

Closing the gender gap in the energy transition could add 122 billion per year to Spain's GDP

- *ClosinGap's new report shows that only one in four people working in energy transition sectors is a woman. And it warns that, at the current rate, parity will not be achieved until at least 2061*
- *The study, promoted by Enagás, shows that equalising the presence of women and men in the sector could increase Spanish GDP by 7.7%*

Madrid, 13 January 2026. - The energy transition is key in the fight against the climate crisis and economic competitiveness, and also an opportunity to move forward with gender equality. This is the conclusion of the ClosinGap report "Opportunity cost of the gender gap in the energy transition", promoted by Enagás and presented today, which analyses how the under-representation of women is a decisive obstacle to fair, egalitarian and competitive development.

The study, prepared by Afi, quantifies for the first time the economic impact of the gender gap in sectors linked to the energy transition: if parity were achieved, Spanish GDP could increase by 122 billion euros per year, equivalent to 7.7% of national GDP in 2024. The report shows that female talent, key to the success of the energy transition, remains under-utilised in strategic sectors of the future.

In the words of **Judit Carreras**, Director of the Just Transition Institute, "reports like this are key to understand that the energy transition is not only technological or climatic, but a lever for the quality of employment and to move towards a fairer society. We find that the greater the ambition for gender equality, the greater the speed of convergence and the positive impact on the economy and collective well-being.

As **Arturo Gonzalo**, CEO of Enagás, pointed out during the presentation, "behind every data point in this report there are people, talent and opportunities that we cannot afford to lose. Equality cannot wait and the purpose of this research is to be action-oriented. Measuring gender inequality and its consequences is the way to firmly adopt the right policies and measures.

Regarding the progress made by Enagás, Arturo Gonzalo pointed out that "diversity and inclusion are key pillars of our strategy and we translate this commitment into specific policies and actions: we have 50% women on our Executive Committee and 40% on the Board of Directors, as well as in management and pre-management positions".

Marieta Jiménez, President of ClosinGap, stressed that "the report is, above all, an invitation. To look at issues with a gender perspective. To work urgently. To design the energy transition from the conviction that equality is not an add-on, but an indispensable condition for progress. If we

manage to bring together all the voices - those of today and those of tomorrow - we will ensure that the energy that moves the country is also the energy that closes gaps, generates opportunities and builds a more prosperous society for all."

Proposals for action: equality as an economic and social engine

The panel discussion to present the ClosinGap report - moderated by Enagás' General Director of People and Transformation, Javier Perera, with the participation of the company's Director General of Energy Transition, Natalia Latorre, the Director General of AVAES, Pedro Fresco, and the Independent Director and Dean of the ICAI College of Engineers, Isabel Reija - concluded that guaranteeing equality in the energy transition is not only a question of social justice, but a strategic priority to maximise competitiveness and economic development in the country.

The report - presented by Enagás' People and Diversity Director, Susana Toril, and ClosinGap's Managing Director, Lucila García - makes it clear that reducing the gender gap would not only contribute to equity, but would also represent a significant qualitative leap in growth, innovation and sustainability for the Spanish economy.

Accordingly, the document details a package of proposals to facilitate the incorporation of women in the sector, from specific incentives in training and selection, visibility campaigns and female referents, to improvements in the monitoring and evaluation of equality policies. It also calls for automation in access to fuel poverty assistance and better statistical monitoring of gender gaps.

Structural inequality despite educational progress

The report reveals that, although they account for 38% of university-educated employees in the sector, women occupy only 24% of total employment linked to the energy transition, with a particular presence in lower paid and administrative sectors, and low participation in technical, operational and leadership positions. The gap persists across all generations: the new cohorts show progress in education, but not in access to technical jobs or positions of responsibility.

There is also a low female presence in both vocational training pathways linked to the sector and in STEM university degrees, which limits women's access to emerging green job opportunities. Only 11% of female graduates in related degrees manage to find employment in the sector, compared with 23% of men.

The employment gap: a dual challenge and an opportunity for transformation

The better working conditions in the sector - with less temporary employment and smaller wage gaps than in the economy as a whole - have not been enough to close the gender gap. The "glass ceiling" continues to limit women's access to senior management: only 22% of senior management positions in the sector are held by women. In addition, talent retention remains a challenge; women spend a smaller percentage of their working lives in these sectors compared to men.

The document also emphasises one of the least visible aspects: energy poverty affects households headed by women more intensely, especially single-parent households and

pensioners, leading to greater health risks, care overload and limitations in access to basic rights as energy consumers.

Women lead social and environmental commitment to energy transition

According to the CIS Barometer (March 2025), concern and commitment to climate action is significantly higher among women, especially among younger generations, where more than 94% of Generation Z women see the energy transition as an opportunity for business development and innovation.

According to the study's projections, if current trends continue, gender parity in the energy transition sector will not be achieved until 2061. Even with active policies, full equality will not be achieved before 2043. Only a radical change, in line with international targets (equality by 2030), could accelerate the closing of the gap, which would require increasing the female presence in the sector at five times the current figure.

About ClosinGap

ClosinGap is a non-profit association that aims to promote economic growth based on gender equality.

Formed by 14 large companies (Merck, MAPFRE, Repsol, BMW Group, Mahou San Miguel, PwC, CaixaBank, Grupo Social ONCE, KREAB, Fundación CEOE, Telefónica, Redeia, Herbert Smith Freehills Spain and Enagás) united with the aim of accelerating the transformation in favour of equal opportunities between women and men, and to comply with the Sustainable Development Goals from three strategic axes:

- Promote knowledge and debate on equity from an economic perspective.
- Be a source of innovation in terms of initiatives linked to the economy and women.
- Act as a driver of social and economic transformation through initiatives that help to close these gaps.

About Enagás

Enagás is a European TSO (Transmission System Operator) with 50 years' experience developing, operating and maintaining energy infrastructures. It has around 12,000 kilometres of pipelines, three underground storage facilities and eight regasification plants. The company operates in seven countries. In Spain, it is the Technical Manager of the Gas System and, as stipulated in Royal Decree Law 8/2023, Enagás has the capacity to operate as Provisional Manager of the Hydrogen Transport Network (HTNO), as well as to develop H2med, the Spanish hydrogen network and the associated storage infrastructure. In line with its commitment to energy transition, the company has announced its target of becoming carbon neutral by 2040, with a firm commitment to decarbonisation and the promotion of renewable gases, especially hydrogen.

Enagás has been selected as the number two company in the world in terms of gender equality in the Women's Equality in the Workplace survey carried out by Equileap. This index, in which the company has been included for the fourth consecutive year, is made up of the 100 most outstanding companies in this field. Enagás is the leading Spanish company in the ranking of the four companies included. Enagás has made important progress to increase diversity and equal opportunities through training and networking

initiatives among its professionals to foster female talent and leadership, as well as its commitment to the participation of women in positions of responsibility.

Enagás was one of the first companies to be recognised in 2010 with the Equality Distinction, awarded by the Ministry of Equality, and is a member of the Ministry's More Women, Better Companies initiative. The company has been an EFR-certified company since 2007 and in 2022 became the first energy company in Spain to obtain the highest rating (level A+) for excellence in work-life balance, according to the management model of the Másfamilia Foundation.

About Afi

Afi is a leading Spanish company in independent advice, consultancy and training in economics, finance and technology. The company was founded in 1987 by a group of leading academics and has since become a leader in providing consultancy, technology and training services mainly oriented towards the economic and financial sphere. Our team is made up of more than 250 highly qualified professionals, including more than twenty partners.

For more information:

Eva Cot: 691 429 312 ecot@kreab.com

Jorge Álvarez Vidal: 630 384 930 | 630 384 930 | 630 384 930 jcalvarez@enagas.es