

POWERful WOMEN

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Engaging the majority and
spotlighting the minority
to drive better female
representation in UK energy

ENERGY LEADERS' COALITION
SIXTH ANNUAL REPORT



Foreword

This country is now on a mission to become a clean energy superpower.

Embracing the transition to clean energy offers economic growth and job creation for communities across the country. As we take steps to become a world leader on the energy transition, we are shaping an industry that the whole country can take pride in.

For it to represent the best of us, it must represent all of us. However, current data shows that women continue to be underrepresented in leadership roles in our energy industry.

Change requires collaboration between government and industry. To get there, I will convene a group of senior energy leaders to discuss how we can improve representation in the industry. The Office for Clean Energy Jobs will also report to me on key actions that will ensure the Government plays its part.

Finally, this Government has introduced to Parliament the employment rights bill. All of the measures in this bill will put diversity and equality front and centre of our employment legislation.

I hope that these actions, working closely with industry, will deliver much needed improvements in workforce representation. I therefore welcome this report, and the continued effort of the Energy Leaders’ Coalition, and hope that these initiatives can help deliver the bold and rapid action that we need to see.

Sarah Jones MP, Minister of State for Industry
Department for Energy Security and Net Zero
and Department for Business and Trade

Contents

INTRODUCTION	03
CHAPTER 1	07
OUR WORK, TARGETS AND THE PROGRESS WE’VE MADE IN THE PAST YEAR	
» The ELC – who we are and why leadership on diversity, equity and inclusion matters	08
» How much progress have we made on gender diversity in our own companies?	12
» Our progress against industry targets	14
» What has the ELC achieved collaboratively this year?	16
» How to engage the majority while spotlighting the minority	17
1. Engaging the majority	
2. Spotlighting the minority	
3. Communicating progress	
4. Leaders as ambassadors of change	
5. Working on broader DEI challenges	
6. Drawing on and sharing knowledge and our wider engagement	
CHAPTER 2	23
THE ACTIONS THAT HAVE MADE A DIFFERENCE – AND WHERE OUR CONTINUING CHALLENGES LIE	
» What’s gone well for us in 2024?	24
Top 3 things that have made a difference to gender diversity in our organisations	
» Ongoing challenges that require more focus	31
Increasing female representation in leadership roles	
Increasing female representation in middle management and field roles	
Engaging ‘the majority’ on the value of DEI	
Creating a truly inclusive environment	
Gathering comprehensive data	
Making flexible working work	
Cultural intelligence and intersectionality	
CHAPTER 3	36
OUR PLANS FOR ELC YEAR SEVEN	
» Next year’s theme: driving collaboration to maximise impact	37
Energy Leaders’ Coalition Charter	40

Working towards greater representation of women in the industry



INTRODUCTION

Welcome to the 2024 annual report of the Energy Leaders' Coalition (ELC)

The ELC was set up by POWERful Women in 2018 to drive faster progress on female representation in the UK energy sector, by leveraging the power and influence of business leaders.

As the CEOs or country heads of many of the industry's largest employers and of the energy regulators, they can deliver real change within their own organisations and influence change by others.

This year, as we celebrate POWERful Women's 10th anniversary, we are proud of this unique initiative and the contribution it is making towards our goals for greater representation of women in the industry, while all recognising that there is more to do.

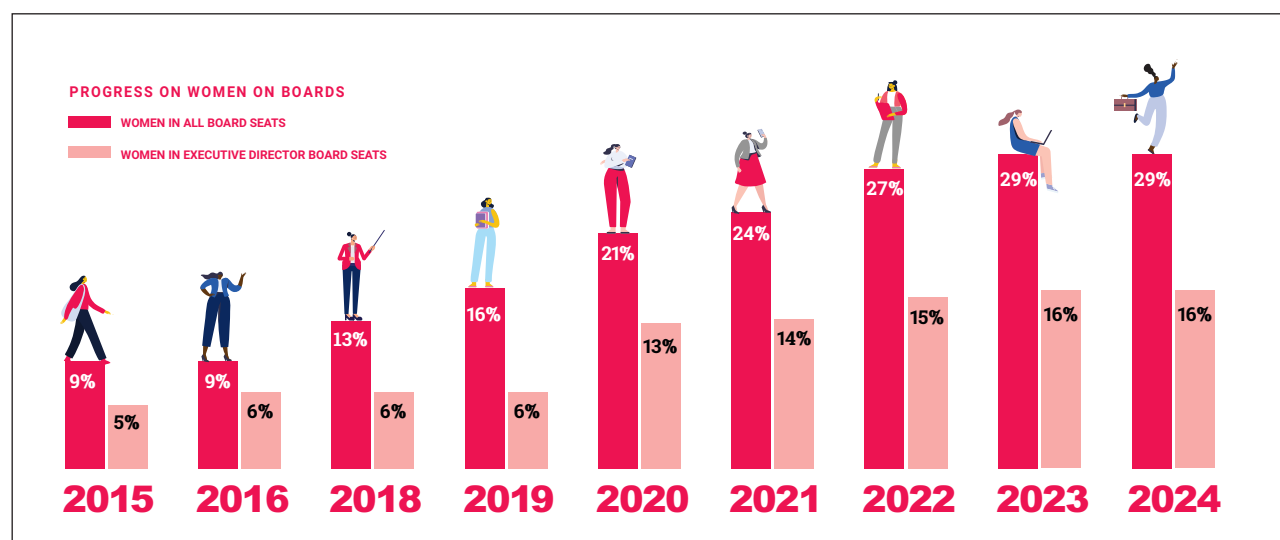


Katie Jackson, Chair of POWERful Women



Nick Wayth, Chief Executive of the Energy Institute and POWERful Women Board Member

Women in the UK energy sector - what has been achieved so far?



In the decade since POWERful Women was established, female representation on UK energy boards has more than trebled. Women are now in 34% of leadership and 32% of middle management roles in the sector, heading towards our target of 40% by 2030.

POWERful Women's work to achieve this has been through a whole network of change-makers and advocates. We support, challenge and connect, providing career resources and networking to women and – importantly - challenging companies to do better.

We still have a long way to go

This year, our statistics across the whole energy sector showed that progress has unfortunately slowed. We need to move at twice the speed to get to our 40% target.

It's a bold goal but it's achievable. On average, each energy company needs to:

1. appoint five women to its leadership team over the next six years (less than one a year);
2. add just one more woman to its board by 2025.

It's also essential. The energy sector has never been as exciting a place to work as it is today, but there are challenges that require the very best skills, leadership and innovation.



What we can all do – a roadmap to 2030 and beyond

In July, we launched POWERful Women's '40 by 30' manifesto. It sets out three key actions that can make change happen within companies:



Set a **BOLD AMBITION** for 2030 that encourages your organisation to aim high



Create an **ACTIONABLE STRATEGY**, ensuring your approach to talent supports your business strategy



Employ **CRITICAL ENABLERS**, including comprehensive diversity data and effective feedback loops

The manifesto, which can be found at www.powerfulwomen.org.uk, includes a selection of 'game-changing actions', many of which we are pleased to see in the ELC companies' plans and outputs this year (in Chapter 2).

Highlights of the ELC's work in 2024

The common thread among the ELC members is a genuine commitment to better diversity and inclusion and converting this into action – both of which are evident in this year's annual report. Highlights this year include:

Bolder ambitions: the ELC has supported a renewed push towards gender balance and their own targets are now very closely aligned with our 40% by 2030 target, with data on progress being closely monitored and reported (see pages 12-15).

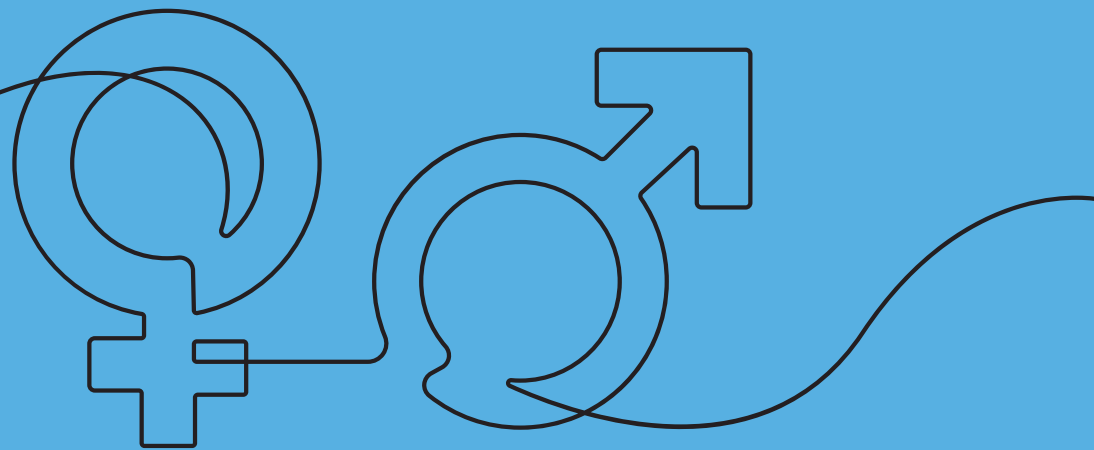
Open to learning and collaboration: the CEOs on the ELC are honest about the challenges they face and to learning from each other and this year's external experts. That they, as competitors, come together on this topic five times a year is unique and important.

Engaging the majority while spotlighting the minority: The ELC has recognised their powerful advocacy role in reaching out to the majority of the workforce. At the same time, we have enjoyed this year's webinars showcasing female role models in the sector.

However, the numbers don't lie. It is vital in the coming year that, firstly, companies don't go backwards on their female representation or DEI as a core business priority; and, secondly, that we all work together to accelerate the pace towards our 2030 goals. Chapter 3 sets out the ELC's focus in 2025.

Our thanks to the ELC members for their continued commitment. We hope all those interested in delivering diverse skills for today's sector will gain much from this report.

Committed to improving **gender diversity** in our companies and the sector



1

CHAPTER

Our work, targets and the **progress** we've made in the past year

The Energy Leaders' Coalition was convened by POWERful Women in 2018 to leverage change on gender diversity, equity and inclusion across the sector. We comprise the CEOs or UK country heads of 14 of the UK's largest energy employers, together representing more than two-thirds of the industry's workforce. We are joined by the CEOs of the energy regulators Ofgem and the North Sea Transition Authority.

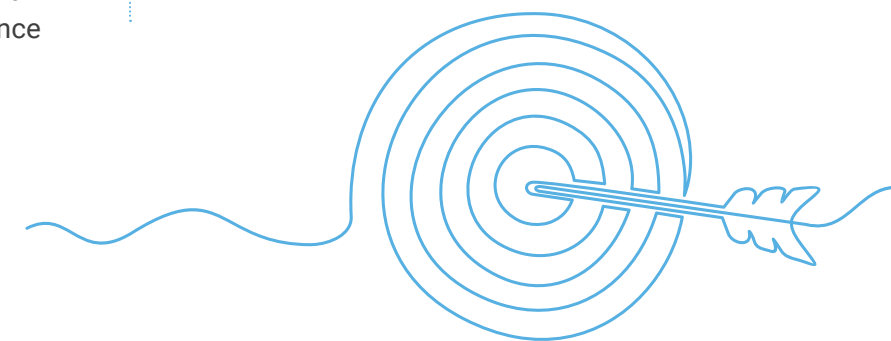
As members of the ELC, we have each made a public declaration to improve gender diversity within our own companies and the sector as a whole. We recognise there is a rich pool of talented women in the industry who can make a significant contribution to the success of our own businesses and to the transformation of the energy sector, as we all work to achieve an equitable, affordable and sustainable transition to net zero.

We meet five times a year to challenge and learn from each other, share good practice and ongoing difficulties, and plan how we can collectively influence change with our peers across the sector.

This year, POWERful Women's 10th anniversary, we have supported a renewed push towards their 40% by 2030 target for female representation in leadership and middle management – and ultimately a gender balanced energy sector.

We have focussed on learning how as CEOs we can best raise our advocacy to engage the majority – i.e. white, male employees – within the industry; and to giving visibility to inspiring women who are already having an impact.

In this chapter, we reflect on the key activities in the past twelve months, and report on our companies' progress towards both our own and industry-wide targets.



The ELC – who we are and why leadership on diversity, equity and inclusion matters

We asked ourselves: what is the impact of coming together, as the leaders of some of the largest energy companies in the UK, to share insights, successes and challenges on DEI? And what positive value does our visible leadership commitment bring to our businesses?



"At bp, we see DE&I as a business imperative as well as the right thing to do. We are determined to maintain our focus on DE&I and nurture inclusive, representative workplaces as we navigate our business through the energy transition. Being part of the Energy Leaders' Coalition gives us the opportunity to share best practice, collaborate with and learn from other organisations on similar journeys."

Louise Kingham OBE, SVP, Europe and head of country, UK, bp



"2024 has been a great year for the ELC as it continues to work to ensure women are appropriately represented in the energy sector. The sector itself is still in the process of a massive transformation as everyone continues to push towards net zero, and there is no better time to drive change. In order to rise to the challenge set before the sector we will need to harness the capabilities of as many people as possible, from as many different backgrounds as possible, and that's why it's so important to continue to improve the representation of women in the sector."

Chris O'Shea, Group Chief Executive, Centrica



"The ELC allows me to work collaboratively with senior leaders in other organisations to drive positive change within the energy sector. The regular meetings have challenged my thinking on the issues facing DEI, including how we engage men in equity as well as continuing to recognise women. We have had some great discussions that have led to actions that benefit everyone. In our sector, it's important to take the time to celebrate and recognise women in all walks of life and acknowledge where we need to improve. Our ELC commitments inform our practices and processes, to ensure everyone has access to the resources they need to be successful in their work and to have equal access to opportunities and growth – personally and professionally. I'm proud of the steps we're taking for all colleagues at Drax."

Will Gardiner, CEO, Drax



"The ELC provides a key opportunity to learn from each other. By inviting diverse thinking, we make the best decisions taking positive action to further build inclusion. Leadership commitment demonstrates leaders as learners, with curiosity to learn more and take action. Through strong aligned commitment we can also set ambition and direction to achieve a more equitable and inclusive environment for our people. Together we're on a journey, but it's one we're committed to take."

Mark Hartley, Managing Director, EDF Nuclear Operations



"The ELC serves as an excellent platform for generating insightful ideas and practical strategies to drive change within our organisation and across the industry. It is a supportive peer network that fosters collective engagement to achieve gender parity. Leadership commitment is key to lead the transformation at pace! When leaders of large organisations publicly commit to gender parity, it raises awareness on the need to attract and develop top female talents to address the many complex and thrilling challenges our industry is facing."

Miya Paolucci, UK Country Manager and
VP Member GEMS Executive Committee, ENGIE



"Being part of the ELC provides me with a unique opportunity to use my influence to shine a light on all things DEI. I can showcase the great initiatives National Grid is undertaking, discuss the challenges we are still facing and learn from the best practices of others. Exchanging ideas with other industry leaders helps us all continuously improve our DEI efforts. Leadership commitment and accountability on this issue brings immense positive value to our business. Creating an inclusive culture that embraces diverse perspectives enables us to achieve our energy ambitions more effectively. When more people are involved, we are able to drive innovation, foster collaboration, and make better decisions."

Cordi O'Hara OBE, President, National Grid Electricity Distribution



"The ELC helps me to understand whatever challenges we see with diversity, inclusion, and gender within Ørsted in a broader context of the energy industry. It represents a safe space where companies can come together to share best practice and learn from one another. Energy has some long-standing imbalances to address. We're all in this together and in coalition we are able to provide stronger leadership. Our industry and its leadership community must transform. Key success factors are attracting talent and developing effective, high performing teams. Diversity is key to both. It's a vision that we share with other members of the ELC and we're more effective driving towards that vision collectively."

Duncan Clark, Head of Europe Development, Ørsted



What the Energy Leaders' Coalition give us:



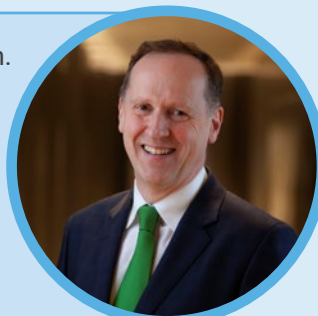
"I am proud to be a visible leader for Diversity, Equity and Inclusion within both RWE and the broader industry. On a personal level being a member of the ELC has offered me a deeper understanding of the topic, impacting how I lead and advocate inclusively and enabling me to make impactful interventions at critical moments. The pragmatic nature of the ELC also means we can drive strategies which make a difference across the sector and in RWE."

Tom Glover, UK Chair, RWE



"Visible leadership is about listening and learning then applying that to action. That's why we've created our Executive Diversity and Inclusion Committee, a group of senior executives who lead by example championing the importance of diversity across their businesses. We still need to make improvements to reach our aspirations for gender equity but we know that the passion of senior leaders driving the changes required is critical to achieving sustainable improvement in our female representation across our senior and middle management teams."

Keith Anderson, Chief Executive, ScottishPower



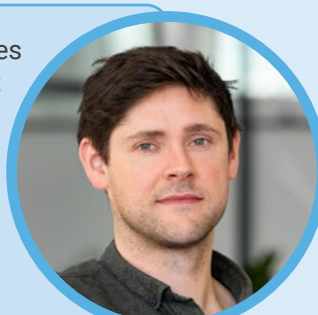
"POWERful Women's ELC is a key driver as we work to achieve gender equality in the Energy Industry. We want to work alongside our peers to create an inclusive environment where women from all backgrounds, and at all stages of their careers, feel that they can thrive in our industry. The ELC allows us to share successes, best practice, and reflect on where we need to focus our future efforts. We all understand the value that diverse and inclusive teams can bring to a company and we remain committed through our own business, and as an ELC member, to continue to drive for gender equality"

Parminder Kohli, UK Country Chair, Shell UK



"Being on the ELC has provided me an opportunity to hear a wide range of approaches on how we can tackle our industry's biggest challenges. Hearing from others about what has and hasn't worked in their business has been tremendously helpful in creating our own policies aligned to creating a more inclusive workplace. It's fulfilling to work as a team to drive positive change within the sector, putting into practice our belief that diverse perspectives bring better solutions to our mission of a greener future."

Simon Oscroft, CEO, So Energy



"I have had the privilege of chairing this year's ELC and have learnt directly from the external thought leaders about the practical efforts we, as CEOs, can take. The need for better gender balance at SSE has never been in question, however this year's ELC leaves me better informed and able to take action on what that practically requires from me and my senior leadership team in the everyday."

Alistair Phillips-Davies, CEO, SSE



"At Subsea7, as a global business where around 50% of our workforce operates offshore, achieving gender balance is significantly more challenging than in onshore environments. Being part of the ELC has provided a unique platform for learning, networking, and challenging each other as CEOs, holding each other accountable. Within Subsea7, we are evolving our approach by sharing best practices and learning from each other's experiences, both from our leaders within Subsea7 and the ELC. This supports our goals of creating an inclusive environment and increasing female representation in our leadership positions, both on and offshore. As a member of the PFW ELC I have witnessed firsthand how our combined efforts to address gender balance and inclusion are making a tangible difference to the future of energy in the UK."

John Evans, CEO, Subsea7



"At Wood, our commitment to embedding diversity and inclusion throughout our organisation remains unwavering. As a visible and inclusive leadership team, we recognise that having a workforce reflective of the local communities we serve is essential, not optional. I am grateful for the opportunity to share learnings and challenges with peers on the Energy Leaders' Coalition as we collaboratively shape the future."

Craig Shanaghey, Executive President of Projects, Wood



The Regulators' View



As a member of the ELC and a Chief Executive, I'm mindful of the impression we give to each other and the next generation. We need to accept that our sector is not always reflective of our society as a whole which is why we need to champion our success stories a little louder.

At the ELC, I'm encouraged by others who share their successes and challenges in being real leaders of inclusion, and as a regulator it's good to see the great examples from within our sector as well as the gaps we have to close.

As a sector, we face some amazing challenges. How we safely decarbonise our energy system, deliver secure heat, power and mobility in a way that supports consumers, jobs and the environment is one of the engineering, economic and political tests of our age.

We have to get it done, and fast. We have to get it right, and safely. To achieve all this will be hard, but to do it without attracting and retaining the best talent from 50% of the population is impossible.

**Stuart Payne,
Chief Executive of North Sea Transition Authority**

Ofgem is committed to improving diversity and inclusion internally and across the energy sector, and the ELC supports our efforts by keeping each other accountable. Whilst Ofgem and the sector may not be where it needs to be on diversity, real changes are taking place across the industry – but we know we can go further.

We need to ensure that we also walk the walk, not just talk the talk, and leadership commitment is at the heart of this change.

**Jonathan Brearley,
CEO of Ofgem**



How much progress have we made on gender diversity in our own companies?



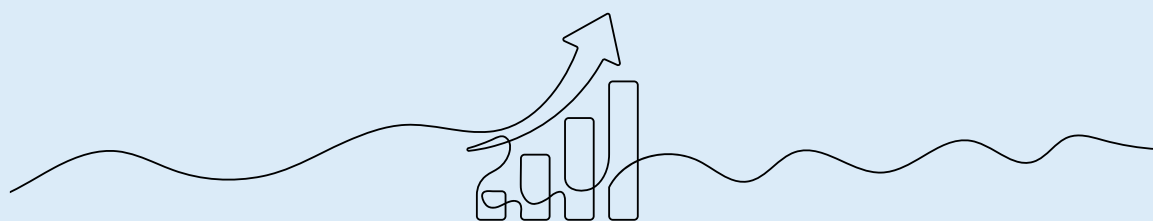
Publishing our internal diversity targets and to what extent they have been achieved (see the **Red-Amber-Green** rating below) is one important way in which we, as leaders, and our teams are held to account. Reporting on this publicly every year has been a major achievement of the ELC since it was established.

We can see ambitious corporate goals on gender diversity, with the vast majority now closely aligned to PfW's "40 by 30" target. Progress towards these targets is promising in many areas, and there is recognition that building inclusion in the workplace is as important as representation, but the commentary also identifies where more focus is necessary and the new approaches being implemented.

COMPANY	TARGET AND RAG	COMMENTARY
	By 2025 - gender parity in 120 most senior leadership roles; 40% women at next leadership level. By 2030 - gender parity in senior leader roles; 40% women at every other level in the company	Progress on gender diversity in the past year is positive for most of our grade groups, except Tier 0-2 which has reduced by 0.7% to 46.7%. Group Leaders level is 41.3% (+1.3%); Senior Level Leadership is 31.6% (+0.3%); and all grades from G and below (excluding technicians) are 39.2% (+0.1). Our data shows that we exceed market availability for female talent with the skills for bp jobs in all grade groups, especially Group Leaders (11.8%). Female voluntary exits at Senior Level Leadership level globally are 30.6% year-to-date and at the same level as representation.
	Reflect the full diversity of the communities we serve – including all company and senior leaders to be 48% women by 2030	By the end of 2023, representation of women had improved by 2% to 30% at an all-company level and by 4% to 32% among senior leaders. When we exclude our male-dominated engineering team, this increases to 41% and 32% respectively. We will continue to improve our diversity and inclusion by focusing on attracting, promoting and retaining more diverse talent, including through our goal to recruit 3,500 apprentices by 2030 with the ambition that 50% of engineers will be women.
	40% of Board to be women 40% of Senior Leaders (ExCom & Direct Reports) to be women	Drax has spent time examining their current gender balance goals and have re-committed to ensuring 40% of Senior Leaders (ExCom and their Direct Reports) are Women by 2030. 36% of current Senior Leaders (ExCom & their Direct Reports) are women at Drax and we are especially proud of our Carbon Removals Team, with 60% of senior roles held by women. We are committed to doing the work when it comes to gender balance at middle management to ensure a sustainable pipeline for the future.
	40% of senior leaders to be female by 2030	We continue to make steady progress and now 37.2% of our Senior Leaders have one or more diverse characteristics (Gender, Ethnicity, Sexual Orientation and Disability) towards our Senior Leadership ambitions of 50% by 2030. We have also made progress across the board, with our overall female representation now at 32.1%, female senior leader representation increasing to 29.3% and our female middle management population now at 33.9%
	40% of managerial roles to be held by women in 2030	Our overall female representation at ENGIE UK is 34%, and as of 15th August, 29% of our managerial roles across ENGIE UK are occupied by females. This represents a 2% increase over the year to date. We have a strong pipeline of female talent, with females representing 33% of our middle management. We are proud to have maintained our 50% representation at board level across ENGIE. We continue focusing our efforts on reaching more gender balance in management roles through our recruitment, inclusion and talent development processes.
	50% diversity of our Board by 2025 50% diversity of our Group Executive by 2025 35% female representation in management population by 2025 50% gender diversity in new talent population by 2025	We continue to hold ourselves to account on DEI improvements, both quantitative and qualitative, and have set challenging goals in key areas. Our Annual Report shows positive progress as well as challenges. For our Board, we have met our objective of having a woman in at least one senior position (our Chair) and have exceeded our ethnicity aim. Two female members stepping down this year meant we dipped below our Board diversity ambition, but we remain committed to this through succession planning. We have achieved our Group Exec goal and continue to focus on female representation across our global senior leadership populations, currently 35%. Our 50% aim for new talent is challenging at 31.6 % despite more women joining. Our UK gender pay gap remains immaterial at 1.8%. We have evolved our DEI operating model to embed strategies, education and accountability deeper into the organisation.

COMPANY	TARGET AND RAG	COMMENTARY
	40% women by 2030 40% women leaders by 2030	This year the proportion of our UK workforce who are women has remained steady 24.8%. We have continued to grow the talent pool by investing resources into our partnerships, apprenticeships and graduate programmes. We have refined and improved our hiring practices and increased the use of analytics to ensure we reach our ambition of 40% by 2030.
	30% females in management positions by 2030	Throughout the year, we've seen a steady rise in the percentage of management roles held by women across the RWE Group, demonstrating the ongoing success of our initiatives. Building on this progress, we've expanded efforts across the employee life cycle, including default part-time recruitment, enhanced parental leave coaching, and improved Family Leave across RWE UK. Additionally, targeted initiatives like role modelling campaigns, equitable networking, and sponsorship for career development have been launched within specific operational areas. Our UK Women's Network continues to host impactful events and serves as a valuable channel for addressing key issues.
	Increase women in senior management roles to exceed 35% by 2030 Increase women in responsible roles to exceed 36% by 2030	As we grow our business, we have improved our gender representation in responsible roles (which include graduate and middle management posts) and this now stands at 33%. However, we recognise challenges in the external senior management talent pipeline and our female representation at this level is 31%. In response we've implemented middle and senior management female development programmes and increased our insights on the population of women who want to grow their career at ScottishPower. In 2025 we'll continue our focus on attraction, progression and leadership development in line with our targets.
	30% of senior leadership roles held by women by 2020 35% of senior leadership roles held by women by 2025	We reached our 2020 target of 30% of senior leadership roles being held by women early and have surpassed our 2025 target of 35% of senior leadership roles being held by women.
	40% female representation in leadership by 2030	We have now aligned So Energy's targets to that of Powerful Women, aiming for 40% women in leadership by 2030. We currently see 38% representation at the middle management level and 39% at senior leadership level. This year we continued to tackle these disparities by focusing on opportunity, policy, and process. In 2025, we'll monitor the impact of our initiatives and adapt where necessary. We'll continue to work closely with our people and the energy community to ensure we have the diverse talent needed for the energy transition.
	40% females in Group Executive Committee and Direct Reports by 2025 40% females in Leadership group* by 2030 (*employees in senior level pay grades)	SSE set stretching gender ambitions for all employees and for various levels in our leadership in 2021/22. Strong progress has been made across the business, moving us closer to achieving these medium and long-term ambitions. From March 2023 to September 2024, the percentage of women in our Group Executive Committee and Director Reports group increased from 34% to 36.9% and from 25.2% to 27.1% in the Leadership Group. Recognising market and pipeline challenges, as well as to further support intersectional needs, we are evaluating the effectiveness of our Gender Action Plan in line with our commitment to continuous improvement.
	30% female representation on the Board Onshore leadership to be 25% female by 2030	We have increased our onshore female permanent hires to 41.5%, up from 37% last year, and our offshore female permanent hires to 11%, compared to 7.5% last year. We see some improvement in our onshore females in middle management, and continue to focus on how we scale progression. Following a successful pilot, we have launched a global inclusion training programme. We are taking a more purposeful approach to engaging the majority and continuing to focus on the minority through our engagement, learning and talent management approach.
	Improve gender balance with 40% representation in senior leadership roles by 2030	At Wood, we are committed to fostering an inspired culture with gender diversity and inclusion critical to that. By 2030, we aim for at least 40% of our leadership roles to be filled by women, building on our progress of 35% in 2023. Achieving gender equality requires equity, providing everyone with the resources they need to succeed. This mission is shared across our 36,000-strong team, driving us towards a truly diverse and inclusive organisation.





Our progress against industry targets

Each ELC company is also measured annually against sector-wide targets and these charts show our female representation data in relation to:

 POWERful Women's goal of at least **40% of leadership*** and **middle management**** roles in the UK energy sector to be held by women by 2030.

 The FTSE Women Leaders Review target of **40% women on UK FTSE 350 boards***** by 2025

We can see that seven of our member companies have met the 2025 target for 40% women on the board, and two of these are at or beyond 50:50 gender balance. However, there is only one year to reach this target and seven companies could miss it, especially as several have gone backwards over the last 12 months on the gender diversity of their board.

When it comes to POWERful Women's targets for 2030, three ELC companies have already achieved 40% for women at leadership level but none have done so for women in middle management. Many of us are close, with percentages in the 30s, consistent with the average at these levels across the energy sector as a whole (34% and 32% respectively).

*defined as members executive committee (or equivalent) and their direct reports in line with the FTSE Women Leaders Review

** defined as two further levels below 'leadership'

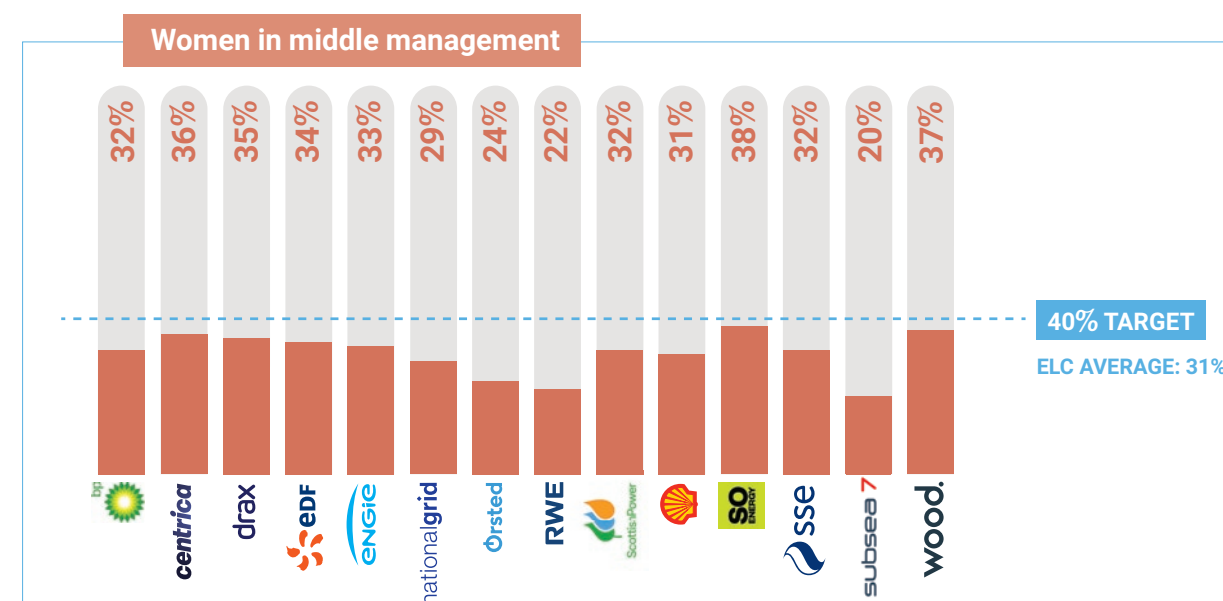
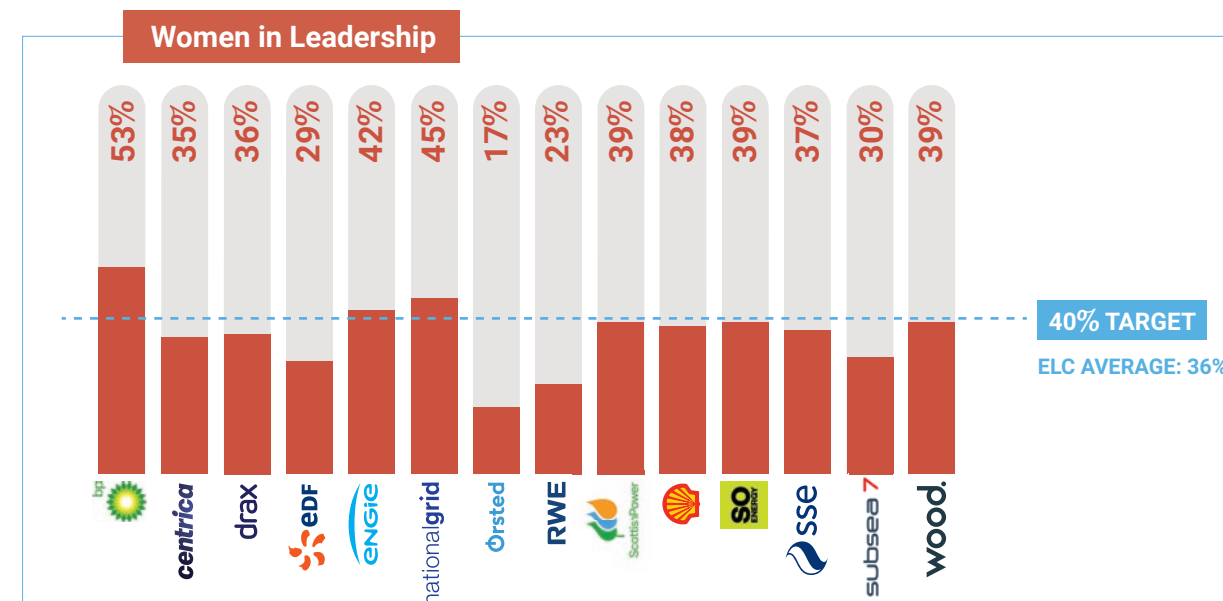
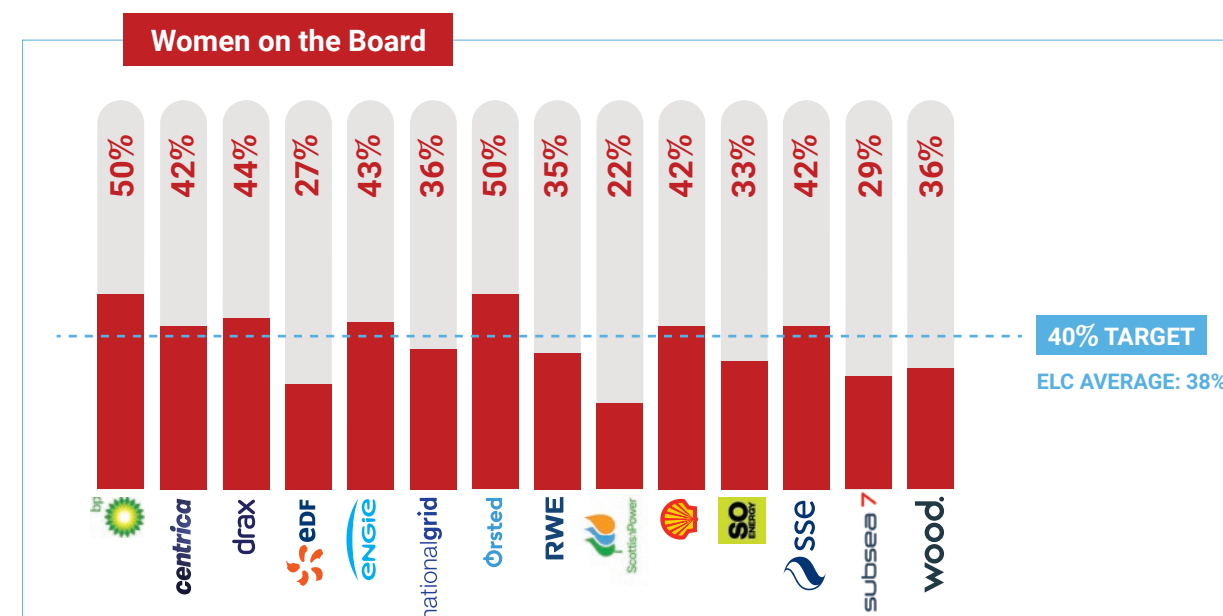
*** executive and non-executive roles

Note that due to differences in structures of global companies, particularly at executive level, the above definitions will vary, but we have aimed to achieve as close an equivalence as possible. RWE and Wood figures are for global employees. National Grid Board and Leadership figures are for group, the rest are for UK. Shell Board figures are global, the rest are for UK.

However, here again it is disappointing to see that some companies' data shows a fall in the number of women in leadership and middle management compared to last year.

All of us agree that it is time to accelerate the pace of change by attracting and appointing talented women into these leadership and middle management roles and – just as importantly – developing and retaining them.

After the setting of bold and ambitious DEI goals, it's time for honest self-reflection on the actionable talent strategies each company has in place to meet these goals and support our wider business strategies.



Data provided by companies as at the end of August/September 2024

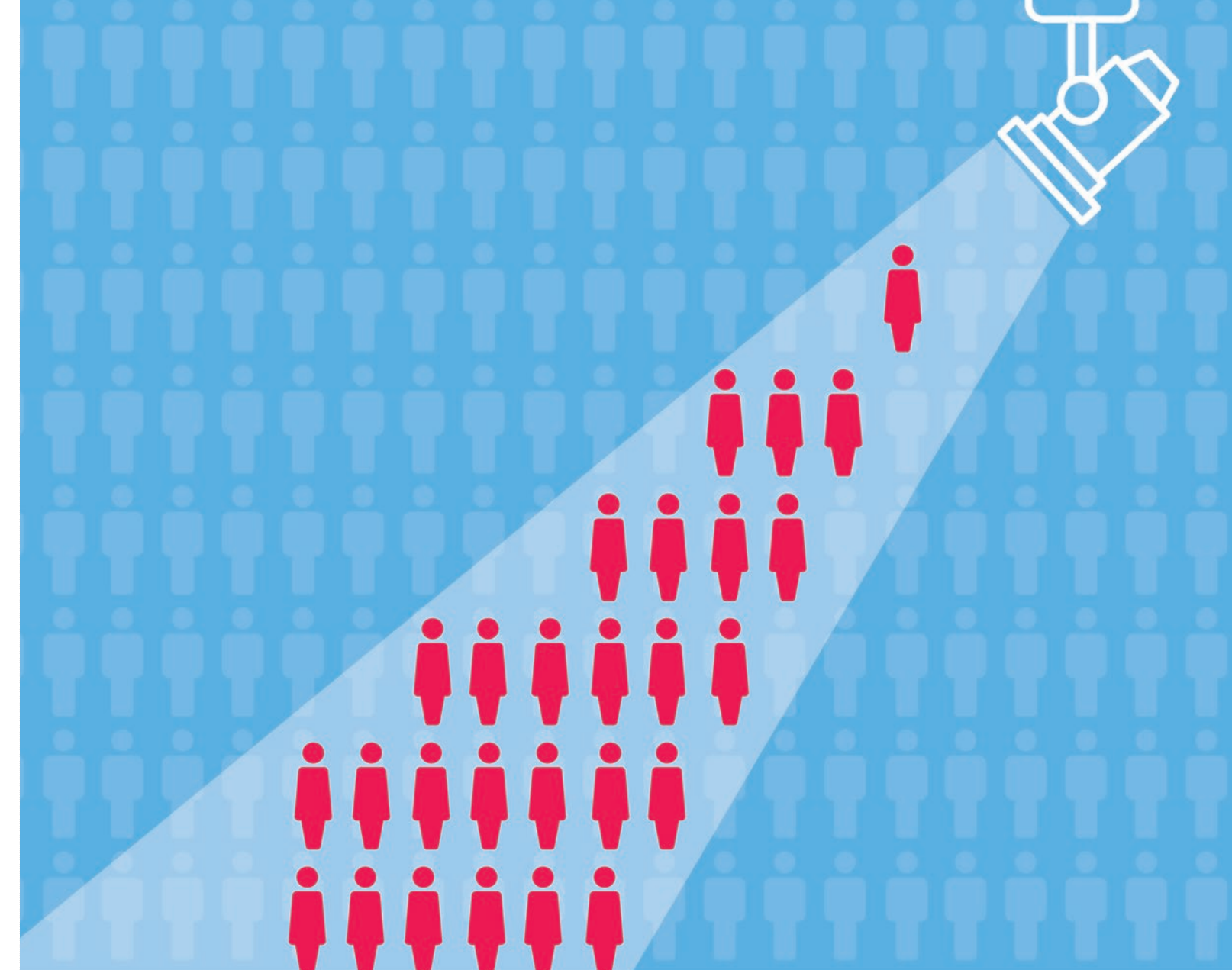
What has the ELC achieved collaboratively this year?



"I have had the privilege of chairing the Energy Leaders' Coalition this year, with our theme of "engaging the majority while spotlighting the minority". As a forum, the ELC is unique in being the only time we, as UK company leaders, get together on a very important topic. The meetings are an opportunity to have open and honest face-to-face discussions about the challenges we face as leaders in driving change towards common goals on gender diversity, and in support of POWERful Women's objectives. Importantly, we learn from each other, identifying new approaches and policies that make a difference, and holding ourselves and each other to account on rolling them out.

This year we have seen record levels of attendance from members and a greater growth mindset, with more in-depth discussions informed by external research and experience. We have benefited hugely from the external speakers we have invited to our meetings, providing great insights and advice on how we can grow as leaders and deliver progress – and, in particular, how we reach a wider audience of change-makers with the DEI message. I would like to thank the members of the ELC for their continued positive engagement this year and the DEI Leads within our companies who support us in making our commitment a reality."

Alistair Phillips-Davies
Chief Executive, SSE, and 2024 Chair of the ELC



How to engage the majority while spotlighting the minority

Under this year's theme, we agreed to focus on three key areas of the ELC's charter (see page 40), in order to drive better gender diversity, equity and inclusion in 2024:

- 1 leaders will develop as ambassadors of change
- 2 leaders will communicate progress across their companies
- 3 leaders will be supported to drive sustained change towards inclusive cultures at a time of transformational change in their energy business

Each meeting has had a topic related to these and always started with leaders sharing a diversity and inclusion activity they have personally been involved with since the previous meeting. We then closed with a commitment to share ideas and lessons learned with colleagues.

Our work was broken down into a number of specific objectives and progress against these is set out below.



1. Engaging the majority

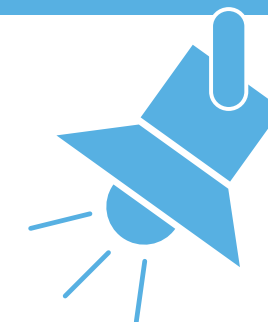
In the knowledge that the representation of those currently in the minority won't increase unless we bring the majority on the journey as advocates and deliverers of change, we have aimed to **build our narrative on the benefits to everyone** of greater diversity, equity and inclusion – how, for example, business units perform better and how there is room for everyone at the table. We invited external speakers to help us learn.

In January, we heard from **Nuala Walsh of MindEquity**, on 'Rebalancing Power: Tuning into the Discrimination Mind'. She spoke about how behavioural and business challenges are interlinked, but this is often missed when the focus is on quick ROIs. She advised us to go outside our circle to avoid familiarity bias and achieve more balanced judgement. One practical step is to run behavioural surveys to highlight issues that can be addressed.

In March, we heard from **Denise Wilson, CEO of the FTSE Women Leaders Review** on "understanding our commitment as CEOs to lead inclusively". We learned that UK FTSE companies have made significant progress on gender diversity, but there is more to do, such as normalising women in CEO and other top roles. We discussed how expectations of leadership are evolving, and how to engage colleagues and young people in a changing workplace. We recognised that we still need to push the business case benefits of a diverse workforce – it is now a fundamental role for leaders to make this a core business priority with data and KPIs. We discussed linking progress on D&I objectives to remuneration and one output from the meeting was for each company D&I lead to share findings with reward teams locally.

In June, we invited **Elliot Rae, founder of 'Parenting Out Loud'** which aims to encourage dads to be transparent about their childcare responsibilities, to bring equality both at work and home. Elliott spoke on our theme of "articulating what is in this for the majority". He noted the need for a cultural shift change around equal parental leave, flexible working, and ensuring companies create inclusive spaces for dads and their mental health. Elliott noted that fundamentally leaders and line managers need to engage men in a way that highlights what's in it for them, with clear outcomes. We agreed we need to give men a platform that will facilitate conversations and the output was shared with our communications and brand teams.

We have continued to **share good practice** through monthly case studies on the policies and initiatives that are making a tangible difference to talent goals – both amongst ourselves and with our peers and colleagues in the wider energy sector.

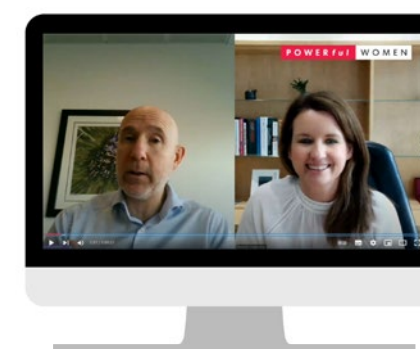


2. Spotlighting the minority

Spotlight Webinars

"You can't be what you can't see" and so this year we have worked with POWERful Women to shine a light on women who are having an impact at senior levels in the energy sector and are valuable role models for those growing their career.

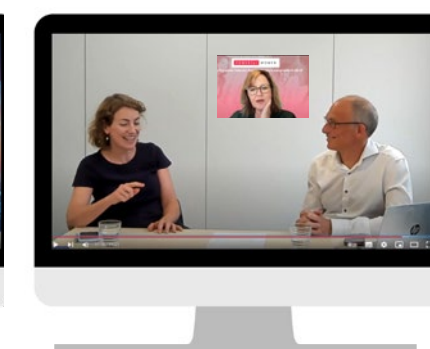
Aimed mainly at women in middle management, our three Spotlight Webinars were attended by in excess of 450 people. The speakers shared their career story and advice, including what has influenced their leadership style; and discussed the benefits of better D&I for the energy transition. Each D&I lead shared the results of webinars with their communications and brand teams locally to promote more widely, and all recordings can be found on the POWERful Women YouTube channel.



Leigh-Ann Russell, then EVP at bp, in conversation with ELC member Craig Shanaghey



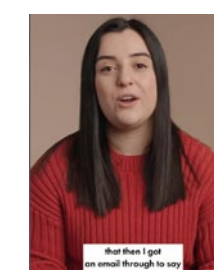
Miya Paolucci, UK Country Manager and VP Member GEMS Executive Committee, ENGIE, in conversation with Nick Wayth, PFW Board Member



Ruth Herbert, then CEO of the Carbon Capture & Storage Association, in conversation with ELC member Duncan Clark

Empower Her In Energy 2.0

We also need to make the energy sector attractive for young women to join at the start of their careers, so in early 2024 we again ran our Empower Her in Energy joint marketing campaign. We broadened it beyond just apprenticeships to share all vacancies in our companies that are suitable for young women.



3. Communicating progress

With the goals of our 14 member companies now more closely aligned to PfW's ambitious 40% by 2030 target, we have continued to monitor and report our progress in the spirit of transparency and accountability.



We have worked to fully understand our data on women in middle management in particular, and the barriers they face, reporting at each meeting on organisational progress on overcoming these.



We have reported on the progress we are making against our own individual company targets, sharing what has worked well and identifying where challenges still exist (see table on pages 12 and 13) and successes and challenges in Chapter 2.



We have contributed data on female representation at board, leadership and middle management level to PfW's Annual State of the Nation 2024 (see charts on page 15).



4. Leaders as ambassadors of change

Through a standing agenda item at each of this year's meetings, leaders have reported on opportunities they have had to advocate for better diversity and inclusion and actively role model this in practice – both within their organisation and externally in the industry.

Activities have included: launch of a company-wide inclusion charter; meetings with government Ministers; leading or participating in internal employee panel discussions, summits and broadcasts on topics such as gender and climate change and global inclusion; holding listening circles; inviting external speakers; new allyship and training programmes; and running communications campaigns and events to spotlight senior women.

ELC CEOs have spoken on a number of DEI panels throughout the year, including at International Energy Week and PfW's Annual Conference in November, and invited colleagues to learn more about the work of POWERful Women at its 10th Anniversary Gala Dinner in July.

For International Women's Day in March, CEOs recorded a short videos saying what 'inspire inclusion' (this year's IWD theme) means to them, and these were shared on our own and on POWERful Women's' social media channels.





5. Working on broader DEI challenges

Members of the ELC are also engaged on broader diversity, equity and inclusion issues within the sector, through for example the work of the TIDE Taskforce (Tackling Inclusion and Diversity in Energy), established by Energy UK, Ofgem, the Energy Networks Association and the Energy Institute.

We have promoted TIDE's DEI Health Check which allows companies to self assess on where they may need to apply more focus, offering a valuable sector-wide lens on where there are learning gaps i.e. / supply chain engagement on DEI. We have also encouraged participation in the Energy and Utility Skills Inclusion Framework, which aims to gather essential baseline diversity data for the UK energy industry.



6. Drawing on and sharing knowledge and our wider engagement

The focus of our colleagues on the D&I Leads Forum has been aligned with that of the CEOs, and their professional expertise and guidance has continued to be invaluable to our work

The industry-wide perspective of the regulators adds extra value and impact to the ELC's work. And under the new government we have continued our positive relationship with the Department for Energy Security and Net Zero. This engagement has allowed us to take our message into discussions on the energy transition, green skills, social mobility and affordability.

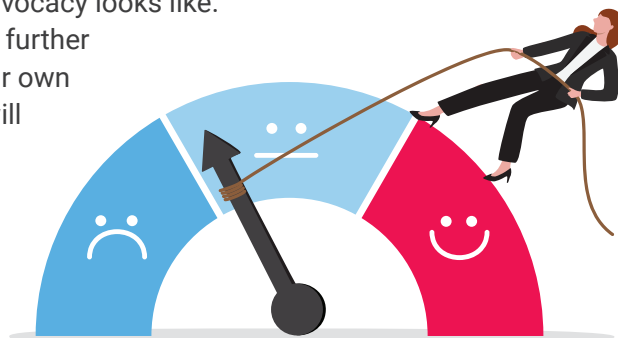


Where we could do better



We have learned more about what sponsorship and advocacy looks like. In 2025 we will expand our ambassadorial activities to further engage with our peers on the value of better DEI for our own business performance and the energy transition. We will increase our collaboration with government and other organisations to achieve this.

We will also maintain our focus on meeting our own diversity and inclusion ambitions and accelerating towards the 40% by 2030 goals.



2

CHAPTER

The actions that have made a difference – and where our continuing challenges lie

In this chapter we report on the policies, initiatives and approaches that have made the most difference to ELC companies' diversity, equity and inclusion in the past twelve months.

Each of us was asked to give our 'top three' – demonstrating tangible progress and providing examples of good practice that others can learn from.

The ELC is also transparent about the DEI challenges that continue to be faced, and so the successes are followed by an exploration of where we know we have more to do.



What's gone well for us in 2024?

Top 3 things that have made a difference to gender diversity in our organisations:



1. Data collection:

An expanded Self-ID survey has allowed more employees to voluntarily share their demographic identity data, with a 42% completion rate achieved in just 12 months and 38 countries (excluding EU) now participating. As the sample rate grows, we will gain deeper understanding of our gender diversity.

2. Retention & attraction:

We are acting to make our culture work for women. We have conducted listening lounges with senior women to understand how inclusive bp feels and analysed exit interviews regarding female attrition. We have initiated a female development programme and launched a talent attraction campaign targeting female hires in specific locations to improve representation.

3. Leadership:

Our UK DE&I Council, launched in 2023, is helping drive progress on DE&I ambitions, inclusion and representation. It meets with our employee-led resource groups ahead of council sessions to better understand potential barriers to equitable treatment, driving engagement and providing transparency about issues.



1. Female in Field Events:

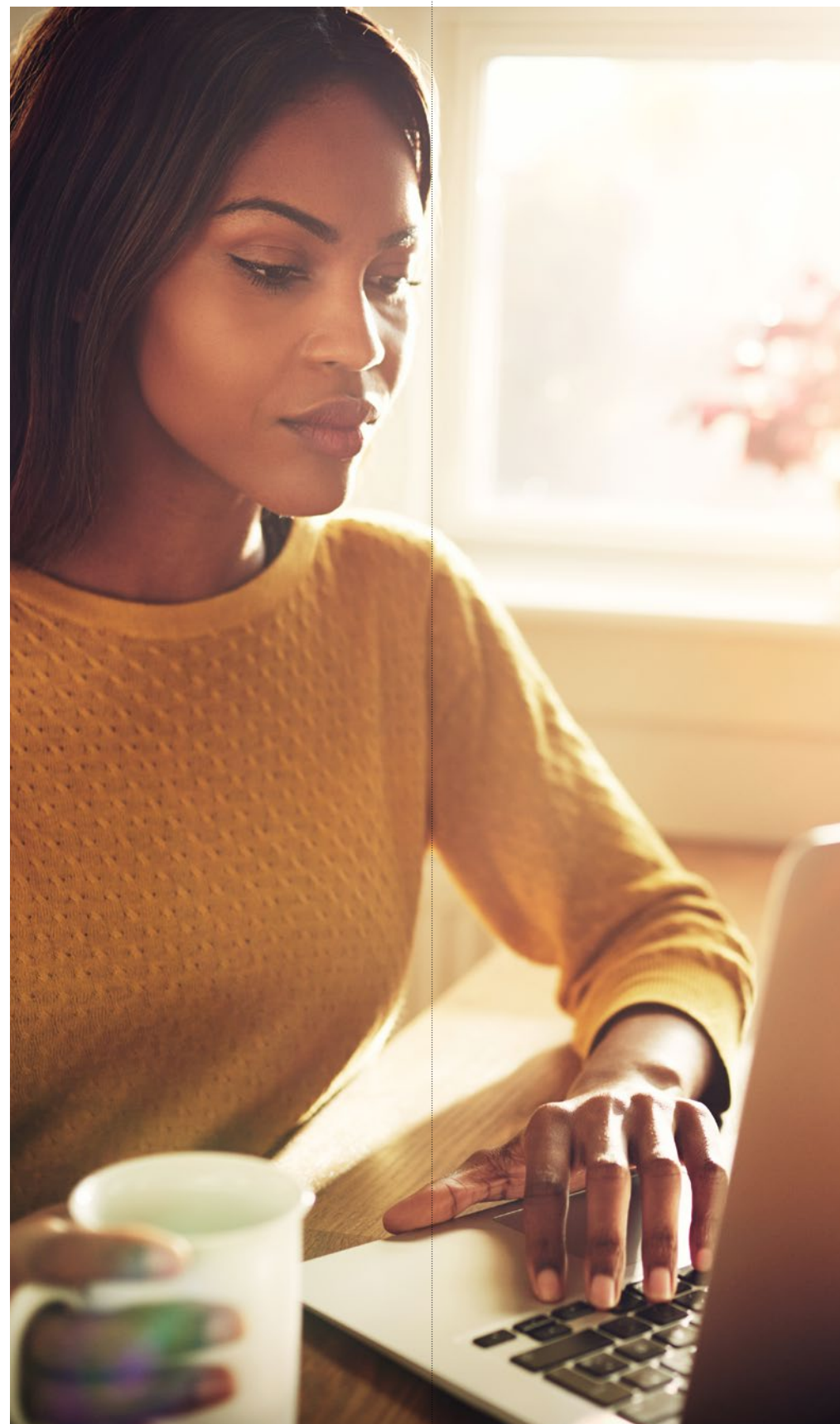
Since 2023, hundreds of female field-based colleagues and allies have come together, to talk about issues women face. The conversations have brought to life the experience of female engineers and given us valuable insight into how we can change our business to be inclusive for everyone.

2. Unlocking the power of neurodiversity:

A new toolkit brings together learning, policies and information on support available to colleagues encouraging us all to play our part in creating a neuro-inclusive workplace. It's designed to be referred to regularly until the steps within it become usual practice.

3. Initiatives, not just targets:

A greater focus on diversity initiatives is fostering long-term cultural change. Unlike diversity targets, which can be seen as quotas, initiatives prioritise creating inclusive environments and equal opportunities, ensuring diverse voices are heard and valued. This nurtures sustainable diversity, leading to authentic representation and meaningful organisational transformation.



1. Inclusivity in safety design:

The introduction of inclusive-fit Personal Protective Equipment (PPE) at our Scottish sites, which is now available to colleagues across all UK sites, is ensuring that all body types can feel comfortable in their work environment and helping to remove barriers to inclusion.

2. Targeted health support:

Our Women's Health sessions continue to be a priority across all our regions, as part of our commitment to all employee well-being and to addressing health inequalities. Expert support is given on issues experienced at key life stages, such as fertility, early parenthood, and the menopause - areas that are currently under-served. This has resulted in consistently high well-being scores for women in the company's My Voice Surveys.

3. Diversity data tool:

The launch of a DEI Dashboard, tailored for leaders and HR colleagues, provides us transparency on gender balance across all levels and regions of the business. The tool measures progress and supports data-driven talent decisions.



1. Deep Listening:

Through an extensive series of group and individual sessions with employees, networks, trades unions and senior leaders we have heard the authentic voice of what's important to our people, helping us develop our new Employee Value Proposition and reshape our Everyone's Welcome Roadmap action plans for launch.

2. Recruitment:

Our Licence to Hire learning programme is enhancing hiring managers' skills in inclusive hiring practice and addressing bias in our resourcing pipeline. The reception has been overwhelmingly positive, contributing to our strategic D&I ambitions and a step change in diverse hires as a result.

3. Talent development:

We're identifying female talent and tracking progress in succession and development plans, particularly in our Nuclear businesses. This means actively recognising and promoting career opportunities and role models, ensuring gender balance in leadership development, sharing experiences and celebrating successes, resulting in significant improvements to our senior team's gender diversity.

Top 3 things that have made a difference to gender diversity in our organisations:



1. Strategic focus:

We have built momentum behind our DEI engagement strategy, appointing our Country Manager as our DEI sponsor, launching the strategy to all employees, creating a DEI working group, and initiating six new Employee Networks Groups.

2. Leadership training:

75% of our manager population have attended inclusive leadership training this year and we continue to build on this. Training has also been provided on our new People Development Strategy supporting managers to have great development conversations with all their team, enabling stronger succession plans and retention, with the aim that every Global Leadership Position has a gender-balanced succession pool.

3. Attraction & recruitment:

New work experience weeks across three of our biggest UK sites are helping us grow our talent pipeline. We have reached more diverse talent pools for vacancies by implementing a gender bias decoder tool for our adverts, and we continue to challenge managers to have gender-balanced shortlists.



1. Creating community:

Building connections and networking so that women don't feel alone and want to stay and thrive, we have: launched our first Women in Ops conference leading to changes to field activities, PPE and mutual mentoring; focussed on the 45-60ys talent pool; and invested in ERGs like Women in National Grid and Women in Non-Traditional Roles.

2. Inclusive workplace:

New Standards ensure all our workplaces provide a positive, inclusive and equitable experience for everyone. Examples include accessible and non-hierarchical room design, wellbeing spaces, gender-inclusive toilets and provision of free and sustainable sanitary products.

3. Recruitment:

Our focussed efforts continue to have an impact on our representation targets, particularly for female apprentices. Leveraging our super-powered EVP and brand image to showcase our women in non-traditional roles and running external campaigns, we have started to put paid media behind this and are exploring using WING job boards and partnerships.



1. Gender pay reporting:

Ørsted, on average, pays women just as well as men. Our confidence is based on detailed analysis and our 2023 gender pay gap, which reported a negative pay gap for the second year in a row. This validates the actions we have taken toward gender pay equity.

2. Menopause support policy:

In the UK & Ireland, Ørsted put in place a policy to support employees affected by menopause. The policy has opened the door to frank conversations between employees and managers on a sensitive subject and created a framework for employees to seek reasonable adjustments if necessary to continue their careers.

3. Talent attraction:

To introduce more women to career opportunities, we piloted 'Women in Wind,' a three-week training course. Two-thirds of the women who participated in the programme are now employed in full-time jobs, ranging from blade repair technician to warehouse coordinator. A trade organisation is exploring replicating the programme.



1. Increased reporting:

There has been continued development of metrics to review gender balance throughout the employee lifecycle – recruitment, retention, talent identification – including tracking promotion rates and greater use of the diversity dashboard.

2. Mitigating bias:

Making multiple small changes in processes and systems is helping mitigate bias, especially in recruiting. Building on our inclusive language work, we've developed inclusive recruiting training for hiring managers and increased: diverse shortlisting, roles that are part-time by default and flexible working understanding for all.

3. Working parents:

We reviewed and implemented improved family leave provisions, with paid maternity and shared parental leave of 29 weeks and paid paternity of 12 weeks, plus additional leave for neonatal care, fertility and early pregnancy baby loss. Parental Leave coaching is available to new parents, to support their transition from and to the workplace and both their career and personal aspirations.



1. Executive Engagement:

Through the Executive D&I Committee, we have worked to launch a new Allies Programme for senior leaders.

2. Female Leadership:

We have launched development programmes to improve female progression from middle to senior management roles, in line with our commitment to cultivating female talent at middle management level.

3. Menstrual Health:

We have rolled out free sanitary products for all female employees across our UK sites.



1. Policies & procedures:

We have developed internal policies and procedures to support women in the workplace. For example, our enhanced Bupa offering now includes fertility health checks and enhanced menopause support.

2. Strategy engagement:

We have worked closely with our internal employee gender network to gather ideas and feedback, to help shape our DE&I strategy and its implementation.

3. Networking:

We have held a number of targeted networking events for female professionals.



Top 3 things that have made a difference to gender diversity in our organisations:



- 1. Attraction & development:**
Six Code First Girls participants joined So Energy to pursue tech careers after formalising our partnership in 2023 to address gender disparity in Science, Technology, Engineering and Maths subjects (STEM). This was also our second year sponsoring a colleague on the Oxford Women in Leadership Programme, with this year's participant having just been promoted to a middle management role in Technology.
- 2. Support for life stages:**
We endeavoured to update our people policies to go beyond legislative requirements. We introduced our Period and Endometriosis Policy and our Fertility and IVF policy to support women in all stages of life by championing more flexible and inclusive working patterns.
- 3. Transforming recruitment:**
Our new CV assessment process has transformed our recruitment. Male candidates used to constitute 70% of final-stage candidates. With the implementation of this new process, women now comprise 48% of all final-stage candidates, and in July, we saw 53% of roles filled by female candidates.



- 1. More data transparency:**
SSE's voluntary employee diversity disclosure rate increased from 20% (2020/21) to 72% (October 2024) by building the ask into the annual I&D training for all employees. This increased transparency allows for broader diversity data analysis – a cornerstone of driving meaningful change for all.
- 2. Inclusive recruitment practices:**
Continuously working closely with our hiring managers to develop the skills required for diverse recruitment has driven change at many levels. Our key KPIs for hiring processes for senior roles, ranging from gender-diverse shortlists and panels has shown a significant shift in the applicants and hiring profile over time.
- 3. Spotighting 'Women in Power':**
SSEs dedicated 'Women in Power' micro-site featuring women in SSE, their view of the industry and their flexible, ambitious, and rewarding careers, became the second most visited area on the SSE Careers website. This, along with access to our eight belonging communities, has influenced women joining and staying on at SSE.



- 1. Allyship:**
The 7Ally Upstander pilot has been successful, training over 800 people so far and increasing discussion on inclusivity and acceptable workplace behaviours. We're extending the programme across the business, starting with leadership onshore and offshore, to drive our inclusive culture and engage the majority while supporting the minority.
- 2. Attracting talent:**
Our conversion programmes attract cadets, engineers and professionals from outside our energy, improving diversity of gender, thought and nationality. Targeting areas with talent pipeline issues, such as mid-career female engineers, we have successfully integrated high-calibre individuals both onshore and offshore.
- 3. Leadership development:**
In our new talent management process, we assess for potential, draft succession plans and look at top 10 females and males per business, resulting in a steady increase of women in leadership succession plans. Our process provides a global view of our female talent, enabling focused training and development to grow and succeed.



- 1. Policies & procedures:**
We continue to review and implement global policies and processes that support women and have introduced: Menopause Guidance; sanitary products provision in all offices; more inclusively-designed PPE; and a new Code of Conduct to strengthen and promote a 'Speak Up' culture.
- 2. Effective Networks:**
There is Executive sponsorship of and investment in Wood's seven global employee networks, designed to provide platforms for people to connect and learn, with annual action plans and an invitation to feed back to leadership. Our Equal Footing Network brings together employees passionate about inclusion and gender balance.
- 3. Monitoring progress:**
We regularly review if we're on track to meet our goal of 40% female representation in senior leadership by 2030. We analyse data monthly for trends and report in our quarterly business reporting; we ensure a diverse pipeline in graduate and early careers programmes; and we identify high potential women for development and succession planning.

Ongoing
challenges that
require **more**
focus



Increasing female representation in **leadership roles**

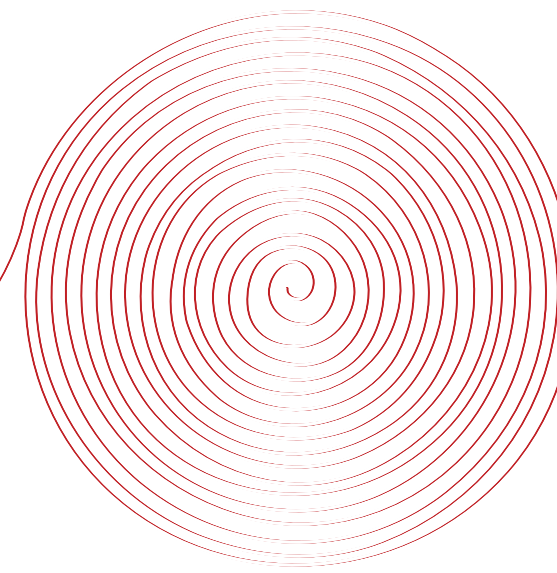
While our companies have ambitious goals, mostly aligned to POWERful Women's 40% by 2030 target or beyond to gender balance, the slow speed of change remains a challenge for many.

Reasons cited for difficulties appointing and retaining women in key roles at the top include an ongoing contest for talent in the industry, slow turnover rates, with fewer and less frequent vacancies arising at this level, and a general lack of balance in application pools affecting diversity across the whole sector. While several companies have been successful in increasing female representation at the top, it requires focus to maintain this in future recruitment.



Actions that ELC companies plan to take to address this include:

- ✓ Continuing to focus on diversity at the top and working harder to actively attract and appoint accomplished women
- ✓ Using succession planning and embedding discussions on female talent in leadership meetings
- ✓ Monitoring data on employee progression trends to identify opportunities and barriers
- ✓ Addressing middle management barriers to build a pipeline to leadership
- ✓ Showcasing female successes, achievements and role models (while being open and honest about what is realistic development)
- ✓ Developing sector attractiveness for more diverse candidates
- ✓ Establishing connections with more partner organisations, such as those that support military veterans
- ✓ Removing bias and adding rigour to development and recruitment processes





Increasing female representation in middle management and field roles

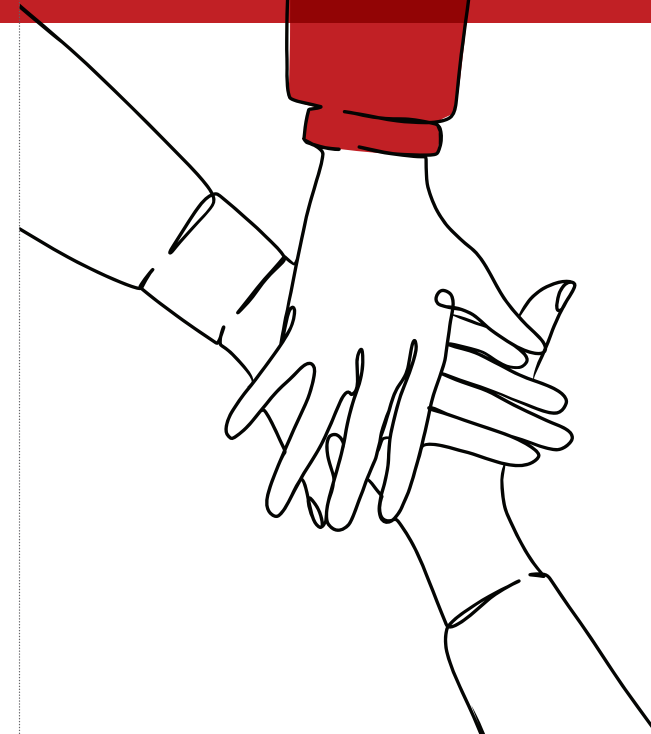
Several of our companies also report a particular challenge addressing the ongoing gender gap at middle management in the energy sector. This has been a focus of the ELC in the past two years and representation is going up, but career barriers at this level still exist. A focus is required on recruiting and, just as importantly, retaining and developing women at early and middle management level, which is as much about ensuring they work in a supportive culture as it is about hiring policies and processes (see also the Inclusion challenge below).

In particular, a very common theme in feedback from our D&I Leads is the difficulty in filling traditionally male-dominated and isolated field roles (operational, technical, engineering, science, offshore) with talented and qualified women, and then keeping them. Some progress has been made building diversity here, but there is more to do.



Actions that ELC companies plan to take to address this include:

- ✓ Tailoring outreach to women, targeting them in job ads and social media posts
- ✓ Developing more allyship through programmes and employee engagement to embed inclusive cultures that support women at this level
- ✓ Raising awareness in communities of career pathways in energy, such as partnering with research agencies and local organisations
- ✓ Ensuring that all roles are desirable for women and provide work/life balance that is sustainable (for example, for engineers and field roles)
- ✓ Investing much earlier in the education process, and in Women in STEM programmes, to spark interest, attract young girls into the industry and build a pipeline of early talent
- ✓ Developing and using clear and rigorous recruitment and development plans and targets
- ✓ For the challenge of recruiting and retaining offshore, using conversion programmes and proactive engagement with marine colleges
- ✓ Implementing effective mobility policies



Engaging 'the majority' on the value of DEI

Engaging 'the majority' on the value of DEI, particularly in light of the growing anti-DEI sentiment in the media and politics, is still a challenge. Work is required with majority groups who may feel disenfranchised and disengaged, to bring them into the conversation.



Actions that ELC companies plan to take to address this include:

- ✓ Making good use of data to help colleagues understand the value of DEI to everyone's work
- ✓ Ensuring that all DEI communications and efforts are inclusive of all people, particularly those in field-based roles
- ✓ Being clear that DEI is everyone's responsibility, through defined interventions and engagement with local leaders

Creating a truly inclusive environment

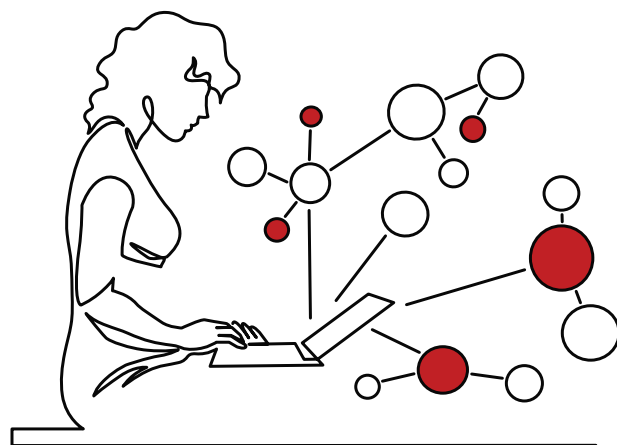
We prioritise creating a supportive workplace environment, where everyone consistently feels safe, valued, listened to and celebrated and can therefore thrive in their jobs. However, addressing persistent non-inclusive behaviours and 'banter' among employees was raised as an ongoing challenge by several companies, particularly in traditionally male roles and locations. One company noted that, through their inclusion index survey to measure the positivity of employees, fewer women than men felt that the business was good at calling out non-inclusive behaviours.

Leaders play a key role in promoting and role-modelling inclusion, taking personal responsibility and ensuring accountability within their teams. Inclusion is also about practical actions and changes, like ensuring equipment and supplies meet the needs of a diverse population and there is more work to be done in this area, such as on PPE for women.



Actions that ELC companies plan to take to address this include:

- ✓ Keeping psychological safety central to the company's values, vision and implementing specific actions to achieve this
- ✓ Educating employees, including ensuring they are aware of sexual harassment legislation
- ✓ Helping employees challenge un-inclusive behaviour and educate their colleagues 'in the moment', by better signposting support available
- ✓ Advancing inclusive leadership practices by revising leadership development programmes, including for example personal inclusivity assessment and 360-degree feedback
- ✓ Continuing to develop improved PPE and other equipment to make it inclusive



Gathering comprehensive data

All our companies are committed to gathering and reporting (both internally and publicly) our data on female representation, and recently we have made significant progress on this at middle management level. However, some of our members identified challenges that remain.

Global companies can be limited on what DEI data they collect and analyse due to different data protection laws in the companies in which they operate. Decentralised business models with differing and sometimes inadequate data collection processes can also impede accurate DEI assessment (for example on recruitment).



Actions that ELC companies plan to take to address this include:

- ✓ Exploring different mechanisms for collecting DEI data next year, for enhanced reporting
- ✓ Aligning data collection with wider business strategy objectives, for example around talent and growth



Making flexible working work

We know that hybrid and flexible working policies have been shown to especially benefit women and should be here to stay. However, a couple of companies have seen that an adverse effect can be a decrease in engagement and connection among all colleagues.

Another issue raised was around non-birth parent leave and the challenge of making this work with a large male field population supporting customers in winter months and unpredictable weather.



Actions that ELC companies plan to take to address this include:

- ✓ Continuing to support hybrid working but focusing on how to achieve hybrid engagement
- ✓ Continuing ongoing work to find a solution around parental leave that balances the needs of colleagues with those of customers



Cross-gender networking and allyship

Leadership programmes are an essential part of all our strategies for cultivating female talent and improving representation at the top. However, they need to be well-designed, including allowing cross-gender networking, which is a key component of effective talent development and allyship.



Actions that ELC companies plan to take to address this include:

- ✓ Making development programmes gender balanced but with specific modules focused on skills for women in business
- ✓ Continuing to evaluate and refine approaches to ensure effective training for women that also fosters an inclusive and diverse learning environment



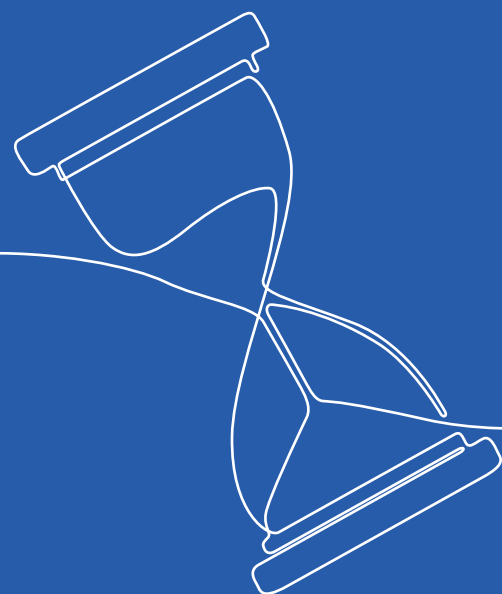
Cultural intelligence and intersectionality

There is more work to be done to provide greater intersectional opportunities for women, to support those who are in additional minority groups. We also need to nurture better cultural understanding in our organisations, as we become more diverse.



Actions that ELC companies plan to take to address this include:

- ✓ Refining the DEI strategy to achieve EDGEPlus Gender Equality certification, which measures how gender intersects with other aspects of diversity
- ✓ Introducing and promoting specific initiatives, such as cultural intelligence masterclasses, cross-cultural mentorship and employee-led cultural events programmes
- ✓ Establishing an independent advisory council with external members to oversee initiatives, provide insights and monitor progress



Accelerating the pace of change

3

CHAPTER

Our Plans for ELC Year Seven



"Achieving a successful and equitable transition to net zero, and supporting the UK's clean energy plan for 2030, means we need to access the very best talent available.

I know that the members of the Energy Leaders' Coalition are committed to advancing diversity and inclusion in the UK energy industry and fully supportive of POWERful Women's 40% by 2030 goal for women in leadership and middle management, and beyond that to gender balance.

We can see from this year's report that progress is being made to increase diversity and inclusion in the workplace, with bold ambitions and visible commitment from leaders. But we all agree that we need to accelerate the pace of change, and I am determined that the ELC's work in the coming year reflects that.

We will do more to elevate the role we all play as business leaders and change-makers in the sector. We will continue to challenge and learn from others, sharing what works, showing vulnerability on what we don't know, and working together to find robust solutions to the remaining challenges – to help build a diverse workforce with the skills and innovation the UK needs for the future."

Cordi O'Hara , President of National Grid Electricity Generation and incoming Chair of the ELC



2025

Next year's theme: driving collaboration to maximise impact

The Energy Leaders' Coalition is unique in bringing together key business leaders, meeting on a regular basis to focus on a common goal.

The continuity, commitment and influence of this leadership is special and its power can be elevated even further to truly effect change in the sector.

In 2025, the work of the ELC will focus on three key areas:

01

Leading change

We will work to uncover and champion **solutions** to the key DEI challenges we have identified both within our own organisations and across the industry. And we will aim to raise our game when it comes to **advocacy**, increasing our visibility and influence on this topic through our own platforms and public profile: at industry events, through the media and social media, and across our networks.



02

Supporting UK net zero ambitions

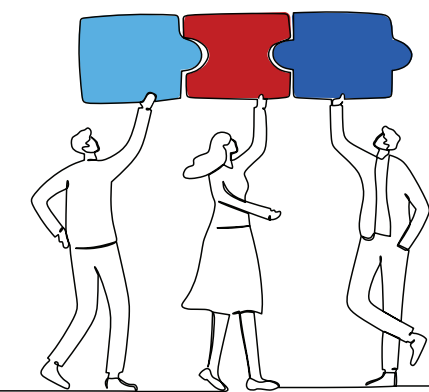
As we look towards the energy transition, we want to **align our own activities with the government's ambitions** and activities. We will engage with Ministers and civil servants to support the skills agenda, their 2030 clean energy mission, and how industry and government can work together achieve a secure, equitable and affordable transition to net zero.



03

Maximising our collective efforts

There are many different organisations working on aspects of diversity, equity and inclusion in the energy industry and more widely (in the UK and internationally). This landscape is busy and complex, and we need to ensure that efforts are focussed in the most effective way to deliver all our goals. We will therefore support work to **strengthen linkages and drive collaboration** across the variety of initiatives, advocates and change-makers.



Energy Leaders' Coalition Charter:

A commitment to take a lead on driving improved business performance and collectively creating an inclusive vibrant sector working to reduce carbon emissions and provide clean energy for all.

Your commitment as a leader:

- ✓ Recognise your personal role in driving change, acting as an Ambassador for better balance
- ✓ Communicate your ambition, your targets and your timeline for change in a public declaration
- ✓ Hold yourselves accountable for your progress
- ✓ Set key measures to track progress and report publicly on them
- ✓ Provide the resources you need to deliver your ambition and support your people to do so
- ✓ Communicate progress across your organisation
- ✓ Share successes externally and look to peers for solutions to challenges.

In return, you:

- ✓ Are understood as being ambitious but honest about the fact there is much more to be done
- ✓ Attract talent that might not otherwise be looking to your organisation
- ✓ Are supported and mentored to break down internal barriers to progress
- ✓ Give your organisations an 'edge' in the search for talent
- ✓ Improve the public perception of your organisation and the energy sector
- ✓ Are supported to drive sustained inclusive culture change at a time of transformational change.



POWERful Women
is a professional
initiative working for
a **gender-balanced,**
diverse and inclusive
energy sector

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POWERful WOMEN

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