



WPC
ENERGY

The World Forum for
Energy Transformation



London, 1933

Gender Equity within the Global Energy Sector: Untapped Reserves and *Women10x*

Wednesday 9th April 2025
Belgrade, Serbia



higher % of females in the organisation leads to above average profitability

companies perform better financially when they have at least one woman on their board

September 2018

CREDIT SUISSE

Research Institute
Thought leadership from Credit Suisse Research and the world's foremost experts



The CS Gender 3000:
The Reward for Change

S&P Global

When Women Lead, Firms Win
October 18, 2019

Key Takeaways

- The study finds that firms with female CFOs are more profitable and generated excess profits of \$1.8T over the study horizon.
- Firms with female CEOs and CFOs have produced superior stock price performance, compared to the market average. In the 24 months post-appointment, female CEOs saw a 20% increase in stock price momentum and female CFOs saw a 6% increase in profitability and 8% larger stock returns. These results are economically and statistically significant.
- Firms with a high gender diversity on their board of directors were more profitable and larger than firms with low gender diversity.
- Firms with female CEOs and CFOs have a demonstrated culture of Diversity and Inclusion (D&I), evinced by a larger representation of females on the company's board of directors. Firms with female CEOs have twice the number of female board members, compared to the market average (23% vs 11%).
- Analysis of executive biographies suggests that one driver of superior results by females may be that females are held to a higher standard. The average female executive has characteristics in common with the most successful male executives, suggesting that common attributes drive success among males and females, alike. Overall, the attributes that correlate with success among male executives were found more often in female executives. This finding refutes the commonly held belief in 'token' female executives.

companies with female CEOs and CFOs have produced superior stock price performance

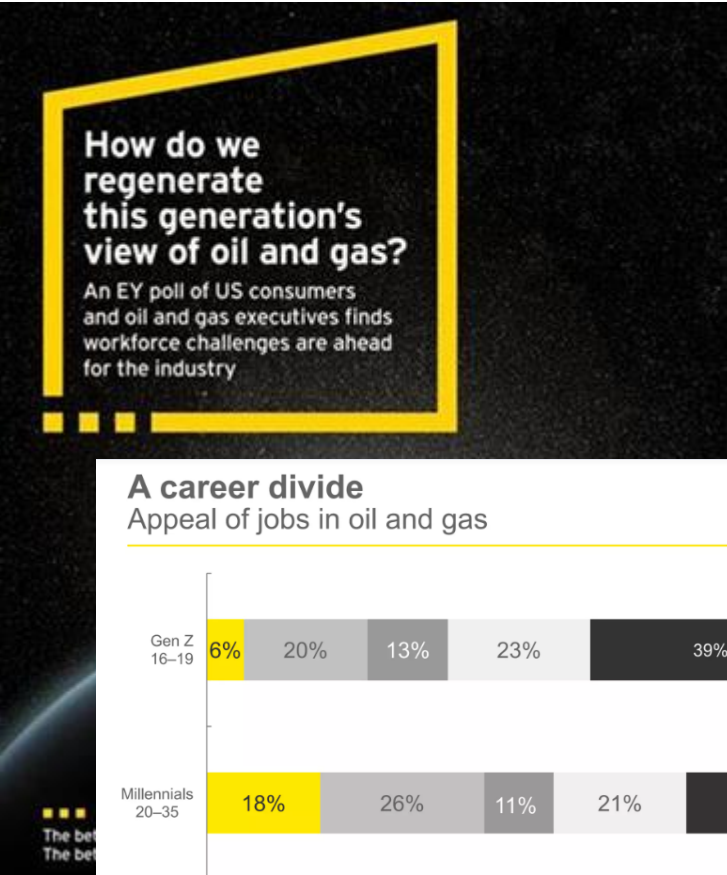
Why – the case for change and intervention

Do not work for 'climate wreckers', UN head tells graduates

António Guterres says young people should tackle climate crisis by using talent to deliver a renewable future



Firefighter tackling a fire north-west of Santa Cruz, California. Guterres told the US graduates that fossil fuels 'are killing our planet'. Photograph: Shmuel Thaler/AP



University bans on big oil firms at recruitment fairs rise by 30%

Survey finds post-1992 universities leading the way on sustainability and ethics



ENERGY TRANSITION

Half of young people rule out career in oil and gas

22/02/2024, 8:00 am



The challenge of attracting young professionals to the industry

The Oil Industry's Great Crew Change -- Why It's Even More Complicated Now

By [Drillinginfo](#), Contributor. ⓘ We provide analysis and insight on the oil and g... ▼

[Follow Author](#)

nearly one in three energy professionals worldwide would consider a move into a technology role within the next three years.



energyjobline
airswift
GETI
Global Energy Talent Index
Available Now
www.GETIreport.com



Energy Voice

<https://www.energyvoice.com> > oilandgas ...

Young people unlikely to replace retiring oil workers

18 Feb 2025 · The oil and gas workforce is older than other sectors and it is unlikely that young people will fill the gap left by retirees, according to a new report.



Shifting demographics in the energy workforce

The only global energy focused gender diversity study, produced in 2017, 2021 & 2023

2023 Survey collected data from

- 700 individuals
- 35 interviews with senior industry executives
- Company benchmarking exercises across 71 IOCs, NOCs, oilfield services, utilities and new energy companies (whose combined annual revenues exceeded \$3 trillion USD)



Scan me to
download the report

The Survey report shares data, trends, and best practices thus enabling energy companies to benchmark diversity in their workplace, track progress over time and learn from best practices from across the globe.



The World Forum for
Energy Transformation

The Untapped Reserves survey

GENDER DIVERSITY IN ENERGY STILL LAGS MOST MAJOR SECTORS, WITH 23% WOMEN IN OIL AND GAS



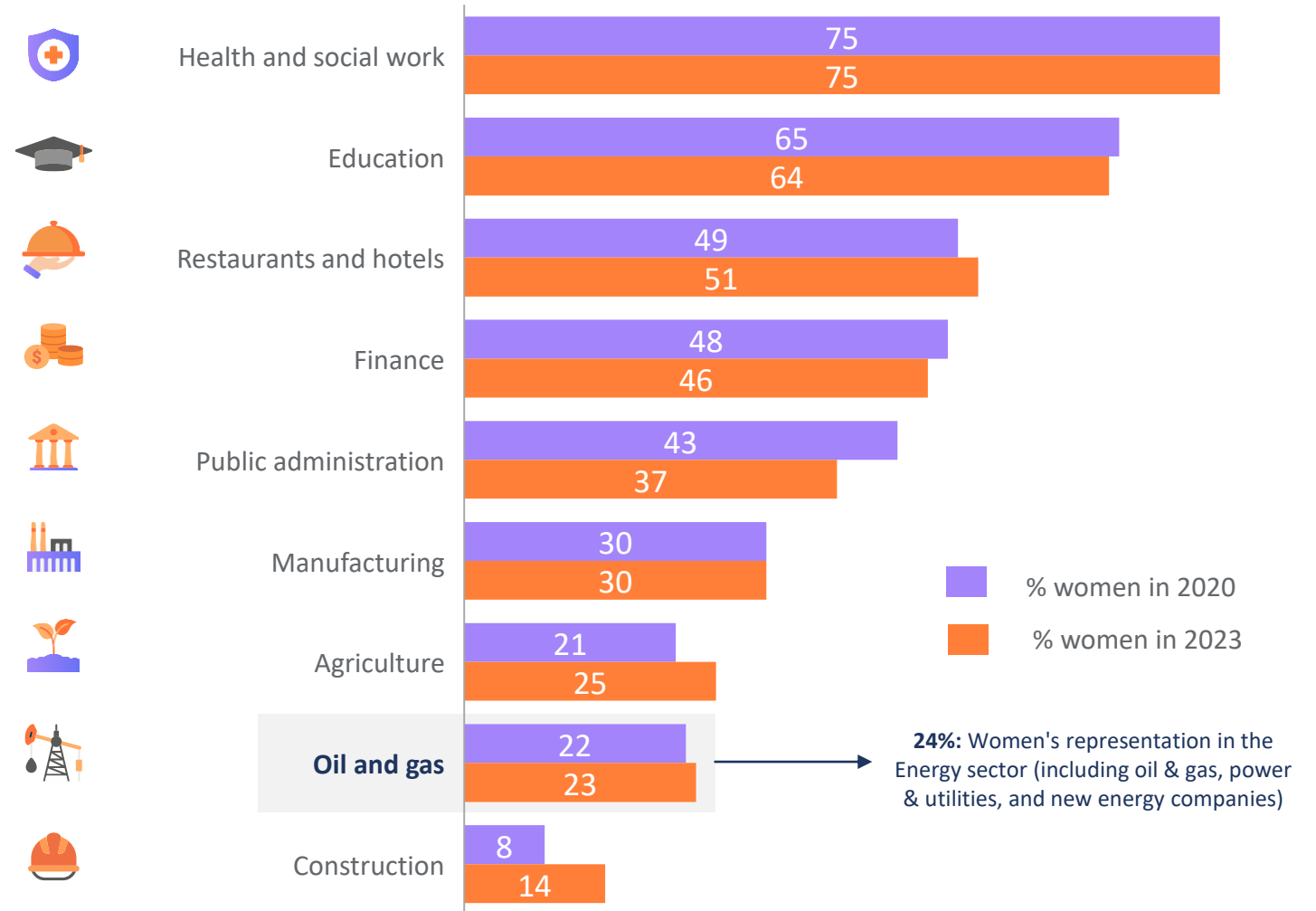
BCG BOSTON CONSULTING GROUP



WPC
ENERGY

The World Forum for
Energy Transformation

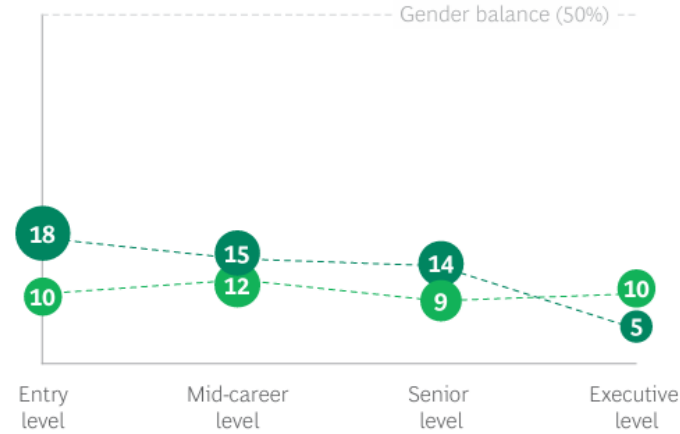
Women in the workforce in different sectors (%)



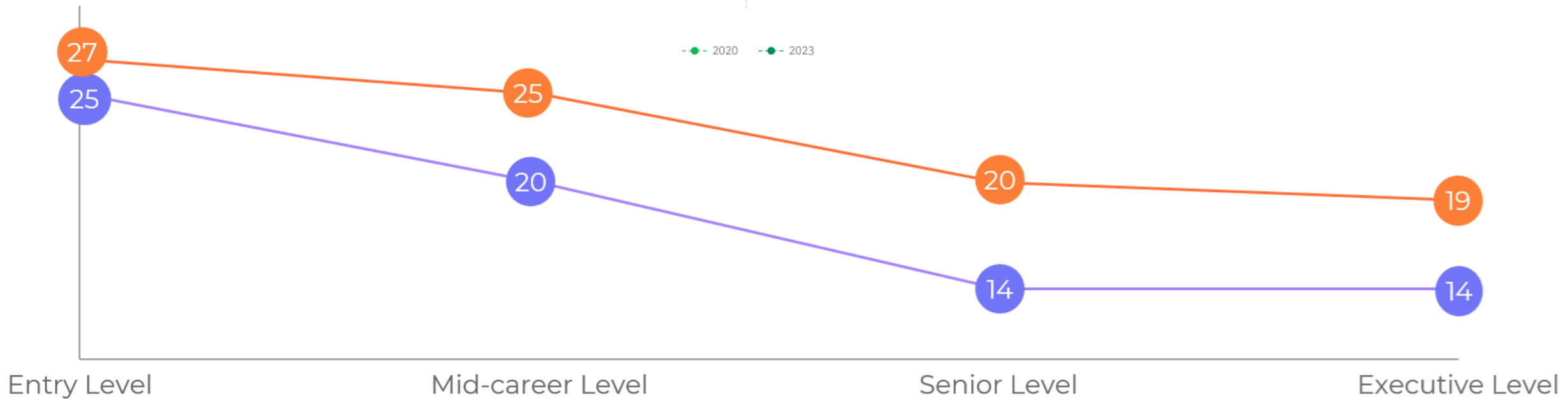
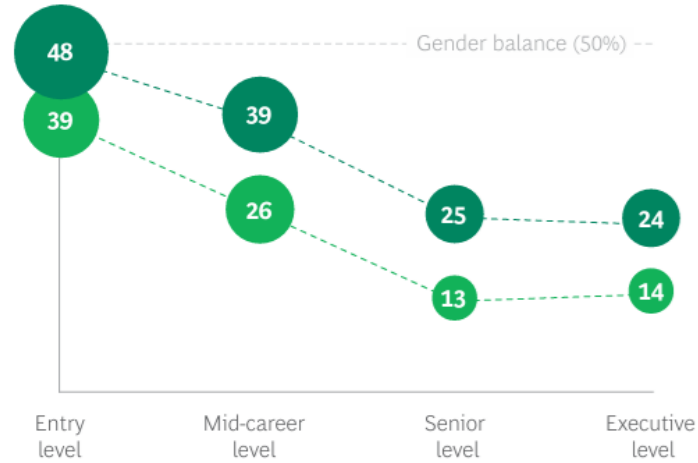
Source: ILO Stat database, 2020 and 2023; Untapped Reserves 2.0 and 3.0 surveys; BCG analysis

Women are significantly underrepresented in the energy sector

% of women in operations and technical support roles, by tenure



% of women in business and administration roles, by tenure

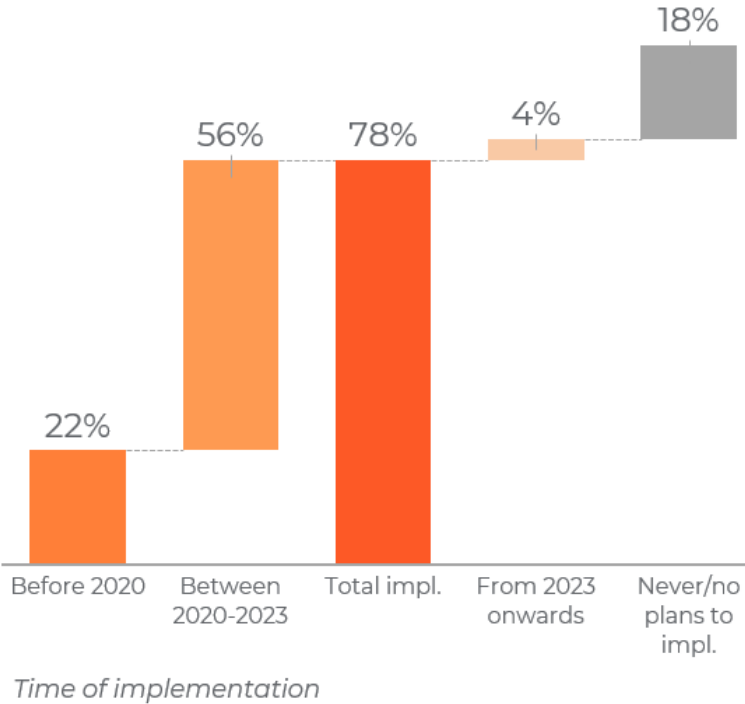


Source: Untapped Reserves 3.0 and 2.0 surveys (N=38 for 3.0 and N=36 for 2.0); BCG analysis

The decrease in women's representation through the career lifecycle

56% companies adopted remote/hybrid policies during COVID-19

% of companies that implemented flex work related policies



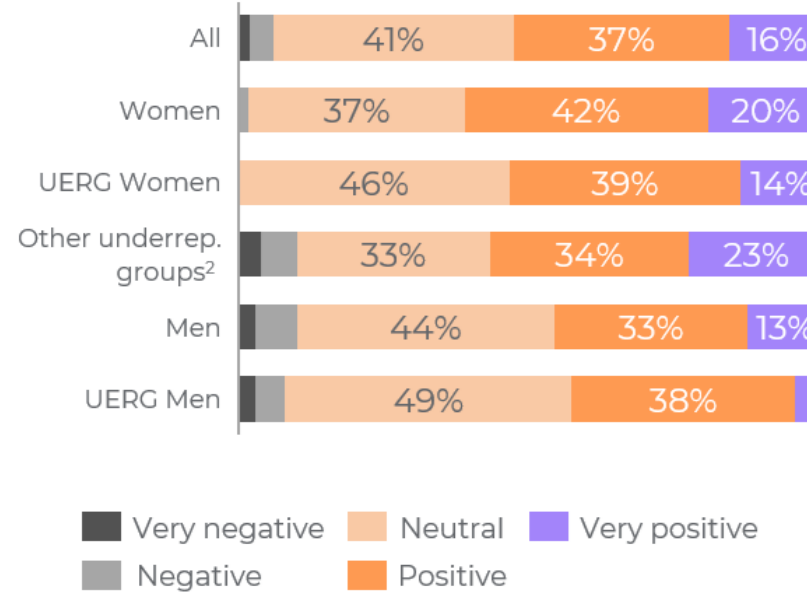
1. Includes remote and hybrid policies

Note: UERG stands for underrepresented racial/ethnic groups

Source: Untapped Reserves 3.0 company survey (N=68), individual survey (N=775); BCG analysis

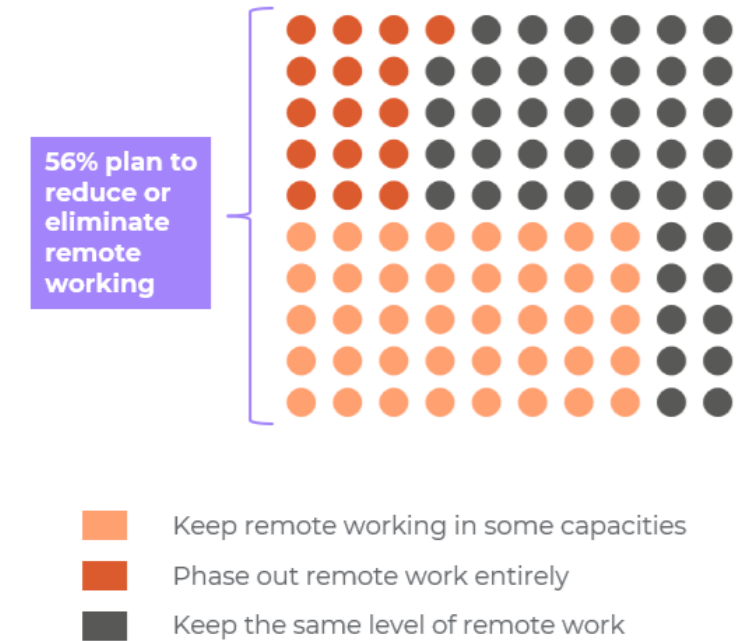
Underrepresented groups reported most positive impact of flex work on career

% reported impact of flexible working¹ on career trajectory, by underrepresented group



However, 56% of companies plan to reduce or eliminate remote working

% of companies that plan to keep or phase out remote work, by region



The rise and impact of remote and hybrid working arrangements

1. Commitment from the top,
supported by clear accountability
for continuously meeting
diversity, equity, and inclusion
targets



**2. Supportive
operating model and
targeted interventions**
to maximize business
performance

**3. Foundational
policies and programs**
designed to sustain a
high-performing,
innovative organization

4. Create ecosystems,
extend DE&I efforts
beyond internal initiatives
by leveraging
partnerships with
suppliers, vendors
and community

To drive DE&I, energy companies must take action on four key levels



Women10x ENERGY

WPC Energy Coalition Taskforce



WPC
ENERGY

The World Forum
for Energy
Transformation



iSAW
international
Strategic
Accelerator
for Women



LEWAS
Leadership Excellence
for Women Awards & Symposium

- The first global, online, gender focused community of its kind
- A network of HR, DE&I & Business Leaders from across the energy spectrum
- Sharing of best practices & collaborating to address industry challenges

Innovation as a catalyst for change

Examples Best Practices Shared



Best Practice - Bapco Energies - Women of Tomorrow - A strategic initiative for Gender & Inclusion
By WPC Energy - Thu, Jan 16, 2025 12:00 AM



WPC Energy DE Excellence A

24th WPC Energy Congress in

Good Practice - WOMEN'S LEADERSHIP MENTORING PROGRAM OF IBP - Brazilian Petroleum and Gas Institute
By WPC Energy - Tue, Sep 24, 2024 12:00 AM - Ann-Sharon Mukanganyama



Good Practice - IndianOil - Aarohi- Customized Women Leadership Programme
By WPC Energy - Fri, Sep 27, 2024 12:00 AM - Ann-Sharon Mukanganyama



Good Practice - REPSOL - Mobility Opportunities for Female Talent
By LUISA MARIA ROLDAN OBESO Specialist - Sun, Sep 15, 2024 12:00 AM - Nancy Spe



Good Practice - JAPEX - Empowering All Employees to Demonstrate Their Capabilities
By Yuka Abe - Sat, Sep 14, 2024 12:00 AM - Celestina Raggi



Japan Petroleum Exploration Co., Ltd.

Good Practice - Enbridge Parental Leave Policy - Progress for Women's Equity
By WPC Energy - Sat, Nov 2, 2024 12:00 AM



Sharing proven DE&I policies & strategies



Women10x ENERGY



CANADA

Energy Summit

8,9 June 2025 in Calgary
(prior to the Global Energy Show)

- ☐ Roundtable Discussion (8th June am)
- ☐ VIP Dinner (8th June pm)
- ☐ Industry Lunch (9th June pm)
- ☐ *The Science Behind Biases* Workshop
(9th June pm)

Join us in Canada!

Thank You



Scan me to
download the
latest
**Untapped
Reserves**
survey report



WPC
ENERGY

The World Forum for
Energy Transformation

The Untapped Reserves survey