

Diversity and Gender Equality Plan 2025+ Austrian Energy Agency



We provide solutions for a **climate-neutral future.**

Imprint

Publisher: Austrian Energy Agency – Österreichische Energieagentur

Association: ZVR 914305190 | Limited liability company: FB 413091m

Mariahilfer Straße 136, 1150 Vienna, Austria | office@energyagency.at, energyagency.at

Responsible for content: Franz Angerer

Diversity and Gender Equality Officers: Denise Eck, Altan Sahin

Photo credit: Crawford Jolly/unsplash (cover)

Vienna, 2025

Summary

The Diversity and Gender Equality Plan 2025+ (D-GEP 2025+) sets out how the Austrian Energy Agency (AEA) will continue to advance gender equality and diversity across the organisation in a structured and sustainable way. Building on the first Gender Equality Plan of 2022, it consolidates existing progress, strengthens institutional frameworks and defines new priorities for the years ahead.

Since implementation began, two Diversity and Gender Equality Officers (DG Officers) have been appointed, and both a Working Group and an Interest Group have been established. Core instruments such as mandatory onboarding sessions and workshops, as well as family-friendly initiatives have been introduced. In 2023, these measures were complemented by systematic monitoring, including key indicators and staff surveys; and a year later, the FEMtech-funded project Energie=Gleich (roughly: “Energy=Equality”) was launched to promote equal opportunities and the advancement of women.

The D-GEP 2025+ defines five fields of action, which are firmly anchored within the AEA: Structures and responsibilities; Personnel and career development; Work–life balance; Communication and awareness-raising; as well as Monitoring and evaluation. Planned actions range from mentoring, coaching, and confidence-building training to family-friendly working models and practical guidance on gender-sensitive language and visuals. Implementation is a joint effort involving the DG Officers, the Working and Interest Groups, as well as the AEA’s Management Board, Human Resources (HR), Works Council, and Legal Department. Through this plan, the Austrian Energy Agency aims to make equality and diversity an integral part of its organisational culture and, in doing so, contribute to its overarching mission – a climate-neutral future.

Preface

Diversity and equality are essential pillars of any modern organisation. At the Austrian Energy Agency, they are not an optional add-on, but part of who we are. Through the Diversity and Gender Equality Plan 2025+, we are reaffirming our determination to bring these values to life – not through occasional initiatives, but in our everyday actions.

Our sincere thanks go to all colleagues whose ideas, thoughtful questions and commitment make this possible. What we have achieved so far is the result of many small steps – and of our shared willingness to learn from experience, recognise our limits and explore new paths.

“For us as the management team, equality and diversity are integral to sustainable organisational development. They strengthen the AEA’s appeal as an employer and play a vital role in achieving our goals.”

– Franz Angerer, Managing Director

“We see this plan not as a fixed rulebook, but as an invitation to keep learning and build a culture of openness together.”

– Denise Eck, Diversity and Gender Equality Officer

“Real change happens only through collaboration – through structures, dialogue and the commitment of all employees. With this plan, we aim to provide guidance.”

– Altan Sahin, Diversity and Gender Equality Officer

Vienna, October 2025

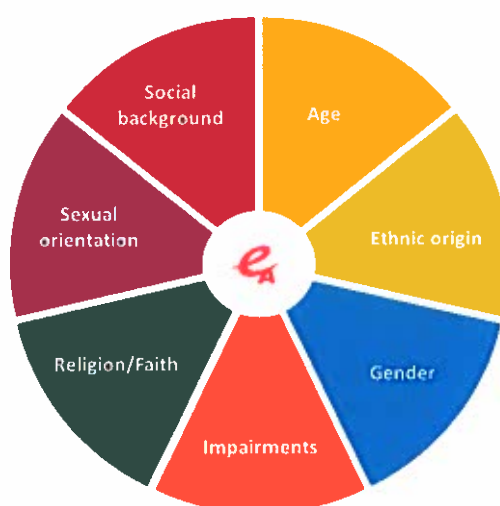
Table of Content

Summary.....	3
Preface.....	4
Introduction.....	6
Strategic Objectives 2025+.....	7
Milestones 2022–2024	8
Planned Measures 2025+	9
Monitoring and Governance	11
Responsibilities and Resources	12
Communication and Visibility.....	13
List of Abbreviations	14

Introduction

The Austrian Energy Agency (AEA) is committed to fostering an organisational culture that is equitable, inclusive and diverse. This commitment is grounded in our core values – sustainability, transparency, fairness and diversity – which guide our actions and are deeply connected to the goal of a climate-neutral future. Achieving this future depends on embracing diversity in all its dimensions, not only gender but also age, ethnic origin, religion, sexual orientation, social background, and physical and cognitive abilities.

Figure 1: The AEA's concept of diversity – seven dimensions



Source: Austrian Energy Agency

To uphold this commitment, the AEA has established reliable structures and tools: the Works Council represents employees' interests and encourages dialogue and participation. In addition, a compliance-based Safe Space Box allows staff to submit anonymous reports, adding an extra layer of trust. Together, these mechanisms reinforce our shared goal of creating a fair, transparent and respectful working environment.

Since the first [Gender Equality Plan 2022](#), key foundations have been laid for the development of the D-GEP 2025+. The new plan further bolsters these foundations, integrating equality and diversity even more firmly as cross-cutting topics throughout the organisation. In doing so, it enhances the AEA's capacity for innovation, strengthens its competitiveness and employer attractiveness, and contributes to its sustainable future.

Strategic Objectives 2025+

The D-GEP 2025+ builds on the structures and measures introduced since 2022 and continues to develop them consistently. After the initial phase – during which responsibilities were defined, the first instruments launched, and monitoring structures established – the emphasis now shifts to embedding equality and diversity across all areas of the AEA over the long term.

The strategic objectives for the coming years are organised into **five fields of action**, which together provide the framework for implementation:

1. Structures and responsibilities

- Strengthen the roles of Gender Equality Officers, Working Group and Interest Group
- Deepen cooperation between these bodies and Management Board, HR and Works Council

2. Personnel and career development

- Ensure fair opportunities in recruitment, professional development, project leadership and management roles
- Promote transparent decision-making processes

3. Work–life balance

- Shape working conditions to be family-friendly and supportive of work–life balance
- Create an attractive and inclusive working environment for all life stages

4. Communication and awareness-raising

- Further strengthen awareness of equality and diversity throughout the organisation
- Ensure consistently gender-sensitive communication in language and visuals, internally and externally

5. Monitoring and evaluation

- Maintain and, where necessary, further refine data collection through key indicators
- Evaluate results regularly and communicate them transparently within the organisation

The fields of action in the D-GEP 2025+ continue to follow the areas defined by the European Commission for Gender Equality Plans (GEP) under Horizon Europe. As the AEA is not a traditional research institution, the field “Gender dimension in research and innovation” is not presented separately but is integrated into the other areas. This ensures that the D-GEP 2025+ is consistent with EU requirements while reflecting the specific needs of the Austrian Energy Agency for future implementation.

Milestones 2022–2024

The GEP introduced in 2022 laid the foundation for embedding equality and diversity systematically across the AEA. During this initial phase, key structures were put in place: two Diversity and Gender Equality Officers (DG Officers) were appointed, a Working Group was established, and an Interest Group for staff was launched. Together, these bodies now form the organisational backbone for moving the work forward.

At the same time, the Officers and the Working Group implemented the first measures designed to have a lasting impact within the organisation. All staff initially completed mandatory online training to establish a shared understanding of the topic, and equality and diversity have since become a fixed element of the onboarding process for new employees. Visible initiatives, such as an inclusive Outlook signature, further reinforced this commitment.

From 2022 to 2024, a wide range of activities helped strengthen awareness of equality and diversity. These included workshops and internal events, tailored sessions for managers as well as for the HR and PR (Public Relations) teams, family-related support measures, and informal exchange opportunities for interested staff. These initiatives made the various aspects of the topic tangible, demonstrated ways of integrating sensitivity into everyday work, and fostered openness and a sense of community within the AEA.

In 2023, the AEA launched a professional monitoring system that documents both the implemented measures and the findings from staff surveys. This enables trends to be tracked and areas requiring action to be identified.

Since 2024, the FEMtech-funded project Energie=Gleich has provided additional momentum. With its focus on promoting women and reinforcing gender-sensitive communication, it enabled workshops and training sessions for managers, PR and HR to be delivered within a short period. The project will continue in 2025, for example through the development of materials that support gender-sensitive PR and job interviews.

Planned Measures 2025+

The measures from 2025 onwards follow the five fields of action and build on the structures already in place as well as on the experience gained so far. They are intentionally formulated in an open way to allow flexibility in implementation and respond to new developments.

1. Structures and responsibilities

- The DG Officers work closely with the Management Board and HR; their roles and interfaces are reviewed annually and adjusted where needed.
- The Safe Space Box is evaluated regularly, and its findings are fed into internal advisory processes.
- The Works Council is systematically involved in diversity and equality issues.
- The Working and Interest Groups serve as drivers of ideas and inspiration.

2. Personnel and career development

- Coaching and confidence- and assertiveness-building training are offered regularly to strengthen diversity-sensitive leadership and collaboration.
- Staff development processes, such as recruitment and performance reviews, are assessed and adapted regarding equality.
- A practical guide for conducting job interviews is provided to managers with personnel responsibility and to HR.
- Job postings are published transparently and inclusively to ensure that all staff are fully informed, and that all qualified external individuals feel equally encouraged to apply, regardless of their background.

3. Work–life balance

- Flexible working-time models are assessed and further developed; existing working-from-home arrangements are reviewed regularly.
- Family-friendly measures, such as parental-leave options, re-entry programmes and relevant information materials, are expanded.
- Conditions are created that enable staff with caregiving responsibilities to take on roles in line with their qualifications and carry out leadership tasks flexibly.

4. Communication and awareness-raising

- Fact sheets and brochures on gender-sensitive language and visuals are produced and made available to communications staff.
- Guidelines, for example on responding to boundary violations, are developed to support confident and safe action in everyday work.
- Internal awareness-raising activities (workshops and exchange forums) are conducted regularly.
- A dedicated “Diversity” section on the AEA website is maintained, where key documents and progress updates are published.

5. Monitoring and evaluation

- Key indicators, such as gender distribution by hierarchy level or working-time model, are collected and published annually.
- Questions on gender equality and diversity continue to be included in the regular staff survey.
- Monitoring results feed into the annual evaluation of the D-GEP and provide the basis for adjusting and developing new measures.

Monitoring and Governance

Implementation of the D-GEP 2025+ is supported by a systematic monitoring process. Its purpose is to make progress measurable, ensure transparency and provide a sound basis for continuous improvement. To this end, a range of indicators is used – for example gender distribution by staff numbers, function and working-time model; age distribution and educational attainment across the workforce; and participation in training and awareness-raising activities.

These indicators are collected and analysed annually. Within the regular staff survey conducted by the Works Council, a dedicated section covers gender equality and diversity. The results are reviewed by the Working Group on Diversity and Gender Equality and reported back to the Management Board, Works Council and staff. Based on these findings, an annual evaluation of the D-GEP is carried out, informing updates and further development of the measures.

Monitoring is coordinated by the DG Officers, in close cooperation with the Works Council, the Working Group and HR. The Management Board receives an annual report on the implementation status.

Responsibilities and Resources

The implementation of the D-GEP 2025+ is based on clearly defined roles and responsibilities. The DG Officers coordinate the measures, prepare monitoring reports and serve as the main points of contact for issues relating to gender equality and diversity. They are supported by the Working Group on Diversity and Gender Equality, which provides expert input for implementation, develops proposals for new measures and facilitates exchange across organisational areas. In addition, the Interest Group contributes ideas and feedback from staff.

Overall responsibility rests with the Management Board, which sets priorities and receives regular updates on progress from the DG Officers. HR plays a key role in implementation, particularly in recruitment, staff development and work-life balance. The Works Council is systematically involved and represents the interests of employees; for more far-reaching measures, the Legal Department is involved at an early stage.

The DG Officers and the Working Group are provided with defined time resources to carry out their tasks. External funding, especially from programmes such as DIVERSITEC (formerly FEMtech), supplements internal resources and enables additional projects. To ensure the plan's effectiveness, resource availability is reviewed on a regular basis.

Communication and Visibility

Effective implementation of the D-GEP 2025+ requires that its themes are well established within the organisation and clearly visible to external audiences. Communication therefore serves two purposes: internally, it provides regular updates on ongoing measures, ensures transparency and encourages participation; externally, it makes the AEA's commitment to equality and diversity visible and recognisable.

Internally, the emphasis is on strengthening knowledge and fostering dialogue across the organisation. Information is shared regularly through existing communication channels such as newsletters, emails and events. New staff are introduced to the topic during onboarding, and formats such as workshops for interested colleagues offer opportunities for exchange. Communication places particular value on openness and clarity and is continuously adapted to the needs of employees.

Externally, the strategy is communicated through a dedicated section on the AEA website, where key indicators and core documents such as the Diversity and Gender Equality Plan (German, English) and the Guideline on Gender-sensitive Language (German) are available. Gender-sensitive PR is supported by materials developed as part of the D-GEP 2025+.

Vienna, 31st OCT 2025

Place, date

signature

Franz Angerer
Director



List of Abbreviations

AEA	Austrian Energy Agency
D-GEP	Diversity and Gender Equality Plan
DG	Diversity and Gender Equality
GEP	Gender Equality Plan
HR	Human Resources
PR	Public Relations

About the Austrian Energy Agency (AEA)

The Austrian Energy Agency provides answers for a climate-neutral future: the aim is to shape the way we live and work so that our actions no longer affect the climate. New technologies, efficiency, and the use of natural resources such as sun, water, wind, and forests are at the core of the solutions we offer. In this way, a life in an intact environment is ensured for us and our children, and ecological diversity is preserved, without dependence on coal, oil, natural gas, or nuclear power.

More than 100 dedicated experts from a wide range of disciplines provide science-based advice to decision-makers in government, business, public administration, and international organisations. They support these actors in transforming the energy system and carrying out measures to address the climate crisis.

On behalf of the Federal Government, the Austrian Energy Agency implements the climate protection initiative klimaaktiv. The Federal Government, all federal states, leading companies in the energy and transport sectors, interest groups, and scientific organisations are members of the Agency.

For more information, visit our website: energyagency.at



energyagency.at