

# centrica

Case study: recruitment

## Putting diversity commitments into practice

Centrica is the largest energy services and solutions company in the UK. And to achieve their purpose of helping customers live sustainably, simply and affordably, they recognise that they need the best team – a diverse mix of people and skills, where everyone feels welcome and able to succeed. They have therefore placed equality, diversity, care and respect, at the very heart of their policies and practices.

When it comes to achieving gender diversity at the top of the organisation, Centrica has put their commitment to better balance into practice. Currently, an impressive 50% of executive directors and 50% of the Board are women. But with overall diversity at 28%, there's a recognition that more needs to be done to grow female representation in their wider senior leadership and at all levels of the company. To tackle this issue, Centrica has set a target of 30% female representation at all levels of the company by 2022, and is on a journey to 47% by 2030, in line with Census data for working populations.

### One significant factor in shifting the dial has been strengthening recruitment by:

- using inclusive language in job adverts and trialling anonymous screening;
- requiring all colleagues and recruiters to undergo unconscious bias training;
- refusing all-male shortlists regardless of the nature of the role;
- using diverse interview panels to avoid the inclination to choose someone who reminds us of ourselves;
- monitoring diversity data, in particular at the executive level, where there has to be a very clear justification for appointing more men than women; and
- creating specific recruitment drives where there are challenges, such as recruiting 3,500 apprentices by 2030 with the ambition for 50% to be female.



Centrica's leadership believes that steps like this are helping Centrica secure a better gender mix and gain the competitive advantage through better decisions and better business outcomes.

In September, Centrica's Group Chief Executive became the latest company leader to join POWERful Women's Energy Leaders' Coalition, bringing the number to 16. A public commitment to better balance made at the very top of a major energy company and employer is important for driving change both internally and across the whole sector.



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*"We know that by creating a more diverse workforce and a truly open and inclusive working environment that values and leverages the benefits of that diversity, we will win as individuals, as a business, as a sector, and as a society. It's clear more needs to be done to attract, retain and develop women in the energy sector. I was therefore delighted to join the Energy Leaders' Coalition, as I passionately believe that we achieve more by working collectively than individually."*

Chris O'Shea  
Group Chief Executive  
Centrica

**50%** of executive directors and **50%** of the Board are women

