

COMPANY CASE STUDY



Harbour Energy is one of the few companies to achieve **40% or more female representation** on all levels—board, executive directors on board, leadership, and middle management.

Harbour Energy prioritises diversity, equity, and inclusion (DEI) with clear, global, and aspirational goals for gender diversity by 2030. They aim for 40% diverse leadership, 30% female senior management, 30% female workforce overall, and 40% female graduates.

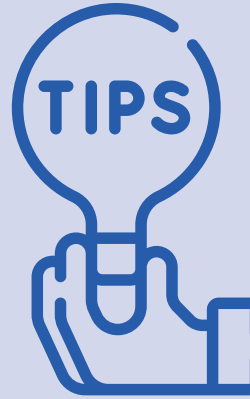




They credit their progress to three best practices:

- » **Inclusive recruitment**, they believe, has provided the most significant and direct link to their gender statistics. One of their new recruitment initiatives is the STEM Returners programme that supports hiring individuals with extensive career breaks—while the programme is not targeted at women, it has appealed to them. They have found that 100% of STEM Returners have been placed in full-time roles following a three-month internship, and they have all been women.
- » **Empowered employee resource groups (ERGs)** created specifically for gender identity (gender balance and menopause) have enabled qualitative interviews with people at different levels of the company to get to the heart of what inclusion means. Each ERG is supported by an executive sponsor.
- » **And finally, senior leadership commitment** is vital. Their DEI strategy was signed off by their board of directors and CEO, which means that accountability starts from the top of the organisation. Additionally, they have invested in a dedicated DEI team focussed on promoting inclusion.

In terms of challenges, they are candid that change takes time. People may be impatient to see results, but making progress on DEI is not quick and requires patience and sustained efforts.



When sharing tips with other companies, Harbour Energy recommends following three As:

- » **Awareness:** educating so there is a shared understanding of gender diversity and increased awareness of the lived experiences of individuals;
- » **Affirmation:** declaring the commitment and being accountable for achieving gender diversity; and
- » **Action:** setting out an action plan to focus on a few things and do them well. Beyond gender, Harbour Energy is focused on other aspects of diversity as well—and applies similar best practices to progress on diversity and inclusion more broadly.