



## A focus on hiring for gender difference

SSE doubles the number of women joining at a senior level

Having a focus on hiring manager behaviours to help drive a more inclusive recruitment process has been an instrumental component of SSE's inclusion strategy and has proven successful in increasing senior female hires.

From 1st April 2021, five standard hiring behaviours (KPIs) were set out for everyone involved in senior\* hiring and called "Hiring for Difference".

### HIRING STANDARDS MADE CLEAR

- 1 95% of senior roles to be openly advertised (5% allowing for internal mobility)
- 2 100% of candidate shortlists to be 25% female – if unable to achieve this our Business Unit MDs will sign off by exception
- 3 100% of interview panels to be diverse
- 4 100% of job adverts to state "happy to talk flexible working" – a known key driver for all diversity
- 5 100% of hiring managers trained in Inclusive Hiring practices (e-learning)

The Executive Committee is provided with quarterly scorecards showing adherence to the standards. **This simple act of keeping a spotlight on the standards expected has resulted in large increases in adherence over the course of the year.**

This table shows the levels achieved between the first and fourth quarters of 2021/22:

	Q1 2021/22	Q4 2021/22
Roles using diverse shortlists	33%	80%
Roles using diverse recruit panels	41%	99.5%
Hiring managers trained	58%	96%
Roles openly posted	92%	97%
Job adverts promoting flexible working	98%	100%

*Hiring KPIs, implemented in 2021 to increase gender balance when hiring at a leadership group level  
\*Senior hires refer to those joining at Exco-minus-3 level and above.*

# 32%

Hiring profile of women in senior roles up from 15% to 32%

*“The resourcing team helped deliver the hiring for difference KPIs by changing how we advertise and the structure of our adverts – focusing purely on the 4 or 5 essential traits for the role and not going to market with a long list of non-essential requirements. This has driven wider candidate pools for the roles and has allowed us to attract the best possible diverse talent. These steps, together with the KPIs, really helped us, and continues to bring difference into our business at a senior level.”*

Gordon MacFarlane, Head of Resourcing



## Significant impact since last year

The hiring profile of women in senior roles has improved from 15% in 2020/21 to 32% in 2021/22 and as a result, the proportion of women in the leadership group has increased from 20.2% to 23.7%.

Being clear on the standards expected has been so successful that SSE's Exco has asked to retain the reporting at their level and the frequency will be increased from quarterly to every two months.

## Resetting and reporting SSE's gender ambitions

SSE has also simplified its gender reporting and set new stretching gender ambitions in 2021/22, including:

1. increasing the proportion of women within the Group Executive Committee (GEC) and Direct Reports to 40% by 2025, in line with the FTSE Women Leaders Review (from the current level of 34.2%)
2. increase female representation in its wider Leadership Group, which covers around 900 employees, to 40% by 2030 (currently 23.7%)
3. a new ambition to increase overall female representation across the company to 33% by 2030 (currently 28.8%)

**In 2021/22, the Board met its ambition of at least 33% female membership** to be maintained on average over a 3-year period, with gender diversity now reaching 50% female. From 1st April 2022 the Board has committed to at least 40% female representation, with the aim to maintain as close to 50% as possible on a rolling basis.

## First stand-alone I&D report published

The benefits of narrating the journey SSE has been on to create an inclusive culture and increase employee diversity have become increasingly clear. With investor, shareholder, internal and external interest in I&D activity at an all-time high, in June SSE launched its first standalone I&D report alongside the Annual Report, offering a comprehensive view on the approach to date, the results achieved and the future focus.

The I&D report adds to the suite of measurement and social impact reports that SSE has a track record in publishing. Transparent reporting is a key component of improving inclusion and diversity and allows SSE to share learnings, as well as gain feedback from key stakeholders.

