



## LEADERSHIP & TARGETS

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### AMBITIOUS TARGETS AT THE HEART OF THE BUSINESS PLAN

In 2016, EDF Energy agreed an ambition to have a 35% female workforce by 2030 at all levels of the organisation. In the last few years, the company has achieved a step change in the way it engages with its staff to ensure they are aware of its Diversity and Inclusion aims. These objectives and ambitions are now at the heart of the operational business plans and senior leaders have a responsibility to implement them.

The results of its gender diversity ambitions for 2030 are already being seen. For example, most of the new recruits in EDF Energy's generation business have been people starting out on their careers who have tended to stay with the company for a long time. The company realised it needed to focus more on the diversity of its young recruits and undertook a full review of the way it hired people for its Engineering Apprenticeship Scheme.

With Managing Director support, targets were implemented in the form of "ambitions" on a comply-or-explain basis, to give a clear measurement of success.

Educational events, public awareness programmes, social media campaigns and case studies of successful women were used to attract candidates. Unconscious bias was removed from the recruitment process. Finally, all staff delivering the apprenticeship content received advanced D&I training.

The impact is already clear. In 2015, only 8% of EDF Energy's Engineering Maintenance Apprentices were female. In 2017, this figure had risen to 35%, a level that was maintained in 2018.

This figure is consistent with the company's gender diversity target for the whole of its workforce and shows the value of ambition and focus. To increase gender diversity at a senior level, the Executive Team introduced a set of targets in 2015. When recruiting externally, they ensure that the candidate pool is diverse and if it is not they ask the headhunters to go back to the market.

When it comes to succession planning, EDF Energy has used a colour-coded organisation chart to show a 'heat map' of diversity in the succession pool.

The company knows there is more work to do to improve diversity among senior leaders, and has strengthened the pipeline of future female leaders. The leadership talent pool now has a bigger proportion of women than the rest of the business.

The EDF Energy story also shows the value of auditing. In 2015, it became the first energy company to be awarded the National Equality Standard (NES), following a comprehensive audit of its whole D&I approach. It was reaccredited in 2018.

*"We recognise the energy industry faces a particular challenge when it comes to gender diversity. At EDF Energy, we are determined to help more women join our business and to encourage the progress of those who are already working with us."*

*Jane Francis,  
Head of  
Diversity and  
Inclusion*

