Inclusion Measurement Framework

2024 Report and Recommendations

ENERGY & UTILITY SKILLS

Skills for a greener world

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Inclusion within the Energy and Utilities Sector

Foreword Phil Beach

I am pleased to introduce the 2024 Inclusion Measurement Framework results. This fifth annual report provides a comprehensive assessment of the sector's progress in attracting, recruiting, retaining, and developing a diverse workforce. Importantly, this longitudinal survey provides evidence of a wide range of diversity characteristics (including gender, ethnicity, age, disability and sexuality) and reflects the need to consider all aspects of equity, diversity and inclusion.

Although there has been steady progress in some areas, it is important to consider some of the underlying data and trends. For example, although the proportion of women being promoted is improving (rising from 26% to 33% in the last 3 years), their overall representation in the workforce remains low.

Encouragingly, the proportion of ethnic minority candidates recruited into the sector exceeds their current level of representation. While this is a positive trend, we still see significant levels of dilution of ethnic minority candidates in the recruitment processes. And in the context of an ageing workforce with around 20% at or near retirement age, it is important to note that the 26–35 age group represents the majority of leavers since 2021.

The 2024 Inclusion Measurement Framework results demonstrate the sector's ongoing commitment to improving inclusion. This is critically important, not least to address the significant skills and workforce challenge of delivering Net Zero and environmental improvement. With over 200,000 new roles in the sector required by 2030, the recruitment, development and progression of diverse talent is a key priority for the sector.

This is reflected in the leadership survey results that highlight a high level of understanding of the role of leaders in improving equity, diversity and inclusion (EDI). The ability of leaders to effectively articulate EDI's importance to their organisation is strong at over 98% – a year-on-year increase of 4%.

However, although these results reaffirm the sector's commitment to measuring progress and maintaining transparency in advancing EDI, there is still work to do. The report provides valuable insights into areas that require further action, both at the organisational and sector-wide levels, to ensure sustainable and meaningful change. Energy & Utility Skills is committed to continue our support to the sector to make progress in this important issue

Phil Beach CBE
Chief Executive
Energy & Utility Skills

Executive Summary

The Energy & Utility Skills Inclusion Measurement Framework (IMF) provides an overview of progress in equity, diversity and inclusion, underpinned by the commitment to measure and be transparent about progress on diversity and inclusion as a sector and in individual organisations[1].

In its fifth year, the Energy & Utility Skills Inclusion Measurement Framework (IMF) collates data detailing the representation of particular diversity characteristics – Gender, Ethnicity, Age, Disability, Sexuality and Religion

The findings report on overall sector representation, leadership, recruitment, progression and retention. This allows the sector and individual organisations to develop an understanding of representation related to diversity characteristics and provides context for improvement and prioritisation. Where possible the report also provides a comparison across the years the IMF has been running.

Key Data Insights

- While leadership engagement and understanding of the importance of equity, diversity and inclusion (EDI) within the energy and utilities sector is high, the representation of minority groups at leadership levels remains low.
- Recruitment data reveals a skew towards representation of women as recruitment stages progress, and details a return to a significant dilution in ethnic minority representation, particularly at management levels.
- Progression data indicates a higher rate of promotion for women but low ethnicity declaration rates. Women's promotion rates are at 32.7% across the whole workforce, in contrast with ethnic minority representation which is 7.8%.
- Leaver data shows a consistent loss of underrepresented groups, emphasising the need for better understanding of the reasons for those leaving.
- The Leadership Survey indicates strong EDI commitment from leaders but highlights the need for targeted approaches to attract diverse candidates into leadership positions, as well as opportunities to improve EDI training provision for leaders.

1. Inclusion Commitment

Recommendations

1. Sector Collaboration and Best Practice: More work is needed to shine a light on and to share the actions that are working and have resulted in fundamental changes in EDI within organisations and across the sector. It is key that such action is co-ordinated and linked to addressing the workforce and skills challenges faced by the sector.

2. Retention and Progression Strategies: Investment in robust exit interview systems to understand the reasons for the loss of diverse talent and develop targeted retention strategies.

3. Recruitment Process Transformation: The sector needs to find ways to accurately monitor and report on ethnicity data consistently across the recruitment process (especially in the context of 'right to work' issues). This can inform the redesign of specific aspects of the recruitment process.

4. Targeted Leadership Diversity Development: Organisations need to develop intentional, structured pathways to support diverse talent progression, which will positively impact retention.

For detailed recommendations see page 51.

Introduction

For the past five years, Energy & Utility Skills has been collecting data on EDI across the energy and utilities sector, as part of the Inclusion Measurement Framework (IMF). This report provides an overview of representation within the sector generally and within the specific areas of recruitment, progression and retention.

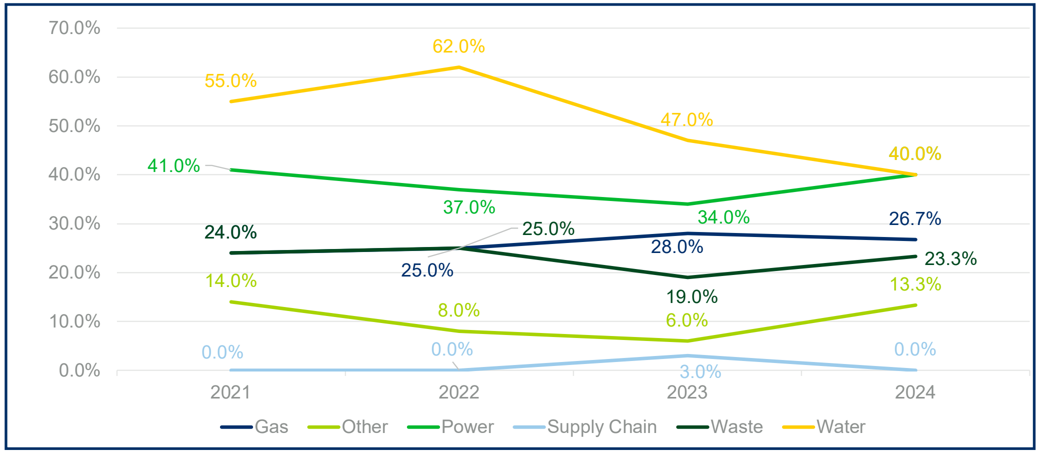
The data provided in this report represents an average across the 30 organisations that submitted data this year[2]. Companies range in size from less than 100 to over 10,000 employees, operating across the breadth of the UK and Northern Ireland[3] and across various industries of the energy and utilities sector.

2 Submissions dropped year on year, while there has been an increase in submissions from the outset (24 in 2019/20) this year there have been 30 submissions.

3 See Appendix 1

2023 and 2024 submissions by industry[4]

Industry	Submissions 2023	Submissions 2024
Gas	9 (28%)	8 (26.7%)
Other[5]	2 (6%)	4 (13.3%)
Power	11 (34%)	12 (40%)
Supply Chain	1 (3%)	0
Waste	6 (19%)	7 (23.3%)
Waste Only	1 (3%)	1 (3%)
Water	15 (47%)	12 (40%)
Water Only	9 (28%)	6 (20%)
Water and Waste	5 (16%)	6 (20%)
Total	32	30



The table above indicates the number of submissions for organisations working within each industry.

Rates of representation across the industries broadly mirror those seen in 2023. The majority of responses from the 2024 data have come from the Water and Power industries.

As with previous years, data has been gathered across six areas: Gender, Ethnicity, Age, Disability, Sexuality and Religion. Where appropriate (and possible), year-on-year comparisons have been provided to illustrate any trends in data.

Organisations were given the opportunity to submit data to the Inclusion Measurement Framework and for nominated leaders to participate in the Leadership Survey (individual).

Rounding of data

The sum of individual rows/columns may not add up to exactly 100% for some data points, due to rounding

4 There is some level of overlap between sectors, due to some of the companies operating across both water and wastewater, or power and gas, for example. The percentages in the table are therefore indicative.

5 For 2023 and 2024, the 'Other' category includes trade associations

Changes in Approach

A number of changes have been implemented to simplify the process and encourage further participation from across the sector. These changes are summarised below:

Demographic Categories

With additional data points now incorporated into the framework, where possible, comparisons over the years have been provided. With some changes in the way that data has been collected or assessed since the framework launch, some data points will be limited in their ability to demonstrate linear year on year comparisons.

Recruitment Categories

Feedback from the sector suggested that the historic method of categorising recruitment data (along the lines of salary percentiles) wasn't a meaningful indicator of areas of progress, nor did it allow for targeted intervention, due to the fact that salaries may vary for a number of reasons. The approach has been amended to provide the ability to measure diversity across the following dimensions:

- Organisation wide
- Staff
- Management
- Leadership
- Early Careers (Apprentice / Graduate / Intern, etc)

Leaver Context

Further sector feedback suggested it would be useful to collect information about the context for why staff were leaving organisations and where organisations were losing staff to, in order to understand whether staff were leaving for roles within or outside the sector.

This context is in addition to the previous information gathered which considers reasons for leaving related to career opportunities, flexibility, company culture, rewards/ benefits and personal reasons (e.g. caring responsibilities, new parent, relocation etc).

Promotion Context

Previous data collection focused on assessing whether promotions were vertical or horizontal in nature. This year's framework moves away from the previous categorisation of promotions, with a view to include whether employees were promoted into colleague/staff, management or leadership positions. This provides the ability to appropriately consider the context within which promotions were taking place.

Workforce Demographics – Overall Sector

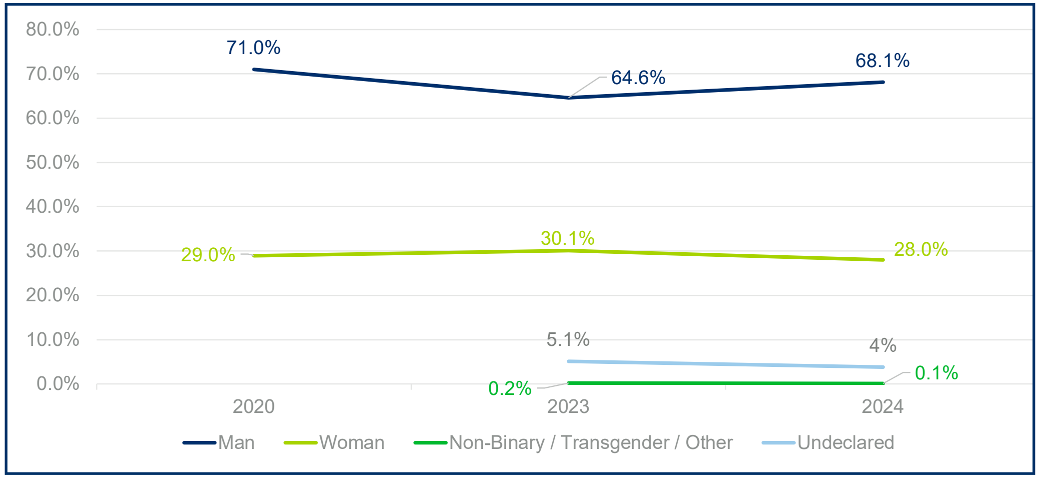
This section provides data insights on the overall representation across the sector.

Where possible data has been disaggregated to provide more detail. Introduced for 2024, this data is provided separately with trend analysis planned for future reporting.

Gender

The energy and utilities sector remains largely male-dominated — this is true throughout the employee lifecycle.

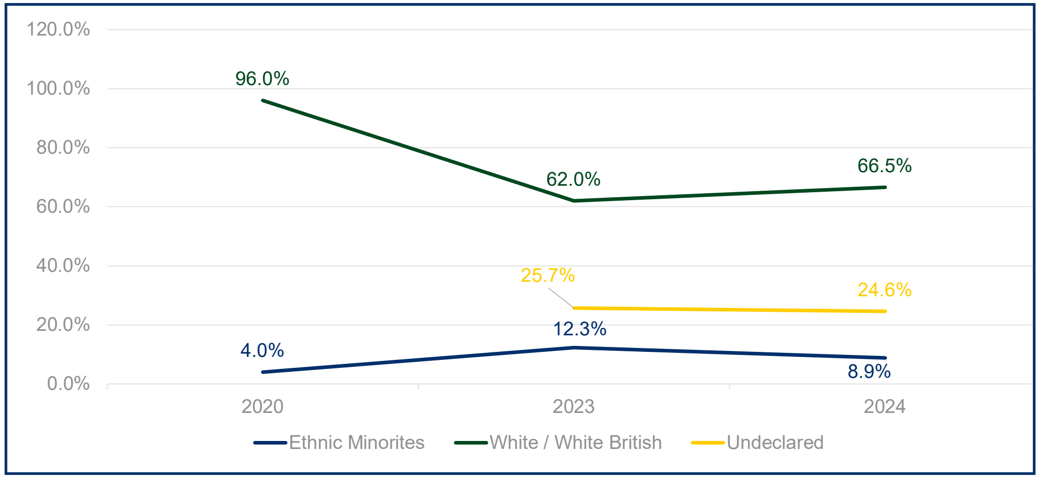
Women make up 28% of the sector's workforce, a reduction of 2% year on year.



Gender	2020	2023	2024
Man	71%	64.6%	68.1%
Woman	29%	30.1%	28%
Non-Binary / Transgender / Other	–	0.2%	0.1%
Undeclared	–	5.1%	3.8%

Ethnicity

Representation of individuals from ethnic minority backgrounds has reduced from 12.3% in 2023 to 8.9% in 2024. This reduction moves the sector further away from the UK's workforce representation of ethnic minority workers which stands at 14% (ONS (2022))[6].

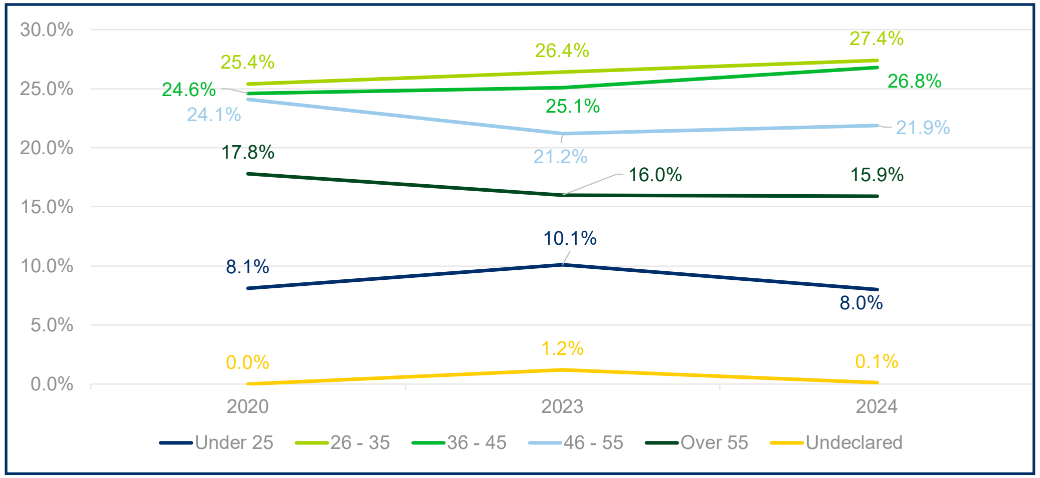


Ethnicity	2020	2023	2024
Asian / Asian British	4%	12.3%	4.4%
Black / Black British			2.2%
Mixed Heritage / Multiple Ethnicities			1.3%
Other			1%
White / White British	96%	62%	66.5%
Undeclared	–	25.7%	24.6%

6 Energy & Utilities Sector Diversity And Inclusion Profile

Age

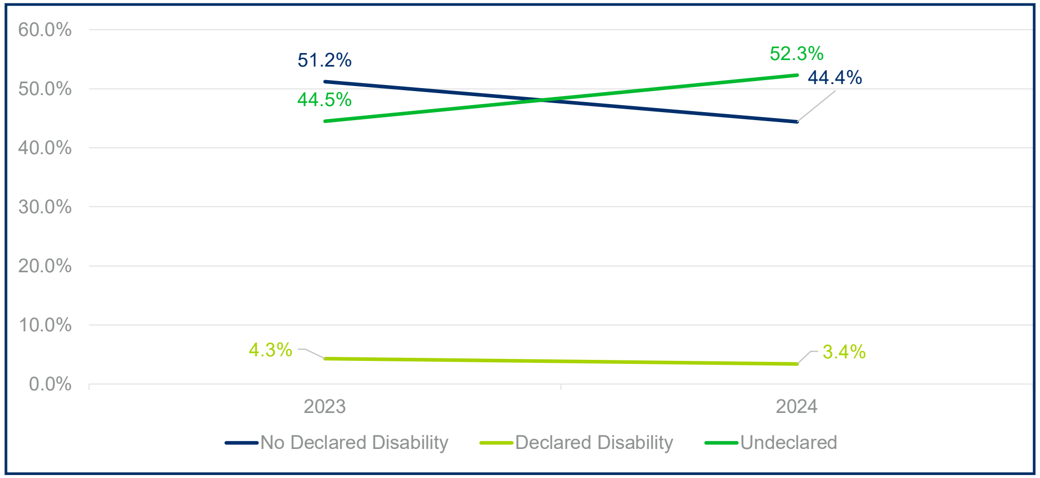
The age profile of the sector has remained largely in line with that of 2022 and 2023. The most notable change has been a decrease in the representation of those in the under 25 age group, from 10.1% in 2023 to 8% in 2024.



Age	2020	2023	2024
Under 25	8.1%	10.1%	8%
26 – 35	25.4%	26.4%	27.4%
36 – 45	24.6%	25.1%	26.8%
46 - 55	24.1%	21.2%	21.9%
Over 55	17.8%	16%	15.9%
Undeclared	0%	1.2%	0.1%

Disability

Those with different declared disabilities make up 3.4% of the sector's workforce, compared to 18% representation within the UK workforce[7]. There is also a large amount of undeclared data at 52.3%, increasing from 44.5% in 2023.

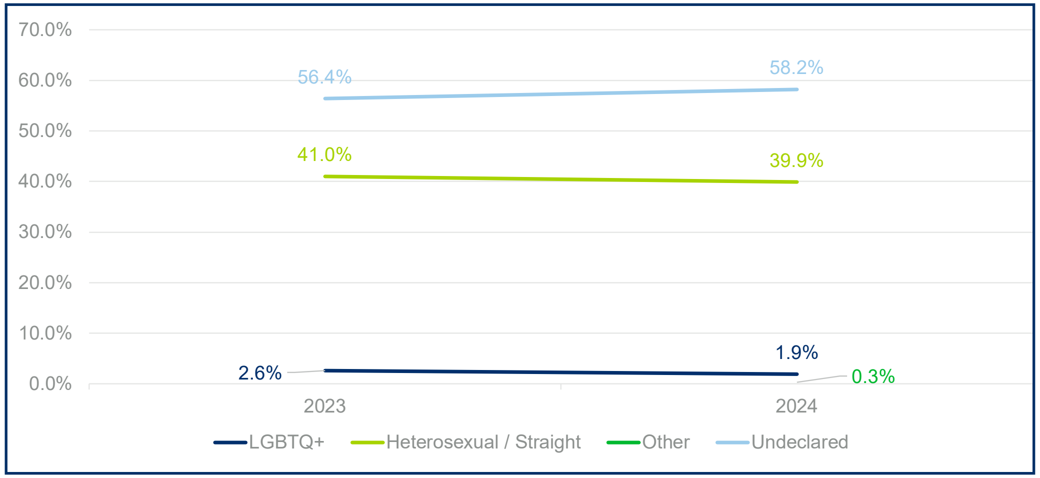


Disability	2023	2024
No Declared Disability	51.2%	44.4%
Declared Disability	4.3%	2.3%
Physical / Visible Disability	–	0.2%
Neurological Disability	–	0.4%
Invisible Disability	–	0.4%
Multiple Disabilities	–	0.1%
Undeclared	44.5%	52.3%

7 Energy & Utilities Sector Diversity and Inclusion Profile (2024)

Sexuality

This year's data shows a decrease in LGBTQ+ representation from 2.6% in 2023 to 1.9% in 2024. This takes the figure further away from the UK workforce representation, which stands at 3.2%[8]. As was the case in previous years, there is a high proportion of undeclared data, this figure has decreased from 66.2% in 2022 to 56.4% in 2023 and now stands at 58.2%.

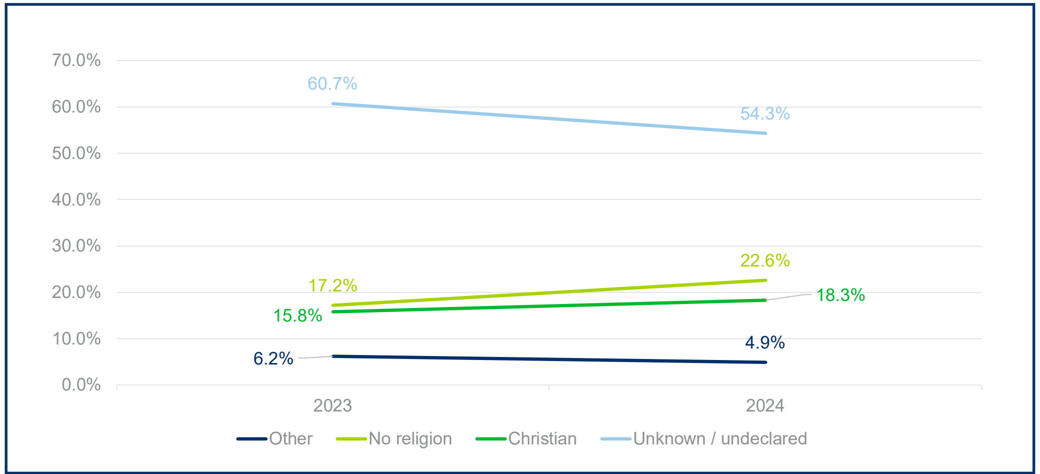


Sexual Orientation	2023	2024
Asexual	2.6%	0.1%
Bisexual		0.7%
Gay		0.6%
Gay / Lesbian		0.3%
Heterosexual / Straight	41%	39.9%
Other	–	0.3%
Undeclared	56.4%	58.2%

8 Sexual orientation, UK: 2020 – Office for National Statistics (ONS)

Religion

2024 data shows an increase in those declaring no religion (from 17.2% in 2023 to 22.6% in 2024). The overall proportion of non-declaration has reduced from 60.2% to 54.3% in 2024, which still represents a large share of the overall data.



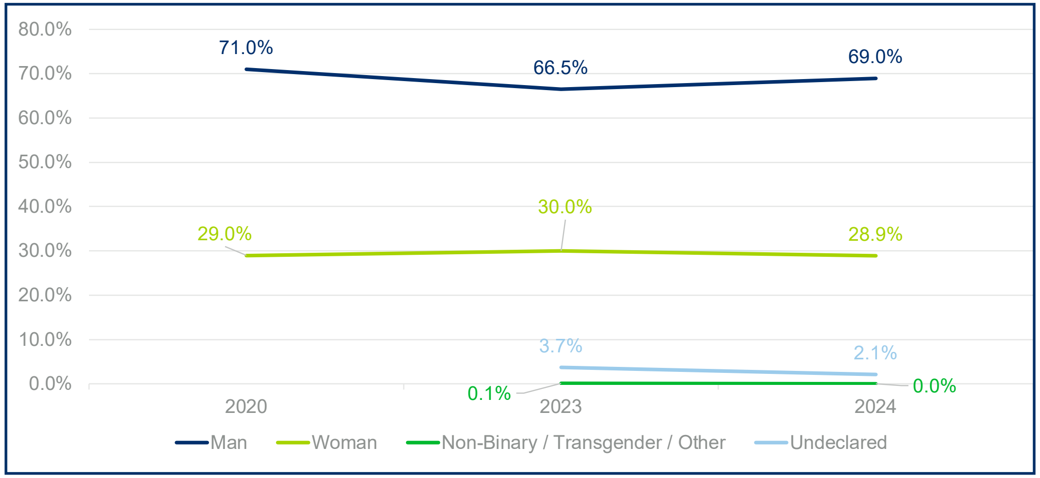
Religion	2023	2024
Buddhist	–	0.2%
Christian	15.8%	18.3%
Hindu	–	0.9%
Jewish	–	0.1%
Muslim	–	1.5%
No religion	17.2%	22.6%
Sikh	–	0.3%
Other	6.2%	1.9%
Unknown / undeclared	60.7%	54.3%

Overall Sector Leadership

These results are taken from the IMF data submitted by organisations and therefore may be different from the Leadership Inclusion Survey Results (presented later), where data is submitted directly by leaders themselves.

Gender

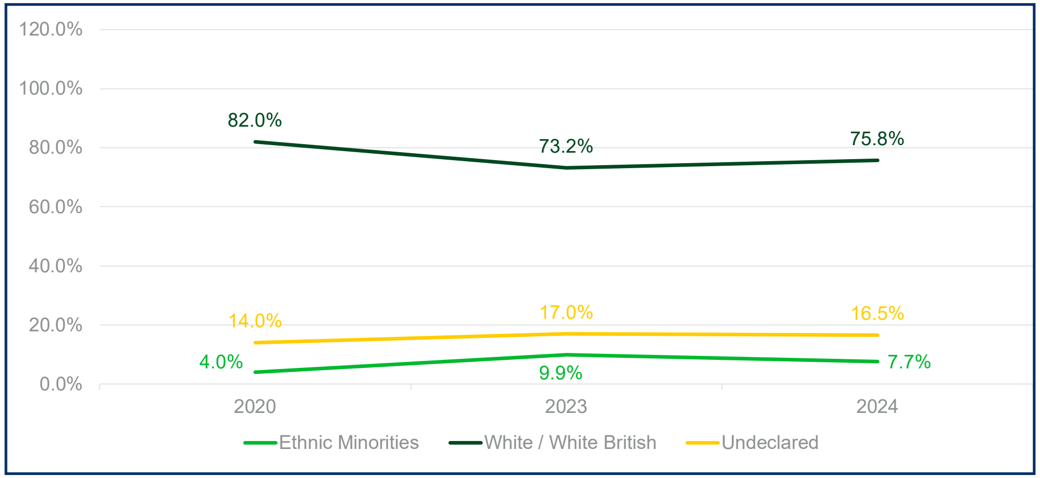
Gender representation has remained relatively stable over the years of IMF reporting, with men continuing to dominate leadership positions, consistently making up between 65–71%. Women's representation in leadership has experienced less variability showing between 28–30%.



Gender (Sector Leadership)	2020	2023	2024
Man	71%	66.5%	69%
Woman	29%	30%	28.9%
Non-Binary / Transgender / Other	–	0.1%	0%
Undeclared		3.7%	2.1%

Ethnicity

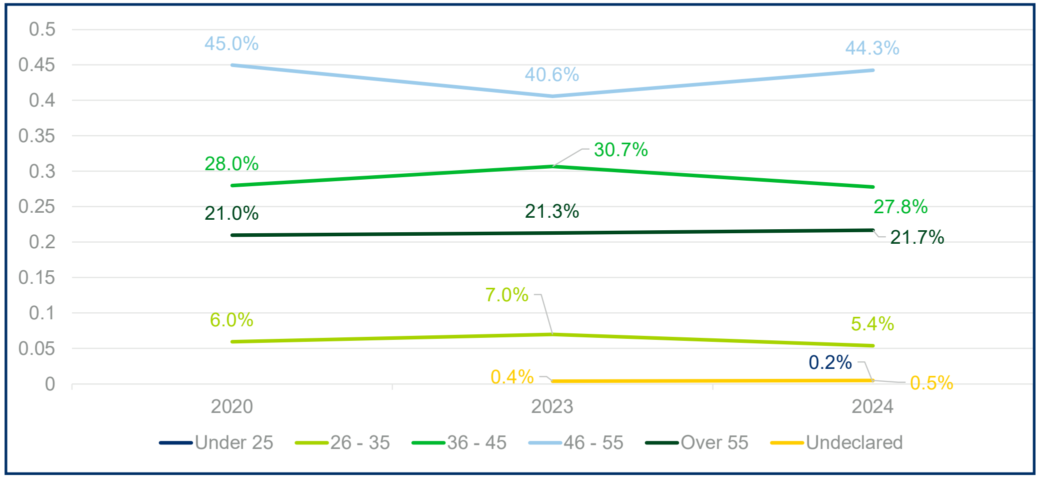
White/White British individuals consistently represent the majority of leadership positions, ranging from 73.2% to 82%. Undeclared data levels have remained static and are at levels significantly lower than the sector declaration.



Ethnicity (Sector Leadership)	2020	2023	2024
Asian / Asian British	4%	9.9%	3.2%
Black / Black British			0.7%
Mixed Heritage / Multiple Ethnicities			1.9%
Other			1.9%
White / White British	82%	73.2%	75.8%
Undeclared	14%	17%	16.5%

Age

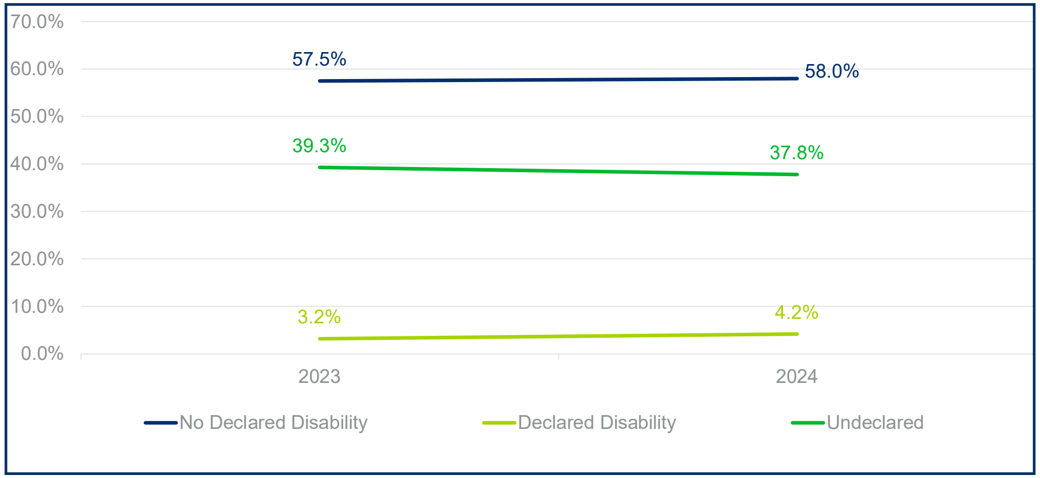
The 46–55 age group consistently dominates leadership, representing 41–45% across the years of IMF reporting, the 36–45 age group is the second most represented, with low levels of leadership representation in under 25s (0.2% in 2024). There is stable representation of over 55s at around 21%.



Age (Sector Leadership)	2020	2023	2024
Under 25	–	–	0.2%
26 - 35	6%	7.0%	5.4%
36 - 45	28%	30.7%	27.8%
46 - 55	45%	40.6%	44.3%
Over 55	21%	21.3%	21.7%
Undeclared	–	0.4%	0.5%

Disability

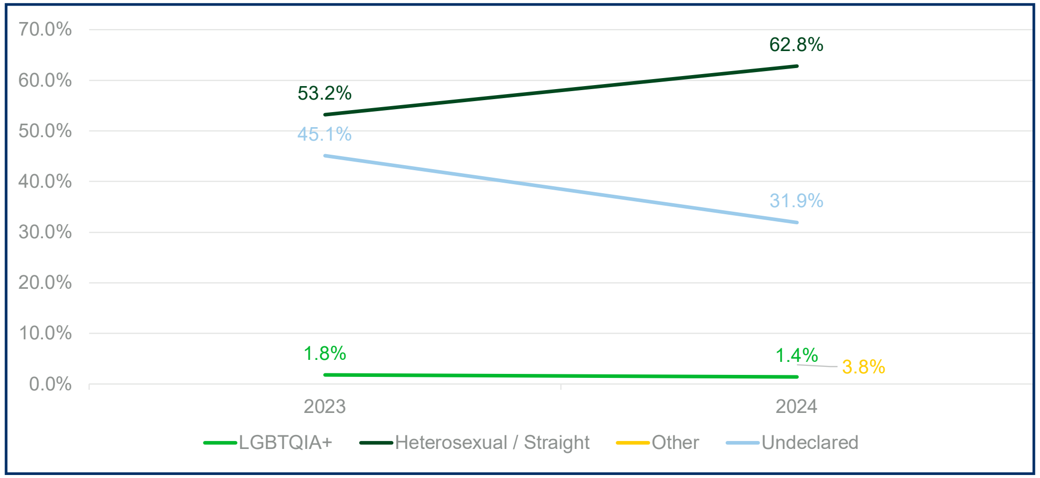
Most leaders do not declare a disability (57.5–58%), with 3.2–4.2% declaring a disability. The breakdown of disability types in 2024 shows a greater indication of neurological and invisible disabilities. The undeclared rates remain at over a third, but are at levels much lower than the sector as a whole.



Disability (Sector Leadership)	2023	2024
No Declared Disability	57.5%	58.0%
Declared Disability	3.2%	3.6%
Physical / Visible Disability	–	0.1%
Neurological Disability		0.2%
Invisible Disability		0.3%
Multiple Disabilities		0.0%
Undeclared	39.3%	37.8%

Sexual Orientation

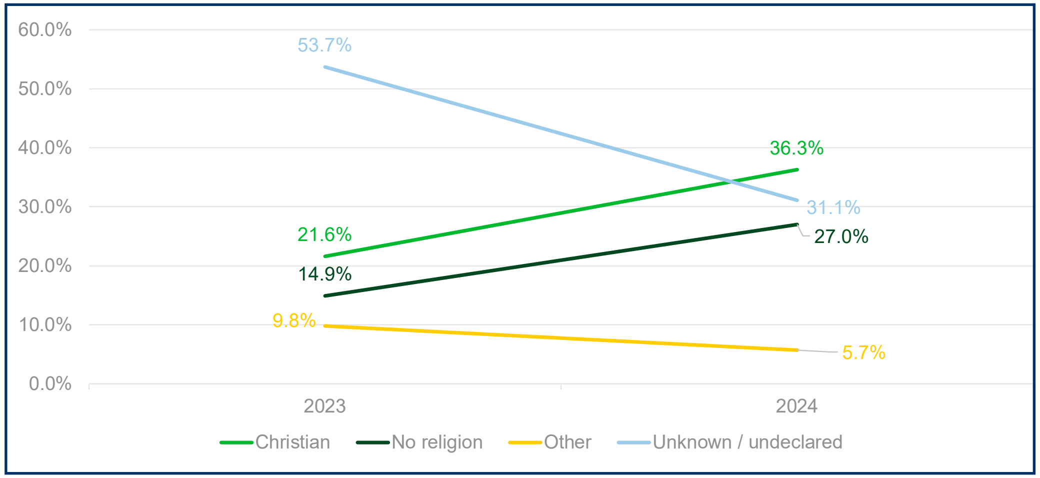
Representation of heterosexual/Straight individuals in leadership positions increased from 53.2% to 62.8% with a significant reduction in undeclared sexual orientation (from 45.1% to 31.9%).



Sexual Orientation (Sector Leadership)	2023	2024
Asexual	–	0.1%
Bisexual		0.2%
Gay		0.9%
Gay / Lesbian		0.2%
Heterosexual / Straight	53.2%	62.8%
Other	–	3.8%
Undeclared	45.1%	31.9%

Religion

2024 data shows Christian representation in leadership positions increased from 21.6% to 36.3%, while 'No religion' increased from 14.9% to 27%. 'Unknown/Undeclared' rates have notably reduced from 53.5% to 31.1%.



Religion (Sector Leadership)	2023	2024
Buddhist	–	0.2%
Christian	21.6%	36.3%
Hindu	–	0.9%
Jewish	–	0.1%
Muslim	–	0.6%
No religion	14.9%	27%
Sikh	–	0.4%
Other	9.8%	3.5%
Unknown / undeclared	53.7%	31.1%

Employee Lifecycle Observations

This section aims to consider observations at a disaggregate level, identifying any trends and patterns specific to the stages of the employee lifecycle.

Recruitment

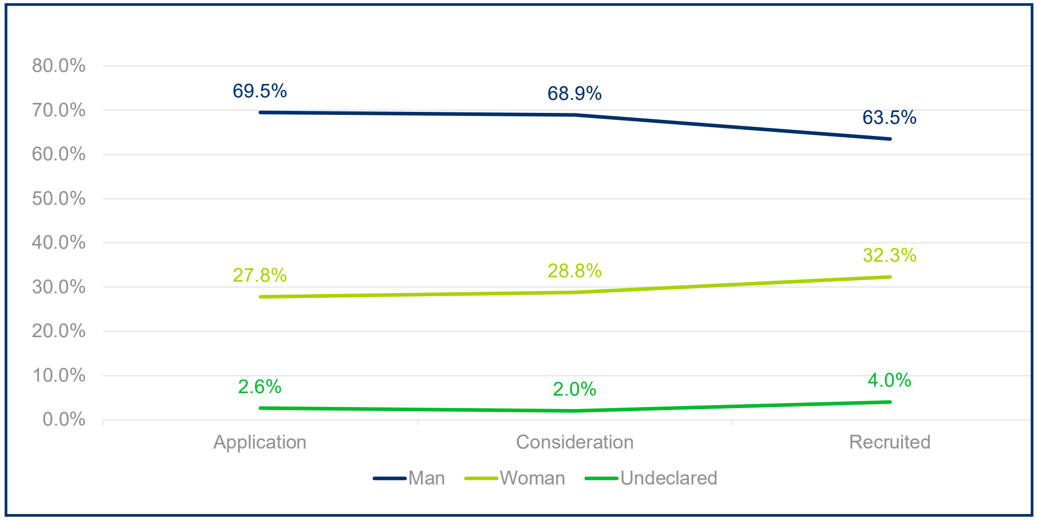
These results take a deeper look at recruitment data with a view to understanding key demographic insights across the sector's recruitment processes. For the first time this data is considered as the sector as a whole alongside recruitment into early careers, management and leadership positions.

We explore these through the perspective of gender, ethnicity and age due to lack of consistent data availability across other dimensions.

Gender

Sector Workforce

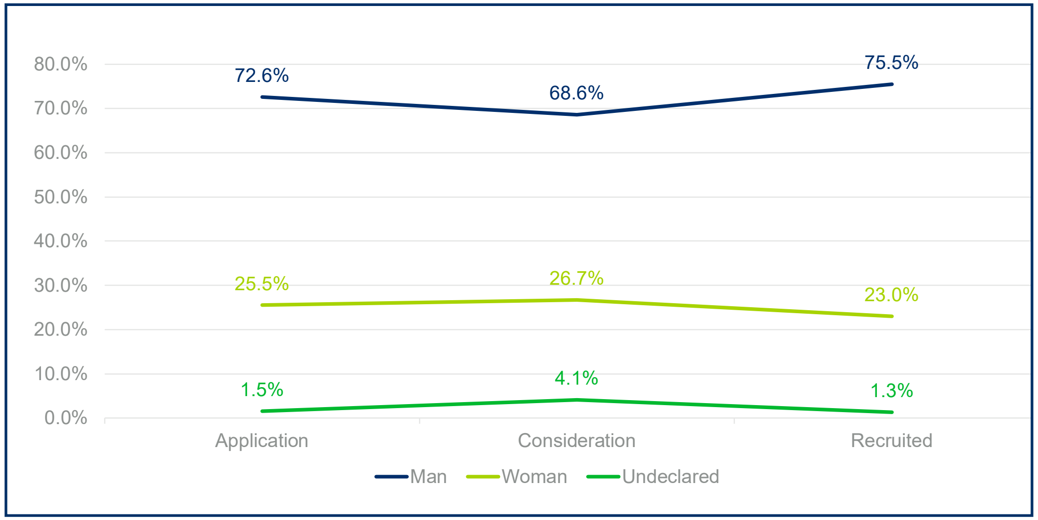
Women are better represented at the recruitment stage, compared to the representation of women at the application stage[9].



9 See Appendix 1 for a detailed breakdown

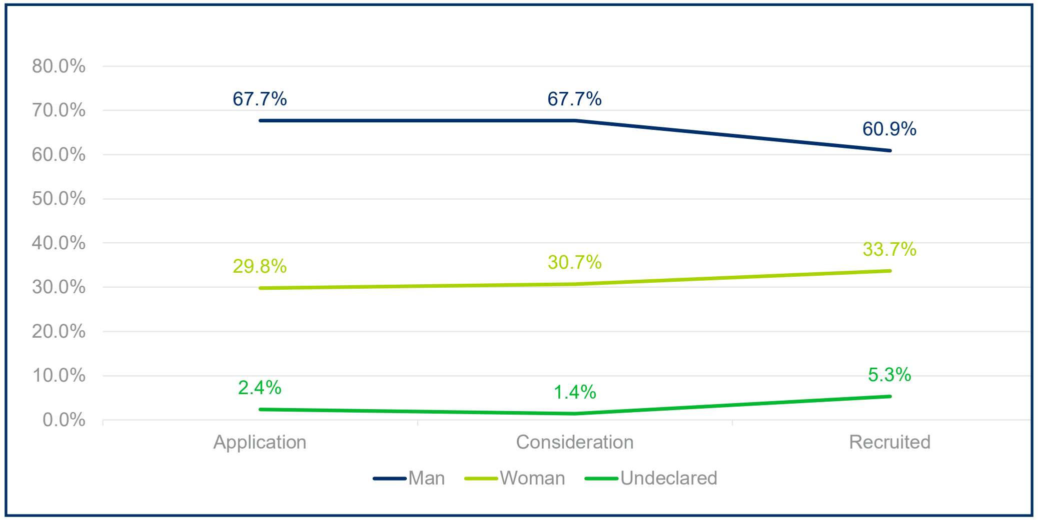
Early Careers

The representation of women is lower within early careers than their current representation across the sector. With men making up 75% of early career hires, it will be harder for the sector to close the gender gap through early careers activity alone.



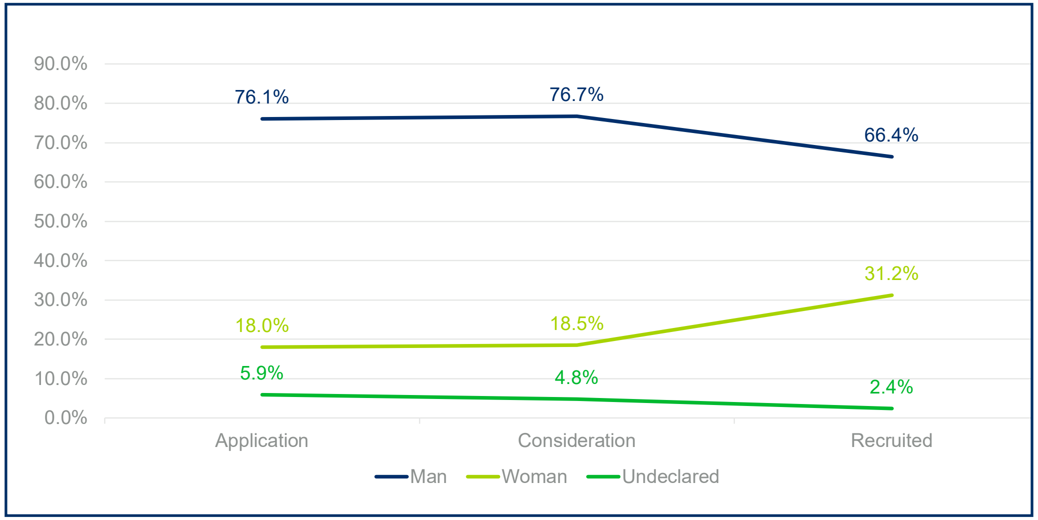
Management

Recruitment into management shows greater representation of women towards the latter stages of the recruitment process. Aligned with increasing promotions at management and leadership levels, this should result in the continued increase of women at these levels.



Leadership

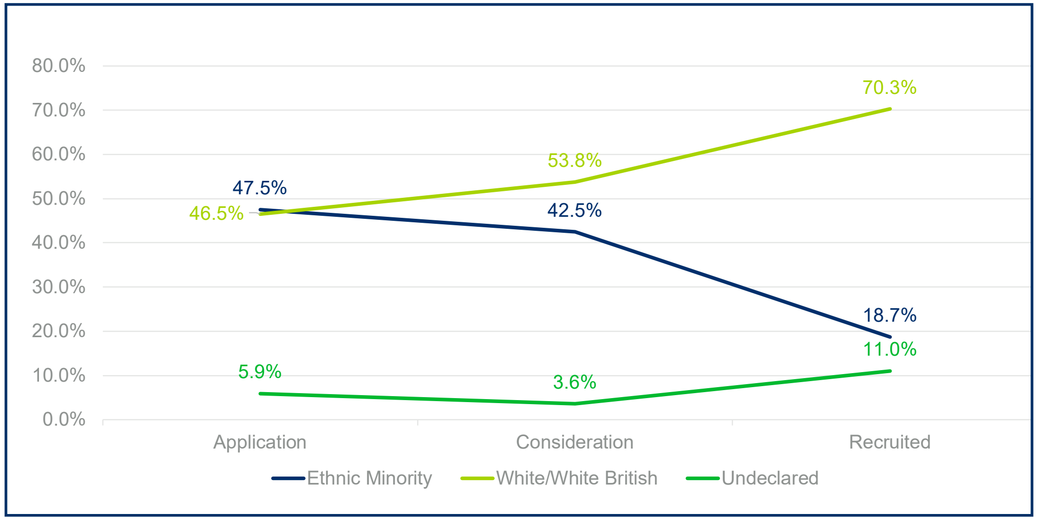
Women are significantly represented at recruitment into leadership roles as compared to the proportion of applications from women, with women candidates representing 18% of applicants vs 31.2% of those recruited into leadership.



Ethnicity

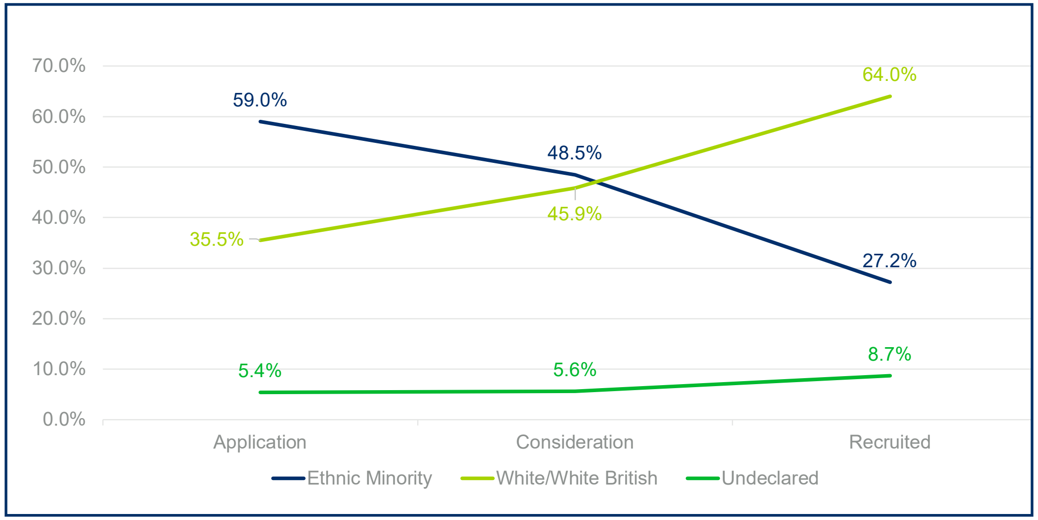
Sector Workforce

Across the sector there appears to be a consistent dilution of ethnically diverse candidates across the various stages of the recruitment process, which has persisted for several years, but is significantly pronounced in this year's data.



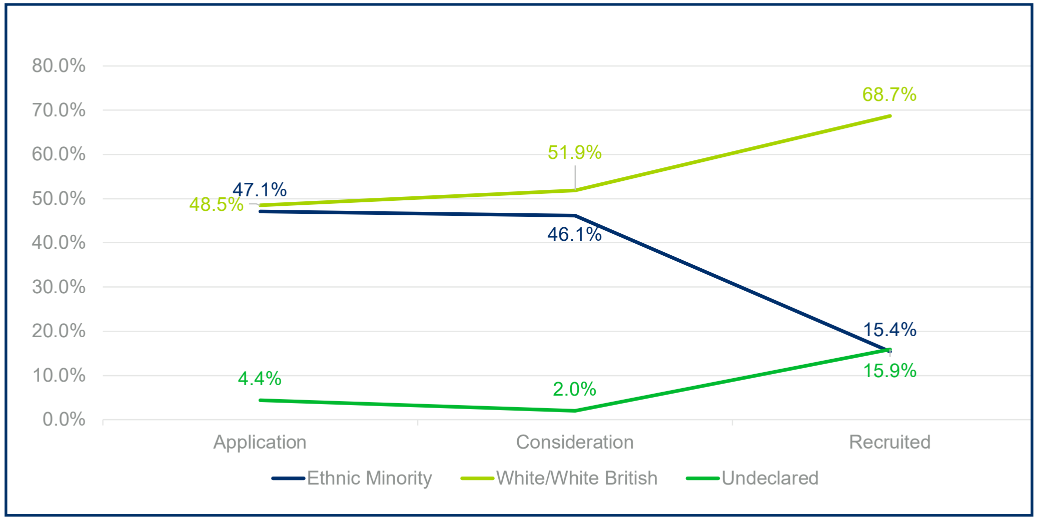
Early Careers

Early careers recruitment demonstrates the most significant dilution of ethnic minority candidates across the various recruitment stages. Ethnic minority candidates represent almost 60% of applications, against 27.2% of those recruited into the sector. Encouragingly, the proportion of ethnically minority candidates recruited into the sector is higher than the current proportion of representation.



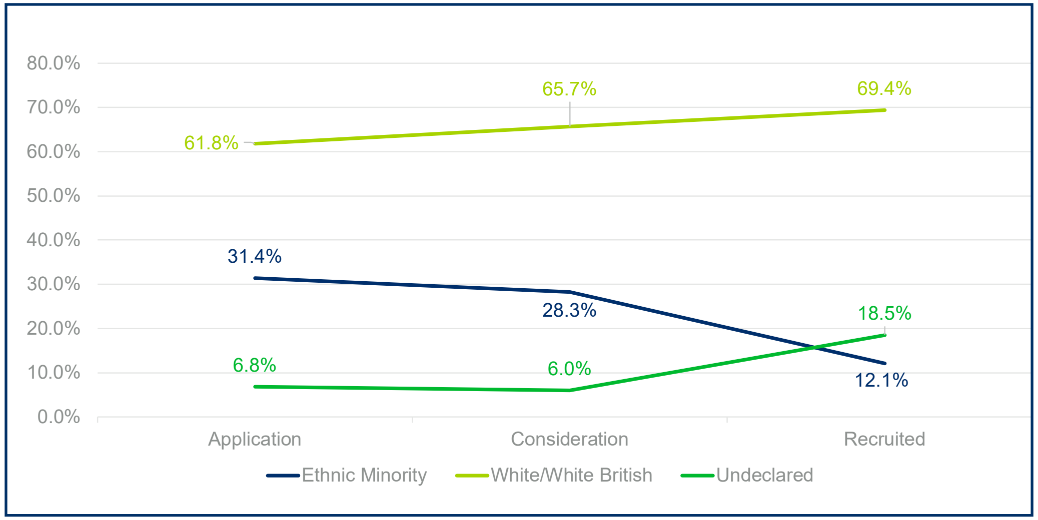
Management

At management levels, white/white British individuals make up a greater proportion at each stage of the recruitment process. This group represents a larger proportion of those recruited, in comparison to their representation amongst applicants (68.7% vs 48.5%). The inverse is true of ethnic minority candidates.



Leadership

In terms of Leadership across the sector, white/white British individuals represent approximately 2 times more applications and considerations than their ethnic minority counterparts. At the recruitment stage, the disparity between the groups increases significantly, with white/white British individuals representing 69.4% of those recruited compared to 12.1% for ethnic minorities.



Age

Sector Workforce

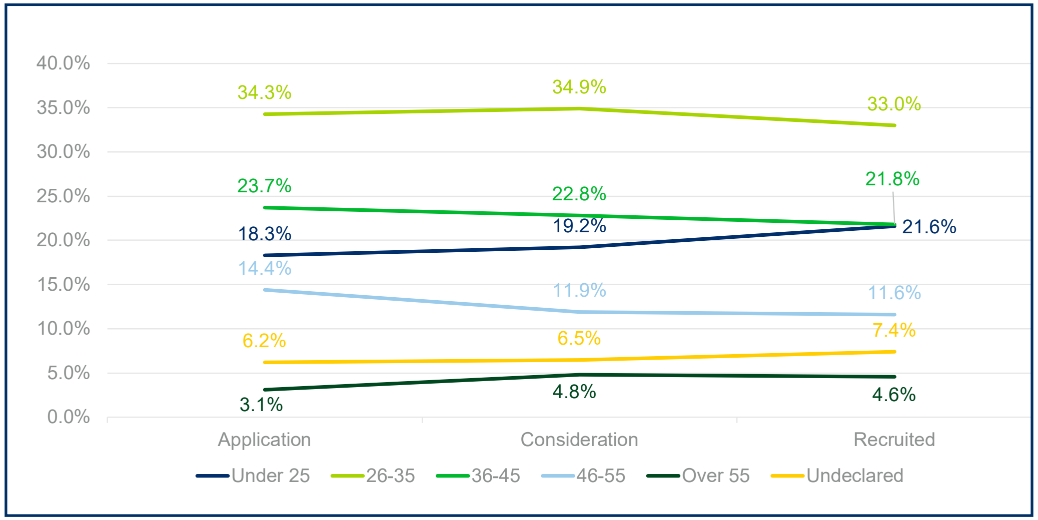
Under 45 year olds make up the greatest proportion of the sector's workforce, with those between 26 and 35 years of age representing the greatest proportion at all stages of the recruitment process.

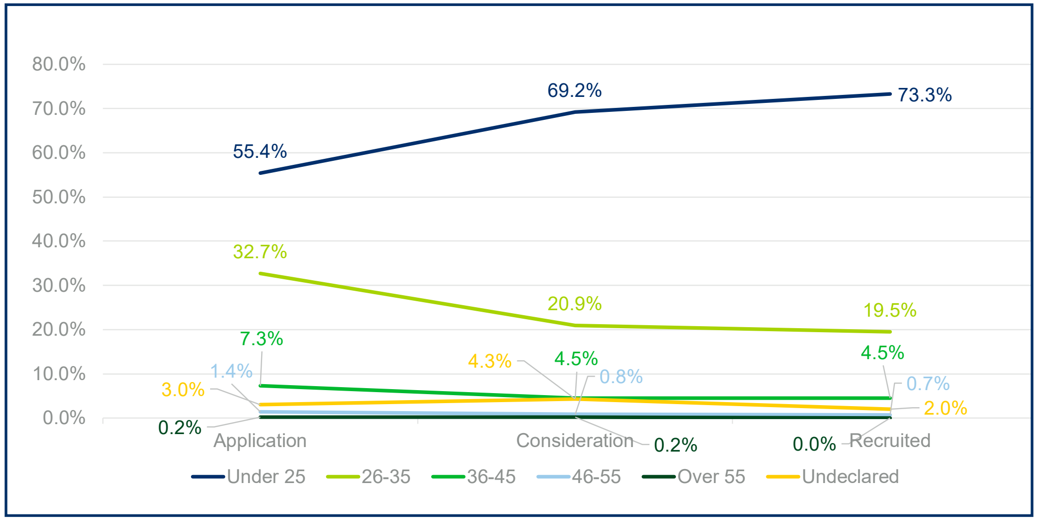
At all stages of the recruitment process we see little variation as the various age groups move from the application to the recruitment stage of the process.

Early Careers

Early careers at all stages of recruitment is dominated by under 25 year olds, who represent 73.3% of those recruited in the sector.

Conversely, as an individual ages they appear to have less representation in terms of Early Careers, for example, over 55's make up 2% of sector early careers recruits despite no upper age limit on Early Careers programmes.





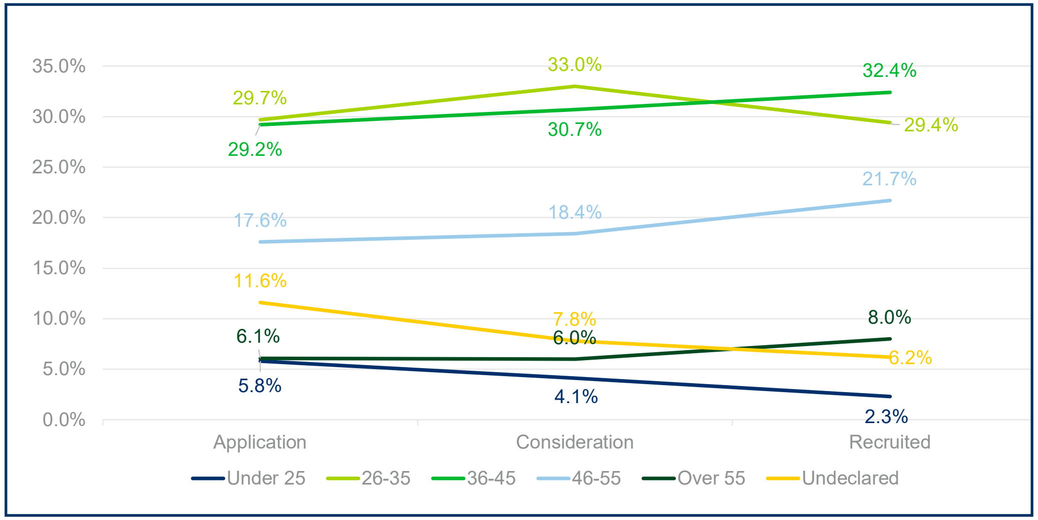
Management

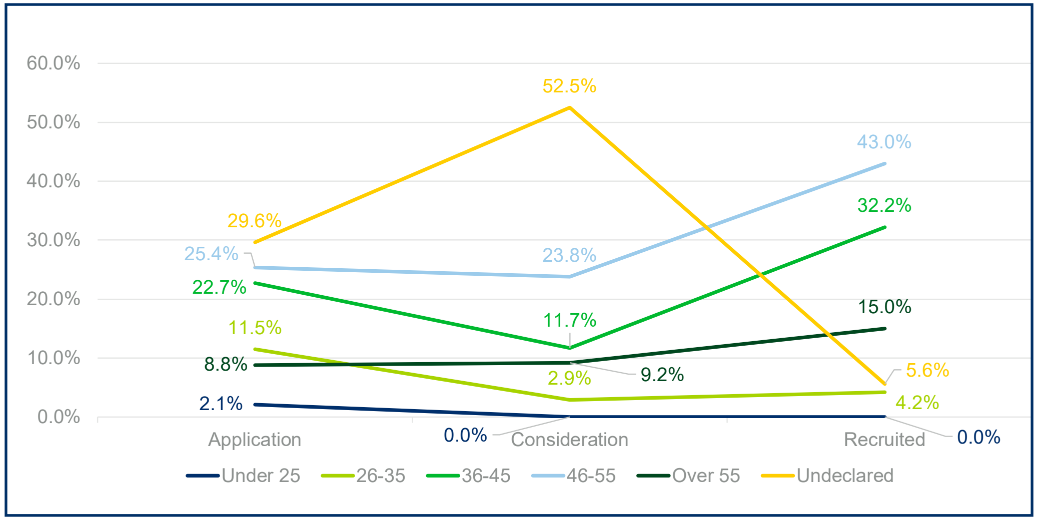
Management positions at all stages of recruitment are largely represented by 26–45 year olds, making up approximately 60% of applications, considerations and those recruited.

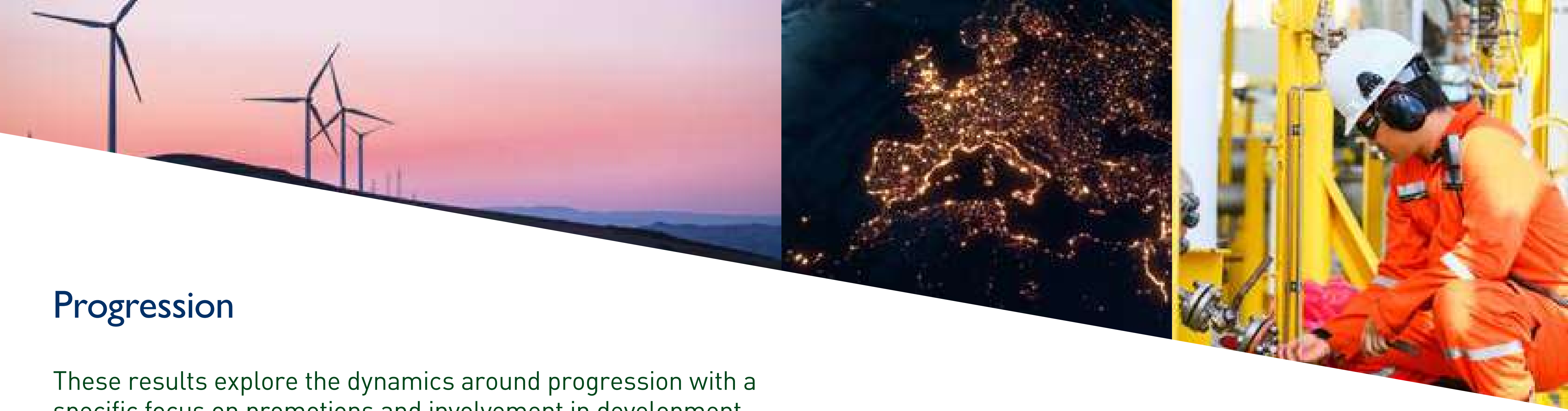
Leadership

At the Leadership level – there is a high proportion of undeclared data.

Under 25 year olds are underrepresented at all levels of the recruitment stages, followed by 26–35 year olds. 46–55 year olds account for the majority of applicants (25.4%), those considered (23.8%) and those recruited (43.0%). At all age categories, except under 25's we see a notable incline from the application stage to the recruited stage, suggesting a reliance on years of experience in recruiting to leadership positions which is further reflected in the Leadership Survey results.







Progression

These results explore the dynamics around progression with a specific focus on promotions and involvement in development programmes.

For the first time, we have analysed promotions in relation to different levels of the organisation, namely:

- General promotions across the workforce
- Promotions into management
- Promotions from management to leadership

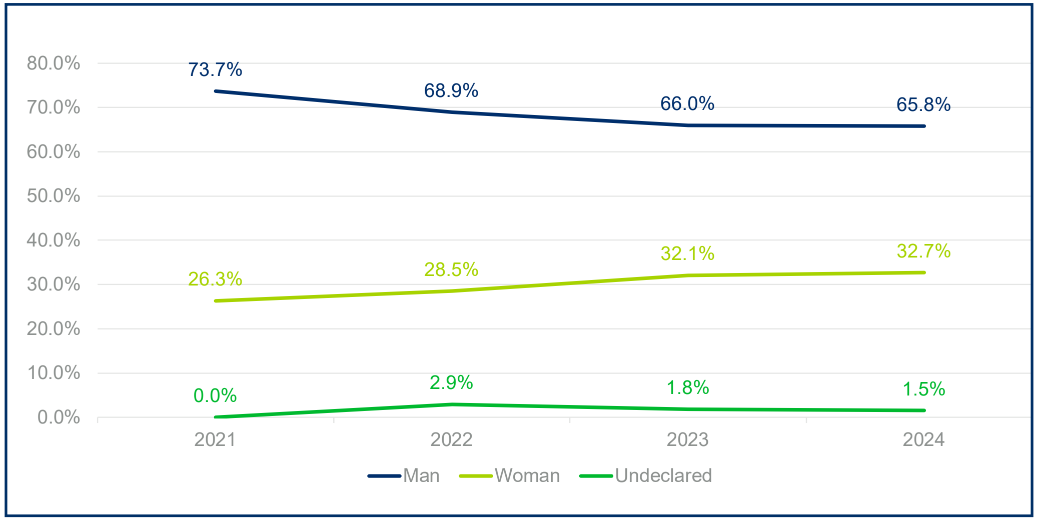
We explore these through the perspective of gender and ethnicity due to a lack of consistent data availability across other diversity characteristics.

Gender

Workforce Promotions

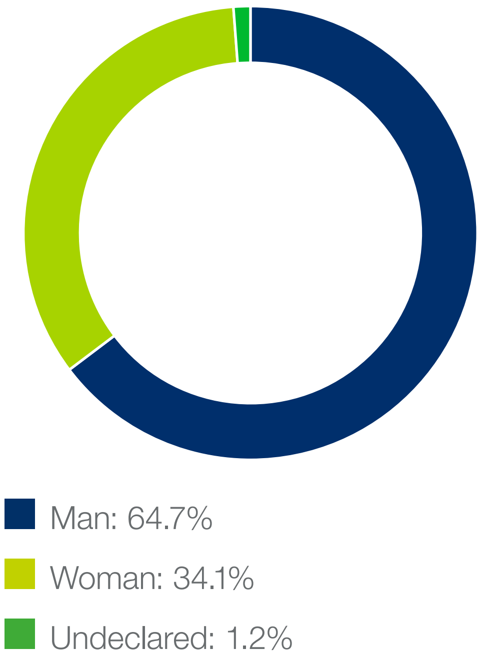
Workforce promotions data shows a gradual increase in the representation of women over the years of reporting; although levels of representation for women continues at comparatively low levels in relation to men. The levels of women being promoted are higher than they are represented.

In 2024 men represented 65.8% of workforce promotions compared to the 32.7% represented by women. This has improved from 73.7% and 26.3% respectively in 2021.



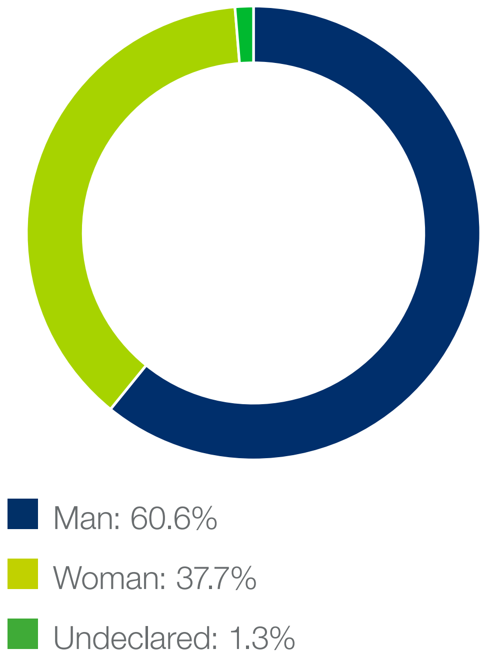
Promotions to management

The proportion of men and women represented in management based promotions largely aligns with the position recorded for gender based workforce promotions as a whole. Men make up a greater proportion of management promotions across the sector.



Promotions to leadership

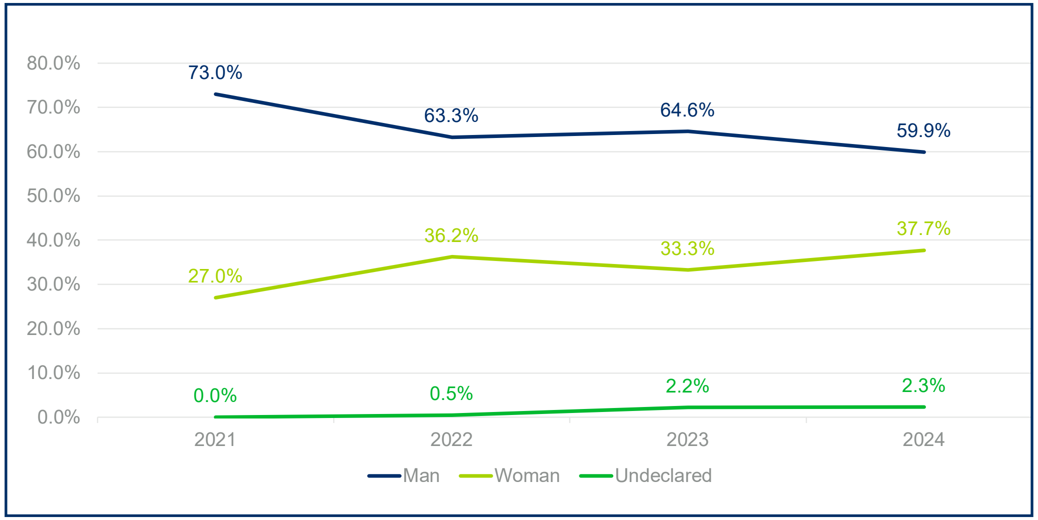
Women account for a smaller percentage of promotions to leadership level than men, however, the proportion of women promoted to leadership levels is slightly higher than is seen in general workforce promotions or management level promotions.



Development programmes

Over the years, men have continued to represent a higher proportion of participation in development programmes than women.

The gap in the representation of men to women has continued to close, from a 46% disparity in 2021 to 22.2% in 2024.



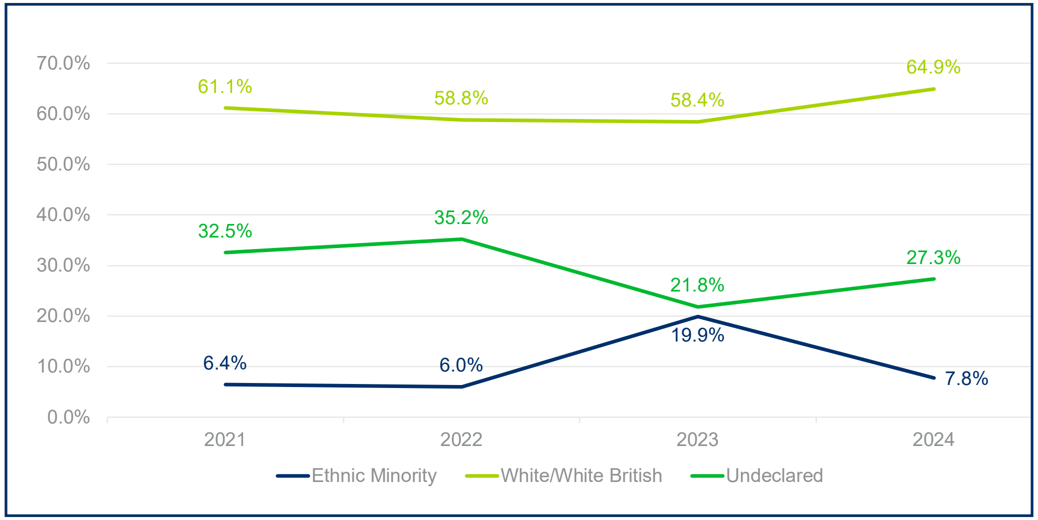
Ethnicity

Workforce Promotions

White/White British have continued to represent the majority of workforce promotions from 61.1% in 2021 to 64.9% in 2024.

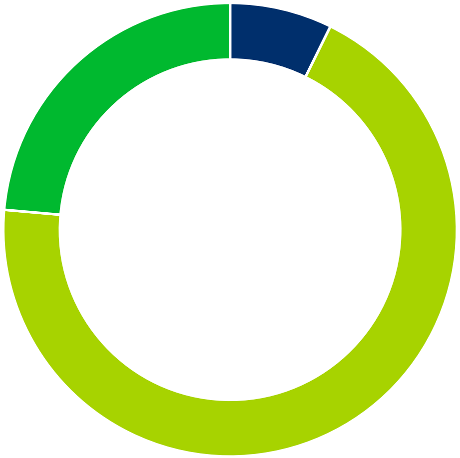
There is a significant amount of undeclared data for ethnicity based workforce promotions, which has continued to fluctuate year on year.

Despite a spike in representation of ethnic minorities in 2023 (19.9%), this figure has reduced to 7.8% in 2024.



Promotions to management

Promotions to management for ethnic minorities largely mirror promotions recorded across the sector workforce promotion level, in terms of ethnicity and declaration rates.



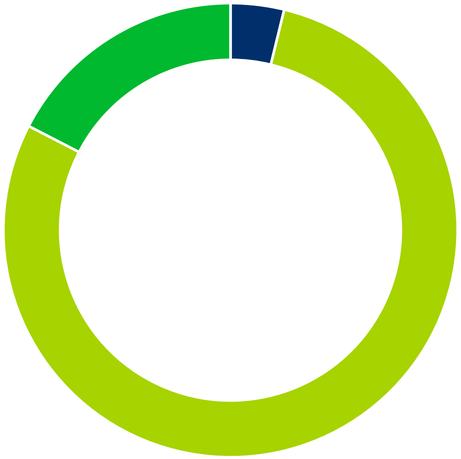
Ethnic Minority: 7.3%

White: 69.1%

Undeclared: 23.6%

Promotions to leadership

Representation of ethnic minorities promotions to leadership levels is low in comparison to overall workforce representation. Ethnic minorities at leadership levels represent approximately half of the proportion recorded in terms of workforce promotion (3.8% compared to 7.3%).



Ethnic Minority: 3.8%

White: 78.7%

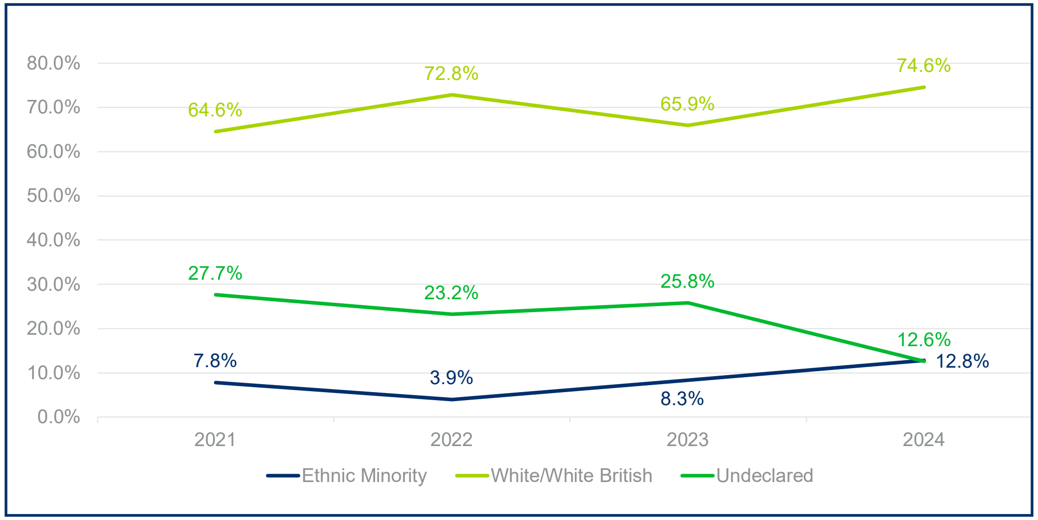
Undeclared: 17.4%

Development programmes

Development programmes are predominantly represented by white/white British people, since 2021 their representation has accounted for between 64.6% and 74.6%.

Conversely, ethnic minorities have represented a lower proportion of those represented in development programmes ranging from 3.9% – 12.8% between 2021 and 2024. This requires sector focus which forms part of the report's recommendations.

With regard to development programme data, throughout the years, there has been a significant proportion of undeclared data (12.6% – 27.7%).



Retention

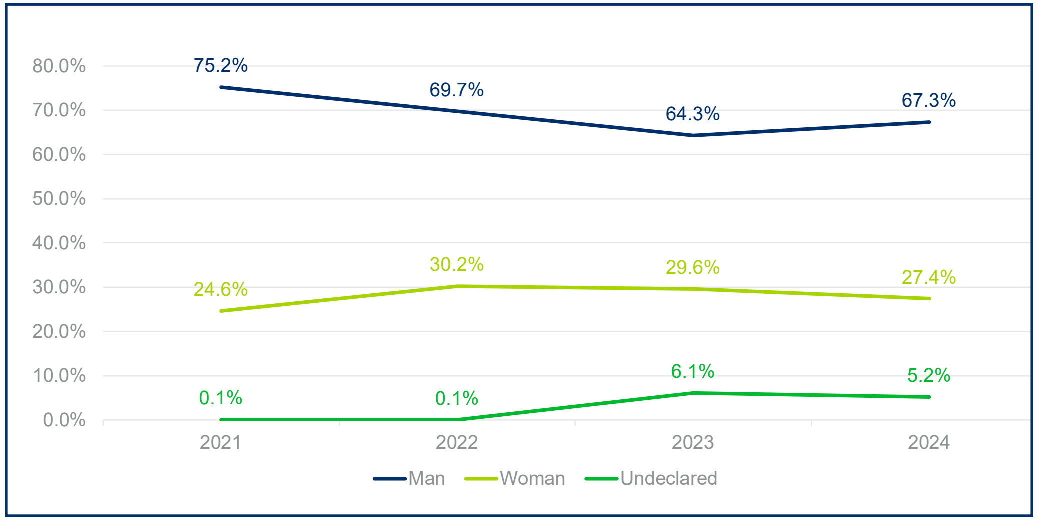
Data in this section considers the rate at which individuals are leaving organisations across a variety of different demographic groups. This year, we sought data around the reasons people were leaving, as well as seeking to understand whether individuals were leaving their organisations or the sector as a whole. Unfortunately, there were limited responses to these questions.

Gender

Leavers

Men represent the majority of individuals leaving organisations across the sectors (67.3% in 2024 and 75.2% in 2021).

Women continue to leave at levels close to their levels of representation but encouragingly at levels lower than they are recruited.

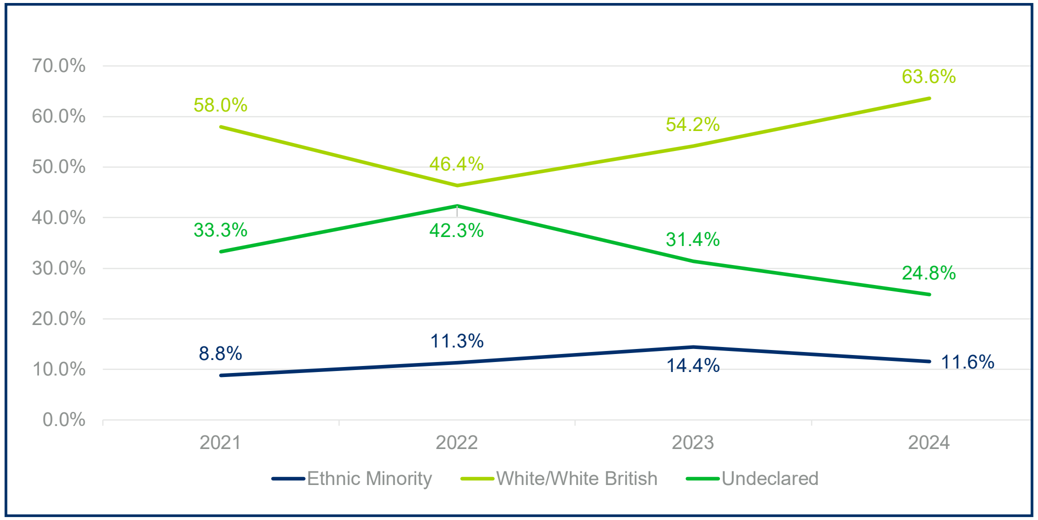


Ethnicity

Leavers

Since 2021 white/white British individuals have represented between 46.4% and 63.6% of leavers. Since 2022, their representation in leavers data has steadily increased.

Conversely, ethnic minority individuals have accounted for approximately a third of leavers data. The level of leavers remains at levels higher than they are represented in the sector.



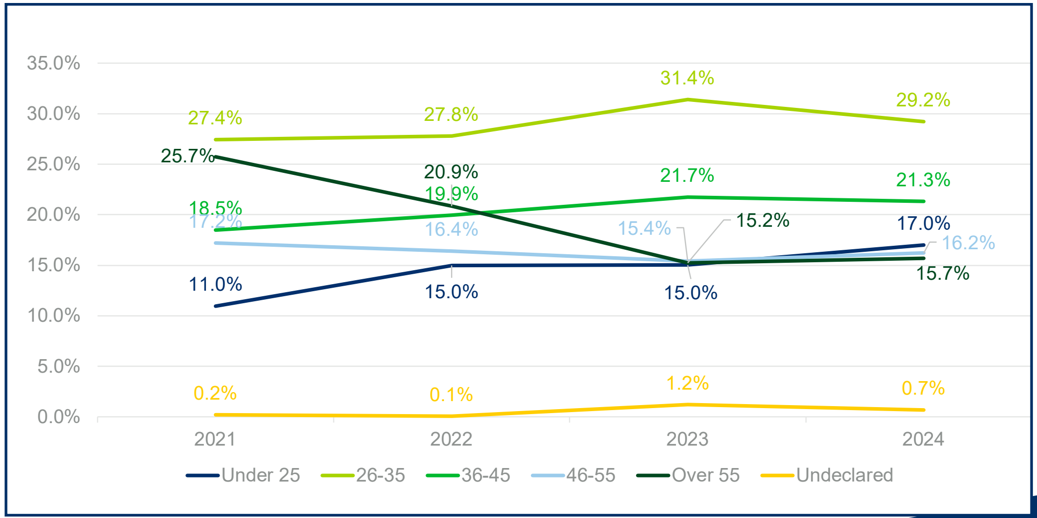
Age

Leavers

Individuals aged 26–35 have continued to represent the majority of leavers, accounting for between 27.4% to 31.4% since 2021. The rates at which under 25s are leaving the sector are continuing to show an upward trend.

The representation of over 55 year old leavers, has declined from 2021 (25.7%) to 15.2% in 2023 and now represents 15.7%.

There is little change across other age groups, which show relatively low levels of fluctuation in terms of leavers data.

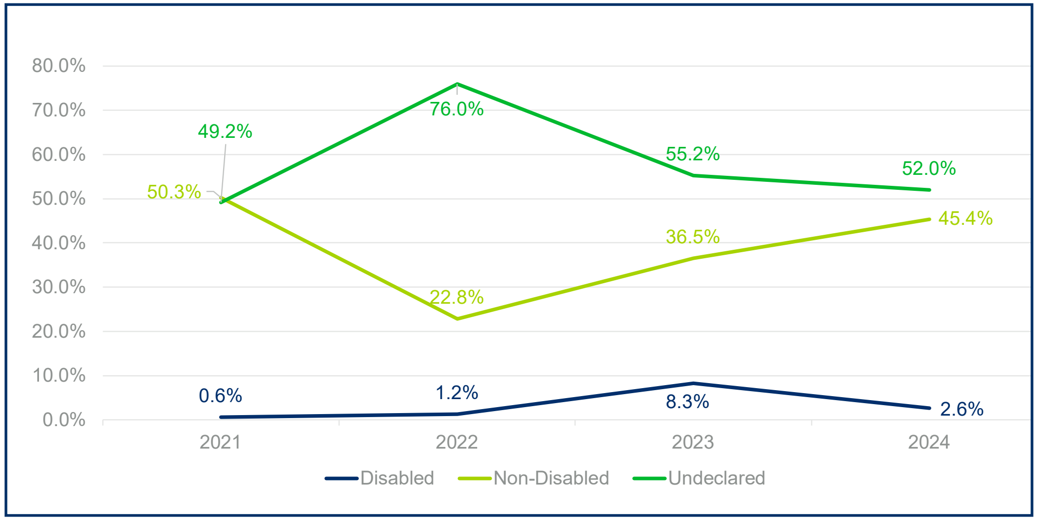


Disability

Leavers

Disability data with regards to leavers has mainly been represented by a high proportion of undeclared data.

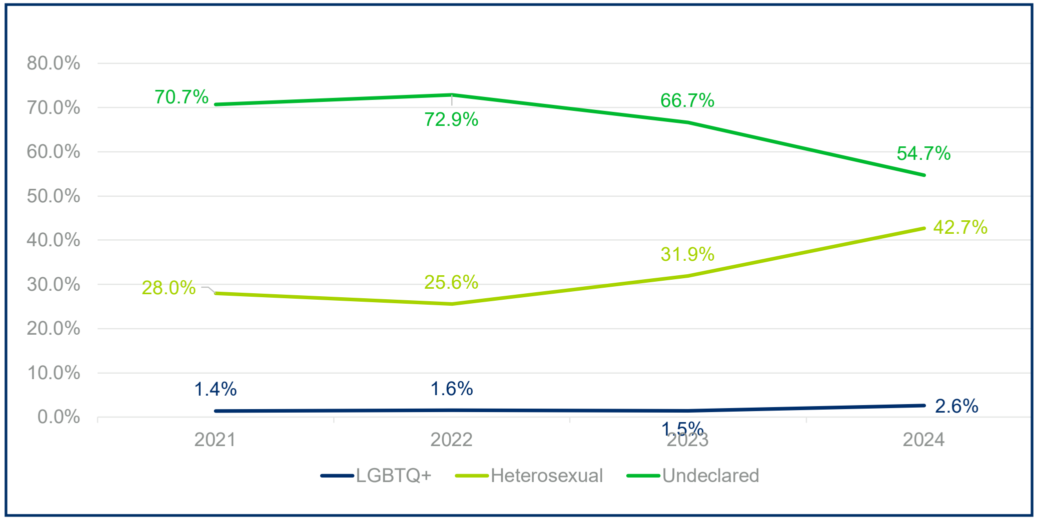
The data shows low levels of representation of individuals with disabilities leaving (a mean average of 4.2%)



Sexual Orientation

Leavers

A high proportion of leavers across the sector do not declare their sexual orientation. The undeclared rates are however improved year on year. Although the proportion of leavers declaring their sexual orientation since 2021 has increased, non-declaration still represents over half of all leaver data.

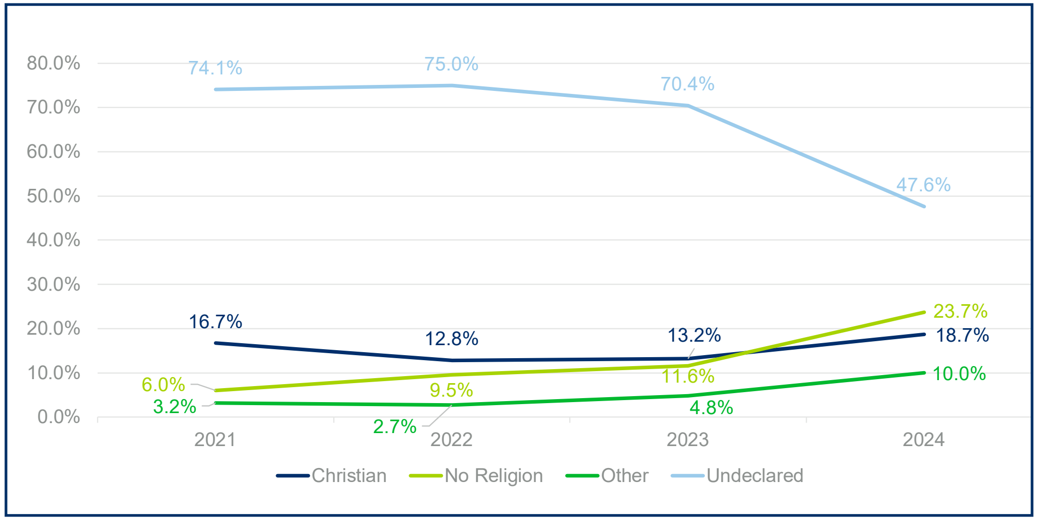


Religion

Leavers

There is a significantly high level of non-declaration amongst leavers in terms of their religious affiliations. Between 2021 and 2023 undeclared data stood from 70.4% to 74.1%. In 2024 this has declined to 47.6%.

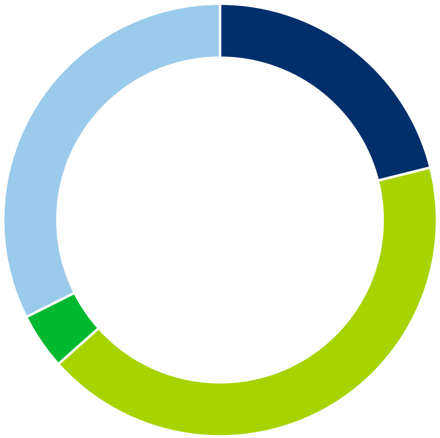
In terms of the declared leavers data, individuals define themselves primarily as having no religion, followed by Christian and other religions. This is a shift on previous years' data, where leavers primarily declared themselves as Christian.



Leadership Survey

Each year, we invite nominated leaders[10] of the participating organisations to complete a standalone survey. This survey asks leaders about their role, their demographic data, their reflections on their own personal EDI journey as well as their views on leading inclusion. In 2024, 67 leaders responded to the survey, an increase from 41 in the previous year.

What Level is your Role?



- CEO: 21.1%
- Executive Director: 42.3%
- Non-Executive Director: 4.2%
- Other: 32.4%

10 Leaders — defined as members of, and direct reports to, the Board/Executive Committee

Organisational Context

How long have you been in your current role?

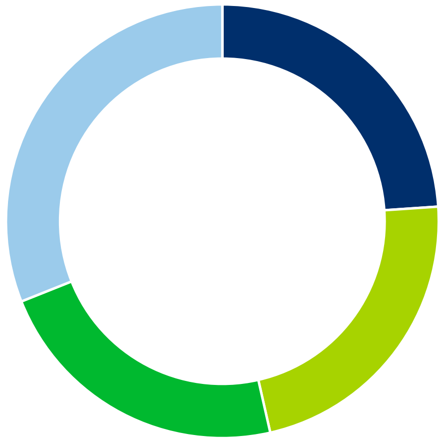
- Less than 1 year: 18.3%
- 1–3 years: 33.8%
- 4–5 years: 16.9%
- 6–9 years: 9.9%
- 10+ years: 21.1%

Tenure

Leaders who have been in their current role for less than 1 year have increased from 7.8% to 18.3%. Individuals who have been in their role between 1 and 3 years represent the greatest proportion, with leaders with less than three years in post making up over 51% of respondents.

The proportion represented by leaders in role for 4-5 years has decreased slightly. The proportion of those in role 6-9 years and 10+ years has shown marginal increases. However, the proportion represented by each grouping is largely consistent, with those recorded in 2023.

How long have you worked for your current organisation?

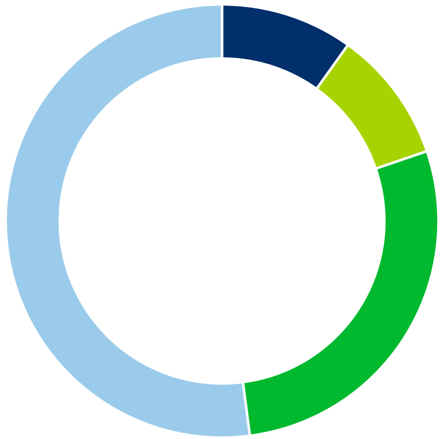


- Less than 5 years: 23.9%
- 6–9 years: 22.5%
- 10–19 years: 22.5%
- 20+ years: 31%

Current Organisation

The proportion of leaders at their current organisation for less than 5 years represents the greatest proportion from 2023 to 2024; albeit those with over 10 years in their current organisation account for 53.5%. The proportion of leaders who have been in an organisation for more than 20 years has increased by 11.5% from 2023 to 2024.

How long have you worked in the energy and utilities sector?



- Less than 5 years: 9.9%
- 6–9 years: 9.9%
- 10–19 years: 28.2%
- 20+ years: 52.1%

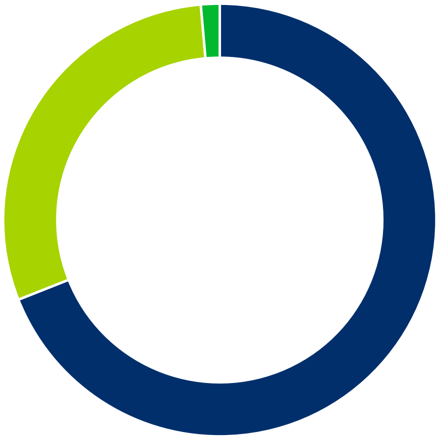
In the Sector

Notably, over 80% of respondents have over 10 years experience within the sector, indicating a reliance on sector experience in appointing to leadership roles.



Leadership Demographics

What is your gender identity?

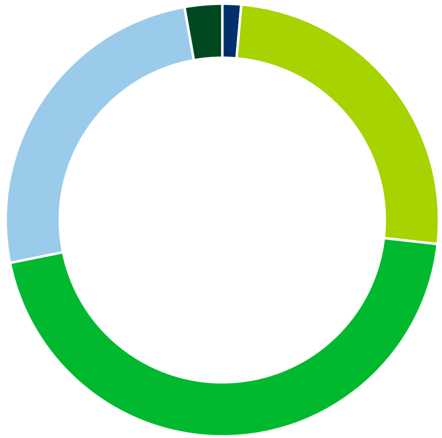


- Male: 69.0%
- Female: 29.6%
- Other: 1.4

Gender

Women remain underrepresented at the leadership level, with 29.6% of leaders identifying as women, a decrease from last year's percentage of 35.3% and also below 2022's percentage (30.8%).

What age are you?

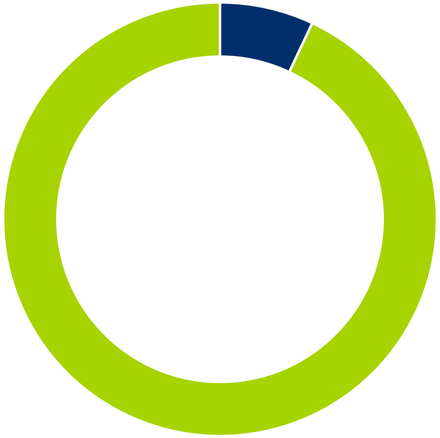


- Under 35 : 1.4%
- 35–45: 25.4%
- 46–55: 45.1%
- Over 55: 25.4%
- Over 65: 2.8%

Age

As seen in 2023, the largest proportion of leaders fall within the 46-55 age group. Across both years, this age group accounted for 45.1% of leaders surveyed. This finding remains consistent with data from previous years. Leaders aged over 46 represent over 70% of respondents.

How would you describe your ethnicity?



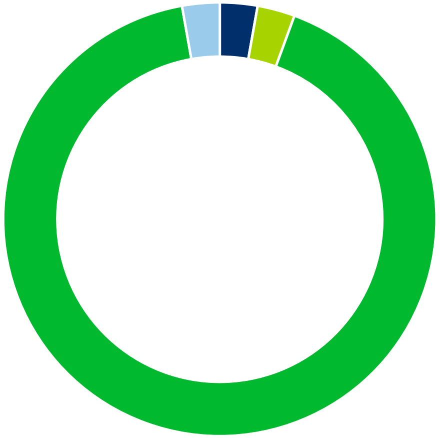
Ethnically Diverse: 7%

White / White British: 93%

Ethnicity

Leaders from ethnic minority backgrounds remain significantly underrepresented across the sector, making up 7% of the leadership demographic. This is an increase from 2023 where this group represented 5.9% of leaders surveyed.

How would you describe your sexual orientation?



Asexual: 2.8%

Gay: 2.8%

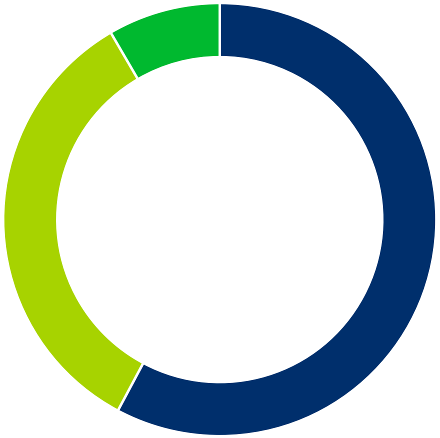
Heterosexual / straight: 91.6%

Other: 2.8%

Sexual Orientation

In 2023 98.0% of leaders identified as heterosexual, this has reduced year on year with, 93% of leaders identifying as heterosexual in the 2024 survey. Individuals who define as Gay, Asexual or 'Other' respectively represent 2.8% of leaders.

How would you classify your religious affiliation?

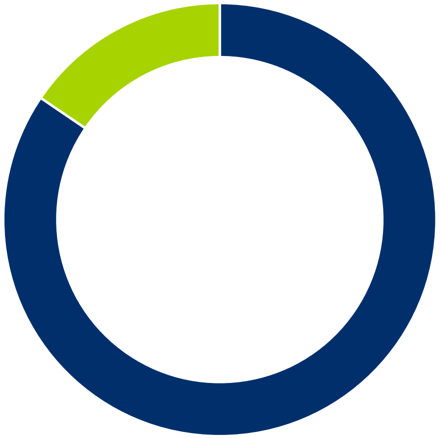


- Christian: 57.8%
- Non-Religious Atheist: 33.8%
- Other: 8.4%

Religion

In 2024, the majority of leaders identified as Christian (57.8%), a decrease of 3% since 2023 and 10% since 2022. Leaders categorising themselves as having ‘no religion’ increased from 27.7% to 29.4% in 2023 and currently stands at 33.8%

Do you consider yourself to have a disability or long-term health condition?



- No: 84.5%
- Yes: 15.5%

Disability

15.5% of leaders reported that they have a disability – a 3% increase on 2023’s figures and significantly higher than representation across the sector as a whole. 14.1% of leaders report they experienced poor mental health/anxiety in the last year. This is the first time reporting has taken place on this key topic.

Do you consider yourself to have experienced poor mental health / anxiety in the last year?

No: 85.9%

Yes: 14.1%

Are you a parent or caretaker of a dependent relative (e.g. children under 18, or ageing parents)?

No: 50.7%

Yes: 49.3%

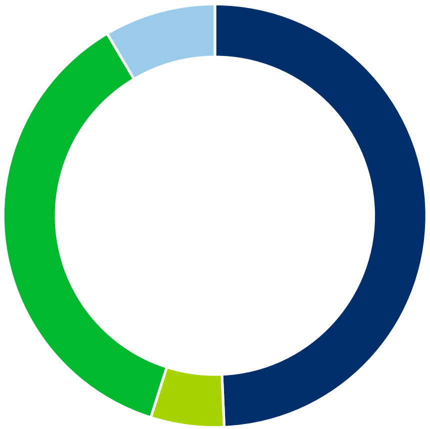
Dependents

In terms of leaders identifying as a parent or caretaker of a dependent relative (e.g. children under 18, or ageing parents), there was a fairly even split across the two response options, with a slightly higher proportion of 'yes' responses as identified in 2023.

Social Mobility

Education

What is the highest level of education you have completed?



College / University: 49.3%

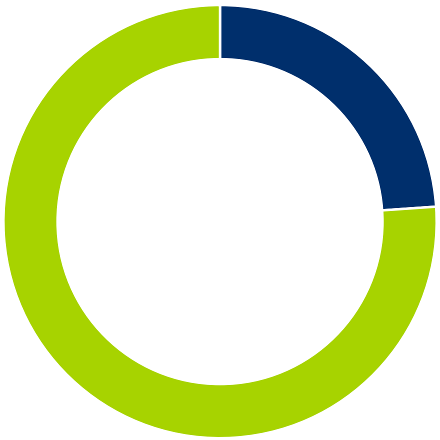
Doctorate: 5.6%

Masters: 36.6%

Professional Qualification: 8.5%

Most leaders report that the highest level of education was obtained from university/college, 49.3% in 2024, an increase on 2023. Since 2023, the percentage of leaders reporting a doctorate as their highest level of education has increased by 3.6% (to 5.6%). While the percentage of leaders reporting a professional qualification as their highest level of education has decreased from 14% to 8.5%.

My secondary school education was mostly:



Private / Fee-paying school: 23.9%

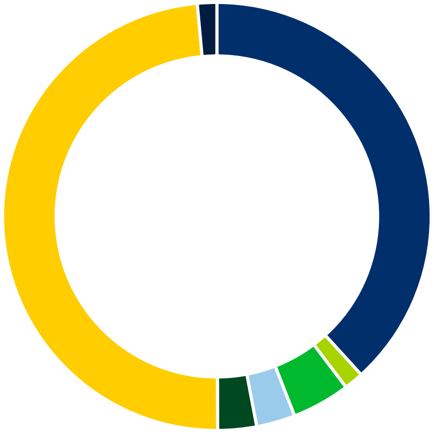
State school / Public school: 76.1%

The data indicates that the majority of leaders received state or public school education (76.1%), and a higher proportion of their parents (95.8%) also attended these schools. The 23.9% of leaders that attended a fee-paying or private school compares to 7%[11] of the general population that are privately educated. The figure is however lower than the reported 39% of business leaders that attended private schools across the nation (Sutton Trust, 2019[12]).

11 Sutton Trust, Elitist Britain, 'The educational backgrounds of Britain's leading people' – 2019

12 Sutton Trust, Elitist Britain, 'The educational backgrounds of Britain's leading people' – 2019

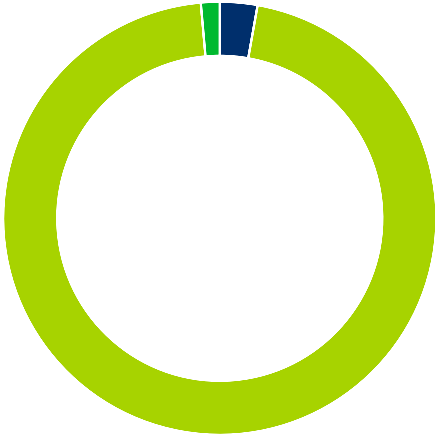
What is the highest level of education your parents/ guardians completed by the time you were 18?



- College / University: 36.6%
- Doctorate: 1.4%
- Masters: 4.2%
- None: 2.8%
- Primary / Elementary: 2.8%
- Secondary / High School: 46.5%
- Other: 1.4%

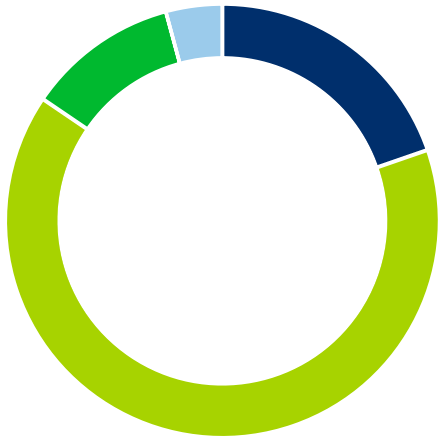
In terms of leaders' parents, nearly half of leaders (46.5%) report that secondary school was the highest level of education their parents had completed by the time they were 18, an increase from the 39% reported in 2023.

My parents'/guardians' secondary school education was mostly:



- Private / Fee-paying school: 2.8%
- State school / Public school: 95.8%
- Other: 1.4%

If you finished school after 1980, were you eligible for free school meals at any point during your school years?



- Yes: 19.7%
- No: 64.8%
- Not applicable (i.e. finished school before 1980 or went to school overseas): 11.3%
- I don't know: 4.2%

While the majority of leaders indicated that they were not eligible for free school meals (64.8%), those who were eligible is nearly double the amount reported in 2023 (19.7%, compared to 10.2%), with sector leadership moving closer to representing the general population[13].

Data from previous years demonstrated a significant proportion of leaders attended private school[14] and those with university level educational backgrounds were overrepresented in leadership positions across the sector. Government research shows that those eligible for free school meals are less likely than their peers to be educated to a bachelors degree level or higher[15]. The high educational level amongst the current sector leadership could therefore indicate a potential barrier to entry for those from lower socio-economic contexts.

13 Gov UK – Schools, pupils and their characteristics – 2024

14 2024 - 23.9%; 2023 - 28.6%; 2022 - 20%: Energy & Utility Skills, Inclusion Measurement Framework Report

15 Gov UK – Schools, pupils and their characteristics – 2024: 19.6% of those eligible for free school meals educated to level 6+, compared to 36.7% of non free school meals eligible individuals and 79.7% of those attending independent schools.

What was the occupation of your main household earner when you were aged about 14?

- Modern professional & traditional professional occupations: 26.8%
- Senior, middle or junior managers or administrators: 25.4%
- Clerical and intermediate occupations: 5.6%
- Technical and craft occupations: 15.5%
- Routine, semi-routine manual and service occupations: 8.5%
- Long-term unemployed: 1.4%
- Small business owners who employed less than 25 people: 14.1%
- Other: 2.8%

Of the leaders surveyed, just over half (52.2%) indicated that the occupation of their main household earner when they were 14 fell into the category of 'professional occupations'. This is in contrast to the UK average of 34%[16] of the workforce whose main wage earner was in a professional position when the respondent was 14. The categorisation of 'professional backgrounds' includes:

- Modern professional & traditional occupations, and
- Senior or junior managers or administrators.

This is a decrease of 13.1% from 2023's figures.

In line with 2023's data (24.5%), 25.4% of leaders indicated that the occupation of their main household earner when they were 14 fell into the category of 'lower socio-economic backgrounds'. This is in contrast to the UK average of 42%[17] of the workforce whose main wage earner was in a Routine or manual occupation when the respondent was 14.

This covers:

- Technical and craft occupations,
- Routine, semi-routine manual and service occupations, and
- Long-term unemployed.

Leaders whose parents worked in 'Other' roles have also seen a marginal change from 2.0% in 2023 to 2.8% in 2024.

16 Social Mobility Commission, Guidance: Simplifying how employers measure socio-economic background, Data sourced from the July to September quarters of the LFS from the years 2017 to 2019

17 Social Mobility Commission, Guidance: Simplifying how employers measure socio-economic background, Data sourced from the July to September quarters of the LFS from the years 2017 to 2019

EDI In Leadership

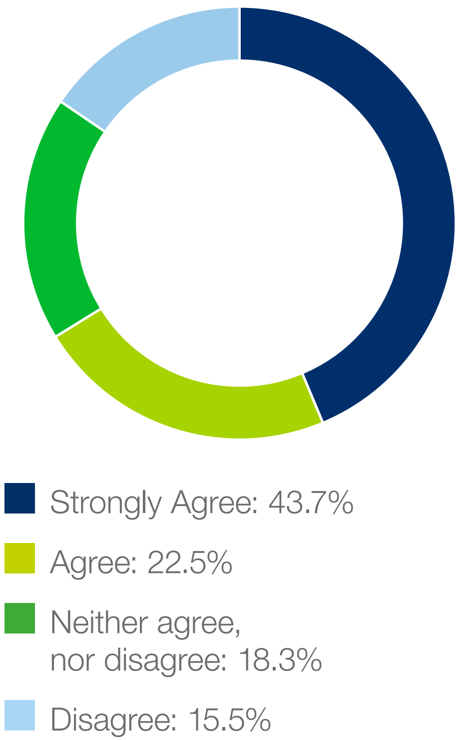
The 2024 leadership survey reveals a continued commitment to EDI, with some notable improvements. The survey demonstrates an increasing recognition of EDI's strategic importance and leaders' personal responsibilities in driving organisational progress.

EDI Training and Learning

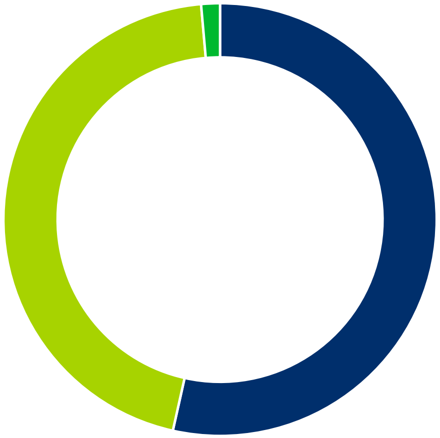
In 2024, there was a significant emphasis on EDI training and awareness. 90.1% of leaders strongly agreed or agreed that inclusive behaviours are part of their business competence framework, representing a substantial commitment to embedding EDI principles into organisational culture.

Regarding specific training, the 2024 survey showed a slight decrease in EDI training completion compared to 2023. The 2024 survey also saw an increase in neutral responses, with 18.31% neither agreeing nor disagreeing with training completion.

I have personally completed unconscious bias / an alternative EDI specific training course in the last 12 months



I can fully articulate the importance of equality, diversity and inclusion to the Energy and Utility sector



- Strongly Agree: 53.5%
- Agree: 45.1%
- Neither agree, nor disagree: 1.4%

Personal Understanding and Articulation

Leaders demonstrated a strong understanding of their personal role in driving EDI. In 2024, 94.4% of leaders strongly agreed or agreed that they fully understand their personal role in driving equality, diversity, and inclusion within their organisation. This continues the positive trend from 2023, where 96% of leaders expressed similar confidence.

The ability to articulate EDI's importance to the energy and utilities sector remained robust. In 2024, 98.6% of leaders strongly agreed or agreed they could fully articulate EDI's importance, a slight improvement from 2023's 94%.

Organisational Commitment

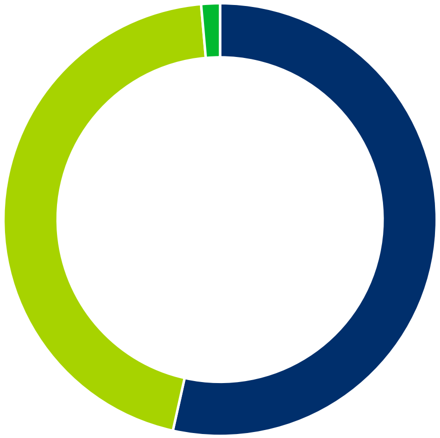
The survey revealed a high level of executive-level commitment to EDI. In 2024, 84.5% of leaders strongly agreed or agreed that they personally ensure EDI is prioritised at the executive level, with 49.3% strongly agreeing. This is consistent with 2023's findings, though the 2024 survey showed a slight increase in neutral responses. 88.7% of leaders strongly agreed or agreed that they act as direct sponsors for EDI initiatives and interventions in 2024.

Actions and Accountability

One area that continues to show room for improvement is holding direct reports accountable for EDI progress. In 2024, 36.6% of leaders strongly agreed they hold their direct reports accountable, with an additional 47.9% agreeing. This is marginally better than 2023's 33% who strongly agreed, suggesting a slight improvement in this area.

In 2024, 84.5% of leaders strongly agreed or agreed that EDI is a strategic objective for their company, indicating a mature approach to integrating EDI into core strategy.

EDI is a strategic objective for my organisation and I am held to account for the progress/ lack of progress



Strongly Agree: 42.3%

Agree: 42.3%

Neither agree, nor disagree: 15.4%

The 2024 leadership survey demonstrates a continued positive trajectory in EDI commitment within the energy and utilities sector. While significant progress has been made, there remains an opportunity for further enhancement, particularly in training consistency and holding direct reports to account.

Recommendations

The recommendations below are at a high level and organisations should consider where they are in their EDI journey. Consideration should also be given to the recommendations presented in previous years.

Sector Collaboration and Best Practice

The results indicate that there is significant work being done to tackle EDI gaps across the sector. More work is needed to shine a light on and to share the actions that are working and have resulted in fundamental changes in EDI within organisations and across the sector. With already established forums, networks and partnerships across the sector, it is key that such action is co-ordinated (like those run through Energy & Utility Skills) and leverages/amplifies the great work already underway and is linked to addressing the workforce and skills challenges faced by the sector.

Retention and Progression Strategies

The leaver data suggests sector wide challenges, with higher or similar exit rates for women (27.4%), ethnic minorities (11.6%), under 25s (17%), and LGBTQ+ employees (2.6%) compared to their workforce representation. This indicates a need to understand and address the underlying systemic issues driving these exits. Investment should be made in robust exit interview systems/processes, alongside the development of targeted retention strategies. Companies should individually and collectively (at an industry level) create supportive and safe working environments that address the specific needs and experiences of diverse employee groups.

Recruitment Process Transformation

The recruitment data reveals a nuanced challenge. While women's representation shows promising progression, ethnic minority representation dramatically declines through recruitment. Whilst sector feedback suggests that ethnicity data might be skewed as a result of issues around 'right to work' eligibility, the sector (and individual organisations) must find a way to appropriately monitor and report on this in a consistent way. Alongside this, there is a need to understand the underlying reasons for diversity dilution throughout the recruitment processes, with a view to redesigning specific aspects–which may include hiring manager training, diverse interview panels, structured talent acquisition strategies, and partnerships with specialist organisations that support diverse talent pipelines.

The data also indicates there is more to do in attracting women to apply for roles in the sector with applications significantly below levels of representation in the UK workforce. This can be an area to explore further through sector collaboration.

Targeted Leadership Diversity Development

The current leadership landscape demonstrates a significant disconnect between EDI commitment and representation. With ethnic minority leadership representation declining from 10.1% to 7.7% year on year (and reducing representation on development programmes) overall minority group representation at leadership levels remains low. Organisations should seek to develop intentional, structured pathways for diverse talent progression. This requires more than training – it should involve the creation of explicit career development programs, sponsorship initiatives, and leadership identification processes that actively support underrepresented groups' development, advancement and progression. This should also be considered alongside selection processes for leadership positions.

Appendices

Appendix 1: Additional Organisational Data

Whilst we collect data about the size of the companies submitting their data (in terms of their UK-based workforce), as well as the regions that these organisations operate in, we have not provided a detailed analysis of any of the data trends by location or size of organisation. High-level company size and location data is presented in the tables below for reference.

2024 submissions by company size

Company Size	Submission
< 1,000 Staff	9 (30%)
1,001 – 5,000 Staff	11 (33%)
> 5,001 Staff	8 (26.66%)
Total	28[18]

2024 submissions by location[19]

Company Regions	Submission
London, South East + East Anglia	11 (34%)
Midlands (East + West)	10 (31%)
Northern England (North East, North West + Yorkshire)	10 (31%)
Scotland + Northern Ireland	7 (22%)
Wales + South West England	7 (22%)
Total	32

18 Two organisations did not submit data about their workforce size

19 There is some level of overlap between regions selected, due to the fact that several organisations operate in multiple regional jurisdictions. The percentages in the table are, therefore, indicative.

Appendix 2: Additional Recruitment Data (Tables)

Gender–Recruitment (early careers)

Stage	Man	Woman	Undeclared
Application	72.6%	25.5%	1.5%
Consideration	68.6%	26.7%	4.1%
Recruited	75.5%	23.0%	1.3%

Gender–Recruitment (management)

Stage	Man	Woman	Undeclared
Application	67.7%	29.8%	2.4%
Consideration	67.7%	30.7%	1.4%
Recruited	60.9%	33.7%	5.3%

Gender–Recruitment (leadership)

Stage	Man	Woman	Undeclared
Application	76.1%	18.0%	5.9%
Consideration	76.7%	18.5%	4.8%
Recruited	66.4%	31.2%	2.4%

Ethnicity–Recruitment (early careers)

Stage	Ethnic Minority	White	Undeclared
Application	59.0%	35.5%	5.4%
Consideration	48.5%	45.9%	5.6%
Recruited	27.2%	64.0%	8.7%

Ethnicity–Recruitment (leadership)

Stage	Ethnic Minority	White	Undeclared
Application	31.4%	61.8%	6.8%
Consideration	28.3%	65.7%	6.0%
Recruited	12.1%	69.4%	18.5%

Age–Recruitment (early careers)

Stage	Under 25	26–35	36–45	46–55	Over 55	Undeclared
Application	55.4%	32.7%	7.3%	1.4%	0.2%	3.0%
Consideration	69.2%	20.9%	4.5%	0.8%	0.2%	4.3%
Recruited	73.3%	19.5%	4.5%	0.7%	0.0%	2.0%

Age–Recruitment (management)

Stage	Under 25	26–35	36–45	46–55	Over 55	Undeclared
Application	5.8%	29.7%	29.2%	17.6%	6.1%	11.6%
Consideration	4.1%	33.0%	30.7%	18.4%	6.0%	7.8%
Recruited	2.3%	29.4%	32.4%	21.7%	8.0%	6.2%

Age–Recruitment (leadership)

Stage	Under 25	26–35	36–45	46–55	Over 55	Undeclared
Application	2.1%	11.5%	22.7%	25.4%	8.8%	29.6%
Consideration	0.0%	2.9%	11.7%	23.8%	9.2%	52.5%
Recruited	0.0%	4.2%	32.2%	43.0%	15.0%	5.6%

Appendix 3: Additional Promotion Data (Tables)

Gender–Promotion (workforce)

Gender	2021	2022	2023	**2024**
Man	73.7%	68.6%	66.0%	**65.8%**
Woman	26.3%	28.5%	32.1%	**32.7%**
Undeclared	0.0%	2.9%	1.8%	**1.5%**

Gender–Development (workforce)

Gender	2021	2022	2023	**2024**
Man	73.0%	63.3%	64.6%	**59.9%**
Woman	27.0%	36.2%	33.3%	**37.7%**
Undeclared	0.0%	0.5%	2.2%	**2.3%**

Ethnicity–Promotion (workforce)

Gender	2021	2022	2023	**2024**
Ethnic Minority	6.4%	6.0%	19.9%	**7.8%**
White	61.1%	58.8%	58.4%	**64.9%**
Undeclared	32.5%	35.2%	21.8%	**27.3%**

Ethnicity–Development (workforce)

Gender	2021	2022	2023	**2024**
Ethnic Minority	7.8%	3.9%	8.3%	**12.8%**
White	64.6%	72.8%	65.9%	**74.6%**
Undeclared	27.7%	23.2%	25.8%	**12.6%**

Appendix 4: Additional Leaver Data (Tables)

Gender–Leavers

Gender	2021	2022	2023	**2024**
Man	75.2%	69.7%	64.3%	**67.3%**
Woman	24.6%	30.2%	29.6%	**27.4%**
Undeclared	0.1%	0.1%	6.1%	**5.2%**

Ethnicity–Leavers

Ethnicity	2021	2022	2023	**2024**
Ethnic Minority	8.8%	11.3%	14.1%	**11.6%**
White	58.0%	46.4%	55.1%	**63.6%**
Undeclared	33.3%	42.3%	30.8%	**24.8%**

Disability–Leavers

Disability	2021	2022	2023	**2024**
Disabled	0.6%	1.2%	8.2%	**2.6%**
Non-Disabled	50.3%	22.8%	36.5%	**45.4%**
Undeclared	49.2%	76.0%	55.2%	**52.0%**

Sexuality–Leavers

Sexuality	2021	2022	2023	**2024**
LGBTQ+	1.4%	1.6%	1.5%	**2.6%**
Heterosexual	28.0%	25.6%	31.9%	**42.7%**
Undeclared	70.7%	72.9%	66.7%	**54.7%**

Age–Leavers

Age	2021	2022	2023	**2024**
Under 25	11.0%	15.0%	14.7%	**17.0%**
26–35	27.4%	27.8%	31.2%	**29.2%**
36–45	18.5%	19.9%	21.9%	**21.3%**
46–55	17.2%	16.4%	15.7%	**16.2%**
Over 55	25.7%	20.9%	15.4%	**15.7%**
Undeclared	0.2%	0.1%	1.2%	**0.7%**

Religion–Leavers

Religion	2021	2022	2023	**2024**
Christian	16.7%	12.8%	13.2%	**18.7%**
No Religion	6.0%	9.5%	11.6%	**23.7%**
Other	3.2%	2.7%	4.8%	**10.0%**
Undeclared	74.1%	75.0%	70.4%	**47.6%**

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