

Inclusion Measurement Framework

2022 Report and Recommendations





Table of Contents

Executive Summary	4
Overall Sector – Workforce Demographics.....	6
Sector Leadership	9
Recruitment	12
Development and Promotions	14
Retention	19
Leadership Survey	22
Social Mobility	25
Recommendations	29



A report on the progress of Inclusion within the Energy and Utility industries

Foreword Phil Beach

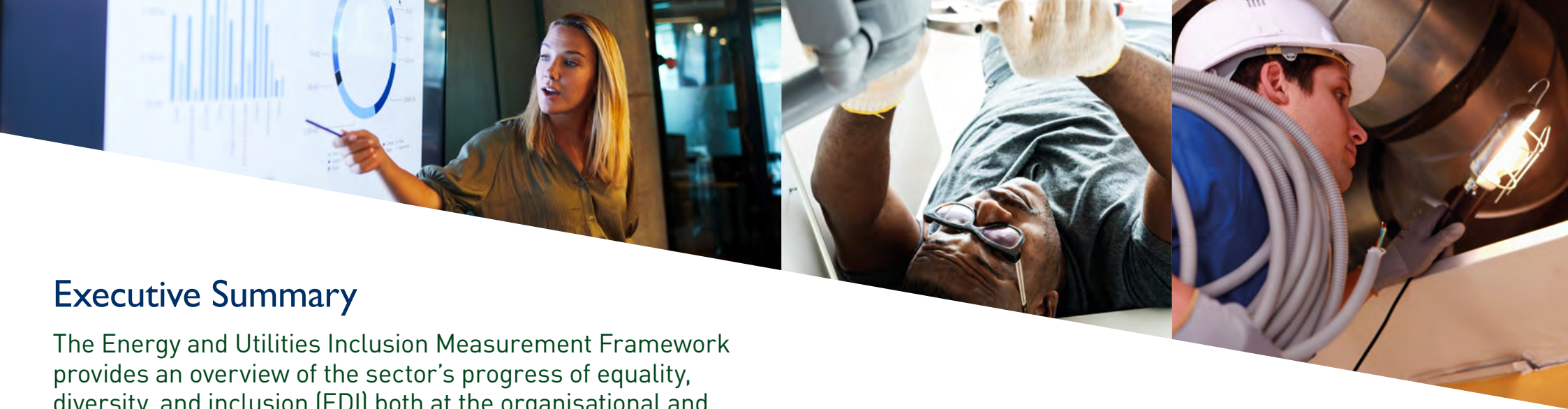
I am pleased to present the 2022 Inclusion Measurement Framework results on behalf of the energy and utility industries.

This is the third year that the Framework results have published; a key output of the sector's commitment to attract, recruit, retain and develop a diverse workforce. Extended to include direct reports to CEOs the Leadership Survey includes responses on leading inclusion and leaders' own diversity journeys. The results from this survey demonstrate high levels of confidence in the understanding of and efforts towards EDI although it is clear that this is still to effect impactful change across the sector.

A key priority of the Workforce Renewal and Skills Strategy is to achieve a workforce that reflects the customers and communities the sector serves. In response to this 56 CEOs have signed up to the sector's Inclusion Commitment. This Commitment is underpinned by the principle to measure and be transparent about progress, in individual organisations and as a sector.

Our ongoing commitment to monitoring progress towards fostering a workforce that mirrors the sector's diverse customers and communities remains steadfast. The findings in this report provide an update on the progression of this priority, delivering key insights to focus efforts as individual organisations and as a sector to drive change.

Phil Beach CBE
Chief Executive
Energy & Utility Skills



Executive Summary

The Energy and Utilities Inclusion Measurement Framework provides an overview of the sector’s progress of equality, diversity, and inclusion (EDI) both at the organisational and sector-wide levels.

This year, the scope has been extended to embrace the sector in its entirety and include wider leadership roles as well as CEOs. The Framework considers measures across the employment lifecycle including recruitment, progression and retention across the diversity characteristics of gender, ethnicity, age, disability and where adequate data is available, sexual orientation and religion.

With the strong support of industry leaders, the standalone Leadership Survey highlights that there is still work to do to improve EDI across the energy and utility industries. 87% of leaders report that they are actively involved in inclusion initiatives, with 26% of leaders specifically listing involvement in gender inclusion, and 10.8% listing race inclusion initiatives.

The data shows that the sector is still white male-dominated, indicating that more action is needed to attract, retain, and develop diverse talent.

Acknowledging the low declaration rates for religion, disability, and sexuality, it is evident that the sector needs to foster a culture of trust among its workforce.

The report provides five recommendations for action and highlights the inclusion priorities for individual organisations and the sector overall. This enables the energy and utility industries to channel commitment into targeted action, creating a transformative shift toward a more diverse and inclusive landscape.





Introduction

The Inclusion Measurement Framework underpins the sector's commitment to improving EDI across its workforce. It identifies key areas of focus toward establishing a workforce that mirrors the customers and communities they serve.

With 277,000 new recruits required by the sector by 2030, action is necessary to meet the workforce and skills requirements to deliver net zero. There is an understanding of the issues of EDI, and a drive to improve EDI across organisations and the sector as a whole. This is one of four key priorities of the sector's Workforce Renewal and Skills Strategy 2020-2025.

To understand progress and identify areas for improvement, The Equal Group was again commissioned to undertake the framework and leadership survey with participating companies across the energy and utility industries. Where possible, comparisons between data collected in previous years have been made.

The report delves into key aspects such as leadership, recruitment strategies, employee retention, and attrition trends. The report identifies specific areas within the energy and utility industries that warrant concentrated action, with five key recommendations made to improve diverse representation.

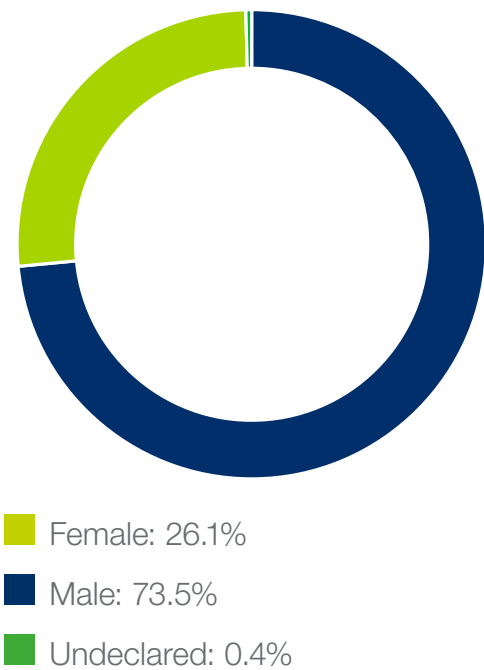
Overall Sector – Workforce demographics

First year in collecting demographic data for each organisation as a whole and provides a baseline.

Gender

The energy and utility industries continue to be male dominated across almost all reported areas with women making up 26.1% of the sector’s workforce. This is below the UK Workforce average of 48%.

The water industry has the greatest representation of women – 28.3% – compared to other sectors and the gas industry has the lowest representation of women, with 19.6% of the workforce female.



Ethnicity

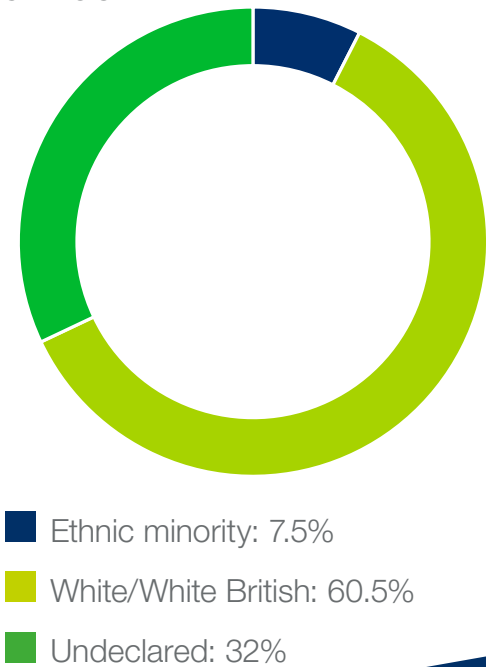
There is a significant underrepresentation of all ethnic minority backgrounds across all reported areas.

Across the sector, ethnic minorities make up just 7.5% of the workforce this is well below the UK workforce average of 13%.

The gas and water industries have broadly similar ethnic minority representation of 8% which may indicate better recruitment and retention of ethnic minorities than in power (5.2%) supply chain (4.2%) and the waste management and recycling industry which is significantly lower at 1.2%.

While recognising ethnic minority representation will differ in individual organisations dependent on the local population they operate in,

the energy and utilities workforce is spread across the UK and the workforce should therefore be more reflective of that of UK workforce as a whole.

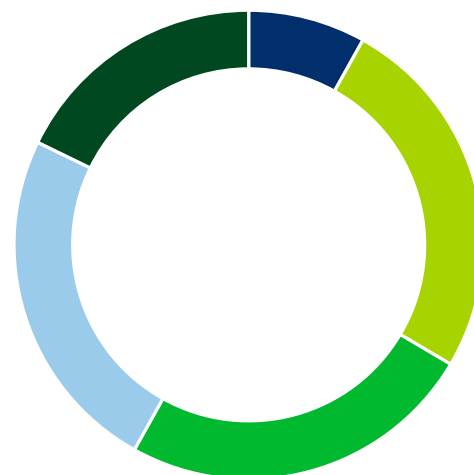


Age

The age profile of the UK energy and utility industries is roughly in line with the UK labour force which is distributed in a bell curve across the population with the largest representation in the 36–45 year old age group and reducing relatively evenly on both sides.

The data across age groups is comparable to the UK workforce with under 25s the least likely to be in employment. The drop in representation at either end can be somewhat explained by higher education numbers and increasing retirement levels in the sector.

There are higher proportions of the workforce aged above 55 working in the supply chain (26.7%) and water and wastewater industries (20.4%) than across the sector as a whole. The proportion of the workforce aged under 25 is consistent across the sector.

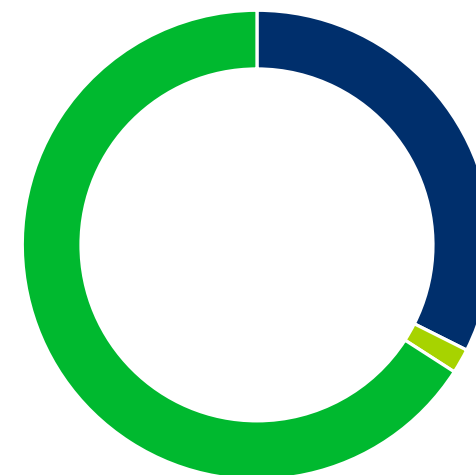


- Under 25: 8.1%
- 26–35: 25.4%
- 36–45: 24.6%
- 45–55: 24.1%
- Over 55: 17.8%

Disability

There is a significant underrepresentation of disabled people working across the sector. 17% of the UK workforce are disabled compared to just 1.7% across participating organisations. We also have a large amount of undeclared, which could indicate that organisations are not capturing this data consistently or that employees are reluctant to declare a disability albeit this is much less in the water industry.

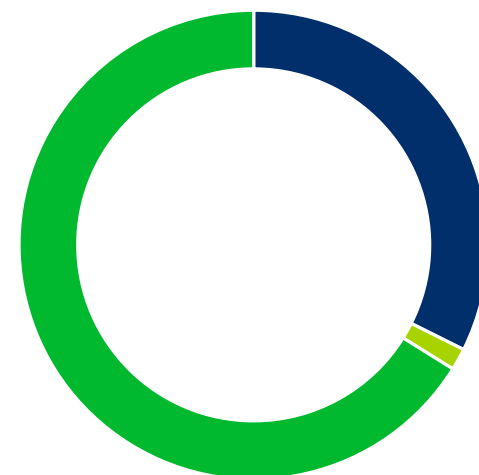
This could be an indication of the stigma around disability with workers feeling unsafe to disclose, even anonymously.



- No disability: 32.4%
- Yes, declared disability 1.7%
- Undeclared: 65.9%

Sexuality

The energy and utility industries have a workforce representation of 1.5% LGBTQ+ compared to 3.2%¹ for the UK population. However, 66.2% of employees in the sector have not declared their sexuality in the data that was provided for this report. This makes it difficult to draw any firm conclusions and indicates the level of discomfort people have declaring this particular characteristic, even anonymously.

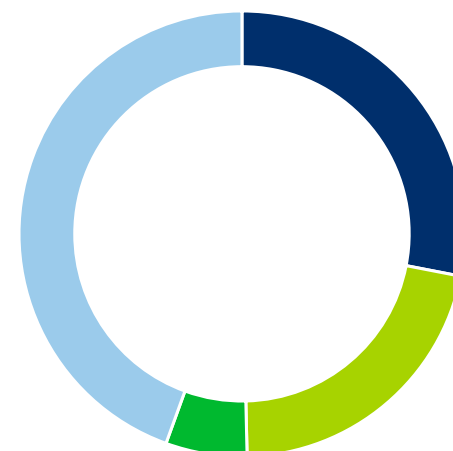


- Heterosexual: 32.3%
- LGBTQ+: 1.5%
- Undeclared: 66.2%

Religion

We have gathered information on all the major religions within the UK. From the 2021 Census we know that Christian representation in the UK has continued to decrease and is now 46.2%, closely followed by no religion at 37.2%. The position of religions in the data broadly aligns with the UK representation with Christianity being the biggest group.

The high numbers of undeclared may again be indicative of a general reluctance to share particular personal information.



- Christian: 15.2%
- No Religion: 11.7%
- Other: 3.2%
- Undeclared: 69.9%

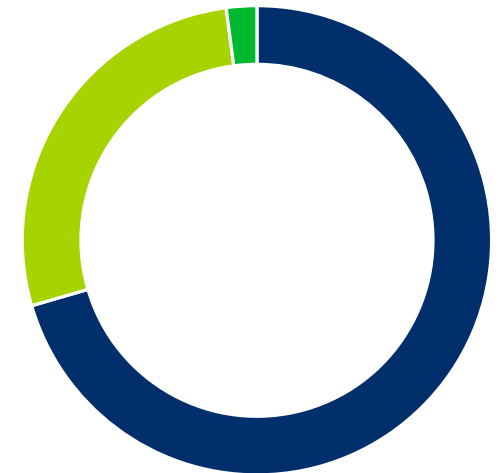
¹ The 2021 Census was the first time the UK has gathered information on sexuality; this has recently been published. The data shows that 89.4% of UK usual residents aged 16 and over identify as heterosexual whilst 3.2% identify as LGBTQ+; the majority of LGBTQ+ identities being Gay/Lesbian and Bisexual.



Sector Leadership

Gender

Whilst the data closely reflects that reported by [Powerful Women](#) within energy in 2022, there has been no meaningful change in the representation of women in leadership positions from 2021 to 2022. Indeed, there was a notable drop from 2020 to 2021 from 29% to 27% – this could in part be caused by the move from sex to gender identity, with more organisations capturing gender through self-reporting. This could indicate further areas of work to destigmatise gender equality initiatives and raise awareness of the importance of gender identity as well as male/female sex characteristics.

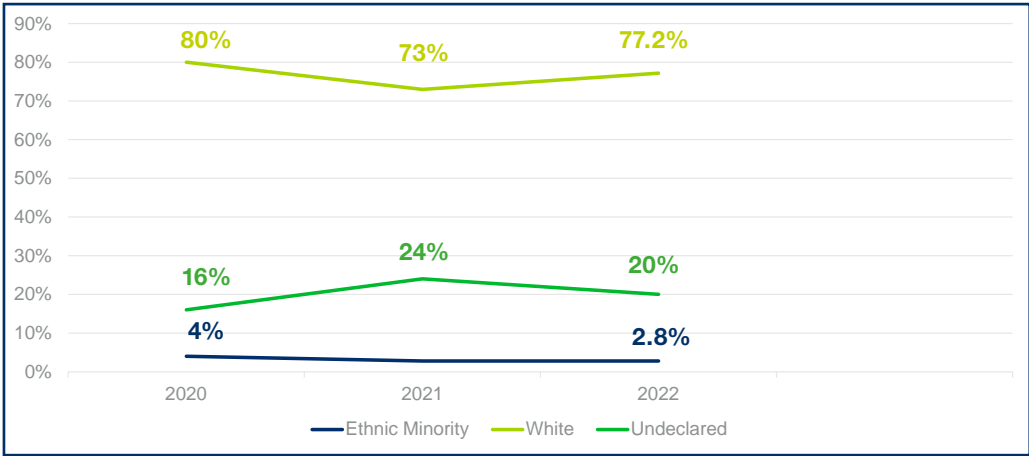


- Female: 27.4%
- Male: 70.5%
- Undeclared: 2.1%

Ethnicity

The ethnic minority representation in leadership is significantly less than the overall sector representation; 2.8% compared to 7.5%. This is far more concerning when compared to the UK as a whole where ethnic minorities make up 18.3% of the workforce representation.

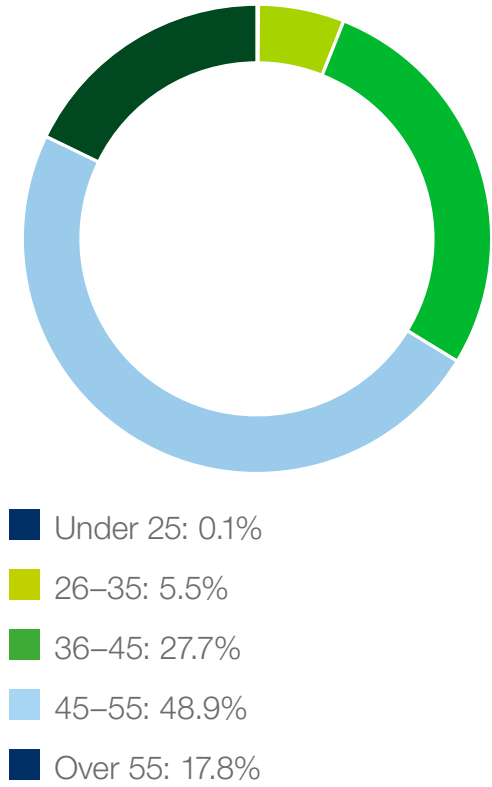
There is also a continued downward trend in ethnic minority representation in leadership, from 4% in 2020 to 2.8% in 2022. This could be partially caused by the disproportionate number of leavers from ethnic minority backgrounds, but we should also be aware of the underrepresentation within successful applicants.



Age

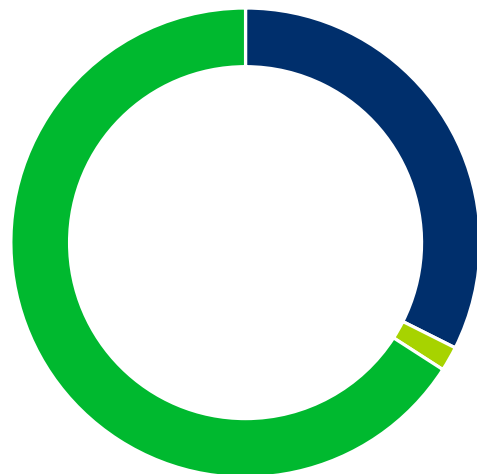
This data is roughly what we expected to see with a larger group in the 46–55 category and over 55 having a significant overrepresentation compared to their overall representation in the workforce. From 2021 to 2022 there have been only marginal shifts in the representation, but crucially, in 2022 we have no undeclared and 0.1% under 25s, this indicates better data gathering and some organisations looking to recruit younger leaders.

Significantly, the over 55 age group has dropped from 22% to 17.8% in leadership in the last 2 years. This could be due to the retirement of over 55s with 46–55 (the group that has grown the most) stepping into leadership positions.



Disability

There has been a decrease in representation in leadership from 2021 to 2022, with declared disabilities dropping from around 9% to just 2.7%. This may be accounted for by the change in organisations participating, or changes in how organisations have collected data internally.



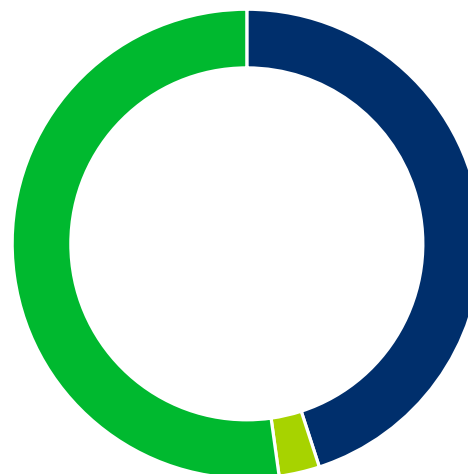
- No disability: 32.4%
- Yes, declared disability 1.7%
- Undeclared: 65.9%

Sexuality

The 2.8% representation of the LGBTQ+ community at leadership levels in the sector is roughly what we would have expected to see considering the low estimates for LGBTQ+ representation and the majority of LGBTQ+ tending to be in lower age groups – [69% of respondents to the National LGBT survey were under 35](#) and the [Annual Population Survey](#) found that those aged 16–24 are most likely to identify as LGBTQ+.

This increase could be partially due to the shift in participating organisations but could also indicate that LGBTQ+ awareness and openness is increasing in leadership.

The increase in undeclared should also be monitored as this has increased from 43% in 2020 to 52.2% in 2022. This could reflect changes to data collection, changes in participating organisations or an increase in negative reaction to the collection of sexuality data.



- Heterosexual: 45%
- LGBTQ+: 2.8%
- Undeclared: 52.2%

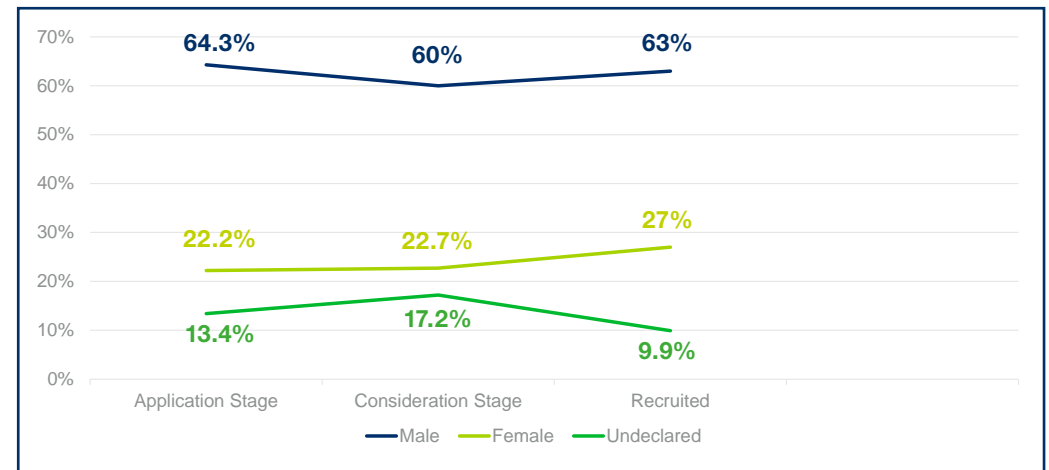


Recruitment

Gender

Over 46% of site visits to the sector's job board, [Energy & Utilities Jobs](#) in 2022 were from women. In comparing to the data below, it is clear that the underrepresentation of women begins at the application stage, with women making up only 22.2% of applicants. The slight increase in representation by the recruited stage could be explained by the drop in undeclared, though there is an equal chance that those who have not declared their gender were men.

This indicates that there is still more to do in attracting women to jobs in the energy and utility industries. This will remain true until we see gender parity in the sector.

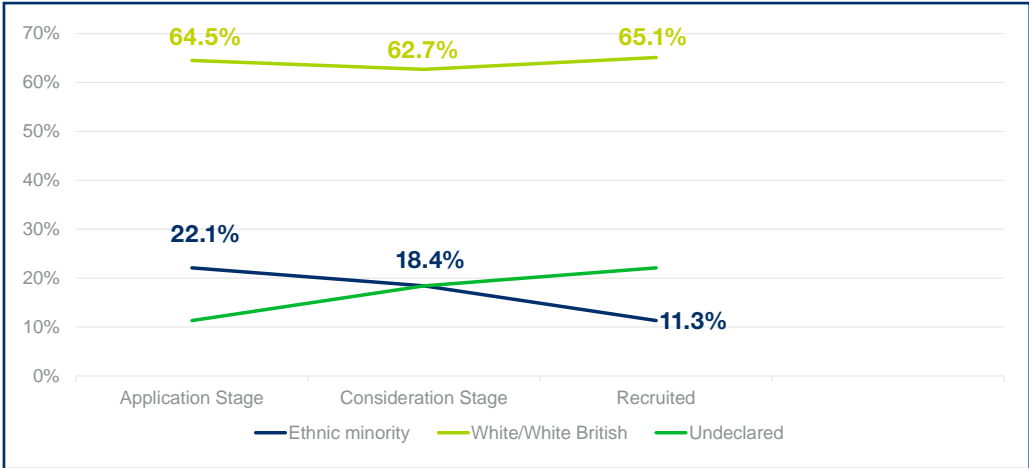


Ethnicity

The data clearly demonstrates that ethnic minority representation consistently decreases across the recruitment stages. The rate of decline across the recruitment process is more pronounced than in 2021, with a significant drop from those interviewed to those recruited. The sector should investigate to understand why ethnic minority applicants are consistently filtered out of the process.

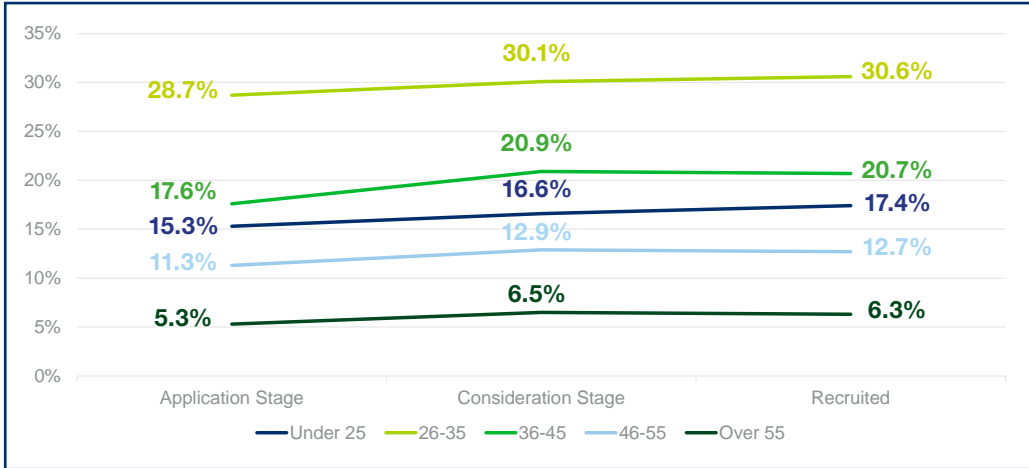
Reasons could include bias in recruiting/interviewing; hiring managers having the relevant training to implement inclusive recruitment practices.

In all three years of reporting, there is a steady decline in ethnic minority representation between the application and recruitment stages. This suggests that recruitment practices concerning racial inclusion have not improved and require further work.



Age

As we expected to see, recruitment has a slightly higher representation of those aged 26–35 than other age groups. The size of the undeclared group could highlight some fundamental questions about data gathering during recruitment, whilst only a legal requirement to gather age if you must be a certain age to do the job, an employer would have to ask this after the recruitment stage anyway.



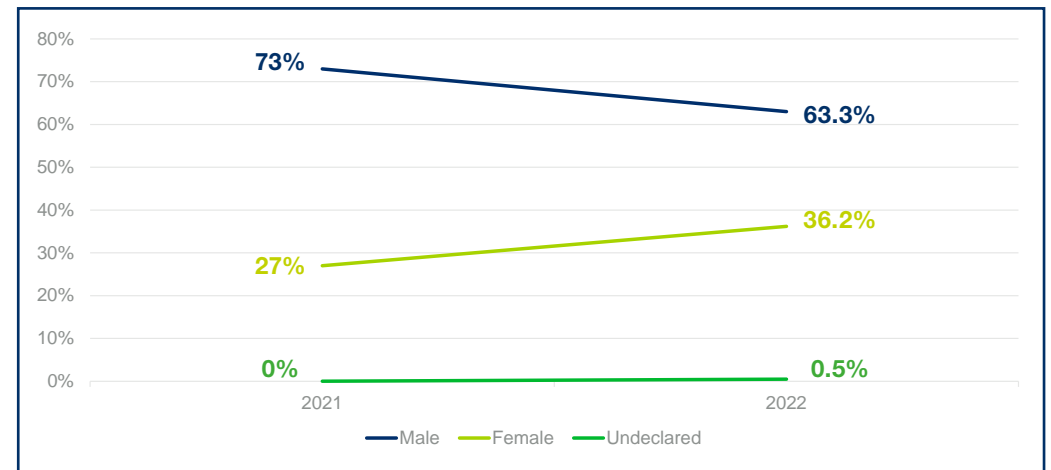


Development and Promotions

Development by Gender

Whilst all development opportunities are important, we have specifically asked organisations about official management and career development programmes. And with promotions we consider a change in job title, roles and responsibilities, etc, with no loss of pay to be a promotion – this would include any lateral moves someone may make to pursue new career opportunities.

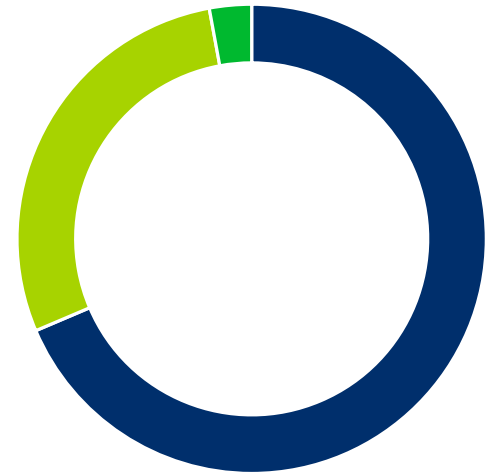
There is some positive improvement in development as we see a significant proportion of those on development programmes are women, at 36.2% compared to 27% last year and an overall industry representation of 26.1%. This suggests that there has been a concerted effort to encourage women to pursue development opportunities and remove barriers to development.



Promotions by Gender

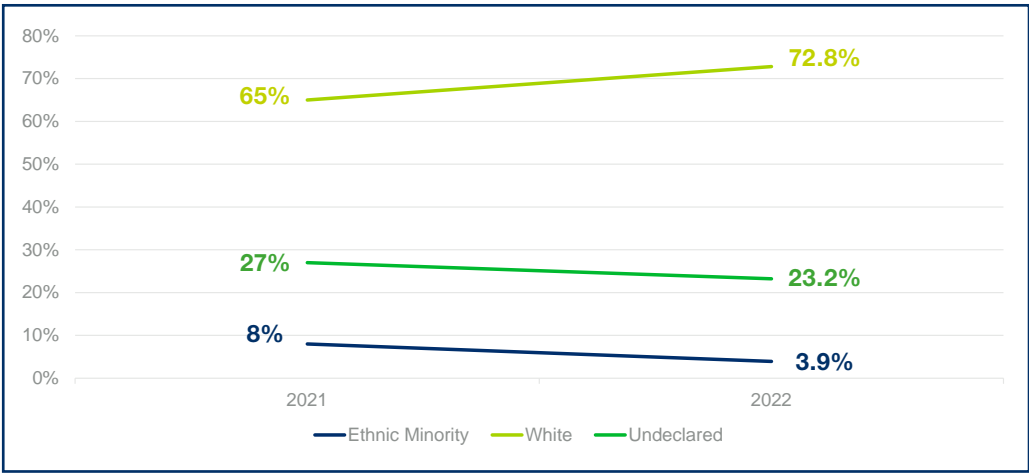
Whilst there has been a slight increase in women being promoted, 28.5% in 2022 compared to 26% in 2021, the increase is not as significant as in development. The higher representation of women in development should lead to a higher representation of women in promotions and ultimately senior positions throughout the sector. Though with the low representation currently, recruitment is the best option to improve this.

There is likely a delay in progress from development programmes to promotions. We would hope to see the current development representation reflected in 2023's promotion representation.



- Female: 28.5%
- Male: 68.6%
- Undeclared: 2.9%

Development by Ethnicity

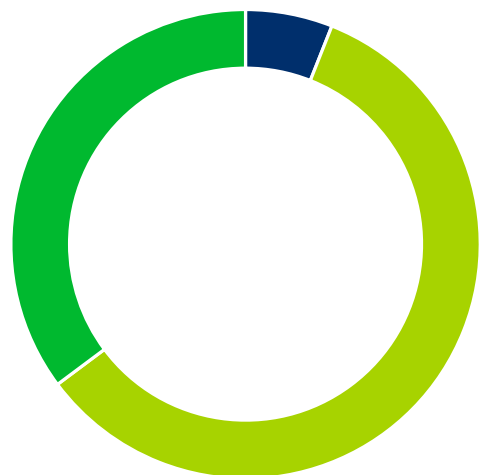


Whilst ethnic minority staff are better represented in development and promotions than in leadership, they are still comparatively lower than the sector representation. Having these higher than the existing representation at leadership, should improve representation over time but, without a focus on ethnic minority development, the process could be very slow.

It is also important to reflect on the decrease of ethnic minority representation within development from 2021, both ethnic minority and undeclared numbers have dropped from 8% to 3.9% and 29% to 23.2% respectively.

Promotions by Ethnicity

Representation for ethnic minorities in promotions has remained the same into 2022, though there has been a slight increase in undeclared. The drop in development representation may be reflected in promotions in 2023 data.



- Ethnic minority: 6%
- White/White British: 58.8%
- Undeclared: 35.2%

Age

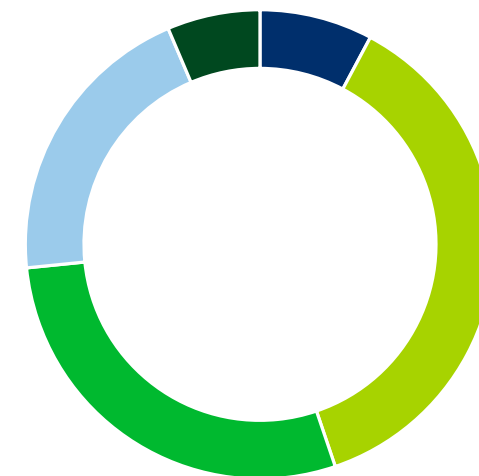
We can see from these charts that development opportunities favour younger staff aged 18–45, whilst promotions skew older staff. It is key to understand the disparity between development and promotion – while recognising that not all development leads to promotion we would still expect these to be closer with the 18–45 age groups.

Development



- Under: 10.8%
- 26–35: 29.7%
- 36–45: 24.2%
- 46–55: 16%
- Over 55: 5%
- Undeclared: 14.3%

Promotions

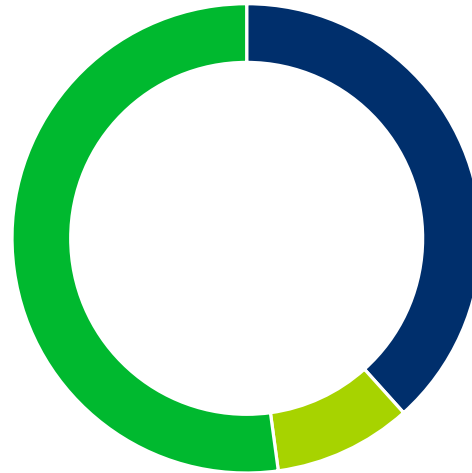


- Under: 7.8%
- 26–35: 37%
- 36–45: 28.6%
- 46–55: 20.2%
- Over 55: 6.4%

Disability

There is a high representation of disabled employees in development, suggesting a concerted effort to improve accessibility, though this would need to be qualified. Unfortunately, this does not translate into promotions, yet.

Development

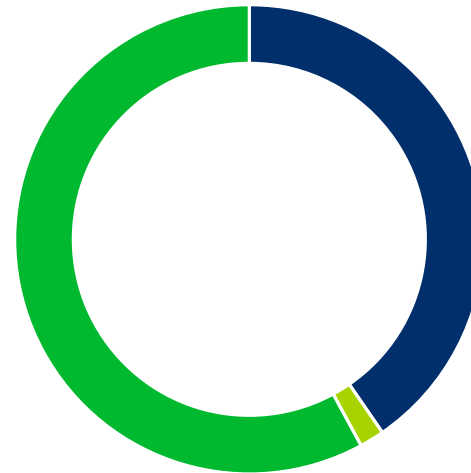


■ No: 38.3%

■ Yes: 9.5%

■ Undeclared: 52.2%

Promotions



■ No: 40.4%

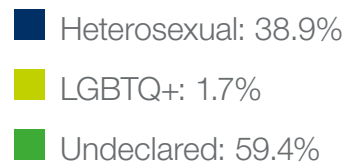
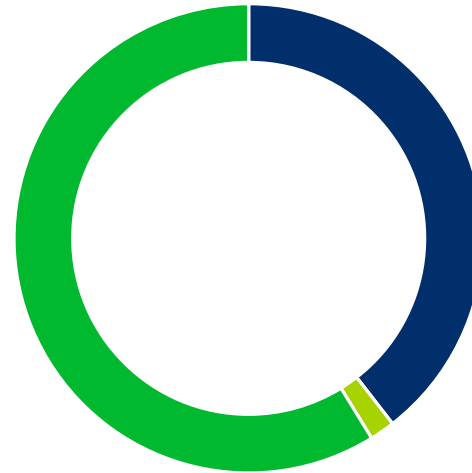
■ Yes: 1.7%

■ Undeclared: 57.9%

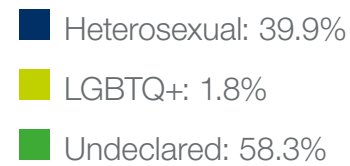
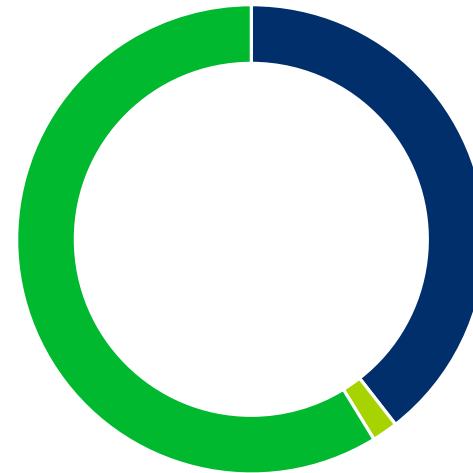
Sexuality

Whilst the representation of LGBTQ+ staff in both development and promotions is less than the UK population, it is in line with the sector representation. Making improvements here will be necessary but would be easier if the representation across the sector was improved first.

Development



Promotions





Retention

Leavers

There is a concern about the percentage of leavers that are women. With women making up a larger proportion of leavers than those recruited, it will take longer to reach gender parity.

The representation of women in leavers also increased from 25% in 2021 to 28.2% in 2022, highlighting a greater problem for achieving a more equitable representation of men and women in the sector.

Similarly, the high representation of ethnic minorities among leavers presents a significant risk to the sector as its general representation is already low. Particularly as at 11.1% this is only slightly lower than the 11.3% recruited.

Leavers by gender

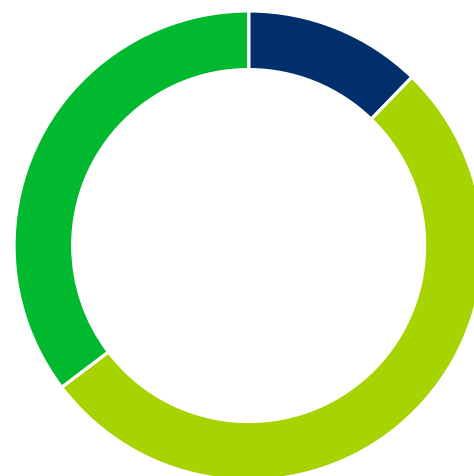


- Female: 28.2%
- Male: 67.4%
- Undeclared: 4.4%

With regards to age, data on leavers has not changed significantly. There is still a concern over the overrepresentation of leavers from the 26–35 category.

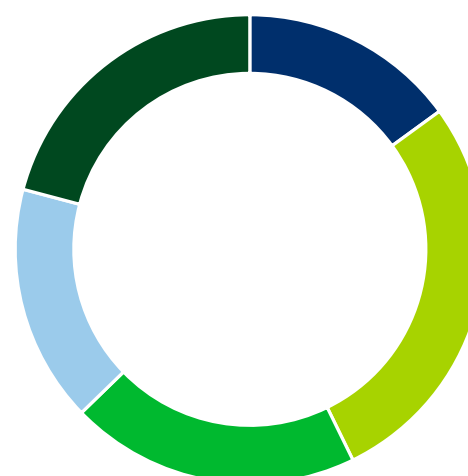
LGBTQ+ leaver representation is roughly in line with the overall representation but below recruitment representation. This could potentially mean that LGBTQ+ representation will steadily increase. The large levels of undeclared data could be obscuring more LGBTQ+ leavers.

Leavers by ethnicity



- Ethnic minority: 11.1%
- White/White British: 47.5%
- Undeclared: 41.4%

Leavers by age



- Under 25: 15%
- 26–35: 27.8%
- 36–45: 20%
- 46–55: 16.4%
- Over 55: 20.8%

Bullying and Harassment

First year of collecting data in this area.

The overrepresentation of women and non-binary in the bullying and harassment data is an area of concern. Whilst it is impossible for us to understand what specific issues occurred to constitute bullying and harassment, it could indicate issues of discrimination.

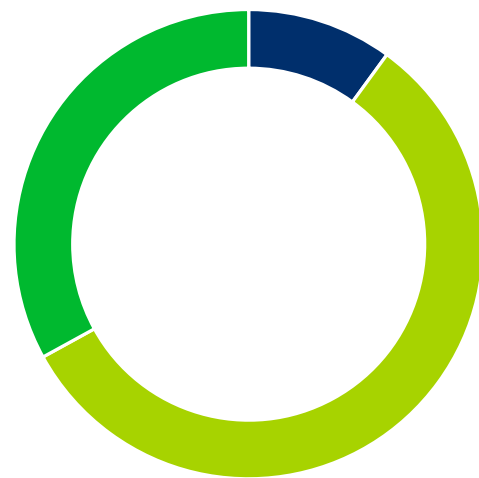
We also see an overrepresentation of ethnic minorities within bullying and harassment. Whilst this is only slightly higher than the industry overall, it still indicates that ethnic minority staff are more likely to experience bullying or harassment. Organisations with high ethnic minority representation in this area should investigate to understand why this is.

The overrepresentation of disabled staff in the data could indicate a large problem with ableism within the sector.

To properly extract any meaningful findings on bullying and harassment requires qualitative data to support our analysis.

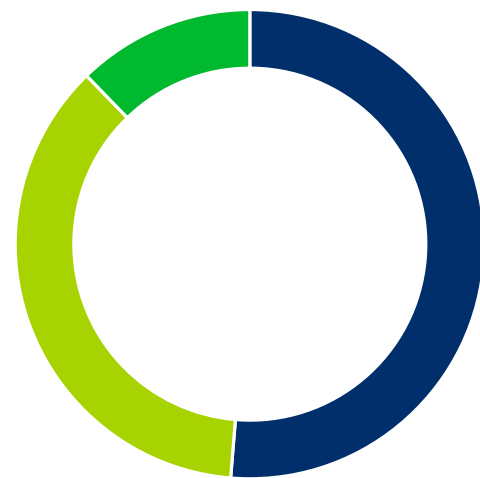
Across all framework measures, the disclosure rates for religion are very low, providing limited opportunity for data analysis.

Bullying and harassment by ethnicity



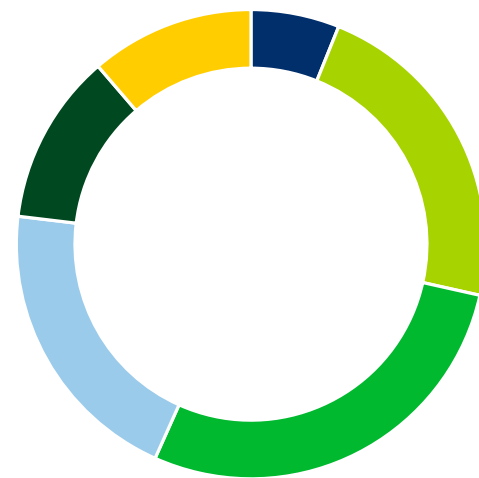
- Ethnic minority: 12.5%
- White/White British: 71%
- Undeclared: 16.5%

Bullying and harassment by gender



- Male: 51.5%
- Female: 36.3%
- Undeclared: 12.2%

Bullying and harassment by age



- Under 25: 6.1%
- 26-35: 22.4%
- 36-45: 28.2%
- 46-55: 20.2%
- Over 55: 11.8%
- Undeclared: 11.3%



Leadership Survey

Leaders² of the organisations participating in the Inclusion Measurement Framework were invited to complete a standalone survey on leading inclusion and their own personal diversity journey.

We still see significant underrepresentation of minoritised groups across all characteristics.

Leaders have reported very high levels of confidence in their understanding of and efforts towards EDI. Whilst this is positive, it has not yet effected impactful change across the sector.

As part of this survey, we considered the specific demographics and comfort with EDI within the energy and utilities industries leaders – leaders were identified as those at board level. 65 leaders participated in the survey.

Key observations

There are some concerning areas of poor representation within leadership, such as religion, sexuality and ethnicity – this raises the question of whether leadership is doing enough to challenge the historic culture and values of the sector.

Women are underrepresented in leadership positions. Given that women make up 26.1% of the industry compared to 73.5% men, we can see that there is a slightly higher representation of women in leadership positions compared to the sector generally.

2. Leaders – defined as direct reports to the Board/Executive Committee

Demographics

Gender

At 30.8%, there is a significant change from 2021 where 22% of respondents were women – though this year includes all senior leaders vs just CEO data. No respondents indicated that they consider themselves to be outside of the gender binary or identify as transgender.

Ethnicity

At 4.6% ethnic minorities are significantly underrepresented within the sector’s leadership population.

Age

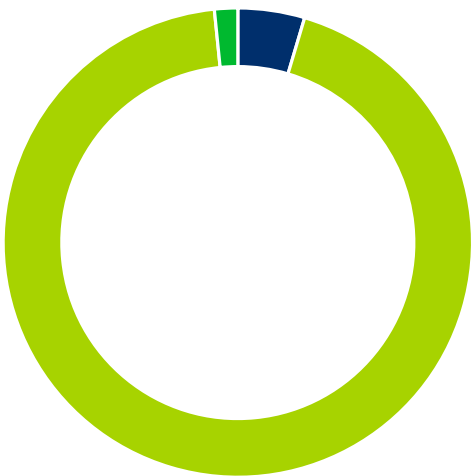
Responding CEOs had a slightly higher average age than that of all leaders. On the other hand, representation of women was younger with 95% being 55 or under and 40% in the 36–45 group.

Gender



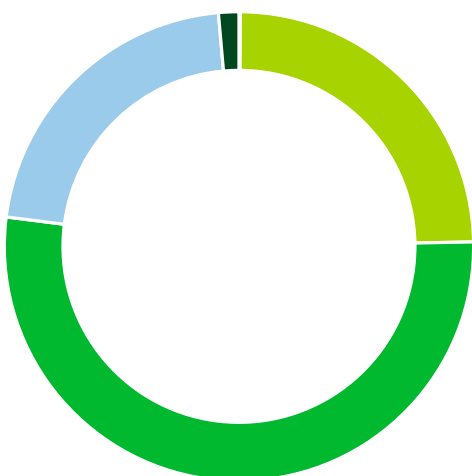
- Male: 69.2%
- Female: 30.8%

Ethnicity



- Ethnic minority: 4.6%
- White/White British: 93.8%
- Undeclared: 1.6%

Age



- 26–35: 24.6%
- 36–45: 52.3%
- 46–55: 21.5%
- Over 55: 1.6%

Disability

Higher than the sector as a whole, company leaders have a disability representation fairly representative of the UK workforce at 9.8%. This is still below the disability representation within working age adults. All who stated that they had a disability selected that their disability was invisible.

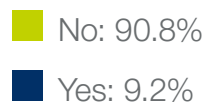
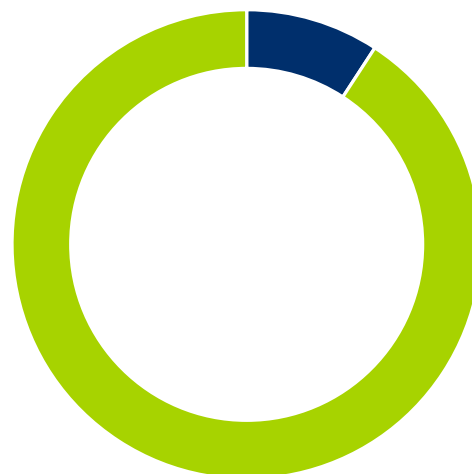
Sexuality

The overwhelming majority of leaders (98.5%) identify as heterosexual. Similar to religion, more young people identify as LGBTQ+, suggesting a potential shift in representation as millennials begin to take over more leadership roles.

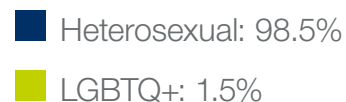
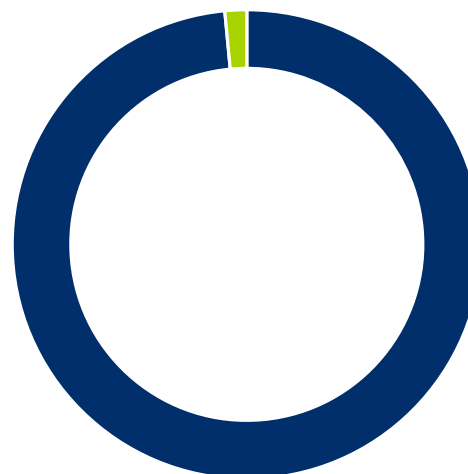
Religion

All of those who selected 'no religion' (27.7%) were aged 55 or under. Data trends in recent years show lower numbers of young people identifying as a religion than each previous generation. This seems to hold true across religions.

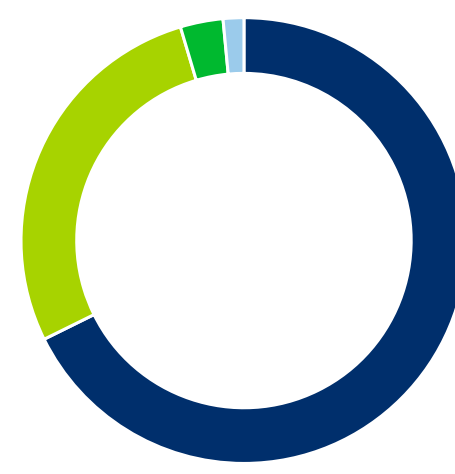
Disability



Sexuality



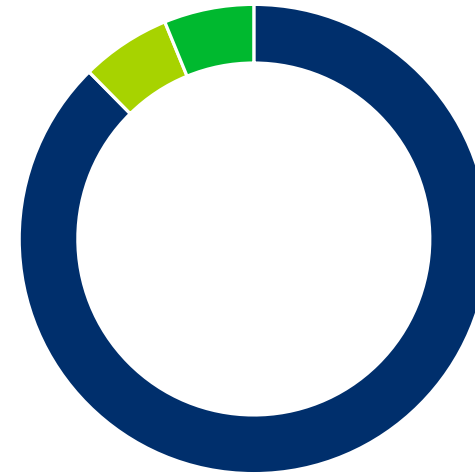
Religion





Social Mobility

Parent's secondary education

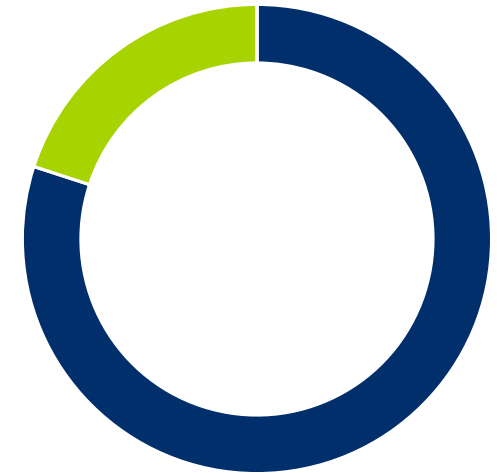


- State/Public school: 87.7%
- Private/Fee-paying school: 6.2%
- Unknown/did not attend: 6.1%

1 in 5 Leaders working in the sector attended private/fee paying schools versus 6.2% of their parents.

Recent figures estimate that 7% of the UK population attend private schools in the UK. Through the increase of attendance of private schools from one generation to the next (6.2% to 20%), we can see a significant amount of social movement.

Leaders secondary education



- State/Public school: 80%
- Private/Fee-paying school: 20%
- Unknown/did not attend: 0%

Similarly, we see an increase in attendance at higher education, with more than two and a half times as many leaders gaining postgraduate qualifications than their parents. Moreover, twice as many leaders obtained professional qualifications in comparison to their parents – indicating considerable social mobility and increase in attainment from one generation to the next.

EDI Awareness

20% of respondents reported attending or completing core EDI training in the previous 12 months. This includes mandatory sessions, unconscious bias or limited elearning courses. Whilst this is a good start, it is also what should be expected of all staff.

A further 20% of leaders reported having identified no EDI learning in the past 12 months. Whilst these leaders may have completed some EDI learning in the past, EDI learning is an ongoing journey that requires consistent reflection and challenging of our knowledge, understanding or beliefs.

The remaining 60% of leaders have shown that they have gone out of their way to improve their understanding. This includes leaders that have moved beyond

core understandings into intersectional issues, understanding the lived experience of women (menopause, PCOS, endometriosis, etc), trans colleagues, ethnic minorities, disabled colleagues, etc; and leaders that have actively sparked and engaged in conversations around inclusion with their teams.

EDI Involvement

87.7% of leaders report that they are actively involved in some inclusion initiatives. The listed inclusion initiatives cover a broad spectrum of issues with 26.1% of leaders specifically listing gender inclusion initiatives and 10.8% listing race inclusion initiatives. This isn't to say that other leaders were not involved in gender or race initiatives as 44.6% listed inclusion or EDI generally as a core part of their day-to-day work.

Some leaders have listed a variety of initiatives including:

- Establishing reverse mentoring programme.
- Providing access to additional EDI training and attending the training.
- Challenging practices, behaviours and attitudes not in line with the company's values or equality strategy.

Expectations of Direct Reports

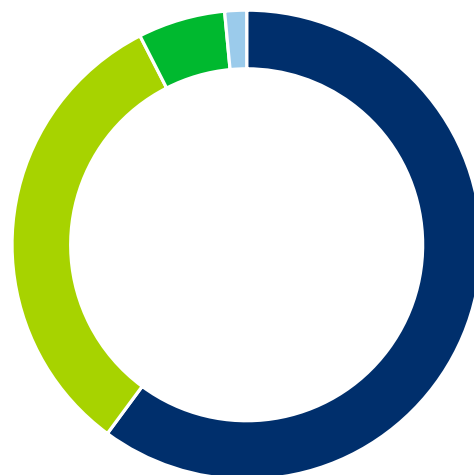
83.1% of leaders report explicitly asking or requiring their team to engage with EDI throughout the business. This can include accessing additional EDI learning, engaging with employee resource groups, challenging their understanding and ensuring their own teams continue to drive inclusion.

Confidence and Actions in EDI

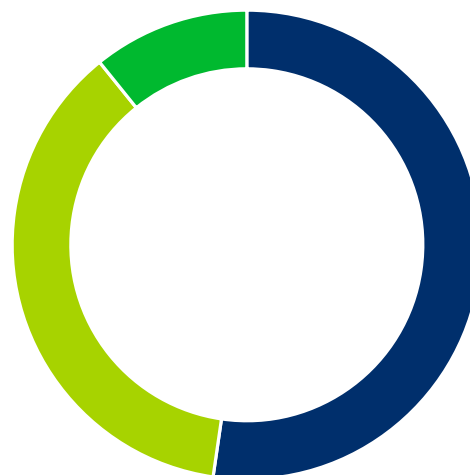
At 87.7%, most leaders appear to have a good grasp of the issues present within their organisations as well as the issues faced by the wider society, additionally many leaders suggest that they would be comfortable discussing any of the protected characteristics.

Whilst the majority of responses indicate a high confidence in articulating the importance of EDI, the 7.7% that are not at all confident, and the additional 32.3% that are not fully confident may highlight the need for all organisations to review their commitment to EDI.

I can fully articulate the importance of equality, diversity and inclusion to the energy and utility industries.

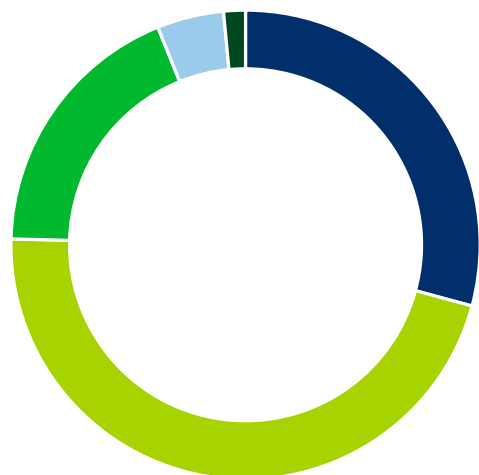


I personally ensure that EDI is prioritised at the executive level within my organisation.



There is a high degree of confidence in these questions, and this is also reflected in the high participation with EDI initiatives. However, it is important that prioritising EDI at executive level translates into initiatives and improvements across the organisation. The current data on representation across the sector suggests more EDI work is still needed in all organisations.

I hold my direct reports to account for progress/lack of progress in relation to EDI.



- Strongly agree: 29.2%
- Agree: 46.2%
- Neither agree or disagree: 18.5%
- Disagree: 4.6%
- Strongly disagree: 1.5%

At least 1 leader does not believe they hold their direct reports accountable for EDI progress. There could be several reasons for this, but all leaders must be accountable for EDI progress and should ensure that their direct reports have EDI actions that are reviewed regularly.

EDI Involvement

I hold my direct reports to account for progress/lack of progress in relation to EDI.

- One to one conversations with network representative(s): **42%**
- Mentoring/reverse mentoring: **35%**
- Sponsorship of employee networks: **26%**

Many leaders have mentored staff with certain protected characteristics, such as race, age, and pregnancy and maternity.

None had provided mentorship for staff with gender reassignment as a protected characteristic within the last year. This may be due to a lack of representation of trans employees within their organisations and indicates that learning may need to be done on this protected characteristic.

89.2% of leaders stated they were comfortable talking about race. However, only 50.8% had mentored individuals from ethnic minority communities. With more leaders willing to take part in reverse mentoring, it can only lead to more robust diversity and inclusion strategies that reflect diverse workforces. Mentoring employees across a range of diverse characteristics is essential to ensure equitable development opportunities.



Recommendations

Five high level recommendations are provided for implementation in organisations across the energy and utility industries. These recommendations are made to address the key issues identified in this report:

1. **Review current recruitment practices.**
2. **Targeted development programmes.**
3. **Build trust in data gathering to reduce undeclared and “prefer not to say”.**
4. **Leaders must own accountability for EDI and culture improvements.**
5. **Investigate disproportionate representation of particular groups in leavers.**

Review current recruitment practices

The sector should review current recruitment practices to understand both the lack of representation at application stage and the increasing underrepresentation of minoritised groups through the recruitment processes.

Addressing a lack of representation in recruitment requires a complete review and possible overhaul of existing processes.

Organisations can focus on the following areas.

1. What are the current workforce demographics? Is any group significantly underrepresented and can we prioritise their applications?
2. Where are diverse candidates being filtered out of the process (application, shortlisting, interviewing)?
3. Are our job advertisements inclusive? Does the language inadvertently and subconsciously exclude particular groups? Are our advertisements up-to-date and accurate in terms of the job role, and do they include necessary information regarding work options, leave entitlement, benefits and salary bands.
4. Where do we advertise jobs? Are they reaching a diverse audience? How are we engaging with local communities and schools?

5. What training do hiring managers and recruitment panels have access to? Are they held accountable for diversity?
6. How are recruitment panel decisions made? Can hiring managers make unilateral decisions without consideration of other opinions?

Targeted development programmes

The industry would benefit from targeted development programmes aimed at women and ethnic minorities, with the view to extending to all underrepresented groups. This can help to close the representation gap as well as the gender and ethnicity pay gaps. Industry wide, shared programmes could help with efficiency and effectiveness, allowing organisations to share and promote best practice.

Targeted programmes should not replace existing programmes. Targeted programmes can take the form of exclusive access to minority groups but could also be space on existing programmes reserved for minoritised or underrepresented staff. Which option is best will depend on the culture in an organisation and the current gaps in representation.

Build trust in data gathering

The limited declared data for disability, sexuality and religion clearly indicates there is more to do to build trust with the sector's workforce and EDI efforts. Actions can include:

- Educating and raising awareness on these subjects; this too could benefit from shared programmes across industry, utilising industry wide staff network networks such as Pride in Energy network, could ensure efficiency and impact.

- Building communications to explain why data is being collected and what it will be used for. When gathering data, particularly around religion and sexuality, people can be resistant as they often do not see how it is relevant. It is important to communicate that robust, complete data will help to ensure that the organisations efforts in EDI are appropriate, tailored equitably to existing staff and improving representation where groups are underrepresented.

- Listen to any concerns and consider how they can be alleviated. It is important that throughout the process, data transparency is maintained – what data, why, how will it be used, what does data tell you, what actions have you taken, or will you take? If this is withheld or perceived to be withheld it can erode trust
- Volunteer data in addition to legally or investor required data publication, participate voluntarily in publishing data such as ethnicity and disability pay gaps (and participate and publish results from this sector inclusion measurement framework)

Leaders taking ownership for EDI and culture improvements

Company leaders report high levels of confidence in their understanding of EDI and their role in delivering EDI to their organisation, whilst this is a positive, there is still a significant lack of representation in leadership as well as low representation overall.

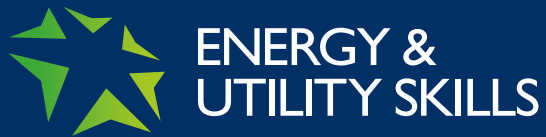
To ensure the sector and individual organisations are seen as inclusive and accessible to minoritised groups, leaders must be more transparent about their EDI journey and initiatives. Their visible actions will role model inclusion for all staff.

Accountability has to be owned by leadership. Leadership, using the knowledge and insight of EDI experts, must set expectations of their direct reports and teams, holding themselves and their teams accountable to the EDI vision and strategy.

Investigate the disproportionate representation of particular groups in leavers

The sector needs to investigate why minoritised groups, as well as particular age groups, are leaving organisations at higher rates than their representation in the industry. This can be investigated through exit interviews with the reasons for leaving providing key information on what inclusion initiatives individual organisations and the sector can prioritise.

Whilst it is unclear that leavers are leaving the sector, when comparing the leavers data to recruitment data it appears likely that they are leaving the sector and not just an organisation. This may be a result of the perception that the culture in one organisation will be similar to the culture in other organisations within the same sector.



Find out more about how we can help you attract, develop and retain a sustainable skilled workforce through **membership, assurance services** and **skills solutions**.

Visit euskills.co.uk

Energy & Utility Skills Limited

Avon House, 435 Stratford Road, Shirley, Solihull, B90 4AA

T 0121 713 8255 E communications@euskills.co.uk