

POWERful WOMEN

NOVEMBER

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22

Fourth annual report

ENERGY LEADERS' COALITION

Achieving a gender-balanced,
diverse and inclusive energy sector



Working for a gender-balanced, diverse and inclusive energy sector

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Introduction

Welcome to the fourth Annual Report of the Energy Leaders' Coalition, a group convened by POWERful Women in 2018 to demonstrate individual and collective leadership on gender diversity and inclusion in the UK energy sector.

The Coalition now comprises the UK heads of 16 of the largest energy companies, between them representing over 100,000 employees, or nearly three-quarters of the UK energy workforce. They sit alongside the CEOs of industry regulators Ofgem and the North Sea Transition Authority, who continue to show commitment to this important agenda.

Talent for the energy transition

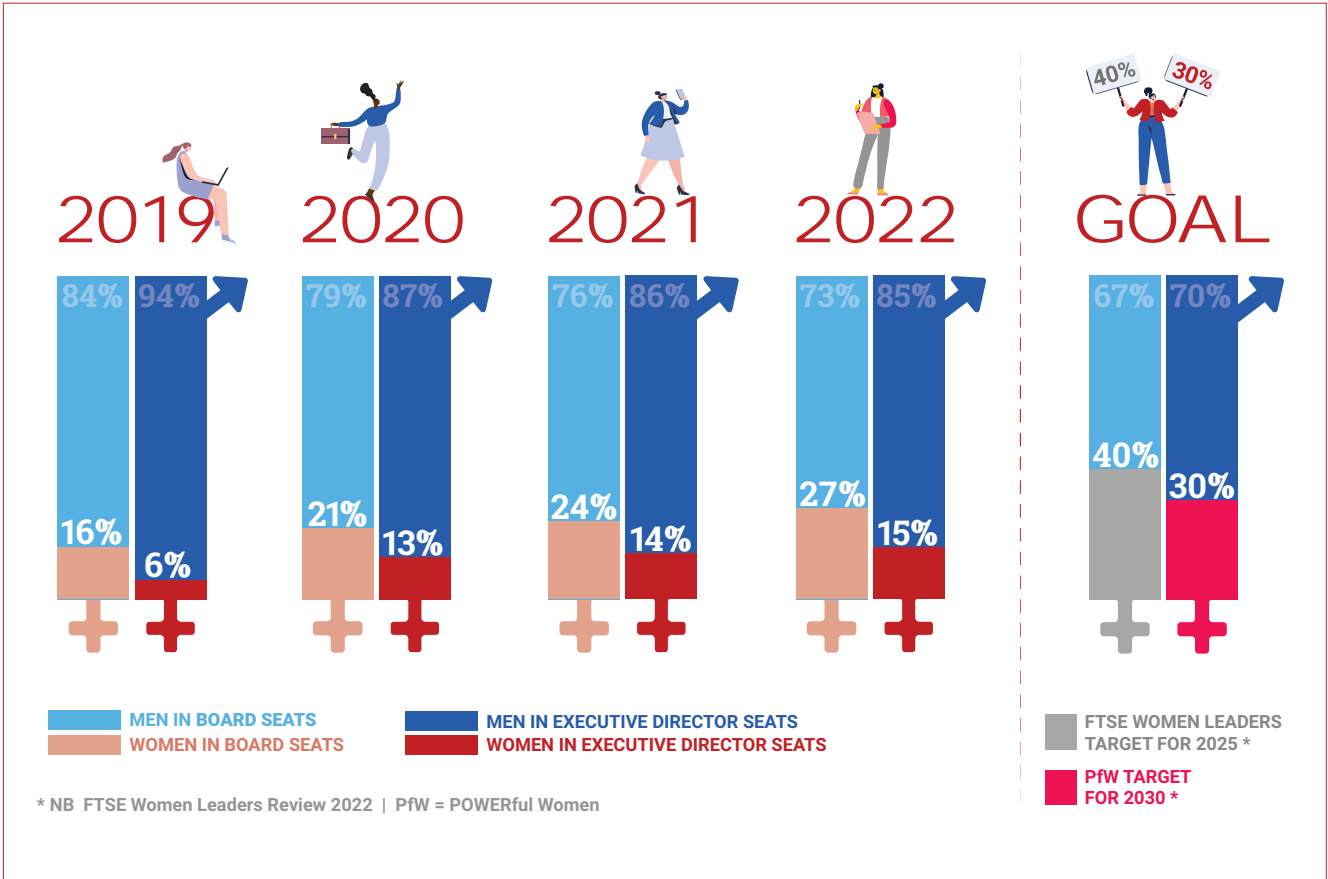
2022 has been an unstable year for the energy sector, its people and the consumers it serves. A triple energy crisis of price, security and climate change has created significant challenges for everyone.

Despite this, we are pleased to see energy leaders continuing to put diversity and inclusion at the centre of their business plans and leadership approach. Like us, they recognise the importance of an energy sector that is truly representative of society on every dimension. They want to attract and cultivate diverse talent to build the skills, innovation and resilience the sector needs to succeed and for society to achieve an affordable and just transition to net zero.



It is clear, however, that female representation in energy remains far too low

In June this year we revealed that women occupy only 15% of executive director positions and 29% of the leadership pipeline in the top 80 UK energy companies. Despite some headway, the sector also trails the FTSE250 on board representation. It's shocking that in 2022 almost a quarter of UK energy companies still have all-male boards and three-quarters have no female executive directors.



We need a step change in the culture that still pervades the energy sector

Leaders can make a big difference – setting targets, reporting data, role-modelling inclusive leadership and allyship and empowering their teams to deliver effective programmes. This is where the power of the ELC lies – ambitious, visible commitments, transparency and accountability, and a safe space for honest sharing and learning.

In this year's Annual Report the ELC companies:

- » review their progress against their own and industry targets;
- » share engaging case studies on the initiatives that are making a difference to their female employees; and
- » look ahead to the coalition's work in the coming year.

We are pleased to see some improvement in the 16 companies' board statistics and we are particularly encouraged by their prioritisation of work to support **women in middle management**. They have responded publicly and positively to our ground-breaking research with Bain & Company revealing the career barriers and unsupportive cultures women experience at this level in today's industry.

We are also pleased to see the ELC align itself with POWERful Women's new, more ambitious sector-wide target, to see **women in at least 40% of middle management and leadership roles by 2030**. We look forward to seeing tangible progress on these and other priorities over the coming year.

Our thanks to the ELC members for their continued engagement. We hope all those interested in accelerating D&I in the energy sector enjoy reading this report.

Katie Jackson
Chair of POWERful Women

Nick Wayth,
Chief Executive of the Energy Institute and
POWERful Women Board Member





CHAPTER 1

ENERGY LEADERS' COALITION:

Our work, targets and the progress
we have made in the past year



ELC

members



Louise Kingham OBE
SVP, Europe and
head of country, UK, bp



Dominic Kieran
Managing Director
Cavendish Nuclear



Chris O'Shea
Group Chief Executive
Centrica



Will Gardiner
CEO
Drax



Simone Rossi
Chief Executive
EDF Energy



Kevin Dibble
UK Country Manager
ENGIE Group



Michael Lewis
CEO
E.ON UK



Cordi O'Hara, President,
National Grid Ventures,
National Grid



Andy Samuel, Chief
Executive, North Sea
Transition Authority



Jonathan Brearley
CEO
Ofgem



Duncan Clark,
Head of Region
Ørsted UK



Tom Glover,
UK Country Chair
RWE



Keith Anderson
Chief Executive
ScottishPower



David Bunch
UK Country Chair
Shell UK



Monica Collings
CEO
So Energy



Alistair Phillips-Davies
Chief Executive
SSE



John Evans
CEO
Subsea 7



Craig Shanaghey
President - Operations
EMEA, Wood

Our work, targets and the progress we have made in the past year

The Energy Leaders' Coalition comprises the heads of some of the UK energy sector's largest employers, between us representing almost three-quarters of the industry's workforce. We are joined by the CEOs of the regulators Ofgem and North Sea Transition Authority.

As such, the coalition is a powerful lever for better diversity and inclusion across the sector – improving practical outcomes for our own people through sharing, learning and implementing good D&I practice; but also aiming to act as influencers and role models for positive change by others in the industry.

In September this year we were pleased to welcome the CEO of So Energy, Monica Collings, to the ELC. She brings valuable insights from a customer-facing company to the D&I debate and to our work.

Regular meetings have continued throughout the past year, providing a 'safe space' for sharing and learning, where we can exchange honest insights on what's working and what isn't and challenge each other on progress. Examples have been presented of good D&I practice that is bringing tangible results to diversity data and we are pleased to share case studies of the initiatives making the most difference in Chapter 2.



"As a female CEO in an industry where women are under-represented, I am thrilled to be joining POWERful Women's Energy Leaders' Coalition. Here at So Energy, we are proud to represent the customers that we serve, and by promoting diversity and inclusion we better reflect the needs and views of our customers. It's more important than ever to have diversity of thought in the current energy crisis to ensure we deliver innovative "out of the box" solutions for increasingly complicated issues."

Monica Collings, CEO, So Energy

How much progress have we made on gender diversity at the top of our own companies?



Publishing our internal targets and to what extent they have been achieved (see the **Red-Amber-Green** rating below) is one important way in which we, as leaders, and our teams are held to account – so that there is transparency on whether statements made on the public stage are reflected in actual company policies, actions and data. Reporting on this has been a major achievement of the coalition since it was established and we are pleased to see some more granular and measurable targets being set in 2022.

COMPANY	TARGET AND RAG RATING	COMMENTARY
	Gender parity for our top levels of leadership by 2025 Gender parity for all executive level employees by 2030	"In 2021 we met our 2012 female representation ambition of 25% of Group Leader roles but fell short of our 30% of senior level roles (29%). We remain focussed on improving and have committed to a renewed ambition of gender parity for our top levels of leadership by 2025 and parity for all executive level employees by 2030."
	40% women in nuclear by 2030 30% women in senior leadership positions by 2025	"We currently have 23% female representation and 31% of senior roles held by women. Whilst our trending data shows a continued steady increase, we continue to face a significant amount of work and a step change to get to the 30% and 40% targets. We are continuing to work with our Women's Network and Early Careers team to develop a detailed plan to enhance our attraction and retention strategies as well as considering an enhanced approach on our STEM activity."
	Reflect the full diversity of the communities we serve – including all company and senior leaders to be 47% women by 2030, with 30% by the end of 2022 (in line with Census data for working populations)	"Having ended 2021 with 28% women, strong progress has been made in 2022 and by the end of October, women at an all-company level was 29% while senior leaders was 32%. When we remove our field engineering force which is traditionally made up of men, the proportion of women increases to 44% all company and 33% senior leaders. We're focused on attracting, promoting and retaining more diverse talent, including through our goal to recruit 3,500 apprentices by 2030, with the ambition for 50% to be women."
	40% of senior leadership roles held by women	"Drax has increased the number of women in leadership positions by around 3% in the past year, reaching 33% in 2022, with a focus on incremental sustainable change for the long term. We are proud of meeting our gender balance targets for our Board and Executive Committee, but we know there is more work to do."
	40% of senior leaders to be female by 2030	"This year we have introduced a new diversity measure onto our company scorecard to help drive progress. We have already made progress as a result, with 27.3 % of Senior Leaders having one or more diverse characteristic (Gender, Ethnicity, Sexual Orientation & Disability), a clear signal to our people that we value diversity and that we recognise we need to up our game. Our overall female representation is 30.5%, female senior leader representation is 18.6% and our female talent pipeline 62% so we are on track to close the gap."
	50% of managers to be women in 2030	"In 2022, 43% of the executive roles at ENGIE UK and 30% of all managerial positions were occupied by women. At a Group level all entities are working towards achieving gender parity by 2030. We are increasing our initiatives to attract and retain women in all professions and to promote gender equality in our recruitment processes with specific KPIs being put in place. One of those initiatives is ENGIE's "fifty-fifty" programme which has been in place since 2021 and aims to create the right conditions in every part of the Group to achieve managerial gender parity. Family friendly benefits, including paid maternity leave, have been enhanced across all entities within ENGIE UK. We are increasing the gender diversity in our talent pipeline and are also focusing on improving our associations within the education space to raise awareness of engineering and technical training opportunities for students. We recognise that there is more to be done and our efforts will continue in 2023 and beyond."

COMPANY	TARGET AND RAG RATING	COMMENTARY
	50/50 gender balance in senior exec roles by 2025, and to eradicate gender pay gap	"We've currently 30% of senior executive roles held by women, this includes the recent appointment of another woman to the Board in February, meaning two of seven board seats are held by women. Overall, our status is amber, as performance at a broader senior executive level is relatively unchanged. We remain committed to achieving our targets and have a glidepath in place to help us reach this stretching target."
	Achieve 50% diversity in Board by 2025 Achieve 50% diversity in our Senior Leadership Group by 2025 Maintain 50% diversity in all our new talent programmes	"Our annual report 2021/22 highlights the good progress we have made in increasing diversity across the Board, Senior Leadership Group and New Talent Programmes. We continue to focus on female representation across our leadership populations in the UK which is currently 39.8% for senior leadership, 34.4% for all leadership bands and 34% at middle management. We are proud of our UK gender pay gap at -1.6%. Engagement of colleagues in the UK who identify as women remains high at 82% (4+ than total organisation). We continue to focus on DEI accountability through company and personal performance measures."
	40% women by 2030 40% women leaders by 2030	"Overall in the UK, our female representation is currently at 24% and we remain on track to reach our 40% target by 2030, with interim targets in place, including specific aims for middle and senior management, to help us achieve this ambition. We have already been able to ensure 51% of women in our high potential talent programmes."
	30% females in management positions by 2030 (for core businesses)	"There is at least one female on the Executive Board of every RWE Core Business and each area is continually developing their practices to support the continued increase in female participation throughout the organisational levels. Progress is visible and sustainable."
	Increase women in top level jobs to exceed 30% by 2025 (Currently 34%) Increase women in responsible roles to exceed 35% by 2025 (Currently 32%)	"Over the last year we've continued to deliver inclusion training for all volume recruitment managers, piloted balanced shortlisting and interview panels within top level vacancies and created a D&I training platform including online modules accessible by all employees. Furthermore we've introduced a new assessment approach for graduate and apprentice applicants and which has positively impacted the % of diverse hires during 2022. We're working with our Connected Women's network to progress the recommendations of the POWERful Women Middle Management Report."
	30% of senior leadership roles held by women by 2020 35% of senior leadership roles held by women by 2025	"We reached our 2020 target of 30% of senior leadership roles being held by women early and remain on track to reach our 2025 target of 35%."
	50% female representation in leadership by 2025	"We are currently at 44% female representation at the senior leadership level within So Energy which is ahead of target. However, when we extend the scope to middle management, representation drops to 33%. In 2023, we will focus on improving the diversity of our middle management to ensure we have diverse succession plans in place for our leadership."
	40% females in Group Executive Committee and Direct Reports by 2025 40% females in Leadership Group* by 2030 (*employees in senior level pay grades)	"In 2022, SSE has achieved an increase from 22.4% in March to 33.8% in September. In 2022, we have achieved another increase in this population of around 700, from 23.7% in March to 24.5% in September."
	Onshore leadership to be 25% female by 2030	"This year we announced our global targets to our people, clearly setting out our ambitions. Onshore leadership currently is 15% female. We are making progress, recognising we have a lot of work to do."
	Improve gender balance with 40% representation in senior leadership roles by 2030	"Our I&D strategy is now firmly embedded, and we have made progress from the start of the year with an improvement and increase in % of females in senior leadership positions. Each area of the business has action plans that tie into a wider global enterprise plan and this goal is one of many as part of our holistic approach to I&D."

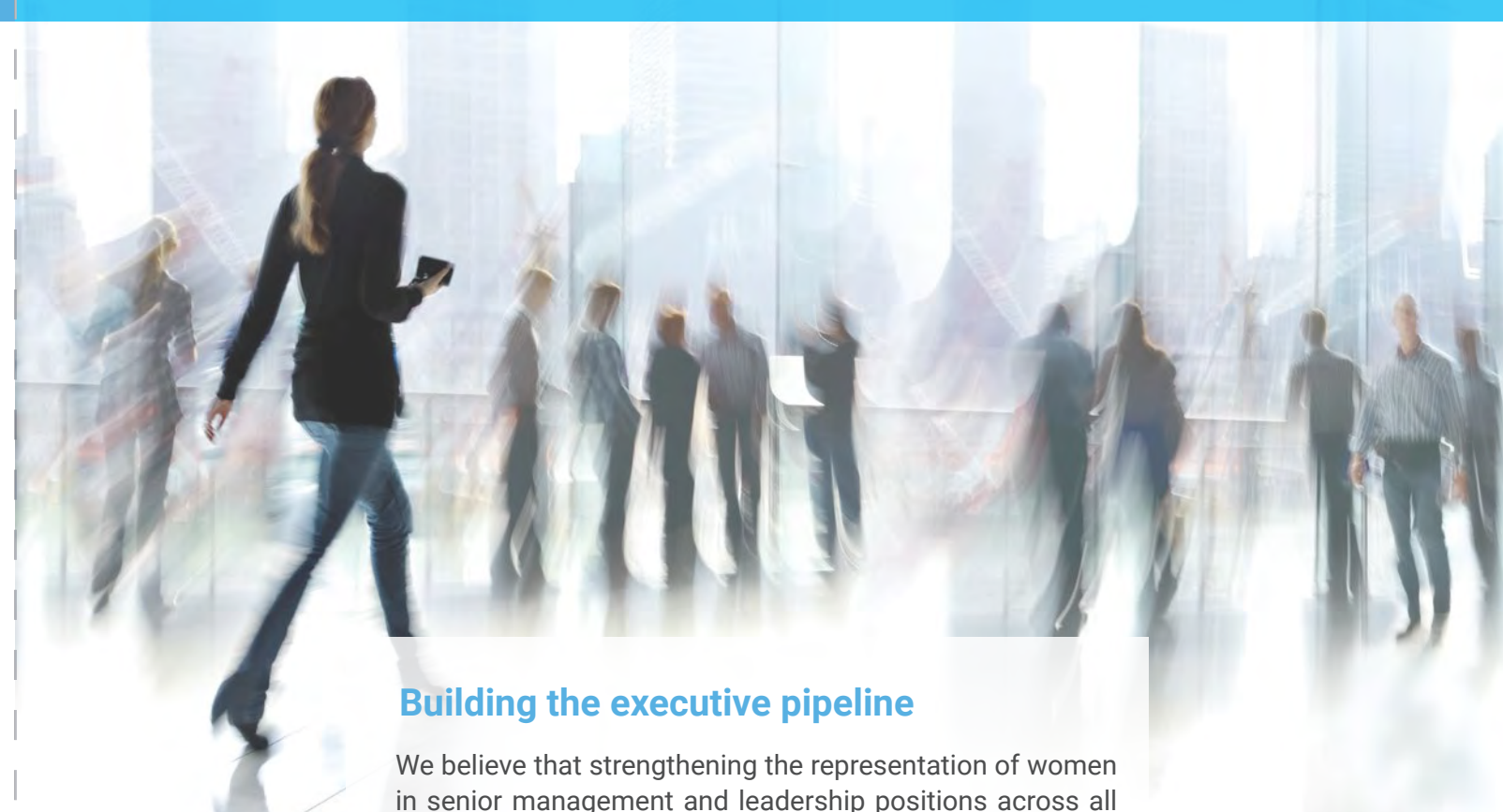
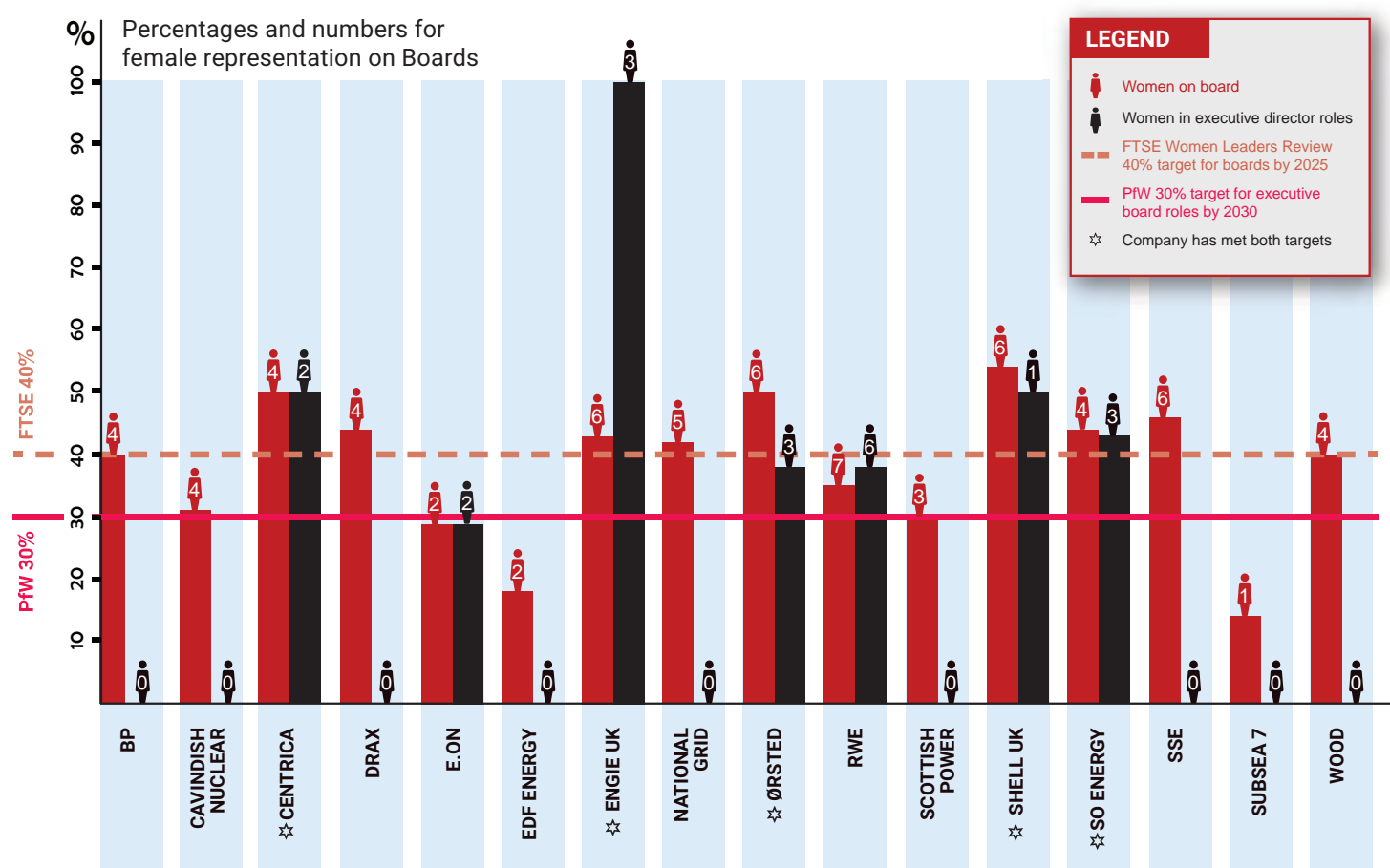


Progress against industry targets

Each ELC company is also measured annually against sector-wide targets, namely:

- » POWERful Women's 2022 goal of 30% executive director roles in the UK energy sector to be held by women by 2030. (Note PFW's new 40% target will be applied from 2023.)
- » The updated FTSE Women Leaders Review (previously Davies/Hampton-Alexander) voluntary target of 40% women on UK FTSE 350 boards by 2025

This chart shows our board and executive director data as at 30th September. Six ELC member companies have so far achieved the PFW target for executive director roles, 10 have achieved the FTSE Women Leaders target for women on boards and five (marked with a star) have already achieved both – up one from last year.



Building the executive pipeline

We believe that strengthening the representation of women in senior management and leadership positions across all levels of our organisations is an important focus, not just as a goal in itself but for feeding the pipeline to greater female representation at the top tables.

In June, POWERful Women and PwC UK published data on the make-up of the executive pipeline in the top 80 UK energy companies, including all members of the ELC. Executive pipeline was defined as members of the Executive Committee and their direct reports, so one and two levels down from the Board.

We have extracted the data for just the 16 ELC members and it shows that, on average, 32% of these roles are held by women in our companies. We are pleased to see that in this area the ELC companies are on a par with the average for the FTSE100 (32.5% in 2022) and are doing better than the FTSE250 (30.7%) but there is more work to do.

32% Women in the executive pipeline*



* Executive pipeline means combined executive committee and direct reports

What has the ELC achieved collaboratively this year?

Last year the ELC set a number of objectives for 2022 for progressing better D&I in the energy sector. Progress on these are set out below.

Supporting the development of women at mid-career level

This topic has been an important focus this year for the ELC and POWERful Women, who published research in partnership with Bain & Company revealing the barriers women face in middle management in the UK energy sector and recommending how companies can overcome them to cultivate female talent at this level.

The ELC responded positively to these valuable insights with a public statement of commitment:

We, the ELC UK CEOs, will:



- ✓ Work for change and to reduce barriers, taking tangible actions in our companies to deliver this
- ✓ Promote and communicate our ambitions and actions - visibility will amplify the effect and ensure we are accountable
- ✓ Lead the development of the required inclusive culture, including role-modelling behaviours and visible allyship, recognising our unique contribution as leaders
- ✓ Actively seek feedback from our middle managers, so that we understand our key issues to tackle
- ✓ Be curious in our organisations, questioning and testing whether our talent processes are working as they need to, also ensuring challenge and leadership in our global organisation contexts
- ✓ Track interventions and progress individually, share in the ELC, and report collectively for 2023 and 2024

"We recognise there is no one size fits all approach, but there are common elements to the solutions that we can tailor to our organisations. This includes taking ownership at a leadership level, upskilling managers, asking the right questions to find out what women at mid-career think and really need, and monitoring performance against diversity targets. This is a positive move that will help us retain and cultivate the talent we need for the energy challenges ahead and enable our businesses to reap the benefits of the investment we are making in diversity policies."

Duncan Clark
Head of Ørsted UK



Since September, each ELC member organisation, including the regulators Ofgem and the North Sea Transition Authority, has committed to present to the group on how precisely we are working to address the barriers faced by our own women in middle management. As well as providing a learning experience for members of the coalition as a whole, this exercise creates focus and impetus at an individual company and leadership level.

Work on advancing women in middle management will continue to be a priority for the ELC in the coming year.

Attracting young women to the energy sector

Recognising the continuing need to also bring more women into the workforce to help build the skills for the energy transition, the ELC started looking at how we can attract young women at entry level. Part of this is developing a joint marketing campaign aimed at young women between the ages of around 16 and 21 to promote energy as an exciting career choice. This follows the study commissioned by the ELC in 2021 on the effectiveness of our STEM outreach, which amongst other things recommended the need for more investment in initiatives, better internal and external communications and the involvement of leadership.

ELC companies have agreed to collaborate and jointly fund the initial marketing campaign, and a media agency has been engaged for planned launch in early 2023.

Building and advocating for a diverse net zero workforce

We continue to respond to the sector's major challenges, mindful of the additional skill set that we as an industry need for a successful transition to net zero. For this reason, diversity and inclusion has become more, not less, important as this year's energy crisis has developed.

Despite the considerable challenges, advancing the representation of women and other under-represented groups and creating an inclusive workplace culture have remained priorities for us as leaders and a recognised part of our business plans, and we continue to advocate visibly for this on our platforms across the industry. For example, in November last year many of us made the link between skills, talent, diversity and the energy transition as the UK hosted the COP26 climate talks, and one of our members, Chris O'Shea of Centrica, spoke at POWERful Women's COP26 event for Gender Day in Glasgow.

**Engaging with the regulators,
government and consumers**

The CEOs of the energy regulators Ofgem and the North Sea Transition Authority (formerly the OGA) have engaged even more actively in the ELC this year, attending the bi-monthly meetings, presenting on their own D&I strategies and initiatives, and exploring the role of the regulator in driving progress and why it's important for a fair and affordable energy transition. We recognise that energy companies must engage with the diversity of the consumers we are serving.

We were delighted when the NTSA's Elaine Smith spoke at POWERful Women's Annual Conference in 2021 alongside other ELC members, and when Ofgem invited POWERful Women to present on gender diversity and inclusion at the launch of their new DE&I strategy in October this year, both of which demonstrate their commitment to this issue.

BEIS remains an important supporter of the work of the ELC and we have welcomed our opportunity this year to continue to meet and engage at a Ministerial level on the diversity and inclusion agenda.

Raised ambitions

We have consistently evaluated our progress towards our own and POWERful Women's gender diversity commitments and are supporting the new, more ambitious targets that POWERful Women has announced this month, moving from 30% to 40% for female representation in senior leadership positions by 2030. This will be a measure for our gender diversity reporting from next year.

Drawing on D&I expertise

The role of our D&I Leads forum, which comprises the senior diversity and inclusion representatives from each of the ELC organisations alongside representatives from POWERful Women, has continued to be strengthened this year. Through this the ELC draws on their professional expertise to focus on company policies and day-to-day activities that deliver the best results – including data gathering and reporting to measure progress. The D&I leads have developed a stronger steering role to meet the ELC's overall objectives and have met quarterly throughout the past year, with topics including the women in middle management work, gender pay gap and sharing good practice.

CHAPTER 2

The actions that make
the most difference to our
diversity and inclusion





Hiring Inclusively – a new data-led, proactive approach

In focusing on their Diversity, Equity and Inclusion ambitions, bp leadership has recognised the critical importance of data and transparency in making real progress. As a result, the team there has implemented a number of data-led initiatives, one of which, Hiring Inclusively, is already showing positive impact only a few months after launch.

Hiring Inclusively was designed in 2021 and implemented in early 2022. It is a programme designed to enhance bp's Talent Acquisition practices in order to achieve bp's Aim 14 for greater diversity, equity and inclusion, and for the company's workforce to reflect the communities in which it operates.

Recognising the importance of speed to hire for candidates and hiring managers, bp's Talent Acquisition and DE&I teams worked together to find a solution that enabled inclusion best practices and efficient hiring practices to work hand in hand.

To achieve this, **bp partnered with an external data provider to help the company better understand the availability of diverse talent with the skills for bp jobs in their communities.** Recruiters now have access to applicant pipeline data enabling a more proactive and inclusive approach.

How it's done – inclusive recruitment for skills and diversity

For each vacancy, recruiters review internal and external market data and use that insight to determine the diversity aspirations for the role. They develop an inclusive sourcing strategy and then partner with hiring managers on the tools and methods needed to proactively drive an effective recruiting campaign.

In practice, this means that where the market is rich in diverse talent, an expectation for a diverse candidate slate is set and measured. In addition, interview panels are diverse and supported by over 250 members of bp's business resource groups (BRGs) who have been trained to contribute to interviews and play an active role in candidate assessment and selection. This helps to ensure that diverse candidates are fairly considered at all stages of the process. Conversely, where the market is not rich in diverse talent, bp know there's a longer-term investment required in the pipeline and focuses on making that investment through education and training initiatives.

Impact – early evidence of more diverse hires

Although still a new initiative, early data insights seem to indicate that more diverse hires are indeed made when the Hiring Inclusively guidelines have been followed. bp is excited by this early signal and looks forward to having a bigger data set to assess at the end of the year.

The recruiter's experience:

Chad Spears
Talent Acquisition Senior Advisor



"It's a great resource for us. It keeps us informed on the market and focused on our ambition. It's more data, it's more engaged stakeholders and it's more diversity in our process – I'm really pleased with it so far!"

Working with Hiring Inclusively means I am further enabled and more empowered to partner with my hiring managers and increase diversity in our candidate slates.

I believe Hiring Inclusively takes our focus on DE&I to a deeper, more actionable level for everyone in the recruitment process: we now have quick access to market intel in our niche areas; we can more accurately advise and engage in dialogue with our hiring teams; and we have the data and the confidence now to challenge the sourcing and assessment process to ensure diverse talent is fairly considered.

Hiring Managers have been receptive and appreciative of the intel and support we are giving. Most genuinely do care about increasing diversity in their teams where those candidates have the best skills for the job and are looking to us as a partner to help them shift the balance.

Hiring managers get the benefit of market intel, support for healthy challenge to their assessment of candidates and the opportunity to engage with more candidates."



Accelerating efforts towards gender balance: through targets, data and action plans

In the past year Cavendish Nuclear has reviewed and updated its approach to inclusion and diversity to create the right foundations for driving gender balance and greater diversity more broadly. Currently, women make up 23% of the organisation's overall workforce with 31% of senior roles held by women.

The first Global Head of Inclusion & Diversity was appointed for its parent company, Babcock Group. Through a refreshed philosophy and approach to I&D, Cavendish Nuclear has adopted a new strategic and evidence-led approach across three key pillars of focus:

- 1 Insight and data
- 2 Policies and programmes that drive greater talent engagement and support all our people
- 3 Ways in which we educate, raise awareness and demonstrate the value of an inclusive organisation.



A six stage Gender Action Plan

Central to this is the work being undertaken to deliver **a culture where women specifically can progress their careers** through the design and adoption of a Gender Action Plan. Acting as the blueprint for other areas of I&D, informed by relevant data and insight and supported by the Executive Team and ExCo Gender Sponsor, Cavendish Nuclear's Gender Action Plan is based on a robust six stage plan comprising the following key items:

1. Insight and Awareness based on continued data / target modelling and raising leader awareness
2. Attraction of Female Talent through a focussed female attraction strategy
3. Enhanced Recruitment of Female Talent based on a transformed hiring process
4. Development of Female Talent through a targeted talent development strategy
5. Retention of Female Talent based on a review of policies and benefits which support women, families and carers
6. Education and Communication through the launch of a Group wide Inclusion Hub with accessible content and e-learning

The plan is embedded within a coaching and peer-led approach and supports enhanced and positive action to deliver changes in behaviour and decision making.

Internal targets to measure progress in recruitment, development, and progression will be formalised and implemented. Targeted action and activity to reduce attrition across the female population will also be introduced and monitored. The targets will be adapted year on year to reflect progress with timely modelling and reporting built into the plan.

Focusing on the employee lifecycle, and working across Babcock Group to create a coherent and consistent approach to attraction, recruitment, progression, and retention, key elements of the plan include:

- » redefining ways of working to support Cavendish Nuclear women
- » designing interventions and policies to support women at work, including, for example the introduction of Group-level commitments and policies menopause and gender-neutral leave and
- » formalising the Returners approach and programme of activity which includes a formal overarching STEM returners programme.

Wrapped around the plan is a co-ordinated global education and communications programme to inform and deliver a consistent experience for Cavendish Nuclear employees. Delivered through targeted and responsive content and events, and focused awareness-raising opportunities, the company is taking a whole new approach to maximising its interaction and engagement with its people.

"Cavendish Nuclear is looking back to step forward. We know increased diversity and greater gender balance delivers better business performance and outcomes for organisations. With this in mind we have been reviewing what we have achieved over the last 12 months to use this to accelerate our efforts driving gender balance for the next 12 months and beyond."

Paul Smith, Chief Operating Officer and Executive Sponsor for the Cavendish Nuclear Women's Network



Looking to the future - alignments with ESG goals and campaigns

Cavendish Nuclear's I&D strategy supports its wider Corporate Responsibility commitments, where it is working to drive the 'S' in ESG, moving beyond compliance to values-based commitments. An important part of this is extending the organisation's community engagement activities to focus on attracting, retaining and developing more diverse talent. Including ensuring I&D is explicitly aligned and thread through its Early Careers campaigns from 2022 and beyond, Cavendish Nuclear is focused on creating better outcomes for its culture, communities and customers.





An action plan to put diversity at the heart of its approach

To build a more sustainable future, Centrica wants the best team – a diverse mix of people and skills, where everyone feels welcome and able to succeed.

That's why in 2021, Centrica launched its **People & Planet Plan**. This includes targets to reflect the full diversity of the communities it serves, with all company and senior leaders to be 47% women, 14% ethnically diverse, 15% disability, 3% LGBTQ+ and 3% ex-service by 2030, in line with Census data for working populations.

To achieve these goals, Centrica has co-created an action plan with colleagues to attract, promote and retain more diverse talent, a key part of which includes a focus on getting more women into engineering and providing increased flexibility.

Talent of tomorrow

Getting to net zero requires thousands of high-quality green jobs to be created. There is a huge opportunity to tap into the talent of under-represented groups to not only deliver a greener future, but a more inclusive one. So, in 2021, Centrica started to recruit 3,500 apprentices by 2030 across a range of roles, with the ambition that 50% will be women. Getting more women into engineering apprenticeships is particularly challenging, but the company is working to break down gender stereotypes and create more inclusion. Following a targeted recruitment campaign, Centrica is on track, with women making up 30% of the 600 apprentices onboarded in 2021.



"I've always enjoyed pushing myself to be the best I can be, so I started to think more and more about a shift in career. I stumbled across an ad to become a British Gas engineer and it looked like the challenge I'd been waiting to take on. No two days are the same which I love, and my fear of failing was never able to manifest itself – British Gas eased me in and supported me one step at a time."

"It feels great being able to help customers have a smarter and more efficient home, and I'm proud that my apprenticeship is giving me new skills as well as a solid trade. When my apprenticeship finishes, I'm excited about the potential to get further qualifications in areas like electric vehicle charging and heat pump installation."

Isaura Johnston
Smart Energy Apprentice

A new era of flexibility

COVID-19 changed the way we all had to work. And when restrictions started to lift, Centrica had a big decision about how its people wanted to work together going forward. So the company consulted colleagues on what they wanted.

This led to the launch of **Flexible First** which empowers colleagues to choose when they want to work from home or come into the office to connect and collaborate alongside a range of other types of flexibility. It is making a big difference to colleagues – from being able to better balance work alongside personal commitments, to providing access to pursue career development opportunities that otherwise would not have been possible. Flexibility is increasingly important to people looking for new jobs and Centrica has made this a key feature of its recruitment strategy to bring new talent into the business.



3500

Apprentices to be recruited by 2030, with the ambition for 50% to be women

89%

Colleagues who say Flexible First has had a positive impact on their work-life balance



"Flexible First has transformed my ability to balance work and caring. I'm now able to work without the stress of being away from home too much and can really focus on work, as well as access development opportunities that would have been extremely difficult before."

Marie McCann
Customer Service Adviser

Immersive inclusive leadership programmes as a foundation for success

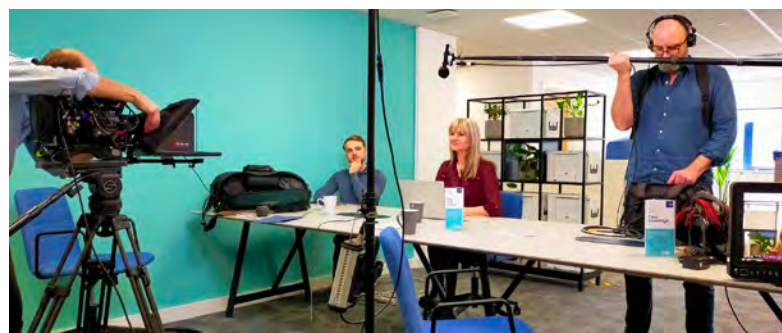
Drax has spent the past year refining and better understanding its Diversity, Equity & Inclusion (DEI) data, including both statistics through its 'Count Me In' data capture programme, and wider organisational feedback through its employee 'My Voice' forum.

Taking action in several priority areas, Drax has taken a structural and cultural view to ensure the long-term sustainability of any change.

To ensure success, buy-in and support from colleagues in the organisation was needed. When reviewing potential barriers to building the foundational support required, Drax found that two key aspects reduced effectiveness of structural changes in the DEI space: fear of making mistakes and getting things 'wrong' and a need for a deeper understanding of DEI at management and leadership level.

What Drax did – creating tools for leaders and managers

To cultivate a safe and inclusive culture that supports colleague growth, Drax identified a need to ensure managers had the tools to be inclusive and understood how to implement fair processes. In response to this, the organisation developed and launched **an Inclusive Leadership Programme (ILP) for senior leaders and an Inclusive Management Programme (IMP) for people managers.**



How they did it – exploring real-life scenarios through immersive learning

Aiming for a training experience that would "stand out" for participants, Drax partnered with external learning specialists, Steps, to support the development of the ILP and IMP.

Steps conducted research into the experiences of colleagues and created role-play scenarios based on the reality of people's working lives. For the ILP the scenarios were built into live on-line learning sessions and used by participants as dilemmas for them to work through with a Steps facilitator. For the IMP, the scenarios were acted out on site and recorded as 'video' slots to be used in the on-line learning.

This immersive learning experience created space for real-time problem-solving, ensuring greater engagement from managers. Following each scenario learners had the opportunity to discuss thoughts, ideas, and approaches. Learners were provided with a safe environment that allowed them to share their lived experiences and ask questions.

The programmes go beyond a one-off intervention and are further supported by long-term tools and resources that tackle the DEI issues Drax faces as an organisation. They aim to build confidence in managers to proactively address areas that improve inclusion in their Business Units.

400

Around 400 Drax employees have been through the programme so far

The impact

Around 400 Drax employees have been through the programmes so far, with feedback being very positive and some immediate changes in manager actions, beyond DEI.



"Since completing the course I've thought a lot more about how each of my team can bring some part of themselves to work. I found the real-life scenarios put the learning into context and helped me understand how I could be a more inclusive manager. The learning environment gave me the opportunity to have discussions with other managers in a safe space, and ask questions with no judgement, which helped me put my learning into practice. The Programme inspired me to learn more about DEI and pursue further learning in this area."

Vicki Skelton, Group Support Services Manager, who attended the Inclusive Managers Programme



"I really welcomed the focus Drax places on inclusive leadership. In Data and Data Science we know that candidates are excellent because of (not despite of) their diverse background. Candidates from diverse backgrounds lead to broader challenge, more creative ideas, more complete solutions and therefore better data science outcomes."

Bjoern Reinke, Director of Data & Data Science, who attended the Inclusive Leaders Programme

What's next?

Drax feels that inclusive leadership is fundamental and is looking at incorporating the programme into its wider leadership offering. The programme is always growing, and new resources are regularly added and refined. Drax will continue roll-out through 2023, monitoring success. Previous participants will have access to reverse-mentoring opportunities and behavioural nudges to embed this further.

Drax is also using lessons learned to ensure that all colleagues have this embedded understanding of inclusion, to build a strong foundation for success.





Future Leader #BeTheChangemakers ideation challenge

Earlier this year EDF brought their Graduates and EDF Group Leadership Talent together with members of their Executive and Senior Leaders for a networking event to share experiences and advice on nurturing their careers.

They also explored personal development opportunities such as mentoring, immersing in the EDF Virtual Reality ED&I experience and International Mobility. And significantly, this event was the launch pad for EDF's #BeTheChangemakers ideation challenge.



"We asked: how can EDF tap into the diverse talent we have and ensure every single one of us can contribute towards Net Zero? We can all relate to a time when we have felt left out, so the #BeTheChangemakers challenge is all about grappling with the big cultural questions and reflecting on how we tackle societal injustices and issues that can exist in the workplace. It's an exciting challenge that will ensure that everyone feels welcome at EDF."

Jane Francis, Head of Diversity and Inclusion

The aim of the challenge

The #BeTheChangemakers challenge is about generating ideas to solve specific cultural, equity, diversity and inclusion challenges that the organisation faces. This experience was designed to help EDF's future leaders personally develop their own emotional intelligence and empathy. In reaching out to colleagues across the business during their research, it has brought to life a much deeper understanding of the real lived experience of diverse demographic groups of people. And, just as importantly, for EDF it has identified some incredible opportunities that might otherwise have been missed. It has given EDF the opportunity to tap into the diversity of thought, innovation and creativity of its future leaders to help shape its culture for the future.

Rich and valuable outcomes

The breadth and richness of ideas that were pitched are of immense value, with six broad themes coming through.

- » Reinforcing our Culture
- » Increasing Awareness on ED&I topics
- » Improving our Processes & Policies
- » Encouraging Self Disclosure & Improving Accessibility
- » Boosting Diversity through Recruitment
- » Investing in our ED&I Training

The importance of senior leadership sponsorship

A key enabler to the success of the #BeTheChangemakers challenge is the very visible and accessible Executive and Senior Leaders sponsorship throughout the whole of the process and they will continue to be involved as the proposals turn into a reality.

THE PROCESS

In 13 ED&I challenges, 87 people (51 graduates, 36 leadership talent) from 10 business areas worked together in 13 cross-company teams for 5 months.

1

Each team pitched their final proposals to a panel of Senior Leaders. From here, four teams were then selected to present their pitches to EDF's Executive Team.

2

Every proposal is being evaluated in more detail by a cross company forum and EDF will take as many of the proposals forward as they can, turn them into direct action and build them into EDF's 2 - 3-year strategic ED&I roadmap.

3

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"For the panel who had the privilege of hearing all of the ideas, it was an inspiring day full of energy and imagination. The benefits of these events are huge and the ideas that will be developed to support our ED&I ambition will be a demonstration of that value. Alongside that (and not to be underestimated) is the engagement value created amongst our leaders of the future and how our investment in them and in their development with events such as this makes them feel about our company, what we are trying to achieve and what it can give to their lives."

Carol McArthur
Chief People Officer

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"It was a fantastic opportunity for our Graduates and EDF Group Leadership Talent to present their ED&I ideas and receive such positive feedback from the EDF Executive. We're excited to be working with #BeTheChangemakers teams and our business to convert these ideas into tangible actions."

Katya Verdonck
Head of Career Management
& International Mobility



Delivering flexible working in an inclusive way

At E.ON, flexible working is a core part of the employee value proposition, E.ON Life, and seen as critical to creating an inclusive culture by supporting a diversity of backgrounds and lifestyles.

Benefits include:

- » helping parents and carers return to work, balance work with caring responsibilities and progress their career;
- » reducing the gender pay gap; and
- » enabling people with long term health conditions and disabilities stay in work.

E.ON has made sure flexibility is clearly available to employees before they start work, with all roles advertised as flexible, with part-time and job-share options. The right to request a flexible working pattern is available from day one of employment, six months before the statutory date.



Guides and policies

Once in role, flexible working is supported through simple, practical guides for colleagues and line managers on how to make it successful for everyone.

Job sharing: A guide to job-sharing – from asking your manager for a partner and recruiting a job-share, to establishing a successful partnership – was created last year and a podcast was recorded with a job-share partnership sharing lessons learned and secrets to success.

Becoming a parent: Flexibility is also offered when becoming a parent, whatever a person's journey. Following feedback from the Parent Network (an inclusion network), changes were made to the Foster to Adopt process, meaning that leave can be taken at very short notice, as children can be placed with families in short timescales. Paid time off for IVF appointments and maternity appointments is also available. Through a Special Leave policy, extra flexibility is available should the worst happen, such as for pregnancy loss before 24 weeks, where two weeks' paid leave is available for both parents, and up to two weeks' extra annual leave can be bought and taken at any time, if needed.

Hybrid working: Principles were launched in March to all office-based colleagues on combining home working and using the office as a resource to spend time with teams and colleagues. They focus on delivering the best outcomes for all. Whilst prioritising customers' needs, individual colleagues' choice remains vitally important, allowing people to find the best working patterns and make inclusive team decisions.



Job sharing in action in a senior role

Job sharing has been demonstrated as a working pattern that enables those working part-time to continue to progress their careers and maintain senior positions. Other benefits include having two perspectives and diversity of thought within one role, removing barriers to progression for part-time workers and retention of talent.

Jane Powell and Laura Wildman talk about their experience of sharing the role of Head of Financial Planning at E.ON.

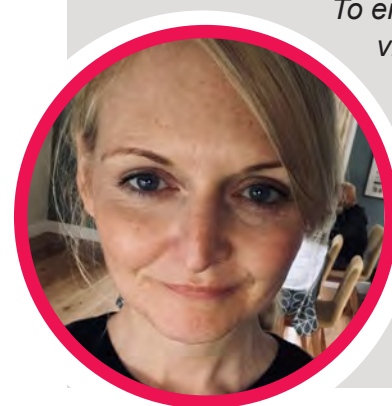


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“We’ve created our job share to enable us both to have a better balance. Having a successful career is supported to a great extent by being ‘well’ personally, being able to be your best in work, and being able to better support your teams to succeed. Having a job share partner also provides you with someone to share ideas and challenges.”

“There aren’t too many examples of job shares within senior and middle management in the energy industry. So what really helped was talking to people with job share experience about how they made their job share successful, what they gained from it, and how they made it work in practical terms.”

“There are some parts of our job share role that we have been able to allocate to one of us, such as project activities, and other aspects that span the week across both of us. To enable this, we need effective handovers in person on Wednesday and via email on Friday. We have support from digital experts to explore how digital tools can support this.”



“Ahead of embarking on the job share we spent time working through some of the practicalities and created a job-share agreement. We have shared this with our line manager and team. We also plan to get regular feedback from our stakeholders and team as we work to embed the job-share arrangement.”

Leveraging employee resource groups to deliver DEI strategies

To deliver on the pillars of its global Diversity, Equity & Inclusion (DEI) strategy, National Grid knows that its Employee Resource Groups are a critical enabler of the change they aim to achieve. This includes a commitment to elevate, invest in and provide platforms for ERG groups to be able to enhance their impact.

Accelerating women's careers from within

One of National Grid's Employee Resource Groups, WiNG (Women in National Grid), regularly consults its membership on initiatives to support female career progression. A range of actions were identified to accelerate female representation at senior levels, particularly middle management. This approach is integrated into the WiNG strategy, which includes the following recent activities:

Mentoring scheme

A formal mentoring scheme was launched, which has been a huge success, with over 100 mentors and 230 mentees signing up across the business since the beginning of 2021. Formal mentoring schemes provide enormous value to individuals, particularly those from backgrounds who may struggle to find a mentor in the absence of a structured programme.



"The programme has been invaluable for introducing me to people who had expertise in areas where I wanted to grow or develop, in order to progress my career."

Clara Semal, BritNed Commercial Director (National Grid Ventures) and mentee

Career guidance packs

This year interactive development packs were created to help National Grid colleagues focus on proactively growing and planning their careers. This provides a structured approach to setting goals, seeking opportunities, starting conversations and pursuing roles that they might otherwise not have considered.



"Tools like this provide a holistic framework for career planning. By empowering women with advice and practical actions they can take, more of us can build on our experiences and move forward in our careers."

Amrit Teja, Global IT



Raising the profile of women across the organisation

In partnership with National Grid's DEI team, WiNG held virtual events accessible across its global organisation to mark key dates such as International Women's Day and International Women in Engineering Day. An integrated communications campaign was run to share experiences of women across the business from apprentices through to the Executive Committee.

Highlighting inspirational role models demonstrates the benefits of a diverse workforce and can encourage women to consider the sector. The campaigns had strong engagement across the business in terms of numbers attending events and interactions with the content created for communications channels.



"It's brilliant to see these events driving awareness and providing an opportunity to hear about people's lived experiences through honest discussions across different levels of the business."

Jess Marshall
Senior Strategy Manager

These initiatives are already helping deliver National Grid's diversity agenda. Coupled with ongoing programmes like Strategies for Success, a development programme aimed at accelerating mid-level women, National Grid is also seeing how allyship can advocate and raise awareness of this important work. Looking to the future, the organisation is expanding its thinking to focus on intersectionality and other groups, including those from ethnic or racially diverse backgrounds, people with disabilities and the LGBTQ+ community.

Untapped AI

National Grid leveraged Untapped AI, a 12-month digital development experience that offered a combination of human and technological support and 1:1 coaching for those going through significant change.

"In all my time at National Grid, Untapped AI was the best development opportunity I have experienced."

Adelle Wainwright, ESO



Menopause initiative

WiNG has supported those affected by menopause through driving awareness of resources and materials, sharing colleague stories and setting up regular menopause cafés. Although the menopause affects most women (and also often their families and colleagues), it can still feel isolating. Having a safe environment to talk, whether with line managers and colleagues or in the café environments, ensures people feel supported and can access help.

"It's really positive to see efforts being made to ensure women can access support during the menopause. It's important that colleagues feel able to speak up and share their experiences to ensure that we can target our support in the most effective way."

Helen Owen, CFO Function





Closing the talent gap through sponsorship

Global green energy company Ørsted created a sponsorship programme that pairs current company leaders with emerging senior talents to deliver on its diversity and inclusion goal of supporting female career advancement.

Recognising that traditional “mentor” roles within companies can sometimes end up being passive, advisory roles, Ørsted set out to create a sponsorship programme for women that would lead to more action and real results.

In the year since it began in November 2021, the sponsorship programme has proved to be successful: 36% of the women involved have been promoted so far.

How professional growth is championed

Launching the programme, all members of the Global Management Team were asked to make a commitment to sponsor at least one, or at most two, senior female talents.

Sponsors had to commit to being **active advocates for the high potential women** who had been chosen for the programme by connecting them to career opportunities and championing them both inside and outside the company with a clear measurable goal in mind: to get these women into more senior roles.

The sponsors were expected to collaborate with the sponsees on new projects, promote the women when discussing resourcing for new roles, and endorse their expertise when discussing organisational growth opportunities.

As a global company, it was critical to Ørsted and the success of the programme that it deliberately operates across borders – of the organisation, of countries, as well as across seniority levels.

From the outset, Ørsted’s Diversity & Talent team provided **training and guidance to the sponsors** to help make sure they used their skills, power, and influence to really cultivate the talent of the more than 50 women across the organisation involved in the programme.

A follow-up session in June 2022 helped keep the sponsors on track and gave them an opportunity to share updates and best practices.

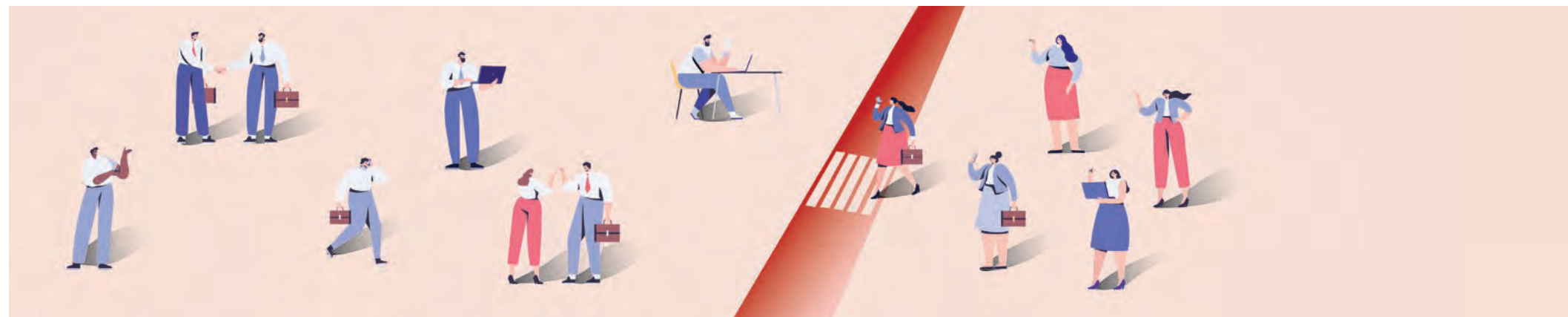
36%

36% of women in the sponsorship programme have already been promoted

Tangible steps forward in accelerating development

The sponsorship programme, which worked in parallel and in addition to other pre-existing mentoring programmes, has been a real game-changer for many of the women involved, who found the initiative extremely rewarding and inspiring.

As of October 2022, 18 of the 50 women who participated in the programme have been promoted. To Serena Palmer, Ørsted’s Head of Diversity & Talent, whose team designed, built, and launched the initiative, the promotions are a sign of measurable success: *“In less than a year we have seen 36% of the initial cohort promoted. This is a tangible step forward and a visible signal to the organisation that we mean business! Our employees want to see more diversity at senior levels and are holding the leadership team to account on this. The success thus far of the sponsorship programme has demonstrated the fastest way forward to visible change.”*



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“Being sponsored has opened my eyes to possibilities across Ørsted. Talking to an SVP on a regular basis about career development has been extremely insightful and has accelerated my personal development. Through the programme I have expanded my network in Ørsted outside my current business unit, which has offered me new perspectives and opportunities both outside and within my current role.”

Randi Skytte, Senior Manager of Development & Regulation, Bioenergy Markets

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“Most senior leaders have been sponsored during their career, most of them informally. Such sponsorship tends to happen organically, and sponsors typically advocate for those who are like them. So, it is really important to be deliberate in helping our most senior leaders sponsor more diverse talent.”

Nicholas Creswell
Head of Global Culture & Talent.

Support with major life events – for an inclusive work environment and mutual respect

RWE knows that their employees all pass through different phases in life: positive or negative, planned or unexpected. It can leave them adjusting to new ways of living, or even mean a crisis – all bringing unexpected emotions and new life circumstances.

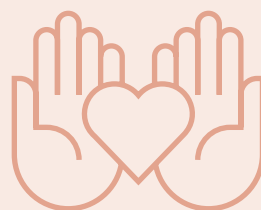
Supporting employees through these events and adjusting working conditions to the employee's new life circumstances is part of an inclusive work environment, so fostering this kind of employee support is important.

How it's done – support pages on life stage topics

The volunteers of the RWE Generation UK D&I Working Group recognised a gap in the information and support that was being provided to employees on topics outside of the workplace that can also affect the wellbeing of employees in the workplace. After consulting with a cross-section of employees it was established that providing a one-stop-shop of support for personal life events online would enable employees to access information as and when they needed it.

In consultation with the HR and Occupational Health departments, the D&I Working Group have created support pages in the company HR Portal with information from both internal and external organisations, alongside the relevant RWE policies. The support information covers a variety of different topics applicable to stages in people's lives, including:

- » Adoption
- » Alcohol addiction
- » Bereavement
- » Caring for elderly relatives
- » Divorce
- » Domestic abuse
- » Drug addiction
- » Fertility and pregnancy loss
- » Menopause
- » Pregnancy, early parenting, maternity & paternity leave
- » Retirement
- » Sexual orientation, gender identity and transitioning



In addition to well-researched information and advice, the pages provide signposting to internal and external services, such as charity organisations (e.g. recovery.org.uk), specialist support services and Government websites. This is on top of the Employee Assistance Support programme which offers counselling and additional life support tools. All of this goes beyond an approach for work-related matters only and seeks to extend an awareness of these events to managers and peers. They too can use the resource to gain an understanding of how these events impact on our employee's lives, enabling them to provide support to their colleagues where appropriate.

Many of these topics impact women disproportionately but are also relevant and useful for the whole workforce.

Some of the topics are quite sensitive, but with this inclusive work environment, RWE ensures easy to access information that guides, educates and support employees.

The availability of the information has been widely publicised to all employees including through team briefs and the Intranet and there is a programme to regularly refresh the communications so those affected and their colleagues are reminded of the support available to them. The initiative is supported at Board level and has been very well received by employees.

Employee experience – advice caring for elderly relatives

For Shagufta Tulloch, who is caring for her mother, the information on the pages 'Caring for elderly relatives' was really helpful.



"The company's Personal Life Events support pages are a must for anyone experiencing any of these events or know of family and friends going through them. I had to make an important decision on the future care of my elderly mother who was no longer able to live in her flat, but I was confused and unsure what to do. The "Caring for Elderly Relatives" page was a huge help; all the research had been done so I was able to get advice on what help was out there from one place. I can't stress how much the information has helped me to make the right decision for my mum, from financial help to personal care – thank you!"

Shagufta Tulloch, Business Transformation Programme Coordinator, RWE employee



Driving inclusivity through recruitment

Over the past year, ScottishPower has launched a series of inclusive recruitment initiatives to support the business through an exciting period of growth and innovation.

In July, ScottishPower announced its biggest-ever recruitment drive with 1000 new jobs to be filled in 2023 through a record number of green energy infrastructure projects.

Roles will be available to graduates or trainees beginning their careers as well as experienced professionals and those wishing to transition into a green profession.

The company is utilising this opportunity to tackle skills gaps and systemic diversity issues facing the industry whilst helping to deliver the UK's net zero emissions targets.

KEY ACHIEVEMENTS IN 2022:

Total applications for entry-level graduate and apprentice roles rose by 214% through broadening the range of audiences that the business connects with through recruitment.

Tackling gender imbalance in the energy industry remains a ScottishPower commitment. Continuing year-on-year progression, in 2022, 23% of hires across the business were female and 33% of graduate hires were women.



33%

In 2022, female hires across the business rose to 23% and female graduate hires rose to 33%

ScottishPower Head of Recruitment, Lyndsay Scullion, outlines how these targets have been achieved:



Fuelling growth through inclusivity

"The recruitment team is the first touch-point that a potential hire has with ScottishPower, so we must make it clear that inclusivity is one of our guiding principles. By successfully communicating and connecting with a broader audience, we improve diversity and access to talent. That in turn drives higher performance.

We have made important changes to how we assess graduate and apprentice candidates, including reducing the emphasis placed on the initial online cognitive tests, as analysis showed this was creating unequal barriers for some demographics.

Our new approach brings cognitive tests together with soft-skills assessments, providing a holistic view of candidates, reducing barriers for many talented people whilst recognising there is a range of attributes that make successful recruits.

We've utilised social media recruitment campaigns to target wider audiences for our graduate and apprenticeship schemes across Snapchat, TikTok and Instagram. We have ensured recruitment messaging on these platforms communicates ScottishPower's climate ambition, as analysis shows that many under-represented demographics are often more purpose-driven in their career choices.

Recruitment and talent programme design is also informed by current employees. Through reverse mentoring, graduates and apprentices are encouraged to share their experiences with senior leaders, providing a rounded view of our approach.

Gender diversity

"ScottishPower remains committed to tackling gender imbalance in the energy industry, and we're encouraged to see year-on-year increases in female applicants.

We continue to reduce gender bias by ensuring job advertisements and specifications are written using gender-neutral language and feature representative imagery. Through social media, we can proactively target potential opportunities towards underrepresented demographics through ad-spend, raising awareness amongst audiences that may not have seen our roles before.

Finally, we aim to ensure that our processes contain representation from different demographics including inviting diverse leaders from the business to join recruitment days, providing insight into the opportunities available with ScottishPower.

The future

"To be truly inclusive, we need to continually evolve and adapt our recruitment practices. Using insight and feedback from our colleagues, we will continue to refine our approach.

Broadening demographic and gender diversity is at the heart of our recruitment strategy. We'd striving to match the progress within our graduate programmes on gender diversity within our apprentice roles; reaching and attracting diverse audiences to apply shall continue be a key focus for us going forward.

As we make our biggest ever call for green jobs across the country, our vision is to deliver best-in-class recruitment that creates opportunities, inspires innovation, and supports a better future, quicker, for everyone."



The flexible workplace - inclusive policies to deliver DE&I aspirations

Shell in the UK seeks to embed inclusion into all it does, from recruitment and how teams work together, to its culture of safety, care, and leadership development. All employees undertake mandatory inclusion training.

One of the ways in which Shell encourages a culture of inclusion is through a range of policies to support employees to balance work and home, different life choices and stages. Inclusive programmes and initiatives support women at Shell UK across a range of lived experiences.

Flexible and part-time working

Flexible working is a key part of Shell's employee value proposition. This is communicated to employees through comprehensive policies, an interactive toolkit, and visible role models. In the second quarter of 2022, 3.4% of Shell UK's 5062 employees were working part-time; 11% of part-time employees are male, an increase from 9% in 2019.

Shell's support for flexible working was commended in the Timewise Power List Awards for Flexible Workers 2022, where Nicola Hancock, IDT Manager for Lubricants, was recognised for achieving phenomenal success whilst working in a non-traditional pattern.



Embracing flexible working is a must for successful organisations. Over the years it has been made possible for me not simply by the existence of a policy, but by the culture, flexibility and support of my teams and the wider organisation. Since joining Shell the focus from my leadership has been on what we need to do to make this work, how the breadth of opportunities and scale of the organisation can flex to accommodate different ways of working, making a 4-day week a non-issue from day one."

Nicola Hancock, IDT Manager, Lubricants



1000

new Menopause Guide downloaded over 1,000 times by mid-2022

Hybrid Working

During the COVID-19 pandemic, many employees had new or increased caring responsibilities. Shell's managers were encouraged to re-prioritise goals and support maximum flexibility with teams and a Carers Hub collated health, care and remote-working resources and outlined additional support available.

With hybrid working continuing to be an important part of the employee value proposition, Shell has also developed a Future of Work playbook. It guides employees and line managers how to embed hybrid and more flexible ways of working, whilst empowering employees to take greater ownership of how they work and their work-life balance.

Menopause and fertility policies

Since over 50% of Shell's female workforce in the UK is aged 40 or over, Shell created a Menopause Guide to drive awareness and make advice accessible. By mid-2022, it had been downloaded over 1,000 times. A monthly 'Menopause Café' is open to all and provides insights, support, and a safe place for discussion.

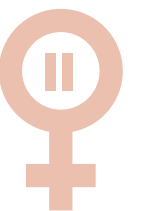
Following feedback from its Gender, LGBTQ+ Networks and female employees, Shell has further enhanced their healthcare provision through their third-party provider to include support for life events such as menopause and andropause, gender dysphoria and fertility and developed a Fertility Guide for employees and managers.

Shell in the UK aims to be an inclusive employer and will continue to evolve policies to ensure diverse representation, a more balanced workforce and total inclusion.



Improved care/parental leave policies and outcomes

- » Policy changes implemented included removing the qualifying period of 12 months for enhanced paid family leave, making it available from day one of employment.
- » Criteria for short-term 3-month sabbaticals were also removed, making them accessible for more people. There were 22 approved requests for Shell UK employees in 2021.
- » Family Focal Points support employees taking family leave and during 2021 88 employees were supported throughout their periods of parental leave and upon return.
- » For all employees either going on, or returning from, long-term leave (12+ weeks) for family, personal, or health reasons, Shell offers three sessions with an external coach, to help employees balance their recent life changes and support a successful return to work.



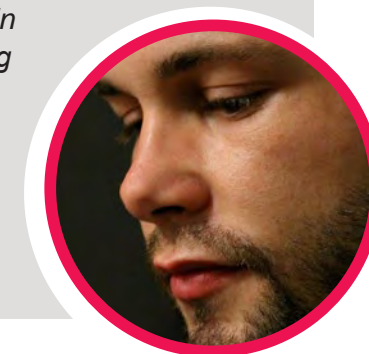
Communicating with talent: It's not all in the job advert

58%

More than
half of job offers
were made to
women during
3-month period,
up from 34%

"These interventions will have a positive impact on supporting our ambition to create the most diverse candidate pool possible that remain in our business and enjoy many career defining moments in the years to come."

Jason Tunney
Talent and Inclusion Lead



It is widely accepted that a company's recruitment practices play an integral role in successfully achieving a diverse business.

Creating broader talent pool access, a wider range of skills within your workforce, a team more representative of customer bases and greater cultural awareness are all benefits of having an inclusive recruitment process.

Reviewing job adverts for language that creates bias has become popular, but it is really the tip of the iceberg when it comes to fully promoting diversity and inclusion in recruitment.

So Energy understands that a gender-neutral advert is only one piece of the puzzle. If the rest of the recruitment process doesn't reflect the gender-neutral advert, then this single element of a multi-staged process could lead to a higher number of female than male candidates dropping out.

Having already introduced improvements on latter parts of the recruitment process by providing bias and interview training for all hiring managers, and better balanced, more representative panels for interview boards, So Energy focussed its attention on addressing the issue highlighted in its data (see below) – that revealed that not enough applications were being received from female candidates at the early stage of the recruitment process.

What did So Energy do about it?

The answer.... communicate better

Working collaboratively alongside all functions across the business and leveraging the use of witty. works.com – a digital writing tool for inclusive language – So Energy reviewed all of its job adverts for gender bias language. Other communications were also evaluated, including templated emails, interview invitations, website pages and candidate documentation that is sent as part of the process, such as presentation briefings and pre-interview information packs.

As the data predicted, inconsistencies existed in how gender neutral the language being used was through the various communications.

So Energy's Talent Team set to work! They **produced all new communications, running them through a gender decoder** to ensure there was consistency and replacing any communication that didn't meet the requirement of having a gender-neutral score. Most notably, care was taken to make as few other changes to the process as possible to ensure the results reflected only the improvements made to communications and no other confounding variables. The Team wanted to simply understand from this piece of work what impact improving communications could do to the organisation's application process metrics.

What were the results?

Since reviewing and improving its candidate communications with more gender-neutral versions, So Energy has seen a significant increase in the number of female candidates initially applying and then successfully moving through each stage of the interview process.

Additionally, the data continues to show that women are more successful at the final interview stage, with a higher proportion on them gaining an offer of employment over their male counterparts. As a result of these changes, So Energy has hired more female than male applicants over the three month observation period.

What 's next?

With the bulk of the company's hiring taking place in the early careers space and the diversity of its middle management being an area of focus in 2023, So Energy is rolling out a similar exercise on all its internal hiring communications with the hope of seeing an equally positive result. The scope of this exercise will also be expanded to look at other areas of diversity, starting with ethnicity, to see how communications perform.

PRE COMMUNICATION INITIATIVE				<div><div><div>*Jan 2022 to Jun 2022</div><div><div></div><div></div></div><div>*Jul 2022 to Sep 2022</div></div></div>	POST COMMUNICATION INITIATIVE				
Applications	First round interviews	Final Interviews	Offers		Applications	First round interviews	Final Interviews	Offers	
63%	65%	75%	66%		Male	54%	52%	43%	42%
37%	35%	25%	34%		Female	46%	48%	57%	58%

A focus on hiring for gender difference

SSE doubles the number of women joining at a senior level

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



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.

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.





Supporting top female talent to reach their potential – succession planning and an inclusive environment

From recruitment through to talent review and succession planning, there has been a conscious drive at Subsea7 to strengthen the focus on female talent.

A change in the way succession plans are completed has involved assessing all talent at relevant levels in advance, effectively removing bias and opening up opportunities. **Increasing the visibility of top female talent** is also a key objective, leading to career conversations that have improved the company's understanding of this population's career aspirations and work-life challenges.

Currently, women make up 15% of the onshore leadership at Subsea7. But by 2030 the company aspires to have 25%, and over the longer term establish a leadership team that is representative of their onshore population.

One way to improve gender balance is the active advertising of senior roles internally, helping to remove bias when filling positions and providing an **equitable opportunity** for people to apply. Equally important is **female development** and, to that end, Subsea7 has a variety of tools and resources for women at any stage of their career, including formal 'Women in Business' programmes and informal networking sessions, online courses and mentoring.

Creating an inclusive culture – listening, learning and celebrating

Subsea7 is also mindful that attracting and retaining female talent comes from offering an inclusive working environment. Its **six-monthly survey** is a powerful tool to gather clear insights into how Subsea7 people are feeling and it's clear that initiatives and policies rolled out in recent years are making a positive impact. In the most recent survey, the question: "At Subsea7 people of all backgrounds are accepted for who they are" scored 8.4 out of 10. Mental health awareness and personal wellbeing are an important focus and **inclusive working behaviours** are promoted throughout the year with events such as International Women's Day, World Day for Cultural Diversity and Subsea7's own month-long Festival of Learning.



26%

In 2021 26% of successors identified for onshore management team roles were female (setting a baseline for a future increase)



"Being a woman in an engineering industry can be challenging. However, with support and development, I have accomplished so much in the last 14 years across engineering, sales, marketing and now project management roles, ultimately creating a career I love."

I've experienced a huge variety of cultures in countries around the globe and relocating to Taiwan two years ago to be an offshore wind farm project manager has been a great opportunity. I'm playing an important role in the progress of Subsea7's energy transition strategy and the delivery of sustainable energy to Taiwan and that has been professionally and personally rewarding. Subsea7 has and continues to give me opportunities to grow, develop my career, and lead in a male-dominated industry. I am grateful for that and look forward to plenty more exciting opportunities to come."

Shenny Postlethwaite
Project Manager



"Subsea7's commitment to people development is a strong part of our global culture. It has been pivotal in my career alongside the unwavering support from my managers in every role so far. Training and online resources on how to be a courageous leader have enabled me to explore my leadership style, make and learn from my mistakes, and apply and share the learning with my teams to make a positive difference."

When I started my family, the enhanced maternity package demonstrated the company's important commitment to me as a person, and when I returned to work it was to a role that was challenging, interesting and made me feel valued. And the shift in flexible working attitude from something that was once an exception to now a normal way of working has been important. Now with a young family, I can be the mother I want to be and have a career I am proud of. This allows me to set a great example to my boys that we are all equal."

Jenna Mennie
Group Financial Controls Manager

A woman wearing a white hard hat is shown in profile, looking out over a vast landscape filled with wind turbines under a warm, orange-hued sunset sky. The scene is silhouetted, with the woman's face and the turbines appearing as dark shapes against the bright background.

CHAPTER 3

Our Plans for ELC Year Five

Keeping our eye on the D&I ball

The turbulent times we are experiencing now in the energy sector are unlikely to settle for some time and 2023 remains unpredictable for businesses and for consumers.

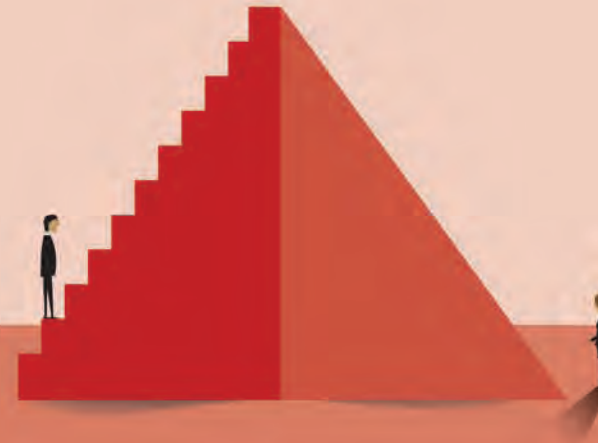
Climate change will certainly remain a critical challenge and we will continue to focus on decarbonising our industry for a greener, net zero future. And the current energy crisis has shown us the importance of an affordable and equitable energy transition, with the full engagement of our people and our customers.

The enduring impacts of the COVID-19 pandemic also continue to affect the workplace and the economic climate in which we operate.

Nevertheless, we are clear as leaders of many of the largest employers in the UK energy sector that diversity and inclusion must remain central to our businesses throughout this time.

Indeed, only by attracting, nurturing and retaining the very best talent will we have the technical skills, innovation, leadership and resilience that we need to address the immediate challenges of today and to make the most of the long-term opportunities presented by a successful energy transition.

This means we must ramp up progress on diversity of all kinds, including gender diversity. We remain committed to improving the consistently poor statistics on female representation in our industry and creating more gender-balanced and inclusive cultures where women can thrive. We do not want to miss out on this talent pool and will work harder over the coming year to turn words into action.



The ELC's priorities for the coming year are set out below

We will concentrate on two specific activities in 2023.

1. We will step up our work to support the career development of women in middle management.

While the focus to date has been on board representation and the requirement to report our data has led to some welcome progress (albeit slow) at this level, female representation at middle management level remains too low. There are different challenges to understand and address and historically less data measurement and target setting at this level.

We therefore welcome the findings of POWERful Women's recent research in helping us explore the barriers and what women need, and we will work on embedding the specific recommendations throughout the year, including better data collection and reporting, to help achieve the industry-wide 40% target for female representation in middle management.

2. We will take action to attract more women into the energy sector.

As well as cultivating the talent we already have in our companies, we need to bring more diverse people into the industry to build the right kind of net zero workforce at scale. Targeted at the skill sets we know we need – but lack – for the energy transition, we will start with a marketing campaign to promote energy as an appealing and exciting career for young women (between the ages of 16 and 21) and will aim to start rolling this out by the end of January 2023.

We know from research that women who already work within the industry find it stimulating, with opportunities and social purpose, and that they are more attracted to employers that are finding solutions to climate change. But we need to do much more to bring female talent on board in the first place, starting with communicating with young women at the critical time.

When it comes to how the ELC will work and what it can do as a collective to ramp up progress, there are several priorities for the coming year:

- » **We will align the ELC as a whole to POWERful Women's new '40 by 30' target and strategy** – a raised ambition to see women in at least 40% of middle management and leadership roles by 2030 to help create a UK energy sector that is gender-balanced, diverse and inclusive, and to do this through challenging, supporting and connecting across the sector. This will be a measure for our gender diversity reporting in the coming year.
- » **The ELC CEOs will continue to meet regularly throughout the year to learn from each other's good practice** and have honest conversations about what's working and what isn't. For the first half of the year this will focus on company actions to support women's careers at middle management level.
- » We will continue to **draw on the expertise and guidance of our colleagues on the D&I Leads Forum** to focus on practical policies and activities that deliver the best results.
- » This coming year, more than ever, the energy industry must build and maintain a positive relationship with the people we serve, engaging with diverse consumers and providing support through the energy transition. This means **maintaining the relationship we have built with the regulators** on the ELC, as seeking their input to the D&I debate will be invaluable in 2023.
- » We will also continue to **work with UK government** and in particular the Department for Business, Energy and Industrial Strategy, which has been a positive advocate for gender diversity and inclusion in the sector. Alongside POWERful Women we will support government D&I events and initiatives – both nationally and internationally – where possible. We will continue to engage on the green jobs and skills agenda and are pleased to see POWERful Women's new role on the Power and Networks Sector Working Group within the Green Jobs Delivery Group. And we will continue to provide our ideas and feedback on effective diversity and inclusion policies and actions at government and regulatory level.
- » We will progress **wider diversity programmes** internally and sector wide, and welcome feedback from POWERful Women's membership of the new TIDE (Tackling Inclusion and Diversity in Energy) taskforce, established this year by Energy UK, Energy Networks Association and Ofgem and which aims to improve Equity, Diversity and Inclusion (EDI) as a whole across the energy industry.



POWERful Women
is a professional
initiative working for
**a gender-balanced,
diverse and inclusive
energy sector**

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