POWERful WOMEN

Bringing gender diversity and inclusion commitments to life

ENERGY LEADERS' COALITION

Second anniversary report | October 2020

FOREWORD

Now more than ever the UK needs to draw on all the talent available in our workforce - to build back better after the Covid crisis, to make Britain the most attractive place to live, invest and set up a company and to continue to transform our energy system as we transition to Net Zero.

I am proud to be in a government department that is embedding a truly inclusive culture and where women are represented at the most senior level. Inclusion and diversity of all kinds are essential to our decision making and delivering the best possible outcomes for the public.

I hope BEIS will be a role model for the UK's energy sector, so that it has the talent and innovation needed to build a Net Zero workforce, meet its customers' needs and thrive in a changing global economy.

Statistics continue to show that there are too few women in senior roles in the energy industry. The work of POWERful Women and the Energy Leaders' Coalition is essential in shifting the dial. I am delighted to see six new companies joining the Coalition, meaning it now represents more than half of the UK's energy workforce. The work done in year two and the good practice showcased in this report will provide inspiration to the wider sector, and I look forward to their continued leadership.

The Rt Hon Kwasi Kwarteng MP,
Minister for Business, Energy and Clean Growth

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At times of uncertainty and disruption, diversity and inclusion are more important. Many UK energy leaders are embracing this moment to accelerate real change in their working practices.

Introduction

This year has been one of unforeseen and extreme challenges – in both our personal and business lives. The energy landscape and workforce was already in a period of major transformation as the industry decarbonises, digitalises and becomes smarter in meeting customers' needs. This year it has also faced the arrival of a global pandemic and emerging into a post-Covid-19 economy.

But it is at times of uncertainty and disruption that diversity and inclusion are even more important. And we are reassured to see that many UK energy leaders are embracing this moment to accelerate real change in their working practices - to improve opportunities for their people and to make their businesses more resilient by ensuring they have the best talent available.

The evidence tells us this is something that has to happen. 2020 has seen a growing awareness of the importance of inclusion and diversity of all kinds in society. And our latest research with PwC on the representation of women at senior level in UK energy makes interesting – and at times astonishing - reading. The good news is there has been progress: in the top 80 companies, **women now occupy 21% of all board seats, up from 16% in 2019, and 13% of executive board roles, double last year**.

However, 38% of companies still have no women on their board and more than two-thirds (79%) have no female executive directors[1]. By comparison, 31% of board and 20% of executive committee seats in FTSE350 companies are held by women and there are no longer any all-male boards in the FTSE100.

While the energy sector's progress is the most we have seen since POWERful Women started compiling statistics in 2015, it's clear that we have a long way to go before the representation of women at senior levels is either sufficient or sustainable

Why does this matter? This year's Women in Energy Global Study[2] shows that women are ambitious to progress and need support. Other research from McKinsey[3] reinforces what many of us already know, that diversity pays – the most gender diverse executive teams are also more profitable. And so, as we strive to meet the challenges and opportunities that lie ahead in the 'new normal', whatever that might look like, the need to make faster, better progress on gender diversity and inclusion is more pressing.

We are delighted to share with you the stories of how 14 energy companies are leading, learning and driving change within their businesses and the sector. This second anniversary report from the Energy Leaders' Coalition, an expanded group of CEOs as we welcome six new members, presents:

- progress made in the past year, including what has been difficult and why;
- the good work each is doing in case studies that others can learn from – the 'recipes for success'; and
- plans for year three - to overcome remaining barriers in a shifting world.

We hope you find their commitment to change and the practical examples they provide as useful and inspiring as we have.

Louise Kingham OBE FEI
Chief Executive Energy Institute and POWERful Women Board Member

Ruth Cairnie FEI
Chair of POWERful Women

Simone Rossi
Chief Executive,
EDF Energy

Juliet Davenport
Chief Executive,
Good Energy

John Pettigrew
Chief Executive,
National Grid

Duncan Clark,
Head of Region,
Ørsted UK

Tom Glover,
UK Country Chair,
RWE

Keith Anderson
Chief Executive,
ScottishPower

Sinead Lynch
UK Country Chair,
Shell UK

Alistair Phillips-Davies
Chief Executive, SSE

Peter Mather
Head of UK,
BP

Will Gardiner
CEO,
Drax

Nicola Lovett
CEO,
ENGIE UK & Ireland

Michael Lewis
CEO,
E.ON UK

John Evans
CEO,
Subsea 7

Robin Watson
Chief Executive,
Wood

CHAPTER 1

The Energy Leaders' Coalition: our targets and the progress we've made

An expanded Coalition committed to progress

The Energy Leaders' Coalition was established in May 2018 by POWERful Women and the CEOs of eight major companies active in the UK energy sector. This year we are delighted to welcome six new members to our group from BP, Drax, Engie, E.ON UK, Subsea 7 and Wood.

Between us, the 14 companies on the ELC represent more than half the UK's energy workforce in the UK. By joining together and working with POWERful Women, we are making a strong public commitment to practical action to improve female representation at senior levels in our own organisations and within the energy sector as a whole.

We recognise that we do not have all the answers and we are at different stages of the journey, but we have each signed the ELC charter - a commitment made at the very top of our companies to accelerate progress for better balance. We meet regularly to share good practice, identify barriers, explore solutions, and listen and learn from each other. And, as a collective committed to visibility on this issue, we hope to influence progress across the wider industry.

> *"The ELC is a safe space created by POWERful Women for company leaders to interact honestly with their peers and to explore the diversity and inclusion ideas that matter and the strategies that work. The CEOs find it helpful not just for gender diversity, but for taking care of everyone in their organisation."*
>
> ***Louise Kingham, PfW Board Member***

What we have achieved this year

The Coalition has made good progress against the commitments made in last year's report for our work in 2019/20. A detailed Year 2 programme and the involvement of our I&D leads has enabled the majority of the actions to get under way.

Over the past 12 months, our group of CEOs have:

- **Met six times** to report on and share progress, and continue to hold each other to account
- **Worked to support POWERful Women's goals on female representation** at Board and Executive level, in response to their annual board statistics
- **Established a I&D Leads Forum** with representatives nominated by each CEO, to monitor, measure and report progress against a detailed annual workplan agreed and owned by the CEOs. This has added real value to the work of the ELC.
- **Learned from each other and taken success from one organisation to pilot in another.** At each meeting, one ELC CEO in turn chairs and presents their company I&D strategy and initiatives for discussion. **Flexible working** was identified as a priority to champion in Year 2 and we have all shared our family-friendly policies, which were then benchmarked by HR Data Hub and will establish where improvements could be made.
- **Promoted goals and targets to our workforce and externally** so that our ambition is public and better understood. Many of us have reviewed and updated our public pledges and targets.

  One key area of work has been on how diversity and inclusion can be encouraged in the wider **supply chain**. EDF shared its work to engage with suppliers and stakeholders on inclusion and sustainability – known as 'The Better Plan' – and we are pushing this good practice out to our procurement teams and the wider business community.
- **Been visible leaders in championing diversity and inclusion** to our peers, government and media. Two of us have contributed to POWERful Women 'In Conversation' videos to be more vocal on targets and provide valuable female role models to aspiring women.
- **Discussed in detail** our responses to the welcome increased scrutiny on the lived experiences of our minority ethnicity colleagues to focus on broader inclusion.

As a collective, we have taken actions to accelerate progress across the energy sector, focussing on the following areas:

- **Improving access to STEM education and careers –** a presentation to the group from Engineering UK helped us understand the STEM landscape and current challenges. We subsequently agreed to: sign up to a Code of Practice to raise the bar on standards and expectations; commission an evaluation of our STEM activity to identify common practices and what initiatives work; and discussed how to accelerate impact and change.
- **The future skills needed in the energy sector**, particularly for a Net Zero workforce – we have offered our insights and committed to hold an education offering at COP26, to demonstrate how purposeful careers in energy are and to bring STEM to life.
- **Working with Government and regulators to encourage wider reporting and accountability**. Welcoming publication of Ofgem's own ambitious internal targets on gender diversity in August 2019, we worked with them and the OGA to explore the role the regulators could have in challenging licensed energy companies to step up their work on diversity and inclusion. We wrote to the Energy Minister to share the work of the ELC and encouraged the Government's continued engagement and support.
- **Expanding the ELC with six new members**, representing a further 66,500 UK energy employees, and strengthening the ELC Charter. We will continue to encourage our peers to join us, share our ambition and, most importantly, take positive action, focussing on enough employers to reach 75% of the UK energy industry's workforce.

What's been difficult and why?

In the past year we have identified a number of ongoing challenges to progressing gender diversity and inclusion within our companies:

- Pockets of 'old-fashioned' culture and attitudes still endure in many parts of the energy sector and within some of our own companies.
- The size and complexity of our businesses present challenges and different operations have different diversity profiles and issues to tackle. Central office and CEO leadership combined with bottom up, local approaches appears to be an effective strategy.
- Data is central to success but many of us experience difficulty collecting self-declared data (on all kinds of diversity), with a reluctance by employees to volunteer information. A lack of meaningful results makes monitoring and benchmarking difficult. We continue to explore what levers can be pulled to unlock data.

Diversity and inclusion during crisis and change

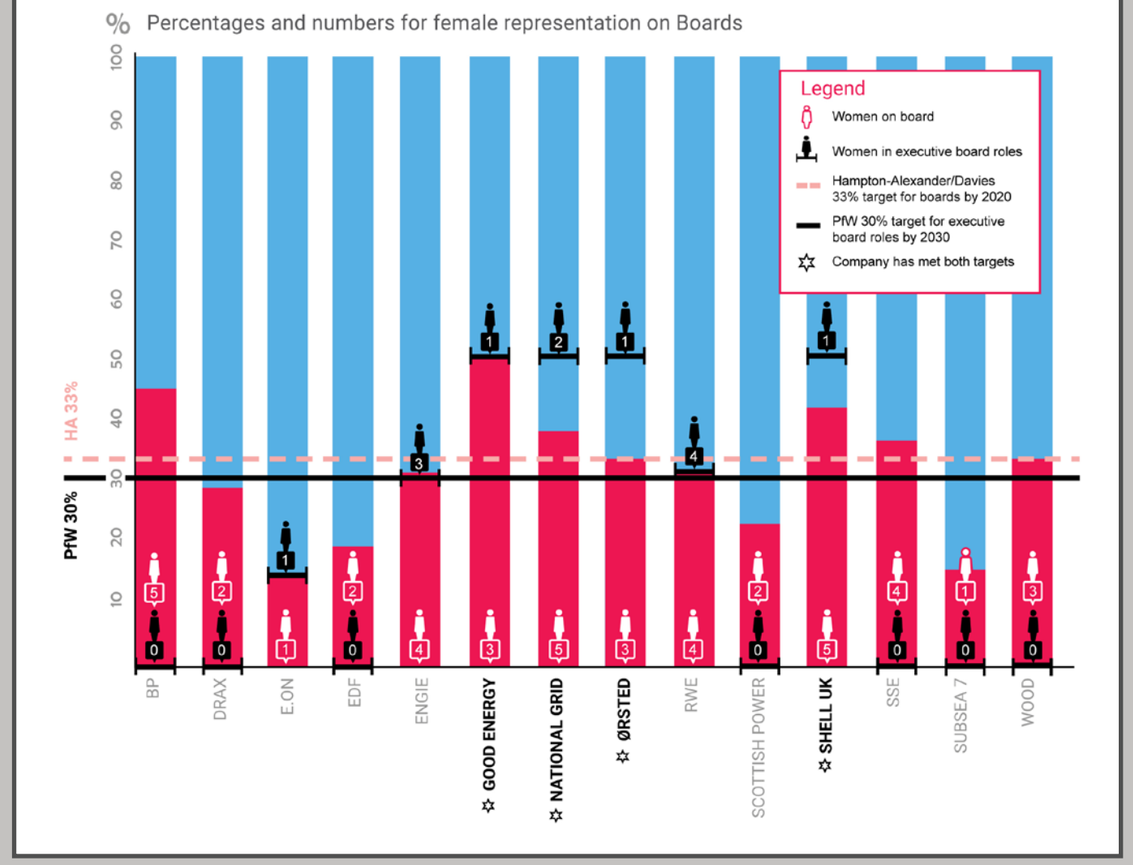
But of course the biggest challenge we have faced in the past year has been the Coronavirus pandemic, the impact on our people and the disruption to our businesses. Covid-19 has naturally affected the ELC's workplan and progress on some initiatives. We have also been sensitive to the relative impacts on men and women.

Since March, our focus has shifted to sharing our Covid-19 response strategies amongst ourselves, such as the support materials we are offering to employees and minimum standards and 'playbooks' for returning to work. Meetings of our CEOs and our I&D Forum during this period have offered invaluable moral support and practical advice on how to lead during a crisis and how to support our employees. The ELC has proved to be a safe space for sharing – we have shifted from working in silos to a model of cross-company collaboration.

Many of us see long-term positives for diversity and inclusion from our changed working practices. For example, we've had to implement complex IT strategies very quickly, with great success, and these will provide greater flexibility for our employees, more working from home, less travel, and enhanced connectivity – all of which will support care-providers and women's careers in particular. But we need to ensure that the lessons of lockdown stick, that gender stays on the agenda, and that women aren't disproportionately impacted during the challenges of the recovery.

The ELC has therefore developed a public pledge on the need to focus on inclusion and diversity at times of change, and the long-term benefits this can bring for a resilient, innovative and future-proofed industry.

Progress against industry targets



The power of data

We recognise the value of data gathering, monitoring and reporting against visible targets in order to make real progress. What gets measured gets managed. This is where members of the ELC are in 2020 when it comes to female representation at board level relative to the two key industry targets: from POWERful Women (for energy) and Hampton-Alexander (for the FTSE350).

Individual company targets and progress

Many of us have set our own gender balance goals. They are works in progress and each company is driving things in its own way (some are short, some are long-term targets; some are more input and activity based). However, we have each made an assessment (using **red**/**amber**/**green**) of the progress we have made so far:

Company	Target and RAG rating	Commentary
bp	**25% female leaders;** **30% women in senior roles by 2020**	*"Overall, the proportion of women employed across bp continues to be higher than ever before. 38% (2018 35%) of our workforce were women in 2019. We're pleased to see improvements in areas of the company where women were previously under-represented and to have women leading some of our core businesses, such as petrochemicals, shipping and treasury, and countries including Canada, China, Mexico and the US. Our graduate intake is almost balanced, with 45% women and 55% men."*
drax	**40% of senior leadership roles held by women by 2020**	*"We've increased the number of female leaders from 27% in Q1 to 28% in Q2. We recognise that we still have work to do but are confident with our recently revised D&I plan we will continue to improve against this target."*
EDF	**40% of senior leaders to be female by 2030**	*"In our current cohort for our Talent 2.0 process, we've invited over 300 female employees in our Thermal and Nuclear business to the talent assessment process, where we support and help develop their potential to go on to become senior leaders."*
ENGIE	**'Fifty-Fifty' initiative to achieve managerial gender equality by 2030**	*"We have a clear action plan and KPIs in place. Our longer term fifty-fifty targets are supplemented by short term, three year targets to continuously "move the needle" on gender balance."*
e.on	**Working towards 50:50 gender split at all levels**	*"We are working hard to achieve our gender diversity goal across all levels, with the female representation within our executive level currently at 34%."*
good energy	**30% of senior leadership team to be female by 2022; working towards balanced gender split in middle management roles**	*"50% of our Executive team are women but we still have a significant gap at the senior leadership level under this, with less than 10% women. At middle management, the feeder to senior roles, we have 40% women, so we are making good progress to our 50% target."*
nationalgrid	**Professional development of women and delivery of measured gender diversity action plans**	*"We have helped female employees with their development and progression - over 33% of our leaders are now female. With our new Responsible Business Charter we are committing to achieving 50% diversity in our Group Executive Committee, Senior Leadership group and all new talent programmes by 2025."*
Ørsted	**Increase female representation by 2023:** **30% in middle management positions** **22% in senior management positions**	*"Overall in the UK, our % female representation is currently 26%. This has remained static at 26% for middle management positions whilst increasing from 7% to 15% in senior management positions since 2018. We remain committed to the offshore wind sector target for the UK of 33% female representation by 2030."*
RWE	**Increase representation of women annually across all seniority levels**	*"We are working on Global and Operating Company wide targets for female representation to demonstrate our commitment."*
SCOTTISHPOWER	**Increase women in senior management to >30% by 2022 (currently 24%); increase women in middle management to >40% by 2022 (currently 33%)**	*"We are making steady progress against meeting all commitments, with higher than sector average female hires in our offshore wind business. But more needs to be done on D&I data gathering, measurement and training."*
Shell	**30% of senior leadership roles held by women by 2020**	*"We reached the 30% target with 33% at Q2 2020 and have targeted 35% by end 2025."*
sse	**Increase amount of women in roles earning over £40k to 25% by 2025**	*"We have moved from a starting point of 10% females in roles earning over £40k in 2014 to 23% as at 31st March 2020. "*
subsea 7	**Increase the proportion of women in leadership positions, with a focus on "win and execute" functions onshore**	*"We have made year on year progress in the proportion of women in onshore leadership positions overall and in onshore "win and execute" leadership positions, recognising there is still work to be done."*
wood.	**Improve gender balance with 30% female representation in senior operational roles by 2030**	*"We are committed to improving gender balance and ethnic diversity at senior levels of the organisation. We have a clear I&D strategy and enterprise level plan to achieve this."*

CHAPTER 2

Ingredients for a recipe for inclusion: company case studies

A MOVING FROM UNCONSCIOUS BIAS TO CONSCIOUS INCLUSION

Tackling unconscious bias through inclusive leadership

E.ON UK launched its Inclusive Leadership training in 2019. It followed their hugely successful internal #ThisIsme campaign, supported by colleagues across the organisation, including CEO Michael Lewis and some members of the UK Board, which aimed to empower colleagues to be themselves and highlighted some of the biases that can exist.

The **Inclusive Leadership training** was developed in-house by the Diversity & Inclusion and Learning & Development teams with the purpose of providing leaders with the knowledge of why equality, diversity and inclusion are important to the business and for their teams. The training covers various topics like awareness of unconscious bias and its impact in decision making, and practical tools to tackle these biases and to help leaders role model inclusive leadership behaviours.

The training was initially delivered as face-to-face workshops for senior leaders, using various thought provoking and interactive techniques. After the training, 100% of the surveyed senior managers agreed that they felt better equipped to lead inclusively.

At the sessions, participants made personal commitments on how they will advance inclusivity. One such collective commitment was to take part in the Diversity and Inclusion Reverse Mentoring programme launched subsequently and designed to help leaders appreciate the different experiences and challenges faced by their entry level mentors from diverse backgrounds.

Since the delivery of these training sessions, senior leaders have become more actively engaged in how they can advance the inclusion agenda in their areas, with many taking various steps to bring their commitments to life.

To make the training more widely available and accessible, E.ON UK has changed the way it is delivered, by digitising it into online modules open to everyone across the business.

The data is showing real **results** - a significant increase in the gender representation within the company's talent programmes, with all talent pools currently above 40% gender representation (previously 31%). There has also been an increase in BAME representation, in particular the middle management pool which is now at 15% (previously 6%). **Gender diversity within senior leadership roles has also increased to 34% and BAME diversity to 12% (previously 7%).**

"At E.ON UK, we believe that creating an environment where everyone is recognised for their contribution, can be themselves and can grow their career is not only a core part of our DNA, but also necessary for the achievement of our business purpose."

Helen Bradbury,
Director of Organisational Development and Engagement,
E.ON UK

Throughout 2020 E.ON UK has continued to promote the Inclusive Leadership training to make sure all colleagues are able to utilise the tools to develop themselves and contribute towards the company's goals.

RWE

Making diversity part of the normal

Diversity and inclusion within RWE is part of its daily business, not a separate department. For several years, unconscious bias/debiasing training has been in place for managers and Board members across RWE.

The training was initially developed so that employees could understand how biases can impact business decisions, but more recently it has been expanded. It is hoped that this will support the drive to address the gender imbalance within the organisation: by merging both business and people decisions the intention is to drive a longer-term culture change.

Within RWE Supply and Trading, training has been given to the HR team focusing on unconscious bias in recruitment, performance management, and in general business, enabling them to support managers to ensure there is no bias within these processes. This training is also being delivered to other recruiting teams across RWE next year.

Diversity and inclusion initiatives across the business include an annual Diversity Day, which was held virtually this year with a series of interactive webinars across three days, on various topics. The most popular webinar was a debiasing session with positive feedback from attendees.

To support their diversity vision, the RWE Generation UK business senior leaders recently spent the day focusing on unconscious bias – why it influences behaviour and what they could all do to avoid those influences impacting business decisions.

Alison Chappell, UK Diversity & Inclusion Programme Lead, explains how the training was designed to examine different types of bias:

> *"The training was planned to help us 'unpick' how some automatic thinking can result in us making poor decisions about people. For example, we learned that when assigning team members to important projects, the Availability Bias can result in the same people being picked every time, whilst others then miss out on development opportunities. Similarly, the First Impression Bias means we may jump to conclusions about the first piece of work delivered by a new starter."*

To avoid this, RWE has ensured its interview and coaching processes are more structured and fair for all employees. Special attention is also paid to the language used in job adverts and on meeting agendas to be more open and inclusive as this can be subconsciously written in a biased way.

Each leader took away their own personal action plans. Peter Fitzpatrick, Production Manager at Staythorpe Power Station, commented;

> *"One simple change we can all make is to use someone outside of our immediate teams as a sounding board during recruitment processes or when establishing a project team. This can bring refreshing perspectives on plans and decisions."*

SCOTTISHPOWER

Consciously removing unconscious bias in recruitment

Since the first Energy Leaders' Coalition report, ScottishPower continues to introduce industry-leading approaches to consciously reduce gender bias within recruitment and selection, line management and frontline leadership.

Following a refreshed training programme in 2019, more than 600 recruiting managers throughout the business have received unconscious bias training, helping them to recognise potential bias in recruitment systems and how to overcome it. Every manager undertaking recruitment activities must complete the training.

Jonathan Cole, Offshore Managing Director for ScottishPower Renewables has been leading the Renewables business in tackling unconscious gender bias during recruitment. He used new **inclusive principles** within this year's Renewables campaign to welcome 103 diverse new recruits in 2020.

The inclusive principles are also used to ensure job advertisements and specifications are written using gender-neutral language and feature imagery that represents diversity.

Recruiting managers actively encourage female candidates to apply for senior roles where data suggests there can be hesitancy. This approach extends to ensuring that recruitment shortlists of relevant candidates include a greater degree of gender balance.

The Renewables division is also addressing gender imbalance through mentoring and support networks for aspiring female leaders as well as expanded flexible working practices. ScottishPower boosts the visibility of female role models to inspire future generations to consider the STEM sector.

Alexis Pacot, UK Head of Technical Services for SP Renewables (Onshore), has introduced a process that challenges the longstanding minimum requirements in place for recruited roles.

Alexis has developed a system that re-examines job specifications and minimum requirements listed across all future recruited roles to re-assess applicability and the skills required. Amended job descriptions often reduce the minimum requirements to better reflect the relevant skills and duties. This significantly expands the pool of available talent for roles.

Alexis explained: *"If we're going to embrace diversity then every time we recruit, we need to look at the minimum requirements and think, what skills do we actually need and is this accessible to the widest possible range of applicants?".*

> *"You can only create change by making the unconscious, conscious. Without a proactive approach throughout the chain from managerial training and the presentation of adverts right through to the interview stage and selection discussions it will become much harder to address imbalances within the industry."* ***Jonathan Cole, Offshore Managing Director, SP Renewables***

wood.

The Minerva Network – conversations across the globe

Wood's eight global employee networks provide a platform for their people to connect, learn, share views, explain what's going well and recommend improvements to make the company an even better place to work. An open and **inclusive space**, everyone at Wood is welcomed to get involved in conversations to shape a better future. Each network has clear terms of reference and an action plan for the year, aligned to Wood's culture and inclusion ambitions.

The Minerva Network is one of these, welcoming everyone with an interest in diversity, inclusion and gender balance. Supporting Wood's commitment to embracing and promoting gender diversity among its talented employee community, as well as raising awareness of the business case for greater diversity, the network focuses on activities to attract and retain more women in Wood and encourage more women to pursue STEM careers in the industries the company works in.

With almost 600 members spanning the 60 countries Wood operates in, conversations alight across Minerva's Yammer.

Activities aim to drive awareness and provide networking, peer support and personal development. They include gathering momentum behind International Women's Day through members hosting events, sharing stories and engaging across the global Wood team to celebrate achievements, **challenge bias**, and take action for equality. Network members regularly create local events aimed at inspiring future talent by showcasing the amazing career opportunities available to women in energy and the built environment.

> *"Building the best working environment is about all of us committing to making things even better. It's learning from our colleagues, listening to each other, and taking action, so that we're always moving forward. Our employee networks help us achieve this. They help us build our culture. One conversation at a time."*
>
> ***Lisa Ferrol, Head Culture & Inclusion at Wood***

B FLEXIBLE WORKING

How SSE reduced the number of non-returners from maternity leave from 16% to 4%

In 2015, SSE carried out an in-depth review of its family friendly policies and benefits. The findings from the review, together with awareness of an overall gender imbalance within SSE, led the business to make significant improvements to its family friendly offerings.

In April 2017, SSE increased maternity, adoption and paternity pay. The increase in pay for maternity and adoption leave increased from 6 weeks' full pay, 12 weeks' half pay and 21 weeks 'statutory pay to 21 weeks' full pay and 18 weeks' statutory pay. Paternity pay increased from 1 to 2 weeks' full pay.

Uniquely, the company also introduced a gradual return from maternity and adoption leave on full pay and benefits for up to 6 months. This means that returners receive full pay and benefits whilst enjoying working 80% of their contracted hours for their first 6 months, allowing them to better adapt to the life changes that having a child brings.

The changes have had a significant and tangible impact. **Prior to the introduction of enhanced maternity provisions in April 2017, 16% of women who took maternity leave at SSE did not return or left shortly after returning. By the end of 2018, this had fallen to 2%.** At the end of the financial year 2019, the non-return rate was still low at only 4%.

SSE employees who have benefited from the enhanced offerings have shared their thoughts in the surveys the company regularly runs. Here are some examples of what they have to say:

"Speaking to a number of friends and family who work in similar companies (FTSE top 20), having flexibility around maternity and working pattern is a key decision factor when looking at where to work and what jobs to apply for."

"Excellent benefit makes you want to stay if you are considering having another child."

"I felt like SSE was really going above and beyond to support returning parents during what can be one of the most difficult times of your working life - it just made the whole experience more positive."

"When you have a year off, it is a challenging time to get the balance of career and raising your child. Having the extra time as an option was very beneficial to my mental health."

Achieving flexibility and work-life balance

Offering a supportive working environment is a crucial part of Subsea 7's employer of choice strategy and 'Being 7' way of working. This includes a focus on challenging perceptions and building an inclusive culture of work-life flexibility, to offer adaptability when and wherever people work.

At the end of 2019, following feedback from the Company's Global Employee Opinion Survey, Subsea 7 revised its UK Flexible & Agile Working and Family Leave policies. This involved updating core working hours and maternity, paternity and adoption leave to enable greater flexibility for both parents.

These enhancements, together with other flexible (formal) and agile (informal) working arrangements, have supported Subsea 7's people to live a more balanced life and manage conflicting priorities. A large range of working options are available, using **part-time, annualised and compressed hours, term-time working and career breaks**. The company is seeing a steady increase in both men and women embracing flexible working opportunities, and there are signs this is also encouraging a cultural shift towards greater openness regarding teamwork, inclusiveness, support and wellbeing.

Flexibility and agility have been particularly evident during Covid-19, as people balance unexpected business and personal change with care and wellbeing responsibilities. The rapid introduction of new technology, greater team engagement and more focus on wellbeing as the UK embraced remote working, has not only lessened doubts and questions around flexible working but demonstrated how effective it can be. Beyond Covid-19, Subsea 7's leadership will continue to encourage managers and staff to use the flexible and agile working arrangements available and evolve current practices based on lessons learned.

These women in senior roles at Subsea 7 have benefited from the company's approach, allowing them to balance successful, demanding careers with the priorities of family and personal development.

I have worked for Subsea 7 for 15 years now. Since the birth of my first daughter 12 years ago I have worked both part-time and full-time, changing as needed to suit my family life and my career phases. At all times my career has continued to develop, with opportunities to do new things and travel. I am proud to work for a company where I am empowered to be who I want to be as a whole person.".

Antoinette Wilks, HR Director, Group Corporate Development

I am proud to say that I work for a company where I can bring my best self to work. When my first daughter was born, I used Subsea 7's flexible and agile working policies to reduce my working hours. Subsea 7 continued to invest in me through various training courses and I have continued with the career that I love. Progressive companies don't make you choose."

Nicola Cowe, Senior Umbilicals & Controls Engineer

Ørsted

Family friendly and flexible working - for fathers too

There is a recognition across the offshore wind industry that if it is to achieve the 40GW by 2030 deployment target in the Offshore Wind Sector Deal agreed with the UK government, then it must also ensure it is tapping into the largest talent pool possible.

The sector needs to take decisive and immediate action to bring about a more diverse and inclusive workforce. The fact that women currently only account for 16% of the workforce but with a minimum target to employ 33% women across the sector by 2030 gives a stark reminder of the scale of the task. However, with the right policies in place, it is achievable.

Ørsted is always looking for ways to creatively manage the structure of roles and working practices in the UK to support a diverse workforce and open up job opportunities to as many people as possible.

The company's family friendly policies are designed to ensure wellbeing and encourage all employees to reach their full potential. Analysis from HR DataHub points to flexible working as having one of the most significant impacts on increasing the proportion of women in the top quartile of earners and with this in mind **Ørsted has put in place policies including flexible working, career breaks and parental leave that support and encourage sustainable career progression.**

Ørsted has developed enhanced policies to demonstrate its commitment to a progressive and inclusive working culture. Most recently it has increased paternity leave allowance to allow employees to spend more time with their young children and allow them to help with care arrangements. Eligible employees are entitled to company enhanced paternity leave for a maximum of 6 weeks.

Dirk Wilyman is part of the Parental Leave Working Group at Ørsted that helped highlight this issue and bring about the change on policy:

"The Parental Leave Working Group came together to seek enhanced paid paternity leave for two simple reasons. Firstly, we believe that fathers deserve dedicated time to bond with their child during the first year of its life. Secondly, we believe that providing the opportunity and encouraging fathers to take extended paternity leave and allowing them to take a greater role in family life, will lead to a culture of greater gender equality in the workplace and contribute to employees' overall wellbeing."

Dirk Wilyman,
Environment & Consents Senior Specialist,
Offshore Division

wood.

An award-winning job share

Wood believes in providing an environment where its people can achieve a balance between work and life outside work, whether that is family responsibilities, study commitments or community involvement. Empowering individuals to manage how, when and where they work to suit their needs means the business can attract a more diverse range of candidates for roles, boost productivity and retain its top talent.

Nikki Walters and Julie Matthew have been working in a shared role for the past 19 years, starting in 2001 when they applied to job share following both of their returns from maternity leave. Fast forward to today, and the pair have been promoted several times into high profile positions and have supported around 50 acquisitions and several major disposals.

In their current role as **Treasury Director**, Julie and Nikki look after Wood's global treasury function, managing a team of experts, providing specialist management and advice to the business.

Testament to their success, Nikki and Julie have recently been recognised by the **Timewise Power 50 Awards** in the category of Power Job Sharers, for their strong, successful and seamless partnership that has managed the treasury function through Wood's significant growth. Celebrating people and places who make a success of flexible working, the Timewise Power 50 Awards showcase the positive impact of flexible working.

"Nearly two decades of successfully sharing a role is strong testament to Wood's support of this approach. In this time the company has transformed, and Nikki and I have been on this journey with it.

Progressing into more senior roles and undertaking significant challenges together, the success of our partnership is based on our ability to communicate, balance our combined workload, recognise and promote each other's strengths and support one another."

Julie Matthew, Treasury Director

Using technology to support flexibility and increase female talent during Covid-19

Responding to the crisis

At the outset of lockdown and with the expected closure of offices Good Energy worked with speed to move its 250 people to remote working. This was no small task, but the IT department worked around the clock to ensure everyone had access to the equipment and software they needed, including the business's 100 strong Customer Operations team.

Once it was announced that schools would be closing, Good Energy worked quickly to identify means of supporting its working parents and ensuring the closures wouldn't impact anyone's ability to progress and develop. A new support programme was introduced, with a suite of flexible working options. This included five days exceptional leave - which was in addition to annual leave and at full pay. The company also offered everyone the chance to buy holiday and borrow holiday from the following year.

Good Energy's technology offering combined with a flexible programme of support enabled its workforce to manage care duties around day-to-day work. This was well received and fully supported by their people, including working mothers as it allowed them to continue career progression. The company also introduced flexible working patterns, giving people the option of working outside of traditional office hours if primary caring responsibilities were during the day.

Technology for visibility

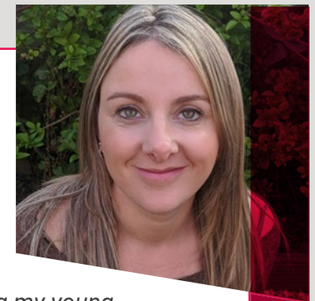
The adoption of new digital technologies, such as Microsoft Teams, has been a positive outcome and allowed the senior leadership team to remain visible throughout a difficult time for employees. Before Covid-19, Good Energy conducted regular 'Team Briefs' in person and online, where the senior team provided business updates and fielded questions from employees. These sessions have been important during the pandemic. The number of briefs has increased and over 70% of the company participates.

In addition to virtual work meetings, each team was encouraged to have informal catch ups to check in on people and address any potential issues, such as balancing caring responsibilities. Good Energy's team of trained Mental Health First Aiders was also on hand to offer advice and support to colleagues.

New leadership programme

Finally, the business recently launched a tailored leadership development programme designed to promote future leaders through coaching and support. So far the feedback has been very encouraging.

Laura Wildish, one of Good Energy's senior marketing leaders, shared her experience:



"Good Energy has been incredibly supportive throughout the lockdown period. The ability to work more flexibly during this time and take exceptional leave removed a lot of the stress of working from home whilst home schooling my young children.

"Having access to the latest remote working technology has meant that online meetings have been more efficient and allows us to be more effective with our time. It's also given everyone more access to our Executive Team who hosted fortnightly all-company Teams calls.

"Staying connected while working flexibly has allowed me to continue to raise my profile within the business. As a result, I've been invited on the new leadership development programme, which will help me to continue to raise my profile within the business and the industry."

Good Energy's response to the Covid-19 pandemic has been one of support and acceptance that people have competing priorities and expectations. This has resulted in the promotion of female talent and has put them at the forefront of what the company does, whilst providing welfare and support across all its people.

C ATTRACTING AND DEVELOPING TALENT

BOOST, ASPIRE, EMERGE, LEAP – programmes bringing results

Globally, ENGIE has launched the 'Fifty-Fifty initiative' to achieve managerial gender equality by 2030. To meet this ambitious target, ENGIE UK has a number of new and existing programmes, initiatives and campaigns to attract, develop and retain its best female talent.

The strength and diversity of senior succession plans and future roles are evaluated during an annual talent cycle, where the company works closely with its senior management teams. This analysis is used to develop a strategy for both internal and external talent spotting that sets out a defined target of attracting more female talent.

Once identified during the strategic review, ENGIE supports its female talent to realise their potential through the **BOOST** international development programme. Each participant gets 1:1 coaching and development planning, leadership training, networking opportunities and the chance to participate in cross-Business Unit strategic projects. **In 2020, for the first time over half of the intake of new BOOST participants will be female.**

ASPIRE and **EMERGE** are talent programmes for new and experienced high potential managers, with over 95 participants since 2016. Over the last four years, **35% of participants have been female** –10% higher than the current population average – and many participants have progressed to more senior roles both in and outside of the company.

ENGIE's newest and most ambitious talent programme, **LEAP** will launch in early 2021, with all 160 participants being awarded a Chartered Management Institute (CMI) accredited qualification. LEAP's innovative design enables the benefits of the high potential programmes, such as mixed peer groups and broader networking opportunities, to be more widely shared throughout the business.

Since 2018, local Women in Leadership programmes have been trialled to support the growing number of female leaders in ENGIE. This is producing promising results and they look forward to offering this more widely from 2021 onwards.

"In 2016, EMERGE helped to give me the confidence that I can be a leader of this business, helping me go for, and be successful, in getting promotions that I didn't think possible"

Helen Peacock
Head of Financial Reporting

"It has been a delight to see how the cohort from North East Lincolnshire have developed as a direct result of this programme. It is clear from their enthusiasm and feedback, as well as experiencing first-hand in the work place their increased confidence and professionalism, that this has been a resounding success for them and the business."

Marcus Asquith, Partnership Director, ENGIE

Building gender diversity in Digital from the inception of an organisation

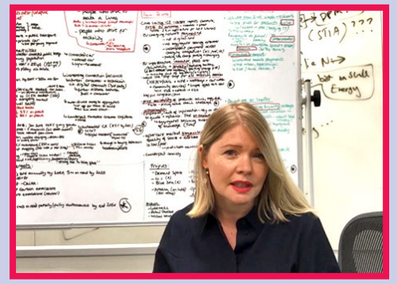
Shell UK's Digitalisation and Computational Science Centre of Excellence was created in 2018 to bring together expertise that supports the delivery of digital projects and incubates emerging technologies. Core competencies in this team include data science, computational science, digital product management, digital engineering and innovation.

It is especially hard to attract females into these disciplines as there is a lower proportion (26%) of female graduates with the relevant (STEM) backgrounds. Competition in the external market for this limited pool of talent is fierce as many other companies are also building these skills.

From the start, it was essential for Shell to create a culture and an employee value proposition that would be attractive to women and bring in greater cultural diversity; both in terms of recruitment and retention. This needed a pro-active approach and visible actions that could be replicated in other parts of the organisation also responding to digitalisation and building the same skills.

Actions have included:

- ✓ Creating an open culture where the agenda for gender balance and diversity in the team is a top priority, discussed at most leadership and team meetings and championed by all team leaders.
- ✓ Mentoring and coaching for females in the Digital and Computational Science Centre of Excellence. This provides a better support structure and gives leaders insights into how they need to shape the team and culture of a future organisation to better support gender equality.
- ✓ Shared videos of female leaders across Projects and Technology talking about their experiences of working in heavily male-dominated teams and what attracts them to work in Shell.
- ✓ Presence and presentations at external forums and conferences that attract women with the backgrounds the company seeks for recruitment and networking purposes.



As a result, Shell celebrated 60% female representation in one of its digital teams this year and achieved 30% women overall in the Digital Centre of Excellence by the end of August 2019.

The team spans four generations and 23 nationalities in terms of overall diversity. Shell acknowledges it is not yet enough but is an encouraging start. It shows what can be achieved in the short space of a year by placing emphasis on the diversity agenda.

"Small steps around the big topic of gender balance are an effective way of getting everyone talking and taking actions themselves. A video takes just 30 minutes to shoot, training sessions – 45 minutes. Little and often is a great way to get the team involved.

This is not an agenda for leaders alone. It's an agenda everyone needs to participate in to make a change."

Kari Jordan, Digital Product Manager Lead

nationalgrid

A menu of talent initiatives

Attracting and developing diverse talent is a major area of focus for National Grid, which plots out various initiatives alongside the employee journey.

The story of rising star Senamiso Mathobela, Delivery Manager, shows how National Grid's initiatives support and grow gender and ethnically diverse talent.

Growing up in Zimbabwe and witnessing how vital electricity was to daily life, Senamiso was inspired to choose a career in the energy sector. Fast forward to now and she's been selected as one of the Women's Engineering Society's **Top 50 Women Engineers 2020.**

Attracting talent:

- ✓ External career site to reinforce ambitions and commitment to an inclusive environment
- ✓ Developing hiring managers and candidate guidance on cultural differences
- ✓ Piloting blind CVs (July/ August 2020)
- ✓ Diverse shortlists for senior leader roles
- ✓ Considering alternative interview formats
- ✓ BAME recruitment workstream
- ✓ Events and initiatives to encourage STEM for young people

Developing talent:

- ✓ Reverse mentoring programme – all UK executive and most senior leaders are currently in live reverse mentoring relationships
- ✓ Dedicated annual programme for individuals from BAME backgrounds, resulting in a rise in applications for promotion across ethnic minorities.
- ✓ Cross Organisational Mentoring Programme by 'Business in the Community' for individuals from BAME backgrounds.

"I worked as a maintenance engineer at a power station and then in power system control at the National Control Centre in Zimbabwe. I started to imagine myself operating a bigger, more challenging system and so I began to read up on systems in Europe online.

I saw an advert for power system engineers on the National Grid website and applied, not having much hope of a positive response. To my surprise my application was successful and, after a long interview process, in 2009 I moved to the UK to work for National Grid. Eleven years on, I'm Delivery Manager for our National Control Centre in Warwick.

It's been a real battle over the years to grow confidence to speak up and put myself forward. I've made use of support networks around me and working for National Grid has helped me to develop both personally and professionally.

I've had opportunities to work across different departments and I also got sponsorship to complete my masters degree in Power Systems Engineering at Bath University in 2016 – an invaluable boost to my career. I'm currently working towards becoming a Chartered Engineer.

I was also proud when I achieved authorisation as a Control Engineer and became the first ever female Control Engineer in the Transmission National Control Centre. It meant a lot, as it was the culmination of several years of hard work while juggling parental duties with two young children.

I hope this inspires a little girl somewhere to believe in themselves and chase their dreams."

Senamiso Mathobela, Delivery Manager

subsea 7

Developing talented women at all levels – UK Female Development Programme

As an employer of choice, Subsea 7 is a business with a rich mix of knowledge and perspectives, and a passion for helping all its people to be successful. Actively supporting more women to strengthen their development, confidence and reach their full potential was at the heart of the decision to create the first UK Female Development Programme (FDP).

The self-driven six-month online programme is available to all UK onshore women, irrespective of age or working pattern. It provides each cohort with **a mixture of theoretical and practical exercises, tools and advice to help plan and fulfil career aspirations**. The training is also a unique opportunity to confidentially examine perspectives, share ideas and learn from each other's personal experiences.

Increasing diversity, inclusion and gender balance across the energy sector, by supporting women's career progression at all levels, is an important aspect of the company's diversity and commercial priorities. Subsea 7 has a range of established tools and procedures to ensure women have fair access to career opportunities, development-growth projects and flexible working options.

In December 2019, 122 (approximately one-third of Subsea 7's UK female population), registered an interest in the FDP programme. By its launch in January 2020, 97 women had joined the six cohorts, including Assistant Project Manager Niamh Thompson:

"In what remains a male dominated environment, the FDP offers a unique forum for women in the organisation to share learnings, build confidence and be empowered to fulfil their potential with Subsea 7.

Diversity in the workplace is about recognising that women need to be at the table where decisions are made, not to simply make up the numbers as a token gesture to gender balance, but rather acknowledging that diversity brings new talent and different perspectives, values and experience. This in turn creates a culture of inclusion where employees feel valued and ultimately gives the business a competitive and innovative edge."

Niamh Thompson, Assistant Project Manager

Ørsted

Women's Mentoring Programme supports Ørsted's gender diversity aspirations

Ørsted is committed to increasing the share of women in executive and managerial positions. Gender representation at mid and top-level management remains a key challenge but the company is working towards 22% women in top 100 management positions and 30% women at mid-management level by 2023.

Diversity fosters creativity and innovation, which in the end drives business growth and creates an environment in which everyone can thrive, perform, and grow. Employee networks like Women in Ørsted are an essential forum for people to share their ideas on how to build a better company and a powerful advocate for change.

A key focus area for the group has been the availability and quality of mentoring resources available to women and so Ørsted was proud to launch its **Women's Mentoring Programme**. This supports women of all levels in the organisation to accelerate their development and support the next generation of talent who will enable the company's continued growth, innovation and success.

In its first year the programme paired 24 mentors and mentees – a first step to building an internal cadre of professional mentors. Ørsted has exciting plans to further develop the programme and ensure it remains a key part of its future talent development plans.

The Women's Mentoring Programme is important because it has a real, tangible impact - helping train and support future leaders and improve representation of women at a senior level both in the company and across the sector.

""Being a mentor provides a supportive and safe place for concerns to be discussed and it's invaluable to be able to give advice and experience from a female perspective, having been through similar challenges myself. It's easy to overlook how our professional development is shaped by the experiences we've had and situations we've dealt with throughout our careers, so to be able to use them to help someone else at an earlier stage of their career is incredibly rewarding."

Emily Spearman,
Head of Quality Assurance,
Offshore Division (Mentor)

"I am quite new to Ørsted and the mentoring programme has been incredibly helpful for me. It's so valuable to be able to speak to someone who is experienced, has travelled the world and had a variety of senior roles. The opportunity to have their objective viewpoint on my career and to be able to confide in them, learn from them and develop my skills has been fantastic.

My background has meant that I haven't really had access to female role models in senior managerial positions, so being able to speak to someone like that has helped me to see situations differently and positively redefine how I see myself and the aspirations I have for my career."

Lauren Little, Stakeholder Advisor, Offshore Division (Mentee)

D | VISIBLE SENIOR FEMALE ROLE MODELS

Rebecca Sedler - Industrial & Commercial Director and founding member of Women's Utilities Network

Rebecca Sedler is responsible for managing business customers and the contracted renewable generation portfolio at EDF Energy, the largest electricity supplier to British business. She has a wealth of experience in the energy industry, including working internationally on strategic projects, within commodity trading and leading business change initiatives.

After joining EDF in 2011 in Energy Market and Credit Risk, Rebecca went on to become B2B Commercial Director before her current role as Industrial & Commercial Director where she manages a significant commercial portfolio. She's also **a passionate supporter of the diversity and inclusion agenda within the energy sector** and is proud to be a founding member of the Women's Utilities Network, which was started to give women the skills and confidence they need to build lasting, fulfilling careers in the utilities sector.

Rebecca is passionate about people, building and developing highly engaged teams, and delivering great business results as an outcome. She strongly believes that employees should be able to bring their whole selves to work and her inclusive management style reflects this.

She prefers not to draw lines between work and home life because, as she argues, it's the same person succeeding in both. As a result she advocates achieving work life integration rather than work life balance and this ethos has served her well as a working mother.

If there's one thing Rebecca has had to sacrifice while achieving a highly successful career and performing her role at home it's time to herself. That said, she finds it easy being a working mum because her children will always be her number one priority and that makes certain decisions a whole lot easier.

Rebecca is married with three young children and spends her free time with her family, travelling to new places, cooking and endlessly tidying up toys!

"I have always felt supported in my roles at EDF. The company is working hard to drive through greater diversity across every area of its workforce, although there's more work to do in that space. As a large organisation there is a corporate culture at EDF but it's also very accepting - you don't have to be someone you're not." ***Rebecca Sedler***

Digital leadership - Fiona Humphreys, Chief Information Officer

Fiona is a Top 100 listed CIO with over 20 years' experience of delivering solutions within FTSE 100 and 250 companies. Fiona joined E.ON UK in May 2019 to take on a different opportunity in a sector she had not previously worked in, and with an organisation whose purpose and values meet her own.

Fiona's vision for E.ON UK is one of simplification, modernisation and working with partners to create demonstrable business value through digital technology.

An inspiring leader, her energy comes from working with people - she believes that collaboration is the key to achieve business success and personal pride. Fiona stands out, not only because she is a POWERful woman in the energy sector, but also because she is **paving the way towards workplace equality in the technology industry, where currently only 13% of executives are female.**

Fiona is passionate about accelerating workplace equality and has made significant progress by ensuring the successful transition to a digitally enabled, remote workforce. This has helped to challenge mindsets across the whole business and break down perceived barriers including to gender equality through flexible working.

In the rise of the **Covid-19 pandemic**, Fiona's leadership has been tested like never before. She talks openly and honestly about her experience.

"The pandemic has provided a catalyst to implement a rapid change in remote working capability across E.ON UK. We introduced an additional network solution to allow all of our office-based employees and a significant number of our operations colleagues to work safely. Many of our systems had previously never been used remotely and a lot of colleagues simply did not have the right equipment.

"The Digital Technology team worked with the business to design, scale and implement a solution in weeks that might traditionally have taken many months. It showed we can deliver technology at pace and enable the business at the same time, if we are prepared to work through any challenges together as they arise.

"I am ably supported by a diverse Digital Technology leadership team, all with challenging personal circumstances, seeing schools, nurseries and lock down measures remove all the usual care solutions they have in place. I have been determined to ensure that location, equipment and personal circumstances have not prevented any of my team from delivering for our colleagues and providing a service to our most vulnerable customers, by being flexible, supportive and understanding of the many challenges we have all juggled during this crisis.

"It's been an extremely demanding time, but also very rewarding."

Fiona Humphreys

nationalgrid

Dawn Childs - Change Director

Building a diverse workforce and creating an inclusive workplace are vitally important to achieving National Grid's purpose, vision and values.

The company has recently turned its dedicated programmes to accelerate women into a bitesize virtual offering which is even more flexible - and forced flexible working during **Covid-19** has proven that people can work in different patterns and connect in more creative ways. As the world of work continues to change, National Grid will build on lessons learnt to ensure it keeps moving forward.

For Dawn Childs the title of Change Director is particularly apt, as she's been driving change for women in engineering throughout her career; from becoming the first woman Senior Engineering Officer in several roles in the RAF, to being appointed as the first female Head of Engineering at an international airport.

"I spent 23 years in the RAF and was the first woman to hold several positions, including Senior Engineering Officer on 216 Squadron and the first female Officer Commanding Engineering Wing at RAF Waddington.

When I heard about the opportunity to become Change Director for National Grid, I thought it was too good a challenge to turn down. The opportunity to work in a sector that I'd not previously experienced and one that's right at the centre of helping to tackle climate change was really exciting to me.

***I think it's hugely important to have a mixture of people – genders, ethnicity, educational backgrounds** – at all levels of the business, to ensure that you get a balanced view to inform any decisions that are made. And this applies just as much to senior positions, where there should be a better mix of men and women. This is particularly important in engineering, where women still only make up around 12% of all engineers in the UK.*

What girls and young women might not realise is the huge diversity of roles on offer – I know I didn't when I started out. I'd encourage any young woman who wants to make a difference to look at the energy sector, as it's experiencing really exciting transformation as we work towards Net Zero. Just ask questions and come and find out what we do. And if they want to become an engineer that's even better (but then I'm biased)."

Women in ENGIE – a spotlight on female success

ENGIE

The ENGIE Group has for many years practised a conscious policy of promoting gender diversity and professional equality, taking concrete action to help women progress within the Group. This includes giving a voice and visibility to women on their career journeys, not least the CEO of ENGIE UK & Ireland, Nicola Lovett, an important female role model both inside and outside the company.

A number of global initiatives support professional equality across ENGIE. In the UK, the 'Women in ENGIE' (WiE) network is a community of like-minded employees collectively committed to advancing diversity and inclusivity.

WiE's published mission is: "We promote and celebrate inclusive behaviour. We listen, inspire and support. Together, we drive positive change." The network focuses on issues such as equal policies, fair recruitment processes and the promotion of an internal **women's mentoring scheme**.

WiE was officially launched in the business in March 2020, to coincide with International Women's Day 2020 and less than a year after the first conversations began. This was celebrated with a launch event at Wembley Stadium, where Nicola Lovett gave an inspirational speech of her career journey so far, illustrating what it has taken to be a successful woman in the workplace.

Members of the UK Executive Board also attended the event and were asked a series of hard-hitting questions on how they expect the future of ENGIE to look, especially in an ever changing and diverse world. It showed a welcome willingness to be held to account. It also highlighted just how importantly senior leaders within ENGIE view diversity and inclusion and are collectively working to make it a company that its employees are proud of.

Women in ENGIE Objectives

ENHANCING CAREERS THROUGH SUCCESSION AND OPPORTUNITIES

RAISING PROFILES BY SHARING STORIES AND EXPERIENCES

MAINTAINING AND ENCOURAGING A DIVERSE WORKFORCE

CHANGING CONVERSATIONS BY PROMOTING AWARENESS

Forming the Network is a way for me to share and promote the levels of support that I have personally experienced at ENGIE. Although we operate in industries that have traditionally been dominated by men, we have amazing male and female role models who are actively driving positive change

Laura Aguiyi
Divisional Head of Legal
Chair of WiE

"The formation of Women in ENGIE is a testament to how supportive and open ENGIE is as a business. Becoming deputy chair of this incredible network has allowed me to grow as a young professional whilst also helping other women within our vast business. It has awoken a passion in diversity and inclusion for me, and given me something to carry throughout my career".

Charlotte Slater
Development Engineer
Deputy Chair, WiE

E | LEADERSHIP AND TARGETS

Diversity & inclusion across the supply chain

EDF requires its supply chain partners to operate in a way that demonstrates the same commitment to sustainable, responsible and ethical business that it expects of its own people and business activities.

This is particularly evident when it comes to Diversity and Inclusion. EDF believes its supplier base needs to represent the world we live in and be inclusive of all the diverse groups in society. The company expects its suppliers to share this ethos, which can be demonstrated by:

- ✓ Having polices that comply with the Equality Act 2010
- ✓ Striving for a reputation as an organisation with diversity and inclusion as a core value
- ✓ Recruiting, developing and promoting the very best person for every job, treating everyone fairly and with respect
- ✓ Embedding diversity and inclusion within business operations and practices
- ✓ Having a working environment that respects individuals' responsibilities and their wish to balance work and personal life
- ✓ Having robust and clear data to measure diversity and inclusion progress and achievements

"We believe in working together with our suppliers to drive mutual corporate aims in respect of creating 'better lives', 'better experience' and 'better energy' for stakeholders. We want to achieve excellence in Diversity and Inclusion across the supply chain spectrum and demonstrate leadership across the sector."

Andy Horne, Head of Supply Chain Shared Goods and Services

Supply chain Diversity & Inclusion statistics

EDF wants its supply chain to be as diverse as possible and in the last four years has worked hard to make this happen. **The business has increased annual spend on companies owned and run by women by 57% to £38.5 million** and has partnered with We Connect International to seek out mutual opportunities.

For companies owned or managed by people with a **disability** that figure is up by 617% to £5.5 million. As a proportion of total annual spend this represents an increase of 294% to 0.14%. EDF partners with Disability Rights UK to seek out new partnership opportunities.

For companies owned or managed by people from the **BAME** community it's up 733% to £18.2 million which represents an increase of 357% to 0.45% as a proportion of total spend. EDF works with MSDUK to foster relationships with relevant companies.

Finally, for companies owned or managed by those identifying as **LGBT** the company's annual spend is up by 693% to £5.4 million which is a jump of 335% to 0.13% of total annual spend. EDF works closely with LGBT rights campaigners, Stonewall, to seek out mutual opportunities.

Using a consistent framework for measuring progress

SSE works alongside many other energy and utility companies as part of the EUSkills I&D Forum. Collectively, members of this forum agreed that there would be benefit in looking at a consistent measurement framework that would allow energy companies to benchmark their diversity performance against targets, in the knowledge that **what gets measured gets done.**

The Royal Academy of Engineering has commissioned work to create a measurement framework and it was agreed that the forum members would all look to adopt this approach as best they could.

As diversity information is volunteered and is not a mandatory reporting requirement, many companies have the same challenge in encouraging people to share their information - something that the Energy Leaders' Coalition I&D group has spent time discussing and learning from one another.

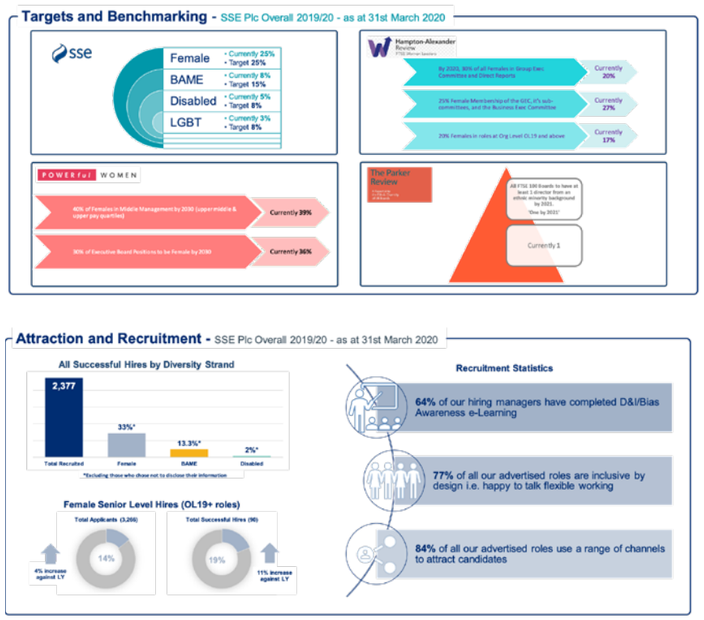
SSE used the Royal Academy of Engineering suggested framework to create a **dashboard of data**. This is shared with each Business Unit Executive Committee and there are plans to do this twice per year – to keep a focus on progress to the fore.

The completion rate of diversity information at SSE has **increased over just the last 6 months from 11% to 17%**, as a result of a communication drive. This remains an ongoing priority for the business as it is obvious to them that the best approach is a sustained approach at both group and local level.

"We want one Transmission family where all individuals are equal - data sits at the heart of this ambition – showing us what we are getting right and where we can improve, driving important discussions at the senior table around leadership behaviours"

Alison Walker
HR Business Partner for SSE Transmission

Dashboard snapshots

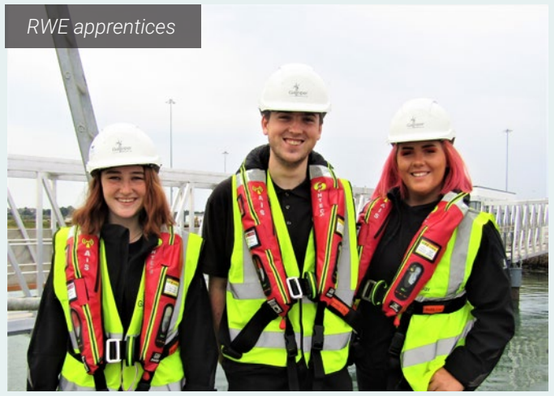


A preview of the Targets & Benchmarking and the Attraction & Recruitment section of the dashboard gives a flavour of the level of diversity data shared and discussed within each of SSE's Business Units.

Entry level pushes to drive longer term targets

Across all RWE operating companies in the UK, targets are set in terms of age, gender and internationality. RWE Supply and Trading (RWEST) have developed a young talent programme to ensure the business achieves these targets.

Initially the programme was limited to commercial schemes in trading and risk within the UK and Germany. However, it was found that the majority of successful candidates were male.


RWE apprentices

So RWEST set out measures to increase the number of women across all programmes, which is having a positive impact. The actions taken include:

- Working with the business to reduce any gender bias in the selection process, by looking at it from end-to-end – from the application questions through to the assessment centres
- Trialling video interviewing to widen accessibility
- Targeting a wider range of universities and careers fairs
- Using RWE's social media channels to highlight the company ethos and demonstrate diversity within the workplace
- Introducing a wider range of schemes to expand appeal to female talent pools

There are currently four graduate schemes in three countries in addition to apprenticeships and 'Year in Industry' placements. **The proportion of women in the global graduate intake has more than doubled: in 2019,** female representation in our young talent programmes increased to almost 50%.

Diversity is very much on the agenda of the RWE Board , and reporting is directly linked to Human Resources' Key Performance Indicators and reported quarterly. This includes the number of female compared to male appointments, grade, internal appointment ratios of men and women, and the number of part-time employees. This proactive approach enables analysis and discussion at a senior level and delivery of actions if required.

RWE Renewables have made great strides towards the objectives of age, gender and internationality within the workforce, with **50% of the global RWE Renewables Board being female**.

The company has come a long way since hiring its first female offshore wind turbine technician (WTT) apprentice in 2013. The company analyses diversity data for recruitment in all roles: although only 3% of total applications for WTT apprentices over the past two years were from females, something which still needs to improve, the intake of female apprentices was 75% in 2019 and **in 2020 20% of the total apprentices were female**. Managers are at the forefront of driving this change by recognising the importance of robust and fair processes.

There are still systemic challenges in hiring females into an industry frequently designed and built for a male default. We are confident that some of these difficulties will be addressed collaboratively across the industry through the **Offshore Wind Sector Deal**, which has set a clear target to employ at least 33% women in the offshore wind workforce by 2030.

RWE graduate programme

SCOTTISHPOWER

Female progression at ScottishPower

As part of a commitment to tackling gender imbalance, ScottishPower has seen year on year progression in female representation at middle and senior management levels with **women now making up 24% and 33% of senior and middle management populations respectively.** Here are some of their female leaders.

Caryn Jack
Head of Asset Management, ScottishPower Renewables

Caryn took up her role in Renewables following a 14-year career within SP Energy Networks, the electricity networks arm of ScottishPower.

Her previous roles demanded 24/7 availability in line with the nature of the network, which she took on following maternity leave. No stranger to sleepless nights, Caryn was able to meet the demands of the role through flexible working and support from her partner who also works with ScottishPower.

As a senior leader, Caryn acts as a role model, supporting her team to apply for new positions, reviewing CVs and offering mock interviews to boost confidence levels.

Claire Skelton
Head of Customer Experience and Policy for the Smart programme, Retail

Claire joined ScottishPower 20 years ago as a graduate and has had a wide range of exciting roles. She now heads up customer experience and policy for the Smart programme within ScottishPower Retail, responsible for customer and channel strategies as the business meets its obligation to install a smart meter with all customers by June 2021.

Through her career Claire has been included on ScottishPower's 'high potential' list, which identifies future talent to receive continued professional development into senior roles. As a result, Claire has taken part in training initiatives such as the Energising Leadership and the Leading in the Age of Disruption programmes.

Marissa McCarroll
Head of Processing Systems Centre of Excellence, SP Energy Networks

Marissa benefited from training and development opportunities from the start of her 26-year career - she joined straight from school and received support to take HNC and HND studies and professional accountancy qualifications.

Moving through the ranks, the HR team provided a range of leadership courses to maximise her potential as a leader and help her jump from the finance team to her current role in information systems and strategy.

Marissa was encouraged to apply for her new role as part of a long-term plan for the business to proactively encourage more female applicants into senior roles.

"I've been fortunate to work with great people who have inspired me to push myself. One of the greatest privileges you can have is to be able to provide others with opportunities. Encouraging diversity and inclusion will stand us in good stead for future challenges"

Caryn Jack, Head of Asset Management, ScottishPower Renewables

CHAPTER 3

Next steps for change:
the ELC's plans for year three

Next year's plans: new members, better practice, wider influence

Now that we are an even larger, stronger group, representing the leading players in the market and more than half the UK energy workforce, the 14 members of the Energy Leaders' Coalition are committed to using their individual and collective muscle to make 2021 a year of real change on gender diversity and inclusion. The time has come – at a period of considerable transition and disruption – to turn challenges into opportunities by maximising the talent and innovation available.

A commitment to better practice
Firstly, we need to continue to get our own houses in order by measuring and reporting our progress and visibly putting in place the good practice we are creating and learning from others.

The CEOs and the I&D Leads of the group remain committed to meeting regularly to share knowledge and discuss practical solutions.

A priority in the Year Three workplan is how to **design-in conscious inclusion**.
Best practice actions we are committed to in order to raise the bar include:

- ✓ Training for hiring managers and decision-makers
- ✓ Neutral language and a review of role profiles in recruitment
- ✓ Recruiting returners
- ✓ Including multiple women on shortlists
- ✓ Using structured interviews
- ✓ Setting annual internal targets
- ✓ Actively promoting flexible working in adverts and at all levels in the company
- ✓ Making opportunities visible to everyone in the organisation

A FOCUS ON BARRIERS AND EXTERNAL DRIVERS

There are still barriers to progress that need to be overcome and many of these are external or sector-wide. We will therefore continue, as a priority, to focus on:

1. STEM: We will work to improve access to STEM education and careers to grow the skills needed for a Net Zero workforce, by:

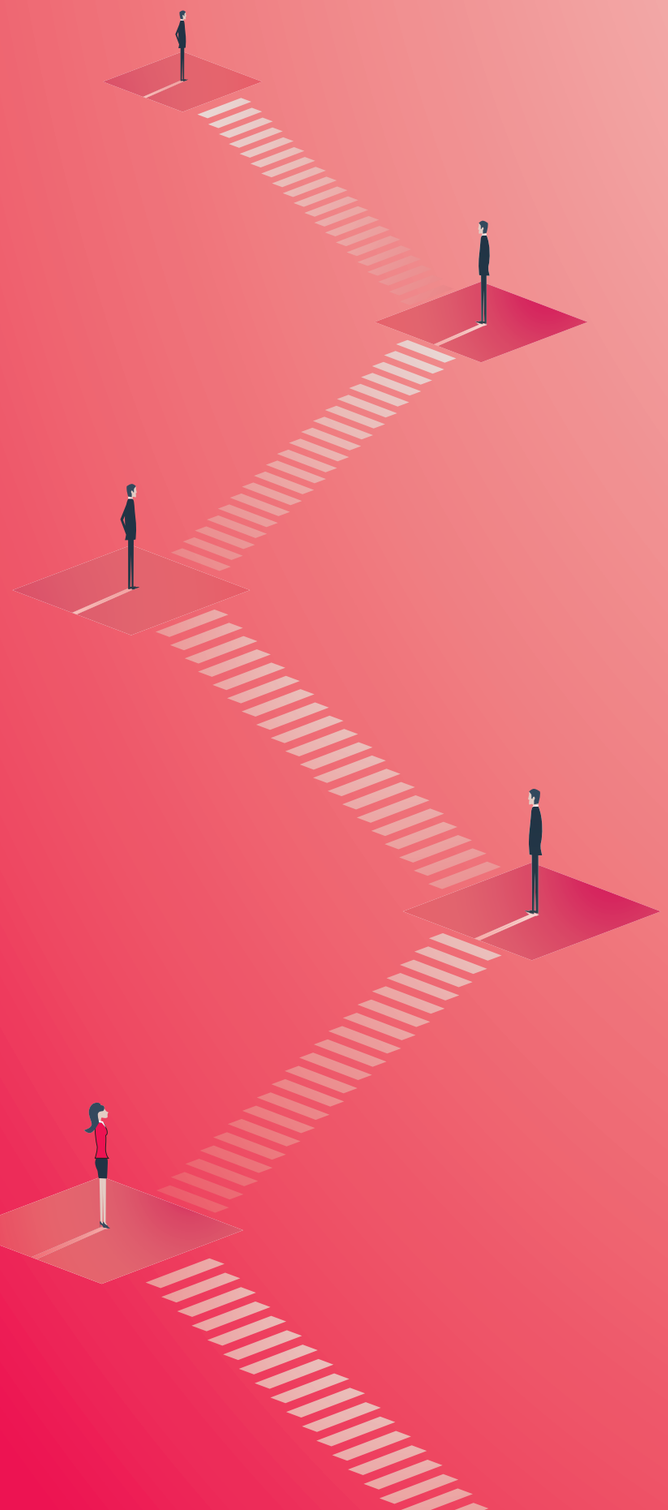
- ✓ progressing the evaluation work that we have commissioned and using the results to identify what practices and initiatives really work so that we can make each more impactful within our organisations;
- ✓ using the outputs to engage with the Education Minister on how gender bias in STEM subject choices is being addressed in schools so good practice can be aligned
- ✓ signing up to the Government's Code of Practice, to raise the bar on standards and expectations across the sector
- ✓ exploring outreach and education events we can offer to showcase careers in energy, for example as part of COP26 in Glasgow in 2021.

2. Supply Chain: As developers and owners of major energy infrastructure assets, we have extremely large supply chains in the UK. Positively influencing these suppliers and contractors so that they also address diversity and inclusion could make a real difference not just in the energy industry but in other business sectors. During Year Three we will continue to roll out the lessons learned so far.

Targets, regulators and government
Maintaining our focus on the importance of targets and the gathering, measuring and reporting of data, we will continue to encourage robust pledges and KPIs. We will:

- ✓ Regularly review and report on the progress we make on our own company targets on female representation.
- ✓ Work with the energy regulators (Ofgem, OGA, ONR) to explore what proactive role they can take in driving progress in the industry, through for example the setting of frameworks and the monitoring of companies' progress.
- ✓ Maintain our strong working relationship with the Department for Business, Energy and Industrial Strategy and draw on the support of the Energy Minister and the Permanent Secretary. COP26 and discussions on the creation of a Net Zero Workforce will be a key focus for this.
- ✓ Encourage Government to include robust targets on diversity and inclusion in industry sector deals.

References and Further Reading



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1 POWERful Women Board Statistics 2020 compiled by PwC. http://powerfulwomen.org.uk/board-statistics-by-company-2020/

2 Women in Energy Global Study 2.0, NES Fircroft, Energy Jobline and POWERful Women, October 2020: www.womeninenergy.org.uk

3 McKinsey, May 2020: “companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile.” https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters

4. Energy Leaders’ Coalition Charter: see inside back cover and http://powerfulwomen.org.uk/wp-content/uploads/2020/01/ELC-Charter-Dec-19.pdf

Further reading:

» Hampton-Alexander Review: FTSE Women Leaders, November 2019: https://ftsewomenleaders.com/wp-content/uploads/2019/11/HA-Review-Report-2019.pdf

» The Global Energy Talent Index (GETI) Report 2020, Airswift and Energy Jobline, January 2020.

» Getting to Equal 2019: Creating a Culture that Drives Innovation, Accenture, 2019.

Energy Leaders’ Coalition Charter:

A commitment to take a lead on driving improved business performance and collectively creating an inclusive vibrant sector working to reduce carbon emissions and provide clean energy for all.

Your commitment as a leader:

- ✓ Recognise your personal role in driving change, acting as an Ambassador for better balance
- ✓ Communicate your ambition, your targets and your timeline for change in a public declaration
- ✓ Hold yourselves accountable for your progress
- ✓ Set key measures to track progress and report publicly on them
- ✓ Provide the resources you need to deliver your ambition and support your people to do so
- ✓ Communicate progress across your organisation
- ✓ Share successes externally and look to peers for solutions to challenges.

In return, you:

- ✓ Are understood as being ambitious but honest about the fact there is much more to be done
- ✓ Attract talent that might not otherwise be looking to your organisation
- ✓ Are supported and mentored to break down internal barriers to progress
- ✓ Give your organisations an ‘edge’ in the search for talent
- ✓ Improve the public perception of your organisation and the energy sector
- ✓ Are supported to drive sustained inclusive culture change at a time of transformational change.

POWERful Women is a professional initiative to advance gender diversity within the UK energy sector.

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