

POWERful WOMEN

ENERGY LEADERS' COALITION

Third annual report | November 2021



Accelerating **gender diversity** and **inclusion** for the **Net Zero** challenge

FOREWORD

Now more than ever the UK needs to draw on all the talent available in our workforce - to build back better from the pandemic. We need to make Britain the most attractive place to live, invest and set up a company, and to continue our efforts to decarbonise our economy and strengthen energy security.



As a Government, we want to ensure everyone, whatever their background, has equal opportunity to succeed so we can truly make the most of the unrivalled talent found across our country on their merits.

That is why the work of POWERful Women and the 16 energy CEOs it has convened on the Energy Leaders' Coalition is so important. They are demonstrating leadership with a public commitment to accelerate greater diversity across the industry.

We need to tackle these issues to attract and retain excellent women in the workplace, and to build a culture where everyone can freely pursue their ideas and reach their full potential. This means not only aiming for greater gender diversity, but also socio-economic, disability and race diversity. Indeed, we also need to address the cultures and practices which inhibit diversity of thought which can drive talented people away from careers in the sector.

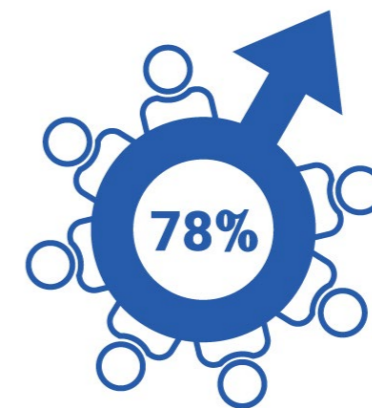
This third anniversary report shows us that there is still much more to be done. And so I am pleased to see the ELC's plans for the fourth year and their commitment to addressing the continuing barriers to the advancement of women in the sector.

The Rt Hon Kwasi Kwarteng MP
Secretary of State for Business, Energy and Industrial Strategy

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Introduction



78% of top UK energy companies have **no women** in executive director positions

2021

#PFWStateoftheNation

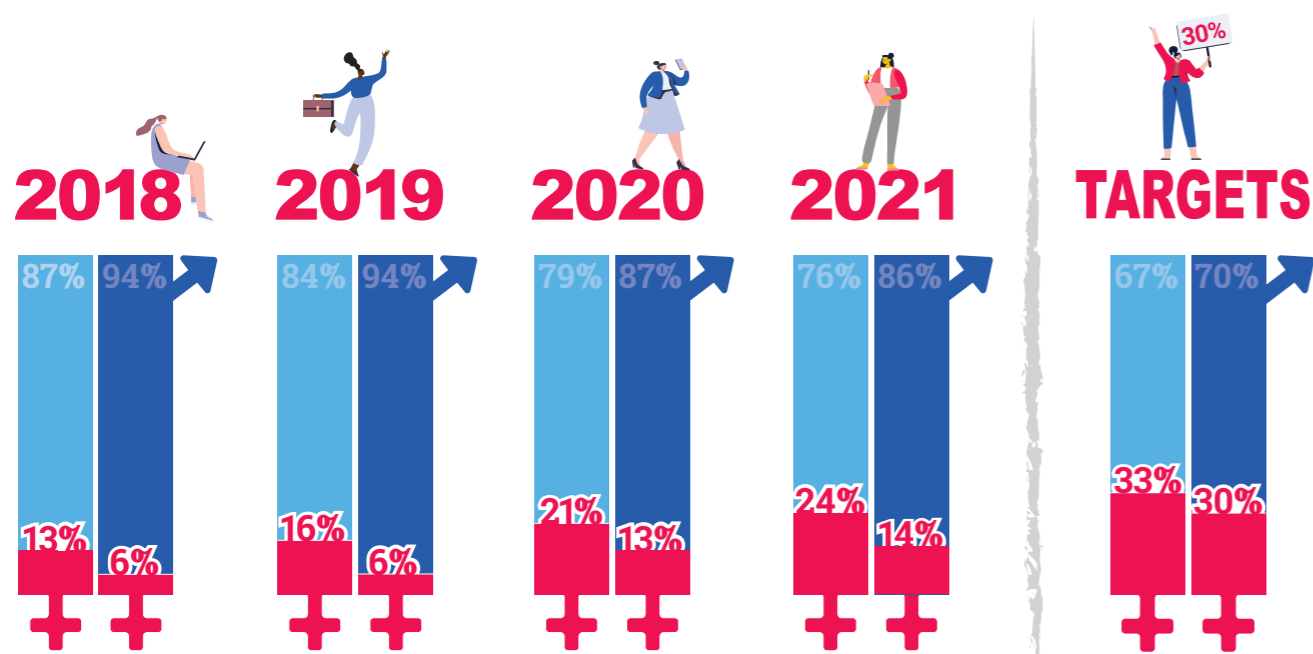
We are delighted to introduce the third annual report of the Energy Leaders' Coalition, a visible commitment from the heads of 16 of the UK's largest energy companies and the energy regulators to advance gender diversity in their own organisations and the industry as a whole.

This year the coalition's work has evolved and its focus sharpened, as the need to attract the very best talent for the energy and business challenges of today and the future become ever more urgent.

Why is the coalition necessary?

Earlier this year we were reminded that female representation at the top of the UK energy sector remains woefully low. POWERful Women's annual board statistics research, supported by PwC UK, revealed that the number of women in board roles in the top 80 UK energy companies stood at 24% and for executive board positions it is just 14%.

Progress has been made since POWERful Women first started reporting in 2015 but it is slow. And the fact that only 18 companies out of 80 had any female executive directors is highly disappointing. It is clear that we need to accelerate diversity and inclusion policies and practices urgently if our sector is to be fit to deliver the energy transition.



BOARD SEATS
EXECUTIVE BOARD SEATS
WOMEN IN BOARD SEATS

H-A TARGET FOR 2020 *
PFW TARGET FOR 2030 *

* NB H-A = Hampton-Alexander | PFW = POWERful Women

Time to step up action

Reporting now, just 17 days after the conclusion of the COP26 climate talks, brings this into even sharper focus. The lack of diversity in our industry should raise alarm bells amongst the leadership teams of UK energy companies, governments and regulators, as it is vital that the sector is able to tap into the talent and leadership that we need to achieve Net Zero and our climate change commitments. Not just that, but as we recover from the Covid-19 pandemic, we need a modern industry that is resilient, innovative and representative of its customers.

We are pleased to say that the leaders of some of the biggest employers in the UK energy sector - representing well over half the UK energy workforce - want to rise to the challenge.

Reflecting a growing willingness to be transparent and publicly accountable, they are publishing their own diversity targets and an honest assessment of the progress they have made against them so far.

And as this report shows, there is no longer any argument about why we need greater diversity and inclusion. They are now focussed on how to achieve it. The CEOs and their D&I leads have spent the past year sharing amongst themselves the practical actions and initiatives that are delivering the greatest results and we are delighted to share these case studies with you - from recruiting more women to developing them into leaders; from designing-in conscious inclusion to reporting data.

We welcome the Energy Leaders' Coalition's renewed commitment to increasing the number of women in their senior ranks and to improving diversity and inclusion of all kinds - and their pledge to ramp up activities to accelerate progress.

Whether you are working on D&I in your own organisation, are influencing or leading in the energy sector or are a woman seeking to rise to the top of our industry, we hope you find this report useful and inspiring.



Ruth Cairnie FEI
Chair of POWERful Women



Nick Wayth
Chief Executive,
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



Simone Rossi
Chief Executive,
EDF Energy



Juliet Davenport
Founder and NED
Good Energy



Kevin Dibble
CEO of Energy Supply
ENGIE Group



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



**Alistair
Phillips-Davies**
Chief Executive, SSE



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



Will Gardiner
CEO,
Drax



John Pettigrew
Chief Executive,
National Grid



Michael Lewis
CEO,
E.ON UK



John Evans
CEO,
Subsea 7



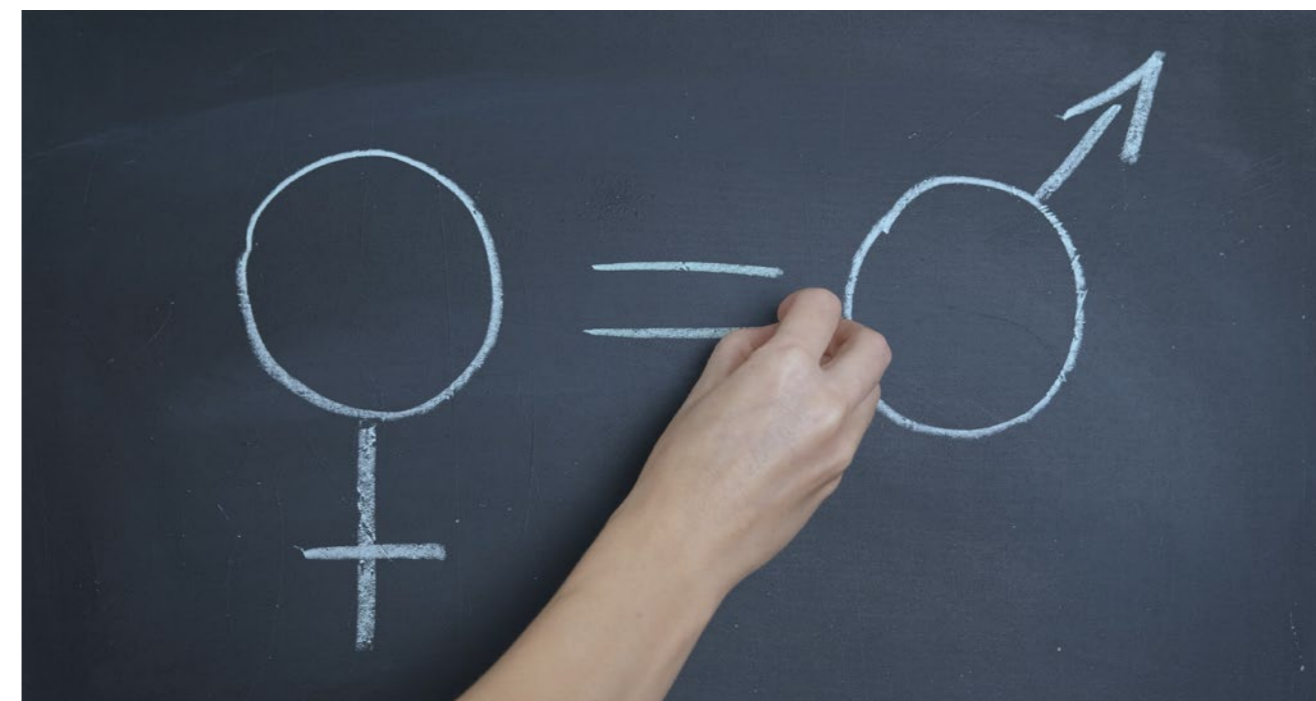
Craig Shanaghey
President - Operations
EMEA, Wood



Dominic Kieran
Managing Director
Cavendish Nuclear



Chris O'Shea
Group Chief Executive
Centrica



Expanding, learning and sharing

This year we welcomed the Managing Director of Cavendish Nuclear, Dominic Kieran, and the CEO of Centrica, Chris O'Shea, into the Energy Leaders' Coalition. With these new members, the ELC now numbers 16 - double the size we were when we were established three and a half years ago in 2018 - demonstrating a growing willingness by leaders of the biggest UK energy companies to make public commitments to diversity and inclusion for the sector challenges ahead - and to be held accountable for our own progress. See the ELC Charter we have all signed up to on page 47.

Regular meetings have continued throughout the past year, where new contributions, honest insights and the continued sharing of good practice in the spirit of mutual learning have all been welcomed. There has been an increased focus on wider diversity and inclusion and the importance of intersectionality.

At each meeting, one CEO in turn chairs and presents their company D&I strategy and initiatives for discussion - both the successes and the challenges - and this year topics have included **inclusive leadership cultures, accountability and reporting, improving data capture, flexible working policies and effective talent development programmes.**










Our work as CEOs is supported by our D&I leads who also meet regularly to monitor, measure and report progress against a detailed annual workplan agreed and owned by us. A stated objective for 2021 was to focus on **'designing-in conscious inclusion'** and a focus of discussion has been how to push D&I accountability through the business lines.

These constructive discussions and sharing of good practice have supported progress on policies and initiatives, as illustrated by the case studies in Chapter 2.

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

One way in which the CEOs and our companies are held to account - so that public statements are reflected in actual policies and data - is through publication of our internal company targets and to what extent they have been achieved. The targets are listed below and have been given a **Red-Amber-Green** rating on progress to date.

Company	Target and RAG rating	Commentary
	Gender parity for our top 120 leadership roles by 2025	"We exceeded our 2020 ambition of 25% female representation for leaders, reaching 29%. However, despite an upward trend we still have more to do; we have committed to gender parity for our top 120 leaders by 2025 (now at 39%), and will be announcing a broader gender ambition in early 2022. Our focus and targets for gender will over time be inclusive of all gender identities, reflecting our evolving understanding."
	40% women in nuclear by 2030 30% women in senior leadership positions by 2025	"We currently have 22% female representation and 23% of senior roles held by women. Whilst our trending data shows a continued steady increase, there is still significant work to do to get to the 30% and 40% targets. We have engaged our Women's Network and Early Careers team to develop a detailed plan to enhance our attraction and retention strategies as well as facilitating a step change in our STEM activity."
	All company and senior leaders to be 47% female by 2030, with 30% by 2022 (in line with Census data for working populations)	"We want our team to represent the full diversity of the communities we serve. Our 2020 female representation was 28% which is lower than we'd like and mainly due to our large field engineer team being traditionally male-oriented. We're seeking to address this through attracting more women into apprenticeships and other roles, including the ambition for 50% of our 3,500 new apprentices to be female by 2030."
	40% of senior leadership roles held by women	"The proportion of female senior leaders continue to rise. We now have 44% of Board seats and 40% of Executive Committee seats held by women. Our female representation at all levels of senior leadership continues to grow, whilst we are pleased with progress we still have work to do to meet our overall target."
	40% of senior leaders to be female by 2030	"As a result of the targeted positive actions within our talent pipelines to identify and develop future senior leaders, we now have a pipeline that is currently 59% female, which puts us on track to achieve our 2030 ambitions."
	50% of managers to be women in 2030	"In 2020, 24% of Group managerial positions were occupied by women and we are on target to achieve gender parity by 2030. We are increasing our initiatives to attract women in all professions and to promote gender equality in our recruitment processes. One such example is our "fifty-fifty" programme, which aims to create the right conditions in every Business Unit to achieve managerial gender parity. We are also improving our associations within the education space to raise awareness of engineering and technical training opportunities for students, with an emphasis on apprenticeships."
	50/50 gender balance in senior exec roles by 2025, and to eradicate gender pay gap	"Current performance is 32% of senior exec roles are held by women. Overall, our status is green, as this is an improvement on last year and we have a series of interventions and activities in place to help us achieve this."

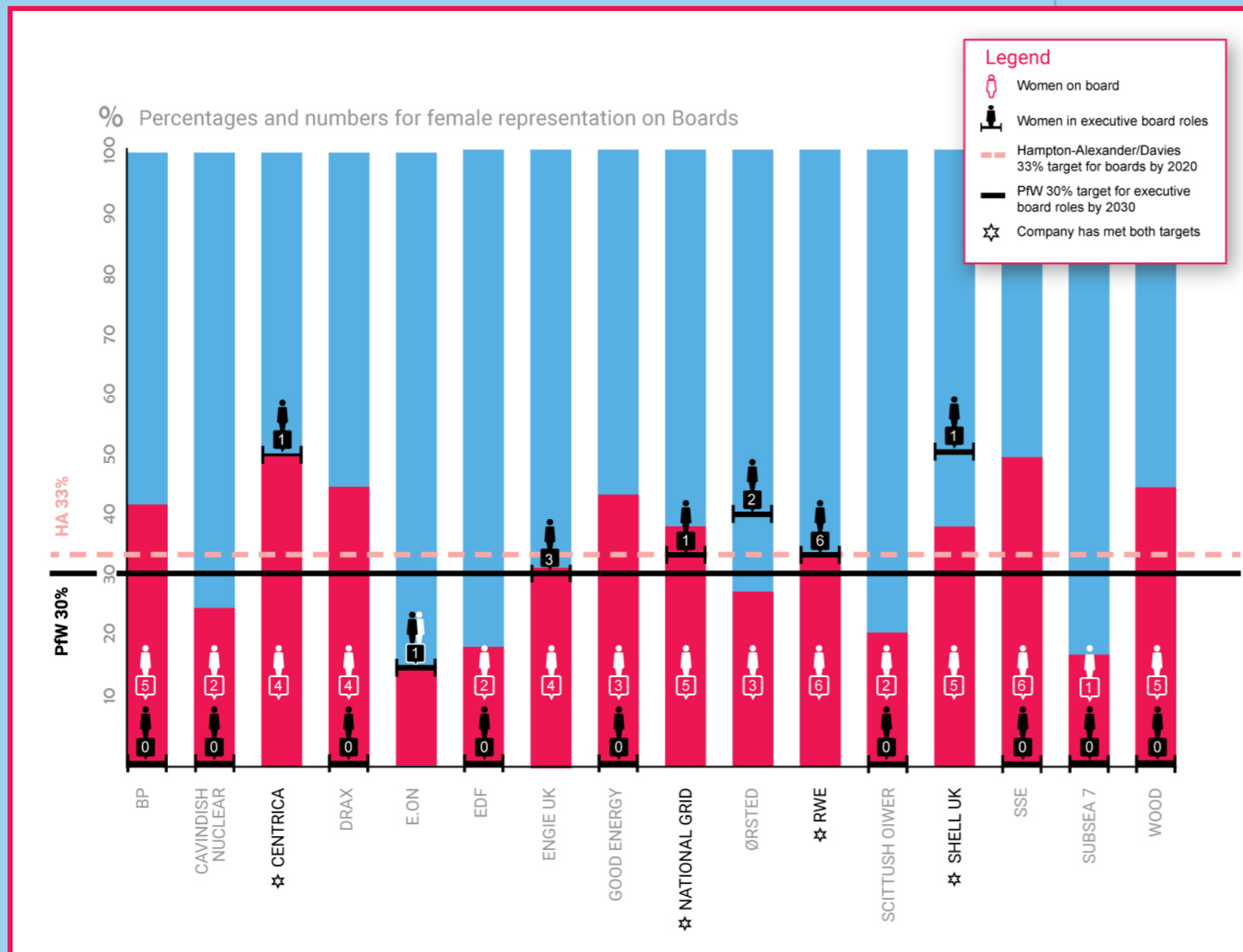
Company	Target and RAG rating	Commentary
	30% of senior leadership team to be female by 2022; working towards balanced gender split in middle management roles	"Currently 25% (one out of four members) of our Senior Leadership Team is female."
	50% diversity in Board by 2025 50% diversity in Senior Leadership group by 2025 50% diversity in New Talent Programmes by 2025	"We continue to increase female representation in our leadership population in the UK which is now 35% female. Our recently published Responsible Business Report highlights the progress we have made in increasing diversity across Senior Leadership Group, Board & New Talent Programmes. It also clearly reports our female representation in terms of starters, movers & leavers. We have now cascaded our Group Responsible Business targets to all our leaders' formal performance measures."
	40% women by 2030 40% women leaders by 2030	"Overall in the UK, our female representation is currently 24% overall, with 24% for middle management positions and 17% for senior management positions. We remain committed to the offshore wind sector target for the UK of 33% female representation by 2030. We are at 40% women in our high potential talent programmes."
	Increase representation of women annually across all seniority levels	"We have increased the proportion of females on our main Global Boards over the past 12 months, with improvements continuing through 2021. By July 2021 50% of relevant global boards are at 50/50 representation of women or better, with the remaining at 33% and 25% of female representation. We are concentrating on ensuring this is a long-term change."
	Increase women in senior management to >30% by 2022 (currently 26%, a 2% year on year increase). Increase women in middle management to >40% by 2022 (currently 33%).	"Over the last year we've introduced inclusion training for all volume recruitment managers, improved our D&I data collection within our recruitment channels and embedded inclusive leadership within our management development training. Furthermore we've piloted Maternity Coaching for our female talent population and worked with our Parent & Carers employee network to improve our maternity, adoption and paternity leave offerings which will be launched before the end of 2021."
	30% of senior leadership roles held by women by 2020 35% of senior leadership roles held by women by 2025	"We reached our 2020 aspiration of 30% of senior leadership roles being held by women early and remain on track to reach our 2025 aspiration of 35%."
	Increase amount of women in roles earning over £40k to 25% by 2025	"In 2014 10% of our females were in roles earning over £40k and as at 30th September 2021 this is now 26%. We are currently revising all our Gender targets having exceeded the number of women on board target of 33% (now 50%) and female representation overall which was set at 25% by 2021 (now 28.9%)."
	Increase the proportion of women in leadership positions, with a focus on "win and execute" functions onshore.	"This year we have increased internal advertising of senior roles, following feedback from our people that we needed to improve equal opportunities for career advancement. This change has already seen an increased number of women promoted into "win and execute" senior roles."
	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 goal of 30% of executive director roles in the UK energy sector to be held by women by 2030
- » The Hampton-Alexander 2020 target of 33% women on UK FTSE boards by 2020

The chart below shows the results of POWERful Women's analysis with PwC UK in April this year but with some individual updates. Six ELC member companies have achieved the PwW target for executive director roles and four companies (marked with a star) have also met the Hampton-Alexander target for women on boards.



Building the executive pipeline

It's important to also look at how women are coming through the pipeline to fill these board roles. In April, POWERful Women commissioned work by PwC UK to compile data on the makeup of the executive pipeline (the Executive Committee and their direct reports) which found that on average 32% of roles at these levels are held by women in some of the most significant UK energy employers. This is a positive result, more or less in line with the cross-sector Hampton-Alexander target of 33% (which was achieved this year).

However, data gathering on this is at a very early stage - only 31 energy companies from the top 80 in the UK were able to provide figures - and the results are very varied between companies. On a positive note, four of the ELC companies have more than 40% women in the executive pipeline but others still have big gaps to fill. There needs to be a strong focus on strengthening the pipeline of female leaders across all levels of the companies' organisations, from entry level up to board positions.



* Based on data collected and analysed by PwC UK for POWERful Women in April 2021 with some additional updates.



What has the ELC achieved collaboratively this year?

Last year the ELC set a number of objectives for 2021 on overcoming external barriers to better D&I in the energy sector. Progress on these are set out below.

Building the flow of women into the workforce - STEM outreach

The ELC wanted to understand how better to bring more women into the workforce at all levels, including at entry level coming out of education. As there is an enduringly low number of girls and women taking or staying in STEM subjects, we commissioned a study on the effectiveness of ELC companies' STEM outreach activities. While recognising the wide variety of existing initiatives and passionate commitment to encouraging under-represented groups into STEM careers, the study by Korn Ferry also published a set of recommendations for improvement:

- » more purpose and structure;
- » the involvement of leadership;
- » the value of role models;
- » more investment in initiatives;
- » monitor and review outcomes;
- » better internal and external communication.

In the coming year the ELC will continue to develop this piece of work.

Supply chain diversity & inclusion

Improving diversity and inclusion throughout the whole energy sector including our own supply chain remains a priority for the ELC member companies. We have identified the importance of going beyond our own internal activities to explore the role we can play in influencing better diversity and inclusion in our suppliers across the industry.

Two examples of good practice that the ELC has been able to draw on in this area so far are from EDF and bp. EDF's 'The Better Plan' on engaging with suppliers and stakeholders on inclusion and sustainability was explored in 2020 and this year bp has shared the approach of its supplier diversity team, which has increased its certified diverse supplier pipeline to over 375 suppliers, with a goal of 400 by the end of the year. This is featured in a case study in Chapter 2. The ELC will use the examples of our peers to continue to learn and push out good practice to our procurement teams and the wider business community.



Responding to our sector's major challenges

Through 2020/21 the whole sector has had to face the particular challenge of managing through Covid-19, as well as the major and enduring challenge of driving the energy transition. In recent months there have also been substantial issues relating to supply chain disruption, inflation and energy pricing.

Maintaining momentum on D&I during Covid-19

For CEOs and our D&I leads, the Energy Leaders' Coalition has been an invaluable forum during the past eighteen months, particularly during lockdown and dealing with unprecedented and sudden change in ways of working as a result of the pandemic. Throughout this time, we have continued to gather online and use the 'safe space' to discuss diversity and inclusion in an honest and collaborative way, learning from and supporting our peers across the sector at a time of significant business and workplace disruption and challenges.

In April this year, we published a statement committing to ensuring that gender stays on the agenda.

Managing Diversity during times of change: don't let it be a casualty of Covid

- ✓ The UK energy sector is facing huge challenges as it transforms into a decarbonised, digitalised and smarter industry that meets its customers' needs and the country's commitment to net zero.
- ✓ Like many sectors it is also now experiencing the economic impacts of Covid-19 which is likely to accelerate the pace of change.
- ✓ As leaders of UK energy companies, we have made public declarations to embed inclusion in our company cultures by increasing our diversity. We understand that diversity of our people is essential to innovate and meet the business challenges and opportunities ahead.
- ✓ Currently, 21% of board seats and 13% of executive positions are occupied by women in the top 80 energy companies. It's progress on prior years but by no means enough.
- ✓ So, we commit to our people and urge others to commit to theirs to ensure we use the changes ahead as a springboard to accelerate the journey to a more diverse energy sector.
- ✓ There are simple steps we should all take as leaders:
 - » we must see the opportunity in the events of 2020 and embed what we have learnt, encouraging different and more flexible ways of working, attracting and retaining more diverse talent.
 - » place extra focus on ensuring diversity at the heart of our thinking during times of change
 - » where change programmes are launched decisions must be fair and transparent and outcomes monitored with D&I metrics in mind
 - » seek to emerge from a period of much disruption and change with our organisations more, not less, diverse.
- ✓ The workplace we create going forward is one where all can flourish and where difference is valued. Building back better means building back more balanced. Inclusive cultures will only serve to accelerate our recovery and future prosperity.

Members of the Energy Leaders' Coalition



Making the link between diversity and Net Zero

The accelerating journey to Net Zero, and the transformation of the energy sector to keep the world within 1.5 degrees C of warming, present longer-lasting challenges and opportunities that have been at the heart of the ELC's work this year.

In early 2021, POWERful Women partnered with ELC member National Grid to analyse the role of Diversity, Equity and Inclusion for Net Zero and, specifically, in attracting the best talent and diversity of thought for the innovation and leadership needed for a commercially successful and just energy transition. The report will be published in full in early 2022 and will inform the work of the ELC going forward.

Visible advocacy and influencing change

Our members have maintained our commitment to being visible in our support for gender diversity and inclusion - which can be powerful when it comes from the top. We have, for example, responded publicly to the release of the POWERful Women annual board statistics, taken part in a diversity and inclusion event with the UK Government at COP26 and spoken at the POWERful Women Annual Conference.

We have continued to work closely with BEIS, meeting the Energy Minister and communicating actions that could be taken at a government-level to support greater D&I in the sector.

This year we have also engaged more deeply with the energy regulators - a goal set last year. Both Jonathan Brearley, CEO of Ofgem, and Andy Samuel Chief Executive of the OGA, have always been supportive of the work of the ELC but since the summer have become regular attendees at our meetings, allowing the coalition to explore the role that the regulator has in driving progress from companies across the industry. We were delighted when both spoke at POWERful Women's Annual State of the National event in May and demonstrated real commitment to the cause.



Jonathan Brearley
CEO of Ofgem



Andy Samuel Chief
Executive of the OGA



targets and
reporting



CHAPTER 2

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

An inclusive, transparent and accountable DE&I strategy

Following the death of George Floyd in 2020, bp published 'Frameworks for Action on Racial Injustice' in the US and the UK. These frameworks were essentially a basis around which the Diversity, Equity & Inclusion strategy would be developed, and were structured across the three pillars of Transparency, Accountability and Talent. This initiative was the foundation for the establishment of a broader Global Framework for Action that is applicable to all DE&I strands, including gender.

Since then, there has been a huge amount of change and challenge in the world with major climate events, political changes and, of course, the Covid-19 pandemic. Early in 2020, bp also announced their net zero ambition, purpose and aims, and determination to reimagine energy and reinvent bp.

Aim number 14 was **"to have greater diversity, equity and inclusion for our workforce and customers, and to increase supplier diversity spend to \$1 billion"**. Now in 2021, bp are able to share how they have delivered against the Frameworks for Action, and how they are moving forward globally to achieve this particular aim.

Delivering on their **transparency** commitments, bp released their first ever global DE&I report in June 2021. This shared how their ambition fits within their sustainability frame, and confirmed that bp had exceeded their ambition of 25% female representation for group leaders in 2020, reaching 29%. However, they acknowledged that despite an upward trend in female representation they still have more to do and so have **committed to gender parity for their top 120 leaders by 2025** and will be announcing a broader gender ambition in early 2022.

To increase both transparency and **accountability** for delivery, bp have invested in developing a DE&I data scorecard for senior leadership. Linked to this, bp are working on their self ID rates for race, sexuality and gender identity in the UK and US, which will allow the collection of better data and greater focus. This will be extended to an increasing number of geographies and include further data fields in order to support **an increasingly data-informed DE&I strategy**. In tandem, bp are working towards a more inclusive approach to gender identity and have a committed focus on education and awareness around this topic.

Finally, bp's supplier diversity team has been hard at work, including increasing its certified diverse supplier pipeline to 375 suppliers, from 280 in the first half of 2021 and with a goal to increase to 400 by the end of the year. They have launched a global supplier diversity strategy and added disability as a fifth diversity strand.



2020 goal for 25% female group leaders met
2025 goal for gender parity set



From targets to training: a joined-up approach to D&I



Cavendish Nuclear is committed to developing an inclusive organisation where diversity is positively embraced and celebrated.

What has been achieved so far?

- » 22% of staff are female, with a proactively managed plan to reach a target of 40% by 2030
- » 183% rise in women recruited in one year
- » 23% female representation on the senior leadership team and significant progress towards a gender-balanced senior team that is still appointed on a 'best athlete' basis
- » 28% females in the company's early careers cohorts

The actions behind the statistics

Cavendish Nuclear's progress on increasing female representation is based on a joined-up approach to diversity and inclusion running throughout the company. Starting with transparency and accountability at the top, the company has published targets, reports on progress, sets formal D&I objectives for employees and ensures they have the training they need to achieve them.

- » Through Equality, Diversity & Inclusion (ED&I) Reporting, the company can monitor and track ED&I issues and ensure it is creating an inclusive culture
- » All employees are required to include a specific D&I objective as part of their annual Performance Development Review.
- » D&I unconscious bias training is given to all leaders (approximately 250) and a D&I awareness E:Learning module is undertaken by all employees and refreshed annually
- » One of the company's annual 'Celebrating Success' Awards for employees recognises outstanding contributions from their employees to the D&I agenda.

The Cavendish Nuclear Women's Network, the first of a number of D&I networks to be established within the company, supports this approach and is focussed on the 'recruit, retain, develop' agenda. It is responsible for supporting mentoring and development initiatives.

Recruiting fairly and diversely:

- » Since 2016, Cavendish has used blind CVs for internal and external applications, removing all references to names, gender and date of birth. This reduces unconscious bias based on gender, ethnicity or background, creating a more equal platform for all applicants.
- » At part of its graduate assessment centres, a variety of selection activities are used (technical tests, structured interview questions and team working tasks with observers) to reduce the effect of first impressions and unconscious bias, allowing judgements to be made on technical scores and demonstrated behaviour.

Retention through benefits:

- » Improved maternity pay arrangements, beyond statutory requirements, give full pay for the first 18 weeks of maternity or adoption leave
- » An industry-first STEM Returner Programme, launched in 2019, provides a valuable route for talented people to restart their career or transfer their skills into a new industry.
- » The acceptance rate for flexible working requests currently stands at 100%.
- » Cavendish Nuclear hosted its first Menopause Awareness workshop in 2019 with a team of Mental Health First Aiders and continues to encourage education and awareness through ongoing discussion.

Developing leaders:

- » In 2017, Cavendish Nuclear launched its Leading Extraordinary Performance Programme in which the senior leadership nominated candidates to go through an intensive 3-module leadership training course. When the programme was introduced, 13% of the first cohort were female and this subsequently increased to an overall representation of 32% demonstrating the business's commitment to identifying and recognising female leaders within the organisation.

targets and reporting



"Diverse teams generate better ideas, better decision making and better business outcomes.

I am passionate about being part of the team that supports this and achieves the government target of 40% of women in the nuclear sector by 2030."

Lynsey Valentine
Cavendish Nuclear's
Strategy Director
Women in Nuclear UK President

32%
of leadership programme
are now women



Leadership training

Charting a course to gender balance

Employees in Shell's Shipping and Maritime business ensure it can continue to provide its products and services worldwide. From optimising the journey of a ship delivering liquefied natural gas from Australia to Japan, or fuels from Rotterdam to Singapore, Shell knows its people make the difference.

But in a traditionally male-dominated, hierarchical industry, where many leaders started their careers at sea before moving to shore-based roles, gender balance has for a long time seemed out of reach. Shell set out to change that.

In today's rapidly changing business environment, Shell recognises that having gender balance is essential to ensure the business thrives. So the company is looking at everything it does, from changing the way it recruits, to setting clear ambitions on diversity in the annual performance measurement of its leadership.

But making sure it has the right working environment matters too. Shell's leaders require the skills to lead a workforce that welcomes everyone, fosters diversity of thought and ensures safety and care for its people.

For this reason, the company put in place leadership training to develop these skills. The programme focused on four key aspects of training:

- Inclusion:** creating clarity, inspiring colleagues and building common ground
- Diversity:** focusing on benefits of gender diversity and identifying and eradicating existing biases
- Talent development:** ensuring diversity is consistently considered throughout the recruitment process at all levels, including experienced hires, graduates and cadetships
- Coaching:** a peer-to-peer coaching programme for senior leaders, to develop core team leadership skills



"While we recognise that there is no quick fix, we are already seeing improvements.

Shipping and Maritime achieved a 50/50 gender balance in our Leadership Team of 12 colleagues for the first time in our 125-year history. We have achieved this success in an industry where female executives are traditionally under-represented. Additionally, 110 men and women joined our Women in Maritime networking event in London, showing the real energy from across our business to make our workplace more representative of the societies in which we operate. I'm very proud of our commitment to date, and I look forward to our continued progress."*

Catherine Hall
Commercial and Strategy General Manager,
Shipping and Maritime

* Data from 2019

Shell is aiming to build a culture that cares for all people. "**Respect in the Workplace**" and "**Conscious Inclusion**" training is mandatory for all line leaders and employees.

The company has also rolled out the Big White Wall across its Fleet organisation, which allowed people to anonymously raise any mental health issues they are concerned about. Shell believes that these types of initiatives are an important way of building a culture of care and inclusion.

50/50

gender balance achieved in Shipping and Maritime Leadership*

*data from 2019



Learning to be inclusive every day

Wood believes the power to create a more resilient, liveable and sustainable world starts within. It takes progress, it takes partnership and it takes the community of 40,000 people it brings together as a company.

Nine sustainability goals are their pledge to achieve this – and educating and inspiring 100% of colleagues to be inclusive every day by 2021 is one of them.

Wood's shared commitment is that it is a place all its people feel they belong, where it retains brilliant talent and sparks the brightest solutions by recognising, encouraging and celebrating the unique contribution each individual brings to its global team. To accomplish this, those at Wood challenge themselves to do all they can to speak up for positive change and lift up those whose experiences are different. Crucially, listening to one another and sharing experiences helps build understanding from all perspectives.

As part of Wood's strategy and holistic approach **the company created its own conscious inclusion learning** in 2020; a webinar focusing on what conscious inclusion means and the impact of non-inclusion in the workplace.

Following an initial, successful roll out to its senior leadership community, the conscious inclusion learning is now being shared with Wood employees worldwide via live or self-pace sessions, in various languages and adapted to support engagement across the community. So whether a colleague who works daily at a site, or a new start in the business, each has the opportunity to get involved in caring for one another and making Wood a great place to work together by participating.

Wood is always seeking to learn and enhance its delivery and outcomes. Excellent and insightful feedback shared by attendees has further developed the content of the webinar and the impact it's having on shaping the company's culture and business now, and for the future.

wood.

conscious inclusion



"The webinar has provided great learning to really challenge our thinking and lead us to better solutions whilst creating an environment where everyone can maximise their potential. Seeking to understand more from different perspectives will no doubt improve our culture of inclusivity as creating the environment for everyone to feel included, should be a minimum aspiration."

Craig Shanaghey, President,
Operations - EMEA

100%

of senior leaders attended conscious inclusion learning in 2020.

Changing the way we recruit apprentices

recruitment

Ørsted significantly changed its recruitment process when choosing candidates in a deliberate attempt to boost the diversity of applicants. This started with its apprentices.

The first cohort was small and comprised four males. Subsequently, they felt the need to change their approach for future cohorts. Since then, cohorts have come much closer to gender balance. Current apprentices also have a range of backgrounds, ages and ethnicities compared with previous cohorts.

Ørsted's apprenticeship scheme trains people to become qualified wind turbine technicians in just over three years. Requiring just three GCSEs at A-C in maths, English and science, the scheme is an attractive and accessible way for people to kickstart a career in the offshore wind industry. These apprentices will grow to run future projects, and the company knows the STEM pipeline is vital to its future success.

To reach this goal, Ørsted changed the way it recruits its apprentices, and this model is now being applied more widely.

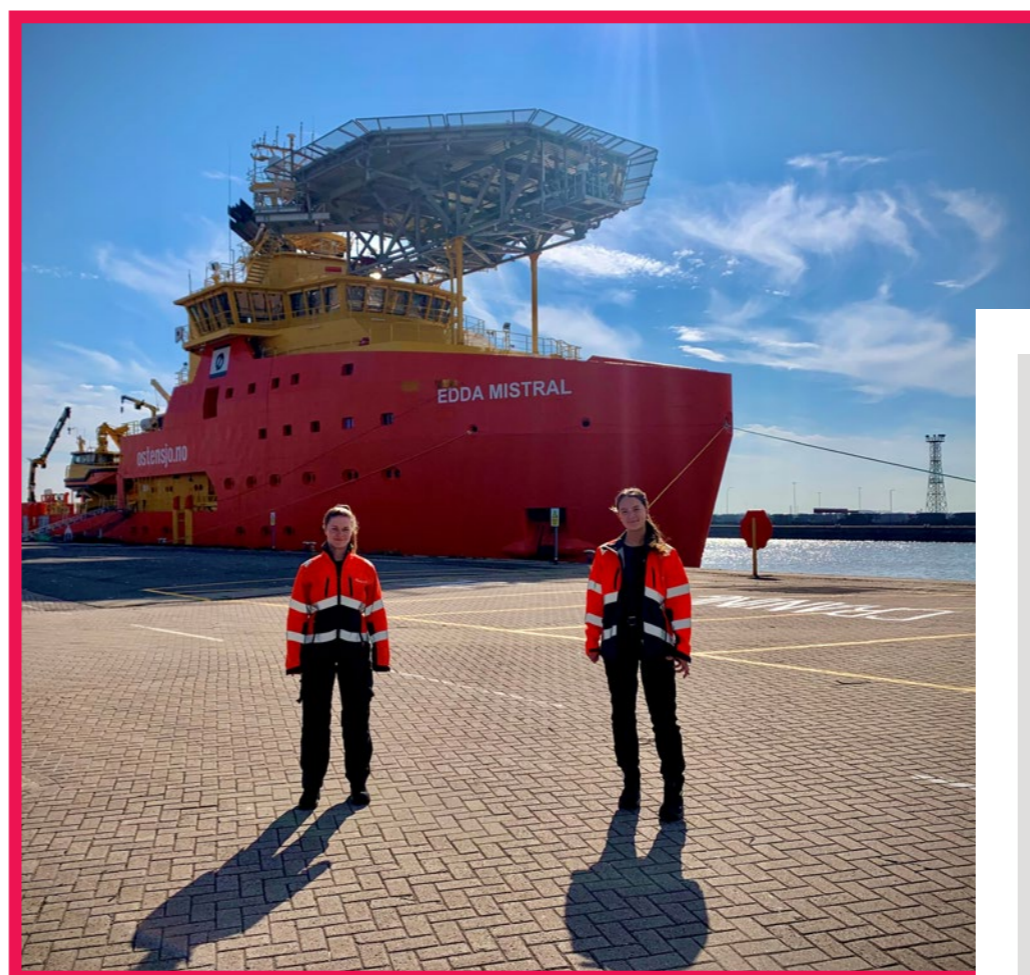
- » Initially, job adverts were simplified, with a focus on what was truly essential. This led to a wider pool of applicants. Attention was paid to the language used in the job description to make it coded with more traditionally "feminine" language. Similarly, images of people from a variety of cultures and backgrounds were included to provide applicants with relatable role models.
- » Diverse interview and assessment panels were sourced and selected from all across the business to assess candidates through the recruitment experience.
- » The assessment task was updated to showcase candidate characteristics and strengths rather than just technical skills. This included candidates submitting personal profiles in any way that worked for them and even asking candidates to bring an object that represents them to interview.

Beyond recruitment

Ørsted knows that support doesn't end at recruitment and each new female apprentice is offered a mentor. The mentors are external to a new recruit's team but internal to Ørsted. Mentors are often senior members of staff and they help provide guidance, career advice and support to the mentees. The women welcomed into Ørsted have become role models and advocates to engage more women into these roles, working with partner organisations to engage women across the country in STEM.

Female role models

A shining example of this are two sisters from Grimsby, Georgea and Katie Cherrell who are both wind turbine technicians, at the heart of the port estate in Grimsby. Having joined the company in May 2021, Katie is still undergoing her intensive training package which will enable her to travel offshore later this year.



"Our older brothers both work in the engineering trade and even though when I was younger, I wanted to be a primary school teacher, I knew that I wanted a practical role which would come with exciting challenges and opportunities to try something new", said Katie.

Reflecting on her career path Georgea said, "it's so good to be working together and knowing that we're making a real change in the world together."

Georgea and Katie Cherrell
Wind Turbine Technicians



Cohorts closer to **gender balance** and with a greater range of backgrounds, ages and ethnicities

centrica

Putting diversity commitments into practice

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

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

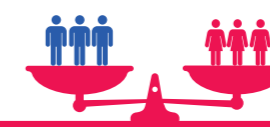
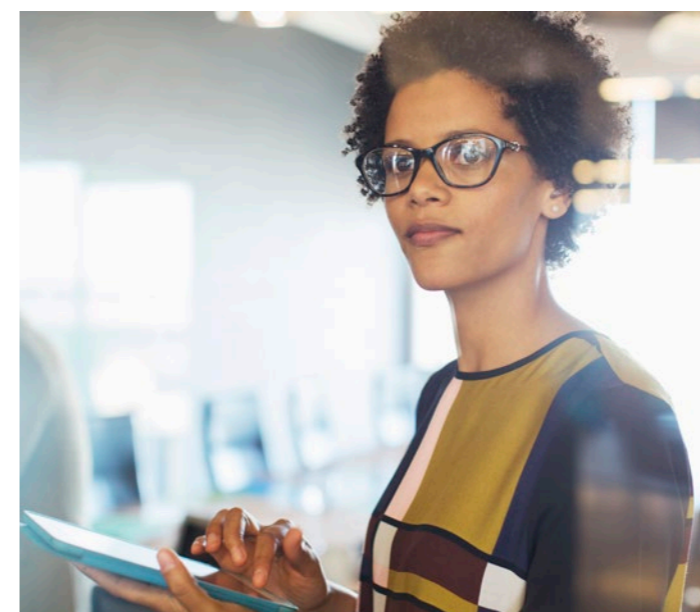
One significant factor in shifting the dial has been strengthening recruitment by:

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



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

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



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

recruitment



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

Chris O'Shea
Group Chief Executive
Centrica

Ensuring women don't hit a mid-management glass ceiling

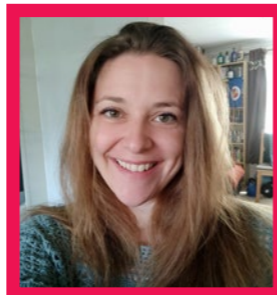
Following extensive research, National Grid found that its female employees wanted to progress but that promotions beyond a mid-management level were proportionately low. It appears a glass ceiling had been created and they were determined to give their employees the tools so that they could progress to more senior roles.

In March 2021, National Grid completed a pilot programme designed to do just this. "Strategies for Success", run in partnership with Edit Development, was aimed at developing women at mid-management level, targeting key attributes that are externally proven to have the biggest impact: **managing your brand, self-belief & resilience, and visibility & sponsorship.**

Over the course of six months, a cohort of 20 women came together virtually to understand how to navigate the unwritten rules and political landscape in the business and how they could spotlight their strengths to others. It provided an excellent opportunity for personal focus, learning and development, as well as connectivity with other participants. **The cohort found the networking element hugely valuable**, supporting each other beyond the end of the programme as they became friends.

And the numbers speak for themselves – the overall programme was rated 4.57 out of 5 with 91% of participants experiencing an increase in confidence and some going on to promotions or new roles.

Cathy Fraser, Business Continuity Manager at National Grid ESO, particularly enjoyed the ability to discuss things in smaller groups and to be able to take the time for self-reflection. Following the programme, she has been successful in applying for a new senior position.



"The programme was a real mix of facilitated group conversations, structured presentations, keynote speakers and working alongside buddies for targeted feedback."

Cathy Fraser, Business Continuity Manager



Her colleague on the programme, Susana, has been much more focussed on her own development and career aspirations since attending the course. She has been recognised as one of the Top 50 Women in Engineering in 2021 by WES and has been promoted.



The course was possibly one of the most important, eye opening and empowering programmes I ever attended. Some may underestimate the power of a course of this nature and content, but I have become a stronger individual and professional, I

have grown in self-belief, I have been able to address my own fears and doubts head on as I no longer feel alone on that journey."

Susana Neves e Brooks, Lead Construction Project Manager



Since attending the programme 75% of the participants have made broadening or promotional moves within the organisation or have an elevated talent position; 100% of the women that joined the programme have been retained. Due to the results, Strategies for Success is now being introduced as a regular programme as part of National Grid's work to improve gender balance within the Diversity, Equity and Inclusion agenda.

developing talent

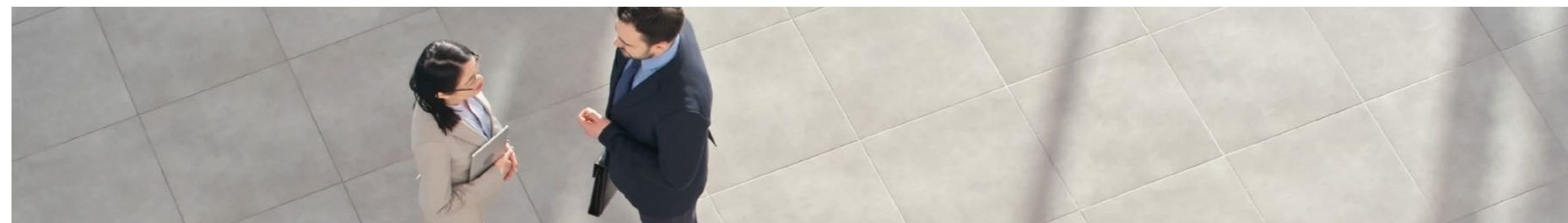


The individual coaching session along with the smaller group coaching were extremely helpful. Considering these were during the pandemic, it helped massively by discussing personal development with peers." She also says: "Over the 12 years I've been at National Grid, I have definitely seen an exponential progress in gender balance either via recruitment or upskilling existing staff. We know there is definitely more we can do and programmes like this play a part in it."

Sri Rao, Optimisation Planning Manager

75%

programme participants have made broadening or promotional moves within National Grid or have an elevated talent position





Fast Forward: A talent network to accelerate women's career progression and development

Launched on International Women's Day in March 2021, and now with over 375 members, E.ON's Fast Forward talent network is aimed at inspiring and enabling women to accelerate their career progression.

Over the two years prior to its launch, E.ON had made really good progress to improve the diversity in its talent pools, which had a more traditional approach of entry requirements and development activity focused specifically on those within the pools.

Following a strategic review, despite the talent pools achieving gender balance and improving ethnic minority representation, age diversity was lower than expected. Whilst the pools worked incredibly well for those in them, there were still barriers to entry due to nomination and entry processes.

E.ON also wanted a more holistic view of all talent, and to address future skill gaps and critical capabilities to help achieve its net zero future. **A new inclusive approach to talent through a democratic network-based approach** was created and launched, enabling greater flexibility (moving away from rigid talent pools) and a more agile approach.

How does it work?

Fast Forward is one of four development networks, and specifically focuses on helping to achieve E.ON's key targets of 50/50 balance within senior roles and closing the gender pay gap by 2025.

Fast Forward is supported and driven by a steer co of leaders, both men and women, from across different business areas including Field, Industrial and Commercial, Infrastructure Services and central functions, and is sponsored by E.ON's CIO, Fiona Humphreys.

A launch campaign for International Women's Day celebrated the brilliant women role models within E.ON, to inspire others to join the Fast Forward network. The network is hosted on the company intranet and is open to everyone whatever their gender. It features a wall feed where all members can share content, start conversations and ask questions.

Topics covered include **allyship, career barriers, self-confidence and sponsorship**. There is full access to a tailored learning curriculum, which includes content to support personal branding, self-development and assessment tools, and each month listening circle events are co-hosted by leaders and steer co members, attended by around 100 colleagues so far.

As well as providing insights to women's current experiences at work, signposting resources and solutions, these are an opportunity for peer-to-peer learning and mutual support for network members.

A special series of Fast Forward podcasts have been recorded by steer co members, featuring leaders and colleagues on job sharing, the female lead, equality at work and allyship. This popular resource allows a quick overview of the topic and shows thought leadership and role models.

Coming up are more Fast Forward conversations and a further podcast series of "Women in Tech", "Women in Engineering" and "Women in Field" to challenge stereotypes around traditionally male dominated roles. More events are planned with a webinar on allyship and a specially created development curriculum to enable women to reach the next level in their career.



developing
talent



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I'm proud to sponsor our Fast Forward network and to help create a united community where we can create opportunities for learning, sharing knowledge and helping all colleagues to understand what tangible steps and tools they can use to help them further women's careers. Through our Fast Forward conversations, I've been able to talk and share with small groups of women and men, more about my own personal experiences, our learnings and help to inspire women to take the next step."

Fiona Humphreys
CIO, E.ON UK

375 MEMBERS
since launch in March 2021



COVID-19 accelerates improvements to flexible working policy

Like many other engineering, technology and commercial companies in its sector, work continues to improve Drax's attractiveness as an inclusive employer to target candidates in under-represented groups and widen its talent pool, as well as retaining critical employees.

As part of this holistic strategy, Drax began a family friendly review of all its policies in early 2020. Early plans were already in place to introduce a flexible working policy, when the need for this was rapidly amplified as the Covid-19 pandemic hit.

After swiftly enabling colleagues to work effectively from home and giving a few months to settle, Drax recognised that ways of working had changed forever.

In summer 2020, colleagues were asked how they wanted to work in future.

The feedback was overwhelming - nearly 95% of employees cited choice and flexibility as the most important thing to consider in future ways of working, with nearly 70% saying they wanted to continue working from home and come in as needed. Employees particularly said they liked the time working from home gave to spend with family and manage their own wellbeing too.

This feedback helped to shape the skeleton flexible working policy into its final format and in October the policies were formally introduced. As well as engaging and providing guidance for managers, a resource hub was set up on the intranet with examples of how flexible working could work for an individual in practice and how to request it.

Lauren Care found flexible working helpful before she went on maternity leave. She said, "It [working from home] meant I could have a quick nap at lunch time to help with the tiredness," explained Lauren. "And nobody noticed the high amount of toilet trips!"

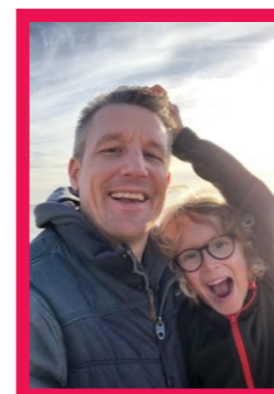


Since launching, nearly 100 colleagues have requested flexible working and 19 were approved for colleagues returning from maternity leave.

It's expected the number of requests will increase as people return to offices.

In its subsequent annual engagement survey, Drax saw an 11% increase in colleagues responding positively to the statement 'Drax promotes a healthy work environment' and an 8% increase in employees saying they were able to balance their work and personal life. The trend has continued with 85% of employees saying they had the flexibility they need to balance their work and personal responsibilities in a January 2021 Wellbeing pulse survey.

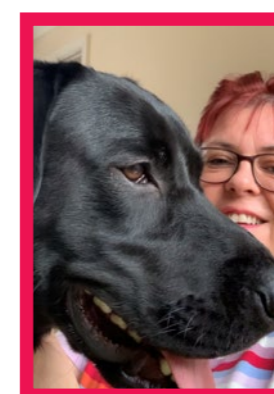
flexible
working



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Flexible working helped single dad Tim Cole juggle home schooling and

work during the early lockdown, he said "I adapted my work day to give my son the attention he needed, as well as getting my work done. I'd have an early start and whilst my son had online lessons, I'd catch up on emails and have meetings. We'd take a break to go out for some exercise and I always finished at 5.30pm to spend a couple of fun hours together. Once he'd gone to bed I could get into the really heavy lifting work, the more strategic stuff that required my absolute attention."



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Like many people, Kendra Jackson has found the company of a dog has been great for

her wellbeing during the pandemic. She said: "Getting a dog was made possible thanks to flexible working. It was something I'd wanted to do for a long time but didn't think it would be practical with the hours I worked. Now I can flex my day to walk Digby, which is especially important in the winter months so we can go out in daylight Taking those breaks and being able to work flexibly is good for my physical and mental health - the fresh air helps my concentration and focus so it's a win all round."

Drax updated both its internal and external vacancy advertising strategies to demonstrate that flexible working is available for appropriate roles. Whilst it's too soon to see evidence of the impact this has on recruitment for diverse talent, early signs show it is attracting more females into senior roles and has extended the search criteria for specialist talent.

85% of employees say they have the flexibility they need to balance their work and personal responsibilities

RWE

Job sharing for flexibility and performance

RWE has found that the best performing teams are those that support work-life balance. It has encouraged job shares for some time as advantageous not just to colleagues but also the company, in terms of attracting and retaining talent.

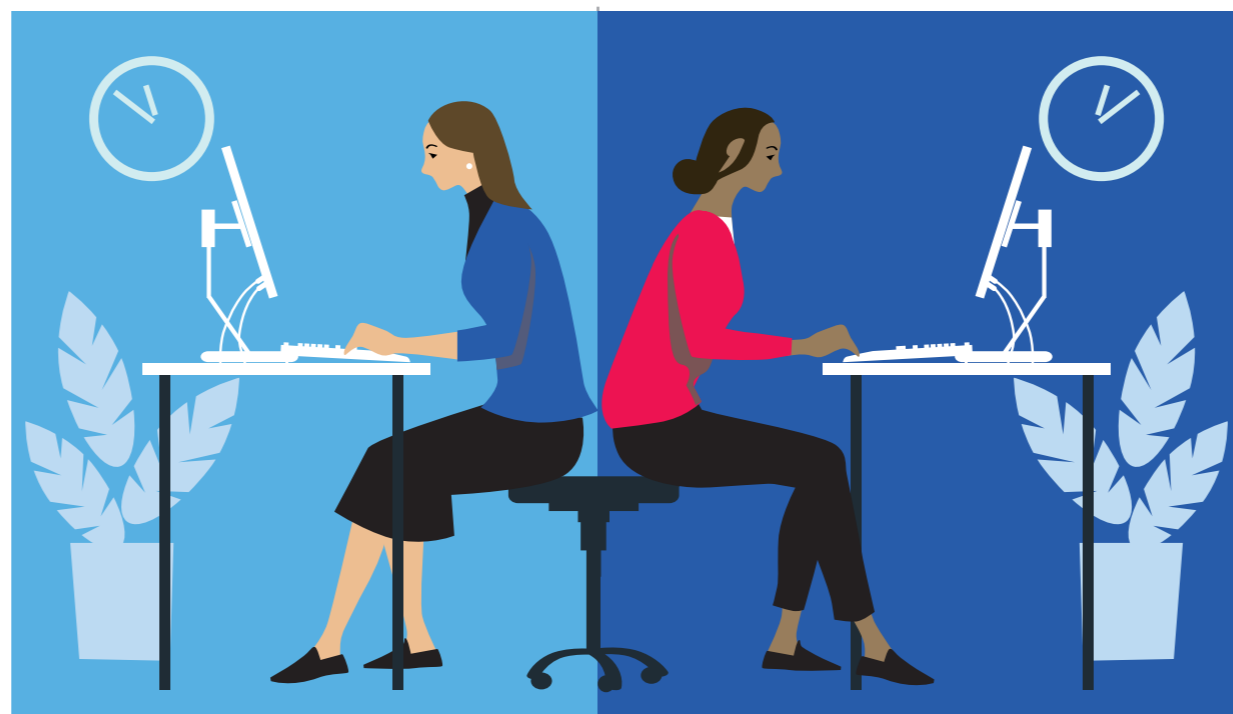
To fully share a role and responsibilities at a management level takes trust and understanding from all involved but the benefits include less risk to the business and the additionality of two people bringing their different knowledge, skills and experiences to one role. The two people can create a sounding board, which is dynamic for each other and their colleagues.

Crucially, job shares help keep high performing, ambitious and experienced people delivering performance for the company as they move through having different priorities and life stages.

For employees, job sharing offers flexibility, which is especially important in a dynamic and fast-moving industry such as energy. They can also participate and represent each other in a larger amount of meetings and topics, thus expanding the role's possibilities.

The concept of sharing a job is not new. However, setting one up when you have never met in person, live in two different countries and are two different nationalities is unusual! Jessica Woodhall and Kathrin Loy did just this during the Coronavirus pandemic and now share the executive role of Head of Operations Optimisation and Support, Europe (RWE Renewables).

Jessica explains: "We'd worked together for a while and knew we had the same values and principles – we are both committed to the success of the company and department but also to ensuring we have the work-life balance we desire to spend time with our families and on other things important to us."



So, what makes a job share work on a practical level?

Openness, honesty and trust are critical to success, with fairly allocated work based on time and effort essential. It is also important that tasks are shared in a transparent way and a handover to the other party is done throughout the working week to maintain the connection and communication.

Many employees feel this type of working arrangement enables them to focus on the days they are in work and switch off when we are not at work as they have the trust in their Job Share partner. Thus, making for focused and happy employees as well as a successful organisation!

flexible working



"We complement each other in our strengths, leadership styles and networks so we leverage these to also develop individually. I also really like the challenge we can give each other - having that sparring partner really supports our performance."

Kathrin Loy



"Reflecting, I also think the new remote and flexible working mode we were all suddenly forced to adapt to, was another driver to think how we could combine the two roles. We are both energized by trying out new things and pushing comfort zones – for the business and also for ourselves - so we found piloting a job share on Executive Level to be a nice challenge."

Jessica Woodhall



"The company gets two brains in one role"



STEM Returners Programme: placements for targeting talent

In September 2020 SSE launched their pilot Returners Programme in partnership with STEM Returners. Designed to target a new talent pool of highly qualified and experienced candidates who had taken an extended career break or those wishing to transfer their skills to a new industry, the Programme offered 12 week paid placements with the opportunity to gain a permanent position with SSE at the end of the placement.

SSE believe innovative solutions to climate change requires diverse perspectives, different experiences and new skills to help us reach net zero and with SSE's Renewables and Transmission businesses participating in the pilot the Programme enabled SSE to achieve greater gender diversity as **all five placements were offered to women, all of whom went on to join the Businesses in permanent roles.**

The STEM Returners programme has numerous benefits for SSE and for the returners alike. SSE aspires to grow its businesses both in the UK and Ireland but also into new geographical areas across the world. To compete in these new, challenging and increasingly crowded markets, SSE knows that further innovation and diversity of thought is required to ensure they remain competitive and attract the best talent and that the principles of equality, fairness, inclusion and diversity must be at the heart of everything we do.



For the returners, their reasons for applying were many – from the opportunity to return after an extended career break, or a personal ambition to work with a values-based organisation focused on the clean energy agenda, SSE was able to offer opportunities that met the returners personal and professional needs.

The pilot proved such a success that **this year the Programme has been**

extended across the wider SSE Group with 16 placements available in total, the current COVID pandemic has allowed SSE to see the benefits of flexibility across locations and working patterns and is encouraging this more and more across the Group.

attracting and
retaining talent



“As part of SSE’s commitment to delivering a portfolio of low carbon projects

on our journey to net-zero, we need the best talent from a range of backgrounds to deliver on some pretty spectacular projects. Working with STEM Returners has enabled SSE to meet and recruit a range of talented and diverse candidates into some exciting roles. The success of the pilot programme in 2020 gave us the confidence to offer even more places across a broader range of roles and specialisms across the SSE Group in 2021.”

John Downes,
Director of Engineering
& Innovation



“I had always hoped to take some time out when the children were young, and had stopped

enjoying Oil and Gas as, fundamentally it didn’t fit in with my values. After four years out I considered a range of things, but ultimately I knew I wanted to get into clean energy. The STEM Returners journey I have been on has been amazing, I honestly couldn’t have asked for a more fulfilling return to work.”

Amanda Harvey,
STEM Returner



Programme
expanded to **16**
PLACEMENTS



Finding female leaders with Talent 2.0

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

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

Talent 2.0 Ambitions:

- » Provide an **employee driven** approach to talent identification, allowing for greater inclusion from those from a range of backgrounds and experiences to enter the talent process
- » Boost talent identification for those who have **started and want to progress their leadership journey** by providing an accessible way to enter the talent process
- » Introduce a **simplified, digital** system as an alternative approach to the established talent assessment process
- » Encourage greater **ownership** of personal development for those with the aspiration and motivation to progress their leadership journey

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

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

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

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

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

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

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

attracting and developing talent



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

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

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



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

Increasing the visibility of our diverse role models

attracting and developing talent

Talent development is the third pillar of Subsea 7's UK diversity and inclusion strategy, which aims to build a more inclusive workplace and identify diverse leaders for tomorrow.

Feedback from Subsea 7's 2020 global diversity and inclusion survey, highlighted that the way the company appointed its senior leaders had to change, to ensure greater visibility of the equal opportunities for career advancement. As a result, since the start of 2021, the company proactively advertises for its senior roles, and the following three senior female role models are examples of this successful approach.



Sarah Williams
Group Offshore Operations Director, Offshore Resources

As the only girl in school studying physics, chemistry and maths at the same time, and as one of only a few women in a marine engineering university group, Sarah is an example to young women who struggle to find STEM role models.

An Offshore Engineering graduate, Sarah joined a predecessor of Subsea 7 in 1998 as a naval architect. She became a project engineer offshore delivering cutting edge subsea engineering and complex deep water construction projects, and from 2007 until this year managed new vessels from build phase through to offshore operations.

Working remotely from home for over eight years, and most of that part-time, Sarah believes any career is possible, when a supportive employer provides work-life integration. As an advocate for growing diverse talent, who also talks about the respect within the offshore community. Sarah hopes her career encourages more women to seek technical careers in the energy sector.



Jane Foxon
Commercial Director, Pipeline Group

Jane is passionate about empowering women to succeed in whatever their ambitions happen to be. Her 14-years at Subsea 7 have covered supply chain, engineering interface management, tender management and now includes her recent appointment as Pipeline Group Commercial Director. Being only the second person in this role, Jane relishes the opportunity.

A vital learning, which Jane shares with others, came from her first female boss. She shared with Jane her experience of focusing on work and protecting family wellbeing, with the emphasis on being able to divide the two. For Jane this advice led her to arrange her workload so that she could pick her daughter up after school day once a week. The support to balance career and wellbeing is essential. As she says: "we owe it to ourselves to ensure there is a separation between life and work when it matters. So that wellbeing in one supports the other."



Emma Stephen
Director of Sustainability

With 13-years in various Subsea 7 commercial roles, a pivotal time in Emma's career began as she collaborated on significant business decisions with other senior leaders during the Company's strategic 5-year planning.

Her new role as Director of Sustainability followed and for Emma this role is particularly important. Not only because of the challenge it offers, but because she genuinely cares about the future. She also understands how important it is for women to see a successful senior female who can inject her diversity of thought and influence into the business.

She would never say it herself, but she is an example of how to build your confidence and resilience by taking control. Whenever she is asked for advice, she will say: "Be willing to take that next step and be confident with your decision. Actively go after opportunities and be vocal about your career aspirations. You'll be surprised by how many people want you to succeed."



Increased number of **women promoted** to senior roles in 2021 as a result of **new proactive advertising approach**

Empowering maternity leave

As part of a commitment to tackling gender imbalance in the industry, ScottishPower has partnered with expert parental leave consultants, Talent on Leave.

Maternity leave has long served as a significant barrier to career progression for females and, by association, to achieving gender balance amongst senior leadership. Research from HR Review (2020) shows that **80% of professional women in the UK who go on maternity leave return experiencing a lack of confidence, a feeling that they must 'make up' for time away from the business and doubts about their ability to achieve career progression.** Further, 60% of UK professional women who do progress in their careers choose to switch employers to do so.

In recognition of the challenges those on parental leave face, ScottishPower has partnered with Talent on Leave to conduct a thorough review of the parental leave process, identifying opportunities to improve the 'return to work' process at both a business-wide and an individual-specific level.

At the individual level, Lynn White, Founder of Talent on Leave has provided individual coaching to women in senior and middle management leadership roles at ScottishPower before, during and after a period of parental leave. Coaching is tailored to the needs of each individual but often focuses on the perception of what is achievable upon a return to work, the creation of the ideal conditions to thrive at home, restoring confidence and empowering returners to pursue their work and home life goals.

As a result, ScottishPower has seen year on year progression in female representation at middle and senior management levels with women now making up 26% of its senior and 33% of its middle management populations respectively. Moreover, with the support of Talent on Leave, 80% of women who have received individual coaching in 2020/21 have applied for and achieved promoted positions.

The beneficiaries of the programme largely attribute success to the content of their individual coaching, which aims to help them redefine what might be possible.

Here are just two of ScottishPower's female leaders who have benefited from bespoke coaching during their maternity leave.



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“The whole coaching experience with Talent on Leave has been great for me. Since returning to the business I have secured a promotion into a new role and within my network, two of my close colleagues are also now receiving coaching and thriving in their return to work too. It's fantastic that ScottishPower has invested in such a programme.”

Natasha Paine
Head of Smart Solutions Sales

retaining and
developing talent

“For me the programme has been invaluable. Following my maternity leave I have secured a promoted post after previously thinking that I had to choose between being a good parent and succeeding in my career. To have that perception barrier broken down has been so powerful.”

Cristina Fundulea
Engineering Section Head

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26% of senior and **33%** of middle management are now female



CHAPTER 3

Our Plans for ELC Year Four

Accelerating diversity to build the net zero workforce

2022 will be a critical year for the energy transition, as industry and governments respond to COP26 and address the urgent challenges - and reap the huge rewards - of decarbonising the UK energy sector. The race is on to ensure we have the talent we need for Net Zero and by talent we don't just mean the technical skills, but also the innovation, diversity of thought, leadership and consumer engagement that will make the transition successful, affordable and just.

We know that we are currently fishing from a far too shallow talent pool - our own and industry-wide data on the number of women in our companies tell us that. Attracting and retaining the best people for the job of transforming our sector means we need a step change in diversity and inclusion. We, as leaders of the most significant UK energy employers, are determined to ramp up our activities in the coming year, to ensure that our actions match the public commitments we have already made.



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

Two key pieces of research are due to be published by POWERful Women and partners at the start of 2022, which will influence the ELC's thinking and support our objectives in two key areas.

1. We will focus on **building the pipeline to executive level by supporting the development of women at mid-career level**. ELC CEOs and our D&I leads will work to embed the outputs of POWERful Women's upcoming middle management study in partnership with Bain, which is seeking to help energy companies be more effective at getting women to hold at least 40% of mid-career positions by 2030. It is exploring the transformational nature of sponsorship, improving growth and development opportunities and how to create a more inclusive culture where women can thrive. Developing the executive pipeline will also require continued focus on STEM, which remains a barrier to achieving gender balance in energy, and we have more work to do to take the Korn Ferry analysis from 2021 to the next stage.
2. We will draw on the recommendations of POWERful Women's and National Grid's upcoming study on the **Significance of Diversity, Equity and Inclusion in the Net Zero Agenda**. We will look at how we can build out the recommendations to further our practical activities individually and as a collective to create the right workforce for net zero, to ensure we have the talent, innovation and leadership for decarbonisation and a clean energy transition.

When it comes to the ELC's evolving approach and what we can do as a collective to ramp up progress on D&I, there are several priorities for the coming year:

- ✓ We will take the examples we have learnt from each other of the good D&I initiatives that are delivering real results (see the case studies in Chapter 2) and look to **collectively develop a programme to attract more diverse talent to the energy sector**. For example, this could include a sector campaign using stronger female-positive language and imagery as well as commitments to remove unconscious bias from recruitment processes.
- ✓ We will continue to **meet regularly** throughout the year to learn from each others' good practice and have honest conversations about what's working and what isn't.
- ✓ We will **re-evaluate our progress to 2030 gender diversity commitments and whether we can accelerate pace**. We will ask ourselves if we need to develop more ambitious and potentially broader D&I ambitions for the coalition - including setting mid-term targets or a date for achieving gender neutrality.
- ✓ We will draw more strongly on the expertise and guidance of our **D&I Leads Forum** to focus on activities that deliver the best results. Their particular priorities for action are inclusive leadership culture and flexible working, and they want to continue to positively influence D&I in the supply chain of the energy sector.
- ✓ The energy industry must reflect and be able to engage with the diversity of consumers it is serving. We will therefore continue to **develop the constructive relationship we have established this year with the energy regulators** and explore their role in not just acting as role models on diversity and inclusion practice but in actively driving change by companies. We will look at the value of demonstrating diversity in the teams that serve our customers and the benefits to engagement.
- ✓ 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. We will suggest proactive measures government might take a lead on, such as greater diversity requirements in procurement and innovation funding, and continue to call for change from both government and the regulators where we see they can make a difference.





Energy Leaders' Coalition Charter:

A commitment to take a lead on driving improved business performance and collectively creating an inclusive vibrant sector working to reduce carbon emissions and provide clean energy for all.

Your commitment as a leader:

- ✓ Recognise your personal role in driving change, acting as an Ambassador for better balance
- ✓ Communicate your ambition, your targets and your timeline for change in a public declaration
- ✓ Hold yourselves accountable for your progress
- ✓ Set key measures to track progress and report publicly on them
- ✓ Provide the resources you need to deliver your ambition and support your people to do so
- ✓ Communicate progress across your organisation
- ✓ Share successes externally and look to peers for solutions to challenges.

In return, you:

- ✓ Are understood as being ambitious but honest about the fact there is much more to be done
- ✓ Attract talent that might not otherwise be looking to your organisation
- ✓ Are supported and mentored to break down internal barriers to progress
- ✓ Give your organisations an 'edge' in the search for talent
- ✓ Improve the public perception of your organisation and the energy sector
- ✓ Are supported to drive sustained inclusive culture change at a time of transformational change.



POWERful WOMEN

POWERful Women is a professional initiative working to increase the representation of women at the top of the UK energy industry'

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