



SECTOR-WIDE EDI SURVEY INSIGHTS AND BEST PRACTICE



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**Energy & Utility Skills Partnership:
CEO Survey & Inclusion Commitment**

Measurement Framework: 2021 Data Collection Summary

February 2021
[Commercially Sensitive]

Context

- 32 sector organisations companies launched the commitment in February 2019;
- Additional companies have since signed up to the commitment;
- 50 companies have now agreed to 5 key principles;
- 2021 sees the first sector-wide EDI CEO survey.

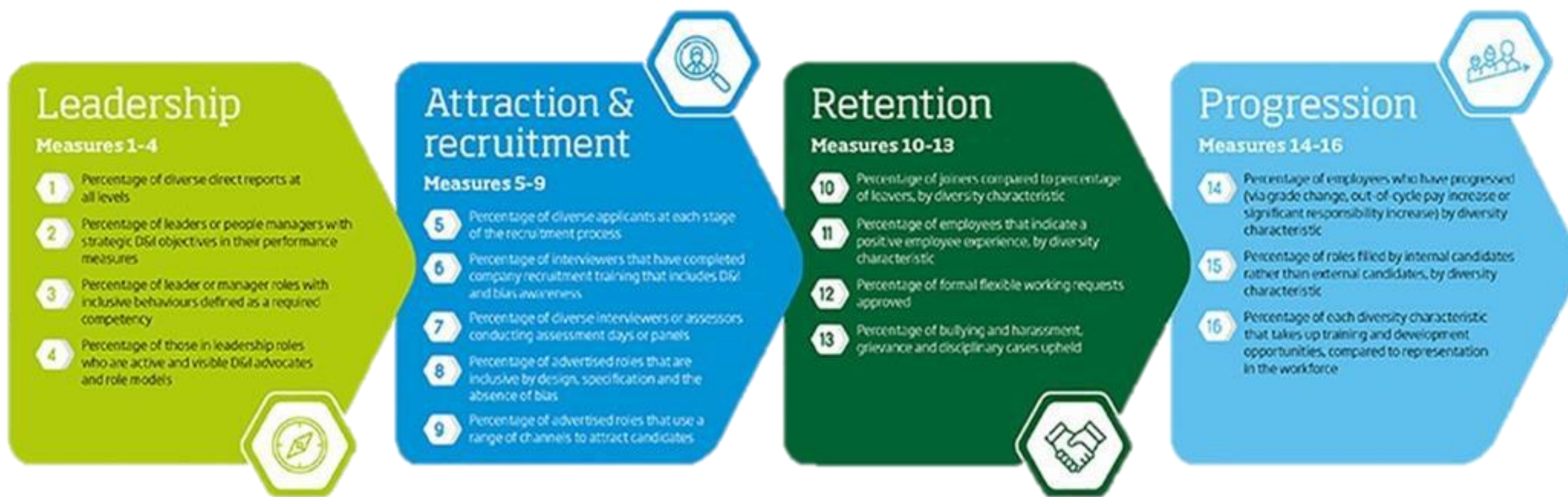


Key Principle Measurement

**Measure & be
transparent about
progress in our
organisations & as a
sector.**

Data Measurement Starting Point

RAENG Measurement Framework



Leadership

Measures 1-4

- 1 Percentage of diverse direct reports at all levels
- 2 Percentage of leaders or people managers with strategic D&I objectives in their performance measures
- 3 Percentage of leader or manager roles with inclusive behaviours defined as a required competency
- 4 Percentage of those in leadership roles who are active and visible D&I advocates and role models

Attraction & recruitment

Measures 5-9

- 5 Percentage of diverse applicants at each stage of the recruitment process
- 6 Percentage of interviewers that have completed company recruitment training that includes D&I and bias awareness
- 7 Percentage of diverse interviewers or assessors conducting assessment days or panels
- 8 Percentage of advertised roles that are inclusive by design, specification and the absence of bias
- 9 Percentage of advertised roles that use a range of channels to attract candidates

Retention

Measures 10-13

- 10 Percentage of joiners compared to percentage of leavers, by diversity characteristic
- 11 Percentage of employees that indicate a positive employee experience, by diversity characteristic
- 12 Percentage of formal flexible working requests approved
- 13 Percentage of bullying and harassment, grievance and disciplinary cases upheld

Progression

Measures 14-16

- 14 Percentage of employees who have progressed (via grade change, out-of-cycle pay increase or significant responsibility increase) by diversity characteristic
- 15 Percentage of roles filled by internal candidates rather than external candidates, by diversity characteristic
- 16 Percentage of each diversity characteristic that takes up training and development opportunities, compared to representation in the workforce

Data Measurement Focus

Protected Characteristics



Gender Reassignment

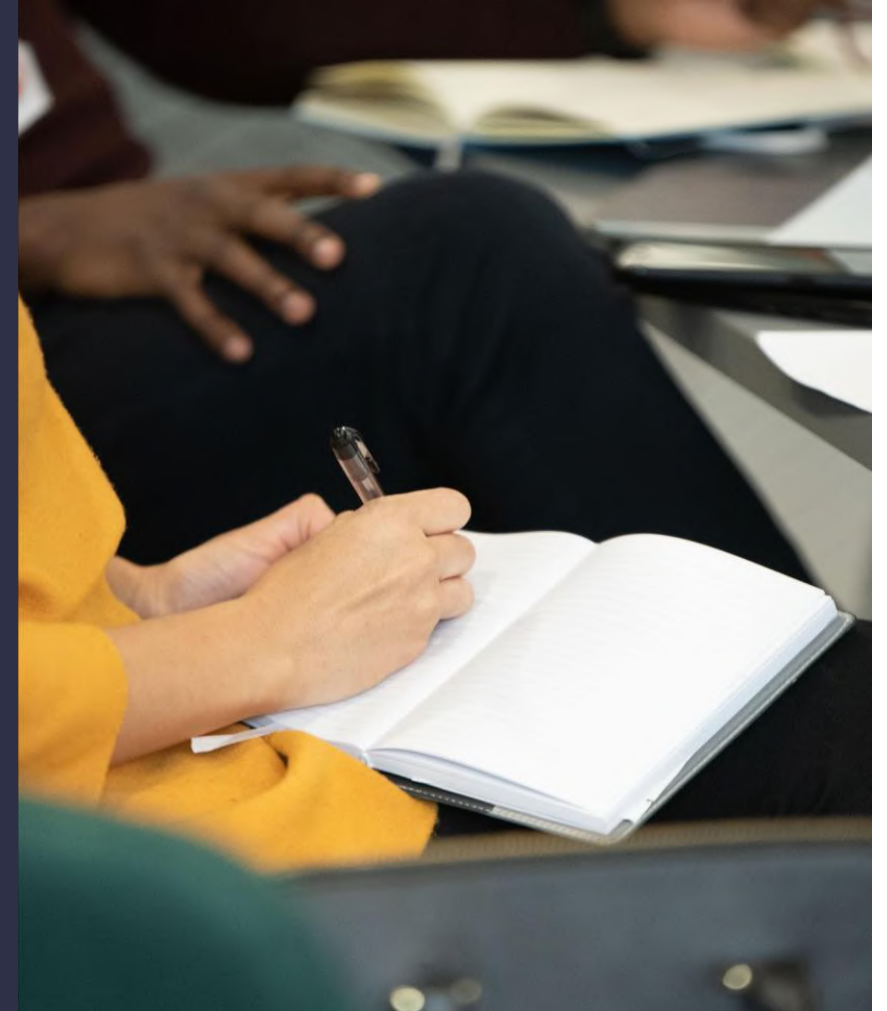
Marriage / Civil Partnership

Pregnancy / Maternity

2020 Recap

Last year's process demonstrated:

- 86% response rate from companies (24/28)
- Poor relative representation of women in leadership positions
- BAME candidates being diluted out through the recruitment process



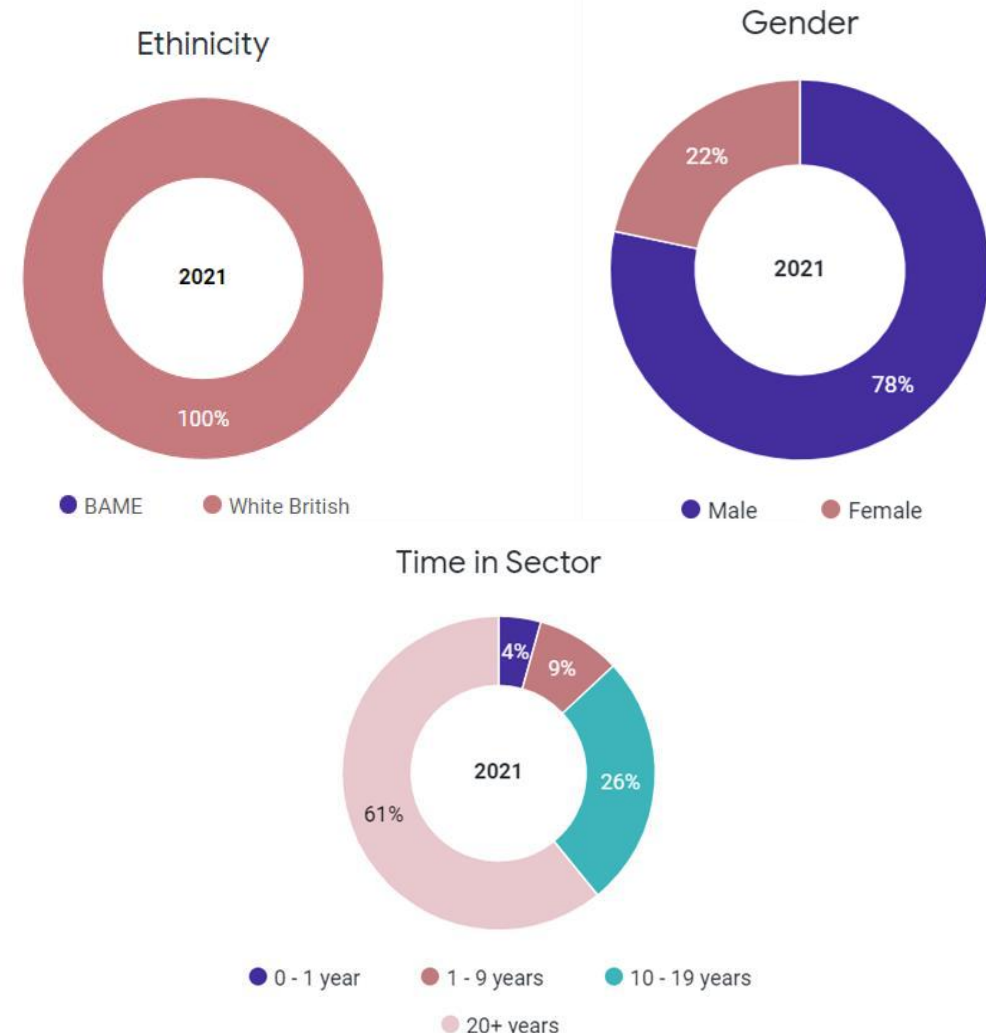
> The outcomes of 2020's process were followed by a firm commitment from Council CEOs

CEO Survey

CEO Survey Findings: High Level

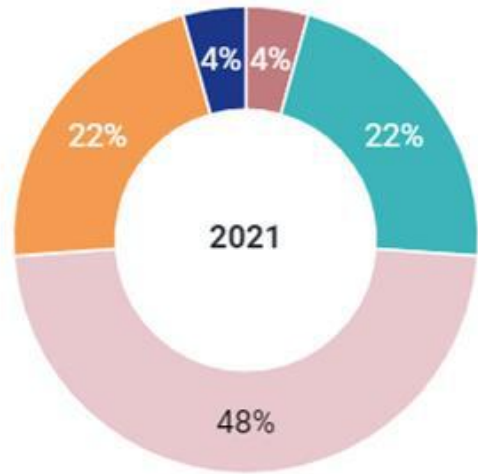
Demographic data obtained by TEG from 23 sector CEOs shows that:

- 22% of total respondents to the survey identify as female
- 100% of total respondents to the survey identify as White British
- 61% of respondents have spent +20 years in the sector



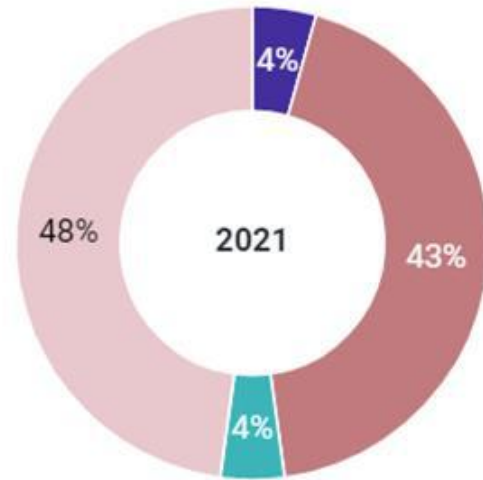
CEO Survey: Demographics

Age



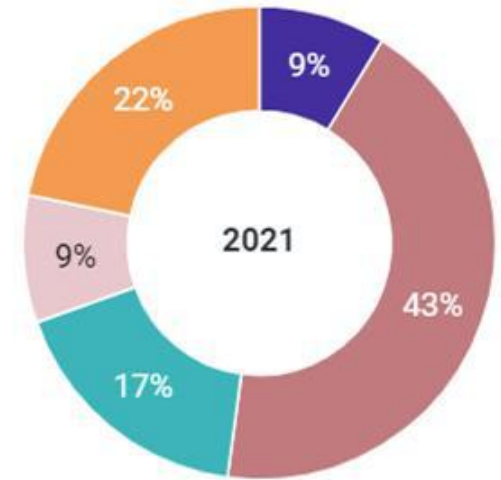
- 16 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- 56 - 65
- Over 65

Time in Company



- 0 - 1 year
- 1 - 5 years
- 6 - 9 years
- Over 10 years

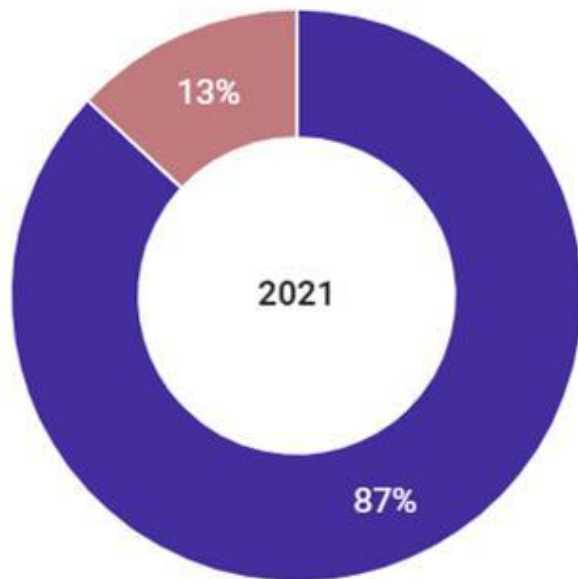
Time in Role



- 0 - 1 Years
- 1 - 3 Years
- 4 - 5 Years
- 6 - 9 Years
- Over 10 Years

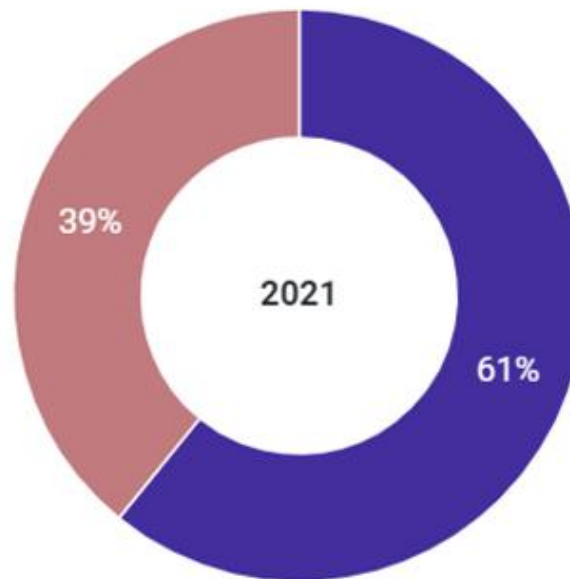
CEO Survey: Demographics

Sexuality



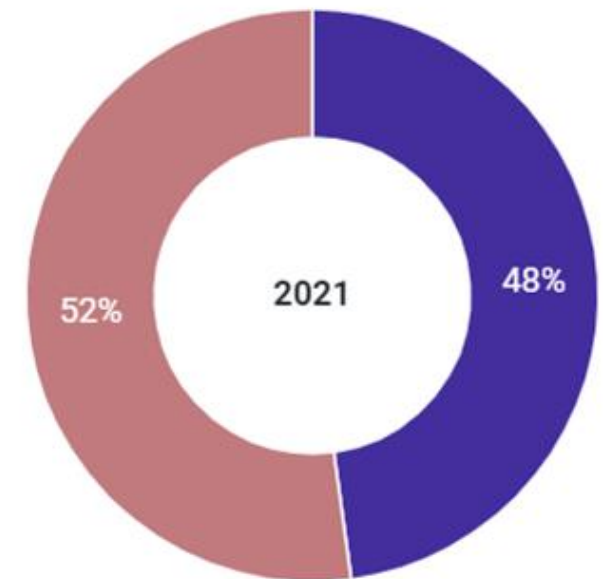
● Heterosexual ● LGBTQ+

Religion



● Christian ● No religion

Carer

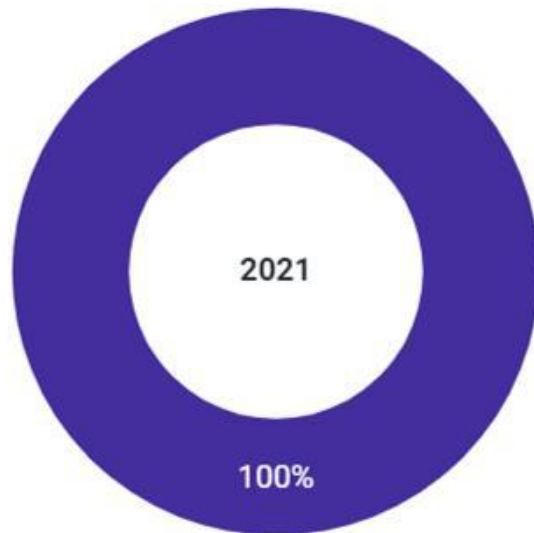


● No ● Yes

** LGBTQ+ - includes individuals identifying as Asexual and Bisexual*

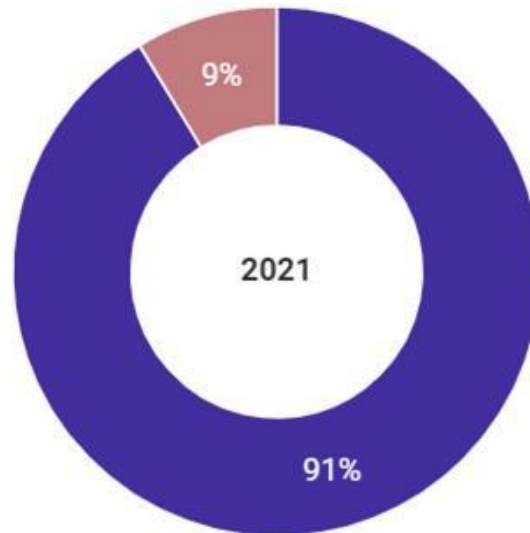
CEO Survey: Demographics

Mental Health



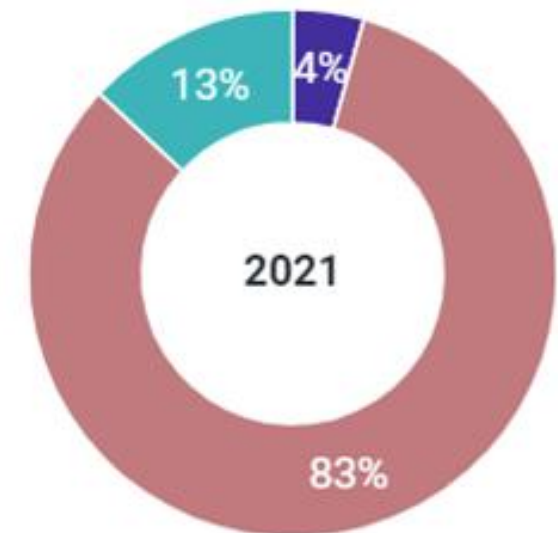
● No ● Yes

Disability ⓘ



● No ● Yes

Relationship Status

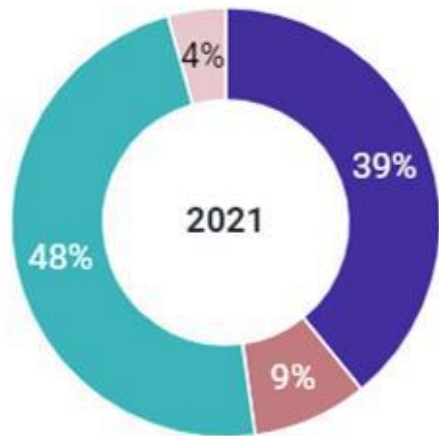


● In a relationship / Living with partner
● Married or civil partnership ● Seperated or Divorced
● Single, never married

** Disability includes individuals identifying as having an invisible disability, Physical / Visible disability*

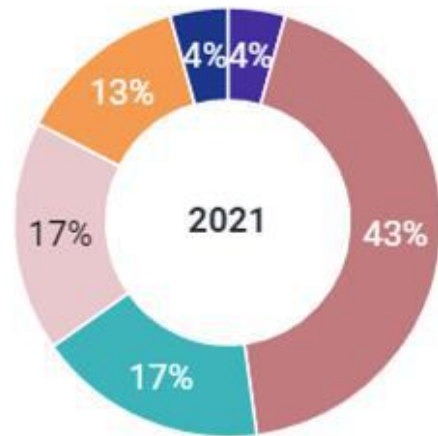
CEO Survey: Demographics

Highest level of Education



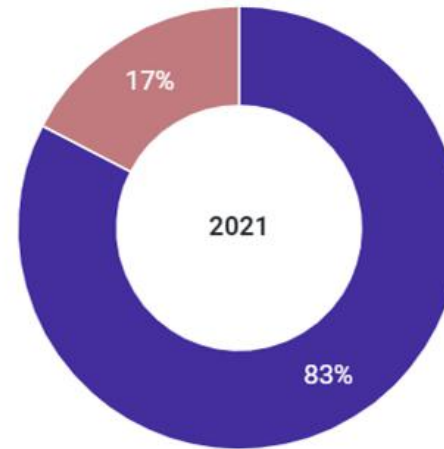
- College / University - Diploma/Degree
- Professional Qualification
- Doctorate
- Masters
- Secondary / High School

Parents Highest Level Of Education



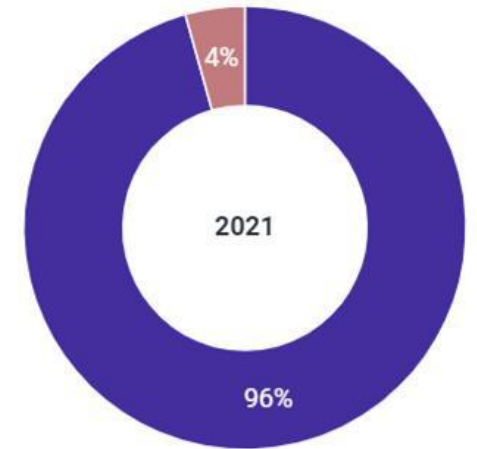
- Primary / Elementary
- College / University - Diploma/Degree
- Professional Qualification
- Secondary / High School
- Masters
- Unknown

Secondary Education



- State / Public School
- Private / Fee-paying school

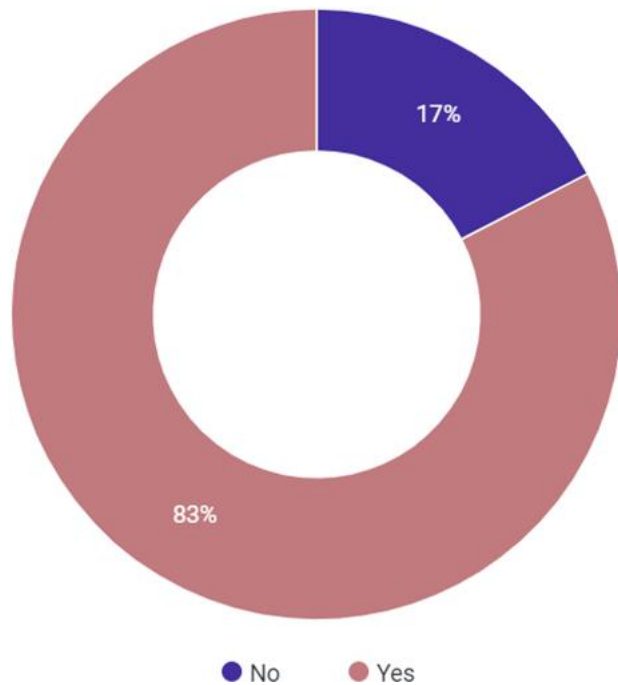
Parent's Secondary Education



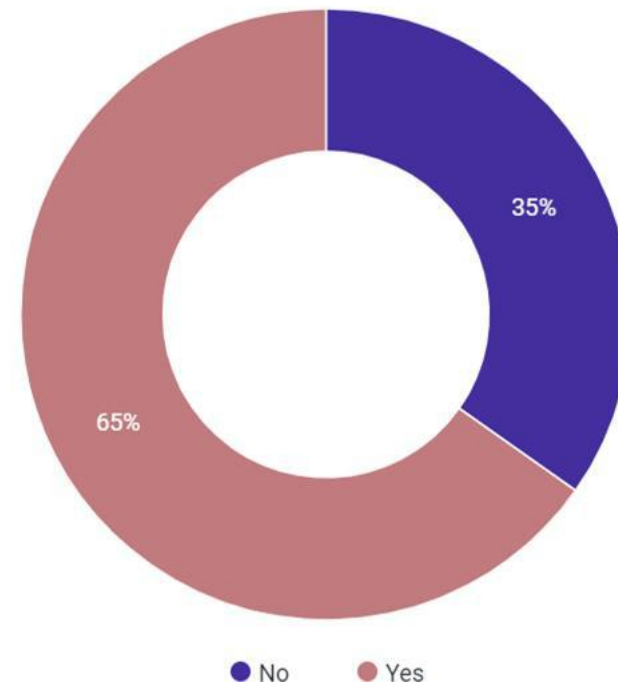
- State / Public School
- Private / Fee-paying school

CEO Survey: EDI Insights

Direct sponsor for any EDI initiatives / interventions

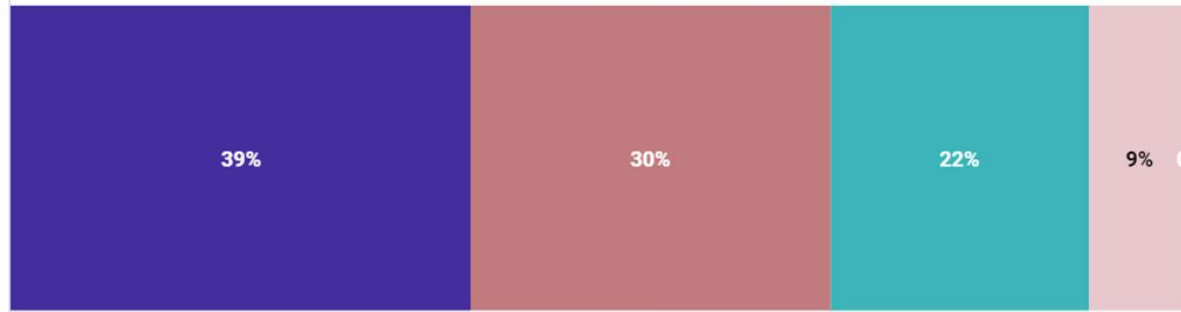


Completed unconscious bias / an alternative EDI specific training in the last 12 months



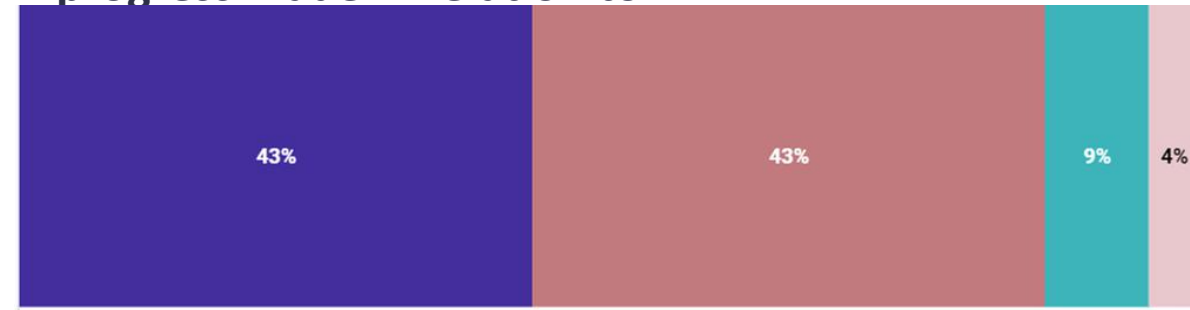
CEO Survey: EDI Insights

When speaking about EDI, I always publicly link EDI to my organisation's internal strategy:



● Strongly Agree ● Agree ● Neither agree, nor disagree ● Disagree ● Strongly Disagree

I hold direct reports to account for progress / lack of progress made in relation to EDI:



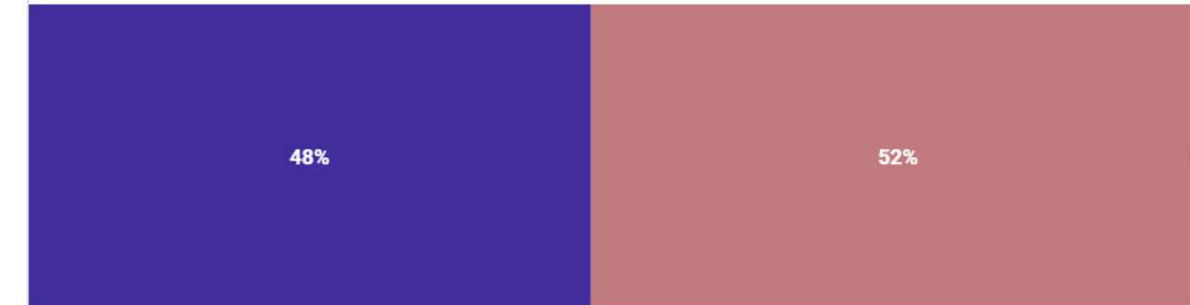
● Strongly Agree ● Agree ● Neither agree, nor disagree ● Disagree ● Strongly Disagree

I fully understand my personal role in driving EDI within my organisation:



● Strongly Agree ● Agree ● Neither agree, nor disagree ● Disagree ● Strongly Disagree

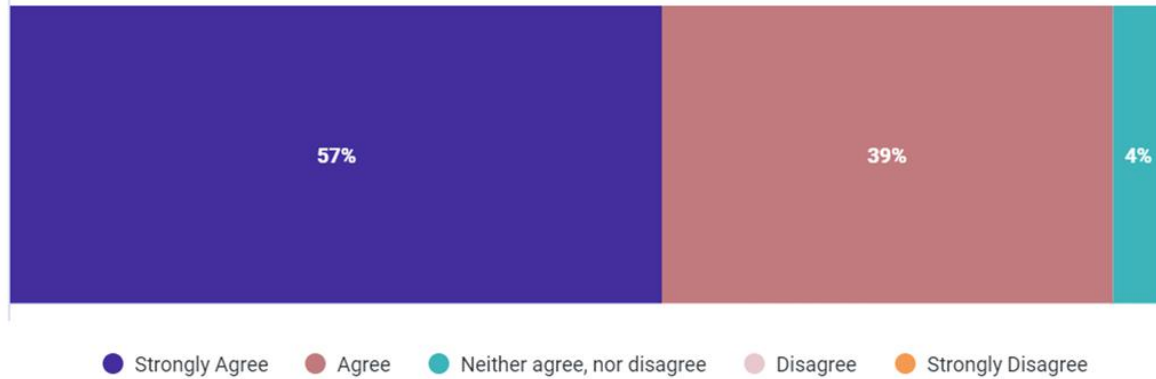
I can fully articulate the importance of EDI to the Energy and Utility sector:



● Strongly Agree ● Agree ● Neither agree, nor disagree ● Disagree ● Strongly Disagree

CEO Survey: EDI Insights

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



CEO Survey: EDI Insights

- Board Training
- Coaching and Sponsorship
- Mentoring / Reverse Mentoring
- One to One Conversations with Network / Resource Group Rep(s)
- Role Modelling equality, diversity and inclusion behaviours
- Sponsorship of Employee Networks / Resource Group(s)
- All of the Above
- None

✓ - 1

✓ - 1

✓ - 1

✓ ✓ ✓ ✓ ✓ ✓ - 6

✓ ✓ ✓ ✓ - 4

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ - 8

✓ ✓ - 2

- 0

EDI actions personally taken to enhance understanding of EDI issues

CEO Survey: EDI Insights

	Comfortable Addressing	Have Mentored Individuals
All	14	0
Age	23	8
Disability	22	6
Gender Reassignment	16	0
Marriage and Civil Partnership	21	2
Pregnancy and Maternity	18	7
Race	18	6
Sex	17	5
Sexual Orientation	18	5
Religion or Belief	18	2
None	0	6

CEO Opinion: Companies Do Well

- The right conversations are now being had
- Leadership teams are committed to making and sustaining meaningful change
- Infrastructure is largely in place (committees, training, comms, ERGs, etc)
- Recruitment and attraction is improving



A broad sense that the right conversations are being had and there are signs of progress being made in some areas, although there is a long way to go.

“Support inclusion and equality at a senior level with genuine attempts to improve.”

“Champions this agenda in our back office and corporate functions”

“Recruitment, promotion and support of D&I groups within the business, all with executive leadership support”

CEO Opinion: Companies Could Do Better

- More visible diversity in senior leadership
- More proactivity needed to make faster progress in this area
- Better communication and visible support for EDI initiatives will accelerate change
- Embedding EDI in culture (similar to safety)

“Engaging with field operatives and site staff”

“Better understanding of needs and wants of under represented groups”

“Raise awareness of differences and encourage people to be curious about D&I and not afraid of it”



Several areas highlighted as needing improvement (such as executive recruitment, culture and progression), with views that awareness and education would enable this.

CEO Opinion: Desired Focus for Next Year

- Wider efforts to attract from other areas and industries (not just focus on schools)
- More focus on retention of diverse groups
- A stronger focus on culture and inclusion, rather than just diversity
- Understanding and meeting diverse needs

“The industry could work collectively rather than just individually on these issues.”

“Front line operational awareness and inclusion - stopping the 'banter'”

“Succession planning for our industry as a whole .in a manner that reflects the communities we live and work in.”

➤ CEOs encouraged a more holistic approach to EDI, with suggestions for broadening outreach and using EDI to aid succession planning and address the skills shortage.

CEO Opinion: Additional Thoughts

“Given the even greater challenges of securing great people for our sector this has got to be the golden opportunity”

“Branding energy and utilities as less white male”

“It is critical for building the workforce of the future.”

“We have some way to go but there's lots of positive examples and progress which we can learn from - and we shouldn't be afraid to take that!”

“What more can the sector do to present itself as a welcoming environment in harder to reach communities - and how encourage more STEM skills to be developed by these groups earlier on.”

“Clearly we have the same challenges across the sector and there's a big opportunity to promote a positive image about net zero, collaboration and opportunities in the sector”

“The industry could work collectively rather than just individually on these issues.”

High Level Data

High Level Data

Overview

Company
Submissions 29 /
36 (81%)

CEO Survey
23 / 42 (55%)

Sector View



12 Submissions
29 Company Submissions – 12 / 29 (41%)



9 Submissions
29 Company Submissions – 9 / 29 (31%)



7 Submissions
29 Company Submissions – 7 / 29 (24%)



16 Submissions
29 Company Submissions – 16 / 29 (55%)



4 Submissions
29 Company Submissions – 4 / 29 (14%)

High Level Data – Yearly Comparison

2020

Company Submissions

24 / 28 (86%)

Gender

29% / 71% (Female / Male)

Ethnicity

4% / 96% (BAME / White British)

Gender - Attraction

2020: 25/75 v 2021: 27/72/1* - 2%↑

Gender - Recruitment

2020: 30/70 v 2021: 31/69 - 1%↑

2021

Company Submissions

29 / 36 (81%) - 5%↓

Gender

28% / 72% (Female / Male) - 1%↓

Ethnicity

4% / 96% (BAME / White British)

Ethnicity - Attraction

2020: 23/77 v 2021: 22/78 - 1%↓

Ethnicity - Recruitment

2020: 11/89 v 2021: 14/86 - 3%↑

High Level Data – Yearly Comparison

2020

Leaders that completed EDI training in the last 12 months 48%

Leaders with inclusive behaviours as a formal required competence 50%

Job advertisements that use specialist recruitment channels 60%

Job vacancies filled by internal candidates 36%



2021

Leaders that completed EDI training in the last 12 months 45% - 3%↓

Leaders with inclusive behaviours as a formal required competence 34% - 16%↓

Job advertisements that use specialist recruitment channels 24% - 36%↓

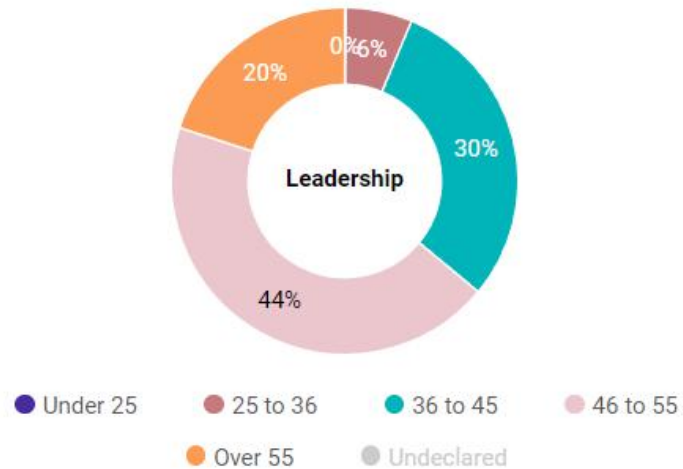
Job vacancies filled by internal candidates 27% - 9%↓

Overall: Leadership

Completion Rates
 Age = 100% (29)
 Gender = 100% (29)

Age

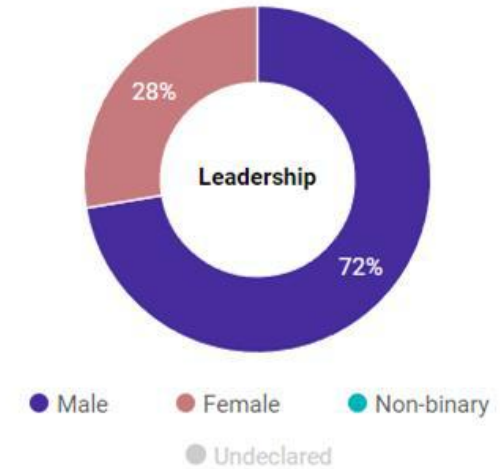
Average Age Split



Under 25	26-35	36-45	46-55	Over 55	Undeclared
0%	6%	29%	43%	20%	1%
Max – 1% Min – 0%	Max – 17% Min – 0%	Max – 53% Min – 12%	Max – 63% Min – 24%	Max – 40% Min – 3%	Max – 29% Min – 0%

Gender

Average Gender Split



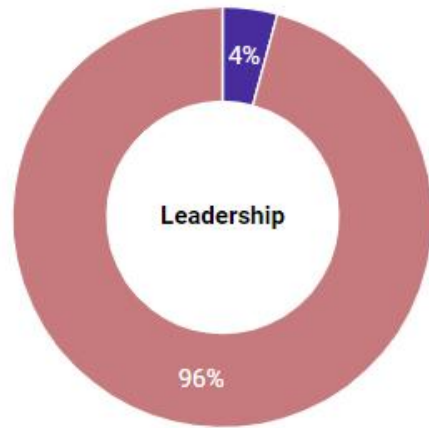
Male	Female	Non-Binary
72%	28%	0%
Max – 94% Min – 54%	Max – 46% Min – 6%	Max – 0% Min – 0%

Overall: Leadership

Completion Rates
 Ethnicity = 97% (28)
 Disability = 79% (23)

Ethnicity

Average Ethnicity Split



● BAME ● Non-BAME ● Undeclared

BAME	Non-BAME	Undeclared
3%	75%	22%

Max – 15% Max – 100% Max – 100%
 Min – 0% Min – 0% Min – 0%

Disability

Disability overall



● Declared ● Invisible ● Multiple
 ● Neurological ● None declared
 ● Physical or Visible ● Undeclared

No Declared Disability	Declared Disability	Physical/Visible Disability
44%	2%	1%

Max – 99% Max – 6% Max – 5%
 Min – 0% Min – 0% Min – 0%

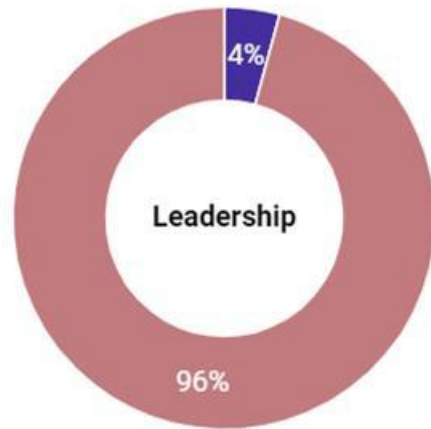
Neurological Disability	Invisible Disability	Multiple Disabilities
0%	0%	2%

Max – 3% Max – 0% Max – 16%
 Min – 0% Min – 0% Min – 0%

Overall: Leadership

Ethnicity Breakdown

Average Ethnicity Split



● BAME ● Non-BAME
● Undeclared

Asian / Asian British	Black / Black British	Mixed Heritage / Multiple Ethnicities	White / White British	Other	Undeclared
2.30%	0.52%	0.65%	73.16%	1.96%	21.29%

Overall: Leadership

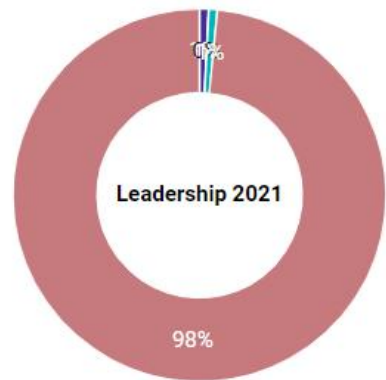
Completion Rates

Sexual Orientation = 72% (21)

Religion = 69% (20)

Sexual Orientation

Sexuality Overall



Bisexual	Gay Woman	Gay Man
0%	0%	0%

Max - 2%	Max - 3%	Max - 0%
Min - 0%	Min - 0%	Min - 0%

- Bisexual
- Gay Man
- Gay Woman
- Heterosexual
- Other
- Queer
- Undeclared

Heterosexual	Queer	Other	Undeclared
49%	0%	0%	51%

Max - 95%	Max - 0%	Max - 0%	Max - 82%
Min - 18%	Min - 0%	Min - 0%	Min - 0%

Religion

Religion Overall



Buddhist	Christian	Hindu
0%	33%	1%

Max - 2%	Max - 55%	Max - 3%
Min - 0%	Min - 11%	Min - 0%

- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- No religion
- Other
- Sikh
- Undeclared

Jewish	Muslim	No Religion
0%	1%	18%

Max - 1%	Max - 3%	Max - 41%
Min - 0%	Min - 0%	Min - 8%

Sikh	Other	Undeclared
0%	2%	44%

Max - 0%	Max - 5%	Max - 72%
Min - 0%	Min - 0%	Min - 2%

Overall: Leadership

Leaders that have completed EDI training in the last 12 months

45%

17/29 (58%) Response

Job advertisements that use specialist recruitment channels

24%

7/29 (24%) Response

Leaders with inclusive behaviours as a formal required competence

34%

8/29 (28%) Response

Job vacancies filled by internal candidates

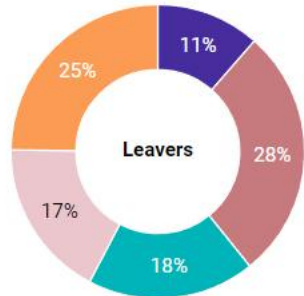
27%

15/29 (52%) Response

Overall: Leavers

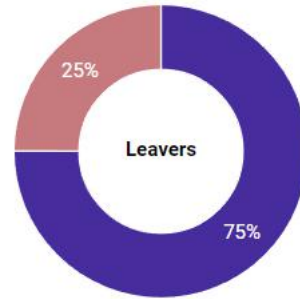
- An average of 9% of Leavers are BAME
- About 75% are Male

Average Age Split



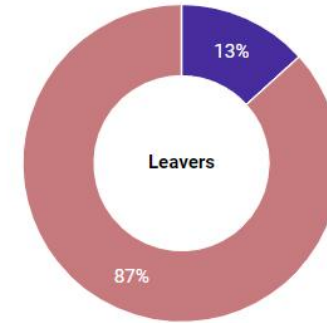
- Under 25
- 25 to 36
- 36 to 45
- 46 to 55
- Over 55
- Undeclared

Average Gender Split



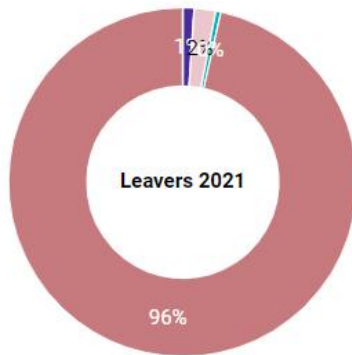
- Male
- Female
- Non-binary
- Undeclared

Average Ethnicity Split



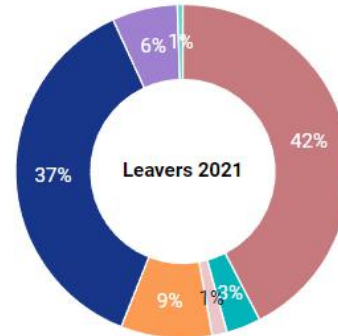
- BAME
- Non-BAME
- Undeclared

Sexuality Overall



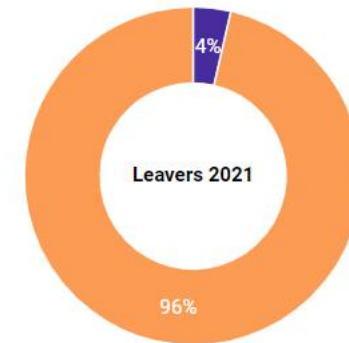
- Bisexual
- Gay Man
- Gay Woman
- Heterosexual
- Other
- Queer

Religion Overall



- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- No religion
- Other
- Sikh
- Undeclared

Disability overall



- Declared
- Invisible
- Multiple
- Neurological
- None declared
- Physical or Visible
- Undeclared

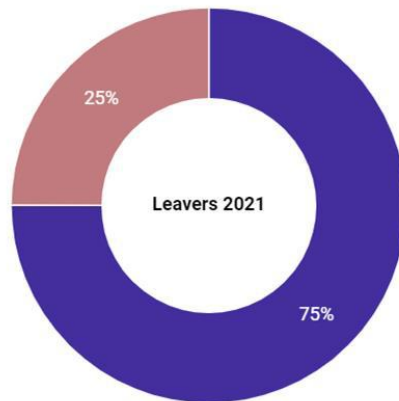
Overall: Retention (Proxy - Net Movement)

Gender

Average Gender Split



Average Gender Split



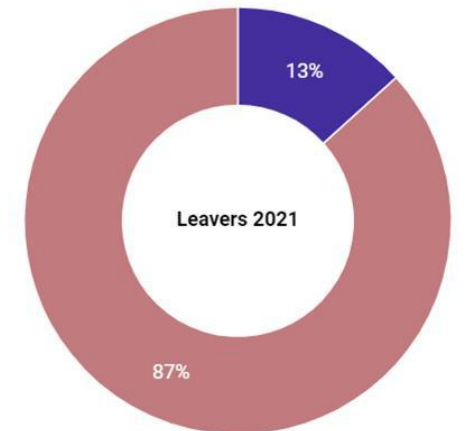
● Male ● Female ● Non-binary ● Undeclared

Ethnicity

Average Ethnicity Split



Average Ethnicity Split



● BAME ● Non-BAME ● Undeclared ● BAME ● Non-BAME ● Undeclared

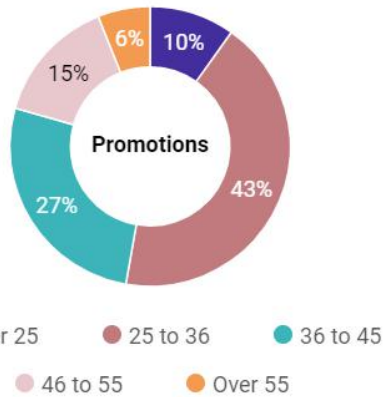
Net movement of around +6% for Female workforce

Net movement of around +1% for BAME workforce

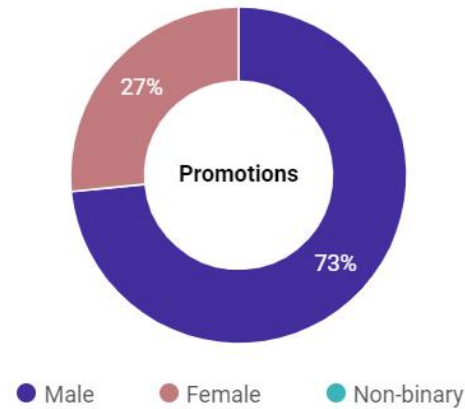
Overall: Promotions

- 90% of employees promoted are non-BAME
 - 73% are male
 - 98% are Heterosexual

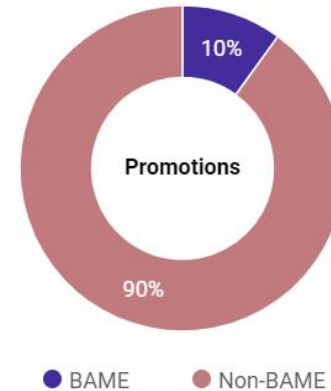
Average Age Split



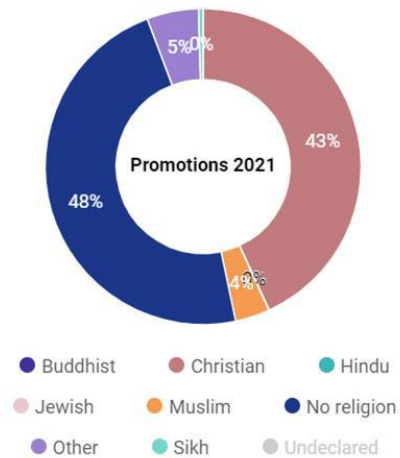
Average Gender Split



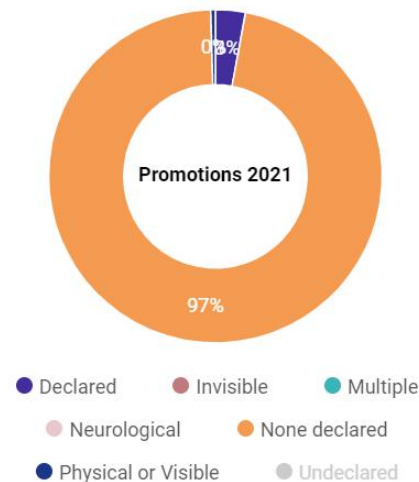
Average Ethnicity Split



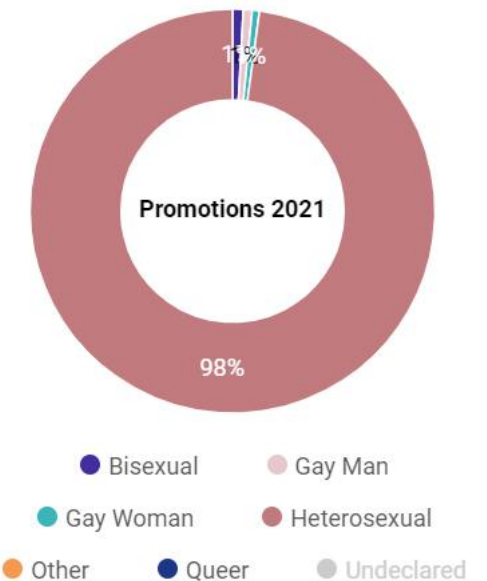
Religion Overall



Disability overall



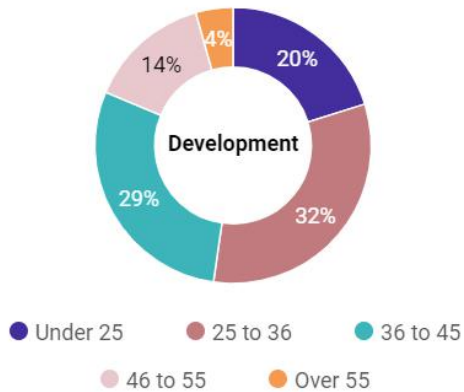
Sexuality Overall



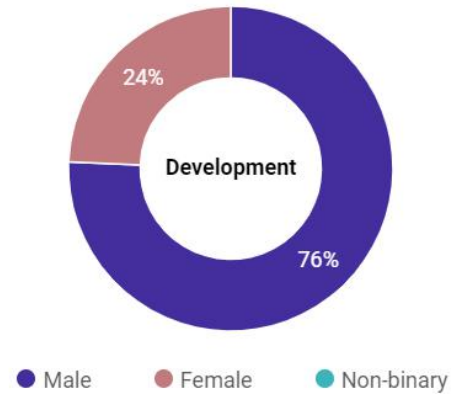
Overall: Development

- Around 24% of employees on a management development programme are female
 - 11% are BAME
 - About 4% are over 55

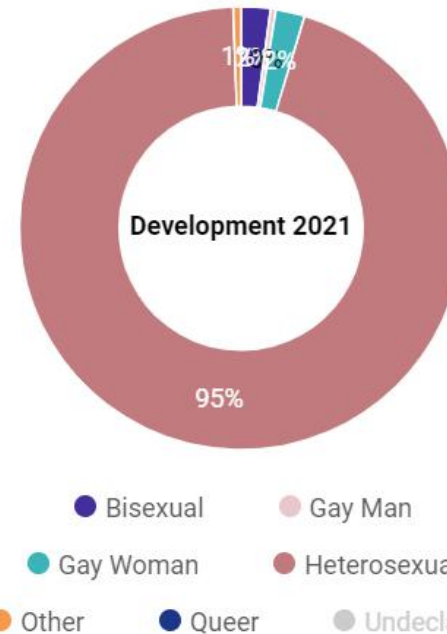
Average Age Split



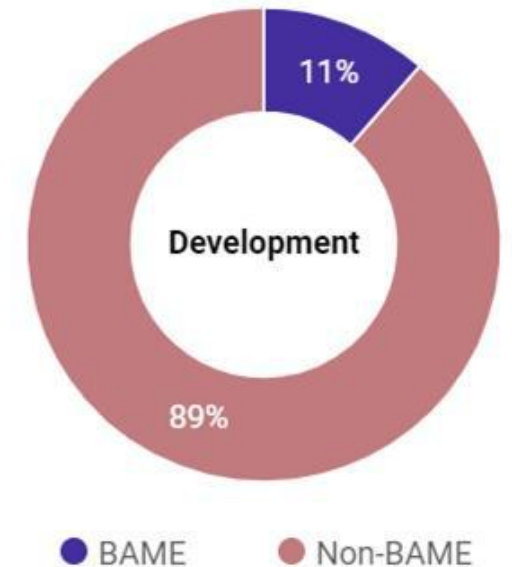
Average Gender Split



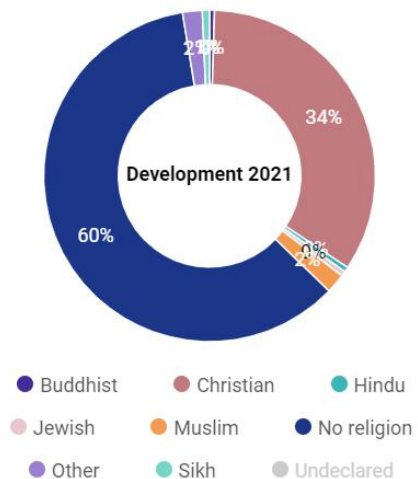
Sexuality Overall



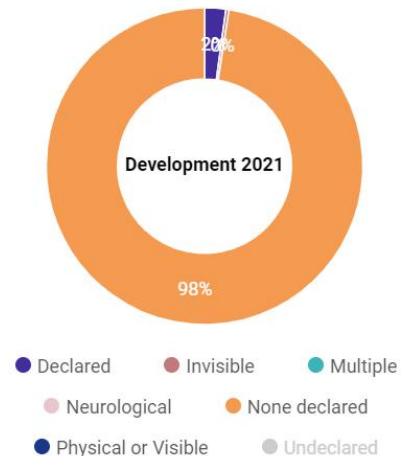
Average Ethnicity Split



Religion Overall

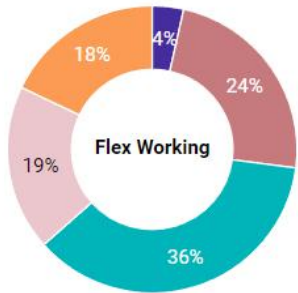


Disability overall

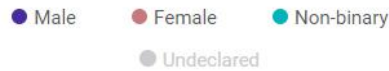
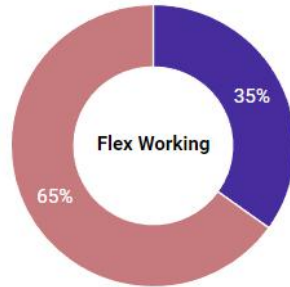


Overall: Flexible Working

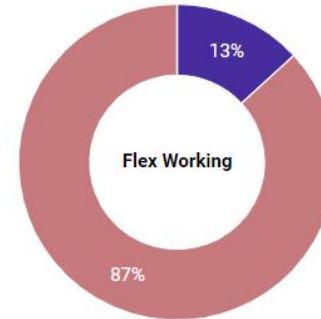
Average Age Split



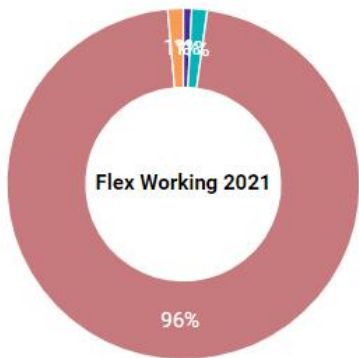
Average Gender Split



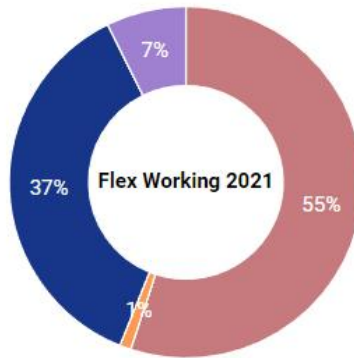
Average Ethnicity Split



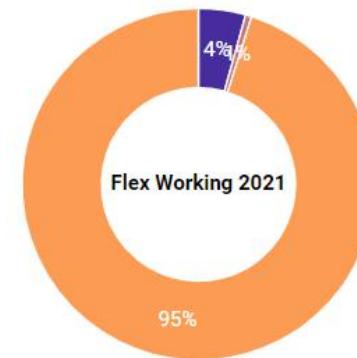
Sexuality Overall



Religion Overall



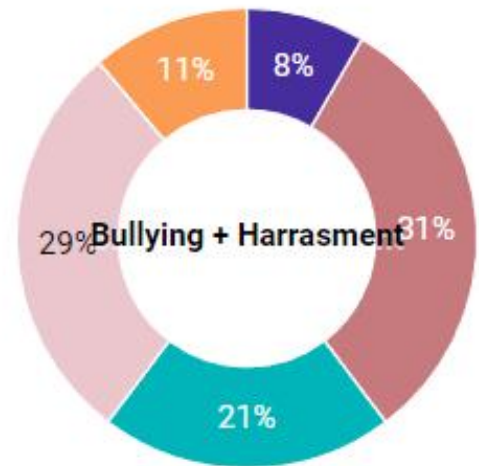
Disability overall



- An average of 4% of the flex workers are under 25
- About 35% are Male
- Around 87% of the flex workers are non-BAME
- About 95% do not have any declared disability

Overall: Bullying & Harassment

Average Age Split



- Under 25
- 25 to 36
- 36 to 45
- 46 to 55
- Over 55
- Undeclared

Sexuality Overall

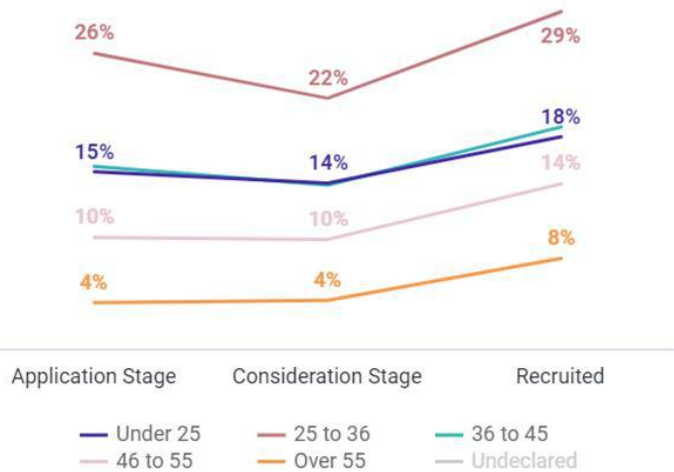


- Bisexual
- Gay Man
- Gay Woman
- Heterosexual
- Other
- Queer
- Undeclared

No data was provided for Gender, Ethnicity, Religion and disability

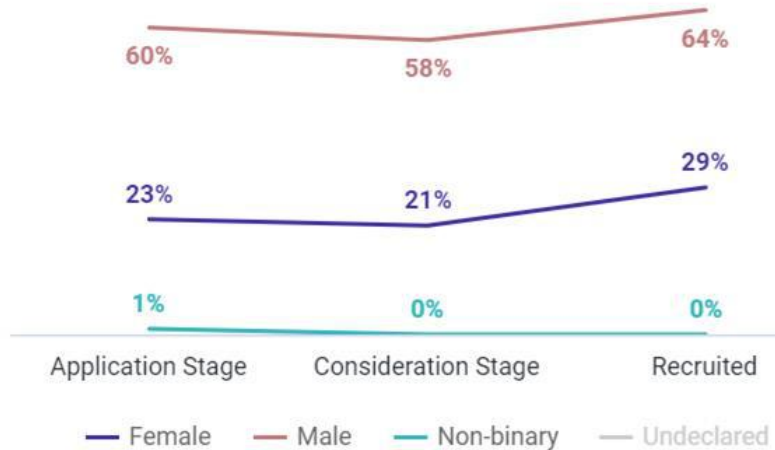
Recruitment

Age



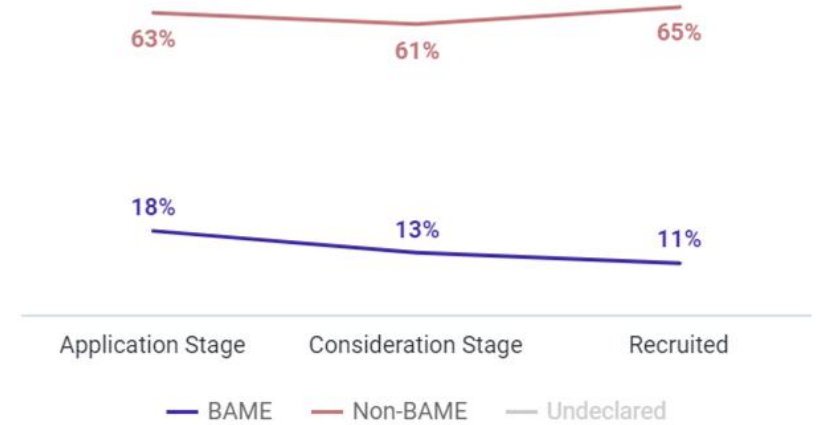
Broadly in line 2020 data

Gender



Broadly in line 2020 data

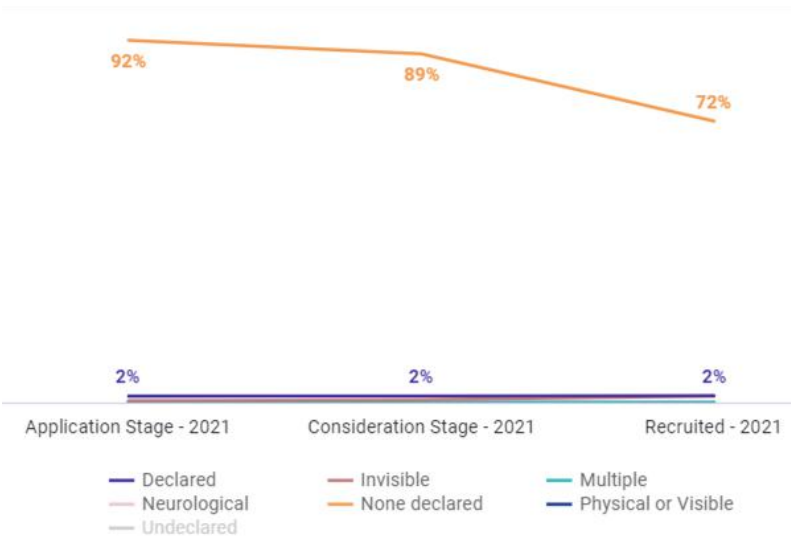
Ethnicity



Dilution of BAME candidates still evident, but less pronounced than 2020

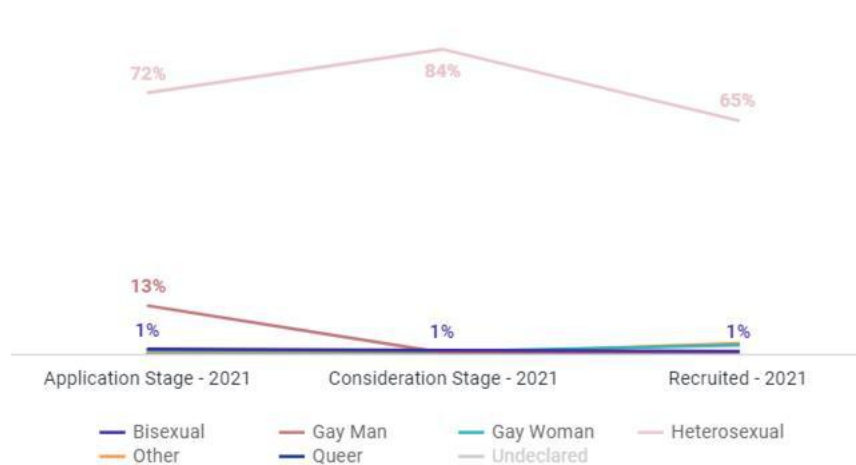
Recruitment

Disability



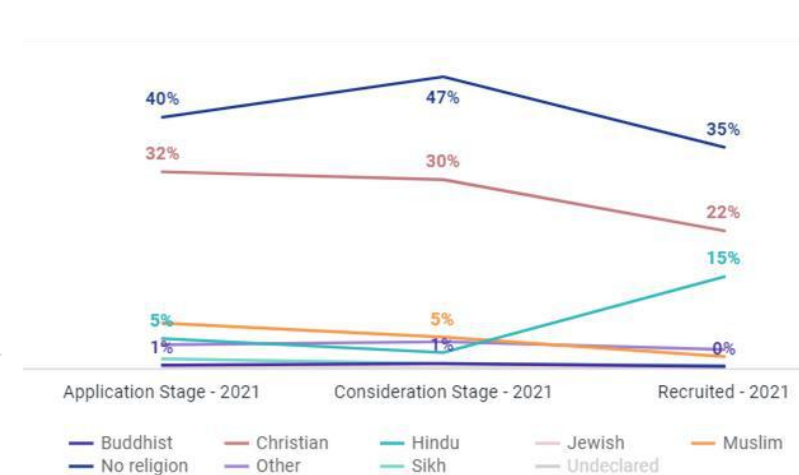
Consistent representation of disabled people across the recruitment process

Sexual Orientation



Significant dilution of Gay Men across the recruitment process (13% to 0%)

Religion



Apparent dilution of Christian and Muslim candidates, with significant recruitment of Hindu candidates

Next Steps

Data Review

42 Companies have signed up to the commitment, only 29 companies engaged in the data collection exercise.

There is a need for CEOs to lead this and ensure sufficient traction and progress.

CEO Council

Feedback was provided to the December 2021 CEO Council, with those present lending their support to continued data tracking.

The CEOs agreed to a 2 week extension to increase the survey response rate.

2022 Priority Setting

How do we ensure the sector is appealing to different genders and ethnicities?

What commitment is there to challenging and improving recruitment (and other) processes?

Thank You



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The Equal Group is a data-driven, equality, diversity and inclusion tech company, focused on providing forward thinking organisations with the tools and support that they need to optimise their equality, diversity and inclusion efforts.

The Equal Group implement a range of tech based products and strategic services to enable organisations to initiate a clear, concise and consistent approach to equality, diversity and inclusion – resulting in significant improvements in employee retention, candidate attraction and general workplace culture.

THE EQUAL GROUP



An inclusive great place to work

Case Study

In the beginning

January 2017



Disability

At the start
of our journey



Ethnic diversity

12% Overall
7% Managers
0% Exec



Gender Diversity

30% Overall
16.5% Ops
10% Exec

Stonewall **DIVERSITY CHAMPION**



LGBT+

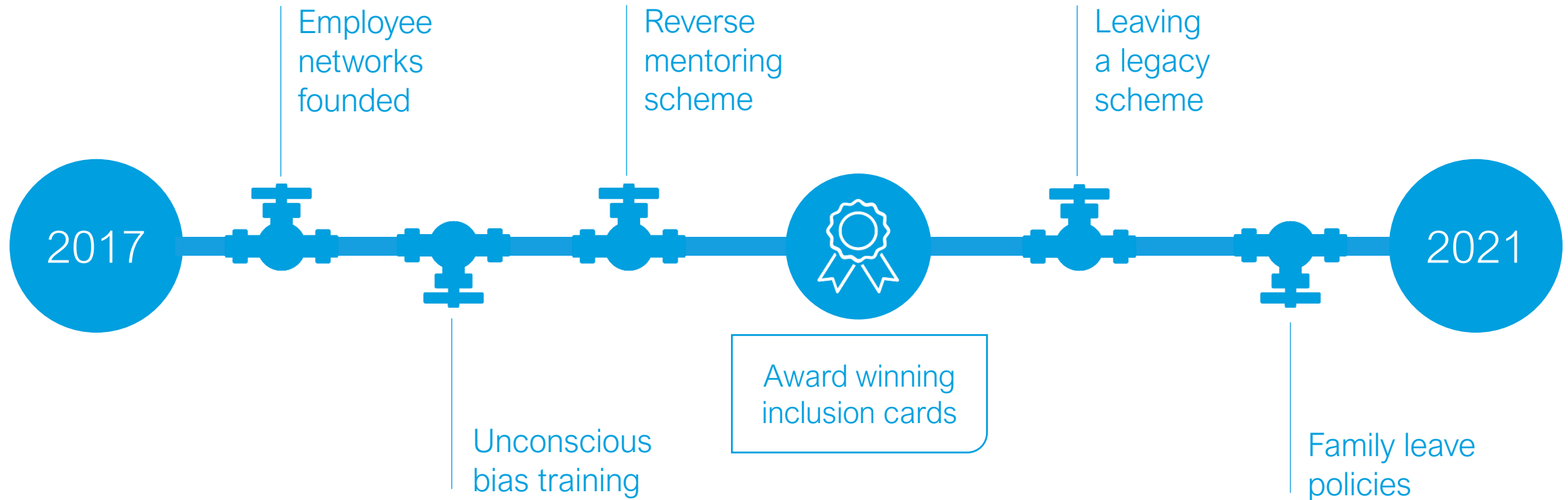
Signed up to
pledge our
support

75% recommend TW as an inclusive equal opportunity employer

70% employee engagement index score

Embedding systemic change

Thames Water: an inclusive great place to work



Ongoing estates and facilities improvements to ensure hubs are accessible and inclusive with gender neutral toilets and changing rooms and prayer facilities

Present day

September 2021




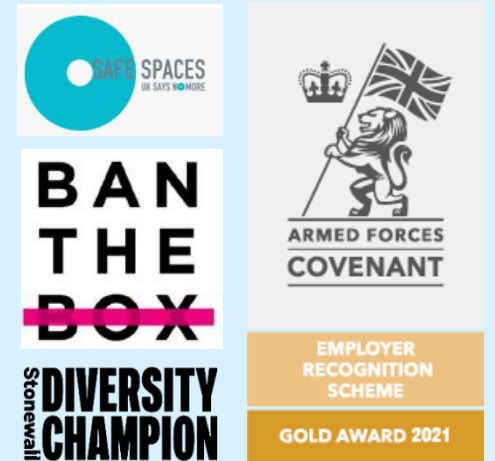
 Disability 
First water company to be awarded leader status




 Ethnic diversity 
15% Overall
11% Managers
9% Exec



 Gender Diversity 
33% Overall
19% Ops
42% Exec



 LGBT+ 
Jumped from 327th to 189th in the workplace equality index

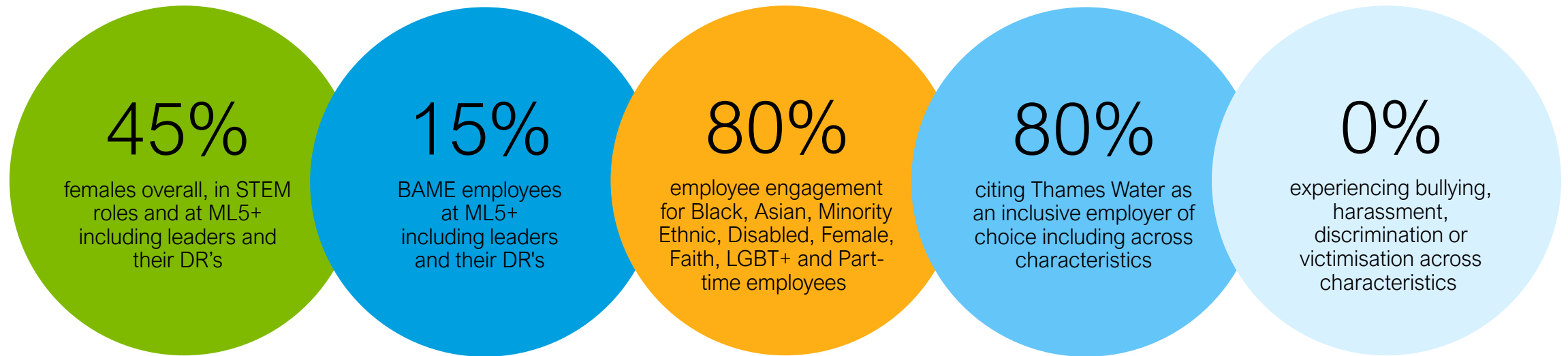
 83% recommend TW as an inclusive equal opportunity employer

 75% employee engagement index score

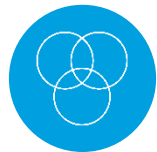
Future plans

2025 and beyond

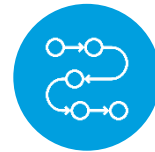
Targets:



Actions:



Embedding inclusion education and cultural awareness programme this includes positive action leadership development and reverse mentoring



Annual policy and process reviews making improvements where feasible



Annual employee engagement survey with analysis and focus groups



Thank you



A report detailing these results and supporting recommendations will be published following today's webinar. Which of these recommendations would you prioritise:

29



Collecting wider workforce data to provide total workforce comparisons (not just the specific framework measures)



Targeted development programmes aimed at women and Ethnic Minorities to close the representation and gender/ethnicity pay gaps



Scrutinising the recruitment process to understand the filtering out of Ethnic Minority applicants



Do more to build trust with our workforces and our EDI efforts to improve data declaration rates



Encourage workforce engagement with EDI training/taking the next step to introduce "Conscious Inclusion" (rather than "Unconscious Bias") training.



Sector collaboration to drive change, challenging ourselves to do things differently, by sharing best practice and delivering sector priorities.



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What actions have you undertaken that are positively impacting diversity & inclusion in your organisations?

20  ...

Taking a deep dive into the data, StorytellingDevelop networks, Collaborations with other organisations across the sector, Process with reviews.

employee led groups

setting up employee networks - it has been a slow process though! webinars where colleagues have shared personal stories - have grown in bravery over the years

Built a new strategy with feedback from Colleagues and the community

Introduction of employee networks, as well as reverse mentoring conversations for Divisional Board members

Activity and initiatives calendar, engagement with networks, collaboration with clients

Created network groups for women and REACH

Reviews of recruitment processes and unconscious bias training

Active networks and lunch and learns including 'is it ok to ask?'

DEI Champions, Storytelling, Webinars

Run an Expect Respect campaign across all colleagues; new inclusion networks

Engaging with external partners on specialist issues

Non-binding targets over the next 4 years Networks

Networks

Inclusion champions, Network Groups, Storytelling, D&I calendar/comms

Employee led awareness sessions

Unconscious bias training, D&I training, updated job adverts for new recruits

Conversations about - focused conversations in safe space

story telling

Our diversity groups, set up and led by our people - Yammer

slido



Do you support utilising the measurement framework as our baseline measure to measure progress moving forward? 25 ...

Yes



100%

No



ANY QUESTIONS?

Please ask your questions in the meeting chat

THANK YOU