

Slide 1 features a dark green background with a large, light green triangle on the left. The triangle contains the text "W H" in a circle, "Women in Green Hydrogen", and "VÄTGAS SVERIGE". To the right of the triangle, the title "30% OF OUR MANAGERS ARE WOMEN – PROGRESS OR ILLUSION?" is written in large, bold, orange letters. Below the title, the presenter's name "Anna Grzelec (PhD)" and her affiliations "Business analysis, Vätgas Sverige" and "Gender & Technology researcher, Chalmers" are listed in orange. At the bottom, there is a row of white silhouettes of people in business attire.

**W H**  
Women in Green  
Hydrogen

**30% OF OUR MANAGERS ARE  
WOMEN – PROGRESS OR  
ILLUSION?**

Anna Grzelec (PhD)  
Business analysis, Vätgas Sverige  
Gender & Technology researcher, Chalmers

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Slide 2 features a photograph of a woman with glasses and a colorful skirt, pointing at a large screen. The screen displays a slide with the text "WHAT IS TECHNOLOGY? WHO IS IT FOR?" and a background image of a laboratory. To the right of the photograph, there is a list of bullet points in orange and white text.

WHAT IS  
TECHNOLOGY?  
WHO IS IT FOR?

- **M.Sc Chalmers**  
*Technology Management & Economics*
- **Ph.D. School of Business, Economics and Law, Gothenburg Univ.**  
*Organising for innovation and creativity in engineering/tech professions*
- **Researcher Chalmers**  
*Gender & Technology, gender equality in engineering*

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# THE GREEN ENERGY OF THE FUTURE - A NEW INDUSTRY WITH NEW OPPORTUNITIES

## FRAMTIDENS GRÖNA ENERGI - EN NY BRANSCH MED NYA MÖJLIGHETER

**Budget:** 1,2 Million

**Financer:** Swedish Gender Equality Authority

**Project manager:** Anna Grzelec

**Period:** 2024-12-01 - 2025-11-30

Partners

- Lhyfe Sweden AB
- PowerCell Group AB
- Siemens Energy AB
- Vattenfall AB
- Uniper AB
- RES
- ...



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JÄMSTÄLLDHETS  
MYNDIGHETEN

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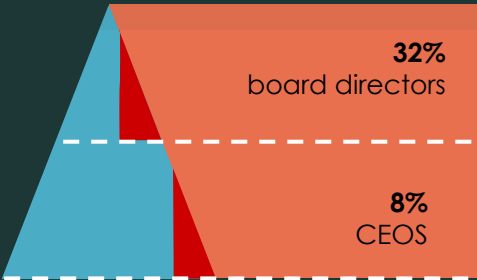


1. Increase women's representation on boards and in leadership positions.

stocking Freepik

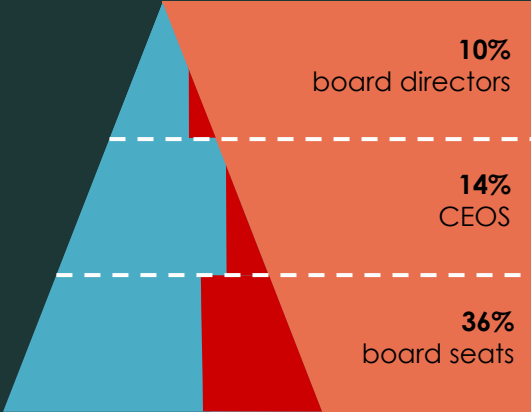
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**S&P 500 2023 (the 500 largest companies on the USA stock markets)**



<https://www.catalyst.org/research/women-in-sp-500-companies/>

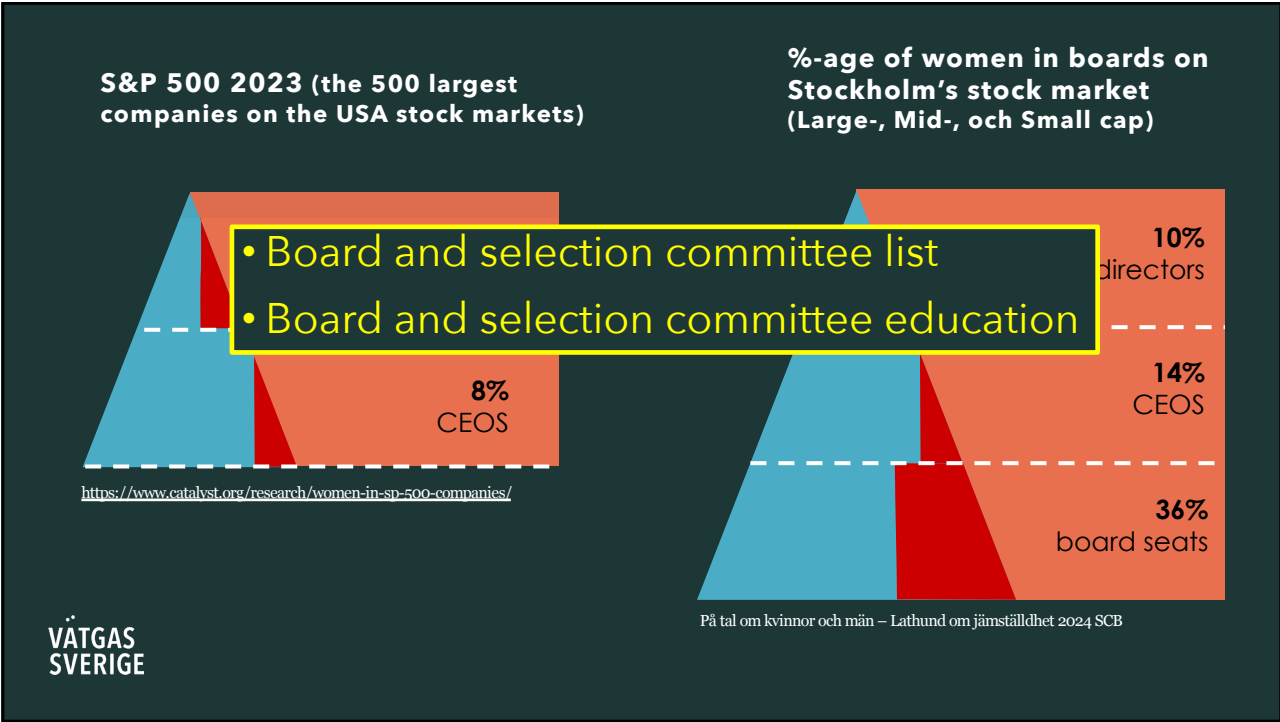
**%-age of women in boards on Stockholm's stock market (Large-, Mid-, och Small cap)**



På tal om kvinnor och män – Lathund om jämställdhet 2024 SCB

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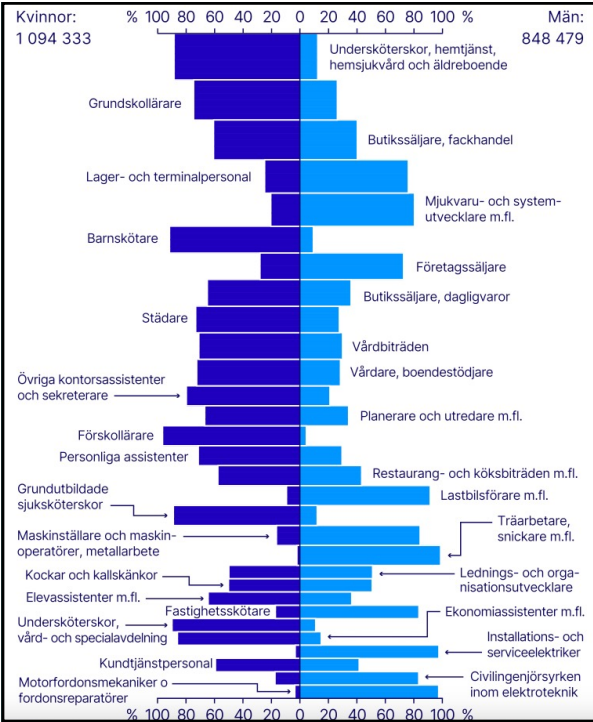
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2. Promote long-term skills supply by encouraging young women to pursue technology-related education.

**VÄTGAS SVERIGE**

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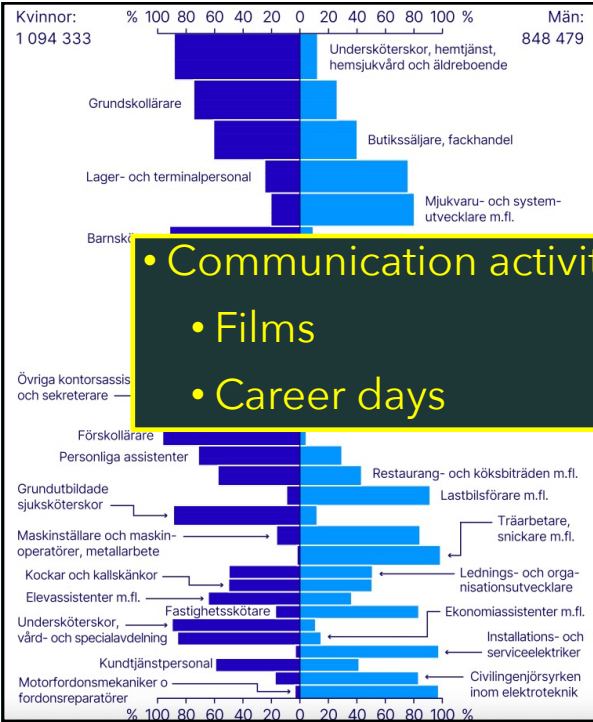
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ONE OF THE MOST SEGREGATED JOB MARKETS IN THE WORLD

- 5 of 30 professional categories have parity in representation
- Engineering = male coded
- Easier for people with male characteristics to
  - be perceived as competent
  - to fit in

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ONE OF THE MOST SEGREGATED JOB MARKETS IN THE WORLD

- Communication activities to reach young people:
  - Films
  - Career days

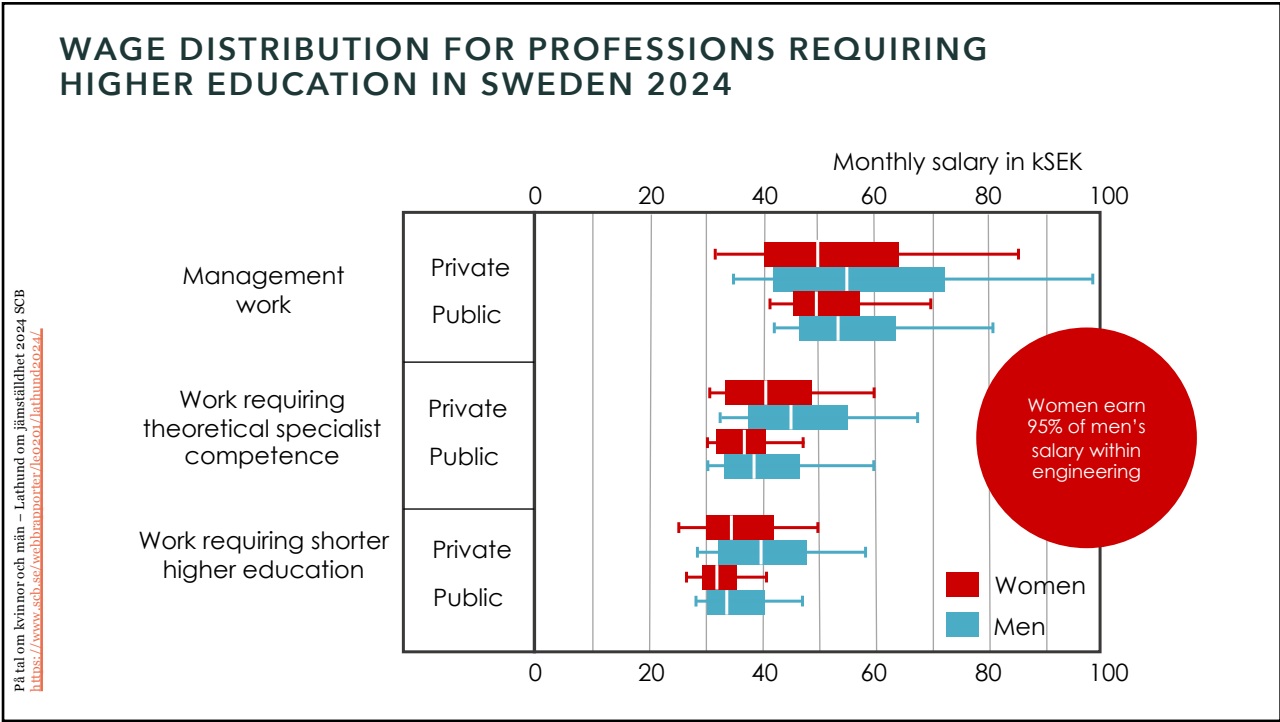
- characteristics to
- be perceived as competent
  - to fit in

10

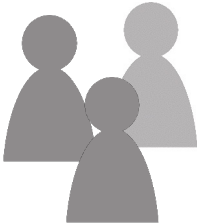
3. Promote economic equality by analyzing and reducing wage and power gaps between women and men.

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CV

Alexandra

MERITS

Competence:

Salary:



- 13%



CV

Alexander

POTENTIAL

Competence:

Salary:



Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J., & Handelsman, J. (2012). Science faculty's subtle gender biases favor male students. *Proceedings of the national academy of sciences*, 109(41), 16474-16479.

Coffman, K. B., Exley, C. L., & Niederle, M. (2021). The role of beliefs in driving gender discrimination. *Management Science*.

Eagly, A.H. et al. (1992). Gender and the evaluation of leaders: A meta-analysis. *Psychological bulletin*, 111(1), 3.

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Heilman, Madeline E. & Suzette Caleo (2018) Combatting gender discrimination: A lack of fit framework *Group Processes & Intergroup Relations* 21(5), 725-744.

Eagly, Alice H., and Steven J. Karau (2002) Role congruity theory of prejudice toward female leaders. *Psychological review* 109, no. 3: 573.

Heilman, Madeline E. (2001) Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. *Journal of social issues* 57, no. 4: 657-674.

Martell, Richard F. (1996). What mediates gender bias in work behavior ratings? *Sex Roles*, 35(3-4), 153-169.

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• Master students from HRM investigating equality in the green energy sector

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Heilman, Madeline E. & Suzette Caleo (2018) Combatting gender discrimination: A lack of fit framework *Group Processes & Intergroup Relations* 21(5), 725-744.  
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COMPETENCE AND  
LEADERSHIP  
IS VALUED  
DIFFERENTLY  
DEPENDING ON  
THE BODY IT  
COMES IN



~~"We don't care about people's gender or background. We hire the most competent person for the job."~~

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Concluding from the research, probability is high that she

- a) **has more merits than the male candidates (aka "overqualified").**
- b) **is cheaper (!?!)**
- c) **had to work against norms and stereotypes (more determined).**

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**What happens when...**

½ of the candidates compete for 10 % of the positions and the other ½ compete for 90% of the positions?

**Competition becomes fierce** for the minority group and **the quality becomes lower** in the selection from the majority group.

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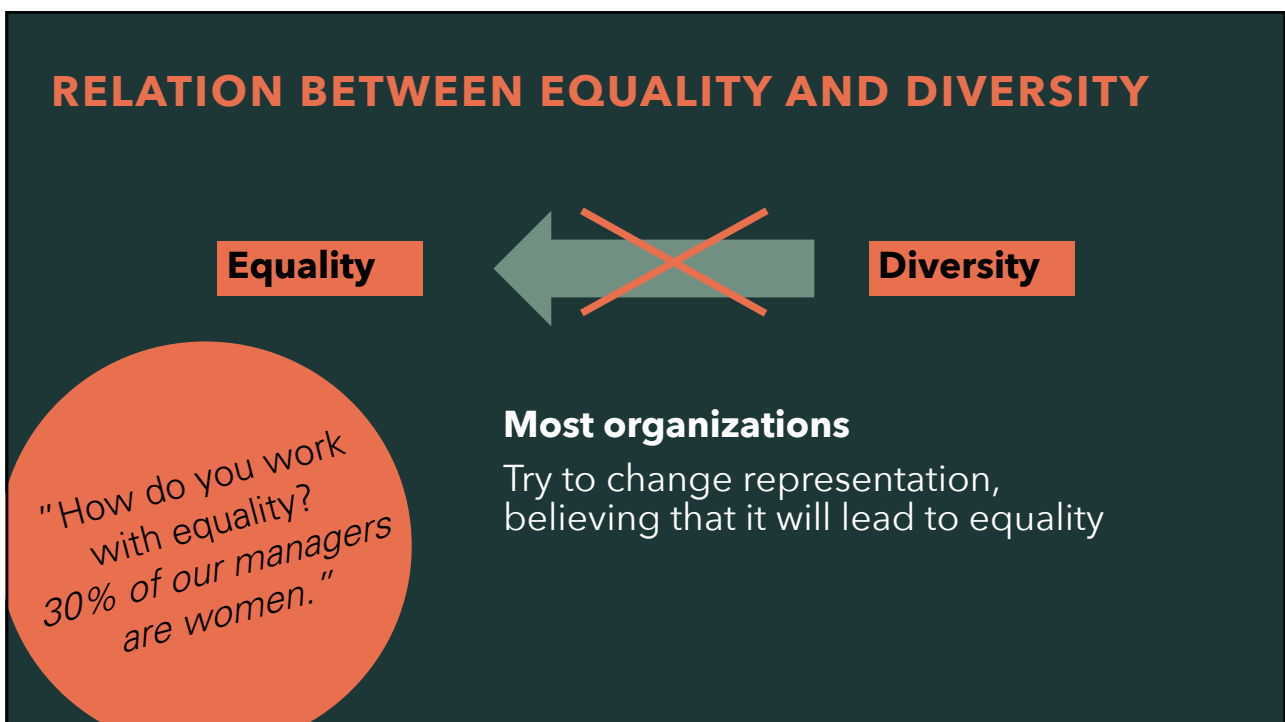
*"women are starting to outnumber the men here!"*

**Do the counting.**  
This feeling usually comes already at 35-40% women

**Minorities are more visible.**

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**RELATION BETWEEN EQUALITY AND DIVERSITY**

**Equality** ← **Diversity**

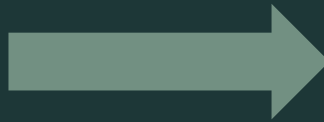
*"How do you work with equality? 30% of our managers are women."*

**Most organizations**  
Try to change representation, believing that it will lead to equality

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## RELATION BETWEEN EQUALITY AND DIVERSITY

**Equality**



**Diversity**

**Work with equality - that will give you diversity**

- Salaries
- Career development
- Competence evaluation
- Task/project distribution
- Work environment ...

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## THEN WHY DO COMPANIES TALK SO MUCH ABOUT DIVERSITY?

- Easy
  - to count people based on visible characteristics
  - to communicate
  - compare
- Ignorance about the fact that representation does not measure
  - inclusion,
  - fair treatment
  - productive diversity
- Authorities measure representation

Sweden Statistics, Swedish Gender Equality Agency, University Agency, the unions...

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## THEN WHY DO COMPANIES TALK SO MUCH ABOUT DIVERSITY?

- A measure of equal opportunities in society  
– but needs to be coupled with data on  
salaries,  
working conditions,  
influence,  
power... etc.

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## HOW TO STOP BIAS

- **Stereotype replacement**
  - **Counter stereotypes**
  - **Perspective taking /empathy**
  - **Individualising**
  - **Increase your in-groups**
- Change characteristics
  - Remind yourself
  - Recall when you were stereotyped
  - Look for stuff that don't fit the stereotype
  - Get to know people that are different than you

Devine, P. G., Forscher, P. S., Austin, A. J., & Cox, W. T. (2012). Long-term reduction in implicit race bias: A prejudice habit-breaking intervention. *Journal of experimental social psychology*, 48(6), 1267-1278.

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## STRATEGIES SUMMARY

- Question the idea that organizations are gender neutral
- Know that women are generally over-qualified and remind others when needed
- Talk more about salaries
- Do the counting when the minority is "taking over"
- Invert the perspective: it is not diversity that leads to equality, it is equality that leads to diversity
- Practice to stop stereotyping and bias with your group/organization
- Small practices: pose uncomfortable questions (whenever you feel you can)
- Large practices: inform yourselves, don't reinvent the wheel, lot of diversity work has been done, and proven counterproductive

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## HOW TO PARTICIPATE

### THE GREEN ENERGY OF THE FUTURE - A NEW INDUSTRY WITH NEW OPPORTUNITIES

#### • Be interviewed

- Master students in HRM – your experiences
- Films – what you like about working in the energy sector

#### • Bring material about gender equality to your recruitment activities/fairs (CHARM, LARV, ARMADA...) and activities with younger target groups

#### • Sign up to the board and selection committee

- list
- education

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Board candidate list:



anna.grzelec@vatgas.se  
charlotte.blomberg@vatgas.se  
eva.corell@vatgas.se

Anna Grzelec contact:



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