

POWERful WOMEN

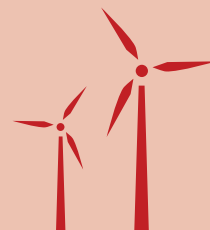
NOVEMBER
**20
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Fifth Annual Report

ENERGY LEADERS' COALITION

Investing in the diverse skills,
strengths and talent needed for
our energy future





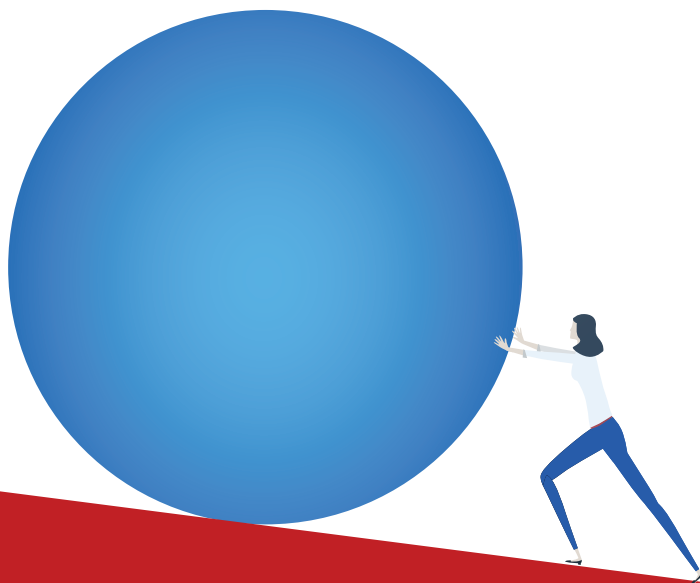
Foreword

Now is such an exciting time to pursue a career in energy and it is vital that everyone working in the industry feels valued and supported.

I am pleased to see the leaders of some of the UK's largest energy employers making clear public commitments to increase and normalise female representation in the sector.

I welcome this Fifth Annual Report from the Energy Leaders' Coalition, but progress towards gender equality remains too slow. Actions speak louder than words and I encourage all business leaders in the industry to put their foot on the accelerator, to work harder to attract and retain skilled women and to ensure equal opportunities for everyone as we build the talent we need for our energy future.

Amanda Solloway MP
Minister for Energy Consumers and Affordability
Department for Energy Security & Net Zero



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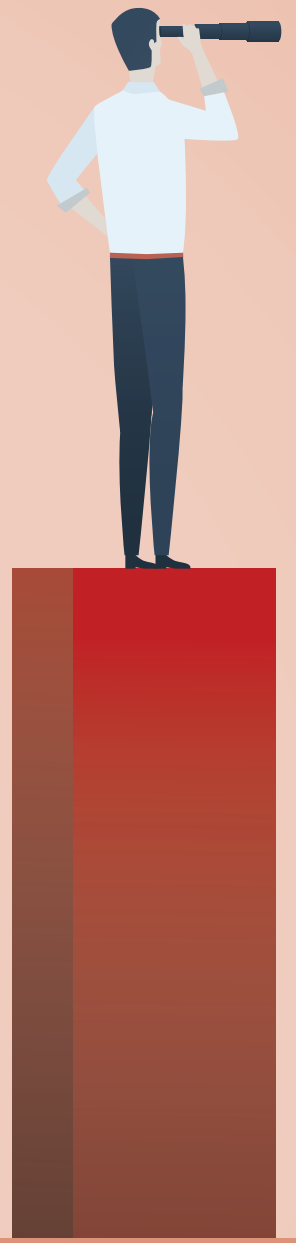
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Introduction

Welcome to the 2023 annual report of the Energy Leaders' Coalition (ELC).



*Katie Jackson, Chair
of POWERful Women*



*Nick Wayth,
Chief Executive
of the Energy Institute
and POWERful Women
Board Member*

Here at POWERful Women we are particularly proud of the ELC, an initiative we convened in 2018 to leverage the power of some of the UK's largest energy employers and the energy regulators to drive progress on gender diversity and inclusion in the sector – both as individual leaders and as a collective.

In this, their fifth year of reporting on activities and progress towards targets, we are seeing how transparency and collaboration are driving accountability and tangible action.



Highlights of the year

- 1. A safe space for unique collaboration:** At regular meetings industry peers, who are also competitors, come together to share honest insights on what works well and what doesn't – particularly in addressing this year's focus of the career barriers faced by women in middle management.
- 2. Sharing and learning good practice:** The members of the ELC give and receive practical tips on DEI policies and initiatives and there are some great examples of good practice in the case studies in Chapter 2.
- 3. Attracting young women:** Another highlight of the ELC's work in 2023 was their collective campaign to market the UK energy sector as an exciting place to work. We are pleased to see plans to expand this in 2024.
- 4. The power of data:** Data gathering across the sector as a whole is still poor, so we welcome the ELC's commitment to publishing their own statistics on female representation. The results show steady movement towards more ambitious DEI goals.

Why does this matter?

The UK energy sector is in transition – and diversity and inclusion must be at the heart of that. Addressing the triple crisis of affordability, security and climate change requires a diverse mix of skills, experience and perspectives for innovation, leadership and consumer trust. With better diversity also comes higher company performance and profitability.

National Grid estimates our industry needs to fill almost half a million jobs between now and 2050 and these huge and exciting opportunities should be open to everyone.

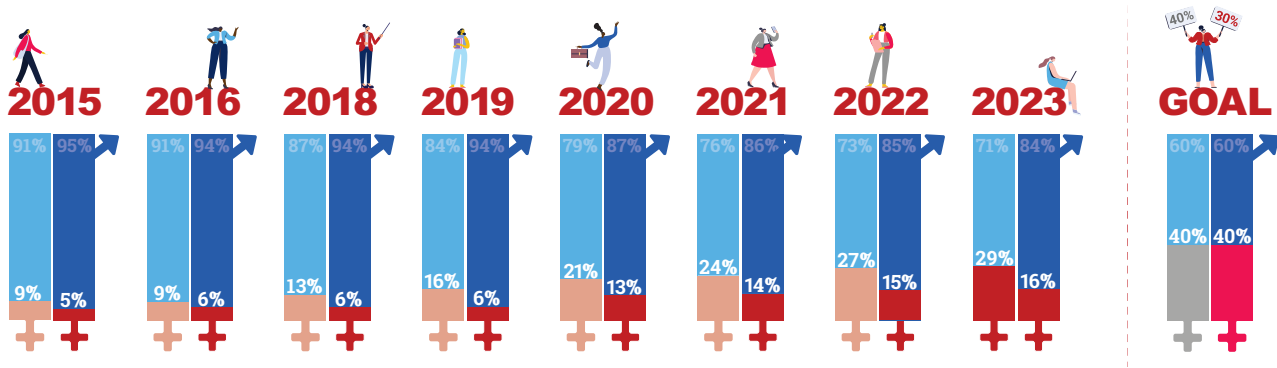
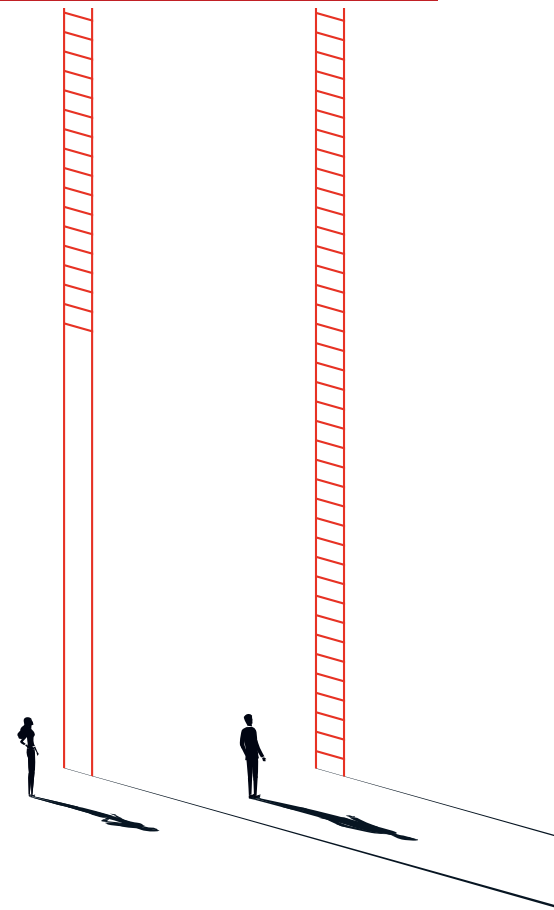
However, the foot must stay on the accelerator. Chapter 3 sets out focussed objectives for the ELC in 2024.

A gap to be closed

But unfortunately, female representation in the UK energy sector remains far too low, particularly at the top.

In June our annual State of the Nation revealed that the industry is behind the FTSE 350 for women in key decision-making roles. Under a third of board seats in the top 80 UK energy companies are occupied by women, mostly in non-executive roles, and 21% of companies have no women on the board at all.

The picture is better when it comes to leadership roles below the board and at middle management level, where women make up just over 30%. The numbers are rising but there's still a way to go to reach our "40 by 30" target.



■ MEN IN BOARD SEATS ■ MEN IN EXECUTIVE DIRECTOR SEATS
■ WOMEN IN BOARD SEATS ■ WOMEN IN EXECUTIVE DIRECTOR SEATS

■ FTSE WOMEN LEADERS TARGET FOR 2025 *
■ PFW TARGET FOR 2030 *

* NB FTSE Women Leaders Review 2022 | PFW = POWERful Women

Let's ramp up action towards 2030

Leaders can make a difference – driving company strategy towards ambitious, public goals; role-modelling inclusivity to create a culture where everyone thrives; and influencing change out in the wider sector.

Our thanks to the ELC members for their continued engagement. We hope all those interested in accelerating diversity and inclusion enjoy reading their report.





CHAPTER 1

**Our work and the progress
we've made against our goals**



ELC

members



Louise Kingham OBE
SVP, Europe and
head of country, UK, bp



Dominic Kieran
Managing Director
Cavendish Nuclear



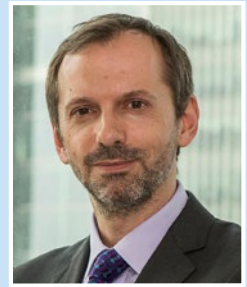
Chris O'Shea
Group Chief Executive
Centrica



Will Gardiner
CEO
Drax



Simone Rossi
Chief Executive
EDF Energy



Kevin Dibble
UK Country Manager
ENGIE Group



Chris Norbury
CEO
E.ON UK



Cordi O'Hara, President
UK Electricity Distribution
National Grid



Stuart Payne
CEO
NSTA



Jonathan Brearley
CEO
Ofgem



Duncan Clark,
Head of Region
Ørsted UK



Tom Glover,
UK Country Chair
RWE



Keith Anderson
Chief Executive
ScottishPower



David Bunch
UK Country Chair
Shell UK



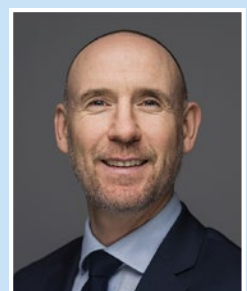
Monica Collings
CEO
So Energy



Alistair Phillips-Davies
Chief Executive
SSE



John Evans
CEO
Subsea 7



Craig Shanaghey
Executive President Projects
Wood



ELC – who we are

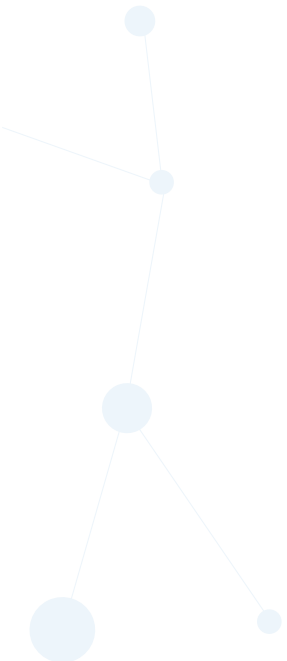
The Energy Leaders' Coalition comprises the heads of 16 of the UK energy sector's largest employers, between us representing nearly two-thirds of the industry's workforce. We are joined by the CEOs of the energy regulators Ofgem and North Sea Transition Authority.

As such, the collective power of the coalition can act as a powerful lever for change across the sector. As well as challenging and learning from each other, we can play an important ambassadorial role with our peers in the industry and with other influencers.

Our quarterly meetings throughout the past year have continued to provide focus to our mission, with leaders making time to share their insights on what is working and what isn't in an open and candid way. They are also opportunities to learn from each other, through practical examples of internal DEI initiatives that are bringing tangible results or that have highlighted challenges. We are pleased to share some of these case studies of the initiatives making the most difference in Chapter 2.

This year has felt like a more energised ELC, with more meetings attended in person and a clear focus on addressing the career issues faced by women in middle management in the sector, in response to POWERful Women's research on workplace barriers in 2022.

Below we highlight key activities in the past year – the successes and the ongoing challenges – and report on individual companies' progress against their own and industry targets, following the ELC's principles of transparency and accountability.



How much progress have we made on gender diversity in our own companies?

Publishing our internal targets and to what extent they have been achieved (see the **Red-Amber-Green** rating below) is one important way in which we, as leaders, and our teams are held to account – so that there is transparency on whether statements made on the public stage are reflected in actual company policies, actions and data.

Reporting on this publicly has been a major achievement of the coalition since it was established in 2018. This year, the majority of companies report progress against ambitious corporate targets for diversity that are more closely aligned to PfW’s “40 by 30” target for women in the sector. The commentary also highlights where companies recognise they need to remain focussed, review their approach or work harder in the coming year.

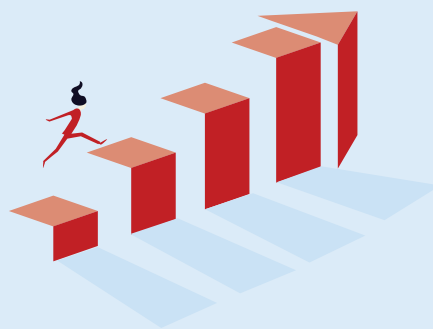


| COMPANY | TARGET AND RAG | COMMENTARY |
|---|--|--|
|  | <p>Gender parity for our top levels of leadership by 2025</p> <p>Gender parity for all executive level employees by 2030</p> | <p><i>“In 2022, we saw an increase in women in roles at Group, senior level and first level leaders, but no change at combined first level leader and below roles. To help achieve our global gender ambition we are working with our leaders to model entity-level contributions to our gender ambitions based on market availability.”</i></p> |
|  | <p>40% women in nuclear by 2030</p> <p>30% women in senior leadership positions by 2025</p> | <p><i>“We currently have 20% female representation and 33% of senior roles held by women. The percentage of females has reduced since the last report, which has led to a detailed review of the work we have been doing to date and an acceleration of our Gender Action Plan to ensure that this reduction is reversed as quickly as possible. The percentage of women in senior leadership positions has grown further since the last report but we nevertheless are continuing to look at ways to maintain and further improve the gender split at senior leadership level.”</i></p> |
|  | <p>Reflect the full diversity of the communities we serve – including all company and senior leaders to be 48% women by 2030</p> | <p><i>“By the end of 2022, representation of women improved by 2% to 30% at an all-company level and by 5% to 33% among senior leaders. When we exclude our male dominated engineering team, this increases to 41% and 32% respectively. We’ll continue to improve our diversity and inclusion by focusing on attracting, promoting and retaining more diverse talent, including through our goal to recruit 3,500 apprentices by 2030 with the ambition that 50% will be women.”</i></p> |
|  | <p>40% of senior leadership roles held by women</p> | <p><i>“Drax has maintained a 33% gender balance in leadership this year, our progress being impacted by improvement in our data in North America. We continue to focus on sustainable incremental change across our regions. We are proud to have improved the gender balance of our board to 50% women this year.”</i></p> |
|  | <p>40% of senior leaders to be female by 2030</p> | <p><i>“We have a Senior Leader diversity measure on our company scorecard. Currently 28.2 % of Senior Leaders have one or more diverse characteristic (Gender, Ethnicity, Sexual Orientation & Disability). Our overall female representation is 30.8%, female senior leader representation has increased to 24.1% and our female management population is 27.7%, of which 31.6% are in middle management. Our identified Talent pipeline is very buoyant at over 64% female.”</i></p> |
|  | <p>40% of managerial roles to be held by women in 2030</p> | <p><i>“As of today, 27% of our managerial roles across ENGIE UK are occupied by females and we expect this number to improve by the end of the year as a result of a few recent appointments. We continue focusing our efforts on reaching more gender balance in management roles through our recruitment and talent development processes.”</i></p> |
|  | <p>50/50 gender balance in senior exec roles by 2025, and to reduce gender pay gap</p> | <p><i>“Currently over 32% of senior executive roles are held by women. In June following the appointment of a new Chief People Officer, our board gender representation improved meaning 3 out of 7 board seats are held by women.”</i></p> |



| COMPANY | TARGET AND RAG | COMMENTARY |
|---|--|--|
|  | <p>50% diversity of our Board by 2025</p> <p>50% diversity of our Group Executive by 2025</p> <p>35% female representation in management population by 2025</p> <p>50% gender diversity in new talent population by 2025</p> | <p>"Our annual report highlights the progress we have made in increasing diversity across the Board, Senior Leadership Group and New Talent Programmes. We have 50% diversity on the Board (defined as female and individuals from a minority ethnic background) with 42% of members, our Chair and SID women. We continue to focus on female representation across our global senior leadership populations which is currently 40.1%. Our UK gender pay gap remains immaterial at 1.9%. Engagement of UK colleagues who identify as women remains high at 79%. We continue to focus on D&I accountability through company and personal performance targets and objectives."</p> |
|  | <p>40% women by 2030</p> <p>40% women leaders by 2030</p> | <p>"25.2% of our UK workforce are women. We continue to deliver against our 40% ambition by 2030 and have seen steady progress since its inception in 2020. We have specific workstreams focused on better representing women at the People Leader level and will continue to invest in partnerships to help us reach our ambition."</p> |
|  | <p>30% females in management positions by 2030</p> | <p>"Each Operating Company continues to develop and implement their initiatives to create a more inclusive RWE. This includes promoting the availability and accessibility of part time opportunities, the requirement for a female on the shortlist for executive roles, the introduction of Parental Leave Coaching and the implementation of additional recruitment initiatives. Whilst progress is being made, we recognise it is fragile and progress can easily be lost, so additional analysis is being undertaken to understand and remove barriers for talent progression through the organisation, including deeper examination of talent pipelines and employee perceptions."</p> |
|  | <p>Increase women in top level jobs to exceed 30% by 2025 (Currently 33%)</p> <p>Increase women in responsible roles to exceed 35% by 2025 (Currently 32%)</p> | <p>"This year we've been strengthening our diverse team through its biggest ever recruitment drive – creating 1,000 new green jobs in the UK and putting D&I high on the agenda for our leadership team. We've created our new Executive D&I Committee a group of senior executives championing business actions to meet our gender targets including succession planning, prioritisation of inclusive recruitment approaches and sponsoring female leadership development programmes. We continue to work with our Connected Women's network to improve attraction, progression and retention trends."</p> |
|  | <p>30% of senior leadership roles held by women by 2020</p> <p>35% of senior leadership roles held by women by 2025</p> | <p>"We reached our 2020 target of 30% of senior leadership roles being held by women early and remain on track to reach our 2025 target of 35%."</p> |
|  | <p>50% female representation in leadership by 2025</p> | <p>"Women in leadership positions has increased from 29% to 43% over the last year. However, when we look exclusively at middle management, representation has dropped to 33% due to a total change of 3 in the small group. In 2024, we will focus on improving data analytics to identify the root causes of this drop and monitoring the success of the impact of initiatives that have been implemented in 2023."</p> |
|  | <p>40% females in Group Executive Committee and Direct Reports by 2025</p> <p>40% females in Leadership Group* by 2030 (*employees in senior level pay grades)</p> | <p>"Over the 12 months March 2022 to March 2023, SSE achieved an increase in the number of women in this first category – from 22.4% to 34.1%. Over the same period, SSE has also achieved an increase in women in Leadership Group – from 23.7% to 25.2%."</p> |
|  | <p>30% female representation on the Board</p> <p>Onshore leadership to be 25% female by 2030</p> | <p>"This year Subsea 7 has achieved the 30% female representation on the Board target and we have managed to increase our onshore female permanent hires to 37%. We launched a global Women in Business programme, held two offshore female forums and enhanced our talent review approach. Our survey scores show that our people recognise that Subsea7 is prioritising diversity and inclusion."</p> |
|  | <p>Improve gender balance with 40% representation in senior leadership roles by 2030</p> | <p>"We continue to remain focused on our commitment to achieve a gender balance of 40% representation in leadership by 2030. We are making progress and as we go into 2024, we are working closely with our leadership to ensure each area of the business has D&I action plans that tie into a wider global D&I enterprise plan."</p> |

Our progress against industry targets



Each ELC company is also measured annually against sector-wide targets. This year we are showing our female representation data in relation to:



POWERful Women's new, more ambitious goal of at least 40% of **leadership*** and **middle management**** roles in the UK energy sector to be held by women by 2030.



The FTSE Women Leaders Review target of 40% women on UK FTSE 350 **boards***** by 2025.

The charts opposite show data provided by companies as at the end of September 2023.

We can see that ten of our member companies have so far met the target for 40% women on the board by 2025 (the same number as last year) and we are pleased that five of these have achieved a 50:50 gender balance.

Four of the ELC companies have already met POWERful Women's 2030 target of 40% women in leadership roles and three have done so for women in middle management. Comparisons with last year at these levels can't be made, as individual data is being published for the first time.

Despite the fact that few of the ELC companies have achieved 40% yet, we can see that many of us are close, with percentages in the 30s.

However, we should not be complacent. We **must** pick up the pace on appointing and retaining women into these roles. There is a clear gap on female representation in our sector and closing it becomes more challenging the nearer we get to our 2030 deadline.

Each of us has a responsibility as a leader to meet our sector commitments. With the urgent challenge of the energy transition, there is an added impetus on us to ensure that we have the diverse talent and skills we need for the future.

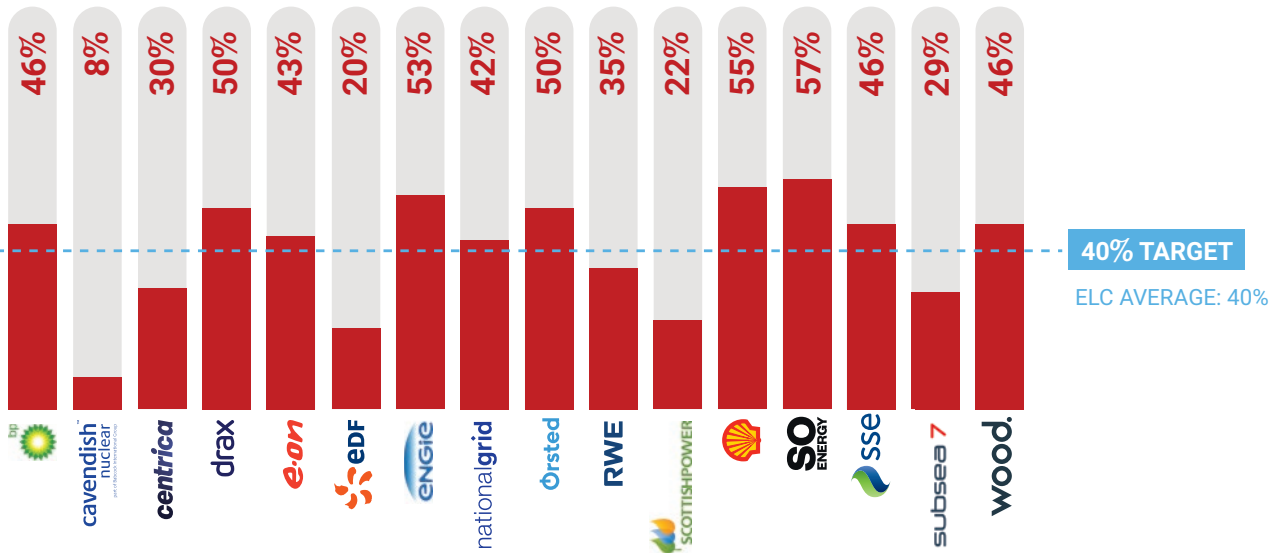
*defined as members executive committee (or equivalent) and their direct reports in line with the FTSE Women Leaders Review

** defined as two further levels below 'leadership'

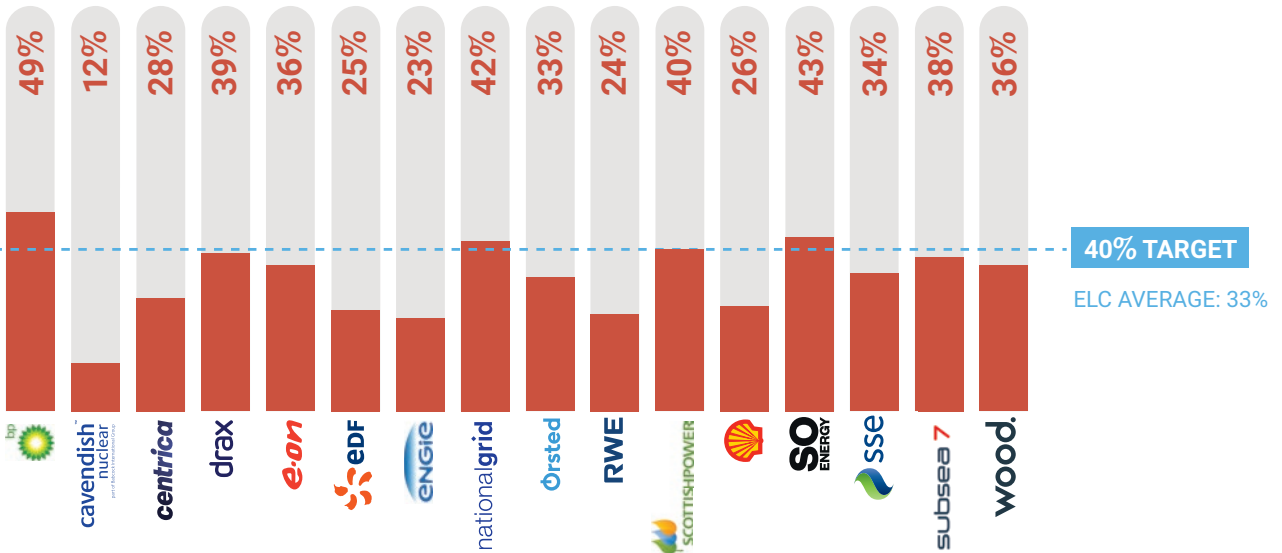
*** executive and non-executive roles

Note that due to differences in structures of global companies, particularly at executive level, the above definitions will vary, but we have aimed to achieve as close an equivalence as possible. RWE figures are for global employees.

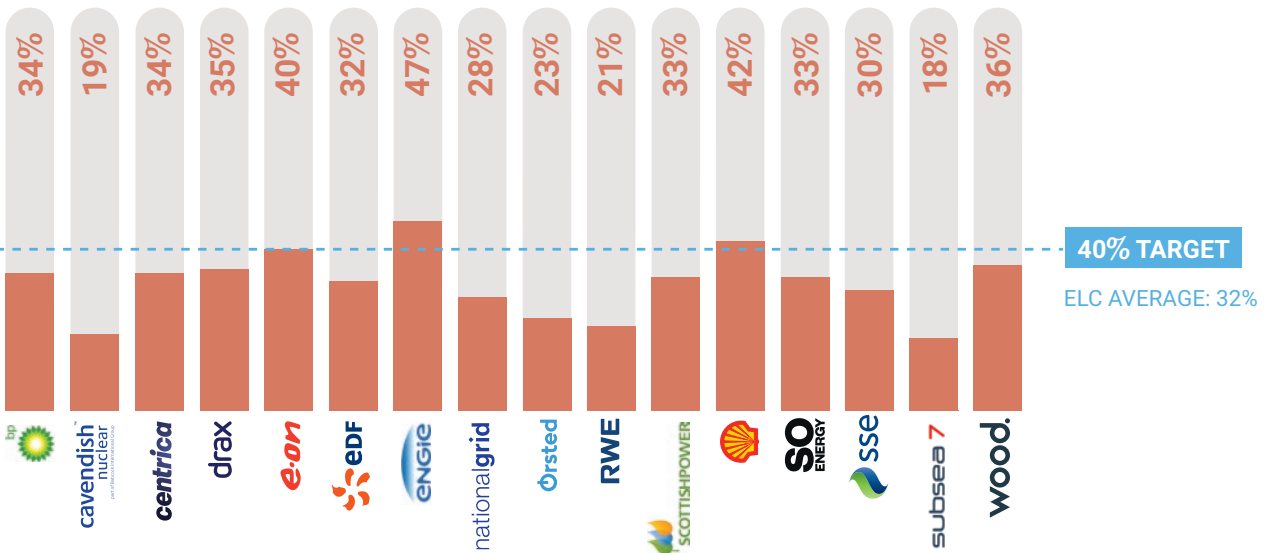
Women on the Board



Women in Leadership



Women in middle management





What has the ELC achieved collaboratively this year?

Last year we set two key objectives for work as a collective in 2023 to drive better DEI in the energy sector. Progress on these are set out below.

1. Supporting women in middle management

Building on our response to POWERful Women's 2022 research with Bain & Company that identified significant barriers faced by women at mid-career level and actions that can be taken to cultivate female talent, last year's Annual Report included the following commitment: **"We will step up our work to support the career development of women in middle management."**

This has therefore been a regular agenda item in our meetings this year, with companies taking turns to share examples of actions that are making a difference and their ongoing challenges. The topic was sponsored by ELC member Duncan Clark, Head of UK at Ørsted, who steered quality and candid discussions, exploring in detail the policies and programmes that are and aren't working.

This has been one of the most valuable achievements of the ELC this year, as it has allowed us to:

- » see where we are winning, with practical examples and data evidence
- » poach ideas from each other so that mistakes aren't repeated
- » be honest about challenges and failings so that common threads can be identified and solutions explored in a safe, non-competitive space.

Duncan has led an end of year review, where the ELC companies have reported back on their own progress. This has been collated and published as an Appendix to this report.

In summary, highlights of the review include:

- » more visible promotion by leaders of targets, commitments and actions both internally and externally, including stretched ambitions and better data collection;
- » the launch of several new DEI strategies led from the top, including through a new Executive DEI Committee at one company;
- » embedding DEI into mainstream business, corporate values and sustainability strategies so that it becomes core to the organisation and performance;
- » at the same time widening DEI commitments out beyond the business to the supply chain;
- » cascading ambitions down to business unit levels with KPIs for managers;
- » new or enhanced policies on professional development, flexible working and inclusion;
- » leaders actively sponsoring diversity initiatives and female talent;
- » stepping up DEI training for line managers, including how to support women;
- » using various public platforms to communicate the value of DEI to business performance and the energy transition; and
- » a clear commitment to gather better data on female representation and monitor progress against more ambitious targets.

When it comes to the specific policies that women in middle management say they need, there are some good examples of companies testing the effectiveness of initiatives and addressing delivery gaps in professional development, effective flexible working and visible female role models, and working to create a more inclusive company culture.

While action has clearly been stepped up this year, with many of these initiatives being launched in the last 12 months, the ELC members recognise that there is still much to do. We have all pledged to continue to track progress towards our ambitions, including surveys of employees, with targeted interventions in areas that are not progressing and some more ambitious targets and programmes. Specific planned actions can be found in the Appendix.





2. Empower Her in Energy

The second priority for the year was:

“We will take action to attract more women into the energy sector.”

This area of work took the shape of a recruitment marketing campaign, funded by ELC companies and ignited by PfW. We Are Hydrogen was engaged to create a social media campaign to attract women aged 16-21 years old into the energy sector, by raising awareness of various career routes and opportunities the sector can offer. It highlighted that there has never been a more exciting time to join the energy sector, with the opportunity to make a difference in the journey to Net Zero.

Launched in January 2023, the campaign had a specific emphasis on apprenticeship opportunities with a strong push during National Apprenticeship Week in February.

The campaign brought positive results and was shortlisted in the UK Social Media Awards.



41 million impressions, **215,000 campaign clicks** and **1619 likes** on Tik Tok, Instagram, Facebook, LinkedIn and Snapchat



an engagement rate of 1.08% (higher than the 0.47% average across all industries)



‘day in the life’ videos from female apprentices to inspire the audience, one of which received **21,900 impressions** on LinkedIn and another received **354,000 impressions** on Tik Tok



www.empowerherinenergy.com - a unique website to drive traffic to the jobs pages of our individual company websites



paid ads on Spotify to **drive the conversation**



use of social influencers to **expand the reach**

While not all companies were able to gather data on the number of applicants that resulted directly from the campaign, one ELC member reported a **225% increase in applications compared to 2022.**

The benefits of this collaborative approach to attracting more talent into the industry are clear and we have agreed to renew and expand the campaign in 2024, to influence students, graduates and career changers and with better data gathering on impact.



Focus and commitment from energy leaders

This year the ELC decided to move to a fixed annual Chair. Chris O'Shea, Group Chief Executive of Centrica, stepped up to take the role in 2023, and this has sent a powerful signal about

the seriousness of the ELC project. He brought structure to the discussions and, with more in-person attendance, there has been deeper engagement from members around the table.

Engaging with government and the regulators

We are pleased that our work and that of POWERful Women continues to be supported by the Government and the regulators, who recognise the importance of better diversity and inclusion of all kinds for the energy transition

We were delighted that Energy Minister Amanda Solloway MP and CEO of Ofgem Jonathan Brearley spoke at PfW's Annual State of the Nation 2023, and we have continued to work with the Department for Energy Security and Net Zero and the FCDO, including to discuss skills, talent and diversity in relation to COP27 and COP28 and the Government's UK agenda.

DEI expertise behind the scenes

The work of our D&I Leads Forum – the senior diversity and inclusion representatives from each of the ELC organisations alongside representatives from PfW – has provided excellent professional input to the CEOs on the ELC throughout the year. Meeting quarterly and also engaging with each other in between, they share ideas and present positive, practical solutions to the ELC to help deliver the best results – including overseeing data gathering and reporting to measure progress.

Where we could do better

Reviewing what has not worked so well this year, the ELC agreed that more could be done to harness the full power of the collective in driving progress across the whole of the energy sector. While the ELC companies recognise that we don't have all the answers and individually each has work to do to reach our diversity goals, we are keen to strengthen our ambassadorial roles and work harder together with other organisations to create a more gender balanced energy industry in the UK. Our workplan for 2024 is set out in Chapter 3.

The Regulators' View

The CEOs of the two energy regulators Ofgem and North Sea Transition Authority (NSTA) play an active role in the work of the Energy Leaders' Coalition, bringing to the discussions their valuable overview of the sector and their own commitment to diversity and inclusion for the energy transition.



"I welcome the findings of POWERful Women's research exploring barriers and what women need. Having an industry-wide 40% target for female representation in middle management provides focus and accountability for organisations.

However, the industry, including its regulators, has a long way to go on Equity, Diversity and Inclusion (EDI). Ensuring we have flexible and inclusive environments where people can thrive is key. If the energy sector fails to include people from diverse backgrounds at all tiers, they will go to sectors that do respect them and leave the energy transition lagging behind.

I want Ofgem to be a leader in this space and see true accountability at Board level across the sector so that EDI is part of corporate DNA. That means instead of operating blind to how diverse the industry actually is, organisations must be fully transparent, gather and record data and thereby measure progress against their targets.

One of Ofgem's achievements last year was establishing the Tackling Inclusion and Diversity in Energy (TIDE) Taskforce with Energy UK, Energy Networks Association, and the Energy Institute, to combine cross-sector EDI insights and evidence and influence robust industry-wide improvements.

Internally, we launched our EDI Strategy, which focuses on building a diverse workforce, an inclusive culture and promoting EDI externally. We now have a much better grasp of our own data and I am proud that we have been awarded Level 3 (Leader) in the Disability Confident and Level 1 in the Carers Confident schemes. With our excellent staff network groups, we have launched a Menopause Policy to reduce the stigma attached to the menopause and create an inclusive environment that supports all employees impacted by the menopause, regardless of gender.

We have partnered with the BBC 50:50 Equality Project and are currently tracking at 46% in terms of female representation throughout the organisation. For senior management and leadership positions, we have committed to achieve 50% women and 9% Black and Minority Ethnic women by 2025.

Since 2019 the number of women in senior leadership roles has risen from a third to 45% and we have similar representation in our middle management, so we have a healthy talent pipeline. However, we have further to go on ethnicity and disability – these will be a focus for the coming year."

Jonathan Brearley, CEO of Ofgem

 **45%**

Women in senior leadership up from 33% to 45% since 2019



We asked Jonathan Brearley and Stuart Payne to look back on highlights of the ELC's work this year and what more there is to be done by the ELC as a collective and the energy sector as a whole. And we asked them to share what they and their organisations are doing to drive forward better diversity and inclusion internally.



"Two things stood out this year. We were delighted to support the Empower Her in Energy media campaign, a jointly sponsored effort to target and signpost more young women to jobs in the energy sector. Although the campaign saw an increase in online traffic from the target representatives, we ultimately don't know if those jobs were awarded to women.

Secondly, POWERful Women's Annual State of the Nation report has been a valuable tool to visualise data across the sector and I would encourage the ELC to continue to contribute to this great piece of benchmarking work and to distribute it as widely as possible.

That report noted that 32% of middle management roles in the UK energy sector were held by women in 2023. As a collective we have set an ambitious target to raise this to 40% by 2030 for all categories, including board and leadership. The former increased by only 1% from 2022, which suggests we will need to move at pace to bridge the gap and meet this target.

We all have a responsibility to ensure companies are setting the appropriate policies and initiatives to encourage leadership development opportunities for women and to ensure the pipeline of talent is diverse.

At NSTA, our workforce is 52% male and 48% female and both our executive team and board have 56% female and 44% male leaders (as of July).

The two initiatives we are most proud of are:

- Our important relationship with national social mobility charity Career Ready which we intend to continue into next year. So far, we have mentored and given summer internships to five students and we will take another two students this year. Not only are we able to provide a valuable opportunity to a young person, but we are also able to learn from their experience with us and make appropriate changes to improve social mobility.*
- Our Inclusion Storytelling Series, where external speakers have shared their own personal experiences. These have covered a wide range of DEI areas including disability, mental health, gender/parent stereotypes and LGBTQ+. Our aim is to improve psychological safety around topics that can be uncomfortable for people and encourage more open discussions."*

Stuart Payne, CEO, NSTA

48%

48% of the NSTA workforce are female

56%

56% of the exec team and board are female





CHAPTER 2

Case Studies:

The actions that make the most difference to our diversity and inclusion





The inclusive power of Business Resource Groups

bp's employee-led business resource groups (BRGs) play an important role in creating a sense of belonging among employees and delivering company DE&I priorities globally.

Focusing on diversity strands that are under-represented and which face unique challenges, the BRGs are open to all and are a powerhouse of the organisation's DE&I activities, working with bp's businesses to attract, develop and retain talent. Here are some examples:

Spread love, not hate – bp Pride

The bp Pride BRG aims to positively influence the development of LGBTQ+ people, enabling them to feel confident and safe at work while achieving their potential.

bp employees took a stand against online discrimination as part of the bp Pride 'spread love, not hate' campaign in 2022. The Pride BRG, together with allies across the organisation, used origami art to respond to negative and hateful comments about the LGBTQ+ community being made in response to bp's social media posts.



Social mobility at bp

In 2022 a new Social Mobility BRG was set up to improve representation and help support equitable opportunities for individuals from less advantaged socio-economic backgrounds. With now more than 1,000 members globally, it will support bp's social mobility ambitions, including providing around 500 work placements globally every year by 2024.

Mentoring circles for interested employees are being piloted, with a curriculum based on the leadership journeys of the socially mobile. Topics include reframing self-limiting beliefs and realising potential.

Unlocking the power of neurodiversity

Aiming to make the organisation more neurodiversity-friendly, bp has reviewed processes, such as recruitment, onboarding and career development, to avoid bias towards neurotypical ways of working, traits and behaviour. For example, making interview questions more concise benefits candidates with neuro-differences and non-native English speakers.

As well as a reverse mentoring programme, guidance is provided to line managers and colleagues for work situations like meetings and communication and a Neurodiversity Group (part of the Accessibility BRG) raises awareness by sharing lived experiences at town halls and events.

bp WIN – a gender equity network

bp's WIN BRG aims to enable colleagues to meet their full potential by providing everyone with increased opportunities for connectivity and networking, as well as personal and professional development. Membership is open to all, with a focus specifically, but not exclusively, on women.

bp WIN aims to influence and push for change in areas that affect the members of the network, through building and deepening relationships with senior leadership across the company, as well as more widely in the HR and DE&I community.



Diversity
equity &
inclusion



“We cannot underestimate the positive power of BRGs across our industry. Imagine if we could harness the intersectionality of all BRGs to transform our companies, innovate new climate change solutions and lead through the energy transition! It will take all forms of diversity to address one of the biggest challenges our planet faces.

Since joining bp, I have positively encouraged participation in our BRGs. Firstly, as co-chair of the Neurodiversity Group, I kick-started strategic change in bp processes, policies and mindsets and built a neuro-inclusive community. More recently, in my current role I have become an active bp WIN member, championing female representation in our growing offshore wind business and more widely across bp, in line with our gender ambitions.

I have also been empowered to start up a Global Women of Wind network – building a community that can tackle issues such as bias with personal protective equipment, finding speaking opportunities at external events to inspire more women into wind, or encouraging more transparent access to data (which can help identify actions to attract and retain more women in the workforce).

I personally identify with as many as five BRG communities across bp and yet we are only near the start of exploring how they intersect. In our North Sea business, we have formed a steering group of all BRGs to better understand intersectionality, and how we can work together as a force for change and avoid competing for attention and resources. We have a lot to learn but I am optimistic as great foundations have been built.

One of my proud career moments was being asked to become a POWERful Women Ambassador to champion female representation in the industry. I am excited about the possibilities and positive influence this brings. In the words of author Angela Y Davis “I am no longer accepting the things I cannot change; I am changing the things I cannot accept.”

Katharine Descamps Commercial Development Manager, UK offshore wind

An action plan to progress an inclusive workplace

This year has seen Cavendish Nuclear launch their business wide Inclusion Plan with a continued focus on creating a truly inclusive experience for their people. Gender Balance forms a core pillar of the Inclusion Plan to support achievement of their targets around female representation.

The Inclusion Plan is based on four key themes, outlined below with their key actions and outcomes.

Gender Balance

The work done across the organisation to improve gender representation has seen a continued reduction in the gender pay gap, which is now down to 9.6%. The ambitions of Cavendish Nuclear on gender balance are bold, as they continue to strive for 30% female representation by 2030, alongside the Nuclear Sector target of 40% female representation by 2030.

As an award-winning signatory to the Women in Defence Charter, Cavendish Nuclear (Babcock) have met all their commitments, including:

- » setting and publishing targets
- » appointing an Executive Committee member at Babcock level to be accountable for gender balance and I&D
- » linking executive objectives to the achievement of gender diversity targets from FY24

Supporting People

Cavendish Nuclear continue to develop their Global Employee Networks and Peer Support Group model, as a key part of being a more inclusive business. In 2023, they established further networks – carers, disability, and veterans – which sit alongside their well-established networks for gender balance, ethnicity, faith, LGBTQ+ and neurodiversity.

Their strategic approach to inclusion and diversity includes taking a number of actions to accelerate progress. A key element within this pillar of the Inclusion Plan is their Inclusive Leave policy which will see the introduction of significant enhancements across a range of pay and benefits for those with child and adult care responsibilities.

They have also launched a refreshed leadership development programme which will include a module to help their leaders consider how to build a respectful workplace based on the following elements:

- » know what inclusion and diversity means and why it matters
- » be aware of behaviours that are discriminatory, bullying or harassment and know how to manage them
- » develop the skills to manage courageous conversations
- » identify ways to build an inclusive culture
- » identify tangible actions to improve working practices and make them more inclusive

In addition, Cavendish Nuclear are also working on their recruitment processes to ensure they can offer an inclusive experience for all candidates seeking to develop their career with Cavendish Nuclear, as well as looking at opportunities to offer enhanced mentoring programmes and a career returners scheme.



'About Me'

In March 2023 Cavendish Nuclear launched their About Me data campaign, kick-starting what will be an annual data collection exercise.

Through educating their people on the value of sharing their personal profiles, they are seeking to:

- » improve retention and win new business by demonstrating their social value or economic impact in bid submissions and contract reviews;
- » improve their people experience by better understanding their diversity and local needs, and design/plan and invest in support; and
- » gain a clearer picture of their workforce to meet their legal and good governance obligations.

Key outcomes from the 2023 campaign included:

- ✓ Total disclosure rate went up to 21% (from 12% previously)
- ✓ Disabled and Ethnicity disclosure both increased by 10%



Barriers to Inclusion Discovery Project

This discovery project kicked off in June 2023 and was designed to enable Cavendish Nuclear to have a truly Global approach to inclusion and diversity. Delivered through a series of focus groups in all Cavendish Nuclear (Babcock) territories, they have tested what cultural, behavioural and leadership 'Barriers to Inclusion' they may have. The project is designed to address the historic 'one size fits all' approach and has been delivered at a local level to understand societal, legislative and different requirements in different geographies.

Outcomes include:

- ✓ Global Inclusion Roadmap and Stated Commitments
- ✓ Bespoke local inclusion roadmaps and new reporting tool

Cavendish Nuclear recognises that they still have some way to go if they are to achieve their targets for 2030. But they are confident that these actions build on the work done in 2022 and provide a strong platform for further growth.

Evolving recruitment practices for a greener and more inclusive future

To build a more sustainable future, Centrica wants the best team – a diverse mix of people and skills, where everyone feels they belong and are able to succeed.

That's why in 2021, Centrica launched its People & Planet Plan. This includes targets to reflect the full diversity of the communities it serves, with all company and senior leaders to be 48% female, 18% ethnically diverse, 20% with disability, 3% LGBTQ+ and 4% ex-service by 2030 (aligned with Census data for working populations).

To achieve these goals, Centrica has co-created an action plan with colleagues to attract, promote and retain more diverse talent, a key part of which includes getting more women into engineering and increasing flexibility.

Diversifying talent

Diversity of thought is essential to meet Net Zero. So there's a massive opportunity to tap into the talent of under-represented groups to deliver a greener and more inclusive future. One way Centrica is seizing this opportunity is by recruiting 3,500 apprentices by 2030 with the ambition that 50% will be women.

Towards this, Centrica launched its Armed Forces Pathway programme in 2022 and by the end of 2023, they hope to enlist 500 veterans, reservists, spouses and partners. Developed with Matero and Centrica's 300-strong ex-forces colleague network, the programme has got off to a great start, recruiting over 140 people in its first year alone.



“After going to university, I joined the Army, completed my officer training and enjoyed 12 years in mostly personnel roles that took me around the world – from Afghanistan to Bosnia. During this time, I learnt that the armed forces community have incredible transferable skills and diverse experiences that can drive a business forward. It’s why I’m so incredibly proud to lead the Pathway programme and provide a rewarding second career in a variety of junior and leadership roles that accelerate the energy transition.”

Laura Blair
Head of the Pathway Programme

89%

of employees say FlexFirst has helped them find the right work-life balance

20%

of Centrica's Smart Energy apprentices are women (versus 0.2% of Gas Safe registered engineers in the UK)



“Having enjoyed six years in the military including as a Protection Dog Handler, I was ready for a new adventure. So nearly two years ago, I embarked on an apprenticeship with British Gas and I'm now a fully qualified Smart Energy Engineer.

No two days are the same, which I love. Making a difference to customers is one of the best things about my job – whether that's fixing a problem with their smart meter or giving energy saving advice that can reduce costs and carbon emissions. This, together with the wrap-around support provided, helps me stay focused and thrive. There's also lots of opportunities for progression in the future, whether that's learning to install green tech like heat pumps, or going into management.”

Amy Gray
Smart Energy Engineer at British Gas



ARMED FORCES
COVENANT

EMPLOYER
RECOGNITION
SCHEME

GOLD AWARD 2023

Gold standard

Centrica is an Armed Forces Covenant employer and gained a Gold Award in 2023 – one of only two energy companies to achieve this

Greater flexibility

When COVID-19 restrictions lifted, Centrica consulted colleagues on how they all wanted to work together. This led to the launch of FlexFirst, which empowers colleagues to choose when they want to work from home to focus, come into the office to connect and collaborate, or flex their hours for things like the school run. This has enabled colleagues to better balance work alongside personal commitments, whilst pursuing development opportunities that would not previously have been possible.

Flexibility is increasingly important to people, so Centrica has made this a key feature of its strategy to recruit more diverse talent.



Addressing health inequalities with targeted support at work

As part of its ongoing commitment to colleague wellbeing and ambitions to make the company a more inclusive place to work, Drax recognised that more employees were asking for greater support around key life stages such as menopause, fertility, pregnancy and birth, as well as broader women’s and men’s health topics.

Several health inequalities* exist in the workplace. For example:

- » 1 in 4 women will consider leaving work due to the menopause, impacting the gender pensions gap and overall gender balance in senior leadership.
- » 39% of IVF cycles for heterosexual couples are NHS funded compared to 14% in female same-sex relationships.
- » 1 in 5 mothers will develop mental ill health during the perinatal period.
- » The average age of menopause is 51 and this is the fastest growing talent pool in the UK.



Drax looked for a solution that provided healthcare support in these most under-served and under-supported areas of healthcare in the workplace. As a result, in February 2023 a partnership was set up with Peppy in the UK and US to offer their services, including:

- » One-to-one personalised health support provided by qualified practitioners together with peer-to peer support, support networks and group support sessions.
- » Tailored content and personal programmes, such as eight-week health programmes, as well as clinically supported video and written content.
- » For **Menopause**, awareness and support for perimenopause, post-menopause, symptom management, treatment referral and more.
- » For **Early Parenthood**, support during pregnancy or adoption and the baby’s first months including infant feeding, sleep and pelvic health and birth recovery, plus coaching mothers on returning to work (UK only).
- » For **Fertility**, support for those considering or trying to conceive, dealing with miscarriage and loss, support for surrogacy and adoption (UK only).

In the months post launch, over 12% of Drax employees in the UK have registered to use one of the Peppy services. In the last three months alone, colleagues have exchanged over 5,000 messages with Peppy practitioners.

Plans for future engagement include activities for World Menopause Day, a key feature of which is Peppy's event 'Menopause: Don't Fear the Change'. Drax has rolled out Peppy Digital in Canada and will shortly be extending the US services.

Anca Staples,

Creative Studio Manager, subscribed first to Peppy Fertility and then switched to Peppy Baby:

"I think we've all been in the situation where we ask Dr Google about our health and the results are either very scary or contradictory and confusing. I found having a service like Peppy, based on research and with qualified professionals, invaluable in my fertility and pregnancy journey. Once the baby arrives, I'll definitely rely on the next track for support and advice!"



"Peppy is a great health and wellbeing benefit for our colleagues, with distinct services that provide personalised, one-to-one support, together with tailored content, through all stages of life. This app-based, innovative platform offers a range of solutions that support women, from baby to fertility, menopause and general women's health. Having the option to add a spouse or partner reinforces our ongoing commitment to all aspects of colleague wellbeing and inclusion, as well as giving men the opportunity to support and become allies for the women in their lives. This has made Peppy a popular option with colleagues looking for wellbeing support and expertise."

Bruce Heppenstall
Plant Director



"Drax has proven their unwavering commitment to gender-inclusive support by rolling out the Peppy platform for their whole workforce. This means that specialised, employer-funded support for women's health, men's health, menopause, fertility and having a baby is now available to all Drax employees. The high uptake and engagement rates across all services is testament to Drax creating an inclusive and open working environment, where every employee's wellbeing is valued." **Peppy**

*Statistics from YouGov, CIPD, Fertility Network UK, Society for Endocrinology, Middlesex University, Reproductive Medicine Associates of New Jersey, Fertility IQ



EDF's very first menopause webinar was hosted by a senior male colleague to demonstrate solidarity and support

Providing Menopause Support in the Workplace

EDF has been working on increasing menopause awareness and available support, responding to the focus nationally and the ask from its employees for information and guidance.

The organisation understands the impact that perimenopause and menopause can have on the quality of lives for some of its people, with the partners, families and friends, line managers and colleagues of those individuals also wanting to understand more.

Company data has revealed that 22.1% of EDF employees are women of 36 years and above. In the knowledge that potentially some women will struggle so much with their symptoms that they feel their only choice is to leave the workplace, EDF is making the effort to provide its people with a broad range of support. It believes it is key to show them they are valued, that the company wants them to thrive and that it will support them in developing their careers and retaining their skills.

To achieve this, EDF has introduced the following key actions:

1. A calendar of awareness raising events
2. A menopause information hub
3. A menopause network
4. Monthly 'Menopausal Moments' drop-in sessions

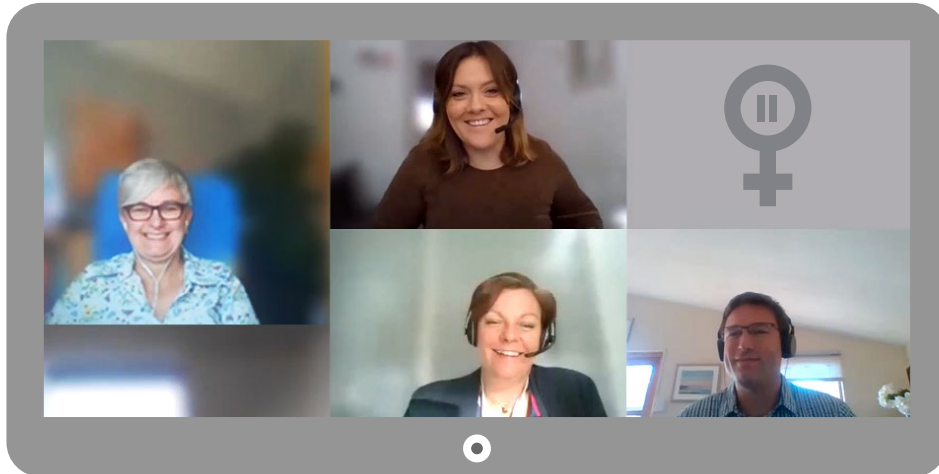
During awareness days, aimed at everyone in the business, webinars have been held with EDF's Chief Medical Officer, Dr Sarah Jackson, raising awareness of the menopause, what it is, the symptoms and what options there are to help. A manager training session with a panel including employees and managers has been a valuable forum for sharing experiences and insights into what they found helpful, reiterating the difference a supportive manager can make.



"In Occupational Health we have been reaching out in terms of trying to provide more education for staff about the menopause, how it might affect them or their colleagues and what they can do to help. We have been encouraging people who are affected and struggling at work to contact us so we can help on a practical level as well as understand the scale of the problem at a strategic level."

Dr Sarah Jackson
EDF Chief Medical Officer





A monthly 'Menopausal Moments' call, provides the opportunity for impacted individuals to chat and share all things menopause related with colleagues. External guest 'subject matter experts' are occasionally invited to speak at these drop-in sessions on specific menopause related topics, such as nutrition. The calls are always well attended and comments after the most recent session include: "as always, a great session with lots of honest and helpful chat", "my first time joining and everyone was so lovely and open with some really great ideas, thank you" and "very good, informative and useful, have a great day".

At the request of EDF employees, an Intranet hub has been set up to host all recorded webinars, wellbeing advice, details of future monthly drop-in calls, events, and external guidance from sources such as NHS, the Balance app and information regarding the prescription payment certificate.



"It's been a pleasure to help raise awareness of the menopause and bring to life what support we have available to us at EDF. We've increased knowledge and encouraged an openness around the conversation, which is great."

Becky Shula, Wellbeing Manager





Delivering flexible working in an inclusive way

E.ON is challenging the stereotypes around flexible working to fit its employees' diverse lives.

Flexible working has benefits for everyone. It helps parents and carers return to work, through balancing caring responsibilities and maintaining career progression. It also enables people with long term health conditions and disabilities to stay in work. Flexibility is there for E.ON colleagues right from the application stage, with all roles advertised as flexible, with part-time and job-share options. And everyone can request flexible working from their first day working at E.ON.

In addition to these flexible working principles, E.ON wanted to go further to support gender equality and all families. In January 2023, E.ON introduced Equal Parent Leave to allow both parents, regardless of their gender, to play equal roles in their child's life through matched paid leave. The policies are fully inclusive of all types of families whether a mum and a dad, two dads, two mums or extended family with parental responsibility.

Equal Parent Leave

Equal Parent Leave can be taken flexibly throughout the first year of becoming a parent. So, whether someone wants time at the start or to support when their partner returns to work, this time can be booked just like annual leave.

E.ON plans to extend this gender-neutral approach further this year through different fertility journeys.



Positive feedback

Over 130 new dads at E.ON have used Equal Parent Leave so far this year. Working dads have fed back how much they appreciate the flexibility of doing the school runs and supporting with more household tasks, something that the constraints of the office prevented in the past.

Working mums at E.ON say it's great that the company is doing more to enable them to be in work and continue striving for a career that may previously have been stunted.

Key to success is the trust that E.ON has in all colleagues to work flexibly and to choose the most appropriate environment or arrangement to maximise their performance.

>130

Over 130 new dads at E.ON have used Equal Parent Leave so far in 2023

“At E.ON, we believe in helping working parents to find that all important work-life balance, and as a working dad to three young children myself, I know only too well how challenging it can sometimes be. We’re proud to be an employer that offers flexible working, supports with the cost of childcare, and offers equal parent leave for both parents.”

Chris Norbury, CEO, E.ON UK



“As executive sponsor of our Parent Network and someone who works flexibly, I am very much an advocate of the benefits flexible working and Equal Parent Leave brings to both colleagues and the business. I believe that flexible working empowers our people to be at their best.”

Sarah Farmer
Director of Residential Solutions
E.ON UK

“I have really enjoyed spending all this quality time with my son and it has allowed me to be there for his first milestones and watch him blossom into the happy chappy he is today.

“Work life balance has always been so important to me and E.ON have allowed me to have the best of both worlds, with supporting me in raising our son and being able to be there for Jess.

“In addition to this, E.ON have also adapted their working approach to allow me to still work towards promotion within having my Equal Parent Leave and I’m proud to say I have recently been promoted to a Sales Team Leader within E.ON Next.

“I am beyond proud to work for and represent E.ON and appreciate everything they have done for me and our family.”

Lewis Milward, Sales Team Leader, E.ON Next



Engendering change from the inside out – acknowledge, engage and build

To support the delivery of an inclusive and safe space for all its colleagues, National Grid believes it is vital to address diversity in all its forms, be it gender, race, ethnicity or other underrepresented groups. This inclusivity is integral to building trust. Engaging in conversation on difficult topics, making information available and empowering colleagues to have a voice, helps to build understanding and break down barriers.

Striking up a conversation and breaking down barriers

Pause for menopause

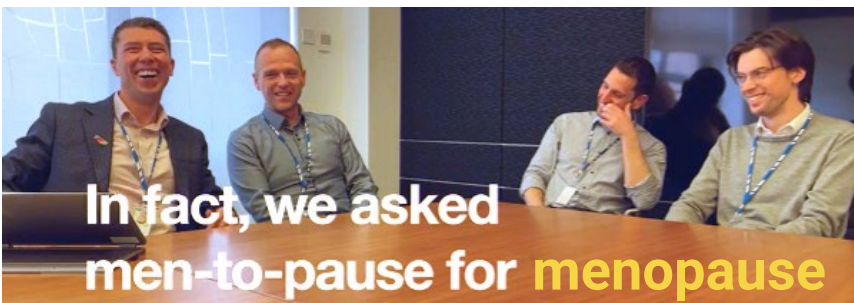
Breaking down the stigma of taboo subjects like the menopause is something National Grid is continuing to champion. This year, the business renewed its commitment to build menopause awareness amongst all colleagues including what it is and what it's like for those experiencing it, and understanding how to support them. The programme includes inviting 'men-to-pause' across the business, encouraging them to learn more, listen to colleagues' experiences and share resources more widely. Several groups were held across the business in addition to broader initiatives for World Menopause Month.

National Grid has also signed up to the Menopause Workplace Pledge, committing to taking positive action to make sure everyone going through the menopause is supported.



“Menopause is a health issue impacting all of us. We all need to understand it, to support those who experience it more effectively.”

David Wright, Group Chief Engineer and Risk Officer



'Men-to-pause' invites men to learn more about the menopause, listen to colleagues' experiences and share resources.

Period Dignity

Recent research from WaterAid highlights that a staggering 85 per cent of women experience stress or anxiety managing periods at work. Breaking down the stigma, National Grid has this year resolved to create a 'period positive workplace'. Following a trial and request for feedback, a range of free and environmentally friendly tampons and pads, supporting the varying needs of individuals, are now freely available at all our main offices. Plans are also underway to roll this out further across operational sites.



Gender Neutral Toilets

National Grid says its aim is to be one of the most inclusive, diverse and equitable organisations of the 21st century and that means everyone should feel comfortable accessing and using facilities. This includes transgender, non-binary and all gender non-conforming people as well as those with disabilities who have personal attendants that are a different gender.

National Grid has adapted the head office toilets to be gender-neutral facilities. Where concerns were received, the D&I team and property team were able to explain the rationale and resolve quickly. The property team has now created a blueprint to be used for all future office upgrades, which will include the availability of fully enclosed toilet rooms, with a wash basin for individual use.



“There are so many benefits in providing gender neutral facilities and striking the right balance between access, privacy and equity is key. My aim is for everyone to feel included – no one should feel stress or anxiety in choosing where to go to the loo!”

Lisa Waterhouse
Interim Global
Chief Diversity
Officer



All these initiatives form part of National Grid’s D&I agenda and are strengthened through Employee Resource Groups (ERG). These groups have the autonomy to provide people with the tools to advocate change.

WiNG development programme

One such example is the Women in National Grid (WiNG) group which has revived two new programmes to support the development of those who identify as female. Run by external consultancies, the programmes are designed to empower and develop people, regardless of background or chosen field. The first is ‘Springboard’ for those starting their careers and want to grow in confidence, whereas ‘Spring Forward’ is for those aspiring to step up into leadership and management roles. So far, the courses have proved incredibly popular, with more lined up for next year.

“I went back to my desk for my phone and back to the ladies just so I could feed back! What a great idea, I felt seen and included. Hygiene poverty isn’t something we talk about often, but this will surely help those that could need it. Thank you.”

Anonymous feedback

Providing colleagues with a voice and the tools they need to thrive and drive change will bring down barriers. For National Grid, empowering colleagues to thrive is a key part of that.

Developing women through sponsorship and supporting working parents

In 2023 Ørsted continued to focus on creating and maintaining an inclusive and equitable working culture for women. An emphasis was placed on the development of women through sponsorship and targeted support for working mothers who aspire to be the company's future leaders.

Sponsorship shows results

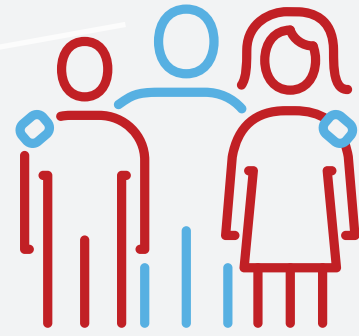
Ørsted progressed with the advocacy and development of its women through its sponsorship programme. The ongoing initiative matched women with the organisation's top leaders known as the Global Management Team. Each sponsor worked with a maximum of two women.

In April 2023 a review of the success of the programme was undertaken. It found that of the 43 women who were sponsored, 39% had been promoted and 11% had taken advantage of Ørsted's internal global mobility opportunities to move, work and develop in another country. Furthermore, another 6% of sponsees had been promoted to a senior People Leader position. The results highlight that Ørsted's investment in the development of women is paying off and it is seeing its diverse talent grow.

39%

of women who were sponsored have been promoted





Targeted support for working parents through Leaders Plus

Ørsted recognises the impact of having a family on an individual's career, particularly working mothers. Office of National Statistics data in 2022 highlighted that 4 in 5 women have children by the time they are 45, but their career often stalls. This is particularly stark in the energy industry where less than 14% of leadership roles globally are held by women.

To tackle this challenge, Ørsted has partnered with Leaders Plus, a social enterprise that focuses on developing managers who are parents with young children into senior roles. The programme connects participants, known as fellows, with an inspiring mentor who encourages fellows to go for the right development opportunities particularly when confidence is low and the path forward may not be clear. Ninety percent of Ørsted fellows are women and to date 87.5% of Ørsted employees who have completed the programme have been promoted. Ørsted's partnership with Leaders Plus continues to be an outstanding success for the organisation and positively contributes to the delivery of Ørsted's 60:40 Gender Ambition.



87.5%

of Ørsted employees who have completed the Leaders Plus programme have been promoted



“A continued emphasis on developing, sponsoring and advocating for our diverse talent at Ørsted is critical to delivering our vision of creating a world that runs entirely on green energy. These steps we've taken help us create a path to this vision, by supporting talent at key life and career moments and developing the leaders who help us move forward.”

Nicholas Creswell
Head of Global Culture & Talent



Driving inclusive language in recruitment at RWE Offshore

At RWE Offshore, a number of tools have been in place in different countries and territories focused upon ensuring that gender neutral language is used in job advertisements.

In 2023 this approach was reviewed. With a global recruitment process, and many managers not based in the same countries they were hiring for, best practice was proving hard to guarantee. Many of the tools and techniques were also only focused upon gendered language and weren't inclusive of other forms of hidden bias or intersectionality.

Develop Diverse

Implementing a new tool (Develop Diverse) globally is now helping to ensure all the roles advertised in RWE Offshore, no matter where they are in the world, are as inclusive as possible in terms of language use. All recruiters were fully trained in the new tool this year and its use is not just limited to job adverts but also spans additional HR marketing material.

The initial implementation of Develop Diverse has demonstrated that, whilst RWE thought it had implemented gender inclusive language, there remained an opportunity for improvement. The tool scores language on its inclusivity and initially this came out as low overall, with masculine wording the most highlighted element, by a significant margin. Masculine language was twice as prevalent as other stereotypes, with 17.7% of stereotypical phrases highlighted being male-biased wording.

A text is perceived as inclusive when it has an inclusivity score of 91 and above. This was set as a target and has now been achieved using the tool. The ambition is also to educate more broadly about the importance of language, so the original submitted text is also assessed and tracked for developments over time.

Positive results for candidate quality

Even during the first few months of implementation, with more than 100 job adverts and recruiting materials analysed, it was clear that ensuring fully inclusive language was already increasing the quality of the candidates applying and broadening the application pool.

Longer terms trends will need to be analysed as this is only one step in the recruitment process, but RWE Offshore is optimistic in this respect, as RWE is also continuing to develop inclusive recruitment training to further ensure equitable recruitment practices throughout the entire process.





65 94

Language inclusivity score up from an average of 65 to 94 during 2023



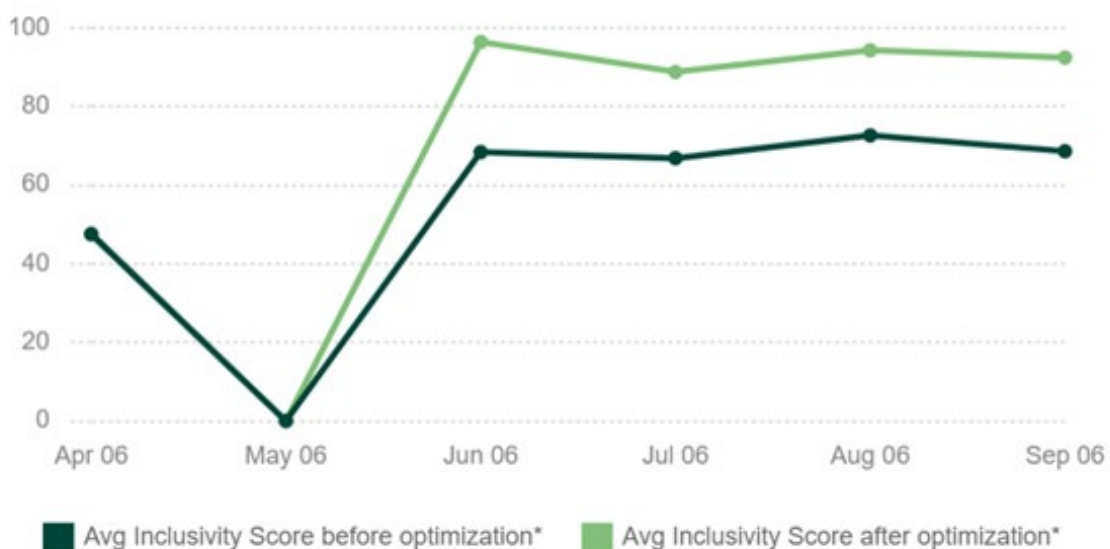
“Having implemented this tool in my two previous companies, I knew of the benefit it brings with regard to a more diverse and qualified candidate pool. Hence, I was very happy to see RWE Offshore taking this opportunity as well and the first results speak a clear language - which is to always challenge your own bubble of thoughts and break it to invite more people onto the journey of a greener future.”

Astrid Grandt, Talent Acquisition Lead,
Continental Europe and APAC

“I like knowing that I am not unintentionally giving qualified applicants the impression that the role isn't for them. It means I can be more confident that great candidates are attracted to our positions, and we have a more diverse applicant pool because of it.”

RWE Hiring Manager

Inclusivity score (avg.)



Accelerating diversity and inclusion

This year ScottishPower has been strengthening its diverse team through its biggest ever recruitment drive – creating 1,000 new green jobs in the UK and putting D&I high on the agenda for its leadership team.

The organisation wants to recruit the best new talent and support all its employees. It recognises that requires investment in the right tools, training and programmes to create an inclusive, supportive and innovative environment. ScottishPower knows that to be truly inclusive the business must continually evolve and adapt.

Launch of an Executive D&I Committee

ScottishPower's new Executive Diversity and Inclusion Committee is a group of senior executives created to lead and champion diversity across the business. For example, it is driving progress on the organisation's work to reduce the gender pay gap and challenge unconscious bias. The committee aims to inspire change that will benefit the customers and the communities that ScottishPower serves.

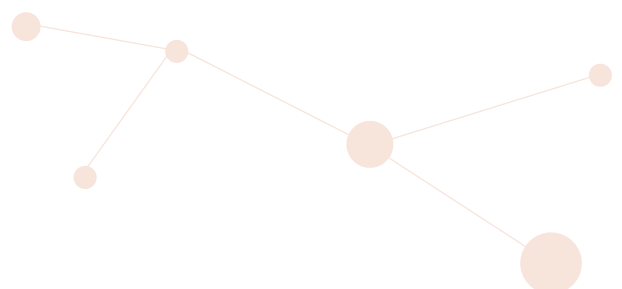
Engaging influential senior leaders on the design and delivery of a Diversity and Inclusion Roadmap, with an initial focus on recruitment and retention, will ensure that the company's ambitious D&I targets are achieved.

The committee meets quarterly to discuss and debate D&I issues and progress towards targets. This year the focus has been on gender inclusion – agreeing goals and initiatives to increase the number of women in senior roles across the business. It is now looking at expanding priority areas of diversity and inclusion in the future.

Supported by an employee-led D&I Working Group

A Diversity and Inclusion Working Group was also set up to inform the committee. It provides executives with in-depth insights and support on inclusion initiatives that will drive positive changes in the business for years to come. It ensures experts are always at the heart of the committee's decision-making and that the right data is available when it comes to discussions.

The committee provides a valuable opportunity for learning and growth across the business – paving the way for practical and targeted initiatives being deployed in the future.





“I’m proud to be part of a business that’s taking diversity and inclusion so seriously. This committee has been set up to ensure that we always consider and represent as many viewpoints as possible to remain at the forefront of our industry, as we know that there is a strong link between high-quality performance and more diverse teams.”

Gillian Noble
MD Offshore Development & Operations
and Chair of the Executive D&I Committee



“Visible leadership is a powerful tool for truly driving change. It’s about listening and learning then applying that to action. The new committee has provided a safe space for discussion, debate and for tough questions to be explored. As visible senior leaders we can play a vital role in encouraging individuals to think about what actions they can take to positively impact our inclusive workplace culture”.

Andrew Ward, CEO of UK Customer Business
and Executive Sponsor of the Connected Women’s Network



“This year we’ve created 1,000 new green jobs and ensured that diversity and inclusion continue to remain deeply integrated into every stage of the recruitment process. We’re hiring the best people and cutting through to talent in a competitive recruitment market. I’m proud to see so many inspiring, experienced and passionate women joining our teams throughout the business.”

Helen Gaier-Laidlaw, Commercial Director (UK General Services)
and Chair of the Connected Women’s Network





Better Partner Leave – improving support for new parents

Shell believes that no matter who you are and how you became a parent, you deserve support.

This year, Shell UK enhanced its paid partner leave policy to 12 weeks for employees becoming parents who are not taking maternity, adoption, or surrogacy leave (eight weeks is the company's global minimum standard). This applies regardless of gender identity, sexual orientation, or marital status, and whether the employee becomes a parent through birth, adoption, or surrogacy.

This is an exciting and important step forward on Shell's journey to achieve its Powering Lives ambition – to become one of the most diverse and inclusive organisations in the world.

In the UK, partners legally have the right to take one or two weeks off, fully paid. But at Shell the possibilities are much more generous – 48 UK employees have booked partner leave so far this year.

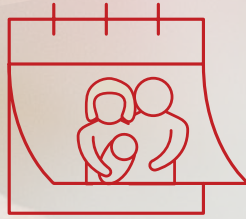
For Shell, this is all about giving employees the opportunity to spend more time caring for their new families. By making it easier to be an active caregiver, the organisation is empowering its employees to decide for themselves how best to welcome a child.



“I’m really happy that we’ve upgraded our approach to Partner Leave in the UK. Becoming a parent is a remarkable and special moment, and I’m incredibly proud that we’ve enhanced the paid leave we offer to our employees. This change means that new parents are better able to share in this special bonding time with their new child and adjust together as a growing family.”

David Bunch, UK Country Chair





12 weeks

Partner leave for new parents increased to 12 weeks

Employee feedback has been very positive

"Just after hearing that we were having a baby, we read the updated Shell policy increasing partner leave to 12 weeks; this made me feel really happy as though Shell was celebrating the news with us. I am so lucky to get the chance to be an integral part of my baby's early days; where I can give her and my wife my full attention and come back refreshed to work. Shell's understanding of how much the family time is needed for new parents increased my sense of belonging to my work."

~ Mourad ~

"I am very excited about getting to finally meet my baby girl for the first time and so happy that me and my husband can now share these precious moments with the flexible leave plans that Shell has offered us. We can now plan our flights home to see the family in due course."

~ Walaa ~



Building in better flexibility powers greater diversity

SSE promotes informal flexible working arrangements to make work-life balance easier for everyone, especially those with caring responsibilities.

This approach is helping the business attract and retain the talent it needs through enabling people to consider roles that they would not usually be able to apply for and supporting people once in role with a better work-life balance.

FlexibleFirst, a set of principles that offers SSE employees flexibility, has driven positive change. The proportion of employees who have the ability to work flexibly across SSE has increased from 36% in 2017 to 83% in 2023.

The approach continues to be developed and in November 2022, SSE announced significant improvements to its family leave offering. While previous enhancements to family policies focused on additional paid leave for primary carers, this year's enhancements have aimed to ensure that all new and prospective parents at SSE feel supported, regardless of personal or family circumstances and including where they are on the journey to becoming a parent.



97%

of women returned from maternity leave in 2022-23



83%

of SSE employees can work flexibly

Supporting working families with new and improved policies:



Partner's Leave – an additional seven weeks' paid leave for partners of parents who take maternity or adoption leave. Together with Paternity Leave, this gives partners nine weeks' paid leave in total. Partner's Leave is separate from and in addition to statutory leave entitlements in the UK and Ireland.



Pregnancy Loss Leave – two weeks' leave at full pay for employees who suffer a pregnancy loss, including partners. Pregnancy Loss Leave is available in addition to any statutory leave that might apply in the UK and Ireland.



Leave for Fertility Treatment – up to two weeks' leave at full pay for those undergoing fertility treatment, including partners.

In addition, SSE extended its existing Gradual Return from Maternity or Adoption Leave Policy so that all new parents who take at least three months' leave (rather than just the birth parent or primary adopter) can return on 80% of contractual hours whilst still receiving full pay and benefits for a period of time.

SSE also enhanced the amount of paid leave available to partners to attend antenatal, adoption and fostering appointments.

These new measures complement SSE's existing family leave offering which already includes:



Maternity and adoption leave paid at full pay for the first 21 weeks and paternity leave at full pay for two weeks.



Both formal and informal flexible working arrangements to support work-life balance.



Provision of private and safe spaces for breastfeeding parents to express (wherever possible).

The positive impacts of SSE's family-friendly policies are clear. This year the number of women returning from maternity leave, for example, rose to 97% (up from 90% in 2021-22).

Promoting part-time working to increase diversity

Positioning part-time working as a positive career option with opportunities for future growth is important in not just attracting talented women but in making them feel valued and able to progress once in role, leading to better retention.

In 2022-23, a targeted recruitment programme was launched by Airtricity, SSE's domestic customer business in Ireland, to promote part-time working opportunities. It actively encouraged part time applicants to its customer advisor roles, after realising there were limited part-time working opportunities being made available by Hiring Managers, despite a difficult recruitment market.

The pilot brought positive results. It both increased the number of potential candidates and brought diverse candidates into the hiring process that would not have applied previously – 340 applications were received and of the 19 offers accepted, 89% were female and 26% were ethnically diverse. Part-time working opportunities as careers are now available as standard and are fully embraced by the Airtricity business.

Building diversity and belonging – within the company and in the supply chain

In 2023, So Energy launched multiple initiatives to create the culture of belonging they are striving for and to promote conscious inclusion. They recognise that it is great to have a diverse workforce but that it takes ongoing, sustainable efforts to achieve a culture where everyone can thrive.

As part of their conscious inclusion journey, in 2023 they launched So Energy's first Diversity and Belonging Strategy outlining a three-part, five-year approach to this work where they commit to:

- » Create a conscious culture of belonging; be an equitable, diverse, and inclusive employer.
- » Attract and develop the talent of today and tomorrow to shape the future of energy.
- » Work in partnership with their energy community to create a gender-balanced, diverse and inclusive UK energy sector representative of the customers and communities they serve.

Supporting women and developing leadership skills

As part of their strategy, 2023 also marked the beginning of their first ever Women's Affinity Group – Empow(HER). The group currently has 34 members between their London and Manchester offices and meets monthly to discuss current events, create a safe space to address challenges, and brainstorm how they can make So Energy a more supportive workplace for everyone. So far, Empow(HER) has already begun working with the So Energy Talent Acquisition Team to ensure hiring processes are as inclusive as possible and has participated in events like their Internal Careers Fair to keep diversity top of mind.

In addition to Empow(HER), as part of a commitment to long term personal and professional development, the organisation has supported two female 'So Energists' through the Oxford Women's Leadership Development Programme. They also launched So Shine, a six-session leadership development course for senior leaders to enhance their leadership skills in areas such as emotional intelligence, inclusivity, and resilience. So Energy continues to provide opportunities for fully paid learning and development to all employees and hopes to offer these more targeted opportunities again in the future.



25%

Staff turnover rate
dropped by 25%
in 2023



“The supply chain is a critical but often overlooked part of ED&I work. Our Contract Beyond the Contract is a commitment by our partners to share their diversity data openly and work together to make energy a sector where everyone can thrive.”

Julie-Ann Wyatt
Head of People



Contract Beyond the Contract – pushing ED&I through the supply chain

In August, So Energy extended their Diversity and Belonging strategy throughout their supply chain, in a piece of work they are calling their ‘Contract Beyond the Contract’: a four-year commitment for their partners to share their diversity data openly. Since launch, So Energy has already received an amazing response from partners throughout the supply chain who are keen to sign up, as well as potential future So Energists excited to join their team.

Finally, the company was excited to announce the start of two external partnerships this year – one with Code First Girls and one with Circl – to connect with future leaders from underrepresented backgrounds. Fifteen Circl coaches have been trained on the So Energy team and these have mentored 15 participants. An application from was received from a participant before the programme even finished!

Positive results

After a year heavily focused on championing diversity and belonging, So Energy is thrilled to report that they are already seeing the positive impact of these initiatives. Turnover rate has dropped by an outstanding 25% over the last year. With women making up 28% of their workforce, they are also above the industry average, and they have a goal to reach 40% by the end of the decade, in line with POWERful Women’s targets. Finally, So Energy has seen their internal mobility skyrocket, with a record 42% of vacancies being filled by internal candidates in July, promoting upward mobility across the organisation.

Cultivating female talent - the power of allyship

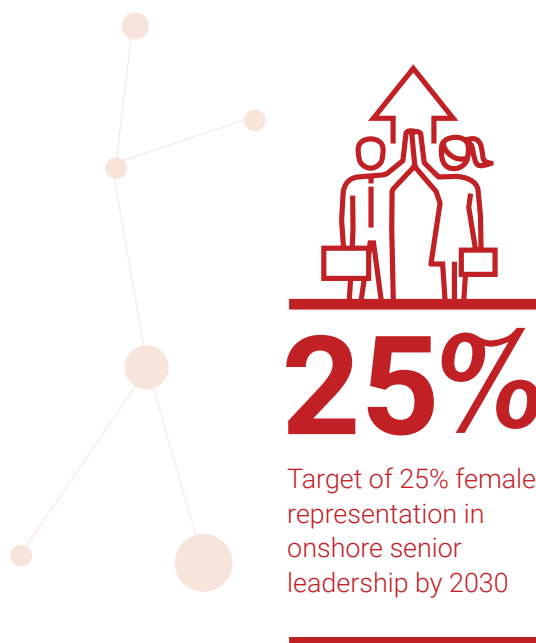
Supporting women in middle management to reach their career potential is a vital requisite to Subsea7 achieving 25% female representation in onshore senior leadership by 2030, a target introduced in 2022 under the Gender Balance pillar of the company's new global diversity and inclusion strategy.

To complement the flexible working arrangements available in the UK, the company's new D&I activities include:

1. a global onshore Women in Business development program;
2. enhanced approach to talent management; and
3. 7Ally training

7Ally training is essential for developing both male and female allies and champions. Their visible support, advocacy, trust and commitment to inclusion are vital for the professional growth of female leaders and the success of any business.

The gender balance challenge is tougher offshore, where 50% of Subsea7's people work. The company's ambition for 2023 is to set offshore gender targets. To support and inform these, several projects have already been completed, including the establishment of two offshore women's forums and the POWERful Women offshore working group.



Allyship in action for an inclusive culture

For many men and women, building the confidence to speak up or put yourself forward can be daunting for many different reasons. At Subsea7 the aim of the Inclusive Culture D&I pillar is “to allow diversity of thought to thrive”. Having an ally to help build confidence and networks, and champion equality and encourage advancement, is immeasurable.

Subsea7’s Finance Resource Centre Director, Sarah Duncan, knows the importance of having a diversity champion and career ally. During a Subsea7 business merger, her manager encouraged her to take on a challenging dual role, which gave her the opportunity to enhance her confidence and expand her knowledge across multiple teams. As her mentor and champion, he valued and believed in her, and focused on the strengths and perspective she could bring to any new role or promotion.

“Subsea 7 is very good at noticing talent. An individual might not realise their potential, but others see it and they look for ways to develop them and help them raise their professional profile. To take new challenges and succeed when you step into a new role, an ally – in this case my manager of (now) almost 15 years – can be a huge support and mentor. My manager gave me the reassurance that I could turn my hand to whatever I wanted to do. It can be easy to undersell your capabilities sometimes, but he encouraged me to promote the values I bring to a role and not be afraid to grab opportunities. He also trusted that I could bring lots of new knowledge to every role, and this increased my confidence to learn and develop.”



As part of Subsea7’s global D&I strategy, role models, allyship and mentoring are encouraged across the global business. In fact, many managers, including senior leadership, have credited the positive influence and encouragement they received during their progression for helping them to succeed in their roles.

Subsea7 Global Vessel Schedule Planning Manager, Diane Fraser, also recognises how impactful having strong allies, alongside a clear D&I strategy, can be. Diane has just celebrated 19 years at Subsea7. Being in predominately male teams throughout her career, and having great managers who were also mentors, helped her to have the confidence to speak up and have her voice be heard.

“A great ally reminds you that you don’t have to be the best at everything, because in a team we work together and tap into each other’s strengths. Having supportive superiors has helped me thrive during the toughest of challenges and gain recognition. It is easy to be self-critical and doubt yourself when you don’t have a degree, but none of my managers ever saw that as a barrier to my progress. I have worked incredibly hard to build my expertise in each role, and at every step, I’ve had an ally to nurture and champion me. From my experience, the power of allyship can’t be underestimated, if we are to reach our 2030 female representation goal.”



Re-energising D&I at Wood

In November 2022, a new strategy was launched that highlighted the importance of Diversity and Inclusion at Wood.

The company set out a commitment to create an inspired culture with diversity and inclusion permeating every corner of the global organisation, where all its people feel they belong, are empowered and supported to succeed.



Fundamentals of how to move the dial

» **Leadership and allies:**

Wood has leadership champions who help drive the company's D&I activities. Allies at all levels in the organisation champion those in underrepresented groups.

» **Inclusion and engagement:**

#TeamWood communicates clearly that the organisation wants its people to feel comfortable to be themselves, and to know that their voices are heard, respected and trusted, so that each remarkable person can contribute to the company's – and their own – success. Wood continues to ensure it is delivering structurally and behaviourally through policies, initiatives, communication campaigns and engagement activities.

» **Employee life cycle:**

Wood values people for who they are and the experiences, backgrounds and perspectives that shape them. Therefore, as an equal opportunity employer, it clearly and strongly encourages applicants of all genders, ages, ethnicities, faiths and beliefs, marital statuses, mental health, cultures, abilities, sexual orientation, protected veteran status and life experiences to apply. This will enable the company to unlock diverse talent and match people to the best opportunities for their growth within Wood, aligned to representation targets.



» **Employee networks:**

Aiming to create a great place to work and to embed diversity and inclusion into everything it does, Wood empowers an employee network structure, which facilitates employee voice and feedback loops. This is a continuously evolving approach, based on internal and external inputs.

» **Measurement and evaluation:**

Effective and reliable methods have been put in place to monitor and measure progress on D&I activities, including key demographic data, setting goals to improve representation in key areas and measuring engagement outcomes.

» **Sustainable development goals:** Wood is committed to the advancement of global sustainable development, aligned with and contributing to, the United Nations Sustainable Development Goals (SDGs).

In 2021, Wood achieved its goal to educate and inspire 100% of its employees to be inclusive every day. One of its remaining goals is to improve gender balance, with a target of 40% female representation in senior leadership roles by 2030.

In September 2023 Wood launched its first global Diversity and Inclusion Week to share why it is important for the company and its progress, and how colleagues can get involved.



“At Wood we are on a journey to create a more diverse workforce where our remarkable people feel respected and that they belong, so that they can thrive in an inclusive working environment. I joined POWERful Women’s ELC as I know we can influence sustainable change by working collectively.”

Craig Shanaghey
Executive President Projects
and member of the ELC





We are committed
to stepping up our
work to drive tangible
progress both within
our own companies
and across the sector

CHAPTER 3

Our Plans for ELC Year Six

As we go into the next five years of the ELC and move closer to our 2030 targets, we are committed to stepping up our work to drive tangible progress both within our own companies and across the sector.



The ELC Chair role moves to Alistair Phillips-Davies, CEO of SSE. The experience of the past year has shown that having one annual Chair has been a positive move, bringing more focus to our meetings and activities and more engagement by the leaders around the table.

We will ensure that each of the five meetings has a clear objective and that outputs and learnings are taken back by each CEO to be shared within their organisation.

2024 areas of focus from the ELC Commitment:

- ✓ leaders will develop as ambassadors of change
- ✓ leaders will communicate progress across their companies
- ✓ leaders will be supported to drive sustained change towards inclusive cultures at a time of transformational change in their energy business

Theme:

How to engage the majority while spotlighting the minority

Our theme for this year has two strands: exploring how we articulate the benefit of greater diversity to the majority (i.e. white, male employees) in our organisations and the industry; and spotlighting those in the minority with targeted communications and resources to support and inspire women in their career journeys.



Engaging the majority

We know that a step change in the representation of those currently in the minority won't happen unless we bring the majority on the journey as advocates. We will therefore focus on **building our narrative on the benefits to everyone** of greater diversity and inclusion – how, for example, businesses perform better and there is room for everyone at the table.

We will **invite external speakers** to our meetings to share good practice on what works. For example, we would like to learn from a company outside the sector that has successfully and explicitly made the business case for greater diversity, clearly aligned this to their strategy and seen tangible outcomes. We also want to work to understand our commitment as CEOs to lead inclusively and what this looks like in an organisation.

We will **share good practice** case studies of the policies and initiatives that are making a difference within our own companies, communicating the positive and tangible (data-led) results. As well as continuing our honest and candid conversations of learning amongst ourselves at the regular ELC meetings, we will share our examples more widely with the rest of the industry in published case study form via our social media platforms.





Spotlighting the minority

On the understanding that “you can’t be what you can’t see”, we will work with POWERful Women to profile women working in the energy sector, to both support those wanting to progress their careers and attract new entrants.

Webinars

We will run a series of webinars throughout 2024, sharing the career stories of women

working at senior level in UK energy companies. These will aim to inspire and engage, and will provide practical career guidance particularly for women in middle management, where barriers to career progression have been identified.

Empower Her In Energy 2.0

Phase 1 of Empower Her in Energy, a joint marketing campaign by the ELC to attract young women into the energy

sector, ran in early 2023 and was focussed on apprenticeships.

This year we will expand this into a more holistic 12-month campaign, linked throughout the year to key dates and opportunities, such as GCSE and A level subject choices and companies’ recruitment campaigns. The aim is to widen the reach and the message, sharing all vacancies in our companies that are suitable for young women.



Measuring, communicating, collaborating

Monitoring and reporting progress

We will continue to focus on data with a number of reporting commitments:

- ✓ We will submit our individual company data on women on the board and in leadership and middle management positions for POWERful Women (PFW) to publish in their Annual State of the Nation in spring of 2024, to measure progress against their 40% by 2030 sector target.
- ✓ We will monitor progress against our own internal diversity and inclusion targets for publication in our next annual report in November 2024.
- ✓ Following on from our focus on women in middle management in 2023 and addressing the barriers revealed by PFW's research, we will work to fully understand our data on women at this level. We will use our first meeting of 2024 to review the results of our progress tracker, and identify areas of strength and weakness.

Ambassadors of change

We will aim to leverage the convening power we have as a collective more powerfully during 2024, to engage others in the industry (companies, regulators, government and other change-makers) to drive progress towards better representation across the sector.

We will also maximise the opportunities we have as individual ambassadors, using our platforms as leaders both internally and externally to advocate for better diversity and inclusion and to role-model this in practice. For example, at each ELC meeting we will all report back on what opportunities we have had in the media, at events, and within our organisations since the last meeting and will flag anything coming up.





Broader DEI within the energy industry

The work of the energy industry's TIDE Taskforce (Tackling Inclusion and Diversity in Energy) helps keep PfW's and ELC's eyes on the broader inclusion challenge within the sector. TIDE was established by Energy UK, Ofgem, the Energy Networks Association and the Energy Institute and its new Health Check is an important exercise in gathering essential baseline data for the UK energy industry, and setting meaningful targets for improvement. We will promote the survey during the first half of 2024 and the results at the TIDE Conference in June.

Drawing on and sharing knowledge

The professional expertise of the ELC's D&I Leads Forum is invaluable to the work of the ELC and we will continue to draw on their guidance and support.

We will also continue to engage with government and agencies in the industry, taking our message on diversity and inclusion into discussions on the energy transition, green skills, social mobility and affordability.







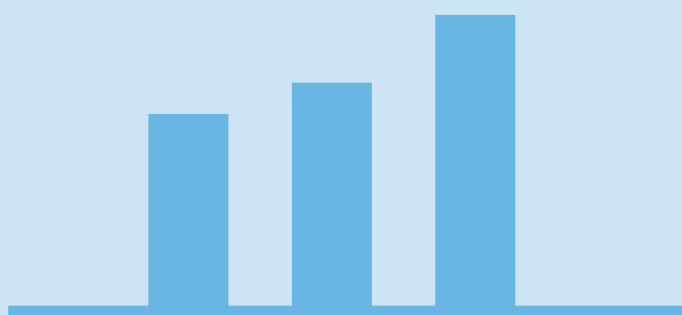
APPENDIX

ENERGY LEADERS' COALITION:

MIDDLE MANAGEMENT PROGRESS TRACKER

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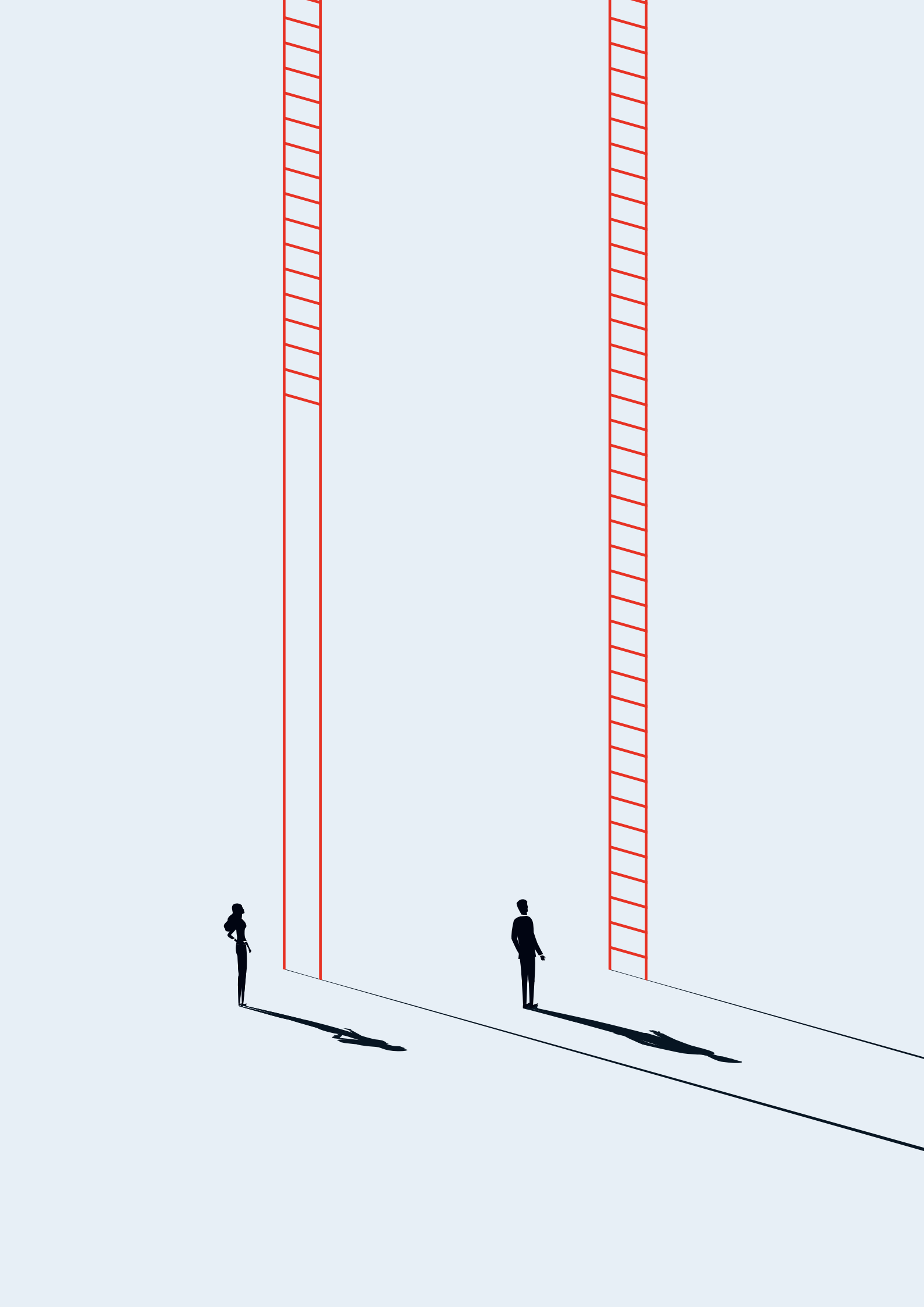
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ENERGY LEADERS' COALITION:

MIDDLE MANAGEMENT PROGRESS TRACKER

Report on progress by members of the ELC against their commitment to cultivate the careers and talent of women in energy middle management (2022-23)





BACKGROUND

In April 2022, POWERful Women (PfW) published pioneering research, conducted in partnership with Bain & Company, about the experiences of middle management women working within the energy sector¹. The report highlighted recommendations for diversity and inclusion actions that can help female talent thrive.

PfW wants to see at least 40% of middle management positions in the UK energy sector held by women by 2030 and has invested in understanding and addressing the barriers women face in mid-career, before reaching the executive level, and sharing this with UK energy companies.

There is recognition by the Energy Leaders' Coalition (ELC)² that supporting women in middle management is both an investment to grow the pipeline for senior leadership and an end goal in itself.

The above four key themes emerged in PfW's research about the barriers women face, how this affects their advocacy for their company as a place to work and what policies and behaviours would make a positive difference.

The research also showed a startling delivery gap when it came to the effectiveness of diversity, equity and inclusion (DEI) policies designed to addressing these – policies might be in place but for various reasons (often related to organisational culture) they weren't being taken up.

There is no one-size-fits-all when it comes to the best company approach in each of these areas.

PfW's key recommendations to companies were around:

- ✓ CEO and leadership team visibly taking ownership;
- ✓ setting targets and monitoring progress towards them;
- ✓ equipping line managers with the right skills; and
- ✓ asking the right questions to ensure that policies and initiatives were working in practice for women in middle management.

The response – a commitment from the ELC

In September 2022, in response to the research and these recommendations, the ELC published a statement³ committing to immediate and tangible action to reduce the barriers women are facing at mid-career and to developing more inclusive cultures where female talent is cultivated, can thrive and can contribute to the energy transition. The statement says:



“We, the ELC UK CEOs, will:

- ✓ **Work for change and to reduce barriers, taking tangible actions in our companies to deliver this**

- ✓ **Promote and communicate our ambitions and actions – visibility will amplify the effect and ensure we are accountable**

- ✓ **Lead the development of the required inclusive culture, including role-modelling behaviours and visible allyship, recognising our unique contribution as leaders**

- ✓ **Actively seek feedback from our middle managers, so that we understand our key issues to tackle**

- ✓ **Be curious in our organisations, questioning and testing whether our talent processes are working as they need to, also ensuring challenge and leadership in our global organisation contexts**

- ✓ **Track interventions and progress individually, share in the ELC, and report collectively for 2022, 2023 and 2024”**



This document reports on progress against this commitment between September 2022 and September 2023.

The middle management work has been a priority for the ELC during this period, led by Duncan Clark, Head of Region, Ørsted UK, and at each meeting there has been a regular agenda item for companies to take turns to share their organisational efforts and plans – including good practice and ongoing challenges – with the rest of the ELC.

In the following sections we have collated the DEI actions taken by the 16 companies in the ELC.

COMMITMENT

“Promote and communicate our ambitions and actions – visibility will amplify the effect and ensure we are accountable”

The leaders of ELC reported that over the past year they have more visibly promoted and communicated their ambitions and actions internally and externally. A consistent theme has been the importance of setting clear targets, formalised in strategy and reported on transparently, of which several ELC companies have new stretched ambitions.

All 16 of the ELC companies have publicly supported PwC’s “40 by 30” targets and have published their own targets on diversity and inclusion, including on gender diversity and for women at middle management level. These have been widely shared this year, with some showing greater ambition than pre-2022 and commitments to achieve 50:50 gender balance. These targets can be seen, along with commentary on progress, on pages 14-15 of the ELC Annual Report 2023.

The companies are also committed to gathering more data on current levels of representation. Their progress against industry targets, including PwC’s 40% by 2030 target for women in middle management, can be seen on page 17 of the Annual Report.

There is some variation in the stages companies are at and their rate of change. Some have launched new strategies and others are in the process of designing them as they gather and analyse data and feedback. However, all publicly endorse the work of PwC and the ELC and the need for greater diversity, through personal and organisational statements and policies, and are giving active support.

Some companies and their leaders are also signatories to other sector diversity commitments, such as the Women in Defence Charter, targets in the Nuclear Sector Deal, targets in the Offshore Wind Sector Deal, the FTSE Women Leaders Review, the BBC’s 50:50 Equality Project, Race at Work Charter, Trans Rights, Change the Race Ratio and The Valuable 100, which shows them proactively embracing positive DEI practices whilst calling on others to do so. Many are publicly aligned to other diversity and inclusion initiatives in the energy sector, such as Women in Utilities and the Tackling Inclusion and Diversity in Energy (TIDE) taskforce.

Examples of recent strategic actions, formal reporting and accountability:

- » CEOs and wider leadership of ELC companies are directly driving DEI strategies at all levels, from global level to inputting into and reviewing business unit specific DEI positive action plans, which is increasing ownership and accountability.

- » New corporate DEI strategies with gender and inclusion at the centre have been launched in late 2022 or 2023, with these communicated to all employees by the leadership at town halls and other forums.

- » Annual DEI /inclusion reporting and gender pay gap reporting continues with some stating increased ambition to close the gap.

- » Targets and measures for senior leaders have been introduced at a number of companies (focussing on women in middle management and more widely), and these have been embedded with regular (eg quarterly) monitoring, reporting and review.

- » Bespoke inclusion roadmaps at global organisation level and local business level have been introduced.

- » There has been further integration of DEI and specific targets into larger global strategies on people and the business and wider measures on social sustainability, and diversity is being publicly linked to the vision of the company, its growth and the people it wants to attract and retain.

Spotlight on company actions and outcomes



A significant step by one ELC company this year was the launch of a dedicated Executive D&I Committee, to create a platform for senior leadership engagement that went beyond existing DEI training and to foster targeted conversations. The committee members hold themselves accountable through a local action plan, progress is tracked as a standing agenda item at meetings, and they hold their direct reports to account to maximise business engagement.

The relaunch of a company's Employee Value Proposition encouraged pledges on building positive culture at all levels and another company rolled out 'Fostering Diversity and Inclusion' as one of its three essential behaviours, leading to robust discussions.

A flagship renewable energy project has been celebrated for having 100% female leadership.



Leaders are increasingly cascading DEI plans and expectations throughout the organisation to embed commitments in the business.

Examples include:

- » DEI reporting is at individual business unit and functional level as well as at global/national organisational level and new DEI strategies are being rolled out to the regions with new targeted plans.

- » DEI updates have been added to regular business updates, thereby signalling the importance of DEI to the whole business strategy in a practical way.

- » Specific DEI goals are increasingly being included in the individual performance management cycle to provide incentives and accountability for leaders and managers, including for example in 360 reviews for all people managers

- » Internal scorecards (for example, on diverse hiring) are being used, with results reported regularly to the executive committee.

- » DEI commitments and delivery are also being extended out beyond the ELC companies to their supply chains, with diversity spend targets and public communications on the value of representation.

Spotlight
on company
actions and
outcomes



A 5% incentive mechanism in one company's annual performance plan for leaders means that group, function, or business unit performance against diversity targets impacts every line manager's performance-related pay. A further 5% is reliant on employee survey results, encouraging managers to focus on their diversity targets as well as creating a positive culture.



Communicating actions and commitments:

A variety of platforms and channels are used to communicate these objectives, strategies and expectations, and to give regular updates, including:

- » company intranets

- » external websites (including dedicated DEI pages)

- » webcasts and vlogs from leaders to employees, to discuss ambitions and actions

- » DEI included more regularly as standard agenda items at team and leadership meetings at all levels, with leaders driving DEI discussions

- » profile-raising in the media and through events and awards to celebrate success

Spotlight on company actions and outcomes



One company's leaders have continued to provide an Open Letter Commitment on DEI to colleagues, demonstrating that it's a priority for them and that they will transparently share progress with colleagues on achieving greater DEI at all levels of the company.

COMMITMENT:

“Lead the development of the required inclusive culture, including role-modelling behaviours and visible allyship, recognising our unique contribution as leaders”

Culture change happens from the top of an organisation and the value of leaders going beyond words to visibly support and enact policies and to demonstrate inclusive behaviour is recognised.

Examples from the ELC companies include:

- » Leaders are increasingly speaking at internal gender and other diversity events, setting themselves personal DEI objectives and focusing on engaging senior leaders and their direct reports on the topic, making the link with business performance].

- » One company took the opportunity of a major organisational restructuring and the development of a new corporate strategy to redefine its values and to introduce “Care for Others”, which specifically calls out inclusive behaviours.

- » Leaders are championing training and standards on conscious inclusion and expected behaviour from all employees. DEI has been put on the curriculum of new and existing leadership development programmes, including modules on inclusive leadership and hiring processes.

- » Leaders are actively seeking and actioning feedback. Two examples are through appointing a shadow board of diverse colleagues “to listen to concerns and ensure colleague-centric decisions are delivered” and by encouraging and taking part in reverse mentoring, including the CEO. Both are proving to be effective feedback and accountability mechanisms for leaders and managers and have been brought in by several ELC companies recently.

- » One company reported how their CEO actively calls out non-inclusive behaviour. Their public support for the Institute of Customer Service’s #ServicewithRespect campaign sends the message that there is zero-tolerance for customers who don’t treat colleagues with respect.

- » Senior leaders and managers are seen to be role modelling inclusive behaviours, including flexible, part-time and hybrid working and other initiatives (such as ‘no meetings Wednesday’) to positively influence the culture.

Leaders as allies and sponsors:

- » As well as directly sponsoring female talent, many ELC leaders, Board members and Directors are acting as sponsors or executives of women's forums and other employee resource groups, inclusion networks or diversity committees. Having some of the most senior people in the organisation sponsoring and actively contributing to such groups demonstrates high level commitment to inclusion, allows engagement directly with employees and drives delivery. It adds visibility to the groups and to the wider topic for the business, using the leaders' communications channels and connections.
- » Leaders have a role in celebrating diversity and sharing learning resources. Many have this year taken part in panels, webcasts, Board chats and other events where they share their personal stories. Examples include awareness initiatives and networks on menopause and mental health.
- » Initiatives are also targeted at men, to develop allyship with women and other under-represented groups and to ensure an equitable and inclusive approach to development. One company cited a work and personal development programme for men that examines both their home and work life to fulfil their potential.

Leaders as industry ambassadors for diversity

- » Several ELC leaders have signed public pledges, such as on menopause, to demonstrate allyship and commitment.
- » They have used their own and their company's social media and media platforms, podcasts and blogs this year to share thought-leadership around the 'why' of diversity and inclusion and to promote their own and industry-wide initiatives.
- » They have led communications internally and externally at key points in the cultural calendar, such as on International Women in Engineering Day, International Women's Day, Pride, Disability Awareness and National Inclusion Week.
- » Senior leaders in some of the ELC member companies been recognised with external D&I awards this year.

Spotlight on company actions and outcomes



A company's very first menopause webinar this year was hosted by a senior male leader, at their request, demonstrating solidarity and support.

An employee resource group held a virtual allyship event which had over 600 participants with some senior leaders from the organisation on the panel.

A presentation to senior leaders by the women's network resulted in a reported increase in allyship from male colleagues in the organisation, such as ensuring women's voices are heard in meetings and supporting progression and flexible working.



COMMITMENT

“Actively seek feedback from our middle managers, so that we understand our key issues to tackle”

A number of mechanisms are in place in ELC companies to give a voice to women in middle management, to listen to concerns and actively seek feedback on solutions that are targeted interventions. Some report having very comprehensive listening strategies across their business units and many activities have been enhanced or introduced in the past year.

Examples include:

- » Listening panels, circles and focus groups providing deep feedback on existing issues and high-quality input into what policies and action to develop. These work well when senior leaders are present to listen and take away actions, but also provide a safe space when they aren't.
- » Employee engagement surveys – running annually, quarterly and on celebratory days in the calendar – to confidentially measure sentiment in the workplace. Many are disaggregated by gender, age, location, and level etc. Some companies have run this for a long time, others are only just introducing them this year. Many of the surveys are now used to ask specific questions around DEI policies and activities, the workplace culture, including feelings of inclusion, wellbeing and psychological safety.
- » Consultation and dialogue with Employee Resource Groups, which meet to discuss topics of relevance to their diverse characteristics, such as women in the workplace. These provide not just a safe space for discussion and sharing of experiences, but a channel through which women can feed back ideas and concerns to senior leadership teams. Having all levels of the business represented on the ERG is valuable. One company said that their input, along with that of Trade Unions, enables them to make robust and meaningful updates to their policies and company processes. Another said that it is their primary route for feedback on both barriers to female progression and the initiatives they propose to improve gender equality.
- » Mentoring, coaching and professional development processes, as opportunities for discussion and feedback on career barriers and solutions.



Spotlight on company actions and outcomes

An annual employee survey had a response rate of 80% in 2022, their highest level to date, which they saw as “an indicator that the survey is broadening its reach to become more representative of our diverse workforce”.

A ‘Barriers to Inclusion’ project was launched in recognition that issues and concerns experienced by female employees need to be understood first before actions can be taken to address them effectively.

OfficeVibe tool is used to measure one company's employee voice weekly and the outputs are owned and actioned by managers locally.

- » Shadow Boards, reverse mentoring and 360 reviews
- » Increasing use of ‘inclusion indexes’ ascribed to leaders, to monitor employee sentiment and leaders’ progress, and of ‘inclusion scores’ for the business using core questions to measure inclusion
- » ‘Town Halls’ on strategy to allow employees of all levels to engage directly with the Executive Team
- » Webinars/webcasts and online chats for employees to discuss key topics of interest or concern, such as psychological safety, menopause
- » Forums targeted at certain communities, such as women working offshore, to gain qualitative data
- » Anonymous helplines to discuss significant issues of concern and anonymous ‘temperature checks’ or ‘feelings trees’ at the start of meetings.
- » Exit surveys, which allow companies to see why specific groups, such as female managers, may choose to leave and how positively or negatively they rate aspects such as inclusion, wellbeing, leadership and the supportiveness of their line manager. The aim is for results to be taken back to the business unit to make improvements.

ELC members have shared some of the specific barriers that were identified within their organisations during these conversations and surveys: For example:

"Feedback
was that line manager support is instrumental to career development but that while some were positive advocates, others either blocked access to development opportunities or were lacking time or resources and so were disempowered to provide support."

"Barriers
to progress include a lack of consistency and transparency on performance and promotions processes, which didn't allow for us to develop measurable outcomes."

"Engagement
with female employees led us to identify that: work needed to be done to improve policy offerings, by benchmarking them with other organisations in the sector; greater transparency was needed on gender targets and performance; talent pipeline needed reviewing to increase support and female engagement; managers needed educating around flexibility and more clarification was needed on hybrid working, to avoid returning to pre-pandemic ways of working ; more needed to be done on sponsorship, mentoring and reverse mentoring."

"We
identified a range of barriers to women's progression, some of which are systemic to our industry, and others specific to our organisation. Starting with the broader challenges, we recognised that the current lack of representation is a fundamental barrier. We've also acknowledged that implicit bias and role presenteeism continue to influence career progression within our organisation."



Mechanisms also need to be in place to ensure employee feedback and data results are acted upon. Good practice examples include:

- » Analysis of data from employee surveys is actioned at senior levels to identify how experiences can be improved

- » Line managers are expected to share feedback on their team DEI discussions with leaders and HR colleagues

- » Feedback from employee engagement is part of the annual performance reviews, where DEI and team leadership is scored. Line managers are provided with personal dashboards with development actions and one company reported that if leadership scores are below their benchmark, coaching is initiated and targeted development agreed to close the gap.

- » Feedback from ERGs, such as gender balance networks and women’s affinity groups lead to actions that are tracked regularly (eg every two months), supported in delivery by the DEI team and aided through advocacy of the senior leaders



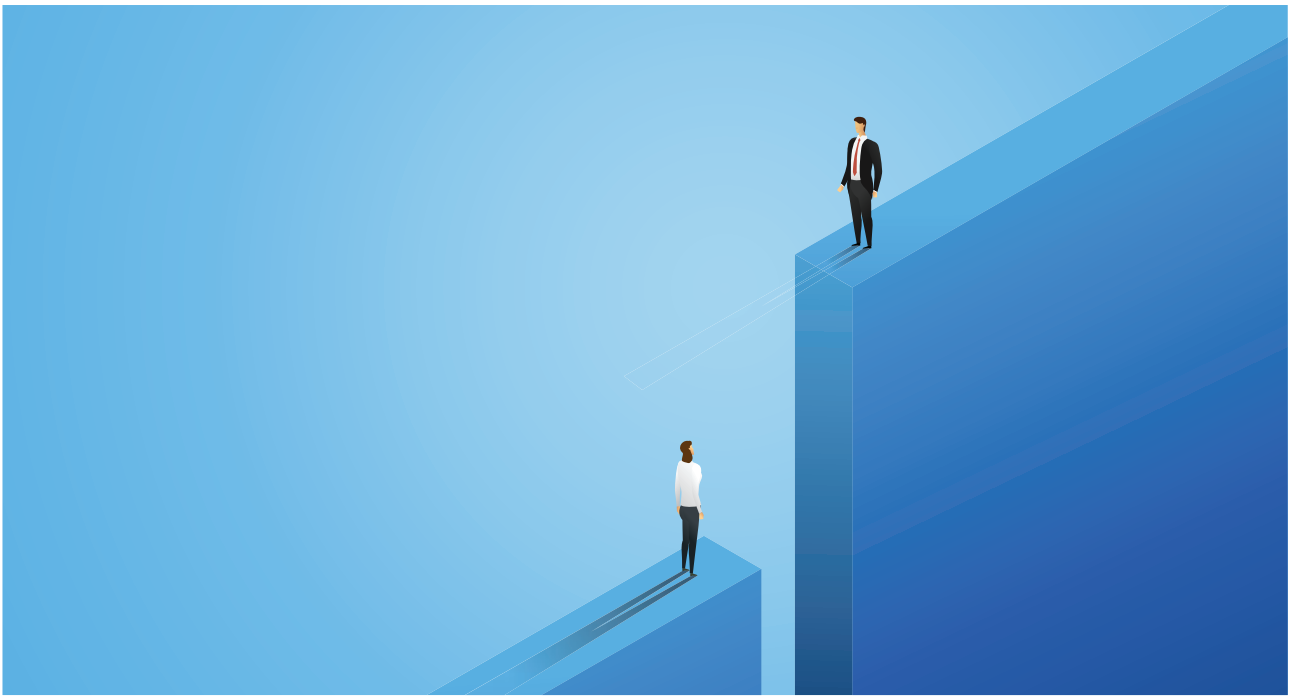
Spotlight on
company actions
and outcomes

Responses from one new annual ‘Workplace Wellbeing Index’ survey, launched this year, will be actioned to create a considered wellbeing plan for Q4 and beyond into 2024.

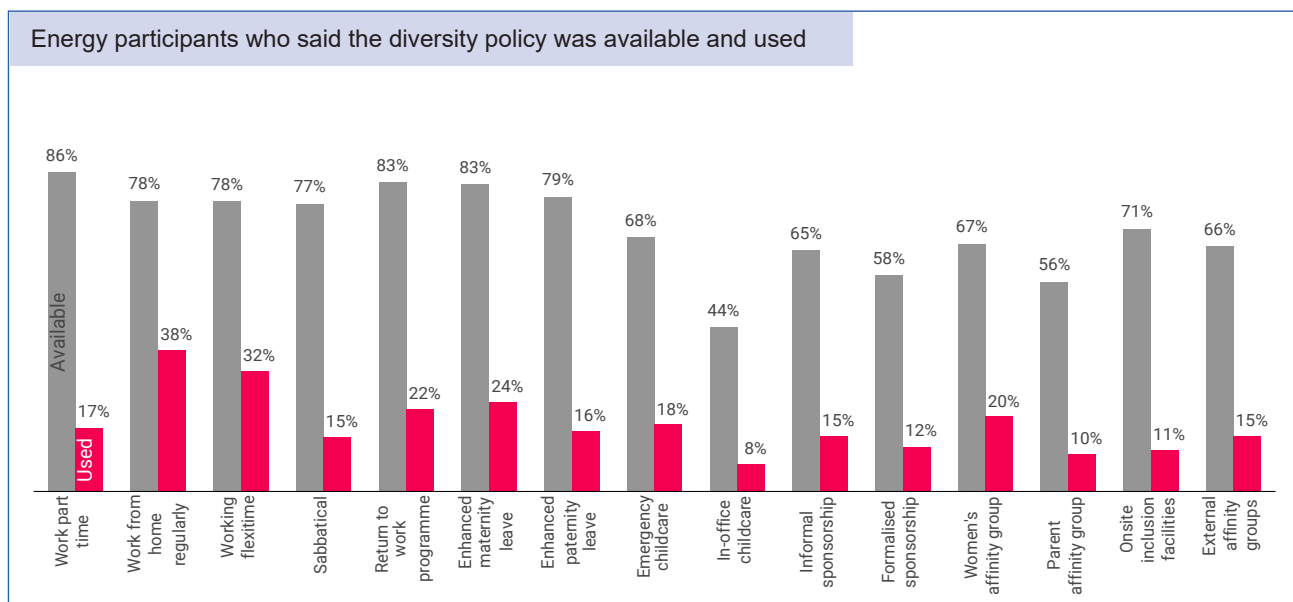
One company reports that anyone can complete a Professional Coaching qualification, as a way to encourage people to have a curious, exploratory mindset and improve conversations and communications.

COMMITMENT

“Be curious in our organisations, questioning and testing whether our talent processes are working as they need to, also ensuring challenge and leadership in our global organisation contexts”



In looking at how the effectiveness of DEI policies can be improved, companies have focussed on the key barriers identified in the PwC and Bain & Company research, where a delivery gap had been identified.





1. Equal access to professional development

All companies reported having talent development programmes in some shape or form targeted at various levels from entry-level and middle management to senior leadership, with many having dedicated programmes for women and other under-represented groups, including women of colour and women in STEM.

Ensuring that the programmes are working well and thus providing equal access to professional development opportunities requires tracking. Various mechanisms are used, from participants' feedback to monitoring data of those on the programmes, in succession plans and have been promoted with a diversity lens.

Several companies have used the results to ensure follow-up is in place, that programmes are aligned with the company's female talent goals and to further enhance their support programmes for women.

Examples of actions by some of the ELC companies are as follows:

- » Targeted, female-focussed development programmes running at global and/or business unit level and for women at various seniorities, including a focus on those in middle management who are ready for director and board roles. This year has seen several newly-launched, broadened or reviewed and adapted leadership development programmes drawing on industry good practice and employee input to ensure a more balanced cohort, with targets set for women's participation. Positive feedback and increases in female representation are reported.
- » Review of female representation at all levels of the talent pipeline, including in succession plans, against gender targets, which in one case has led to the planned introduction in 2024 of a leadership programme for female middle managers with an open self-nomination process.
- » Action taken to address inconsistencies, mitigate bias and increase transparency in the development selection process, such as reviewing criteria for roles and talent, launching bias-busting guides, and managers providing evidence during calibration sessions in the assessment process with outcomes reviewed with a diversity lens, noting any skews.
- » Talent programmes being opened up to self-selection, including a switch from talent pools to more democratic talent networks.
- » Open access to professional development courses through various learning portals including LinkedIn and local activities and policies in place to support those wishing to take degrees or formal qualifications.
- » More internal communications to advertise senior role vacancies internally and promote talent programmes.
- » Comprehensive guidance for leaders and managers on advancing female professional development in their teams, with a requirement to ensure they are encouraging under-represented talent to apply.
- » Proactive identification using performance data of individuals who are ready to progress their career, followed by line manager conversations and sometimes with sponsorship by a senior leader who is not their direct report (several new programmes piloted, including fast-track).
- » Mentoring schemes and mentoring circles with leaders, including pilot programmes this year with effectiveness tested through feedback surveys.
- » Coaching and personal development offered to women via ERGs, managers, external providers.
- » Targeting any gender pay gap issues during annual salary review process with the aim to reduce/close any such gaps.
- » Internal careers fair, with focus on women.
- » Return to work programmes where there is under-representation in senior roles.
- » Feedback from alumni of development programmes to ensure continuous improvement.



Spotlight on company actions and outcomes



One pilot process this year has identified several female employees who appear to have been overlooked for progression through its more traditional routes, including for middle management level roles.

One company's senior leaders are asked to use HR data to actively identify women 'stalling' in their role (eg five or more years at middle management grade) and who are under the radar. They are then required to consider the barriers to progression, discuss the women's development needs and understand their career aspirations. They must ensure that all employees identified as 'advancing' and nominated to take part in the programmes have a mentor, a robust development plan and are part of succession plans, with interview panels and candidate shortlists required to be gender inclusive.

One company requires proportional representation of women on high potential talent programmes (in relation to the general talent pipeline) and has developed a sponsorship at scale programme focused on matching all women in the company with a sponsor, with clear boundaries and goals established to ensure that it is effective.

One new development programme, aimed at helping women overcome barriers and design a career plan, saw the cohort for 'women in leadership' increase from 45 in 2022 to 120 in 2023, promotion rate rise by 5% and reported improvement in self-confidence.

Leadership masterclasses and leadership development programmes targeted at women currently have participation rates of 44% and 35% respectively at one ELC company.

One company says it is aware of the need to constantly test effectiveness: "Whilst we are currently comfortable with the general levels of female talent being representative of the available talent pool, we continue to develop our thinking and approach. Various talent initiatives are being investigated at further depth to understand the motivators, barriers and perceptions for female participants. The results of this will inform the development of further talent programmes."



2. Flexible working in practice

ELC companies reported the existence of a range of flexible working policies, offering options on where, when and how to work, and with the aim of supporting better work-life balance, particularly but not exclusively for those with caring responsibilities.

While most ELC companies have had a hybrid working policy and arrangements in place since the pandemic, (some of them industry-leading and with high uptake and positive feedback from employees, many companies have tested the effectiveness of these and other flexible working policies in the past year and opportunities for improvement. This has been, for example, through surveys, exit interviews and engagement with employee groups and by tracking the diversity data on uptake – such as the female representation in parental leave, part-time and flexible working.

For example, based on feedback one company is looking specifically at how their hybrid working policy could be adapted to give greater support to those with caring responsibilities of all kinds, not just children.

Examples of actions by some of the ELC companies are as follows:

- » Introduction of better flexible working commitments, principles and arrangements this year, for example with colleagues able to request it from day one in the job or to have time off at key life moments.
- » Review, implementation or enhancement/refreshment of family-friendly policies, to improve pay and benefits, address any biases and incorporate industry best practice. One company used feedback on enhanced paid partner leave to ensure the policy had flexibility and therefore supported women returning to work.
- » Departmental demographics being used by leaders to investigate barriers related to perceptions of flexible working, with insights also gathered from women's networks. In one company these are being used to improve the offering on carers leave, neonatal care leave and paternity leave.
- » A focus on the message that flexible working is for everyone, men as well as women, and should be normalised throughout the organisational culture, for example using podcasts and case studies featuring men role-modelling working part time.
- » Flexible working by default and part-time advertised as standard in role profiles as part of the employee value proposition, to encourage applications.
- » Intensive guidance and support at some operational sites focussed on improving access to flexible working arrangements and myth-busting any biases that exist around it.
- » Toolkits to support the implementation of flexible working, existing or in development for 2024.
- » Onboarding process changed to 40% remote to allow greater flexibility, following investigations of a disproportionate number of female leavers.

Spotlight on company actions and outcomes



In one employee survey, 89% said that the flexible working policy, allowing them to choose when they came into the office, had improved their work-life balance as well as opened up development opportunities.

Advertising of overt part-time role offerings attracted a more gender diverse suite of candidates that played through to offers made.

The introduction of 12 weeks minimum leave for parents/partners/secondary care givers has enhanced a company's existing policies, "aiming to create a culture where family leave is normal for men as well as women and should not affect progression".

A company launched a pilot parental leave coaching service to support people through the changes that come with the birth of a child and plans to expand it next year.



3. Visible and accessible female role models

On the principle that “you cannot be what you cannot see”, the existence of visible women in senior roles within a company and the energy sector can help shape the aspirations and confidence of women in middle management and build the leadership and executive pipeline. The currently low level of female representation in the highest executive roles across the industry, including in the ELC, remains a concern and a barrier but efforts are being made to shine a spotlight on women in senior roles.

Companies report recent appointments of women to senior roles on the Board, in the executive team, at global CEO level and at Director level, all of whom use their positions and visibility to share their career journeys and advice with other women, and to promote the value of DEI and professional development.

Senior women in the ELC companies have been featured in external industry lists of inspirational career women this year.

Examples of actions by some of the ELC companies are as follows:

- » showing both women and men using flexible working arrangements in the public realm
- » using opportunities like International Women's Day to celebrate female leaders within the business
- » featuring women on company websites, particularly career pages, and employee intranets
- » facilitating the use of media and social media platforms for senior women to provide thought leadership and business insights
- » publishing career case studies and blogs and running internal (or taking part in external) mentoring sessions to inspire and advise others
- » using the ERGs to host discussions with female leaders in the business
- » ensuring senior women are represented at industry events and on speaker panels



Spotlight on company actions and outcomes

There has been action to increase female representation at the very top tables this year, including one company appointing a woman at global CEO level and another as Chair of their Board, "ensuring continued role-modelling at that level."





4. A supportive and inclusive culture

PfW's middle management research concluded that none of the above policies and initiatives work without a supportive and inclusive culture. Likewise, the culture won't make a difference to women's careers if the key practical policies aren't effectively and consistently implemented – they go hand in hand. Promoting inclusive leadership and upskilling line managers are key.

All ELC members say that improving inclusion in the workplace is currently a priority focus.

Examples of actions from some of the companies in the past year are as follows:

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- » Review and improvement of internal everyday processes, to build inclusion into their design and to address un-inclusive or malicious behaviour, including clear direction on how it is addressed, with updates on bullying and harassment policies (to cover, for example, cyber-bullying, domestic abuse), along with communications signposting to support.
-
- » Training to upskill managers and leaders to engage with and support women in their teams. There has been a focus on awareness-raising and 'Inclusive Leadership' training programmes have been implemented or amplified, with sponsorship from the top and much of it mandatory. Topics include respect, unconscious bias, growing and nurturing teams, and 'banter awareness'.
-

» Drop-in clinics for managers to hold open conversations on avoiding gender stereotypes (eg on hybrid working), quarterly sessions for managers to build community and share their experiences and leadership dilemmas.

» Growing focus on several inclusion topics this year, including awareness, training and practical support on the menopause, fertility and gender dysphoria with online guides, discussion groups, training and helplines along with updates to general healthcare policies and benefits.

» Work to identify inclusion barriers – for example an event held with an external speaker to explore barriers for women of colour led to a new mentoring programme.

» Expansion of DEI resources and greater availability to employees and managers, allowing teams to have more inclusion discussions.

» Focus on allyship, with guidance and training being offered to men and others, and direct links with (and staff presentations from) ERGs so that allies can learn how to support colleagues. One company reported an 80% male attendance for one women's ERG event and at another, employees reported that the engagement led to women's voices being heard in meetings and greater support for women's progression and flexible working.

» Review of barriers to inclusion and the introduction of frameworks around behaviour, to embed values around safe environments, respect, care and helping people reach their true potential.

» Launch of inclusion and belonging communications campaigns with key messages, such as that DEI is everyone's responsibility.

» Establishment of an inclusion hub.

» Addressing un-inclusive facilities and equipment, such as providing a dedicated breastfeeding room (alongside facilities for other groups).

Spotlight on company actions and outcomes



One inclusion training programme (covering sexual harassment, micro-aggressions and resolution and reporting) so far has a completion rate of over 87%.

Nearly 750 managers have taken one or more of a company's new DEI training courses, which cover everything from basic inclusion to holding difficult conversations, advancing gender equity, ethnicity race and disability inclusion and an introduction to privilege.

Following the launch of a behavioural framework a company saw a decrease in behaviour related complaints, signifying a culture change taking place.

One company is working to make it simpler to identify if behaviour is malicious, careless or thoughtless, and seeking a "learn first" approach for careless or thoughtless remarks or behaviour.

Better placement of sanitary bins, laundry bags and PPE is improving women's experience offshore, with one facility showing a 50% increase in female representation over 10 years.

Actions to foster an inclusive organisational culture have had a positive impact for women in middle management at one company, with 13.8% promoted in the last 12 months (compared to 7.6% males) and an increase in UK female middle management from 29.4% in 2019 to 30.8% in 2023.



Inclusive recruiting to attract diverse talent

Companies reported that they are already using, planning to use or strengthening a range of inclusive hiring processes to create more diverse candidate pools and thereby support their goals to attract better diversity in the workforce. Attracting new female talent, as well as nurturing existing talent, is a stated priority for the ELC companies and many have ambitious targets, including apprenticeships. Campaigns have been run individually and collaboratively to promote careers in energy for young women.

There has been a focus on introducing or improving training for hiring managers, with new inclusive recruitment training launched or planned to be rolled out, and improvements to training in several companies, with take-up by managers monitored and reported. Inclusion nudges are used to keep managers on track.

Inclusive hiring actions and approaches quoted include:

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- » flexibility as standard or offered in role design
 - » simpler job adverts with inclusive language (including use of a gender language decoder)
 - » open advertising, particularly for senior level roles
 - » balanced shortlists or with targets for diverse characteristics (some extended this year to senior roles)
 - » flexible interview arrangements
 - » diverse interview panels
 - » standardised scorecards for interviewers to question their unconscious bias (and with scores calibrated to ensure fairness)
 - » bias monitors from the talent team
 - » KPIs for hiring managers for accountability



Spotlight on company actions and outcomes



All hiring for senior level roles has to meet four KPIs in one company: 95% of roles openly advertised; 100% of adverts state happy to talk flexible working; 25% of shortlists female and signed off at MD level if not achievable; 100% of interview panels diverse. These are tracked and reported to executive level every two months and resulted in offers to women rising from 15% to 32%.

One company's apprenticeship pipeline is now 57% women and 25% ethnically diverse colleagues, ensuring equal access to skills development.

An external audit of a company's early careers recruitment, to further improve the application assessment process for graduates and apprentices. Building on increases in 2022, female representation in graduate hires is on track to reach 35% in 2023.

Targeted recruitment and development interventions for female talent resulted in one company's women in middle management increasing by almost 7% since 2022, 5% of which is in senior leadership.



COMMITMENT

“Track interventions and progress individually, share in the ELC, and report collectively for 2022, 2023 and 2024”

All ELC companies gather, track and publish their diversity data against their targets, including for women in middle management – see pages 14-17 of the ELC Annual Report 2023 for progress to end September 2023.

Some companies report that they have been improving their data gathering, such as through workplace campaigns and the launch of a self-ID survey this year “to reach response rates that will enable more granular reporting of employee diversity”.

Examples of individual companies’ reporting and monitoring processes are as follows:

- » Detailed diversity data used to track effectiveness of policies in a quantitative way (such as number of female new hires, female representation in parental leave, leadership roles, part-time and flexible working)

- » Sharing and measuring of data internally across the business at defined intervals (eg monthly, quarterly) and tracked against embedded company or business unit targets

- » External publication of data aligned with or part of the annual business reporting cycle

- » Reporting shared with chairs of ERGs

- » External audits of policies by DEI specialists

- » Variety of employee feedback channels used to track effectiveness of DEI policies in a qualitative way (see above)

- » Continuously reviewing DEI characteristics at every stage of an employee’s lifecycle to measure the effectiveness of talent processes, policies and initiatives.



Further areas for **development** and **progress**

While action on cultivating the talent of women at middle management level has clearly been stepped up this year, with many of the strategies and initiatives above being launched in the last 12 months, the ELC members recognise that there is still much to do.

They have all pledged to continue to track progress towards their ambitions, including surveys of employees and enhanced deep listening exercises, with targeted interventions in areas that are not progressing and some more ambitious targets and programmes. They will also continue to learn good practice from each other, an activity in the past year's ELC meetings that has been deemed highly valuable.



Specific plans companies have expressed for the coming year include:

- » engaging the majority to effect real change, through a learning offer that focusses on involving men and people of all genders;
- » focus on improved and inclusive recruitment processes to attract diverse talent including training for hiring managers;
- » focus on talent development including women in leadership programmes (including mentoring and sponsorship) and early talent and apprenticeships
- » focus on improved design and monitoring of flexible working policies
- » focus on better inclusion and supportive workplace culture, including inclusive leadership and allyship
- » improved global and business unit DEI action plans
- » improved accountability through more visibility of targets, goals and KPIs for people managers
- » new policies, such as on fertility, menopause
- » improved resources and DEI training for all managers
- » greater intersectionality – focus on women from ethnic minorities and low socio-economic backgrounds
- » improved data collection
- » further energising employee networks for stronger voices
- » a stronger ambassadorial activity and role-modelling by ELC leaders

One company concludes that “Feedback is improving but has shown that more work is needed to improve the awareness of and desire to engage with our DEI initiatives, such as policies on balanced shortlisting and interviewing, engagement of women with career aspirations and continuous improvement on policies such as flexible working.”

The ELC’s wider workplan for 2024 can be seen in Chapter 3 of the ELC Annual Report 2023. Addressing barriers for women at mid-career level and creating a more inclusive, supportive culture will continue to be a focus throughout this time and as 2030 target deadlines come closer.



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- 3 Press release: Energy CEOs publish commitment to cultivating the careers of women in middle management, September 2022. <https://powerfulwomen.org.uk/2022/09/29/energy-ceos-publish-commitment-to-cultivating-the-careers-of-women-in-middle-management/>

POWERful Women
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