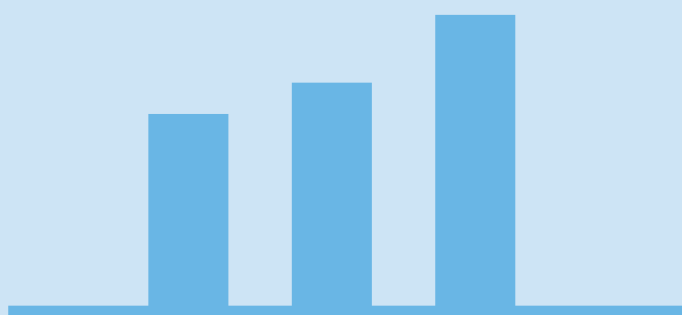


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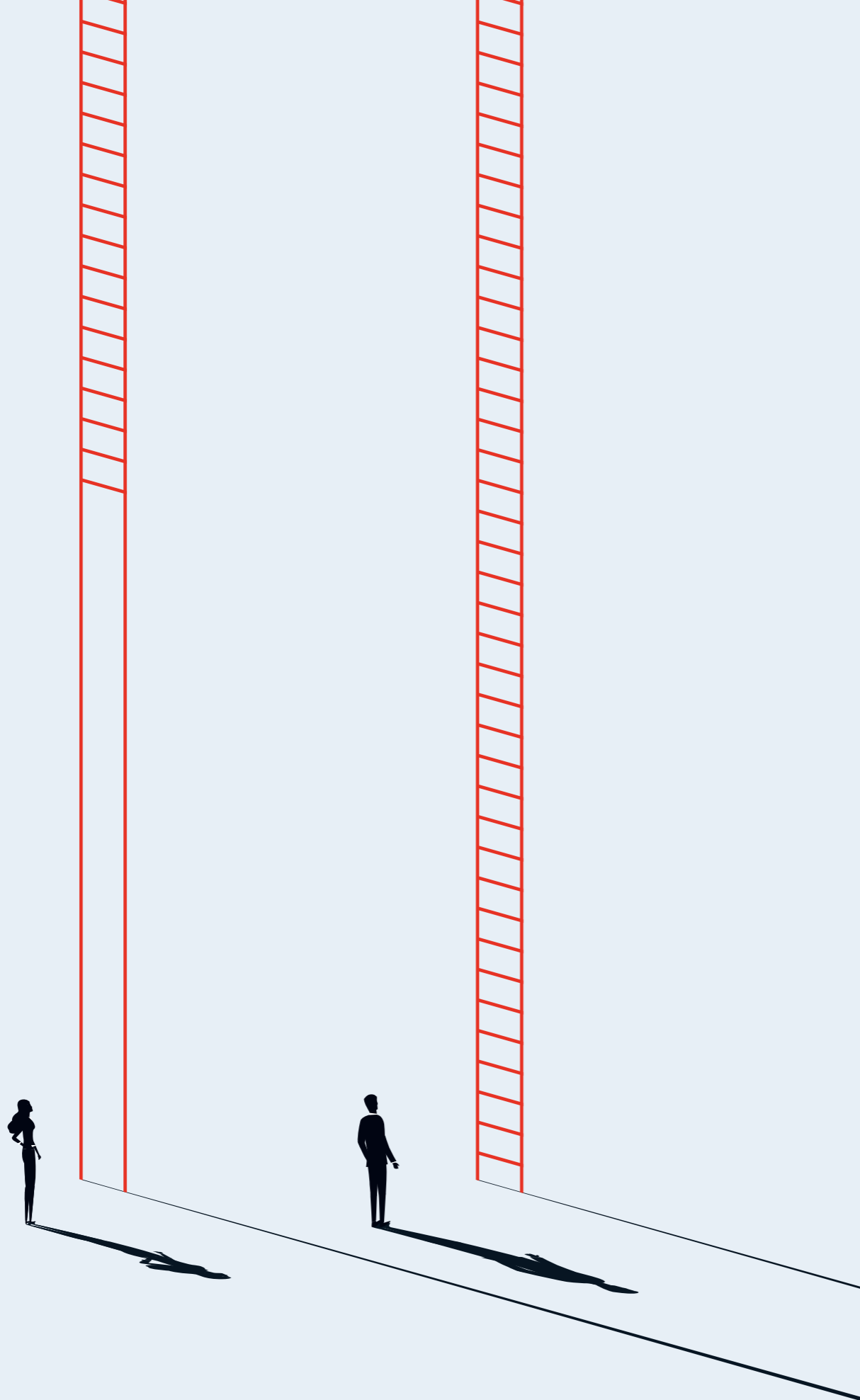
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ENERGY LEADERS' COALITION:

MIDDLE MANAGEMENT PROGRESS TRACKER

Report on progress by members of the ELC against their commitment to cultivate the careers and talent of women in energy middle management (2022-23)



BACKGROUND

In April 2022, POWERful Women (PfW) published pioneering research, conducted in partnership with Bain & Company, about the experiences of middle management women working within the energy sector¹. The report highlighted recommendations for diversity and inclusion actions that can help female talent thrive.

PfW wants to see at least 40% of middle management positions in the UK energy sector held by women by 2030 and has invested in understanding and addressing the barriers women face in mid-career, before reaching the executive level, and sharing this with UK energy companies.

There is recognition by the Energy Leaders' Coalition (ELC)² that supporting women in middle management is both an investment to grow the pipeline for senior leadership and an end goal in itself.

The above four key themes emerged in PfW's research about the barriers women face, how this affects their advocacy for their company as a place to work and what policies and behaviours would make a positive difference.

The research also showed a startling delivery gap when it came to the effectiveness of diversity, equity and inclusion (DEI) policies designed to addressing these – policies might be in place but for various reasons (often related to organisational culture) they weren't being taken up.

There is no one-size-fits-all when it comes to the best company approach in each of these areas.

PfW's key recommendations to companies were around:

- ✓ CEO and leadership team visibly taking ownership;
- ✓ setting targets and monitoring progress towards them;
- ✓ equipping line managers with the right skills; and
- ✓ asking the right questions to ensure that policies and initiatives were working in practice for women in middle management.

The response

– a commitment from the ELC

In September 2022, in response to the research and these recommendations, the ELC published a statement³ committing to immediate and tangible action to reduce the barriers women are facing at mid-career and to developing more inclusive cultures where female talent is cultivated, can thrive and can contribute to the energy transition. The statement says:



“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 2022, 2023 and 2024”**



This document reports on progress against this commitment between September 2022 and September 2023.

The middle management work has been a priority for the ELC during this period, led by Duncan Clark, Head of Region, Ørsted UK, and at each meeting there has been a regular agenda item for companies to take turns to share their organisational efforts and plans – including good practice and ongoing challenges – with the rest of the ELC.

In the following sections we have collated the DEI actions taken by the 16 companies in the ELC.

COMMITMENT

“Promote and communicate our ambitions and actions – visibility will amplify the effect and ensure we are accountable”

The leaders of ELC reported that over the past year they have more visibly promoted and communicated their ambitions and actions internally and externally. A consistent theme has been the importance of setting clear targets, formalised in strategy and reported on transparently, of which several ELC companies have new stretched ambitions.

All 16 of the ELC companies have publicly supported Pfw’s “40 by 30” targets and have published their own targets on diversity and inclusion, including on gender diversity and for women at middle management level. These have been widely shared this year, with some showing greater ambition than pre-2022 and commitments to achieve 50:50 gender balance. These targets can be seen, along with commentary on progress, on pages 14-15 of the ELC Annual Report 2023.

The companies are also committed to gathering more data on current levels of representation. Their progress against industry targets, including Pfw’s 40% by 2030 target for women in middle management, can be seen on page 17 of the Annual Report.

There is some variation in the stages companies are at and their rate of change. Some have launched new strategies and others are in the process of designing them as they gather and analyse data and feedback. However, all publicly endorse the work of Pfw and the ELC and the need for greater diversity, through personal and organisational statements and policies, and are giving active support.

Some companies and their leaders are also signatories to other sector diversity commitments, such as the Women in Defence Charter, targets in the Nuclear Sector Deal, targets in the Offshore Wind Sector Deal, the FTSE Women Leaders Review, the BBC’s 50:50 Equality Project, Race at Work Charter, Trans Rights, Change the Race Ratio and The Valuable 100, which shows them proactively embracing positive DEI practices whilst calling on others to do so. Many are publicly aligned to other diversity and inclusion initiatives in the energy sector, such as Women in Utilities and the Tackling Inclusion and Diversity in Energy (TIDE) taskforce.

Examples of recent strategic actions, formal reporting and accountability:

- » CEOs and wider leadership of ELC companies are directly driving DEI strategies at all levels, from global level to inputting into and reviewing business unit specific DEI positive action plans, which is increasing ownership and accountability.
- » New corporate DEI strategies with gender and inclusion at the centre have been launched in late 2022 or 2023, with these communicated to all employees by the leadership at town halls and other forums.
- » Annual DEI /inclusion reporting and gender pay gap reporting continues with some stating increased ambition to close the gap.
- » Targets and measures for senior leaders have been introduced at a number of companies (focussing on women in middle management and more widely), and these have been embedded with regular (eg quarterly) monitoring, reporting and review.
- » Bespoke inclusion roadmaps at global organisation level and local business level have been introduced.
- » There has been further integration of DEI and specific targets into larger global strategies on people and the business and wider measures on social sustainability, and diversity is being publicly linked to the vision of the company, its growth and the people it wants to attract and retain.

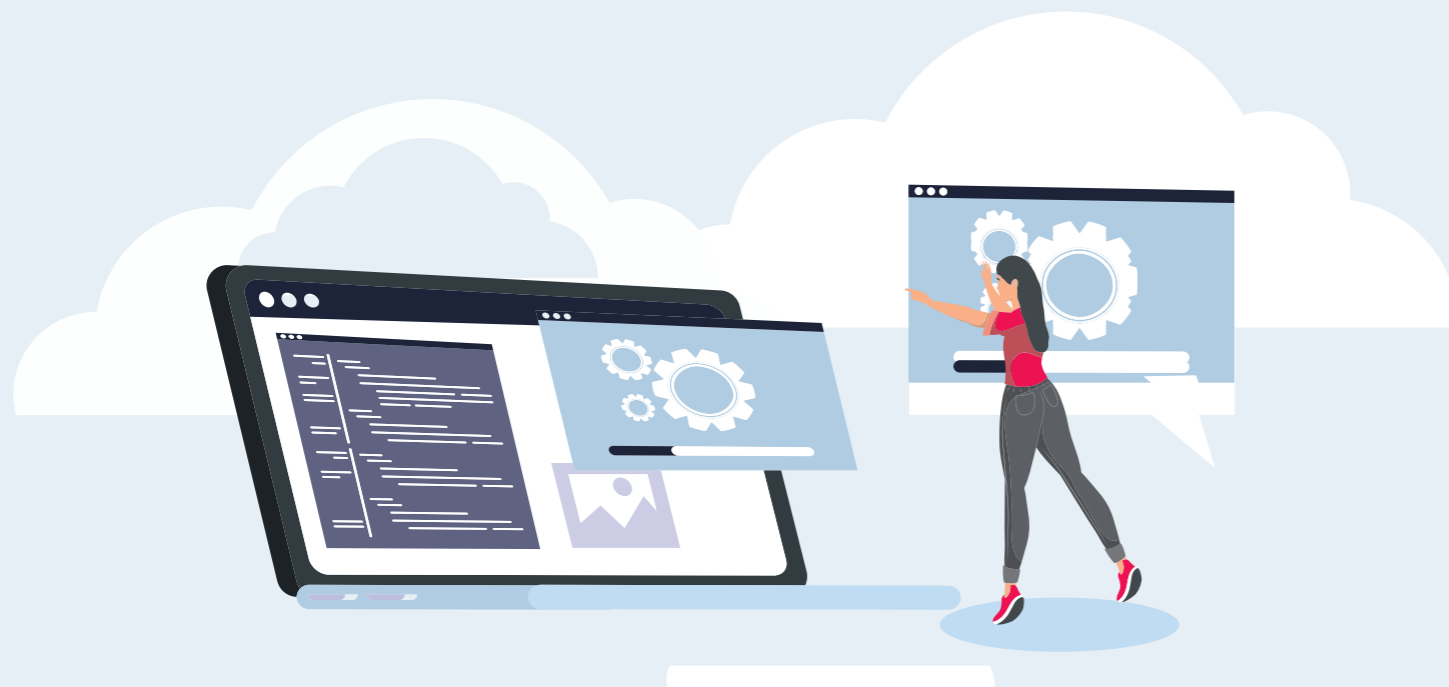
Spotlight on company actions and outcomes



A significant step by one ELC company this year was the launch of a dedicated Executive D&I Committee, to create a platform for senior leadership engagement that went beyond existing DEI training and to foster targeted conversations. The committee members hold themselves accountable through a local action plan, progress is tracked as a standing agenda item at meetings, and they hold their direct reports to account to maximise business engagement.

The relaunch of a company’s Employee Value Proposition encouraged pledges on building positive culture at all levels and another company rolled out ‘Fostering Diversity and Inclusion’ as one of its three essential behaviours, leading to robust discussions.

A flagship renewable energy project has been celebrated for having 100% female leadership.



Leaders are increasingly cascading DEI plans and expectations throughout the organisation to embed commitments in the business.

Examples include:

- » DEI reporting is at individual business unit and functional level as well as at global/national organisational level and new DEI strategies are being rolled out to the regions with new targeted plans.
- » DEI updates have been added to regular business updates, thereby signalling the importance of DEI to the whole business strategy in a practical way.
- » Specific DEI goals are increasingly being included in the individual performance management cycle to provide incentives and accountability for leaders and managers, including for example in 360 reviews for all people managers
- » Internal scorecards (for example, on diverse hiring) are being used, with results reported regularly to the executive committee.
- » DEI commitments and delivery are also being extended out beyond the ELC companies to their supply chains, with diversity spend targets and public communications on the value of representation.

Spotlight on company actions and outcomes

A 5% incentive mechanism in one company's annual performance plan for leaders means that group, function, or business unit performance against diversity targets impacts every line manager's performance-related pay. A further 5% is reliant on employee survey results, encouraging managers to focus on their diversity targets as well as creating a positive culture.



Communicating actions and commitments:

A variety of platforms and channels are used to communicate these objectives, strategies and expectations, and to give regular updates, including:

- » company intranets
- » external websites (including dedicated DEI pages)
- » webcasts and vlogs from leaders to employees, to discuss ambitions and actions
- » DEI included more regularly as standard agenda items at team and leadership meetings at all levels, with leaders driving DEI discussions
- » profile-raising in the media and through events and awards to celebrate success



Spotlight on company actions and outcomes

One company's leaders have continued to provide an Open Letter Commitment on DEI to colleagues, demonstrating that it's a priority for them and that they will transparently share progress with colleagues on achieving greater DEI at all levels of the company.

COMMITMENT:

“Lead the development of the required inclusive culture, including role-modelling behaviours and visible allyship, recognising our unique contribution as leaders”

Culture change happens from the top of an organisation and the value of leaders going beyond words to visibly support and enact policies and to demonstrate inclusive behaviour is recognised.

Examples from the ELC companies include:

- » Leaders are increasingly speaking at internal gender and other diversity events, setting themselves personal DEI objectives and focusing on engaging senior leaders and their direct reports on the topic, making the link with business performance].
- » One company took the opportunity of a major organisational restructuring and the development of a new corporate strategy to redefine its values and to introduce “Care for Others”, which specifically calls out inclusive behaviours.
- » Leaders are championing training and standards on conscious inclusion and expected behaviour from all employees. DEI has been put on the curriculum of new and existing leadership development programmes, including modules on inclusive leadership and hiring processes.
- » Leaders are actively seeking and actioning feedback. Two examples are through appointing a shadow board of diverse colleagues “to listen to concerns and ensure colleague-centric decisions are delivered” and by encouraging and taking part in reverse mentoring, including the CEO. Both are proving to be effective feedback and accountability mechanisms for leaders and managers and have been brought in by several ELC companies recently.
- » One company reported how their CEO actively calls out non-inclusive behaviour. Their public support for the Institute of Customer Service’s #ServicewithRespect campaign sends the message that there is zero-tolerance for customers who don’t treat colleagues with respect.
- » Senior leaders and managers are seen to be role modelling inclusive behaviours, including flexible, part-time and hybrid working and other initiatives (such as ‘no meetings Wednesday’) to positively influence the culture.

Leaders as allies and sponsors:

- » As well as directly sponsoring female talent, many ELC leaders, Board members and Directors are acting as sponsors or executives of women’s forums and other employee resource groups, inclusion networks or diversity committees. Having some of the most senior people in the organisation sponsoring and actively contributing to such groups demonstrates high level commitment to inclusion, allows engagement directly with employees and drives delivery. It adds visibility to the groups and to the wider topic for the business, using the leaders’ communications channels and connections.
- » Leaders have a role in celebrating diversity and sharing learning resources. Many have this year taken part in panels, webcasts, Board chats and other events where they share their personal stories. Examples include awareness initiatives and networks on menopause and mental health.
- » Initiatives are also targeted at men, to develop allyship with women and other under-represented groups and to ensure an equitable and inclusive approach to development. One company cited a work and personal development programme for men that examines both their home and work life to fulfil their potential.

Leaders as industry ambassadors for diversity

- » Several ELC leaders have signed public pledges, such as on menopause, to demonstrate allyship and commitment.
- » They have used their own and their company’s social media and media platforms, podcasts and blogs this year to share thought-leadership around the ‘why’ of diversity and inclusion and to promote their own and industry-wide initiatives.
- » They have led communications internally and externally at key points in the cultural calendar, such as on International Women in Engineering Day, International Women’s Day, Pride, Disability Awareness and National Inclusion Week.
- » Senior leaders in some of the ELC member companies been recognised with external D&I awards this year.


Spotlight
 on company
 actions and
 outcomes

A company’s very first menopause webinar this year was hosted by a senior male leader, at their request, demonstrating solidarity and support.

An employee resource group held a virtual allyship event which had over 600 participants with some senior leaders from the organisation on the panel.

A presentation to senior leaders by the women’s network resulted in a reported increase in allyship from male colleagues in the organisation, such as ensuring women’s voices are heard in meetings and supporting progression and flexible working.



COMMITMENT

“Actively seek feedback from our middle managers, so that we understand our key issues to tackle”

A number of mechanisms are in place in ELC companies to give a voice to women in middle management, to listen to concerns and actively seek feedback on solutions that are targeted interventions. Some report having very comprehensive listening strategies across their business units and many activities have been enhanced or introduced in the past year.

Examples include:

- » Listening panels, circles and focus groups providing deep feedback on existing issues and high-quality input into what policies and action to develop. These work well when senior leaders are present to listen and take away actions, but also provide a safe space when they aren't.
- » Employee engagement surveys – running annually, quarterly and on celebratory days in the calendar – to confidentially measure sentiment in the workplace. Many are disaggregated by gender, age, location, and level etc. Some companies have run this for a long time, others are only just introducing them this year. Many of the surveys are now used to ask specific questions around DEI policies and activities, the workplace culture, including feelings of inclusion, wellbeing and psychological safety.
- » Consultation and dialogue with Employee Resource Groups, which meet to discuss topics of relevance to their diverse characteristics, such as women in the workplace. These provide not just a safe space for discussion and sharing of experiences, but a channel through which women can feed back ideas and concerns to senior leadership teams. Having all levels of the business represented on the ERG is valuable. One company said that their input, along with that of Trade Unions, enables them to make robust and meaningful updates to their policies and company processes. Another said that it is their primary route for feedback on both barriers to female progression and the initiatives they propose to improve gender equality.
- » Mentoring, coaching and professional development processes, as opportunities for discussion and feedback on career barriers and solutions.
- » Shadow Boards, reverse mentoring and 360 reviews
- » Increasing use of ‘inclusion indexes’ ascribed to leaders, to monitor employee sentiment and leaders’ progress, and of ‘inclusion scores’ for the business using core questions to measure inclusion
- » ‘Town Halls’ on strategy to allow employees of all levels to engage directly with the Executive Team
- » Webinars/webcasts and online chats for employees to discuss key topics of interest or concern, such as psychological safety, menopause
- » Forums targeted at certain communities, such as women working offshore, to gain qualitative data
- » Anonymous helplines to discuss significant issues of concern and anonymous ‘temperature checks’ or ‘feelings trees’ at the start of meetings.
- » Exit surveys, which allow companies to see why specific groups, such as female managers, may choose to leave and how positively or negatively they rate aspects such as inclusion, wellbeing, leadership and the supportiveness of their line manager. The aim is for results to be taken back to the business unit to make improvements.



Spotlight on company actions and outcomes



An annual employee survey had a response rate of 80% in 2022, their highest level to date, which they saw as “an indicator that the survey is broadening its reach to become more representative of our diverse workforce”.

A ‘Barriers to Inclusion’ project was launched in recognition that issues and concerns experienced by female employees need to be understood first before actions can be taken to address them effectively.

OfficeVibe tool is used to measure one company's employee voice weekly and the outputs are owned and actioned by managers locally.

ELC members have shared some of the specific barriers that were identified within their organisations during these conversations and surveys: For example:

“Feedback was that line manager support is instrumental to career development but that while some were positive advocates, others either blocked access to development opportunities or were lacking time or resources and so were disempowered to provide support.”

“Barriers to progress include a lack of consistency and transparency on performance and promotions processes, which didn’t allow for us to develop measurable outcomes.”

“Engagement with female employees led us to identify that: work needed to be done to improve policy offerings, by benchmarking them with other organisations in the sector; greater transparency was needed on gender targets and performance; talent pipeline needed reviewing to increase support and female engagement; managers needed educating around flexibility and more clarification was needed on hybrid working, to avoid returning to pre-pandemic ways of working; more needed to be done on sponsorship, mentoring and reverse mentoring.”

“We identified a range of barriers to women’s progression, some of which are systemic to our industry, and others specific to our organisation. Starting with the broader challenges, we recognised that the current lack of representation is a fundamental barrier. We’ve also acknowledged that implicit bias and role presenteeism continue to influence career progression within our organisation.”



Mechanisms also need to be in place to ensure employee feedback and data results are acted upon. Good practice examples include:

- » Analysis of data from employee surveys is actioned at senior levels to identify how experiences can be improved
- » Line managers are expected to share feedback on their team DEI discussions with leaders and HR colleagues
- » Feedback from employee engagement is part of the annual performance reviews, where DEI and team leadership is scored. Line managers are provided with personal dashboards with development actions and one company reported that if leadership scores are below their benchmark, coaching is initiated and targeted development agreed to close the gap.
- » Feedback from ERGs, such as gender balance networks and women’s affinity groups lead to actions that are tracked regularly (eg every two months), supported in delivery by the DEI team and aided through advocacy of the senior leaders

Spotlight on company actions and outcomes

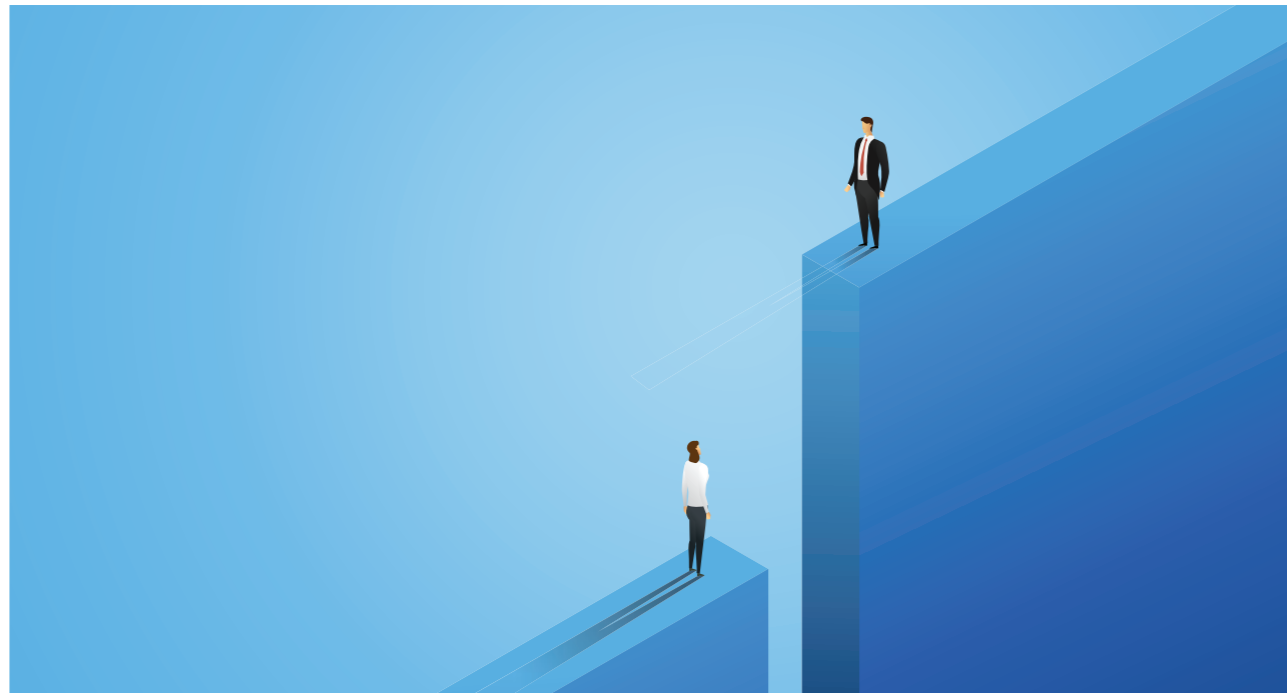


Responses from one new annual ‘Workplace Wellbeing Index’ survey, launched this year, will be actioned to create a considered wellbeing plan for Q4 and beyond into 2024.

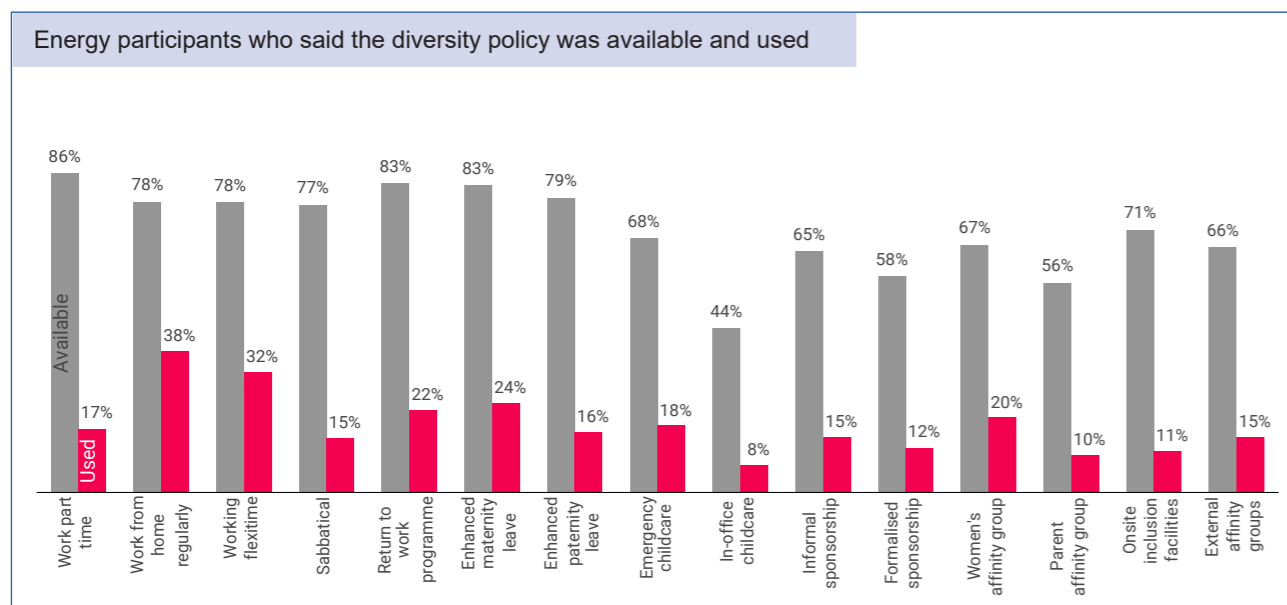
One company reports that anyone can complete a Professional Coaching qualification, as a way to encourage people to have a curious, exploratory mindset and improve conversations and communications.

COMMITMENT

“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”



In looking at how the effectiveness of DEI policies can be improved, companies have focussed on the key barriers identified in the PFW and Bain & Company research, where a delivery gap had been identified.



1. Equal access to professional development

All companies reported having talent development programmes in some shape or form targeted at various levels from entry-level and middle management to senior leadership, with many having dedicated programmes for women and other under-represented groups, including women of colour and women in STEM.

Ensuring that the programmes are working well and thus providing equal access to professional development opportunities requires tracking. Various mechanisms are used, from participants' feedback to monitoring data of those on the programmes, in succession plans and have been promoted with a diversity lens.

Several companies have used the results to ensure follow-up is in place, that programmes are aligned with the company's female talent goals and to further enhance their support programmes for women.

Examples of actions by some of the ELC companies are as follows:

- » Targeted, female-focussed development programmes running at global and/or business unit level and for women at various seniorities, including a focus on those in middle management who are ready for director and board roles. This year has seen several newly-launched, broadened or reviewed and adapted leadership development programmes drawing on industry good practice and employee input to ensure a more balanced cohort, with targets set for women's participation. Positive feedback and increases in female representation are reported.
- » Review of female representation at all levels of the talent pipeline, including in succession plans, against gender targets, which in one case has led to the planned introduction in 2024 of a leadership programme for female middle managers with an open self-nomination process.
- » Action taken to address inconsistencies, mitigate bias and increase transparency in the development selection process, such as reviewing criteria for roles and talent, launching bias-busting guides, and managers providing evidence during calibration sessions in the assessment process with outcomes reviewed with a diversity lens, noting any skews.
- » Talent programmes being opened up to self-selection, including a switch from talent pools to more democratic talent networks.
- » Open access to professional development courses through various learning portals including LinkedIn and local activities and policies in place to support those wishing to take degrees or formal qualifications.
- » More internal communications to advertise senior role vacancies internally and promote talent programmes.
- » Comprehensive guidance for leaders and managers on advancing female professional development in their teams, with a requirement to ensure they are encouraging under-represented talent to apply.
- » Proactive identification using performance data of individuals who are ready to progress their career, followed by line manager conversations and sometimes with sponsorship by a senior leader who is not their direct report (several new programmes piloted, including fast-track).

- » Mentoring schemes and mentoring circles with leaders, including pilot programmes this year with effectiveness tested through feedback surveys.
- » Coaching and personal development offered to women via ERGs, managers, external providers.
- » Targeting any gender pay gap issues during annual salary review process with the aim to reduce/close any such gaps.
- » Internal careers fair, with focus on women.
- » Return to work programmes where there is under-representation in senior roles.
- » Feedback from alumni of development programmes to ensure continuous improvement.



Spotlight on company actions and outcomes



One pilot process this year has identified several female employees who appear to have been overlooked for progression through its more traditional routes, including for middle management level roles.

One company's senior leaders are asked to use HR data to actively identify women 'stalling' in their role (eg five or more years at middle management grade) and who are under the radar. They are then required to consider the barriers to progression, discuss the women's development needs and understand their career aspirations. They must ensure that all employees identified as 'advancing' and nominated to take part in the programmes have a mentor, a robust development plan and are part of succession plans, with interview panels and candidate shortlists required to be gender inclusive.

One company requires proportional representation of women on high potential talent programmes (in relation to the general talent pipeline) and has developed a sponsorship at scale programme focused on matching all women in the company with a sponsor, with clear boundaries and goals established to ensure that it is effective.

One new development programme, aimed at helping women overcome barriers and design a career plan, saw the cohort for 'women in leadership' increase from 45 in 2022 to 120 in 2023, promotion rate rise by 5% and reported improvement in self-confidence.

Leadership masterclasses and leadership development programmes targeted at women currently have participation rates of 44% and 35% respectively at one ELC company.

One company says it is aware of the need to constantly test effectiveness: "Whilst we are currently comfortable with the general levels of female talent being representative of the available talent pool, we continue to develop our thinking and approach. Various talent initiatives are being investigated at further depth to understand the motivators, barriers and perceptions for female participants. The results of this will inform the development of further talent programmes."



2. Flexible working in practice

ELC companies reported the existence of a range of flexible working policies, offering options on where, when and how to work, and with the aim of supporting better work-life balance, particularly but not exclusively for those with caring responsibilities.

While most ELC companies have had a hybrid working policy and arrangements in place since the pandemic, (some of them industry-leading and with high uptake and positive feedback from employees, many companies have tested the effectiveness of these and other flexible working policies in the past year and opportunities for improvement. This has been, for example, through surveys, exit interviews and engagement with employee groups and by tracking the diversity data on uptake – such as the female representation in parental leave, part-time and flexible working.

For example, based on feedback one company is looking specifically at how their hybrid working policy could be adapted to give greater support to those with caring responsibilities of all kinds, not just children.

Examples of actions by some of the ELC companies are as follows:

- » Introduction of better flexible working commitments, principles and arrangements this year, for example with colleagues able to request it from day one in the job or to have time off at key life moments.
- » Review, implementation or enhancement/refreshment of family-friendly policies, to improve pay and benefits, address any biases and incorporate industry best practice. One company used feedback on enhanced paid partner leave to ensure the policy had flexibility and therefore supported women returning to work.
- » Departmental demographics being used by leaders to investigate barriers related to perceptions of flexible working, with insights also gathered from women's networks. In one company these are being used to improve the offering on carers leave, neonatal care leave and paternity leave.
- » A focus on the message that flexible working is for everyone, men as well as women, and should be normalised throughout the organisational culture, for example using podcasts and case studies featuring men role-modelling working part time.
- » Flexible working by default and part-time advertised as standard in role profiles as part of the employee value proposition, to encourage applications.
- » Intensive guidance and support at some operational sites focussed on improving access to flexible working arrangements and myth-busting any biases that exist around it.
- » Toolkits to support the implementation of flexible working, existing or in development for 2024.
- » Onboarding process changed to 40% remote to allow greater flexibility, following investigations of a disproportionate number of female leavers.

Spotlight on company actions and outcomes



In one employee survey, 89% said that the flexible working policy, allowing them to choose when they came into the office, had improved their work-life balance as well as opened up development opportunities.

Advertising of overt part-time role offerings attracted a more gender diverse suite of candidates that played through to offers made.

The introduction of 12 weeks minimum leave for parents/partners/secondary care givers has enhanced a company's existing policies, "aiming to create a culture where family leave is normal for men as well as women and should not affect progression".

A company launched a pilot parental leave coaching service to support people through the changes that come with the birth of a child and plans to expand it next year.



3. Visible and accessible female role models

On the principle that “you cannot be what you cannot see”, the existence of visible women in senior roles within a company and the energy sector can help shape the aspirations and confidence of women in middle management and build the leadership and executive pipeline. The currently low level of female representation in the highest executive roles across the industry, including in the ELC, remains a concern and a barrier but efforts are being made to shine a spotlight on women in senior roles.

Companies report recent appointments of women to senior roles on the Board, in the executive team, at global CEO level and at Director level, all of whom use their positions and visibility to share their career journeys and advice with other women, and to promote the value of DEI and professional development.

Senior women in the ELC companies have been featured in external industry lists of inspirational career women this year.

Examples of actions by some of the ELC companies are as follows:

- » showing both women and men using flexible working arrangements in the public realm
- » using opportunities like International Women’s Day to celebrate female leaders within the business
- » featuring women on company websites, particularly career pages, and employee intranets
- » facilitating the use of media and social media platforms for senior women to provide thought leadership and business insights
- » publishing career case studies and blogs and running internal (or taking part in external) mentoring sessions to inspire and advise others
- » using the ERGs to host discussions with female leaders in the business
- » ensuring senior women are represented at industry events and on speaker panels



Spotlight on company actions and outcomes

There has been action to increase female representation at the very top tables this year, including one company appointing a woman at global CEO level and another as Chair of their Board, “ensuring continued role-modelling at that level.”





4. A supportive and inclusive culture

PfW's middle management research concluded that none of the above policies and initiatives work without a supportive and inclusive culture. Likewise, the culture won't make a difference to women's careers if the key practical policies aren't effectively and consistently implemented – they go hand in hand. Promoting inclusive leadership and upskilling line managers are key.

All ELC members say that improving inclusion in the workplace is currently a priority focus.

Examples of actions from some of the companies in the past year are as follows:

- » Review and improvement of internal everyday processes, to build inclusion into their design and to address un-inclusive or malicious behaviour, including clear direction on how it is addressed, with updates on bullying and harassment policies (to cover, for example, cyber-bullying, domestic abuse), along with communications signposting to support.
- » Training to upskill managers and leaders to engage with and support women in their teams. There has been a focus on awareness-raising and 'Inclusive Leadership' training programmes have been implemented or amplified, with sponsorship from the top and much of it mandatory. Topics include respect, unconscious bias, growing and nurturing teams, and 'banter awareness'.

- » Drop-in clinics for managers to hold open conversations on avoiding gender stereotypes (eg on hybrid working), quarterly sessions for managers to build community and share their experiences and leadership dilemmas.
- » Growing focus on several inclusion topics this year, including awareness, training and practical support on the menopause, fertility and gender dysphoria with online guides, discussion groups, training and helplines along with updates to general healthcare policies and benefits.
- » Work to identify inclusion barriers – for example an event held with an external speaker to explore barriers for women of colour led to a new mentoring programme.
- » Expansion of DEI resources and greater availability to employees and managers, allowing teams to have more inclusion discussions.
- » Focus on allyship, with guidance and training being offered to men and others, and direct links with (and staff presentations from) ERGs so that allies can learn how to support colleagues. One company reported an 80% male attendance for one women's ERG event and at another, employees reported that the engagement led to women's voices being heard in meetings and greater support for women's progression and flexible working.
- » Review of barriers to inclusion and the introduction of frameworks around behaviour, to embed values around safe environments, respect, care and helping people reach their true potential.
- » Launch of inclusion and belonging communications campaigns with key messages, such as that DEI is everyone's responsibility.
- » Establishment of an inclusion hub.
- » Addressing un-inclusive facilities and equipment, such as providing a dedicated breastfeeding room (alongside facilities for other groups).

Spotlight on company actions and outcomes



One inclusion training programme (covering sexual harassment, micro-aggressions and resolution and reporting) so far has a completion rate of over 87%.

Nearly 750 managers have taken one or more of a company's new DEI training courses, which cover everything from basic inclusion to holding difficult conversations, advancing gender equity, ethnicity race and disability inclusion and an introduction to privilege.

Following the launch of a behavioural framework a company saw a decrease in behaviour related complaints, signifying a culture change taking place.

One company is working to make it simpler to identify if behaviour is malicious, careless or thoughtless, and seeking a "learn first" approach for careless or thoughtless remarks or behaviour.

Better placement of sanitary bins, laundry bags and PPE is improving women's experience offshore, with one facility showing a 50% increase in female representation over 10 years.

Actions to foster an inclusive organisational culture have had a positive impact for women in middle management at one company, with 13.8% promoted in the last 12 months (compared to 7.6% males) and an increase in UK female middle management from 29.4% in 2019 to 30.8% in 2023.



Inclusive recruiting to attract diverse talent

Companies reported that they are already using, planning to use or strengthening a range of inclusive hiring processes to create more diverse candidate pools and thereby support their goals to attract better diversity in the workforce. Attracting new female talent, as well as nurturing existing talent, is a stated priority for the ELC companies and many have ambitious targets, including apprenticeships. Campaigns have been run individually and collaboratively to promote careers in energy for young women.

There has been a focus on introducing or improving training for hiring managers, with new inclusive recruitment training launched or planned to be rolled out, and improvements to training in several companies, with take-up by managers monitored and reported. Inclusion nudges are used to keep managers on track.

Inclusive hiring actions and approaches quoted include:

- » flexibility as standard or offered in role design
- » simpler job adverts with inclusive language (including use of a gender language decoder)
- » open advertising, particularly for senior level roles
- » balanced shortlists or with targets for diverse characteristics (some extended this year to senior roles)
- » flexible interview arrangements
- » diverse interview panels
- » standardised scorecards for interviewers to question their unconscious bias (and with scores calibrated to ensure fairness)
- » bias monitors from the talent team
- » KPIs for hiring managers for accountability

Spotlight on company actions and outcomes



All hiring for senior level roles has to meet four KPIs in one company: 95% of roles openly advertised; 100% of adverts state happy to talk flexible working; 25% of shortlists female and signed off at MD level if not achievable; 100% of interview panels diverse. These are tracked and reported to executive level every two months and resulted in offers to women rising from 15% to 32%.

One company's apprenticeship pipeline is now 57% women and 25% ethnically diverse colleagues, ensuring equal access to skills development.

An external audit of a company's early careers recruitment, to further improve the application assessment process for graduates and apprentices. Building on increases in 2022, female representation in graduate hires is on track to reach 35% in 2023.

Targeted recruitment and development interventions for female talent resulted in one company's women in middle management increasing by almost 7% since 2022, 5% of which is in senior leadership.



COMMITMENT

“Track interventions and progress individually, share in the ELC, and report collectively for 2022, 2023 and 2024”

All ELC companies gather, track and publish their diversity data against their targets, including for women in middle management – see pages 14-17 of the ELC Annual Report 2023 for progress to end September 2023.

Some companies report that they have been improving their data gathering, such as through workplace campaigns and the launch of a self-ID survey this year “to reach response rates that will enable more granular reporting of employee diversity”.

Examples of individual companies’ reporting and monitoring processes are as follows:

- » Detailed diversity data used to track effectiveness of policies in a quantitative way (such as number of female new hires, female representation in parental leave, leadership roles, part-time and flexible working)
- » Sharing and measuring of data internally across the business at defined intervals (eg monthly, quarterly) and tracked against embedded company or business unit targets
- » External publication of data aligned with or part of the annual business reporting cycle
- » Reporting shared with chairs of ERGs
- » External audits of policies by DEI specialists
- » Variety of employee feedback channels used to track effectiveness of DEI policies in a qualitative way (see above)
- » Continuously reviewing DEI characteristics at every stage of an employee’s lifecycle to measure the effectiveness of talent processes, policies and initiatives.



Further areas for **development** and **progress**

While action on cultivating the talent of women at middle management level has clearly been stepped up this year, with many of the strategies and initiatives above being launched in the last 12 months, the ELC members recognise that there is still much to do.

They have all pledged to continue to track progress towards their ambitions, including surveys of employees and enhanced deep listening exercises, with targeted interventions in areas that are not progressing and some more ambitious targets and programmes. They will also continue to learn good practice from each other, an activity in the past year's ELC meetings that has been deemed highly valuable.



Specific plans companies have expressed for the coming year include:

- » engaging the majority to effect real change, through a learning offer that focusses on involving men and people of all genders;
- » focus on improved and inclusive recruitment processes to attract diverse talent including training for hiring managers;
- » focus on talent development including women in leadership programmes (including mentoring and sponsorship) and early talent and apprenticeships
- » focus on improved design and monitoring of flexible working policies
- » focus on better inclusion and supportive workplace culture, including inclusive leadership and allyship
- » improved global and business unit DEI action plans
- » improved accountability through more visibility of targets, goals and KPIs for people managers
- » new policies, such as on fertility, menopause
- » improved resources and DEI training for all managers
- » greater intersectionality – focus on women from ethnic minorities and low socio-economic backgrounds
- » improved data collection
- » further energising employee networks for stronger voices
- » a stronger ambassadorial activity and role-modelling by ELC leaders


One company concludes that “Feedback is improving but has shown that more work is needed to improve the awareness of and desire to engage with our DEI initiatives, such as policies on balanced shortlisting and interviewing, engagement of women with career aspirations and continuous improvement on policies such as flexible working.”

The ELC's wider workplan for 2024 can be seen in Chapter 3 of the ELC Annual Report 2023. Addressing barriers for women at mid-career level and creating a more inclusive, supportive culture will continue to be a focus throughout this time and as 2030 target deadlines come closer.



REFERENCES

- 1 'Cultivating female talent in energy: what the sector can do to resolve the barriers faced by women in middle management', april 2022, powerful women and bain & company. <https://powerfulwomen.Org.Uk/cultivating-female-talent-in-energy-report/>
- 2 The energy leaders' coalition (elc) is a group convened by powerful women in 2018. It comprises the leaders of sixteen of the uk's largest energy employers alongside the ceos of the regulators ofgem and north sea transition authority. The elc has made a public declaration to improve gender diversity in their companies and in the sector as a whole. <https://powerfulwomen.Org.Uk/energy-leaders-coalition/>
- 3 Press release: Energy CEOs publish commitment to cultivating the careers of women in middle management, September 2022. <https://powerfulwomen.org.uk/2022/09/29/energy-ceos-publish-commitment-to-cultivating-the-careers-of-women-in-middle-management/>



Working for a
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