



Case study: developing talent

Finding female leaders with Talent 2.0

With a committed target of 40% of senior leaders to be female by 2030, EDF knew they needed to take big, bold steps to get more women into the talent pipeline.

In 2020, they took positive action to run a targeted campaign for women in an area of the business where female representation amongst the senior leadership population was lower than their company target and existing overall company position. This scheme, Talent 2.0, an alternative entry point to EDF's broader talent pool, focused on encouraging those in the early stages of their leadership journey to put themselves forwards and take ownership over their own careers.

Talent 2.0 Ambitions:

- » Provide an **employee driven** approach to talent identification, allowing for greater inclusion from those from a range of backgrounds and experiences to enter the talent process

- » Boost talent identification for those who have **started and want to progress their leadership journey** by providing an accessible way to enter the talent process

- » Introduce a **simplified, digital** system as an alternative approach to the established talent assessment process

- » Encourage greater **ownership** of personal development for those with the aspiration and motivation to progress their leadership journey

In 2020, EDF invited 329 females in specific areas of the business to participate in an online talent assessment process, assessing against their group-wide leadership competency framework to identify those with potential to become future senior leaders. They targeted females in the early stages of their leadership journey, either as line managers or as leaders of others in a project capacity.

Females successful at all stages of the Talent 2.0 process would be included in their leadership talent pool which provides development opportunities, an enhanced senior leader network, a diversified career path and a group community.

There were three stages to the assessment process, with each stage providing comprehensive feedback. The first stage, a suite of online psychometrics, was anonymous with the female deciding whether to share that she had participated, her results and whether she wanted to progress to the next stage.

71% of the population engaged with the online platform, with 46% starting the online psychometric assessments. 11% requested to go through to the second stage, an online recorded interview, and 5% of the in-scope population went through to the final stage of the assessment process.

From the 2020 cohort, 45% of those who were successful at all stages and entered the wider talent pool have since progressed into new roles within EDF.

In 2021, EDF launched a further cohort, still focusing on females, but with a focus on different areas of the business where they recognise the need to identify more females to support the leadership pipeline.

By using this scheme to target females, EDF has been able to reach a wider female group than the usual process of relying on manager nominations. Males and females not targeted in this campaign were still able to participate in our leadership assessment process through our Company standard leadership talent pool route.



"The Talent 2.0 process and entry into the talent pool has already provided me with invaluable resources in my leadership journey. I have been able to better understand my strengths, delve into what type of leader that I want to be and learn from peers through group coaching.

Since joining the talent pool in early 2021, I have been promoted to Head of Legal for Thermal and Commercial Development and I feel that this is, in part, due to the skills (including greater self-belief) that I developed during the process. I feel extremely proud to work for an organisation that stands behind its committed targets and takes tangible steps to achieve them."

**2020 Cohort member
Chloe Mason-Williams
Head of Legal for Thermal
and Commercial Development**



45% of those entering the wider talent pool have progressed into new roles at EDF