



REPORT

CEER Women in Energy Initiative: Progress, Insights and Impact 2023–2026

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CEER WOMEN IN ENERGY

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Information page

Abstract

This report provides an overview of the progress of the CEER Women in Energy Initiative from its establishment in 2023 to the present. It highlights the key developments and milestones of the initiative, as well as its main pillars and activities to date.

In addition, the report summarises the key findings of the CEER surveys on gender equality, providing insights into the representation of women across the energy regulatory sector in Europe and Eastern Partnership countries.

Finally, it outlines the initiative's main focus areas and priorities, together with an outlook on upcoming activities and future developments.

Target audience

National Regulatory Authorities (NRAs), policymakers, energy sector organisations, professionals committed to advancing gender equality and diversity in the energy sector and other interested parties.

Keywords

Women in Energy; Gender Equality; Leadership; STEM; Monitoring; Mentoring; equal opportunities; progress; impact.

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Related documents:

- [CEER Women in Energy Webpage](#)
- [Equality Platform for the energy sector Webpage](#)
- CEER's EU4Energy Women in Energy Blog: [Phase II](#) and [Phase III](#)
- [International Confederation of Energy Regulators \(ICER\) Women in Energy Webpage](#)
- [Gender Equality in the Green Energy Transition \(GatE Project\) Webpage](#)
- [Energy and Gender – A critical issue in energy employment, access and transitions](#), International Energy Agency (IEA)
- [“Renewable Energy: A Gender Perspective – Second Edition”](#), IRENA, 2025
- [Gender Equality in a Changing World](#), OECD, 2025

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1. Forewords

Nadia Horstmann

Women in Energy Committee Chair - CEER

“Mobility barriers at the bottom of the ladder” and “invisible career stagnation” are still hanging around the energy sector like that one colleague who never leaves the meeting, but progress is moving, just not on autopilot.

That’s why monitoring and reporting matter: what gets measured gets improved, and what gets tracked actually gets attention (and occasionally action).

CEER is stepping up through its Women in Energy Initiative and has also built into its 2026–2029 Strategy clear goals to empower women through concrete deliverables because ambition is nice, but delivery is better. CEER’s message is simple: a stronger energy sector is a more equal one, and it only works if we keep measuring, improving, and refusing to hit “ignore.”

We will not let gender equality slip down the priority list!

Koen Locquet

President of the Commission for Electricity and Gas Regulation (CREG)

CEER Vice-President

Across Europe, the unadjusted gender pay gap can still reach up to 18%, and barriers such as the “sticky floor” and the “glass ceiling” continue to hinder progress. Gender equality remains a major challenge, also in the energy sector. The benefits of gender-neutral policies, however, are undeniable: they enhance talent utilization, boost creativity and lead to more effective problem-solving through diverse perspectives.

As regulators and public authorities, we must lead by example. CEER is deeply committed to this mission, recognising that its engagement can accelerate meaningful change. The CEER Women in Energy Initiative is a strong and wide-ranging project, highlighting a shared commitment to a more inclusive, equitable and dynamic energy sector. Through this initiative, barriers have been broken, voices amplified and leadership reshaped.

The Gender Equality Charter, launched at the end of 2025 and already signed by 10 organisations, further underscores CEER’s dedication to driving cultural and organisational change. Leadership commitment to gender equality is critical to ensure equal pay for equal work, promote gender-neutral recruitment, foster diverse talent, provide training opportunities and create environments where everyone can thrive.

In times of uncertainty, history has shown that social and human rights are often the first to come under pressure. Now, more than ever, we must remain vigilant and proactive. Therefore, the CEER Women in Energy Initiative is a powerful reminder that our sector’s strength lies in its diversity and its ability to reflect the world it serves.

Together, we can turn this vision into reality.

2. Why Women in Energy?

Women make up only around **20% of the global energy workforce**, even though they account for about **40% of the global workforce**. Their representation declines even further in leadership, with fewer than **20% of senior leadership positions** held by women.¹

They are also significantly underrepresented in STEM (science, technology, engineering and mathematics) roles, education and other technical roles, despite growing demand for these skills as the energy transition accelerates.

At the same time, greater gender diversity is linked to better innovation, decision-making and problem-solving in energy organisations.² So, what is holding women in energy back?

The reasons are varied. Persistent gender stereotypes continue to influence career choices from an early age, while the energy sector has traditionally been perceived as a male-dominated industry with few visible female role models. In addition, many women still face gendered workplace barriers, ranging from structural barriers in workplace culture to actively discriminatory practices and environments.³

This is why CEER established the Women in Energy Initiative. Our aim is to promote gender equality both within CEER members and observers and across the wider energy sector.

Our own surveys confirm that there is still much work to be done. While women represent, on average, **52.5% of the overall workforce** in CEER member and observer organisations, their representation decreases significantly at each successive leadership level.

Recognising the importance of this topic, gender equality has, for the first time, been included as a strategic priority in the CEER Strategy 2026–2029. Visibility and engagement were further strengthened through the introduction of a dedicated CEER Women in Energy logo and the launch of the CEER Gender Equality Women in Energy Charter.

The Charter translates our commitment into action by encouraging organisations to promote equal opportunities, fair representation, inclusive workplaces and measurable actions that support women's career development and leadership across the energy sector.

3. From Foundation to Impact

Since its launch in 2023, the CEER Women in Energy Initiative has grown from a founding commitment into a defined programme of action across the European energy regulatory community. What began as an effort to embed diversity and inclusion within CEER's work has since expanded into concrete tools, events and partnerships; building visibility, formalising commitments and now sustaining long-term engagement across CEER Members. The timeline below traces that evolution year by year.

¹ [Energy and Gender – Topics - IEA](#)

² IRENA, [“Renewable Energy: A Gender Perspective – Second Edition”](#) (2025)

³ IRENA, [“Renewable Energy: A Gender Perspective – Second Edition”](#) (2025)

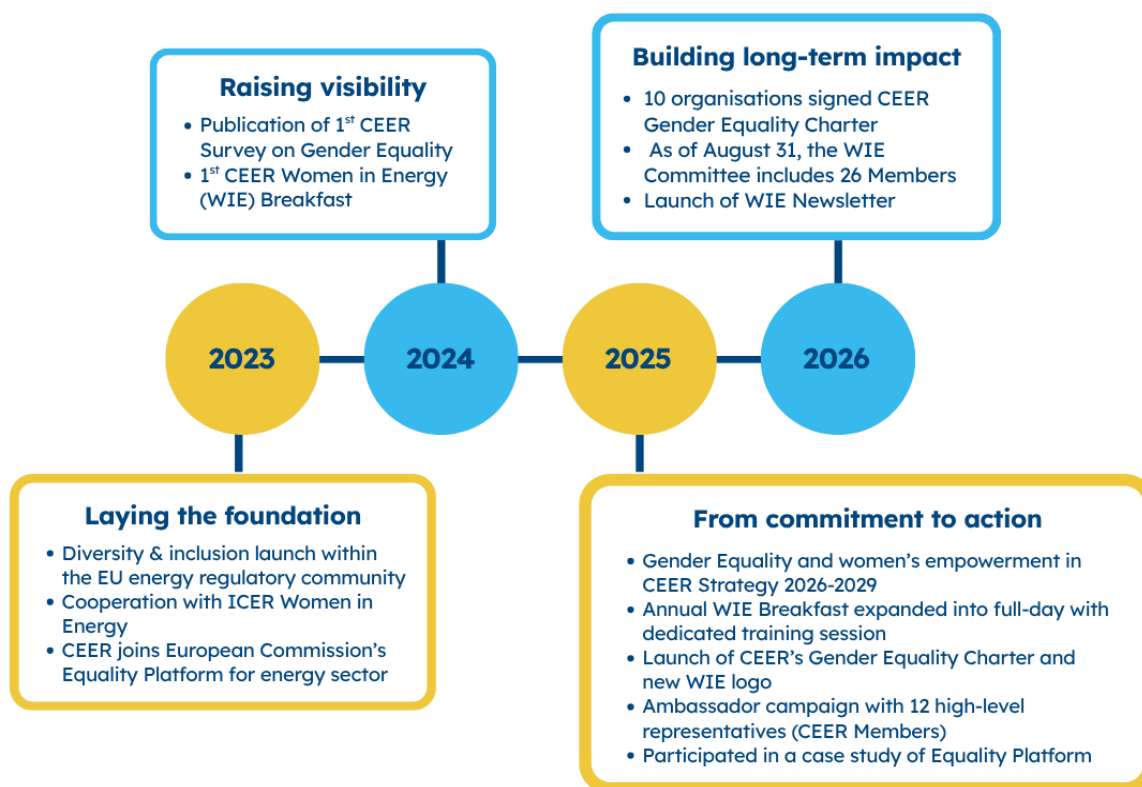


Figure 1. Timeline of the CEER Women in Energy Initiative, 2023–2026.

In just over three years, the Women in Energy Initiative has moved from establishing its founding principles to delivering measurable impact: a growing Charter signatory base, an active Committee, and dedicated channels keeping gender equality at the centre of CEER's agenda. This progress was recognised externally too, with CEER's contribution to the Equality Platform's case study on *"Measuring success: using data to drive DEI in the energy sector."* As the Initiative enters its next phase, the focus turns to deepening this engagement and ensuring these early commitments continue to translate into lasting change across the sector.

4. How We Create Impact

CEER's Women in Energy Initiative has created a platform for exchange, learning, collaboration and commitment across the EU energy regulatory community. This section outlines the concrete tools, events and structures through which the Initiative translates its founding commitments into tangible outcomes: connecting people across CEER Members, sharing learning and knowledge, strengthening formal commitments, and building partnerships across the sector. Together, these efforts demonstrate how the Initiative moves beyond intent to deliver measurable change for women across the sector.

4.1 Connecting people

The Women in Energy Breakfast & Awayday is our annual flagship event, bringing together regulators and stakeholders to exchange experiences and good practices. Since its first edition in 2024, the event has grown steadily; expanding in 2025 into a full-day format with dedicated training sessions and continuing in 2026 to bring together an even wider network of regulators and external stakeholders. The photos below capture this evolution, reflecting the growing community that has formed around the Initiative over the past three years.



Figure 2. Women in Energy Breakfast, 17 October 2024.



Figure 3. Women in Energy Awayday, 15 October 2025.



Figure 4. Women in Energy Awayday, 30 April 2026.

4.2 Learning & knowledge sharing

Dedicated training sessions on gender equality and leadership are complemented by the CEER Women in Energy Communication and Newsletter, launched to raise awareness and share knowledge across the network.

To extend the reach of the most recent Awayday beyond in-person participants, the event was actively promoted across CEER's social media channels before, during and after the event. Figure 5 summarises this engagement as of 6 July 2026, with LinkedIn driving most of the engagement (94% of total interactions across channels).

Women in Energy Awayday 2026: LATEST UPDATE: 06/07/2026 Communications Engagement Summary

LINKEDIN:



FACEBOOK:



BLUESKY:



Figure 5. Women in Energy Awayday 2026: Communications Engagement Summary. Source: CEER Social Media Analytics, as of 6 July 2026.

With 592 likes, 39 reposts and 11 comments across 14 posts, LinkedIn confirmed itself as the most effective channel for this campaign and remains the priority platform for future Women in Energy communications.

The CEER Women in Energy Newsletter was launched with its first edition sent on 28 May 2026 to a growing mailing list of 47 subscribers, sharing updates on gender equality in European energy regulation alongside Initiative news and community highlights. The first edition achieved a 100% delivery rate with zero bounces and an open rate of 61.7% (roughly three times higher than typical newsletter benchmarks), with more than two in five recipients who opened the email going on to click through, and no unsubscribes recorded. These early results point to a highly engaged audience and a strong foundation for the Newsletter as a recurring channel for knowledge-sharing across the network.

4.3 Strengthening commitments

The CEER Women in Energy Charter, launched in 2025, has been signed by 10 organisations by Q1 2026, reflecting a shared commitment to equal opportunities, fair representation and inclusive workplaces. By signing the Charter, organisations formally commit to translating these principles into concrete action within their own institutions, reinforcing accountability alongside intent. This growing base of signatories reflects an increasingly shared understanding across the regulatory community that gender equality is not only a matter of good practice, but a collective responsibility.

4.4 Building partnerships

To foster internal dialogue among members and observers, a Women in Energy Committee was established. As of August 31, the committee now includes 26 colleagues. The CEER Women in Energy Initiative and Committee work in cooperation with ICER WIE, the Equality Platform for the Energy Sector, and the GatE Project to build partnerships across the sector.

Additionally, CEER, through the EU4Energy Project, has consistently promoted gender equality to increase participation of women in the energy sector. Building on the successful Women in Energy Blog launched under EU4Energy Phase II, CEER has continued this activity within EU4Energy Phase III – *Promoting the Clean Energy Transition and Connectivity in the Eastern Partnership Countries*. To date, the EU4Energy: Women in Energy Blog has featured 15 interviews with inspiring women professionals from across the energy sector (Phase II and Phase III).

The initiative highlights the achievements, career journeys and experiences of women working in the energy sector, while also showcasing promising young professionals taking their first steps in the field. By increasing the visibility of female role models, the Blog seeks to inspire and encourage more young women to pursue careers in energy, alongside demonstrating the sector's diverse opportunities and rewarding experiences.

Furthermore, in 2026, CEER's EU4Energy Phase III conducted a Gender Equality Survey among the energy regulatory authorities of the Eastern Partnership countries to assess the current state of gender equality within these institutions.

5. The State of Gender Equality within CEER: Survey Insights

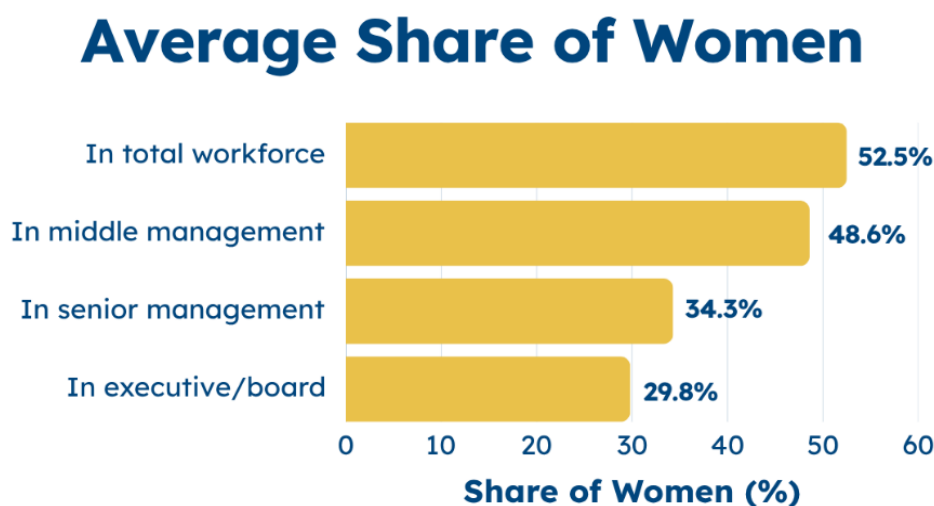
To measure progress and enable meaningful benchmarking, it is essential to collect data on a regular basis. Reliable and consistent data helps identify gender gaps, monitor trends over time and evaluate whether policies and initiatives are having the intended impact. Without regular data collection, it is difficult to set targets, measure progress and develop evidence-based actions to advance gender equality.⁴

To better understand the state of gender equality across regulatory authorities, CEER has carried out an annual survey since 2024. Each edition explored a different thematic focus, allowing to examine a broad range of issues over time. Participation varied from year to year, with **21 NRAs** responding in 2024, **18 NRAs** in 2025, and **26 NRAs** in 2026.

The following section presents the main results of the surveys conducted in 2025 and 2026. It should be noted that not all questions were answered by all survey participants to the same extent.

5.1 Workforce representation

Women are increasingly well represented within NRAs, accounting for an average of 52.5% of the workforce, yet this progress doesn't carry through to the top, as representation drops significantly at senior management and executive level. Representation declines at each stage of the career ladder, falling to 34.3% in senior management and just 29.8% at executive/board level. This indicates that the challenge facing NRAs is not attracting women into the sector but ensuring equal progression into leadership positions.



**Figure 6. Average share of women across organisational levels, 2026. Source: CEER Questionnaire on Women in Energy, 2026.*

⁴ [Tools for building policy combinations to advance gender equality: Gender Equality in a Changing World | OECD](#)

*Response rates varied slightly by question: all 26 NRAs answered on total workforce and senior management representation; 25 NRAs responded on middle management; 23 NRAs provided data on board representation.

5.2 Policies and governance

NRAs were asked whether they have a gender policy in place and whether they are additionally committed to an external gender law, strategy or policy. While just under half (47.1%) report having a dedicated gender policy in place, a much larger share (76.5%) draw on external national or international equality frameworks.

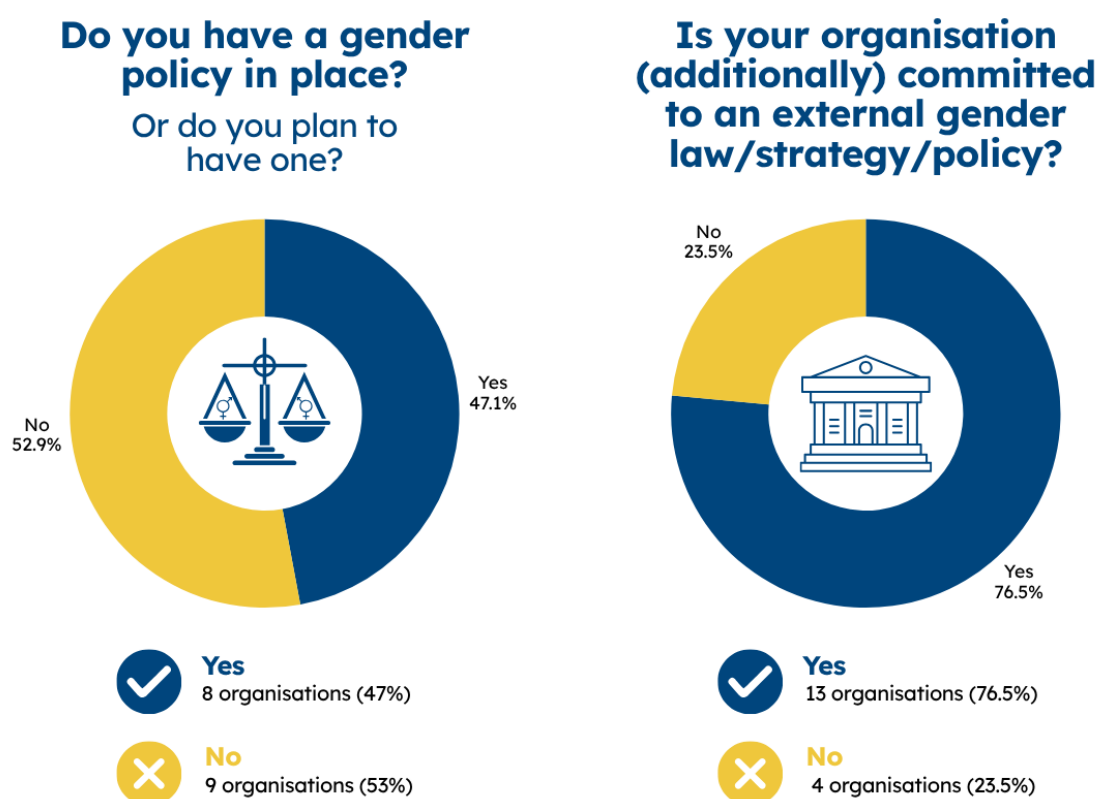


Figure 7. Gender policies and external commitments among NRAs. Source: CEER Questionnaire on Women in Energy, 2025 (17 NRA respondents).

This suggests that gender equality is increasingly embedded in organisational structures and practices, with many NRAs having adopted dedicated policies or drawing on broader equality frameworks. However, these commitments are often not fully operationalised or regularly reviewed, and some NRAs still rely mainly on general legislation rather than a structured internal policy. Moving from commitment to implementation will require gender equality policies to be backed by concrete measures, measurable objectives and regular monitoring.

5.3 Concrete actions

As part of CEER's Questionnaire on Women in Energy, sent to the Regulatory Benchmarking and Legal Committee (and Liaison Officers) in February 2025, 18 National Regulatory Authorities were asked what main actions their organisation has taken to support women's empowerment. Flexible work arrangements are the most widely reported, in place at 16 of the 18 responding NRAs, but structured programmes to support women in STEM and leadership roles have yet to be fully established. Actions such as leadership development, mentorship for female leaders and career development are each reported by only 10 NRAs, while just 7 actively collect data to monitor gender imbalance across departments.

What are the main actions in your organisation to help women empowerment?

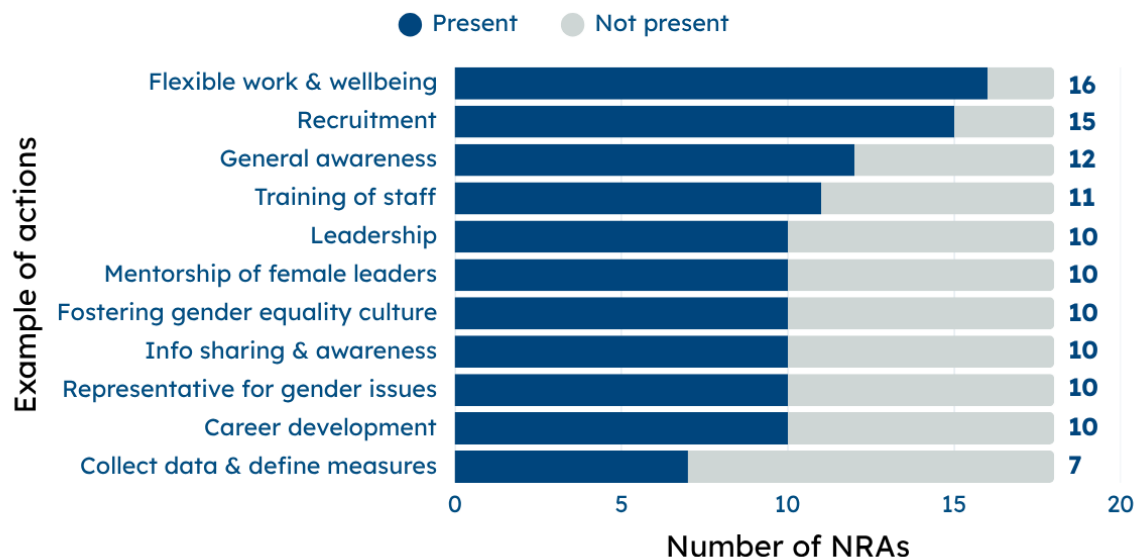


Figure 8. List of actions in organisations helping women empowerment. Source: CEER Questionnaire on Women in Energy, February 2025 (18 NRA respondents).

Further progress requires targeted actions to complement flexible work and recruitment measures already in place, and to actively support women's career development. Structured mentoring, leadership programmes, as well as initiatives to increase women's participation in STEM, technical and leadership roles can help close these gaps and strengthen long-term gender balance.

5.4 Monitoring

Monitoring is increasingly recognised as an important tool for evidence-based action, yet 56% of NRAs have no monitoring processes in place for gender equality, and data is not always actively used to drive decisions or measure progress.

Do you have a monitoring on gender equality matters?

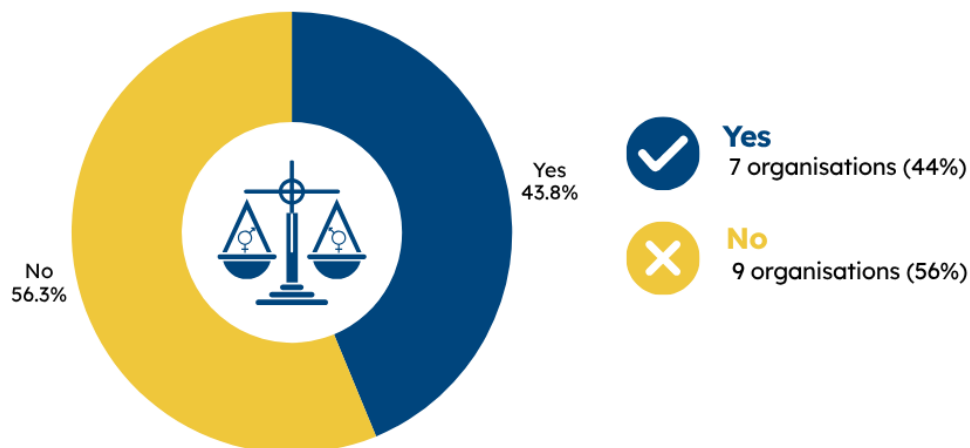


Figure 9. Monitoring of gender equality matters among NRAs. Source: CEER Questionnaire on Women in Energy, 2025 (16 NRA respondents).

Moving forward, stronger monitoring frameworks and data-driven approaches will be essential. Collecting relevant data, defining meaningful indicators and using evidence to guide actions will help measure progress, identify areas for improvement and ensure that gender equality measures deliver tangible results.

5.5 EU4Energy: workforce representation

As part of the 2026 Gender Equality Survey conducted by CEER's EU4Energy Phase III project among energy regulatory authorities in the Eastern Partnership countries, NRAs were asked to report the share of women within their total workforce. Figure 9 below presents the results of the survey.

Share of women in total workforce, Eastern Partnership countries (2026)	No. of NRAs
0-25%	1
26-50%	2
51-75%	2
76-100%	0

Figure 10. Source: EU4Energy Questionnaire on Gender Equality, 2026 — based on data from 5 National Regulatory Authorities in Eastern Partnership countries.

The results reveal considerable variation across the region, with women's representation in the total workforce ranging from just over a fifth to nearly two-thirds across the five NRAs surveyed. While this snapshot reflects only one question from the EU4Energy survey, it points to differing starting points across Eastern Partnership countries and underlines the value of continued monitoring as a basis for targeted, country-specific action.

6. CEER Key Focus Areas

Building on the milestones outlined throughout this report, the CEER Women in Energy Initiative has structured its work around six key focus areas, each addressing a distinct dimension of gender equality within the energy regulatory community; from leadership representation and STEM careers to governance, monitoring, and inclusive workplace practices.



Figure 11. CEER Women in Energy: Key Focus Areas.

Together, these focus areas form a coherent framework guiding the Initiative's work going forward, ensuring that progress made to date translates into sustained, measurable change across CEER Members. As outlined in the diagram, the ultimate aim remains a diverse, inclusive and empowered regulatory community that reflects the society it serves and drives the energy transition forward.

7. CEER Outlook & Future Priorities

Looking ahead, the CEER Women in Energy Initiative has identified five priorities to guide its next phase: mainstreaming WIE across CEER's structures, measuring progress through consistent monitoring, investing in capacity building, strengthening external partnerships, and growing the WIE community itself.



Figure 12. CEER Women in Energy: Outlook and Future Priorities.

These priorities mark a shift from establishing the Initiative's foundations to embedding gender equality as a sustained, measurable part of CEER's work. By mainstreaming WIE across the organisation, deepening partnerships with the Equality Platform, ICER Women in Energy, the GatE Project and EU4Energy, and continuing to grow an engaged community of members, CEER aims to ensure that the momentum built over the past three years translates into lasting impact across the European energy regulatory community.

About CEER

The Council of European Energy Regulators (CEER) is the voice of Europe's national energy regulators. CEER's members and observers comprise 38 national energy regulatory authorities (NRAs) from across Europe.

CEER is legally established as a not-for-profit association under Belgian law, with a small Secretariat based in Brussels to assist the organisation.

CEER supports its NRA members/observers in their responsibilities, sharing experience and developing regulatory capacity and best practices. It does so by facilitating expert working group meetings, hosting workshops and events, supporting the development and publication of regulatory papers, and through an in-house Training Academy. Through CEER, European NRAs cooperate and develop common position papers, advice and forward-thinking recommendations to improve the electricity and gas markets for the benefit of consumers and businesses.

In terms of policy, CEER actively promotes an investment friendly, harmonised regulatory environment and the consistent application of existing EU legislation. A key objective of CEER is to facilitate the creation of a single, competitive, efficient and sustainable Internal Energy Market in Europe that works in the consumer interest.

Specifically, CEER deals with a range of energy regulatory issues including wholesale and retail markets; consumer issues; distribution networks; smart grids; flexibility; sustainability; and international cooperation.

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More information is available at www.ceer.eu.

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