

Beyond Gender

Feminine Power in Corporate Sustainability

Redefining leadership energy for SDGs delivery

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The Core Thesis for ESG Transformation



❏ Sustainability fails when organizations rely solely on 'masculine' operational energy.

True resilience demands embedding **Feminine Energy—Empathy, Integration, and Systemic Resilience**—into governance as a fundamental design imperative, not an optional virtue.

From Headcount to Power



The Problem: Numeric Focus

*If gender remains a numeric KPI, we will miss the **energy balance** that makes systems truly resilient and adaptive.*



The Solution: Capability & Power

*Treat feminine power as a **governance capability**—not merely a demographic category to track on diversity dashboards.*



The Impact: Accelerated Value

Board dialogue quality improves. Transition plan design becomes more inclusive. Stakeholder trust deepens. Long-term value creation accelerates.

SDG Where Feminine Power Matters



SDG 5 · Gender Equality

Move beyond parity metrics to embed feminine energy in governance structures, organizational culture, and strategic decisions.



SDG 8 · Decent Work

Human-centered workplaces increase employee retention, spark innovation, and build organizational resilience against disruption.



SDG 9 · Industry, Innovation & Infrastructure

Diverse teams accelerate green technology adoption and improve risk sensing across complex supply chains.



SDG 13 · Climate Action

Adaptive, empathetic leadership improves transition planning quality and strengthens community buy-in for climate initiatives.



SDG 16 · Peace, Justice & Strong Institutions

Inclusive decision-making processes legitimize climate policy and build public trust in institutional responses.



SDG 17 · Partnerships for the Goals

NGO–Corporate–Government alliances unlock collaborative solutions and scale impact across sectors and geographies.

Feminine energy—defined as empathetic, adaptive, and integrative leadership—is essential to achieving these interconnected targets.

Decision-Making & Sustainability

23.3%

Women in Ministerial Positions

Globally, women hold less than one-quarter of ministerial roles across all government portfolios.

12%

Energy & Resources Leadership

Only 12% of portfolios covering energy, natural resources, fuels, and mining are held by women ministers.

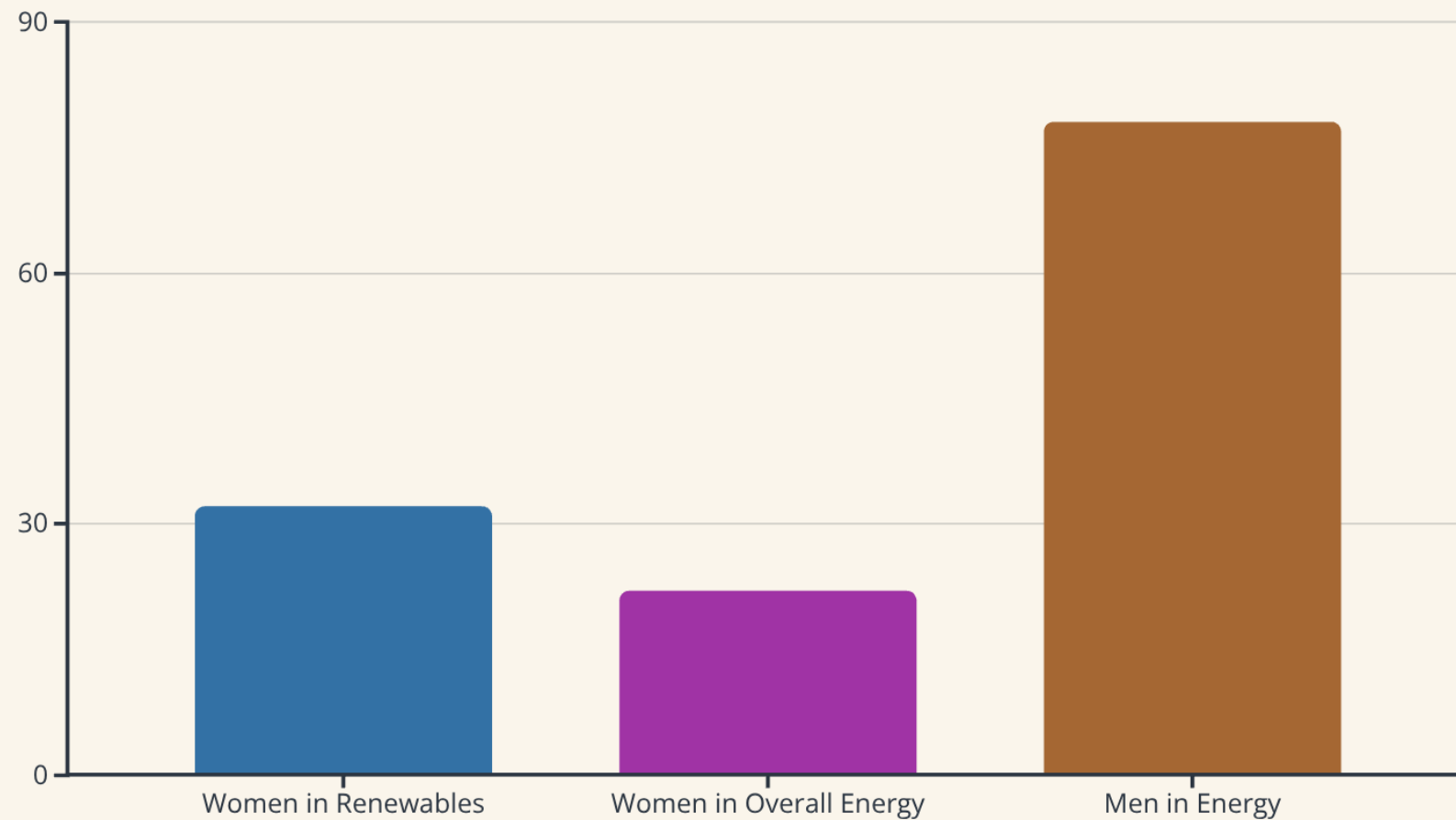
30%

Managerial Roles Worldwide

Women occupy roughly 30% of managerial positions, with significant variation by region and sector.

Sources: UN Women, Gender Snapshot 2024 (ministers/energy); UN Women, Gender Snapshot 2025 (managers)

Energy & Renewables: Women's Participation

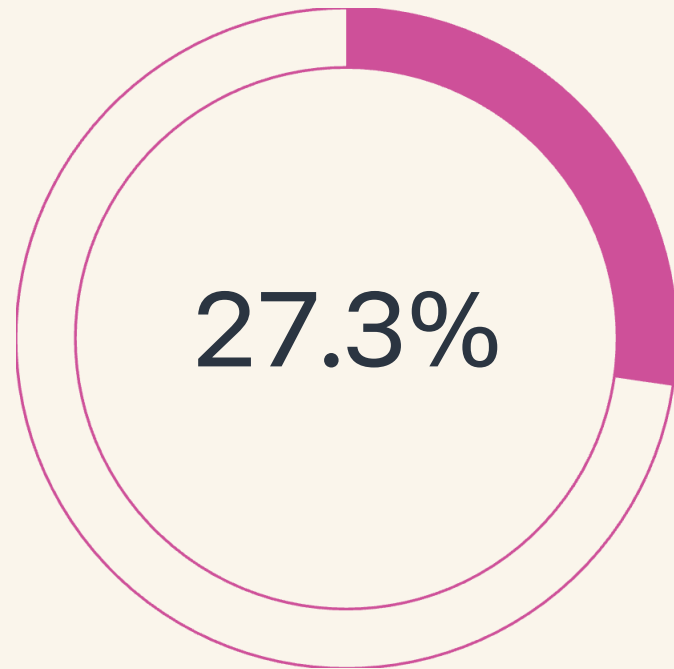


The Pipeline Challenge

The renewables workforce shows higher female participation (32%) compared to traditional energy sectors (22%).

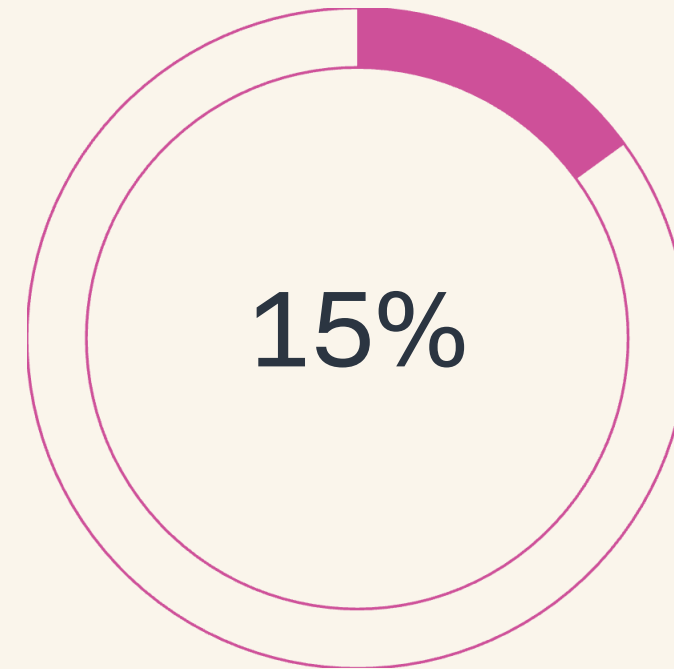
However, women remain concentrated in administrative roles rather than STEM and technical positions.

Corporate Governance: Progress, but Not Power



Women on Corporate Boards

Board seats held by women at MSCI ACWI constituent companies as of October 2024.



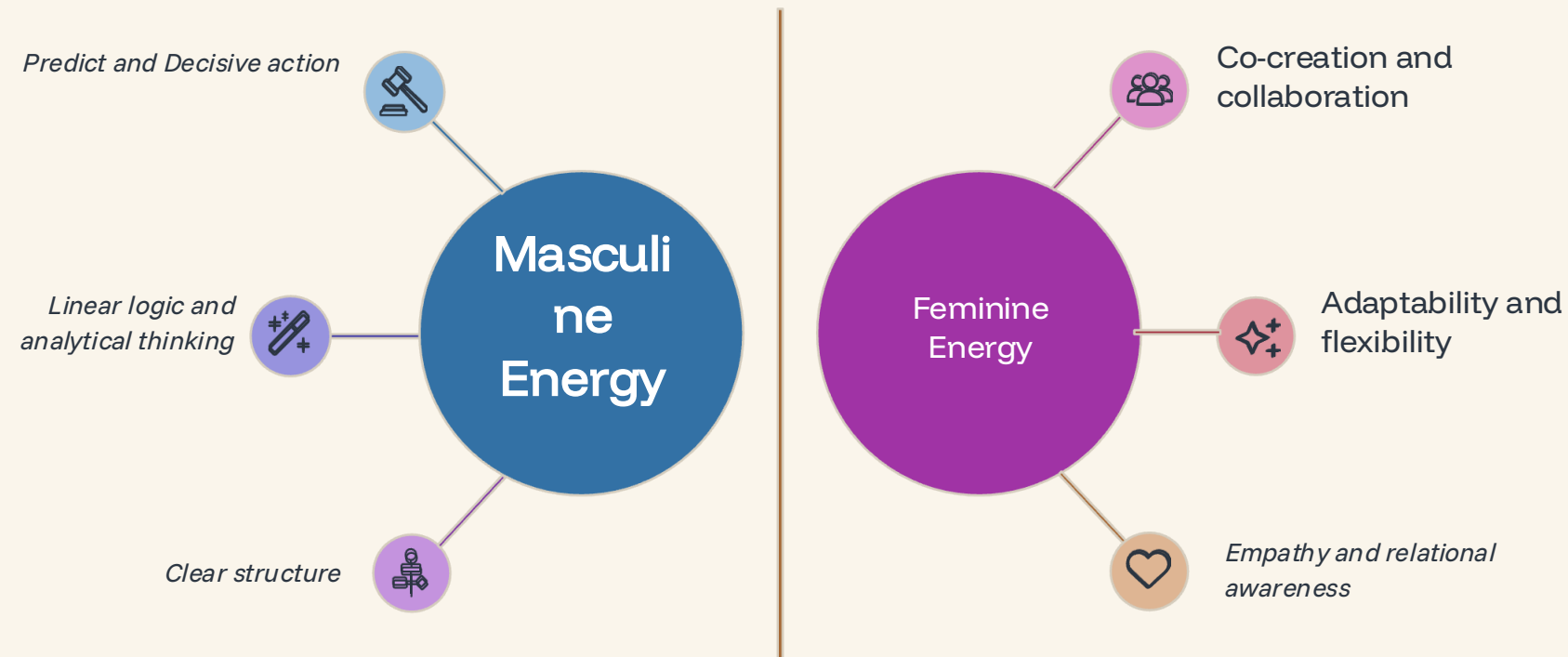
Executive Leadership Roles

Female representation drops significantly in CEO, CFO, and Chair positions—where strategic power concentrates.

Source: MSCI, Women on Boards and Beyond 2024 (Progress Report, February 2025)

From Gender to Energy Balance

Leadership effectiveness depends on balancing complementary energies, not privileging one over the other. Both masculine and feminine approaches are essential—imbalance creates organizational fragility.



Evidence:

Resilient Leadership Improves Outcomes

Crisis Performance

*During crises, women leaders were rated **significantly more effective** in comprehensive 360° assessments.*

Organizational Resilience

*Organizations emphasizing relational and empathetic behaviors showed **measurably higher resilience** and employee engagement.*

Transition Capability

Feminine leadership enables more adaptive transition strategies and builds deeper stakeholder trust.

Source: Harvard Business Review, 'Women Are Better Leaders During a Crisis' (Zenger & Folkman, 2020)

Align with IFRS S2

Governance that Listens and Adapts

• Disclosure Requirements

IFRS S2 mandates disclosure of board oversight mechanisms for climate risks, opportunities, and transition plans.

• Diverse Sensing

Boards need diverse perspectives to effectively sense both physical and transition risks. Feminine energy improves stakeholder dialogue quality.

• Practical Integration

Integrate gender-responsive transition planning and stakeholder engagement directly into S2 governance disclosures.

Metrics & Signals to Track

Governance requires measurement. These indicators connect leadership energy to SDG delivery and IFRS S2 outcomes.



Board & Executive Diversity

Track women's representation (board seats, CEO/CFO/Chair roles) using MSCI and internal metrics.



Inclusive Leadership

Measure empathy and inclusion (360° assessments). Monitor psychological safety index by business unit.



IFRS S2 Disclosure & Engagement

Evaluate IFRS S2 disclosure quality. Measure stakeholder engagement and climate initiative participation.



Talent Pipeline (STEM/Sustainability)

Monitor women in technical climate roles. Track promotion and retention in sustainability functions.



Community & Local Impact

Measure women's participation in local transition projects. Track grievance resolution and community satisfaction scores.



Balance

**Sustainability is
choreography, not
conquest**

Final Message

Sustainability is not a contest of strength—it is a choreography of balance.

To redesign governance for energy balance.
Feminine is not soft—it's sustainable.

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