
Gender Diversity

in Energy Company Leadership Teams

2024



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Introduction

Over the past seven years, we have been reporting on the levels of female diversity at executive level across the Infrastructure sectors, including energy.

Year on year we have seen small and steady improvements. In 2016 25% of Infrastructure companies had zero women in their leadership teams and this year that is down to 13%.

Unfortunately, we have noticed that the energy sector is the least gender diverse sector within the Infrastructure industry.

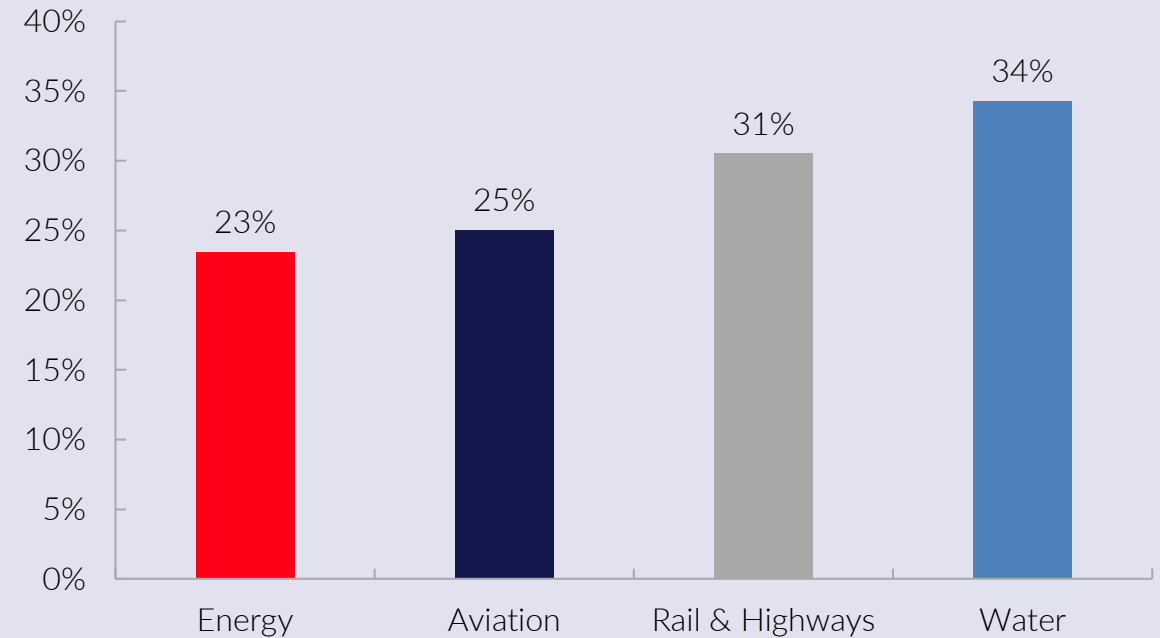
In this report, we focus on the largest of the energy infrastructure owners (Energy Companies) and how these companies are performing, the areas that need improvement and practical solutions from experts within the sector.



In 2024, 33% of energy companies have female representation in at least a third of their executive roles.

This is compared to only 37% in the wider Infrastructure industry.

% of Female Directors on Executive Teams



Findings for 2024

33%

of energy companies
have met the 33.3%
target

13%

of energy companies
have 50% or more
female Directors

0%

of CEOs in energy
companies are
female

In the government’s Hampton-Alexander Review in 2021, the FTSE 350 met the target for a third of board positions to be filled by women by December 2020. A new target of 40% was set to be met by December 2025.

We found that the top UK energy companies are not performing as well as the FTSE 350 when it comes to gender diversity.

Just 33% of the top 10 UK energy companies have met the original 2020 target.

Likewise, when it comes to female representation of CEO’s, energy companies are not as diverse as other Infrastructure sectors.

None of the top 10 largest energy companies have a female CEO. This compares to 18 female CEOs in the top 150 Infrastructure companies.

	2024		
	Energy Companies	Top 150 Infrastructure Companies	FTSE 350
Female CEO	0%	11%	6%
Companies with no Female Directors	7%	13%	4%
33.3% Female Directors	33%	37%	52%

7%

OF THE TOP 10 UK ENERGY COMPANIES DO NOT HAVE ANY FEMALE EXECUTIVE LEADERS



Functional Split

57% of HR Directors across energy companies are women.

In core operational functions (Operations, Capital Projects, Commercial, and Engineering), the proportion of women in executive roles is typically much lower. The energy sector demonstrates a similar trend to other infrastructure sectors; there are typically more women in support roles. In the wider Infrastructure industry, 72% of Directors within the HR function are women.

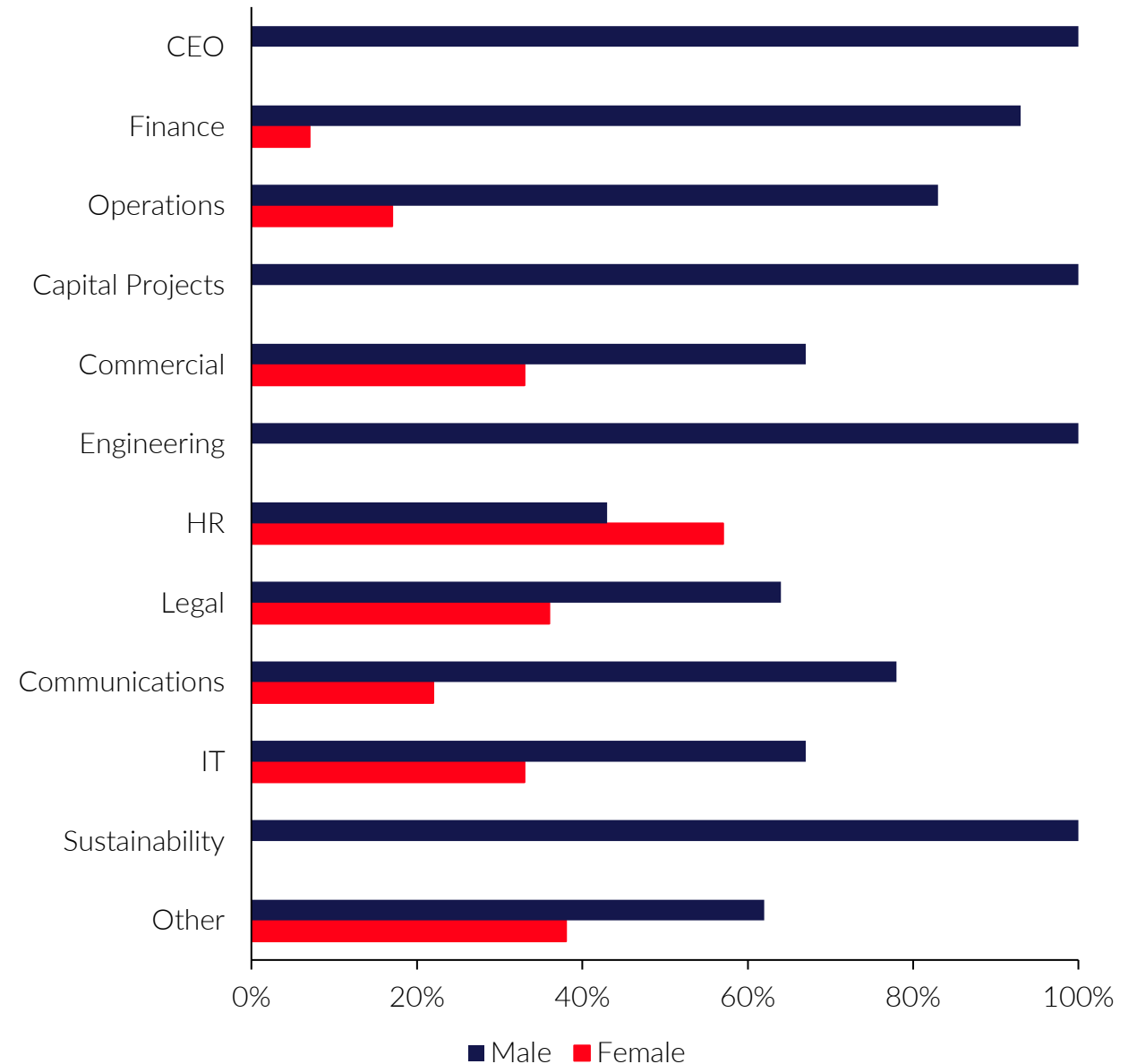
At the time the research was conducted there wasn't a single female CEO, Capital Projects, Engineering or Sustainability Director on the executive team of any of the energy companies.

However, diversity in any executive leadership is important. As the FTSE Women's Leader's review 2023 states:

“ The aim of the Review has always been a simple yet important one – to improve the representation of all women in all leadership positions. The dominance of women in the Human Resource Director role and as Company Secretary is welcomed, as are their voices at the top table.



Gender Split by Function

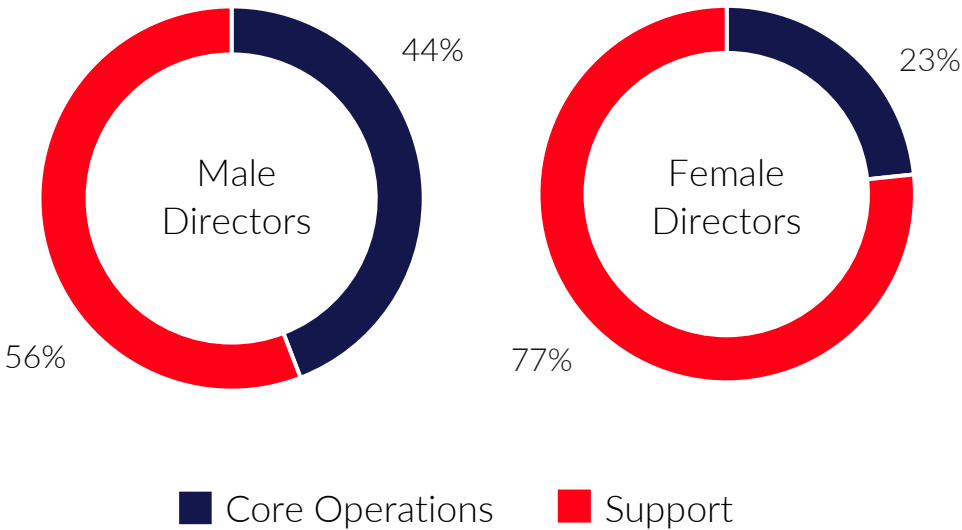


Functional Split



23% of female Directors in energy companies are leading core operational functions.

Distribution of Director's Across Core Operational Functions and Support Functions



	Female Directors by Function			
	Energy	Water	Rail & Highways	Aviation
CEO	0%	60%	11%	0%
Finance	7%	9%	20%	40%
Operations	17%	9%	20%	25%
Capital Projects	0%	25%	27%	33%
Commercial	33%	0%	35%	29%
Engineering	0%	25%	20%	0%
HR	57%	67%	88%	50%
Legal	36%	0%	20%	75%
Communications	22%	50%	36%	0%
IT	33%	40%	11%	0%
Sustainability	0%	100%	0%	0%
Other Support	38%	60%	41%	0%

Comparison to the Supply Chain

7%
of Finance Directors at
energy companies are
women

22%
of Legal Directors at
energy companies are
women

*Within consultancies we have classed all leaders of major divisions as Consulting for this functional comparison.

	Female Directors on Executive Teams by Function and Company Type			
	Energy Companies	Consultancies*	Contractors	Suppliers
CEO	0%	8%	3%	30%
Finance	7%	28%	16%	40%
Operations	17%	*	5%	9%
Projects	0%	*	0%	0%
Commercial	33%	*	0%	0%
Engineering	0%	*	14%	0%
Consulting*	57%	12%	0%	0%
HR	36%	75%	63%	33%
Legal	22%	55%	40%	50%
Communications	33%	71%	75%	50%
IT	0%	25%	43%	0%
Sustainability	38%	75%	14%	0%
Other Support	0%	30%	13%	0%

What are energy companies doing to #inspireinclusion?

International Women's Day on the 8th of March, is a key opportunity to celebrate the achievements of women, raise awareness about discrimination, and take action to drive gender parity. This year, IWD is encouraging companies to think about how they can #inspireinclusion.

Most companies recognise that increasing diversity is a positive action and that it is good for business. There is a rising shift towards retaining diverse talent rather than just recruiting diversity. Companies now need to demonstrate that they can create an environment for diversity to thrive.

“ The under-representation of women really matters given the challenges of a successful, fair and affordable energy transition. We need concrete action now to appoint and retain talented women: address bias in recruitment and create a culture of inclusion, where women's needs are heard on policies like flexible working and professional development. And men need to be brought on the journey too, as allies and caregivers - equal parental leave could be a gamechanger!

Katie Jackson, Chair of POWERful Women



When you walk into an office, you need to see people from all backgrounds in the workforce and attending the meetings. People won't stay at an organisation if no one else shares their opinions and values.

It's not enough for an organisation to talk about diversity anymore; action must be taken to ensure women want to develop their career within the company. There needs to be a culture of inclusion.

To understand how the energy sector is driving inclusivity, we spoke to POWERful Women. Launched in 2014, POWERful Women is a professional initiative to create a gender-balanced, diverse and inclusive UK energy sector. Working with business leaders, D&I experts, government, the regulators and aspiring women, they aim to accelerate change so that there is diverse talent for the energy transition.

Case Studies

In November 2023, POWERful Women published a series of case studies showcasing how gender inclusivity has been demonstrated in the energy sector. These case studies were part of the latest Energy Leaders' Coalition Report. You can read these in full, alongside other good practice case studies, here:

<https://powerfulwomen.org.uk/company-case-studies/>

Cavendish Nuclear

In 2023, Cavendish Nuclear launched a business wide inclusion plan.

A key element within the inclusion plan is their Inclusive Leave Policy, which sees the introduction of significant pay and benefit enhancements for those with adult and childcare responsibilities.



Cavendish Nuclear also launched a refreshed leadership development programme with a module designed to help leaders build an inclusive workplace.

Aims of the module include:

- Know what inclusion and diversity means and why it matters
- Be aware of behaviours that are discriminatory, bullying, or harassment and know how to manage them.
- Develop the skills to manage courageous conversations.
- Identify ways to build an inclusive culture.
- Identify tangible actions to improve working practices and make them more inclusive.

Case Studies

Drax

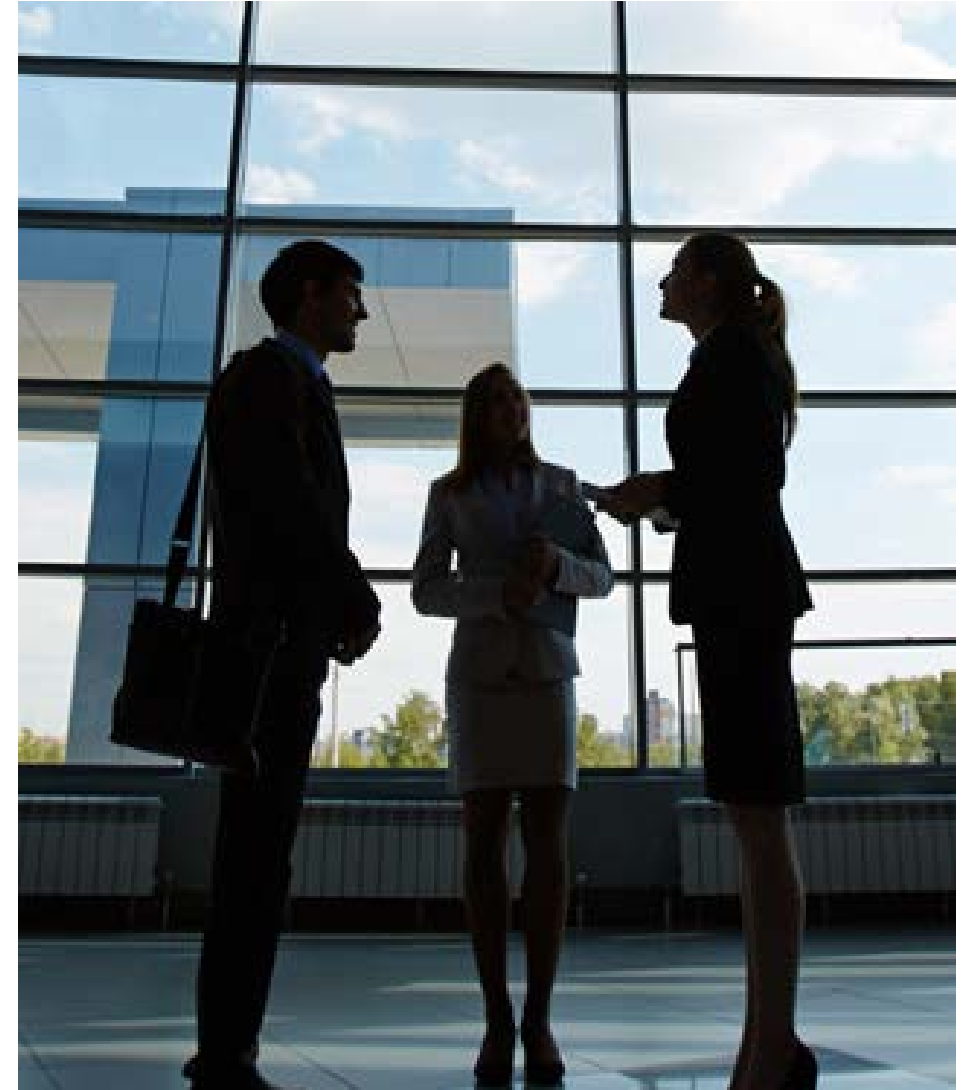
Drax recognised that more employees were asking for greater support around key life stages such as fertility, pregnancy, birth and menopause, as well as broader women's and men's health topics.

In response, Drax established a partnership with Peppy in February 2023, offering:

- One-to-one personalised health support provided by qualified practitioners together with peer-to-peer support, support networks and group support sessions.
- Tailored content and personal programmes, such as eight-week health programmes, as well as clinically supported video and written content.
- For menopause - awareness and support for perimenopause, post-menopause, symptom management, treatment referral and more.
- For early parenthood – support during pregnancy or adoption and the baby's first months including, infant feeding, sleep and pelvic health and birth recovery, plus coaching mothers on returning to work.
- For fertility – support those considering or trying to conceive, dealing with miscarriage and loss, support for surrogacy and adoption.

drax

POWERful WOMEN



Case Studies



EDF

EDF has been working on increasing menopause awareness and available support, responding to the focus nationally and the ask from its employees for information and guidance.

Company data reveals that 22.1% of EDF employees are women 36 years old and above. In the knowledge that potentially some women will struggle with their symptoms to such an extent that they feel their only choice is to leave the workplace, EDF is making the effort to provide its people with a broad range of support.

This includes:

- A calendar of awareness raising events.
- A menopause information hub.
- A menopause network.
- Monthly 'Menopausal Moments' drop-in sessions.

Methodology

We compiled a list of the top 10 energy companies and identified the senior executive team of each business within the UK as of 2023.

Where we have discussed the statistics of the CEO role, this has been the CEO or the nearest equivalent in the most senior executive leadership position.

For the purposes of this report a Core Operational leadership role in the executive team has been a direct report to the CEO who leads either Operations, Engineering, Commercial or Capital Projects.

A special thank you to POWERful Women for their invaluable insights. You can find out more about the initiative at <https://powerfulwomen.org.uk/>.



Authors



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