
Gender representation at Agora events

Annual Report 2025

Agora Energiewende, Agora Industry and Agora Agriculture are committed to ensuring gender diversity at all Agora-branded public events. In addition to having evenly balanced panels of speakers, this principle also applies to the time allocated to speakers as well as to comments and questions from the floor (for more details, please refer to our **published policy document**).

As part of its Gender Balance Policy, Agora also documents the status and progress in the area of gender diversity. This year's report evaluates 24 public events – online, in-person, and hybrid – regarding gender balance on panels and enables a comparison with the previous year. In addition, we quantify the number of events in which we met our target ratio of 2:3 women to men (or 1:2 women to men for smaller panels).

Composition of the speakers' panels at 24 Agora public events in 2025

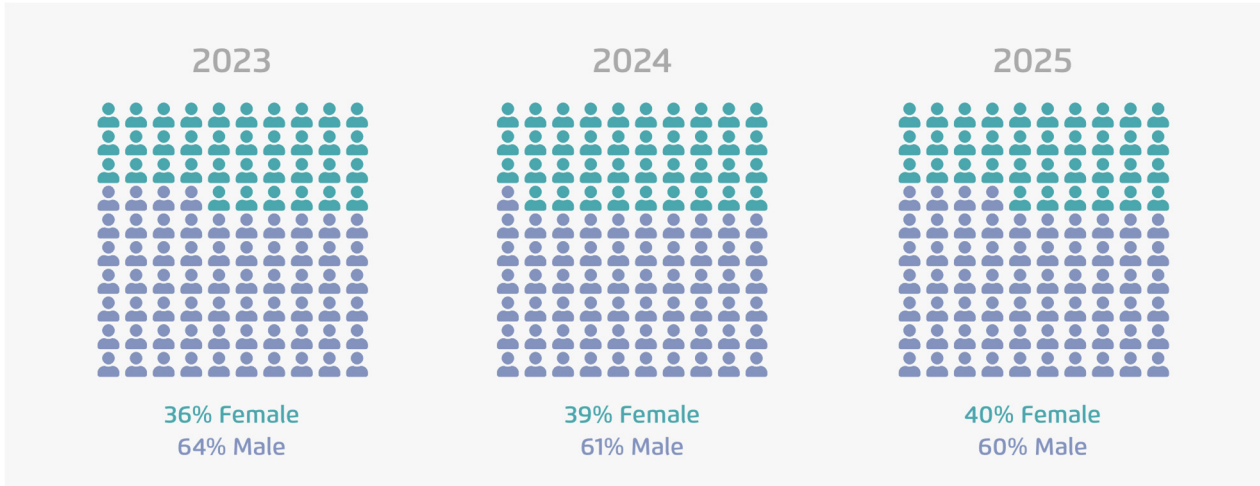
Our gender balance targets are:

- A balanced gender representation for panels and presentations:
 - At events with three or fewer speakers, at least one participant is female (not including moderators).
 - At events with four or more speakers, women and men are represented either equally or in a 2:3 ratio of female to male speakers (not including moderators).

1 Gender balance on Agora panels

Gender balance on Agora panels (total)

→ Fig. 1



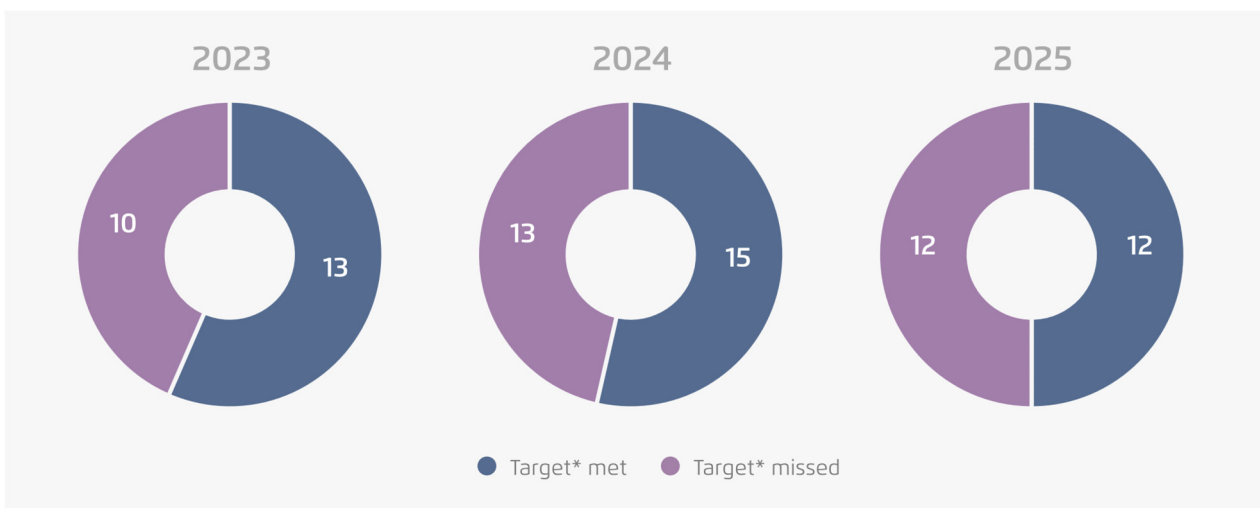
Across the 24 Agora events held in 2025, a total of 211 panellists participated, comprising 84 women and 127 men, across both online and in-person formats. This corresponds to a gender distribution of 40 percent women and 60 percent men (Figure 1). Compared to 2024, the share of women increased by 1 percentage point and stands 4 percentage points above 2023.

2 Gender balance targets

While the overall share of women on panels increased in 2025, this increase was not reflected in a higher proportion of events meeting the Gender Balance Policy (Figure 2), pointing to a recurring divergence between overall representation and policy compliance.

Gender balance targets for Agora panels over time

→ Fig. 2



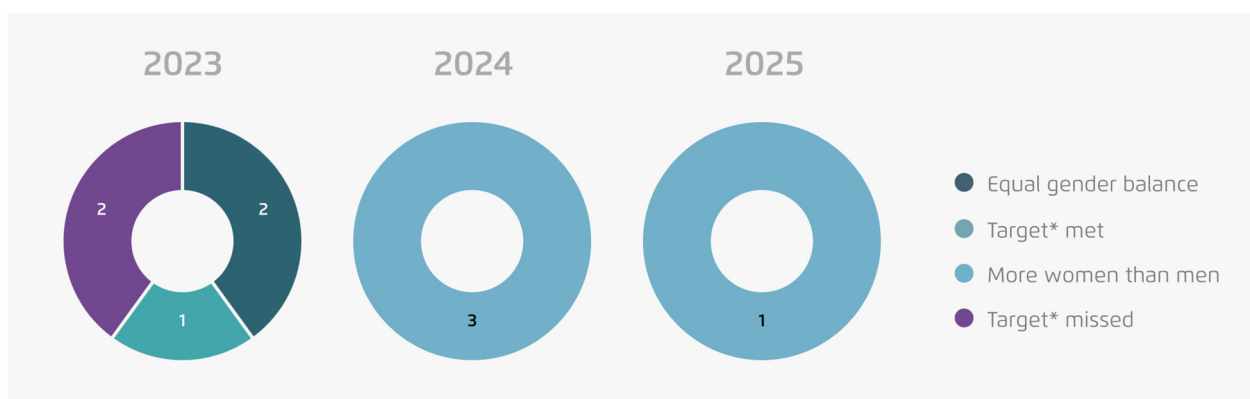
Of the 24 Agora events held in 2025, 12 were in line with the Gender Balance Policy, while 12 did not meet the defined target. The total number of events was lower than in 2024. In relative terms, the share of events in line with the Gender Balance Policy was lower in 2025 than in previous years.

Out of the 24 events held in 2025, one event had a smaller panel (up to three speakers), while 23 had larger panels (four or more speakers).

In the one Agora event with a smaller panel were more women than men among the speakers (2023: 3 out of 5 events; 2024: 3 out of 3 events). As in the previous reporting year, we exceeded our gender balance target in this category (Figure 3).

Gender balance on smaller Agora panels

→ Fig. 3



*2:3 women to men

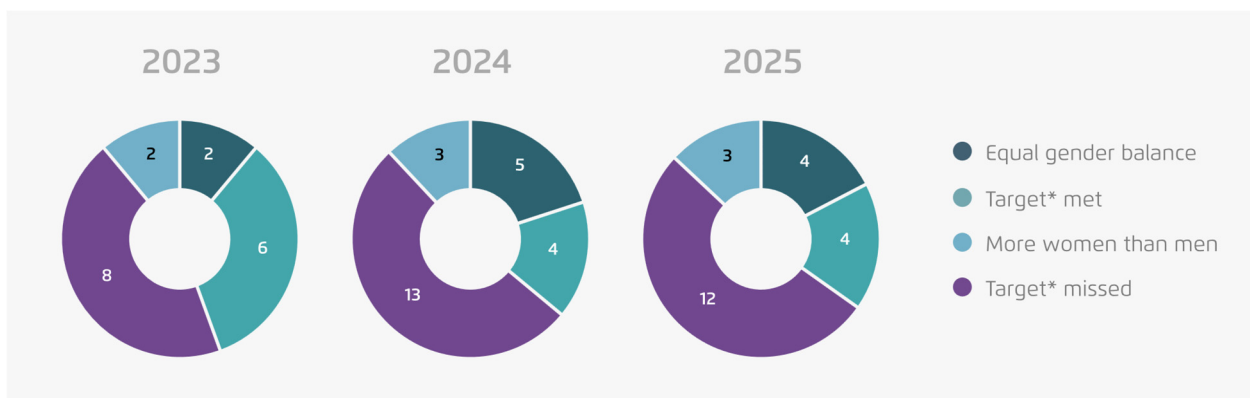
Of the 23 Agora events with larger panels (4 or more speakers), 11 met or exceeded the target of 2:3 women to men (2023: 10 out of 18; 2024: 12 out of 13). 4 events had an equal number of women and men on the panel, and three had more women than men on stage. Four events were in line with the policy (Figure 4).

In the remaining 12 Agora events with larger panels, the ratio of women to men fell below the defined 2:3 threshold. This means that in 2025, more than half of large-panel events did not meet the defined target. In 2025, one all-male panel was recorded.

Taken together, the results for larger panels indicate that maintaining compliance with the Gender Balance Policy remains a particular challenge in this format.

Gender balance on larger Agora panels

→ Fig. 4



*2:3 women to men

3 Gender balance at third-party events

Regarding Agora's participation in panels at third-party events, male colleagues are encouraged to decline invitations to all-male panels and instead propose a female speaker, either from Agora or from another organisation.

In 2025, we tracked a total of 64 invitations to external speaking engagements reported by colleagues of all genders. Out of these, 26 included information on the gender balance of the panel. Most of the reported panels were in line with our policy; four were not.

In one case, a male colleague followed our recommendation and proposed additional female speakers. In two cases, female colleagues participated, thereby changing the gender composition of the panel. In one case, it was not possible to influence the panel composition due to a last-minute invitation.

Compared to 2024, a higher proportion of reported speaking engagements included information on gender balance, allowing for more differentiated assessment.

We are currently working on improving the tracking system to enable a more comprehensive assessment in the future.

4 Speaking time

Our second principle is:

→ Equal speaking time and active participation for all speakers

We advocate for an equitable allocation of speaking time, regardless of gender, and encourage moderators and colleagues to pay attention to balanced participation among panellists.

At the same time, we recognise that overly rigid moderation can limit the dynamics of a debate. We therefore remain open to different approaches to addressing this challenge. Currently, no formal tool is in place to systematically measure speaking time.

5 Contributions from the audience

Our third principle is:

→ Contributions from female audience members will be prioritised

We do not keep records of contributions from the floor. However, our events team consistently reminds colleagues organising events and moderators not to overlook women who indicate that they would like to speak and provide space for their contributions.