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# G7 Report on Gender Equality & Diversity in the Energy Sector

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# Preface

*In societies around the world, power, time and money remain unequally distributed between men and women, and between different social groups. The reasons for these power asymmetries are structural, and even though progress towards equality has been made, it can never be taken for granted. Whether we look at climate change, the COVID-19 pandemic or the Russian war of aggression against Ukraine, the crises of our time disproportionately affect women and those already suffering from structural disadvantages. Even limited gains in gender equality and women's rights made over the decades are in danger of being rolled back. Protecting these rights is a measure of democracy. To counter detrimental developments and to achieve and sustain justice and equality for all, clear commitments and actions are required – in the G7 and beyond.*

*To initiate meaningful action and facilitate lasting change, awareness of the interconnectedness of gender and diversity must be raised within all social, institutional and political bodies. Furthermore, we need intersectional perspectives in social and political discourse to raise awareness of different, complex forms of discrimination prevalent in our societies today. Adopting a feminist approach, political agenda setting needs to take gender dimensions and different axes of discrimination into account and to respond to the various realities of life.*

*The G7 have committed to achieving equality in their respective energy sectors by 2030. In realising this commitment, the G7 members are demonstrating their determination to guarantee a fundamental right to their citizens: participation and equal opportunities for all – without discrimination based on racism, due to gender, sexual orientation, disability, religion or other identifying factors. By committing to this goal, the G7 also recognise equality as a prerequisite of a successful energy transition. As an example, Germany is implementing gender activities in various national and international activities through the “Women Energize Women” campaign as part of our global energy partnerships.*

*With this report we want to stimulate an exchange on best practices and further actions. We hope to encourage and inspire to create a new norm. It's up to us to make the transformation ahead of us equitable and inclusive and treat it as an opportunity to dismantle structural disadvantages. The Gender Report 2022 illustrates that we have a choice and a responsibility: We can decide to reproduce obsolete structures and conditions. Or we can choose to work together and break new ground. It is up to us to seize the opportunity to incite sustainable, socio-ecological change and create an equal future for all.*

*I wish you an inspiring read!*



*Dr Robert Habeck, Federal Minister for  
Economic Affairs and Climate Action*

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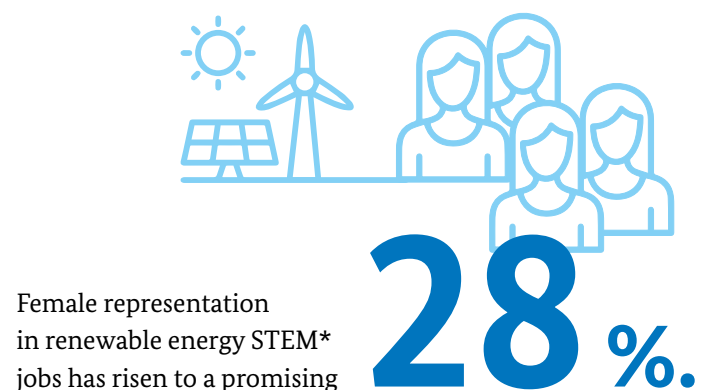
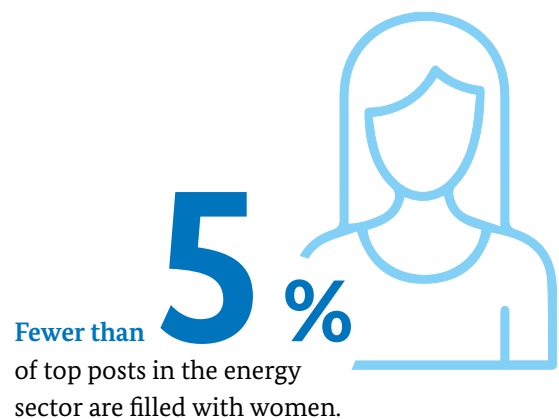
# Introduction

Commissioned under the German G7 presidency, this report provides insights into challenges and developments regarding gender equality and diversity in the G7's energy sectors and sums up measures and developments with regard to the G7's commitment to the Equal by 30 Campaign. The country profiles in the middle section of the report are based on the answers to a questionnaire the German Ministry for Economic Affairs and Climate Action sent out in March 2022 to take stock of the G7 member states' current efforts. This subsection presents measures each member took to promote the goals of the Equal by 30 Campaign to implement the strengthened joint commitments, highlighting best practice examples and favourable outcomes. Concluding the report is a chapter on key findings that sums up recommendations on how the G7 may proceed to promote gender equality and diversity in their respective energy sectors.

Equal pay, equal leadership participation and equal opportunities: The global energy transition provides a unique opportunity to promote diversity, reach inclusion goals and achieve equality in the energy sector. To instigate these changes, the G7 energy ministers in 2018 committed to the Equal by 30 Campaign. The common objective is to reach equality in their respective energy sectors by 2030.

## Gender equality and diversity in the global energy sector: Much room for improvement

In committing to make a collective effort promoting gender equality and diversity in the energy sector, the G7 are addressing a complex issue that still leaves much to resolve. As the European Parliament's Policy Department for Citizens' Rights and Constitutional Affairs assesses, the energy sector today is one of the most gender-imbalanced sectors of the global economy<sup>1</sup>. A few figures are listed here to illustrate the status quo: According to the International Energy Agency (IEA), in 2019 fewer than 5 % of top posts in the energy sector (e.g. chair of the board, CEO, president) are filled with women and more than 25 % of private companies in the energy sector show no evidence of female senior managers<sup>2</sup>. Even though a study by the International Renewable Energy Agency (IRENA)



1 EP (2019): Women, Gender Equality and the Energy Transition in the EU. [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

2 IEA (2021): Women in senior management roles at energy firms remains stubbornly low, but efforts to improve gender diversity are moving apace. <https://www.iea.org/commentaries/women-in-senior-management-roles-at-energy-firms-remains-stubbornly-low-but-efforts-to-improve-gender-diversity-are-moving-apace>

\* Science, technology, engineering and mathematics (STEM) is a broad term used to group together these academic disciplines.

found that, among survey respondents, female representation in renewable energy STEM jobs has risen to a promising 28 %<sup>3</sup> in 2019, and yet still fewer than 14 % of employees in all energy-related business in Europe are women<sup>4</sup>.

In the public part of the energy sector, a similar situation persists: In 2019, of all female employees in public institutions of the European energy sector, only 17.3 % were employed in high-level positions<sup>5</sup>. In an international study from 2018, IRENA also found that female representation at board level was at an alarmingly low 0-25 % in close to half of all governments, inter-governmental organisations and related institutions included in the study<sup>6</sup>. In a survey commissioned by Natural Resources Canada within the scope of the Equal by 30 Campaign, the analytics and technology company Diversio found that the largest workplace barriers in the energy sector today are faced by women of colour, women living with disabilities and women living with mental health challenges<sup>7</sup>.

Overall, the energy sectors of all countries surveyed exhibit persistent gender gaps when it comes to pay<sup>8</sup>, energy-related education, the energy labour market and energy policy and decision-making<sup>9</sup>. The reasons for this are manifold, reaching from stereotypes and gender imbalances in the STEM fields to inertia of institutions and networks<sup>10</sup>. Yet, while perceptions of gender roles are perceived as the most important barrier, cultural and social norms, a lack of mentorship opportunities and a lack of flexibility in the workplace also prove to be

significant obstacles to reaching equality<sup>11</sup>. The COVID-19 pandemic serves as a further setback: It significantly increased the burden of unpaid care work, which is disproportionately carried by women. As care work obligations increased and many women saw few or no options to share the burden, many women were left with no choice but to cut down on paid work hours or put their professional careers on hold. This development further jeopardised female engagement in the energy sector – in the G7 and beyond.

### In a successful energy transition, gender mainstreaming and realising intersectional diversity goals play a crucial role

The equal treatment of all people, without discrimination based on racism, due to gender, sexual orientation, disability, religion or other identifying factors, is a human right. Providing safety for all and ensuring that everyone receives fair opportunities is a moral imperative and central to realising the Sustainable Development Goals. While this moral imperative should be the decisive motivation to change the status quo, promoting equality can also be linked to social, environmental and economic development<sup>12</sup>. As research shows, promoting gender equality generates gains in efficiency and innovation, encourages value creation and increases profits<sup>13</sup>. Still, biases and barriers to gender equality and diversity are adamant, requiring tenacious and sustainable action by public and private institutions alike.

Climate change has a clear gender dimension. Women, especially women of colour, and other marginalised groups are disproportionately affected by the climate crisis: It is accelerating and reinforcing global injustices, hitting those hardest that are already struggling with inequality, structural disadvantages and discrimination. For example, women are disproportionately affected by energy poverty. At the same time, women are important actors in the fight against the climate crisis.

3 IRENA (2019): Renewable Energy: A Gender Perspective. P.10 [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

4 IEA (2021): Women in senior management roles at energy firms remains stubbornly low, but efforts to improve gender diversity are moving apace. <https://www.iea.org/commentaries/women-in-senior-management-roles-at-energy-firms-remains-stubbornly-low-but-efforts-to-improve-gender-diversity-are-moving-apace>

5 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.46 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

6 IRENA (2019): Renewable Energy: A Gender Perspective. P.40 [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

7 Equal by 30 (2021): Advancing Diversity & Inclusion in the Energy Sector. P.8 [https://www.equalby30.org/sites/default/files/pictures/equalby30/pdf/equalby30\\_report-ing\\_framework\\_extended\\_report-en.pdf](https://www.equalby30.org/sites/default/files/pictures/equalby30/pdf/equalby30_report-ing_framework_extended_report-en.pdf)

8 IRENA (2019): Renewable Energy: A Gender Perspective. P.29 [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

9 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.11 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

10 IRENA (2019): Renewable Energy: A Gender Perspective. P.55 [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

11 IRENA (2019): Renewable Energy: A Gender Perspective. P.11f [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

12 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.11 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

13 Equal by 30 (publication date unknown): Balance means business. P.1 [https://www.equalby30.org/sites/default/files/pictures/PDF/eqx30\\_eng\\_accessible.pdf](https://www.equalby30.org/sites/default/files/pictures/PDF/eqx30_eng_accessible.pdf)

**“The energy sector needs to shift the dial by drawing on all talents to deliver a secure, affordable and sustainable energy future for all.”**

Accelerating the energy transition is indispensable to reach climate goals and ensure energy security. As we move forward with this major technological, social and economic transformation, it is of utmost importance that existing inequalities are not reproduced and entrenched in emerging structures in the energy sector. Therefore, women and other marginalised groups must be involved in decision-making at all levels. The global energy transition comes with unprecedented opportunities and the need to advance gender mainstreaming and promote intersectional diversity. As effectively combating climate change requires a collective effort based on large-scale technological, economic and social change, the talents and expertise of all are needed and should be duly recognised and appreciated. Seen in this light, the expansion of the renewable energy sector will not only contribute to the creation of new jobs and business opportunities, but also promote much-needed social progress. As a report by the IEA states: “The energy sector needs to shift the dial by drawing on all talents to deliver a secure, affordable and sustainable energy future for all.”<sup>14</sup>

### Committing to the Equal by 30 Campaign: Efforts under the Canadian and the British G7 presidencies to advance gender equality in the energy sector

The Clean Energy Ministerial (CEM) and IEA joint initiative “Equality in Energy Transitions” (Equality Initiative) was launched in 2010 and strives to enhance collaboration and promote the participation of women in the clean energy transformation. The Equal by 30 Campaign is part of the Equality Initiative and to date unites 14 governments and more than 150 organisations in a collective effort to advance gender equality in the energy sector. The main goal of Equal by 30 is to achieve equal pay, equal leadership and equal opportunities by 2030, by providing best practices, programs, policy templates and trainings on gender equality

to international energy organisations and governments<sup>15</sup>. Contributing to the campaign’s success are findings outlined in IRENA’s gender reports as well as by IEA’s Gender Initiative. Compensating for an adamant lack of data in this field, the IEA’s Gender Initiative has taken on the task of gathering and providing reliable, disaggregated data on gender and energy. Starting this summer, the IEA is making this data publicly available.<sup>16</sup>

To honour the G7’s commitment to Equal by 30, Canada in 2020 commissioned Diversio, a diversity and inclusion consulting firm, to create a reporting framework. The goal was to help the Equal by 30 Campaign signatories measure and track progress and identify systematic biases and barriers in the energy sector. Findings were published in a report identifying key areas for improvement, including the need for stronger career development, workplace safety and fair management. Building on this report, the G7 energy ministers agreed to new strengthened joint commitments in the 2021 Climate and Environment Communiqué under the UK G7 presidency. The five strengthened commitments were developed considering an intersectional approach. This was done to address different types of discrimination marginalised populations face, including discrimination based on racism, due to gender, sexual orientation or disability.



**Goal:**

We want to reach **gender equality** in the energy sector

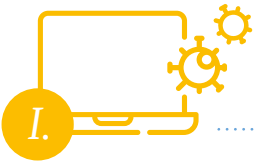
**by 2030.**

<sup>14</sup> IEA (2020): Gender diversity in energy: What we know and what we don’t know. <https://www.iea.org/commentaries/gender-diversity-in-energy-what-we-know-and-what-we-dont-know>

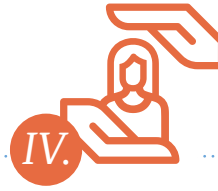
<sup>15</sup> C3E (2019): Status Report on Gender Equality in the Energy Sector. P.5 [https://www.ffg.at/sites/default/files/downloads/C3E%20Brochure\\_Gender%20Equality%20in%20the%20Energy%20Sector\\_MAY-2019.pdf](https://www.ffg.at/sites/default/files/downloads/C3E%20Brochure_Gender%20Equality%20in%20the%20Energy%20Sector_MAY-2019.pdf)

<sup>16</sup> <https://iea.org/data-and-statistics/data-tools/gender-and-energy-data-explorer>

## The G7's commitments to the Equal by 30 Campaign



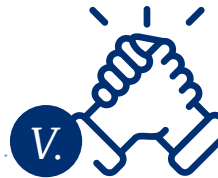
**Covid Relief:** *We will make gender, equity and diversity central to the global energy sector's recovery efforts, recognising the disproportionate impact that the pandemic has on women and other marginalised groups and communities, particularly in the workforce.*



**Combat Discrimination:** *We will combat harassment and discrimination experienced by women and marginalised groups and communities in the energy sector.*



**Public Sector Principles:** *We will take action at the national level to implement the 2018 public sector principles.*



**Reduce Bias:** *We agree to set an inclusive tone from the top and seek to eliminate bias among peers and all levels of leadership.*



**Promote Talent:** *We will invest in the growth and development of diverse talent to ultimately advance them into leadership roles.*

### Germany's G7 presidency in 2022: Advancing equality and inclusion in the energy sector

During its presidency, Germany is working to advance the monitoring of gender equality goals in the G7 and strengthen the role of the G7 Gender Equality Advisory Council. Part of Germany's efforts to put gender equality and diversity at the top of its presidency's agenda is the publication of this report on gender equality in the G7's respective energy sectors and beyond. Building on the results of the UK G7 presidency, the report aims to shed light on the progress the G7 have made in implementing the strengthened joint commitments, highlighting best practices and favourable outcomes in the G7. Key data the report draws upon is taken from a questionnaire developed with the G7 working group on energy and climate action and answered by the G7 members in March, April and May 2022.



# Country Profile: Canada

## Highlights



### Nudging companies to achieve parity & significant representation

Calling businesses to action: With the 50-30 Challenge, Canada is encouraging organisations to increase representation on corporate boards and senior management. The goal:

## To achieve gender parity of women and non-binary people (50 %)

and significant representation (30 %) of persons from equity-deserving groups including racialised, Black people and/or People of Colour, Indigenous peoples, people with disabilities (including invisible and episodic disabilities), LGTBQ2+ and/or gender or sexually diverse individuals.



### Making progress measurable

In 2019 the government of Canada allocated CAD 600,000 to establish a Centre for Gender, Diversity and Inclusion Statistics. The aim of the centre: To close existing gaps with regard to gender-disaggregated data and thereby support evidence-based decision making. Providing information on a large variety of data sets seen through the lens of gender, diversity and inclusion, the centre measures progress and lays the foundation for meaningful interventions.

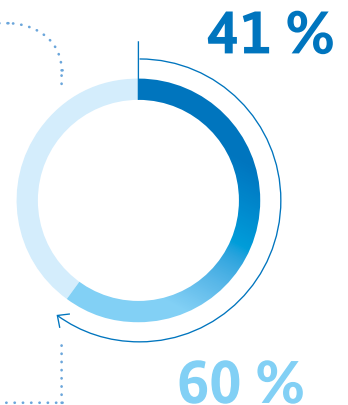


### Renewable energy meets equality, diversity and inclusion

The Canadian Smart Renewables and Electrification Pathways Program (SREPs) provides up to CAD 964 million over four years for renewable energy and grid modernisation projects. The programme aims to advance the participation of multiple underrepresented groups in the workforce, including women, LGTBQ2+ persons, racialised people, Indigenous peoples and persons with disabilities. To support a diverse and inclusive energy sector, the programme requires funding recipients to either provide equity, diversity and inclusion plans, or participate in a public commitment. Fulfilling requirements could include reporting on progress, gathering relevant data, promoting the renewable and energy sector as a post-secondary education option and promoting workforce diversity through collaboration.

### Employee gender distribution and diversity in the Natural Resources Ministry of Canada

- Share of women in Natural Resources Canada's staff: 41–60 %
- Share of women in Natural Resources Canada's senior management: 41–60 %
- Key figures tracked on the representation of diverse talent: women, persons with disabilities, visible minorities, Indigenous peoples

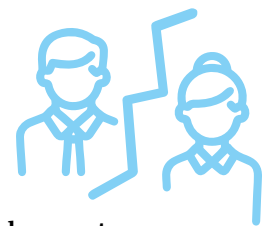


### Participation in initiatives of the Natural Resources Ministry of Canada

- The Equal by 30 Campaign
- The Equality in Energy Transitions Initiative
- IEA Global Commission
- IEA Users TCP
- UN Women
- UN Environment
- HLDE Energy Compact on the Empowerment of Women
- Other initiatives: The IEA Gender Advisory Council, The 50-30 Challenge

### National key figures

- Population (2020): 38 million<sup>1</sup>
- Energy sector share of GDP (2015): 7.6 %<sup>2</sup>
- Gender Gap Index<sup>3</sup> (2021): 0.772<sup>4</sup>
- Gender employment gaps (2018)<sup>5</sup>:
  - Total gender employment gap: 1.4 %<sup>6</sup>
  - Gender employment gap in the energy sector: 67.8 %<sup>6</sup>
- Gender wage gaps (conditional on skills, 2018)<sup>7</sup>:
  - Total gender wage gap: 15 %<sup>6</sup>
  - Gender wage gap in the energy sector: 22.4 %<sup>6</sup>



Gender employment gap  
in the energy sector:

67.8 %<sup>6</sup>

Gender wage gap  
in the energy sector:

22.4 %<sup>6</sup>



1 <https://data.oecd.org/pop/population.htm>

2 Statista (2015): Energy-related industry value added as a percentage of GDP in 2015, by select country. <https://www.statista.com/statistics/217556/percentage-of-gdp-from-energy-in-selected-countries/>

3 Within this framework, a score of 0 indicates absolute gender inequality, while a score of 1 indicates absolute gender equality. With a score of 0.892, Iceland currently ranks first in terms of global gender equality.

4 World Economic Forum (2021): Global Gender Gap Report 2021. P.10 <https://www.weforum.org/reports/global-gender-gap-report-2021>

5 The gender employment gap is the percent of women compared to men working in the given sector/year/country among the employed workforce of working age: [Employed men – Employed women] / [Employed men]. The data shows that there are less female workers in the whole economy as well as in the energy sector compared to male workers, among employed people aged 15 to 59.

6 OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the Canadian Labour Force Survey and the Current Population Survey of the US Census Bureau. Data preparation was done by the Directorate of Employment, Labour and Social Affairs. Methodology note: All SES data has been weighted ensure consistency at the country level in terms of the employment gap with the EU Labour Force Survey, as this is Eurostat's preferred source for documenting employment gaps.

7 The conditional gender wage gap is the percent women earn compared to men on average in the given sector/year/country, controlling for age-by-education dummies, tenure, apprentices and casual workers, among those employed and of working age: [Average wage of men – Average wage of women] / [Average wage of men]. The data shows that on average, a woman earns less for each euro a man earns in the whole economy as well as in the energy sector, comparing men and women of similar skill level. However, these data remain biased as they only take into account paid work and overstate wages in countries with low female employment rates, thereby underestimating the gender wage gap. Moreover, even explained differences (part-time, lower professional positions) are not free of discrimination or disadvantage.

Measures relating to the fulfilment of Equal by 30 targets

Yes

No

Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?



Does your department, ministry or government track the gender distribution of its employees?



Does your department, ministry or government publish data on the representation of its employees?



Does your department, ministry or government collect gender-disaggregated data for the energy sector?



Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?



Does your ministry have a gender mainstreaming approach to energy policy-making?



Has your department, ministry or government taken actions to address the gender pay gap?



Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?



Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?



Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?

- At government level through further legislation (e.g. quotas)
- On the employer side through more flexible, family-friendly and inclusive working conditions
- At the organisational level through changes in corporate culture and structures

## Reaching equality with a data-driven approach

In recent years, few countries have been as active as Canada in their efforts to promote equality and combat discrimination: Through policies, acts, programmes and initiatives, the Government of Canada has worked diligently to promote equal opportunities for all. Within the federal public service, all Canadian departments are currently working to ensure that representation rates of women, Indigenous peoples, visible minorities and persons with disabilities are equal to workforce availability. All of Canada's efforts are underpinned by a systematic data-gathering approach that allows decision-makers to identify needs, uncover inequalities and measure the success of targeted interventions.

## Starting position and strategy

Made possible by a thorough and consistent data collection approach, steady progress has been made in Canada's energy sector and beyond. In 2009, 14 % of employees in Canada's energy sector identified as members of a visible minority group. By 2019, this number increased to 18 %<sup>8</sup>. As Canada's Indigenous population in the 2016 census was estimated to make up 4.9 % of the national population<sup>9</sup> and 5 % of employees in energy in 2019 identified as Indigenous<sup>10</sup>, Indigenous peoples' representation in Canada's energy sector is currently equal to workforce availability. When it comes to gender equality, Canada faces similar challenges as other countries: In 2019 only 31 % of positions in energy were currently held by women<sup>11</sup> and, on average, women in energy only earned 91 % of the hourly wage earned by men<sup>12</sup>. At 19 %, the absolute energy gender wage gap was significantly higher than the Canadian national gender wage gap (13 %).<sup>13</sup> It seems that progress is being made. Comparing men and women of similar

skill level, the energy gender wage gap is even bigger than across all sectors (22.4 %), which is shown above on page 10.

## Best practice examples from Canada

Under the Equal by 30 Campaign, Canada partnered with an analytics and technology company to develop a reporting framework. The intention was to create a baseline of gender-disaggregated data for the energy sector and track developments with regard to the overall goals of Equal by 30. Via this framework, Canada generates insights that help accelerate progress in its energy sector, motivates women and other underrepresented groups to see the energy sector as a preferred career path and shares learnings on tactical interventions.

To make sure the pandemic does not lead to setbacks, Canada created the Action Plan for Women in the Economy, which is guided by a task force of diversity experts. The goal is to help women get back into the workforce who, during the pandemic, lost their job, reduced their paid work hours or were forced by care and other obligations to drop out of the workforce entirely.

## The current status quo and future targets

Gender- and diversity-based analysis (GBA+<sup>14</sup>) is currently being integrated into all Canadian energy policies, including the development of energy-related programmes. Canadian pay equity legislation guarantees that women and men in federally regulated industries receive equal pay for equal work. Canada has also established new pay transparency requirements to provide information on pay practices within federally regulated sectors. To ensure that underrepresented groups succeed in trades, the country is enhancing federal apprenticeship programmes. Within the five years to come, the country is also investing CAD 100 million in its federal department of Women and Gender Equality. Building on previous successes creating robust data bases focusing on gender and diversity, the Canadian government will further promote equality in its energy sector by gathering data on gender, age, visible minorities, Indigenous peoples, immigration status and education levels. This will allow Canada to design new targeted interventions in the energy sector, identify challenges and reliably measure success.

8 Natural Resources Canada (2022): Energy Fact Book 2021–2022. P.34, [https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy\\_fact/2021-2022/PDF/2021\\_Energy-factbook\\_december23\\_EN\\_accessible.pdf](https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy_fact/2021-2022/PDF/2021_Energy-factbook_december23_EN_accessible.pdf)

9 Minority Rights Group International (2020): Minorities and indigenous peoples. <https://minorityrights.org/country/canada/>

10 Natural Resources Canada (2022): Energy Fact Book 2021–2022. P.34, [https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy\\_fact/2021-2022/PDF/2021\\_Energy-factbook\\_december23\\_EN\\_accessible.pdf](https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy_fact/2021-2022/PDF/2021_Energy-factbook_december23_EN_accessible.pdf)

11 Natural Resources Canada (2022): Energy Fact Book 2021–2022. P.34, [https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy\\_fact/2021-2022/PDF/2021\\_Energy-factbook\\_december23\\_EN\\_accessible.pdf](https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy_fact/2021-2022/PDF/2021_Energy-factbook_december23_EN_accessible.pdf)

12 Natural Resources Canada (2022): Energy Fact Book 2021–2022. P.35, [https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy\\_fact/2021-2022/PDF/2021\\_Energy-factbook\\_december23\\_EN\\_accessible.pdf](https://www.nrcan.gc.ca/sites/nrcan/files/energy/energy_fact/2021-2022/PDF/2021_Energy-factbook_december23_EN_accessible.pdf)

13 OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the Canadian Labour Force Survey, and the Current Population Survey of the US Census Bureau. Data preparation was done by the Directorate of Employment, Labour and Social Affairs.

14 The "+" in GBA+ acknowledges that gender-based analysis goes beyond biological sex and socio-cultural gender differences, recognising the importance of using an intersectional lens when assessing impacts of government policies and programmes.

# Country Profile: France

## Highlights



### Achieving parity in leadership positions

Through rigorously promoting parity with mandatory quotas, the country has come to rank first in the world in terms of the number of women on boards of directors. In France today,

**45.7 % of leadership positions on boards of directors are held by women.**



### Combatting discrimination – anonymously and free of charge

Using an outside service, the French Ministry of Ecological Transition is helping victims of and witnesses to discrimination and harassment in the workplace discuss and decide on appropriate action with lawyers and other experts. The outsourced service guarantees neutrality, anonymity and confidentiality.

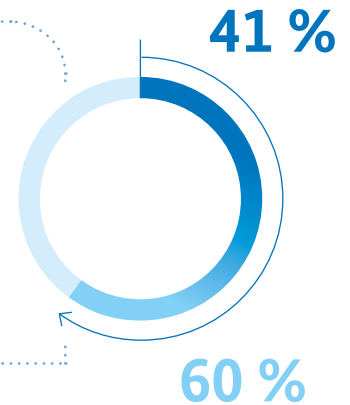


### Referees for fairness

In all French administrative departments, the position of equality referent has been introduced to inform and advise employees, take awareness-raising actions, review equality policy and monitor the implementation of all actions carried out by French public management. The objective: To make equality a reality in the workplace every single day.

### Employee gender distribution and diversity in the French Ministry of Ecological Transition

- Share of women in the ministry's staff: 41–60 %
- Share of women in the ministry's senior management: 41–60 %
- Key figures tracked on the representation of diverse talent: age, disabilities

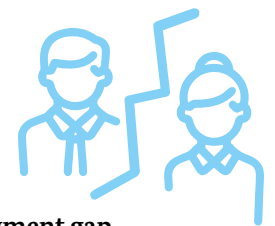


### Participation in initiatives of the French Ministry of Ecological Transition

- The Equal by 30 Campaign
- UN Women
- UN Environment
- Other initiatives: GERES (Acting for Climate Solidarity)

### National key figures

- Population (2020): 67 million<sup>1</sup>
- Energy sector share of GDP (2015): 1.5 %<sup>2</sup>
- Gender Gap Index<sup>3</sup> (2021): 0.784<sup>4</sup>
- Gender employment gaps (2018)<sup>5</sup>:
  - Total gender employment gap: 1.6 %<sup>6</sup>
  - Gender employment gap in the energy sector: 75.4 %<sup>6</sup>
- Gender wage gaps (conditional on skills, 2018)<sup>7</sup>:
  - Total gender wage gap: 16.5 %<sup>6</sup>
  - Gender wage gap in the energy sector: 6.8 %<sup>6</sup>



Gender employment gap  
in the energy sector:

75.4 %<sup>6</sup>

Gender wage gap  
in the energy sector:

6.8 %<sup>6</sup>



1 <https://data.oecd.org/pop/population.htm>

2 Statista (2015): Energy-related industry value added as a percentage of GDP in 2015, by select country. <https://www.statista.com/statistics/217556/percentage-of-gdp-from-energy-in-selected-countries/>

3 Within this framework, a score of 0 indicates absolute gender inequality, while a score of 1 indicates absolute gender equality. With a score of 0.892, Iceland currently ranks first in terms of global gender equality.

4 World Economic Forum (2021): Global Gender Gap Report 2021. P.10 <https://www.weforum.org/reports/global-gender-gap-report-2021>

5 The gender employment gap is the percent of women compared to men working in the given sector/year/country among the employed workforce of working age: [Employed men – Employed women] / [Employed men]. The data shows that there are less female workers in the whole economy as well as in the energy sector compared to male workers, among employed people aged 15 to 59.

6 OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the French Labour Force Survey, and the Current Population Survey of the French National Institute of Statistics and Economic Studies (Insee). Data preparation was done by the Directorate of Employment, Labour and Social Affairs. Methodology note: All SES data has been weighted to ensure consistency at the country level in terms of the employment gap with the EU Labour Force Survey, as this is Eurostat's preferred source for documenting employment gaps.

7 The conditional gender wage gap is the percent women earn compared to men on average in the given sector/year/country, controlling for age-by-education dummies, tenure, apprentices and casual workers, among those employed and of working age: [Average wage of men – Average wage of women] / [Average wage of men]. The data shows that on average, a woman earns less for each euro a man earns in the whole economy as well as in the energy sector, comparing men and women of similar skill level.

## Measures relating to the fulfilment of Equal by 30 targets

	Yes	No
Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?	✓	
Does your department, ministry or government track the gender distribution of its employees?	✓	
Does your department, ministry or government publish data on the representation of its employees?	✓	
Does your department, ministry or government collect gender-disaggregated data for the energy sector?		✓
Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?	✓	
Does your ministry have a gender mainstreaming approach to energy policy-making?		✓
Has your department, ministry or government taken actions to address the gender pay gap?	✓	
Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?	✓	
Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?	✓	
Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?	<ul style="list-style-type: none"> <li>At the organisational level through changes in corporate culture and structures</li> </ul>	

## Breaking the glass ceiling with comprehensive quota regulations

Widely working with mandatory quotas, France in recent years has achieved remarkable success in promoting equality and reaching diversity goals – in the French private and public energy sector and beyond. Of all leadership positions on boards of directors in France today, 45.7 % are held by women. In terms of establishing gender parity in management positions, France is thus globally leading the way. Via continuous social dialogue and the introduction of several programmes combatting discrimination, the country is proving its sustained dedication to inclusion and diversity. Advances introduced by France include implementing programmes to promote workers with disabilities and establishing the position of “equality referent” throughout French public administration.

### Starting position and strategy

When it comes to female leadership in the public sector, France’s progress has been impressive. Whereas in 2013 only 20 % of leadership positions in the public sector were filled with women, France has made unswerving efforts to promote change and today the country serves as an example of the efficiency of implementing mandatory quotas. Gender quotas are now in place in ministries, supervisory public and corporate boards, professional organisations, political bodies and many other French institutions and bodies<sup>8</sup>, which has had considerable impact. Reacting to the pandemic, the French Ministry of Ecological Transition has now put in place different measures to preserve the work-life balance of public employees. Where telework has become the norm, for instance, financial support is being provided to employees with disabilities to aid in purchasing appropriate computer equipment.

### Best practice examples from France

The French Ministry of Ecological Transition and all union organisations in France signed a memorandum to promote gender equality in the workplace. An action plan was implemented comprising 28 measures consisting of 80 actions. Among other objectives, the memorandum

stipulates awareness trainings, equal pay and preventive measures against sexist acts. An equality committee monitors whether targets are met. Following the memorandum, several innovations are being experimented with, including the introduction of a four-day-work-week for one year applying to all employees who recently had a child.

To foster female role models, twenty female employees of the Ministry of Ecological Transition each year are coached to advance into senior leadership roles within the programme “Oser!” (Dare!). To fight discrimination in recruitment, a guide for recruiters and recruitment juries has been introduced. Regular training sessions apply to ensure continuous progress.

To combat discrimination and harassment in the workplace, the Ministry of Ecological Transition has been working with a private service: Victims and witnesses to discrimination and harassment can contact this service anonymously and free of charge to discuss appropriate action with lawyers and other specialists. Outsourcing the service safeguards the neutrality, anonymity and confidentiality of exchanges.

To ensure equal work opportunities for all in the private sector, France currently requires all employers with a staff of twenty or more to fill 6 % of positions with employees living with disabilities. Companies not meeting the annual quota are required to implement an agreement favouring workers with disabilities or to contribute financially to a government fund supporting the employment of people living with disabilities.

### The current status quo and future targets

The ongoing success of French legislation is reflected in the fact that France today ranks first in the world in terms of equal representation on boards of directors. Compliance of private sector companies is ensured by penalties, including the suspension of payment of attendance fees, the nullification of appointments not complying with parity obligations and the nullification of deliberations rendered by non-par boards. Following the Coppé-Zimmerman law imposing a 40 % quota for women on boards of directors in 2011, the PACTE Law of 2020 has extended this obligation to all French companies with 250 or more employees. Building on these successes, the Rixain law further extending applicability will be introduced in 2022.

<sup>8</sup> Global Government Forum (2017): Women Leaders Index Gender Equality Case Study: France. <https://www.globalgovernmentforum.com/women-leaders-index-gender-equality-france-case-study/>



# Country Profile: Germany

## Highlights



### Striving for equal leadership in 2025

The German Federal Ministry for Economic Affairs and Climate Action (BMWK) currently fills

**40 % of management positions  
with women. The goal: To reach  
parity in 2025.**



### Putting female voices centre stage

At the Berlin Energy Transition Dialogue (BETD), female speakers are prioritised to ensure a more equal gender distribution: In 2022, 47 % of speakers were female and two thirds of all keynotes were held by women. One of this year's high-level panel discussions was dedicated to the energy and gender nexus. Also, a special women's networking event ("Women's Lunch") was established: First carried out in 2018, the event is very popular, with more than 260 women registering in 2019.

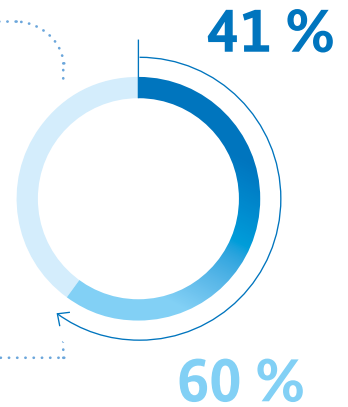


### Establishing strong partnerships

To promote equality in the energy sector, the German government has established a mentoring programme with the Global Women's Network for the Energy Transition (GWNET) and other partners.

### Employee gender distribution and diversity in the German Federal Ministry for Economic Affairs and Climate Action

- Share of women in ministry's staff: 41–60 %
- Share of women in ministry's senior management: 41–60 %
- Key figures tracked on the representation of diverse talent: employment rate of severely disabled persons

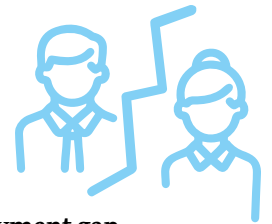


### Participation in initiatives of the Federal Ministry for Economic Affairs and Climate Action

- The Equal by 30 Campaign
- The Equality in Energy Transitions Initiative
- Sustainable Energy for All (SEforAll)
- UN Women
- UN Environment
- Other initiatives: Women Energize Women, IEA Gender Advisory Council

### National key figures

- Population (2022): 83 million<sup>1</sup>
- Energy sector share of GDP (2015): 1.5 %<sup>2</sup>
- Gender Gap Index<sup>3</sup> (2021): 0.796<sup>4</sup>
- Gender employment gaps (permanent contract, 2018)<sup>5</sup>:
  - Total gender employment gap: 9.3 %<sup>6</sup>
  - Gender employment gap in the energy sector: 74.6 %<sup>6</sup>
- Gender wage gaps (conditional on skills, 2018)<sup>7</sup>:
  - Total gender wage gap: 16.1 %<sup>6</sup>
  - Gender wage gap in the energy sector: 9 %<sup>6</sup>



Gender employment gap  
in the energy sector:

74.6 %<sup>6</sup>

Gender wage gap  
in the energy sector:

9 %<sup>6</sup>



1 <https://data.oecd.org/pop/population.htm>

2 Statista (2015): Energy-related industry value added as a percentage of GDP in 2015, by select country. <https://www.statista.com/statistics/217556/percentage-of-gdp-from-energy-in-selected-countries/>

3 Within this framework, a score of 0 indicates absolute inequality between women and men, while a score of 1 indicates absolute equality. With a score of 0.892, Iceland currently ranks first in gender equality.

4 World Economic Forum (2021): Global Gender Gap Report 2021. P.10 <https://www.weforum.org/reports/global-gender-gap-report-2021>

5 The gender employment gap is the percent of women compared to men working in the given sector/year/country among the employed workforce of working age: [Employed men – Employed women] / [Employed Men]. The data shows that there are less female workers in the whole economy as well as in the energy sector compared to male workers, among employed people aged 15 to 59.

6 OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the German Labour Force Survey, and the Current Population Survey of the Federal Statistical Office of Germany. Data preparation was done by the Directorate of Employment, Labour and Social Affairs. Methodology note: All SES data has been weighted ensure consistency at the country level in terms of the employment gap with the EU Labour Force Survey, as this is Eurostat's preferred source for documenting employment gaps.

7 The conditional gender wage gap is the percent women earn compared to men on average in the given sector/year/country, controlling for age-by-education dummies, tenure, apprentices and casual workers, among those employed and of working age: [Average wage of men – Average wage of women] / [Average wage of men]. The data shows that on average, a woman earns less for each euro a man earns in the whole economy as well as in the energy sector, comparing men and women of similar skill level.

## Measures relating to the fulfilment of Equal by 30 targets

	Yes	No
Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?		✓
Does your department, ministry or government track the gender distribution of its employees?	✓	
Does your department, ministry or government publish data on the representation of its employees?	✓	
Does your department, ministry or government collect gender-disaggregated data for the energy sector?		✓
Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?	✓	
Does your ministry have a gender mainstreaming approach to energy policy-making?	✓	
Has your department, ministry or government taken actions to address the gender pay gap?	✓	
Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?	✓	
Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?	✓	
Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?	<ul style="list-style-type: none"> <li>• At the organisational level through changes in corporate culture and structures</li> <li>• At the individual level through breaking stereotypes and reduction of prejudices and biases</li> </ul>	

## Putting gender mainstreaming on the political agenda

By stipulating an equality check of all future laws and measures, the government of Germany is demonstrating that it is putting gender equality on the political agenda. The Federal Ministry for Family Affairs, Senior Citizens, Women and Youth has recently updated its gender equality orientated legislative impact assessment and the latter will soon be incorporated as a tool into German e-legislation. As of this year, in a chapter on selected welfare indicators, Germany's Annual Economic Report now also lists gender equality. The German government plans to regularly review and improve the selection and systematisation of indicators as well as its data gathering methods. In consequence, more gender-relevant indicators may be measured in the future. Also, a new law on leadership positions has put Germany on the path to equality in the public sector: Within the scope of the German Federal Equality Act, 50 % of all management positions in higher federal agencies are to be filled with women by 2025.

## Starting position and strategy

Though it is one of the most advanced economies in the world, Germany shows limited presence of women in senior roles in both the public and in the private sector. As stated in the Global Gender Gap Report, only 29 % of senior and managerial positions in Germany currently are held by women<sup>8</sup>. As stated in a GWNET report: In 2019, only 12 % of executive positions in the German renewable energy sector were occupied by women.<sup>9</sup> To address this situation, several laws have been passed with the objective of working towards equal opportunities for all. An Act for more equal participation in the private sector entered into force in 2015. It contains a gender quota of 30 % for the supervisory boards in stock-listed and equally co-determined companies. Since 2022 these companies are obliged to appoint at least one woman to the executive board if the executive board consists of more than three people. Part of Germany's strategy to work against bias and unequal opportunities is the German Federal Equality Act. It requires federal authorities to draw up a new gender equality plan every four years, including measures to improve the compatibility of professional obligations with family or care responsibilities. The current equality plan stipulates that equal numbers of women and men at all management levels are to be reached by 2025.

<sup>8</sup> World Economic Forum (2021): Global Gender Gap Report 2021. P.14, <https://www.weforum.org/reports/global-gender-gap-report-2021>

<sup>9</sup> GWNET (2019): Women for Sustainable Energy: Strategies to Foster Women's Talent for Transformational Change. P.16 <https://www.globalwomensnet.org/wp-content/uploads/2020/02/Gwnet-study.pdf>

## Best practice examples from Germany

The German General Act on Equal Treatment (AGG) protects against discrimination on the grounds of race or ethnic origin, gender, religion or belief, disability, age or sexual orientation. Direct and indirect discrimination, sexual harassment and other types of harassment are forbidden by law and victims of discrimination have the right to refuse to work and to make a legal complaint, as well as the right to compensation. In response to the passage of the AGG, Germany in 2006 established the Federal Anti-Discrimination Agency. The agency offers counselling and legal advice for victims of and witnesses to discrimination.

In 2016, Germany established The Federal Agency for Accessibility to advocate for the rights of people living with disabilities. The agency advises and supports the German authorities and administrations in implementing accessibility in all public departments and institutions. Additionally, the agency provides information to private companies and civil society to advance the inclusion of people with disabilities in all of Germany.

In 2022, the German Federal Ministry for Economic Affairs and Climate Action launched the "Women Energize Women" conference. The conference offers a variety of workshops on energy and gender and allows women to network, gain visibility and contribute to the global energy transition.

## The current status quo and future targets

By signing the diversity charter<sup>10</sup>, Germany has set out to ensure equal opportunities and the inclusion of all – in the workplace and beyond. Parts of the public sector have established quotas for employees living with a severe disability and surveys are currently being conducted to gather data on workplace diversity and other relevant indicators of equality. To continuously increase the number of women holding management positions, the German Federal Ministry for Economic Affairs and Climate Action sets quotas to be reached by each department and monitors the achievement of its targets by internally publishing statistics. The ministry is currently also working on a diversity plan. Goals include raising awareness of unconscious bias and securing and increasing diversity. To promote equality in the energy sector of Germany's partner countries, the ministry has established a mentoring programme with the Global Women's Network for the Energy Transition and other partners. The goal is to promote female energy experts and expand their participation in bilateral energy partnerships and dialogues.

<sup>10</sup> See <https://www.charta-der-vielfalt.de/en/>

# Country Profile: Italy

## Highlights



### Quotas to promote female leadership

In Italian publicly listed companies,

**33 % of positions on boards of directors are to be filled with women.**

Additionally, Presidential Decree 251/2012 sets quotas for women on the boards of non-listed public companies.



### Equal opportunities committees: A measure to boost fairness in public institutions

In Italian public institutions, an Equal Opportunities Committee secures the welfare of employees and acts against discrimination. Tasks of the committee include implementing gender budgeting, presenting central administration with best practices and drafting a “Good Effective Action Plan”.

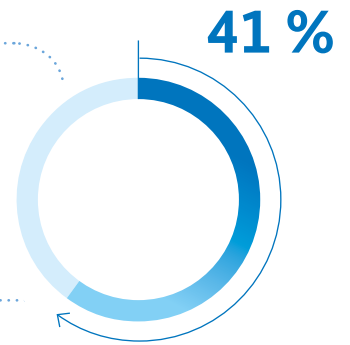


### An action plan against sexual and gender-based violence

Italy has allocated EUR 40 million to combat violence against women: The Italian national action plan against sexual and gender-based violence affirms and strengthens the Italian government’s commitment to the equal treatment of women and men.

### Employee gender distribution and diversity in the Italian Ministry of Ecological Transition

- Share of women in ministry: 41–60 %
- Share of women in ministry's senior management: 41–60 %



### Participation in initiatives of the Italian Ministry of Ecological Transition

- The Equal by 30 Campaign
- The Equality in Energy Transitions Initiative
- IEA Users TCP
- UN Environment

60 %



### National key figures

- Population (2020): 59 million<sup>1</sup>
- Energy expenditure as share of GDP (2018): 2.4 %<sup>2</sup>
- Gender Gap Index<sup>3</sup> (2021): 0.721<sup>4</sup>
- Gender employment gaps (permanent contracts, 2018)<sup>5</sup>:
  - Total gender employment gap: 15.1 %<sup>6</sup>
  - Gender employment gap in the energy sector: 76.4 %<sup>6</sup>
- Gender wage gaps (conditional on skills, 2018)<sup>7</sup>:
  - Total gender wage gap: 12.8 %<sup>6</sup>
  - Gender wage gap in the energy sector: 13.4 %<sup>6</sup>

Gender employment gap  
in the energy sector:

76.4 %<sup>6</sup>

Gender wage gap  
in the energy sector:

13.4 %<sup>6</sup>



<sup>1</sup> <https://data.oecd.org/pop/population.htm>

<sup>2</sup> Statista (2018): Energy expenditure as share of GDP in Italy from 2011 to 2018. <https://www.statista.com/statistics/840511/energy-expenditure-as-gdp-share-in-italy/>

<sup>3</sup> Within this framework, a score of 0 indicates absolute gender inequality, while a score of 1 indicates absolute gender equality. With a score of 0.892, Iceland currently ranks first in terms of global gender equality.

<sup>4</sup> World Economic Forum (2021): Global Gender Gap Report 2021. P.10. <https://www.weforum.org/reports/global-gender-gap-report-2021>

<sup>5</sup> The gender employment gap is the percent of women compared to men working in the given sector/year/country among the employed workforce of working age: [Employed men – Employed women] / [Employed men]. The data shows that there are less female workers in the whole economy as well as in the energy sector compared to male workers, among employed people aged 15 to 59.

<sup>6</sup> OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the Italian Labour Force Survey, and the Current Population Survey of the Italian National Institute of Statistics (Istat). Data preparation was done by the Directorate of Employment, Labour and Social Affairs. Methodology note: All SES data has been weighted ensure consistency at the country level in terms of the employment gap with the EU Labour Force Survey, as this is Eurostat's preferred source for documenting employment gaps.

<sup>7</sup> The conditional gender wage gap is the percent women earn compared to men on average in the given sector/year/country, controlling for age-by-education dummies, tenure, apprentices and casual workers, among those employed and of working age: [Average wage of men – Average wage of women] / [Average wage of men]. The data shows that on average, a woman earns less for each euro a man earns in the whole economy as well as in the energy sector, comparing men and women of similar skill level.

Measures relating to the fulfilment of Equal by 30 targets

Yes

No

Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?

Does your department, ministry or government track the gender distribution of its employees?



Does your department, ministry or government publish data on the representation of its employees?

Does your department, ministry or government collect gender-disaggregated data for the energy sector?

Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?

Does your ministry have a gender mainstreaming approach to energy policy-making?

Has your department, ministry or government taken actions to address the gender pay gap?



Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?



Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?

Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?

- On the employer side through more flexible, family-friendly and inclusive working conditions
- At the organisational level through changes in corporate culture and structures
- At the individual level through breaking stereotypes and reduction of prejudices and biases

## Adopting new laws to ensure equality

Italy has passed a number of laws and is implementing various measures to level gender gaps and ensure equal opportunities for all. To create more equality, the Italian Ministry of Ecological Transition currently combats harassment and discrimination with the help of codes of ethics and codes of conduct. These entail provisions preventing and sanctioning discrimination and harassment. To reconcile paid work and unpaid care work, the ministry offers flexible scheduling and provides part-time work opportunities, remote work options, childcare benefits and other resources. Furthermore, parental leave and other forms of support for employees with care responsibilities are available.

## Starting position and strategy

In Western Europe, Italy currently shows the largest gender gap in labour force participation: 57.6 % of Italian men, but just 39.9 % of Italian women participate in the labour force<sup>8</sup>. With regard to the filling of managerial positions, there is also some room for improvement: Currently, just 28 % of managerial positions in Italy are filled with women<sup>9</sup>. To increase the participation of women in the labour market, promote the advancement of female talent, combat discrimination and harassment and implement the public sector principles, Italy is currently utilising a number of decrees, directives, memorandums and laws. Italy has also passed a law requiring 33 % of positions on boards of directors in publicly listed companies in Italy to be filled with women.

## Best practice examples from Italy

To fight stereotypes and increase female students' interest in STEM subjects, the Italian Department for Equal Opportunities has funded STEM summer schools<sup>10</sup>.

In 2022, the publicly controlled energy company ENEL was confirmed as a leading company with regard to gender

equality measures: For the third consecutive year, the Bloomberg Gender-Equality Index (GEI) recognised ENEL for considerable achievement through targeted gender inclusion strategies. The Bloomberg GEI singles out the company for its significant efforts to hire more women and promote the presence of women on boards and in management positions. ENEL was further recognised for its efforts to achieve equal pay and for providing social benefits and offering healthy work-life balance solutions to its employees. The company joined the Equal by 30 Campaign in 2021.

ENEA, a research organisation under the supervision of the Italian Ministry of Ecological Transition, takes a gender-sensitive approach to technology development and the design of technological solutions in the fields of energy and climate change. The organisation's gender equality plan includes a focal point for the gender dimension in R&D activities and a commitment to promote professional and participatory training courses. The aim is to increase the presence of women in the energy and technology sector.

## The current status quo and future targets

With the passage of law no. 162, Italy recently implemented a new measure to fight inequality: Actions considered discriminatory now include any treatment due to gender, age, personal or family care needs, pregnancy, maternity or paternity that put or are likely to put employees in a position of disadvantage; that limit or are likely to limit the opportunities of employees to fully participate at their respective workplace; and that prevent or are likely to prevent employees from advancing in their careers. The new law applies to Italian public and private companies with more than 50 employees. Companies that fall under the law are required to submit a bi-annual report. Among other things, the report must to provide information on the number of male and female employees, gender pay gaps and gender ratios at different levels of the company hierarchy. In January 2022, Italy introduced "Gender Equality Certification". This is designed to certify the effective implementation of policies and measures aiming to reduce gender gaps<sup>11</sup>.

8 International Labour Organization (2017): The gender gap in employment: What's holding women back? <https://www.ilo.org/infostories/en-GB/Stories/Employment/barriers-women#global-gap/gap-labour-force>

9 World Economic Forum (2021): Global Gender Gap Report 2021. P.29 <https://www.weforum.org/reports/global-gender-gap-report-2021>

10 C3E (2019): Status Report on Gender Equality in the Energy Sector. P.12 [https://www.ffg.at/sites/default/files/downloads/C3E%20Brochure\\_Gender%20Equality%20in%20the%20Energy%20Sector\\_MAY-2019.pdf](https://www.ffg.at/sites/default/files/downloads/C3E%20Brochure_Gender%20Equality%20in%20the%20Energy%20Sector_MAY-2019.pdf)

11 The National Law Review (2022): Italian Fight to Gender Equality. <https://www.natlawreview.com/article/italian-fight-to-gender-equality>



# Country Profile: Japan

## Highlights



### A plan to build an equal & inclusive society

Every five years the government of Japan drafts a new national plan for gender equality.

**The overall goal is to modernise attitudes, fight discrimination and create equal opportunities for all.**



### Obtaining regular feedback

Periodical surveys are conducted to gain valuable insights from government employees and workers in the Japanese private sector. Among other things, respondents are asked to assess whether women and men enjoy equal opportunities at their workplaces.

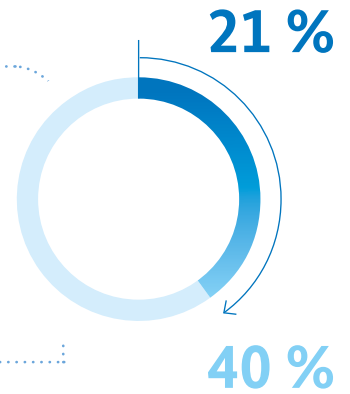


### Putting women in the lead

The Japanese Ministry of Economy, Trade and Industry supports female employees in reaching management positions: A special leadership programme provides female candidates for corporate executive jobs with possibilities for cross-sectoral networking and opportunities to learn from business leaders.

### Employee gender distribution and diversity in the government of Japan

- Share of women in government's staff: 21–40 %
- Share of women in government's senior management: up to 20 %



### Participation in initiatives of the Ministry of Economy, Trade and Industry

- The Equal by 30 Campaign
- IEA Global Commission



### National key figures

- Population (2020): 126 million<sup>1</sup>
- Energy sector share of GDP (2015): 1.64 %<sup>2</sup>
- Gender Gap Index<sup>3</sup> (2021): 0.656<sup>4</sup>
- Labour force participation (2021)<sup>5</sup>: women 53.3 %; men 71 %<sup>6</sup>
- Total gender gap in labour force participation (2021): 17.7 %<sup>6\*</sup>
- Total gender wage gap (2020)<sup>7</sup>: 22.5 %<sup>8\*</sup>

\* Due to the lack of data on the energy gender gap in employment and pay by contract type, the report uses non sector-specific data.

Gender gap in labour force participation:

17.7 %<sup>6</sup>

Gender wage gap:

22.5 %<sup>8</sup>



1 <https://data.oecd.org/pop/population.htm>

2 Statista (2015): Energy-related industry value added as a percentage of GDP in 2015, by select country. <https://www.statista.com/statistics/217556/percentage-of-gdp-from-energy-in-selected-countries/>

3 Within this framework, a score of 0 indicates absolute gender inequality, a score of 1 indicates absolute gender equality. With a score of 0.892, Iceland currently ranks first in terms of global gender equality.

4 World Economic Forum (2021): Global Gender Gap Report 2021. P.10 <https://www.weforum.org/reports/global-gender-gap-report-2021>

5 Labour force refers to the sum of all persons of working age who are employed and those who are unemployed. The labour force participation rate expresses the labour force as a percentage of the working-age population.

6 International Labour Organization (2017): The gender gap in employment: What's holding women back? <https://www.ilo.org/infostories/en-GB/Stories/Employment/barriers-women#global-gap/gap-labour-force>. The data comes from ILOSTAT, ILO modelled estimates, November 2021.

7 The gender wage gap is the percent women earn compared to men on average in the given sector/year/country among the employed workforce of working age:  $[\text{Average wage of men} - \text{Average wage of women}] / [\text{Average wage of men}]$ .

8 <https://data.oecd.org/earnwage/gender-wage-gap.htm>

## Measures relating to the fulfilment of Equal by 30 targets

	Yes	No
Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?	✓	
Does your department, ministry or government track the gender distribution of its employees?	✓	
Does your department, ministry or government publish data on the representation of its employees?	✓	
Does your department, ministry or government collect gender-disaggregated data for the energy sector?		✓
Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?		✓
Does your ministry have a gender mainstreaming approach to energy policy-making?	✓	
Has your department, ministry or government taken actions to address the gender pay gap?	✓	
Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?		✓
Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?	✓	
Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?		<ul style="list-style-type: none"> <li>• On the employer side through more flexible, family-friendly and inclusive working conditions</li> <li>• At the organisational level through changes in corporate culture and structures</li> <li>• At the individual level through breaking stereotypes and reduction of prejudices and biases</li> </ul>

## Creating a more equal society

With strong ties to tradition and very low rates of female representation in leadership positions, the government of Japan has many challenges to overcome to create an environment that provides a level playing field for all. Working towards a more equitable and inclusive society, Japan has been implementing five-year plans for gender equality. With regard to working conditions in government institutions, the country relies on a number of measures and services to support female and diverse staff. Measures include health care support, flexible scheduling, remote work options and offering parental leave.

## Starting position and strategy

In establishing the Basic Act for Gender Equality in 1999, Japan set out to modernise attitudes and socially sanctioned courses of action for women to help the country adapt to socio-economic demands. Launching the Basic Plan for Gender Equality, Japan identified challenges and evaluated progress with a view to better integrating women into the Japanese work force. Recently, the fifth Basic Plan for Gender Equality was adopted setting targets for the years 2021–2025. No particular emphasis is currently put on collecting data on the Japanese energy sector as, unlike in most other countries, the representation gap for women in leadership positions in Japan's energy sector is similar to the overall female representation gap in leadership positions. In 2019, for instance, 3.1 % of senior management roles in Japanese energy firms were filled with women while in non-energy firms, and female engagement in leadership was just marginally lower<sup>9</sup>.

## Best practice examples from Japan

The fifth Japanese Basic Plan for Gender Equality rests on four principles: respect for the human rights of women and men, consideration of social systems or practices, joint participation in planning and decision-making policies and compatibility of family life and other activities<sup>10</sup>. The princi-

ples reflect challenges to equality and diversity identified by the government of Japan, namely training for future managers and executives, difficulties to balance political activities and family life, a lack of human resource development opportunities, gender role stereotypes and harassment<sup>11</sup>.

In the private sector, Japan plans to raise the proportion of women working as department managers from 6.9 % to 12 %, of women working at directorial level from 11.4 % to 18 % and of women working at section chief level from 18.9 % to 30 %<sup>12</sup>. In public administration, the country will offer more training and work opportunities necessary for the career advancement of women returning after care leaves. Also, Japan plans to encourage male employees to make more use of care leave opportunities<sup>13</sup>. Furthermore, Japan plans to increase the share of women in academic staff, aiming for a 12 % female share in science and a 9 % female share in engineering by 2025<sup>14</sup>. This course of action is responsive to the very low proportions of female engineering graduates from women's universities in Japan (5 %) <sup>15</sup>. Of the engineering graduates from all Japanese universities including co-ed universities, approximately 16 % are female. The measure could prove helpful as women are more likely to choose a field of study when there is a significant number of female role models.

## The current status quo and future targets

Under the current gender equality plan, Japan is striving to increase the proportion of women in leadership positions to 30 % within the 2020s. Over the next twenty years, Japan's goal is to create a society in which everyone can demonstrate their abilities regardless of sex and gender and leadership positions are filled with women and men alike.

<sup>9</sup> OECD (2021): Women in senior management roles at energy firms remains stubbornly low, but efforts to improve gender diversity are moving apace. <https://www.oecd.org/gender/data/women-in-senior-management-roles-at-energy-firms-remains-stubbornly-low-but-efforts-to-improve-gender-diversity-are-moving-apace.htm>

<sup>10</sup> Government of Japan (2021): The Fifth Basic Plan for Gender Equality. P.2 [https://www.gender.go.jp/english\\_contents/about\\_danjo/whitepaper/pdf/5th\\_bpg.pdf](https://www.gender.go.jp/english_contents/about_danjo/whitepaper/pdf/5th_bpg.pdf)

<sup>11</sup> Government of Japan (2021): The Fifth Basic Plan for Gender Equality. P.4 [https://www.gender.go.jp/english\\_contents/about\\_danjo/whitepaper/pdf/5th\\_bpg.pdf](https://www.gender.go.jp/english_contents/about_danjo/whitepaper/pdf/5th_bpg.pdf)

<sup>12</sup> Government of Japan (2021): The Fifth Basic Plan for Gender Equality. P.6 [https://www.gender.go.jp/english\\_contents/about\\_danjo/whitepaper/pdf/5th\\_bpg.pdf](https://www.gender.go.jp/english_contents/about_danjo/whitepaper/pdf/5th_bpg.pdf)

<sup>13</sup> Government of Japan (2021): The Fifth Basic Plan for Gender Equality. P.9 [https://www.gender.go.jp/english\\_contents/about\\_danjo/whitepaper/pdf/5th\\_bpg.pdf](https://www.gender.go.jp/english_contents/about_danjo/whitepaper/pdf/5th_bpg.pdf)

<sup>14</sup> Government of Japan (2021): The Fifth Basic Plan for Gender Equality. P.13 [https://www.gender.go.jp/english\\_contents/about\\_danjo/whitepaper/pdf/5th\\_bpg.pdf](https://www.gender.go.jp/english_contents/about_danjo/whitepaper/pdf/5th_bpg.pdf)

<sup>15</sup> IRENA (2019): A Gender Perspective. P.34 [https://irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

# Country Profile: United Kingdom

## Highlights



### Number of women in power quadrupled

Within 10 years, the number of women on boards of the FTSE 350 – the 350 largest stocks traded on the London Stock Exchange – quadrupled. In 2011, only 9.5 % of all board members were female.

## At the end of 2021, female representatives had a share of 37.6 %.

When compared to other countries working to improve gender balance on the boards of public listed companies, the UK currently ranks second after France.



### Consistently closing the gap

The UK's national gender pay gap – the gender pay gap refers to paid work only and measures differences in salaries between women and men – is down to 15.4 % in 2021.<sup>1</sup>

## The full-time gender pay gap is at a record low of 7.9 % in 2021.

1 ONS (2022): Annual Survey of Hours and Earnings (ASHE) Office for National Statistics (ONS) data. <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021#the-gender-pay-gap>



### Re-entry into STEM made easy

In response to the pandemic, the United Kingdom in March 2022 introduced a new returners programme helping women to resume careers in STEM:

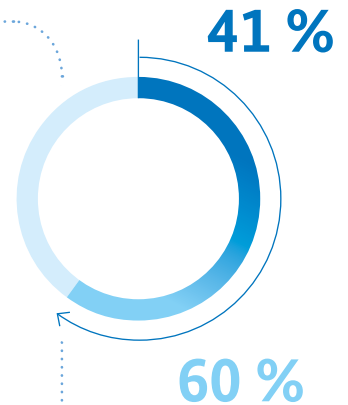
“Supporting skilled women to return to STEM careers after care leave will keep talented minds in STEM and improve the representation of women and marginalised communities in those incredibly important roles.”<sup>2</sup>

Baroness Stedman-Scott

2 UK Government (2022): Government launches pay transparency pilot to break down barriers for women. <https://www.gov.uk/government/news/government-launches-pay-transparency-pilot-to-break-down-barriers-for-women>

### Employee gender distribution and diversity in the Department of Business, Energy and Industrial Strategy

- Share of women in department's staff: 41–60 %
- Share of women in department's senior management: 41–60 %
- Key figures tracked on the representation of diverse talent: data disaggregated by ethnicity, disability, sexual orientation, age, religion and belief<sup>3</sup>



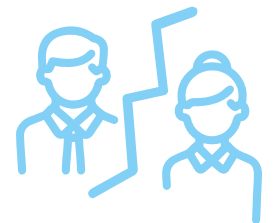
3 UK Government (2021): Civil Service Diversity and Inclusion Dashboard. <https://www.gov.uk/government/publications/civil-service-diversity-inclusion-dashboard/civil-service-diversity-and-inclusion-dashboard>

### Participation in initiatives of the Department of Business, Energy and Industrial Strategy

- The Equal by 30 Campaign
- The Equality in Energy Transitions Initiative
- Other initiatives: The Government of the United Kingdom supports the FTSE Women Leaders Review

### National key figures

- Population (2020): 67 million<sup>4</sup>
- Energy sector share of GDP (2015): 2.5 %<sup>5</sup>
- Gender Gap Index<sup>6</sup> (2021): 0.775<sup>7</sup>
- Gender employment gaps (2014)<sup>8</sup>:
  - Total gender employment gap: 1 %<sup>9</sup>
  - Gender employment gap in the energy sector: 75.1 %<sup>9</sup>
- Gender wage gaps (conditional on skills, 2014)<sup>10</sup>:
  - Total gender wage gap: 18.8 %<sup>9</sup>
  - Gender wage gap in the energy sector: 12.8 %<sup>9</sup>



Gender employment gap  
in the energy sector:

75.1%<sup>9</sup>

Gender wage gap  
in the energy sector:

12.8%<sup>9</sup>



4 <https://data.oecd.org/pop/population.htm>

5 Statista (2015): Energy-related industry value added as a percentage of GDP in 2015, by select country. <https://www.statista.com/statistics/217556/percentage-of-gdp-from-energy-in-selected-countries/>

6 Within this framework, a score of 0 indicates absolute gender inequality, while a score of 1 indicates absolute gender equality. With a score of 0.892, Iceland currently ranks first in terms of global gender equality.

7 World Economic Forum (2021): Global Gender Gap Report 2021. P.10, <https://www.weforum.org/reports/global-gender-gap-report-2021>

8 The gender employment gap is the percent of women compared to men working in the given sector/year/country among the employed workforce of working age: [Employed men – Employed women] / [Employed men]. The data shows that there are less female workers in the whole economy as well as in the energy sector compared to male workers, among employed people aged 15 to 59.

9 OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the UK Labour Force Survey, and the Current Population Survey of the Office for National Statistics (ONS) of the UK. Data preparation was done by the Directorate of Employment, Labour and Social Affairs. Methodology note: All SES data has been weighted ensure consistency at the country level in terms of the employment gap with the EU Labour Force Survey, as this is Eurostat's preferred source for documenting employment gaps.

10 The conditional gender wage gap is the percent women earn compared to men on average in the given sector/year/country, controlling for age-by-education dummies, tenure, apprentices and casual workers, among those employed and of working age: [Average wage of men – Average wage of women] / [Average wage of men]. The data shows that on average, a woman earns less for each euro a man earns in the whole economy as well as in the energy sector, comparing men and women of similar skill level.

Measures relating to the fulfilment of Equal by 30 targets

Yes

No

Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?



Does your department, ministry or government track the gender distribution of its employees?



Does your department, ministry or government publish data on the representation of its employees?



Does your department, ministry or government collect gender-disaggregated data for the energy sector?



Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?



Does your ministry have a gender mainstreaming approach to energy policy-making?



Has your department, ministry or government taken actions to address the gender pay gap?



Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?



Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?



Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?

- On the employer side through more flexible, family-friendly and inclusive working conditions
- At the organisational level through changes in corporate culture and structures
- At the individual level through breaking stereotypes and reduction of prejudices and biases

## Successful with a business-led approach

With the national gender pay gap at a record low, the percentage of women on FTSE 350 boards at 37.6 %<sup>11</sup> and a large number of programmes and campaigns furthering inclusion and career success in the private and the public sector, the UK is getting down to brass tacks promoting diversity and combating discrimination.

## Starting position and strategy

Promoting equality and inclusion of all marginalised groups, the UK's strategy to reach gender equality is powered by a business-led approach, working with voluntary targets and tracking of FTSE performance. Initially showing very low female engagement levels in some fields (in 2014, for instance, only 3.8 % of engineering apprentices in the UK were female<sup>12</sup>), the UK in recent years has been making significant progress on its way to gender equality. Aiming to significantly reduce bias, the UK has run awareness programmes and information campaigns, partnered up with associations and non-profit organisations and supported a series of independent reviews. Working with a flexible working taskforce – a partnership across business groups, trade unions, charities and government departments – the UK government is currently laying the foundation to better understand and support flexible working practices.

## Best practice examples from the United Kingdom

In the past, women returning to STEM jobs after career breaks have been shown to face significant promotional barriers<sup>13</sup>. Leaving women and other marginalised groups with the brunt of housework and childcare, the COVID-19 pandemic has exacerbated the problem. Recognising the need for immediate action, then Minister for Women, Baroness Stedman-Scott, in March 2022 launched a new initiative: In recognition of the

disproportionate impact the pandemic has had on women and other marginalised groups, the ministry introduced a programme designed to support employees in STEM returning after care leave.

Another brand-new UK pilot scheme seeks to improve pay transparency in the job application process: Participating employers will list salary ranges on job adverts while refraining from asking applicants to disclose their salary history. The initiative is designed to help applicants negotiate pay on a fairer basis<sup>14</sup> and builds on the success of regulations introduced in the UK in 2017. Here, requiring large employers to publish differences in average salaries and bonuses for men and women proved a successful strategy. Following the introduction of these regulations, private employers were motivated to set more ambitious equality goals and focus their attention on improving equality in the workplace.

## Status quo and future targets

In line with the goals of the Equal by 30 Campaign, the UK's efforts have been widely successful – a joint mentoring programme between France and the UK supporting gender diversity in the nuclear sector being just one of many examples. Answering the 2022 questionnaire, the British Department for Business, Energy and Industrial Strategy (BEIS) emphasises its continued efforts to ensure equality and promote diversity in the public sector. By running a large number of talent, career mentoring, leadership and sponsorship programmes, BEIS supports the careers of its female employees and other marginalised groups. Successively adjusting its targets upwards, BEIS currently plans to fill 50 % of all senior civil servant positions with women in 2025. A new civil service diversity and inclusion strategy launched in February 2022 is promising to ensure an inclusive approach to attract talent and support diversity of teams across the country within the civil service.

11 The FTSE 350 Index (Financial Times Stock Exchange Index) is a market capitalisation weighted stock market index incorporating the largest 350 companies by capitalisation which have their primary listing on the London Stock Exchange.

12 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.24f, [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

13 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.45, [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

14 UK Government (2022): Government launches pay transparency pilot to break down barriers for women. <https://www.gov.uk/government/news/government-launches-pay-transparency-pilot-to-break-down-barriers-for-women>



# Country Profile: United States

## Highlights



### Making equity & equality national priorities

The Biden-Harris Administration issued a

## national gender strategy to advance the full participation of all people –

in the United States and around the world.



### A plan to facilitate change

To ensure positive change, the United States requires all its federal agencies to submit a DEIA plan – a plan to advance diversity, equity, inclusion and accessibility.

This requirement follows executive order 14035 which launched a whole-of-government initiative to cultivate a federal workforce drawing from the diversity of the nation.

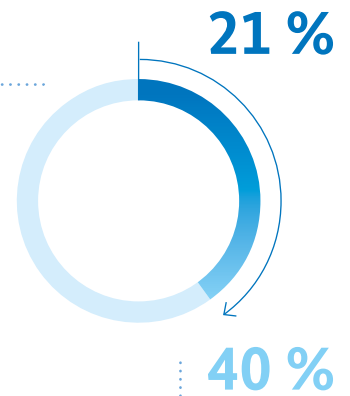


### Supporting recovery efforts

To help its employees cope with the impacts of the global pandemic, the U.S. Department of Energy expanded telework, remote work, caregiving and caregiving flexibilities.

### Employee gender distribution and diversity in the U.S. Department of Energy

- Share of women in department's staff: 21–40 %
- Share of women in department's senior management: 21–40 %
- Key figures tracked on the representation of diverse talent: race/ethnicity, age, disability status

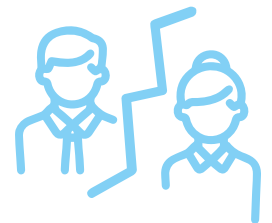


### Participation in initiatives of the U.S. Department of Energy

- The Equal by 30 Campaign
- The Equality in Energy Transitions Initiative
- IEA Global Commission
- IEA Users TCP
- UN Women
- UN Environment
- The Clean Cooking Alliance (CCA)
- Other initiatives: USAID Power Africa, U.S. Domestic C3E, Multiple programmes to promote women in STEM at DOE National Laboratories (Argonne's Women in Science and Technology Program), IEA Gender Advisory Council

### National key figures

- Population (2020): 329 million<sup>1</sup>
- Energy sector share of GDP (2015): 3 %<sup>2</sup>
- Gender Gap Index<sup>3</sup> (2021): 0.763<sup>4</sup>
- Gender employment gaps (2018)<sup>5</sup>:
  - Total gender employment gap: 8 %<sup>6</sup>
  - Gender employment gap in the energy sector: 80.4 %<sup>6</sup>
- Gender wage gaps (conditional on skills, 2018)<sup>7</sup>:
  - Total gender wage gap: 20.5 %<sup>6</sup>
  - Gender wage gap in the energy sector: 23.3 %<sup>6</sup>



Gender employment gap  
in the energy sector:

80.4 %<sup>7</sup>

Gender wage gap  
in the energy sector:

23.3 %<sup>7</sup>



1 <https://data.oecd.org/pop/population.htm>

2 Statista (2015): Energy-related industry value added as a percentage of GDP in 2015, by select country. <https://www.statista.com/statistics/217556/percentage-of-gdp-from-energy-in-selected-countries/>

3 Within this framework, a score of 0 indicates absolute gender inequality, while a score of 1 indicates absolute gender equality. With a score of 0.892, Iceland currently ranks first in terms of global gender equality.

4 World Economic Forum (2021): Global Gender Gap Report 2021. P.10, <https://www.weforum.org/reports/global-gender-gap-report-2021>

5 The gender employment gap is the percent of women compared to men working in the given sector/year/country among the employed workforce of working age:  $[\text{Employed men} - \text{Employed women}] / [\text{Employed men}]$ . The data shows that there are less female workers in the whole economy as well as in the energy sector compared to male workers, among employed people aged 15 to 59.

6 OECD (2022): Estimates provided by IEA based on the EU Structure of Earnings Survey (EU-SES) Scientific Use Files (SUS), the US Labour Force Survey, and the Current Population Survey of the US Census Bureau. Data preparation was done by the Directorate of Employment, Labour and Social Affairs. Methodology note: All SES data has been weighted ensure consistency at the country level in terms of the employment gap with the EU Labour Force Survey, as this is Eurostat's preferred source for documenting employment gaps.

7 The conditional gender wage gap is the percent women earn compared to men on average in the given sector/year/country, controlling for age-by-education dummies, tenure, apprentices and casual workers, among those employed and of working age:  $[\text{Average wage of men} - \text{Average wage of women}] / [\text{Average wage of men}]$ . The data shows that on average, a woman earns less for each euro a man earns in the whole economy as well as in the energy sector, comparing men and women of similar skill level.

## Measures relating to the fulfilment of Equal by 30 targets

	Yes	No
Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?	✓	
Does your department, ministry or government track the gender distribution of its employees?	✓	
Does your department, ministry or government publish data on the representation of its employees?	✓	
Does your department, ministry or government collect gender-disaggregated data for the energy sector?	✓	
Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?	✓	
Does your ministry have a gender mainstreaming approach to energy policy-making?		✓
Has your department, ministry or government taken actions to address the gender pay gap?	✓	
Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?		✓
Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?	✓	
Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?		<ul style="list-style-type: none"> <li>• On the employer side through more flexible, family-friendly and inclusive working conditions</li> <li>• At the organisational level through changes in corporate culture and structures</li> <li>• At the individual level through breaking stereotypes and reduction of prejudices and biases</li> </ul>

## Building back better

With the launch of a national strategy on equity and equality, the Biden-Harris Administration is showing its dedication to inclusion goals. Following executive order 14035, the U.S. government now requires all of its federal agencies to submit a plan to advance diversity, equity, inclusion and accessibility. The U.S. government also supports many initiatives and is utilising a large number of measures and programmes. The overall goal is to make sure that the workforce of the United States resembles the diversity of the nation as a whole and that equal opportunities are provided for all.

## Starting position and strategy

The United States is one of the most affluent and developed countries in the world. Yet, many challenges remain when it comes to providing equal opportunities for all – in the energy sector and beyond. As a report by the International Renewable Energy Agency (IRENA) found, for instance, that in 2019 the United States was one of only nine countries in the world that lacked a legal requirement of paid maternity leave<sup>8</sup>. Accordingly, only a minority of companies in the United States today offers a maternity leave benefit<sup>9</sup>. The Biden-Harris administration aims to reduce inequality and bias, combat discrimination and create more equal work opportunities by launching a national strategy on gender equity and equality.

## Best practice examples from the United States

While the United States does not have mandatory quotas in place to improve inclusion and diversity in the private and public energy sector, public institutions support a large number of initiatives and offer their employees a wide range of support services and training programmes. With regard to the U.S. Department of Energy, this includes a Women's leadership development programme, coaching opportunities, mentorship programmes at all levels of employment, the provision of formal networking events and the pairing of new hires with experienced employees through a buddy system. Furthermore,

the department's Office of Economic Impact & Diversity, an Equal Opportunities Officer and a Diversity Officer work to implement the public sector principles. All employees are provided with onboarding anti-harassment and discrimination training and senior leadership commitment to diversity and inclusion is being communicated to all employees. The department also provides trainings to raise awareness of unconscious bias, implements inclusive hiring practices and provides employees with guidelines for gender-sensitive and anti-discriminatory language. Periodic and anonymous workplace culture surveys – both internally and from external providers – are conducted to measure perception of equality of opportunity within the organisation. Through partnerships with the private sector, associations and non-profits, the U.S. Department of Energy is currently working to advance the representation of underrepresented groups in senior leadership.

## The current status quo and future targets

To combat the marginalisation of women and other groups, the U.S. government in October 2021 launched a national strategy on gender equity and equality. The strategy is part of the United States' efforts to mitigate the impacts of the COVID-19 pandemic as the latter exacerbated many issues women and other marginalised groups have long been facing. In an effort to build back better, the Biden-Harris administration plans to address longstanding gender discrimination and systemic barriers to full participation of women and other marginalised groups. The strategy adopts an intersectional approach and names 10 interlinked priorities: economic security, gender-based violence, health, justice and immigration, human rights and equality under the law, security and humanitarian relief, climate change, science and technology, as well as democracy, participation and leadership.

Charged with leading the National Strategy on Gender Equity and Equality is the newly established White House Gender Policy Council.

<sup>8</sup> However, companies with more than 50 employees were obligated to offer up to 12 weeks of unpaid leave for family reasons.

<sup>9</sup> IRENA (2019): Renewable Energy: A Gender Perspective. P.54, [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA\\_Gender\\_perspective\\_2019.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/Jan/IRENA_Gender_perspective_2019.pdf)

# Country Profile: European Union

## Highlights



### Public Sector Principles

Within the Directorate-General for Energy, an informal equality network was established to provide input to the European Commission's Equality Task Force, promote equality mainstreaming in energy policies and develop equality issues. In order to initiate the intended change process, the network developed a toolbox to support gender mainstreaming in energy policy.



### Public Sector Principles

With the Directive on Executive Positions which was passed in March 2022, the European Union aims to fill 40 % of positions on supervisory boards and 33 % of positions on boards of directors and management boards in the European Union with women.

At the European Commission, 50 % of positions at all levels of management are to be filled with women by the end of 2024.

#### ***Employee gender distribution and diversity in the European Commission's Directorate-General for Energy***

- *Share of women in Directorate-General for Energy's staff: 21-40 %*
- *Share of women in Directorate-General for Energy's senior management: > 81 %*

#### ***Participation in initiatives of the European Commission's Directorate-General for Energy***

- *The Equality in Energy Transitions Initiative*
- *IEA Global Commission*
- *IEA Users TCP*
- *Other initiatives: Equality Platform for the Energy Sector*

## Measures relating to the fulfilment of Equal by 30 targets

	Yes	No
Has your department, ministry or government put in place measures to support the recovery of women and other marginalised groups from the COVID-19 pandemic in the workforce?		✓
Does your department, ministry or government track the gender distribution of its employees?	✓	
Does your department, ministry or government publish data on the representation of its employees?	✓	
Does your department, ministry or government collect gender-disaggregated data for the energy sector?		✓
Does your department, ministry or government work with statistics agencies or other (non-governmental) organisations to gather gender-disaggregated data in the energy sector?	✓	
Does your ministry have a gender mainstreaming approach to energy policy-making?	✓	
Has your department, ministry or government taken actions to address the gender pay gap?	✓	
Do gender quotas or targets for supervisory boards or executive boards of companies exist in your country?	In some member states	
Has your department, ministry or government committed to equity, diversity and inclusion publicly or within its organisation?	✓	
Where do you see the biggest need for action and progress to implement equality, diversity and inclusion?	<ul style="list-style-type: none"> <li>• On the employer side through more flexible, family-friendly and inclusive working conditions</li> <li>• At the organisational level through changes in corporate culture and structures</li> <li>• At the individual level through breaking stereotypes and reduction of prejudices and biases</li> </ul>	

## Leaving no one behind in the energy transition

In recent years, the European Commission has placed the issue of gender equality at the centre of its work: At the corporate level, promoting gender equality was embedded in the Treaty of the European Union. Apart from establishing the position of Commissioner for Equality, the European Commission also set up a task force across its services that is vigorously working towards promoting gender equality, diversity and inclusion. To ensure progress is made, in March 2021 the European Commission launched a brand-new survey: The aim is to learn more about the current status quo with regard to diversity, inclusion and respect at the workplace in institutions of the European Union. Results of the survey will be used to identify areas of need and to design and implement further measures on the European Union's path to equality, diversity and inclusion.

## Starting position and strategy

The European Union's Gender Equality Strategy was adopted in March 2020, framing the European Commission's work on gender equality, defining policy objectives and deciding on key actions to be taken in the five-year period of 2020 to 2025. Within the Directorate-General for Energy, an informal equality network was established to provide input to the European Commission's Equality Task Force, promote equality mainstreaming in energy policies and develop equality issues. In order to initiate the intended change process, the network developed a toolbox to support gender mainstreaming in energy policy. In addition, the Directorate-General for Energy is launching a platform bringing together organisations committed to promoting equal opportunities in the energy sector in order to further encourage positive change with regards to the inclusion of women in the energy transition.

## Best practice examples from the European Union

With the Directive on Executive Positions passed in March 2022, the European Union aims to substantially increase the proportion of women on boards of listed companies in all of its member states. The goal is to fill 40 % of positions on supervisory boards and 33 % of positions on boards of directors and

management boards in the European Union with women<sup>1</sup>. The directive draws on the observation that all countries introducing mandatory quotas have made significant progress in providing equal opportunities for women and men. In some countries with mandatory quotas, twice as many positions on boards of listed companies are held by women than in countries without such regulations.

The Renovation Wave, an initiative under the Green Deal, aims to significantly improve the energy efficiency of buildings in the European Union. While reducing carbon emissions is the main objective, at household level the initiative will also lead to a reduction of energy bills and thereby a reduction in consumer energy poverty. As energy poverty is a phenomenon that disproportionately affects women, this is a step towards greater equality. Also, the need to increase female engagement in construction is noted with regard to the implementation of the Renovation Wave. Accordingly, measures will be taken not only to improve gender balance but also to increase the pool of skilled and qualified female professionals in this field.

The Directorate-General for Energy is currently implementing different measures to work towards the goal of achieving gender balance in panels of major events. To promote equality at the European Union's Energy Week, for instance, gender balance was made a requirement for panels and a selection criterion for sessions.

## The current status quo and future targets

The College of Commissioners today has the highest number of female commissioners in its history. In line with the European Union's Gender Equality Strategy, institutions and bodies of the European Union are currently working towards ensuring complete gender balance in leadership positions. At the European Commission, 50 % of positions at all levels of management are to be filled with women by the end of 2024.

1 German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (2022): Government launches pay transparency pilot to break down barriers for women. <https://www.bmfsfj.de/bmfsfj/aktuelles/alle-meldungen/mehr-frauen-in-fuehrung-in-der-europaeischen-union-194096>

# Outlook

*The global energy transition provides a unique opportunity to promote diversity, reach inclusion goals and achieve equality – in the energy sectors of the G7 and beyond. As findings presented in this report show, change has been instigated in all G7 member states and, with the help of numerous initiatives and efforts, the G7 continue to work towards making equal opportunities, diversity and inclusion the norm.*

## Needs and challenges identified

There are still barriers to integrating gender mainstreaming into the energy sectors of the G7 members. While most of the findings presented in this report are encouraging, work still remains to be done in order to facilitate permanent and sustainable change, meet inclusion, diversity and equality goals and thereby turn the vision of the Equal by 30 Campaign into reality.

### Where do the G7 see the biggest need for action and progress to implement equality, diversity and inclusion?

At government level through further legislation (e.g. quotas)	12.5 %
On the employer side through more flexible, family-friendly and inclusive working conditions	62.5 %
At the organisational level through changes in corporate culture and structures	87.5 %
At the individual level through breaking stereotypes and reduction of prejudices and biases	75 %

Despite strenuous efforts, the energy sectors in the G7 still are imbalanced. To instigate positive change, a better understanding of barriers to women's and other underrepresented groups' involvement and advancement in the field is needed. The persistent lack of sustained gender-disaggregated data collection in the energy sector is proving to be a major obstacle here. Currently, the G7 are taking different approaches to measure the representation of marginalised groups in the workforce based on identifying factors. To gain a clear understanding of gaps in employment and barriers to opportunities, **more detailed information on the representation and experiences of women and other marginalised persons in the energy sector will be needed.** This will allow the G7 to improve targeted measures and ensure a high likelihood of success.

### Providing equal opportunities for all: recommendations and best practice policy examples

As has become abundantly clear in the course of the pandemic, women today still perform the majority of unpaid care work, which limits their ability to participate in the labour market. As a result, women's earning opportunities and average lifetime income are significantly lower than the earning opportunities and average lifetime income of men. In order to initiate change, targeted measures are needed in the energy sector to **provide care work relief and promote a more equal distribution of paid work and unpaid care work** among women and men.



Which of the following resources, policies or programmes does your department, ministry or government have in place to support employees in reconciling paid work and care work or address special needs?

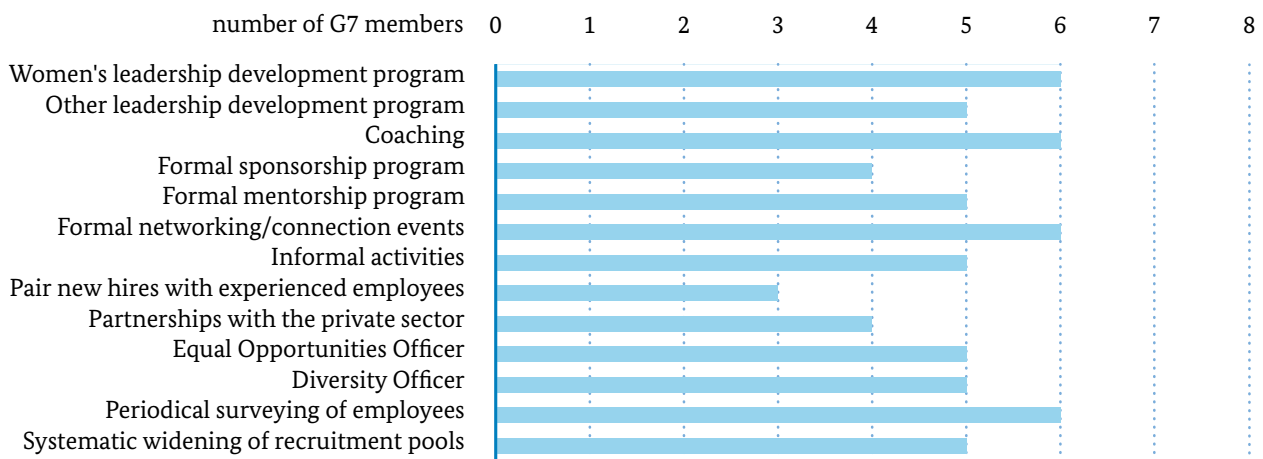
	Canada	France	Germany	Italy	Japan	United Kingdom	United States of America	European Commission
Employee resource groups (e.g. Women's Network, LGBTQ+ Network)	✓		✓			✓	✓	✓
(Mental) health care support and resources (e.g. wellness, sports)	✓	✓	✓		✓	✓	✓	✓
Flexible schedule	✓	✓	✓	✓	✓	✓	✓	✓
Part-time work	✓	✓	✓	✓		✓	✓	✓
Remote work options	✓	✓	✓	✓	✓	✓	✓	✓
Job sharing in leadership roles/ at senior level			✓			✓		✓
Personal days off	✓	✓				✓		✓
Childcare benefits and resources (e.g. equipped parent-child-rooms, kindergarten)		✓	✓	✓			✓	✓
Parental leave	✓	✓	✓	✓	✓	✓	✓	✓
Support for employers with caring responsibilities	✓		✓	✓		✓	✓	✓
Improve workplace design, especially for people with disabilities	✓	✓	✓		✓	✓		✓
Ensure (digital) accessibility, especially for people with disabilities	✓	✓	✓			✓	✓	✓
Other	✓		✓	✓				

Apart from difficulties reconciling paid work and unpaid care work, women’s low participation in the energy labour market is being attributed to gender and other stereotypes, the perception of the energy sector as a male domain, gender gaps in energy-related education, a lack of mentoring programmes and insufficient career promotion opportunities<sup>1</sup>. Accordingly, **corporate responsibility** is a key factor in ensuring a facilitating work environment. Providing **mentoring and networking** opportunities, for example, is known to create a peer-learning environment suitable to increase the involvement and advancement of women and other marginalised groups. Furthermore, the **visibility of women and other marginalised groups in STEM** is indispensable to motivate more individuals from underrepresented groups to choose STEM education, work in STEM and pursue careers in the energy sector<sup>2</sup>.

The diagram below show measures taken by the G7 public institutions to support the growth and development of diverse talent and advance these employees into senior leadership roles. While some measures are well established in all members, such as women’s leadership programs, coaching, networking and periodical surveying of employees, others are less common, such as pairing new hires with experienced employees, formal sponsorship programs or partnerships with the private sector.

When questioning the perception of a profession as “male” or “female”, we need to keep in mind that these kinds of perceptions change with time – as do attributions of prestige and monetary value. In the first half of the 20th century, for example, computer programming was widely considered

Which of the following does your department, ministry or government have in place to support the growth and development of diverse talent and advance them into senior leadership roles?

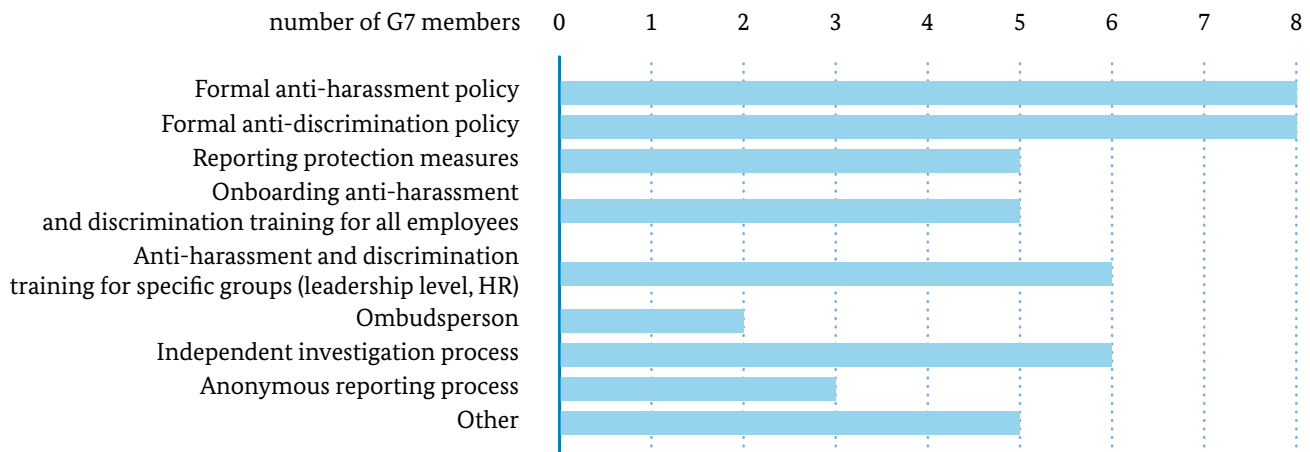


1 EIGE (2017): Gender and Energy. P.6 <https://eige.europa.eu/publications/gender-and-energy>  
 2 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.40 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

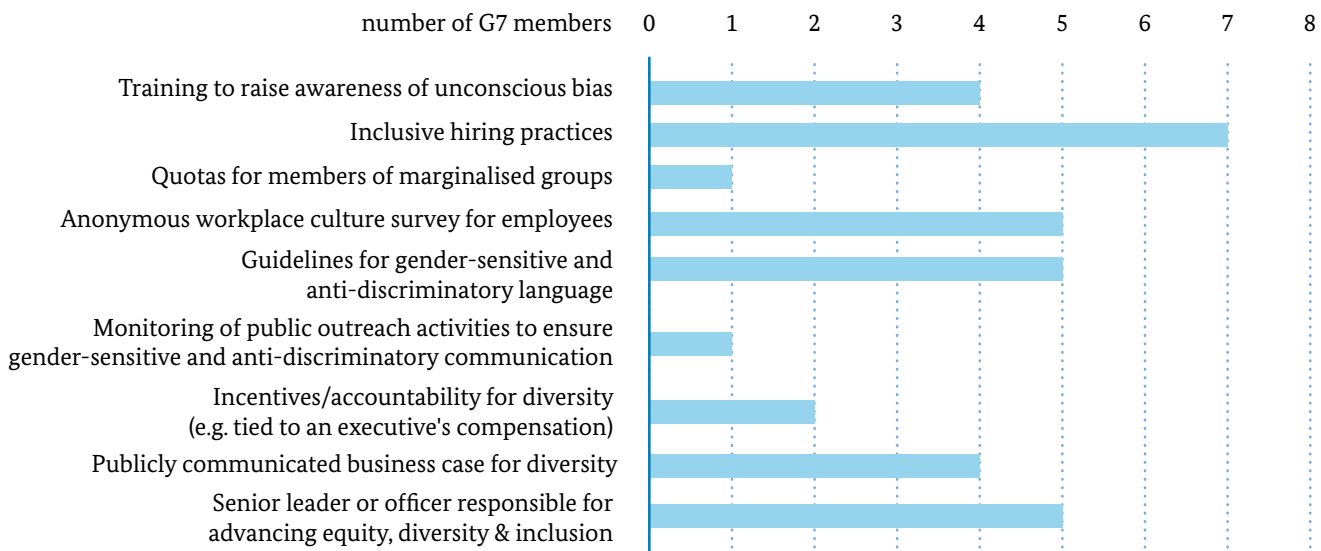
to be a women’s task. As the influence and importance of the profession grew, knowledge in the field was increasingly considered “masculine” and women were pushed out of the profession. It follows that underrepresentation in sectors which today are perceived as “male” cannot be overcome by shifting the responsibility to facilitate change onto the very groups which are being marginalised. Inequality will not be vanquished by, implicitly or explicitly, claiming that marginalised groups need to adapt or change. Instead, **cultural concepts contributing to the discrimination of women and other marginalised groups must be challenged.**

The following diagrams show measures taken by the G7 public institutions to combat harassment and discrimination and building an inclusive culture. While some measures are well established in all members, such as formal anti-harassment and anti-discrimination policies or inclusive hiring practices, others are less common, such as implementing an ombudsperson or an anonymous reporting process, the introduction of quotas for members of marginalised groups, the monitoring of public outreach activities to ensure gender-sensitive and anti-discriminatory communication and incentives for more diversity.

Which of the following measures does your department, ministry or government use to combat harassment and discrimination?



Which of the following policies, programs and/or solutions (if any) does your department, ministry or government use in building an inclusive culture?



Besides changing cultural concepts contributing to discrimination, setting clear goals and targets for increasing gender and diversity within the labour force is a prerequisite for achieving objectives<sup>3</sup>. Such targets prove to be especially valuable when it comes to monitoring and securing progress: As a McKinsey review of 118 companies in the United States found, companies which set **gender targets** made the most tangible progress towards gender balance and equity. Accordingly, **mandatory gender quotas** seem to be more effective at achieving equity and equality in the boardroom than allowing organisations to set their own agendas<sup>4</sup>.

In some countries, **energy disparities manifest as geographically specific ethnic disparities** with a disproportionately large impact on women. This can be addressed by focusing on energy justice for such communities<sup>5</sup>. Traditionally, the energy sector has focused on policies related to technical aspects of the industry. However, since energy policies have implications for gender equality, it is critical to **view policies through a socio-economic lens** and to recognise impacts on marginalised and unrepresented groups. **Gender impact assessments** are an important tool and **gender responsive budgeting** plays a key role in increasing the visibility of gendered impacts of budgets and expenditure. **Energy policy issues should also be addressed from a gender perspective**. This could be facilitated by improving coordination and integration with economy-wide gender and diversity strategies. Recognising social and political dimensions as inseparable and making gender relations visible as multi-layered concepts could be crucial for positive change in the energy sector.

In order to design targeted measures and to accurately assess success, it is essential for the G7 to commit to **collecting comprehensive data on gender and diversity in the energy sector**. Gender-mainstreaming cannot be improved without establishing as a norm to collect data that is disaggregated by gender. Ensuring good quality data as well as harmonising data collection methods and comparability still requires more

effort, yet these actions are at the basis of monitoring and adjusting policy. Initiatives of the IEA<sup>6</sup> and IRENA, and of the Clean Energy Ministerial, to collect and share gender-disaggregated data for the energy sector are an important development in this regard. In the future, **requiring gender data to be a standard part of programme reporting** might prove a promising approach.

With different measures in place, there is great potential to share experiences and lessons learned between governments. To improve gender and diversity policies and practices in the energy sector, a structured knowledge exchange should continue - in the G7 and beyond.

3 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.39 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

4 EP (2019): Women, Gender Equality and the Energy Transition in the EU. P.43 [https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL\\_STU\(2019\)608867\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2019/608867/IPOL_STU(2019)608867_EN.pdf)

5 See <https://www.energy.gov/promoting-energy-justice>, <https://www.energy.gov/equity>

6 IEA (2022): Gender and energy data explorer. <https://iea.org/data-and-statistics/data-tools/gender-and-energy-data-explorer>

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