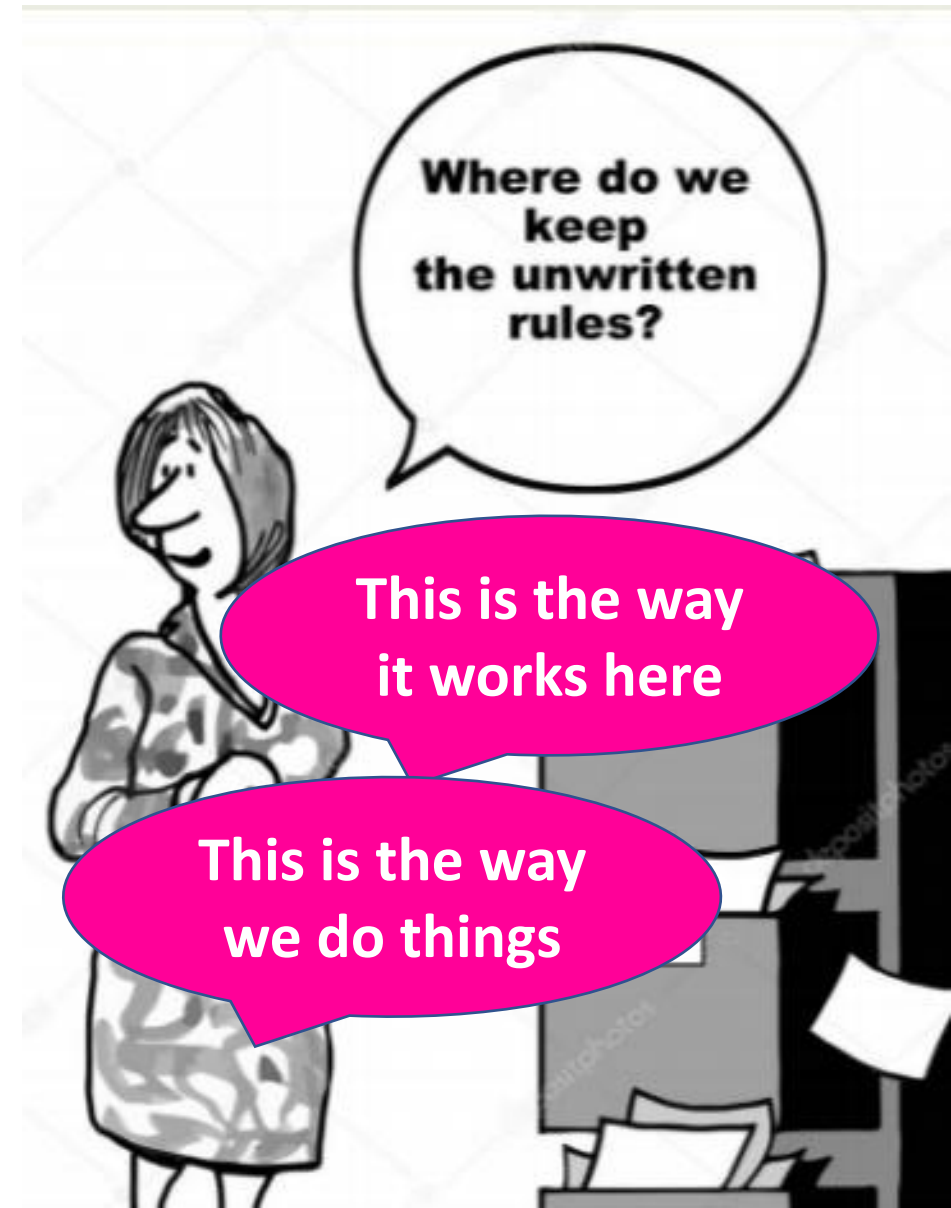


Double discrimination
& intersectionality

Which of these biases have you experienced or noticed in your organisation ?

ONCE YOU SEE THE **PATTERN**, YOU CAN START **CHANGING THE GAME**

- Understand the **INVISIBLE CULTURE** and be aware of **SYSTEMIC BIAS**.
- Understand the unwritten rules at work, ie. the **subtle behaviours and codes for success**, that determine who gets heard and promoted, and how decisions are made.
- Be aware of the invisible **culture that reflects the preferences of the dominant group** and shaped by the **shared beliefs and assumptions**.
- Explore how you are “**fitting in**” and what patterns you’d like to change



DISCUSSION : GROUPS OF 3-4 (6 MIN)

What are the unwritten rules or gender biases that impact women in your organisation?

- Did you ever experience gender bias? What patterns would you like to change?
- What can you do to mitigate these biases ? What would you like others to do more of ?



WHAT MADE THE **BIGGEST DIFFERENCE FOR WOMEN** IN TERMS OF CAREER ADVANCEMENT?

- Get trained through experience – variety of work assignments
- Blurring work-life boundaries – putting in the long hours
- Strategic career planning
- **Making achievements visible**
- **Gaining access to power – networking / sponsorship with influential people**
- Seeking career advice
- Additional formal training
- Scanning for internal career opportunities
- **Scanning for external career opportunities**



BUSTING A FEW MORE MYTHS

Working very hard and hoping someone will recognise this and give me the promotion I deserve...



The fairy god-boss doesn't exist

It's important to go the extra mile and achieve at least or more than 100%



80% is enough
(and your 80% is probably better than many people's 100%)

NAVIGATING THE UNWRITTEN RULES **WITHOUT GIVING UP YOUR AUTHENTICITY**

Navigate the “double bind” by balancing the need to be assertive and authoritative with the need to be empathetic and caring.

- Verbal assertivity with smooth non-verbal.
- “Non-threatening” while powerful.
- Human and professional.
- Builds alliances and strategic influence.



NAVIGATE THE UNWRITTEN RULES FOR SUCCESS

Gaining access to power

- Spend 10% of your time building your profile and **network**
- Volunteer for **high profile** projects
- Connect with **influential** people
- Attract **sponsors**, who speak up for you when you are not in the room (you need clear career goals for this)



NAVIGATE THE UNWRITTEN RULES FOR SUCCESS

Make your achievements visible

- Celebrate your successes. (Bragging is ok. “I” not always “We”)
- Speak-up. In meetings, presentations, conferences and panels...
- Put out the fires. (Or if you are preventing fires make it visible)





Make a list of your biggest accomplishments.

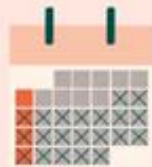


Reflect on the skills and perspective you've gained since stepping out of the workforce.



Explicitly prioritize companies that value returning moms.

PRO TIPS FOR MOMS RETURNING TO WORK



List the dates of your break on your resume with a title like "Sabbatical to raise my daughter."



Ask people you've worked with to describe the unique value you bring to a team.

NAVIGATE THE UNWRITTEN RULES FOR SUCCESS

Sorority and allyship

- Amplify the voices of women
- Call out the biases. But remember there is a cost to you – so find allies who will do so too.
- Support other women – remember that even us women have a “likeability bias” when other women act out of gendered expectations



NAVIGATE THE UNWRITTEN RULES FOR SUCCESS

Play the game

- Get back on your horse.
- “No” is just the beginning of the negotiation.
- It’s a game, don’t take it personally.



KEY TAKEAWAYS - NAVIGATING THE UNWRITTEN RULES OF THE WORKPLACE



- Navigate male-coded cultures by learning the **power dynamics**, building strong **networks**, and finding **allies** who support them.
- Focus on **visibility**—share your wins, speak up with confidence, and seek out mentors and **sponsors**.
- **Protect** your energy by setting **boundaries** and choosing your battles wisely.

CONSCIOUS INCLUSION STARTS WITH AWARENESS

“Put on your glasses of inclusion”



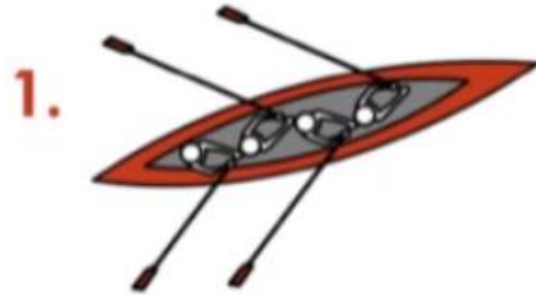
**Once you see the pattern,
you can start changing the game.**



OUR AGENDA



THE THREE PILLARS OF YOUR D&I STRATEGY – **EVERYONE HAS A ROLE TO PLAY**



LEADERSHIP

Align Leaders on **WHY** and **HOW** to change



CULTURE

Get managers and employees skilled in **building inclusive corporate cultures**



SYSTEMS

Adjust HR processes and systems to **today's talent and market realities**

IT STARTS WITH YOU

« Culture eats strategy for breakfast » (Peter Drucker)

REFRAME THE DEBATE ABOUT GENDER BALANCE

FROM...	→	TO...
Diversity		Balance (& clear priorities)
HR issue		Core business issue
Problem		Opportunity
"Women in Leadership"		Strategic priority
Moral imperative		Business imperative
Compliance		Conviction
Led by out-group		Led by in-group leaders
Actions aimed at out-group		Actions aimed at in-group
Feel good initiatives		Measurable results

GENDER BALANCE IS NOT JUST A WOMEN'S ISSUE



To change the system and adapt the culture, **both men and women must be engaged. Men too must be responsible** for the cultural change – as they are responsible for the dominant culture.



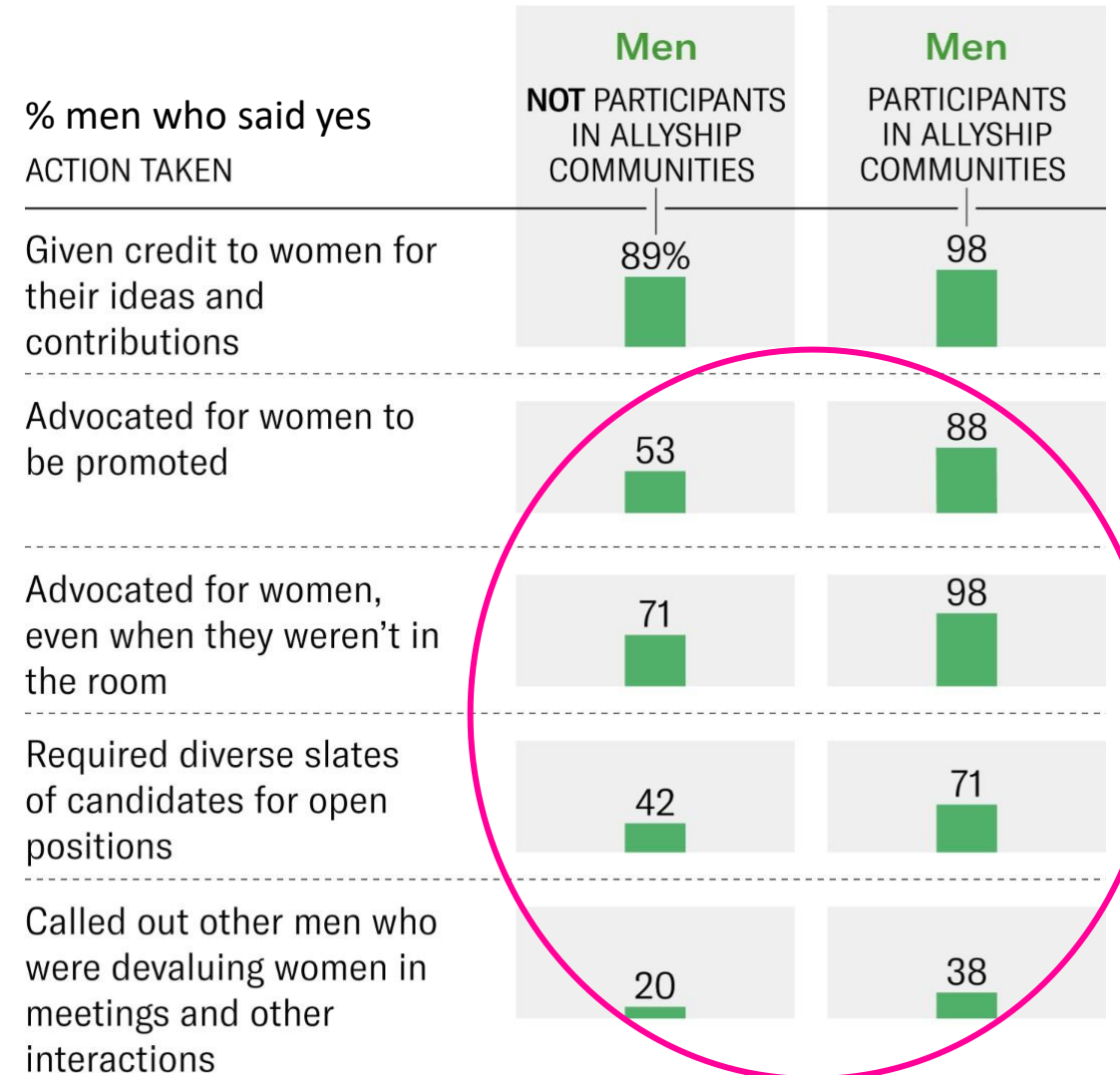
« We have just realised we spent years trying to train women to thrive in a men's culture, when we should have been training men to work with women to change the culture »

THE DOMINANT GROUP MUST ALSO BE RESPONSIBLE FOR CULTURE CHANGE

ENGAGE THE MEN

In companies where men are actively involved in gender equality, **96%** report progress.

In companies where men are not involved, only 30% show progress!



BENEFITS FROM ALLYSHIP REPORTED BY MEN

**97% said they
were a
better leader and
human being**

Open to new
ideas and
learning

More
empathetic
and patient

Confident to
challenge the
status quo

Been able to
explore my
vulnerability

Built better
connections
and trusted
more by
others

INFLUENCE YOUR CULTURE

Step up as an ally.
Inspire change.
Take action in your
circle of influence



MERITOCRACY IN THE WORKPLACE IS A MYTH

We believe we hire and promote based on merit, **BUT** biases and stereotypes means **some groups that are equally deserving face more obstacles or do not get the same opportunities ...**

Change starts with recognising inequalities and privileges





“Privilege isn’t about what you’ve gone through, it’s about what you haven’t had to go through.”

— Janaya Khan, co-founder of BLM Toronto

TIP - Ensure all voices are heard



ADDRESS INTERRUPTIONS OR TAKING OWNERSHIP OF SOMEONE'S IDEAS

Men interrupt women **23%** more than they interrupt men.

Men will dominate **75%** of the conversation in work meetings or conferences.

Amplify the voices of people of women and under-represented groups

React to biased and unacceptable behaviours : **BYSTANDER INTERVENTION**



- Watch out for micro-aggressions, interruptions, biases
- Adopt a policy of zero tolerance in case of sexism or unacceptable behaviours
- CALL OUT – bystander intervention, be a witness, remind the rules and the importance of respect, support the victim, raise the issue with relevant people if the victim agrees...
- CALL IN - Take the perpetrator aside - have courageous conversations

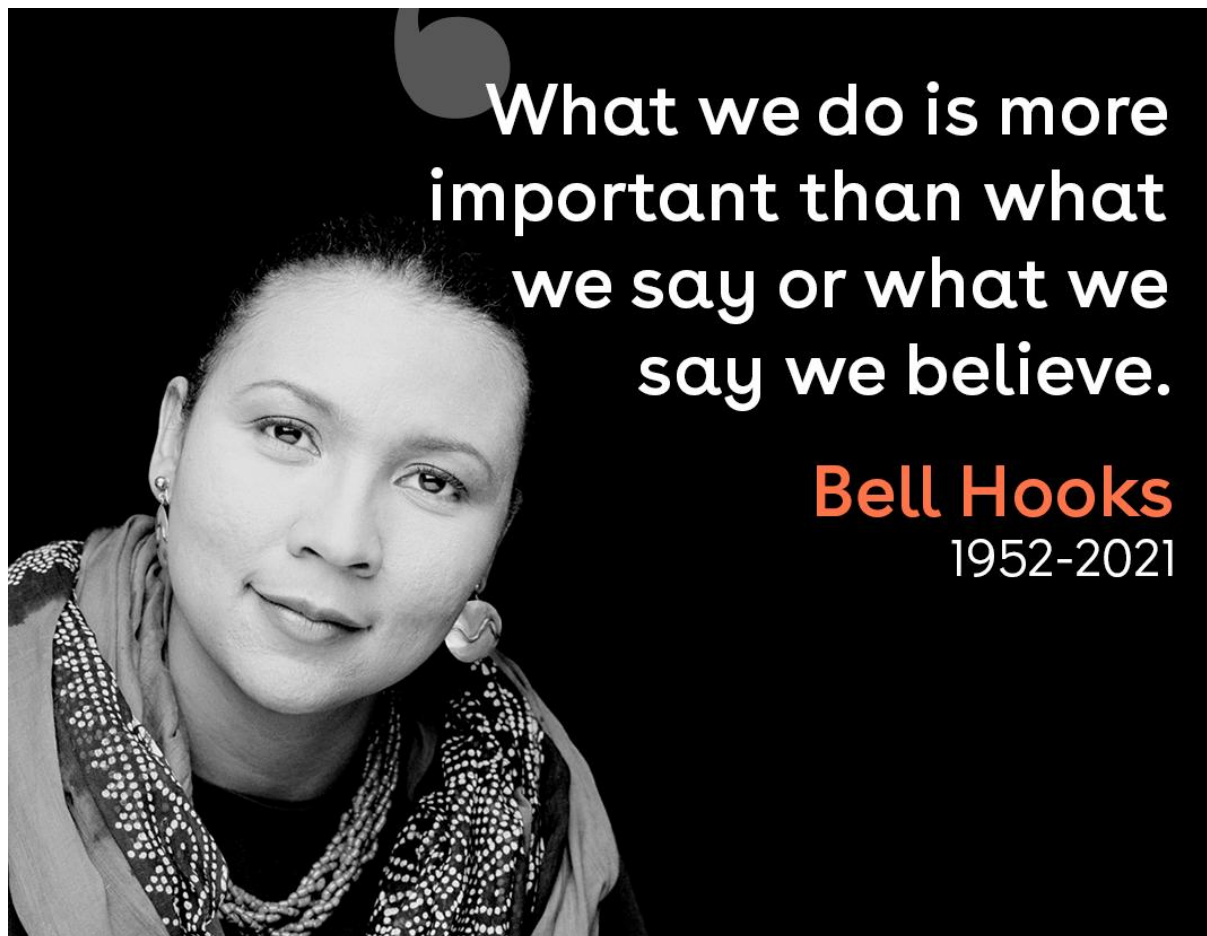
“If you are neutral in situations of injustice, you have chosen the side of the oppressor.”

Desmond Tutu, South African Anglican bishop and human rights advocate, winner of the Nobel Peace prize 1984

OUR AGENDA

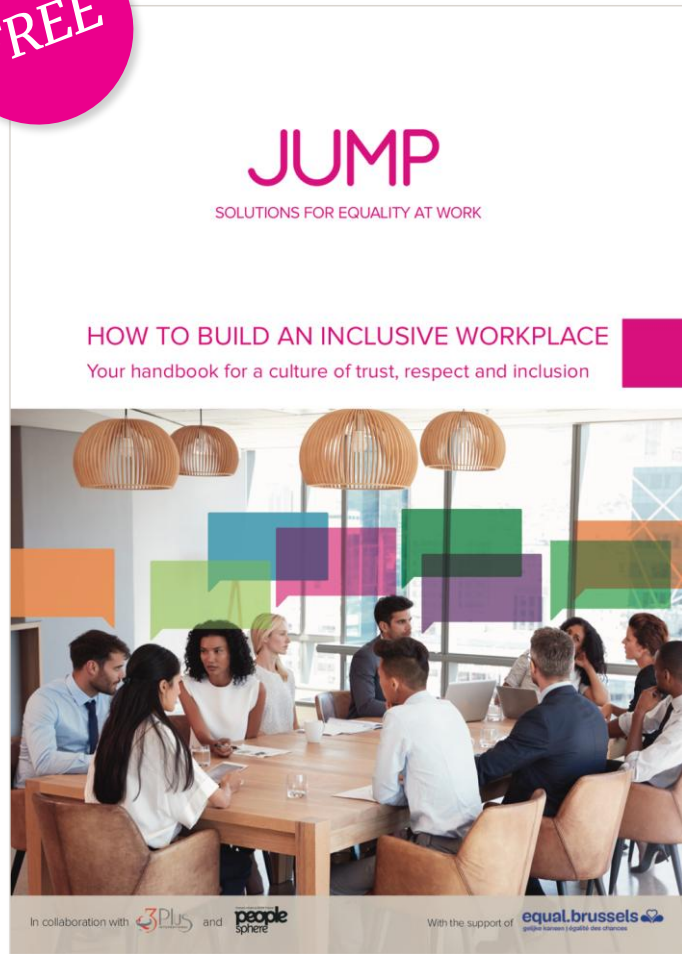


WHAT DO **YOU** COMMIT TO DOING PERSONALLY TO ACCELERATE GENDER BALANCE ?



HANDBOOK - HOW TO BUILD AN INCLUSIVE WORKPLACE

FREE



jump.eu.com/resources/inclusion

DOWNLOAD THE HANDBOOK

A brochure of 34 pages

Definitions, The Business Case, The role of unconscious bias,
The notion of dominant culture, Key steps, Test yourself and your organisation.

JUMP

SOLUTIONS FOR EQUITY AT WORK

Be part of our community



jumpequality



jumpforequity



jumpforequity



jumpforequity

To continue the conversation, sign up
for the JUMP newsletter on www.jump.eu.com



Women *in* Energy Awayday



“ At the Council of European Energy Regulators, women’s empowerment is embedded in our strategy, because equality is essential to delivering the energy transition.

Let us carry today’s momentum forward, stay connected, and continue to support one another.

— Ms. Annegret Groebel, CEER President

WWW.CEER.EU



Women *in* Energy Awayday



About CEER

CEER is the voice of Europe's national energy regulators at EU and international level. Through CEER, national regulators cooperate and exchange best practice.