INCLUSION & DIVERSITY in energy
Foreword

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From the way we generate, distribute and use energy to the increasing numbers of suppliers and choice our sector is undergoing a rapid transition.

With this transition comes challenges, such as how to ensure a sustainable, adaptable workforce and skills pipeline. But it also brings with it huge opportunities – including diversity and inclusion.

This brochure provides a snapshot of just some of the fantastic initiatives and activities underway in the energy sector; from thriving LGBT+ networks to outreach programmes working with schools and colleges to encourage girls into STEM (science, technology, engineering and maths) subject areas.

We are hopeful that together these initiatives will have a positive impact on our sector. However, we know there is more to be done.

Utilising our unique position and a membership spanning the broad spectrum of the sector, Energy UK has been leading efforts to promote diversity and inclusion across the energy industry.

In addition to our new LGBT+ network, Pride in Energy, we also launched a new ‘Equality and Diversity Forum’ which brings together representatives of organisations, large and small, to share best practice and foster collaboration on all issues relating to diversity and inclusion (D&I).

As well as discussing energy-specific D&I issues, the Forum also hosts external speakers such as Stonewall, campaigning for the equality of lesbian, gay, bisexual and transgender people across Britain, who spoke at the Forum’s inaugural meeting.
The group ‘Women to Work’ provided a free two-hour workshop for the Forum and Energy UK members to look at some of the common barriers to gender balance in the workplace as well as practical tools and advice on how to address them.

The Equality and Diversity Forum meets regularly and membership is open to all organisations and companies operating in the UK’s energy market. Further information is available on the Energy UK website.

In addition to its work through the Equality and Diversity Forum, Energy UK has also introduced a ban on all-male panels at events and a strong policy around participation in other organisations events where there is a lack of gender balance.

We will continue to support our members and lead cross-sector activity and drive progress towards a more inclusive, diverse energy sector.

“...Energy UK has been leading efforts to promote diversity and inclusion across the energy industry.”
Energy UK’s ‘Pride in Energy’ network is a diversity forum for Lesbian, Gay, Bisexual and Transgender (LGBT+) members of the energy industry. The Pride in Energy network was created in 2017 in response to a need for an organisation to address LGBT+ issues in the energy industry. In the space of the past year the group has participated in and hosted a series of events including marching at the 2017 Pride in London festival.

Energy UK and Pride in Energy will be hosting a series of meetings and events to further advance equality and diversity, including for LGBT+ people, across the industry. Pride in Energy’s networking events will run in parallel with Energy UK’s Equality and Diversity Forum where attendees will have the opportunity to share and learn best practice.
POWERful Women

POWERful Women (PfW) is a professional initiative to advance gender diversity within the UK’s energy sector.

Established in 2014 by Baroness Verma and Laura Sandys, we work in partnership with companies, government and aspiring women to increase female representation at senior levels.

Our target is 40% of middle management, and 30% of executive board positions, to be female by 2030. With the latest statistics showing that women occupy only 13% of all board seats and only 6% of executive board seats in the UK’s top 80 energy companies, it is clear that our sector is still missing out on a wealth of female talent, talent that is vital in meeting current and future energy challenges.

PfW works to deliver its targets in three ways:

- **Campaigning and reporting**: we encourage energy companies to improve by highlighting those actively trying to make a difference. We publish annual board statistics and ask companies to make public pledges. By showing what good looks like, and demonstrating the strong business case for gender diversity, we encourage others to follow suit.

- **Supporting women in their careers**: we help talented, aspiring women move into senior leadership roles through our active and popular mentoring scheme and by providing information on coaching and sponsorship, links to other women’s networks and a programme of events.

- **Practical support**: we provide tips and resources to those trying to improve the gender diversity of their organisation, such as business case evidence and ‘how to’ guides.

In May 2018 we launched the Energy Leaders’ Coalition, a commitment from leading CEOs to step up action in both their own companies and the sector as a whole.

To find out more about POWERful Women’s work and how you can get involved, visit www.powerfulwomen.org.uk
Renewable UK’s ‘Switch List’

RenewableUK is proud to support diversity in energy through Switch. This project aims to give industry specific tools to help improve diversity in the energy industry, particularly the representation of women.

The Switch List is a directory of experts from the energy sector. We strongly encourage women to join the list and recommend colleagues so that industry can engage better with female speakers, panellists and session chairs for conferences, events and workshops.

The Switch List will help event organisers find expert female speakers, while simultaneously giving the women of our industry the opportunity to raise their profile and inspire the next generation of energy professionals.

RenewableUK is committed to leading change and has made the pledge that all RenewableUK events will feature at least 30% female speakers, panellists and chairs.

It’s #TimeToSwitch

Find out more:

www.renewableuk.com/page/Switchsignupform
or contact Alicia Green on +44 (0)20 7901 3000.
WISE campaign

Founded in 1984, WISE is a Leeds based non-profit community interest company which provides expert support to employers, educators and training providers to improve gender balance in science, technology, engineering and mathematics (STEM) in the UK.

It has over 200 member organisations. It is an independent organisation with no government or charitable funding. Its activities include:

- Sharing insight and knowledge about the causes of and solutions to gender imbalance in STEM in the UK, from classroom to boardroom
- Collaborating and connecting WISE members to be leaders, role models and champions of gender balance in science, technology, engineering and mathematics
- Amplifying impact through inspirational events and campaigns.

www.wisecampaign.org.uk

“Over 200 member organisations.”

Photos: © WISE Campaign 2019
The UK will continue to face a significant skills shortage if the number of girls studying science and technology subjects continues to stay below that of boys. EDF Energy is working to change this and to increase the percentage of women joining its workforce. One initiative is EDF Energy’s Pretty Curious programme. Launched in 2015 it focuses on three key areas: raising awareness of the issue, introducing teens to inspirational role models and creating empowering hands-on experiences.

Since its launch, the programme has grown to deliver these experiences to more than 2,300 girls last year from just 150 in its pilot year. At these hands-on ‘hackathon’ events girls were able to experience the latest virtual reality and connected digital technology, such as droid making and artificial intelligence. To address the lack of visible role models, the events were facilitated by inspirational women working in the sector. 90% of girls attending said that the events made STEM more interesting to them.

Not forgetting the vital role parents play in influencing children’s career choices, EDF Energy created a cinema advert that has featured in film viewings with over 40 million admissions, targeting films enjoyed by parents and teens alike. This was supported by inspirational digital content that has been viewed over 6 million times. The success of the programme led to EDF Energy partnering with Twentieth Century Fox to promote its film ‘Hidden Figures’, and Disney on ‘Star Wars: The Last Jedi’. Both films featured inspirational female STEM focused role models. EDF Energy continues to run ‘Pretty Curious’ activities through its network of visitor centres around the country, and though targeted sponsorship activities.

Pretty Curious is just one of many EDF Energy initiatives in place to reach girls across the UK and thanks to its commitment last year the business increased the number of female engineering apprentices by 14%, to 35%. This is compared to an industry average of just 3.4%.
EDF Energy and National Star College first partnered in 2013 to support an initiative to help students to get back into work.

‘Steps into Work’ helps disabled adults overcome some of the key employment challenges they face, such as negative attitudes, lack of awareness around the business benefits and support available. It also tackles any lack of confidence and/or skills in disabled adults wanting to find employment.

The college provides specialist further education for young adults with physical or mental learning difficulties. Those on this scheme are assigned an EDF Energy ‘Job Buddy’, to support them with work and any personal difficulties they may experience. A full-time job coach gives extra support. The students gain valuable work experience, and they all work towards – and achieve – a nationally recognised City & Guilds qualification.

During the programme the job coach is OFSTED assessed and has been rated as ‘excellent’, the partnership has also been recognised by Business in the Community as an example of best practice in its ‘Excluded Groups’ category. A recent study by Gloucestershire County Council also showed that for every £1 invested in the programme, it produces a social return of over £7. The Steps into Work programme is now ‘business as normal’ at EDF Energy’s offices in Gloucester. After five years, 32 students have completed their internship, with 80% of those going on to find paid work, several of whom are still with EDF Energy.

The scheme changes lives – not just for the students, but for the job buddies and the teams they work with. Employee surveys shows that those involved in the schemes felt more motivated, understood far more about our diversity and inclusion agendas and had gained a better understanding of equality and social issues.
The energy industry is transforming like never before. New challengers, innovative technology and the ambitious requirements to go carbon neutral in the next 20 years means the industry is booming and bringing in a new breed of energy expert.

Every form of diversity is particularly important in any industry, especially in an integral industry like energy. To innovate away from the current industry of fossil fuels and toward newer renewables, we need fresh thinking that only comes with having a diverse group of employees from all walks of life.

We empower diversity and flexibility through every level of Octopus and leading from the top – our CEO Greg is heavily invested in creating a company that works for its employees as well as its customers, and our 8 strong leadership team is 50/50 men/women - all of them have helped define and dictate the direction Octopus Energy has moved in.

Our biggest team is operations - where all of our customers are cared for; where we enable brilliant people to be themselves; and where we reward excellence no matter the person. A number of the first ever hires in this team have gone on to be promoted to the operations management team, of which 8/10 are women. They spend their time looking after a team of over 200 staff across Brighton, Leicester and London, all of which are trained, trusted and cultivated to deal with any customer queries from start to finish, and are known as our Energy Experts.
Part of this revolutionary operations team is the first of its kind, remote, flexible-working team – DigiOps. A team that has blossomed to over 40 people across the UK, and includes civil servants, teachers, an accountant and even a forester who’s appeared on Countryfile. The team is made up primarily of women, many highly qualified in a variety of industries who struggled to find flexible work whilst children are small. We also support people with seasonal jobs who can supplement their off season with a rewarding customer service role.

We also have one male DigiOps colleague, who struggled to find appropriate work in an office while suffering from anxiety. Since choosing to take up the night shift in the operations team, Troye feels more at home working through the early hours and has managed to halve his anxiety medication thanks to his flexible working style.

We are dedicated to making our company work for everyone, and will never discount someone based on who they are, who they love or the situation they’ve found themselves in. Anybody is capable of greatness when given the free rein to do so.
Since 2018, ScottishPower has worked alongside project partners ENABLE Scotland and the University of Strathclyde to run Breaking Barriers, an innovative programme that creates employment opportunities for young people with learning disabilities. The project is part of ScottishPower’s broader commitment to create a diverse workforce and inclusive environment.

The programme to date has supported fifteen young people with learning difficulties to access higher education and employment opportunities.

The learners aged 18-24 study for a Certificate in Applied Business Skills at the University of Strathclyde Business School and gain valuable work experience during an eight-week placement with ScottishPower.

Through one-to-one meetings and group sessions, ScottishPower’s HR team identifies each learner’s strengths and aspirations to develop tailored programmes that inspire them to consider future careers. Each learner is matched with a ScottishPower ‘buddy’ to guide them through their internship by providing advice and support.

Over the course of the internship, the learners develop a range of transferable skills from IT and administration to communication and established themselves as valuable members of the ScottishPower team.

At the heart of the project’s success is making the business welcoming to these young people with accessible working environments, facilities and ongoing support. It’s complemented by an extensive internal communications campaign to make everyone in the company aware of the programme and the benefits of a diverse workforce with differently abled people.

Breaking Barriers learner Andrew Warnock said: “Breaking Barriers is giving opportunities to people from all backgrounds but specifically those with learning disabilities, opening doors to a range of career choices. I’ve worked in customer service, the legal team and digital - I’ve felt really involved. Thanks to the programme and the people I’ve met, I’ve managed to find a job with a web development company.”

The project is deemed a resounding success by project partners and the Scottish Government. In 2018, it won The Herald Diversity Award for Higher Education.

Breaking Barriers is now an established initiative with ScottishPower’s inclusion calendar.
We already have a workforce whose diversity is above industry standard but we recognise that there is still more that can and must be done.

The focus on the diversity debate in the workplace tends to be solely on recruitment but the status quo will not be changed if a company does not proactively work to create a culture that values diversity by being inclusive.

So National Grid’s approach is to work on not only recruiting but, more importantly, retaining talented staff from different backgrounds. This includes offering flexible work and leave options for employees of all genders and creating a business culture that emphasises the importance of having a good work-life balance.

National Grid also provides training courses specifically aimed at removing the barriers to career development and progression, such as unconscious bias awareness and a BAME Leaders programme that is focused on supporting the achievement of career goals.

Highlighting successful colleagues from different backgrounds internally in dedicated internal communications also helps to inspire others.

We also have employee groups that support staff and promote diversity by providing the chance to network with colleagues, engage with senior management, develop career-building skills through tailored workshops and mentoring.

Finally we have signed up to a number of different initiatives, both in and outside the energy industry, such as POWERful Women, to help us maintain our momentum in driving forward diversity.
At E.ON we recognise that everyone is different and aim to provide a working environment where each person feels respected, valued and able to achieve their full potential. This is why nurturing an inclusive culture is a core part of our Employer Value Proposition, known as E.ON life. We are proud to be ranked as a Top 50 UK Inclusive Employer by Excellence in Diversity for the second year in a row.

E.ON is committed to increasing diversity throughout the organisation and removing any barriers which might prevent colleagues from reaching their potential. To ensure leaders are able to role model inclusive leadership and better understand the challenges some of our employees face at work, in 2019, E.ON senior leaders completed inclusive leadership training. They are also taking part in the Reverse Mentoring programme, where they are mentored by entry level employees from diverse backgrounds and experiences. This training is also available to all employees.

It is important that we attract, develop and retain diverse talent, so we make sure our recruitment processes, talent and development programmes are inclusive. We have talent programmes across all levels of the organisation. We use inclusive languages on our job adverts, make sure our vacancies are easily accessible and that hiring managers complete unconscious bias training before recruiting. We are also proud to be accredited as a Level 2 Disability Confident Employer.

We believe that commitments outside work, like being a parent or a carer, shouldn’t hold back career progression at E.ON. So we actively support flexible working and provide family friendly policies including Carer’s Passports. We are also a Menopause friendly employer and provide colleagues with robust guidance and tools they need to support these conversations at work.
E.ON also supports colleagues through a series of internal networks, including groups focusing on Faith, Carers and Disability, LGBT+, BAME and New parents at work. As a testament to our focus on mental health and wellbeing at work, in 2019 E.ON ‘Achieved Excellence’ in the Mind Workplace Wellbeing Index survey and was awarded Gold.

At E.ON our commitment to diversity and inclusion goes beyond our own workforce, supporting important initiatives within the communities we operate. We sponsor the Nottingham Black Achievers Awards which recognises the achievement of young people in the community. E.ON is also a new contributor to the Care Leavers Covenant, giving opportunity to actively focus on young people within the care leavers system and those from disadvantaged backgrounds.

We have launched the E.ON Career Ambassadors programme, allowing colleagues to deliver careers advice and guidance in communities.

**E.ON is also committed towards increasing diversity within the sector and has signed up to the Sector Inclusion commitment, in partnership with Energy and Utility Skills.**
The RWE Women’s Network has been an integral part of the organisation for years, and is just one example of diversity in action at RWE. One of the key missions of the Women’s Network is to help women navigate their career.

A merger of the network groups of RWE’s operating companies in the UK, RWE Generation UK (RWEG UK) and RWE Supply & Trading (RWEST) took place in 2018 to improve collaboration on gender diversity issues across the business.

The new RWE UK Women’s Network kick-off event took place in Swindon on 1 May 2018. In a relaxed atmosphere, the members networked during lunch. Through a series of sessions, everyone had the opportunity to contribute their ideas for future events and initiatives. They also had the opportunity to find out more about wider diversity activities planned by both companies diversity working groups. These activities are managed by volunteers from across the businesses reporting into Diversity Steering Committees.

Three of the network’s sponsors, Steve Glover – Director of Hard Coal and Gas Power Plant UK RWEG, Tom Glover – Chief Commercial Officer of RWEST, and Clare Dunn – Executive Origination & Gas Supply Operations RWEST, attended the event and were impressed with what they saw.

“I am very pleased that the Women’s Network also encourages men to attend events.” Tom Glover

Tom also encouraged the network to maximise the opportunities presented by RWE’s Women in Science and Engineering (WISE) membership.

Clare Dunn underlined the mission of the Women’s Network:

“The challenges that one woman faces will be very different from the next, as will their aspirations. It is important that we recognise this individuality and use each other’s individual strengths to grow stronger together”. Her challenge to the network: Be brave, be kind, be unstoppable!
“Be brave, be kind, be unstoppable!”

“...the Women’s Network also encourages men to attend events.”
npower is committed to providing a working environment where everyone is respected and valued. This has been a core focus for the company over the past few years, with a review and renewal of our diversity and inclusion activities with an emphasis on training.

An extensive training programme for people managers and employees was introduced, to make sure they fully understand the company’s position on discrimination in the workplace and the benefits of Diversity & Inclusion; over 7,000 employees, including people managers, undertook the training. To embed the training and support ongoing cultural change, npower used an online tool that asks daily multiple-choice questions.

npower has also launched an LGBT and friends network as part of its wider diversity and inclusion agenda. The network is open to everyone in the company, regardless of whether employees identify as LGBT themselves.

The aims of the network are:

- To support plans to create a diverse and inclusive culture, where working practices are cohesive with LGBT principles
- To promote npower as an LGBT friendly employer
- To educate and reduce prejudice against those who identify as LGBT or support the cause
- To foster acceptance and empower LGBT employees, customers, business owners and potential new recruits.

The network has held a number of events to highlight LGBT+ issues and to provide a forum for sharing experiences. They’ve also contributed to the wider Innogy company D&I agenda, by supporting a recent Diversity Day in the Swindon office. npower will also be partnering with Stonewall as part of its commitment to supporting LGBT+ employees and the wider LGBT+ community.
Drax Group values the differences that a diverse workforce brings to the organisation and is fully committed to the elimination of unlawful and unfair discrimination. This is critical to achieving our strategic goals.

We work to create and maintain a working environment that is both safe and supportive of all our people and where every employee has the opportunity to realise their potential. We are determined to be a place where employees, customers and suppliers alike feel respected, comfortable and supported in their diversity.

Drax realises that the energy sector must do more to attract, engage and progress women. Drax has pledged to have 40% of the senior leadership roles across Drax Group held by women by 2020.

Drax is an active member of groups promoting diversity and inclusion, including POWERful Women, of which Drax is a sponsor. Furthermore, two executive committee members, including the group CEO, are POWERful Women Ambassadors.

Drax is also a member of Women in Science and Engineering (WISE) and Women in Technology. Alongside these two initiatives, Drax is also a keen protagonist in supporting events such as International Women’s Day and Women in Engineering.

In Westminster, Drax is sponsoring the All-Party Parliamentary Group (APPG) on Diversity & Inclusion in STEM led by the British Science Association, in a bid to encourage government, parliamentarians, academics, businesses and other stakeholders to work towards a STEM sector that is representative of the population.

Further actions across Drax Group include:

- Unconscious bias training is included in the performance management training for all line managers.
- Maternity and paternity policies have been revised to encourage more women to return to their career after childbirth or adoption.
- A critical review of promotion, recruitment and talent pipeline decisions is implemented to eliminate gender bias and promote diversity.

“Drax has pledged to have 40% of the senior leadership roles across Drax Group held by women by 2020.”
At UK Power Reserve, part of the Sembcorp group, we seek to promote a culture where every individual is treated fairly and consistently, regardless of gender, race, or identity.

Our diverse workforce already comprises numerous nationalities, and a major focus of the business is to continue to promote diversity and inclusivity in the workplace and ensure an open door to career advancement for all employees.

**Our ‘Power Up’ initiative brings together an internal team dedicated to promoting and empowering our key asset – our people. It is a committee run by employees for employees and is designed to give them the skills they need to reach their full potential.**

We encourage employees to share cultural traditions and language skills with each other to improve inclusivity and understanding amongst their colleagues. One way we do this is through Language Lunches, where employees can learn about a wide range of languages and cultures from a different presenter each month while enjoying lunch together. This helps nurture an environment where all employees feel valued.

With the energy industry being traditionally male-dominated, a key focus of our efforts is in ensuring we help encourage more women into STEM careers. 2018 was a year of strong recognition for women at UK Power Reserve, with Alessandra De Zottis, Regulatory Affairs Manager, winning the Industry Advocate award at the Energy Live Personality Awards, and Keila Abreu, Senior Project Development Manager, named one of Forbes 30 under 30, singling her out as one of the top young industry figures in Europe. On top of this we won the Silver Stevie® Award in the Achievement in Developing and Promoting Women category at the 15th annual Stevie Awards for Women in Business.

**Through our Power Up initiative we aim to inspire and encourage the next generation to reach their full potential or take a career in STEM.**
Centrica’s approach to building a more inclusive workforce

At Centrica we are committed to the principles of diversity and inclusion and understand the importance of these principles to underpinning success. It is critical that as an organisation we reflect the diverse communities our Brands represent.

Earlier this year we introduced our 2030 Responsible Business Ambitions, which are focused in areas where the company has the greatest responsibility and where it is well placed to make the biggest difference. These Ambitions are designed around four pillars: our customers, climate change, our colleagues and the communities in which we operate.

For our colleagues we have set out clear goals to 2030 to help us build the workforce of the future, by developing vital skills and a more inclusive workforce to ensure we deliver for our customers:

- Doubling our female STEM recruits to 40% through a range of plans including a STEM work experience programme and developing skills through our academies.
- Inspire and develop 100,000 people with essential STEM skills.
- Aspire for senior leadership to reflect the full diversity of our labour markets, by strengthening recruitment processes to attract more diverse candidates and driving goals to improve female and ethnic minority representation.
- Helping 1 million carers stay in or return to work by improving our carer-friendly culture and policies, as well as working with Carers UK to advocate for a change in UK legislation to introduce statutory carers leave.

We are also committed to meeting the targets set by both the Hampton-Alexander Review and the Parker Review.

We are members of Business in the Community and were pleased to achieve Bronze in the most recent Gender and Race BITC benchmarks.

At Centrica we recognise the importance of raising awareness and normalising mental health in the workplace. Since the launch of our Mental Health First Aid (MHFA) network in 2018, we now have 300 trained MHFAs in place across the business who are ready to support their colleagues in conversations about mental health.
We are proud to have employee network groups, all of which have senior sponsorship and a great reputation for the work they do. These include:

- Centrica Women’s Network – promotes the development of capabilities and leadership qualities to give women the skills and confidence to grow in their careers
- Spectrum – Centrica’s network for LGBT+ employees
- DAWN – Centrica’s Network for Disability and Wellbeing
- Carers Network – Supports employees who have, or are affected by caring responsibilities

We recognise that there is more to do to drive the inclusion agenda forward. However, we are committed to placing equality, diversity, care and respect at the heart of our policies and everyday practices so that all our employees can bring their whole selves to work and, in doing so, unlock their full potential.

**How did you get into your role?**

I’d say to my mum when I was 5 that on Monday I’d be a swimmer, Tuesday I’d be a footballer, Wednesday I’d be an astronaut, Thursday I’d be a scientist and Friday I’d be a motorbike racer.

I think as I got older I realised five jobs was a little unfeasible and so tended towards the scientist idea – buying chemistry and Mechano kits, building contraptions in my back garden and tearing apart my dad’s old printer to run the motor separately. I didn’t like the idea of doing a typical office job and wanted a career that would be hands-on. I studied maths, chemistry and biology at A-level and then went on to do a foundation year in engineering. Last June I graduated with a MEng in electrical engineering from the University of Sheffield and took up a role with Centrica in the merchant power team. During my degree I’d done a summer placement with the company and knew it’d be a great fit for me.
What do you love most about your job?

I love that I get to really stretch my problem-solving muscles. Every day involves prioritising and negotiating to make sure that we’re getting the best out of our partners and contractors. It’s great fun to see some of the industrial-scale energy generation equipment too. I’ve been to some factory testing sites and seen how some of the kit is built and tested before it’s approved for industrial use, which was really interesting.

What inspired you the most in your career?

My passion for maths, physics and art inspired my career direction. I’d always enjoyed them and felt that engineering was a perfect mixture of these three subjects, giving me the chance to design solutions to problems using mathematical and scientific knowledge. It’s great to be able to put these subjects into practice day-to-day. Engineering isn’t always about being text-book smart either, being creative with your solutions and thinking outside the box is critical. It’s a very different skill set and one that I really relish getting my teeth stuck into!

What advice would you give women who are new to the sector?

If you enjoy what you’re doing, whatever that is, why not give it a go? Don’t feel put off if it isn’t what you’ve studied or got experience in, go with what you enjoy.

And don’t be put off by outdated stereotypes. Most industries are far different from what they were even just a few years ago and engineering is no exception. I’ve made lots of great friends working in the sector and get to work with some fantastic people. It’s a fast-paced and evolving industry and you get to gain a huge wealth of experience – I’d recommend it to anyone.

Every woman I have met in my field has been confident and strong and that’s because they have been told that they can do whatever they set their mind to and know that there is no disadvantage from being a female.
Women in Ørsted

Promoting inclusion and diversity
Talent is diverse by nature, and Ørsted is committed to attracting, supporting and retaining the best talent to achieve its vision to create a world that runs entirely on green energy.

Educating and supporting staff
To improve diversity and inclusion (DNI) across its workforce, Ørsted has launched a series of targeted initiatives, many of which have been suggested by Women in Ørsted, a group of passionate and motivated individuals from across the company. Ørsted is in the process of delivering a programme of educational events and webinars for employees on topics such as gender diversity, LGBT+ Awareness, Disability & Mental Health Awareness and Bridging the Generation Gap. This includes a talk on “Unconscious Bias”, with Harvard University Professor Iris Bonet and a breakfast briefing on “Parenting and Working” featuring former Ørsted Wind Power CEO Samuel Leupold, former Director of Generation and currently Special Advisor at Energy UK, Barbara Vest, CEO of the National Childbirth Trust, Nick Wilkie and Christine Brown Quinn, the author of “Step Aside Super Woman, Career & Family is for Any Woman”, who talked about their experiences and choices around working and having a family.

Ørsted is also supporting its staff to ensure they reach their full potential. Ørsted’s Spotlight programme is aimed at ensuring talented women within the organisation are prepared for senior leadership positions and has sponsored several employees to participate in Leaders Plus, an award-winning programme designed to support talented individuals to stay on the leadership pipeline while enjoying a young family.
Ørsted is also a founding sponsor of POWERful Women and Matthew Wright, the UK Managing Director, sits on the Energy Leaders Coalition, which helps advance the professional development and leadership of women across the UK’s energy sector.

**Ørsted has one of the lowest Gender Pay gaps within the sector and is working hard to reduce this further.**

Gabriel Davis, Senior Programme Asset Manager for Ørsted said: “The Leaders Plus programme has given me the confidence in my decision to work full time and the assurance that I don’t have to choose between pursuing a leadership career and being a good parent – I can do both. The programme also connected me with an inspiring mentor who lifts me up when I doubt myself and encourages me to seek development opportunities I might previously have not considered.”

Women in Ørsted identified some key target areas to promote DNI, including provision of mentors. Based on this advice, Ørsted recently launched a Women’s Mentoring programme, with support from Ørsted’s Diversity & Inclusion partners, EA Inclusion. This programme will help accelerate the development of women at all levels in the organisation. The training that will accompany the six-month programme is accredited through Continued Professional Development (CPD) and is the first step towards building an internal network of professional mentors.

**Inspiring young women**

Ørsted recognises the importance of engaging with young women early on in their career development and has participated in a number of targeted programmes and events aimed at inspiring women and girls of all ages to join the offshore wind sector. This includes participation in the WISE campaign, Women into Manufacturing and Engineering (WIME) and the Student Energy Summit 2019.

Ørsted is also seeking to help overcome barriers to entry, through addressing educational inequality. Ørsted has partnered with national charity, Teach First, who aim to combat educational inequality in the UK by placing graduates in teaching positions at primary and secondary schools serving low-income communities around the country. The partnership enables the recruitment, placement and support of great teachers in two of our most important areas: Grimsby and Merseyside.
EDF Energy’s BAME network

The Black, Asian and Minority Ethnic (BAME) Network is an EDF Energy-wide network and was established in November 2010. Its key ambition is ‘to grow an inclusive network of people from different backgrounds; to champion diversity by inspiring our members and support EDF Energy’s ambitions and aspirations.’

Its main role is to discuss the prevailing issues and assist EDF Energy to reach creative solutions to challenges around race and ethnicity that affect BAME employees, customers and suppliers. The BAME Network Steering Group is made up of passionate and committed individuals who volunteer their time and expertise, supported by senior champions across the business and an executive sponsor.

The BAME Network was recognised as a leader in developing diverse workforces after winning the Employee Network of the Year at the Race of Opportunity Awards in 2013. The Race for Opportunity (RfO) is the race equality campaign from Business in the Community, a charity dedicated to promoting responsible business and corporate social responsibility.

EDF Energy’s BAME Network is aligned to the company’s Diversity & Inclusion Strategy and delivers a cohesive programme of events and activities to its members.

Through a campaign run several years ago the BAME Network played an active role in promoting disclosure rates on the company’s HR systems. This has meant that nearly 90% of EDF Energy’s employees have filled in their diversity details around ethnicity. This enables the measurement of progress in recruitment, progression and so the setting of ‘ambitions’ to increase the number of people from a minority ethnic group in the employee base, management teams and at a senior level by 2030, something we could not have achieved without this high level of disclosure.

We can now track the number of people from an ethnic background in our talent pools and succession plans, ensuring we have fair representation for all.
SSE – Valuing Difference

SSE is committed to promoting inclusive economic growth which sustains skilled jobs for people of all backgrounds, with positive outcomes for shareholders and society. Its ability to create and retain long-term value is dependent on the skills and talents of the people that work for it. Core to SSE’s business is therefore a responsible and inclusive approach to employment and progression, underpinned by the understanding that SSE’s workforce is what enables its success.

A truly inclusive workplace culture goes beyond just seeking to improve the diversity of specific characteristics such as gender, race, disability or age. Inclusion in its widest sense means creating an environment that is open and encouraging of all types of difference, including physical differences, social backgrounds and ways of thinking. SSE believes an inclusive culture unlocks the potential of every employee.

In 2017, SSE worked with inclusion specialists Equal Approach to calculate the financial return from investing in gender diversity initiatives, finding there was a £4.52 return for every £1 spent. More importantly, the analysis also showed that a wider Inclusion Strategy could deliver a £15 return for every £1 invested by 2020. SSE therefore established a new Inclusion Strategy for 2017-2020 which focusses on ensuring its foundations, policies, processes, learning and development and recruitment practices are wholly inclusive for all. Over 2018/19, SSE and Equal Approach reran its ROI as at 31 March 2018 to evaluate progress, finding SSE had generated £7.51 for every £1 invested, a significant increase from £4.52 one year before. This was a result of initiatives and action SSE is taking to encourage fairness, transparency and openness for all at every stage of the employee lifecycle as part of its new Inclusion Strategy.

This approach requires trust that by investing in getting the basics right to create an inclusive workplace, the diversity of candidates will come to, and want to stay with, SSE. We monitor three things when looking at the diverse mix of our employees – how much difference is coming IN; how much difference is staying ON and how much is progressing UP.

In early 2018, SSE was ranked number 1 on The Good Economy Job Ratings Index 2017 by social advisory firm The Good Economy. This rating is an independent assessment of FTSE 350 companies’ contribution to inclusive job growth in Britain, and acknowledges that some economic growth has more social value than others.
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