



# Inclusive Insights: Unveiling The Power of Diversity & Inclusion Data

Toolkit

## Acknowledgments

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### **London Office:**

First Floor, Paternoster House  
65 St Paul's Churchyard  
London EC4M 8AB  
Tel: 020 78022400

### **Aberdeen Office:**

4th Floor, Annan House  
33-35 Palmerston Road  
Aberdeen AB11 5QP  
Tel: 01224 577250

[info@oeuk.org.uk](mailto:info@oeuk.org.uk)

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## Abbreviations

Abbreviations	Definitions
D&I	Diversity & Inclusion
OEUK	Offshore Energies UK
GDPR	General Data Protection Regulation

# 1 Introduction

Welcome to this Diversity & Inclusion (D&I) Data Toolkit. It has been designed to help explain the importance and benefits of collecting D&I data. It equips organisations with the knowledge and tools needed to create a more inclusive workplace.

As an industry we are continuously working on creating an inclusive culture. This toolkit aims to raise awareness of the importance of the topic, and what you and your organisation can do to make a difference. D&I data collection can be the first step, as you can make decisions based on it. Data is a powerful tool, used properly: it can help ensure that everyone is valued and treated with respect regardless of any differences.

This toolkit covers different types of D&I data. It explains why it is important, how to collect it and how to address concerns about the collection process.

## 1.1 What is D&I data?

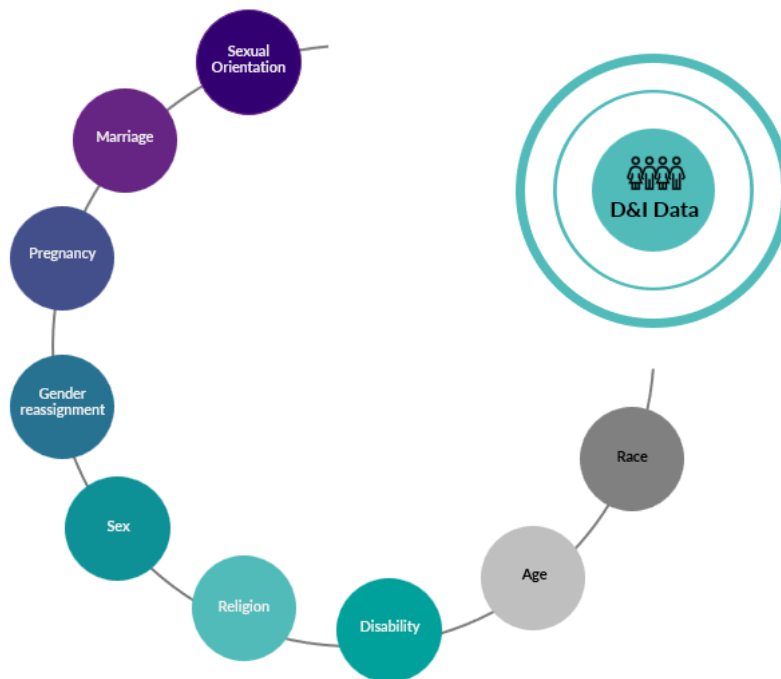
Before collecting D&I data, it is important that organisations understand what they should be collecting. D&I data relates to the characteristics that make us all unique. It typically refers to characteristics that help distinguish people from each other. For example: age, gender, and race, as well as other protected characteristics in legislation. However, it is also important to consider other factors that are not now covered by legislation, such as social mobility.

When organisations collect D&I data, it is important that they use this data to make the right strategic decisions to create an inclusive culture, one that provides equal and fair opportunities to all its workers. This requires

- intersectional analysis,
- qualitative insights, and
- quantitative indicators

These can shed light on the specifics related to D&I. Better understanding of the data they are collecting could lead organisations to transform themselves systemically, which would have a positive effect on from entry level employees through to senior management. By methodically gathering, analysing and applying D&I data, organisations can monitor their progress and foster cultures in which every person is respected, valued, and given the opportunity to succeed.

## 1.2 Types of D&I data



Organisations should know what data to collect in order to create a diverse and inclusive workplace. Many organisations already collect the data shown above based on the nine protected characteristics in the [Equality Act 2010](#), which protects people from discrimination.

Furthermore, some organisations go above and beyond and collect additional data. For example:

- Neurodiversity data that will help highlight an individual's neurological conditions and any cognitive differences.
- Social background data that will provide information related to an individual's socioeconomic status, educational background and upbringing.
- Ethnicity data that could enable the organisation to understand the cultural demographic of the workplace.

By systematically collecting and analysing the types of data mentioned above, organisations can learn more about their workforce demographics and identify areas for improvement. Furthermore, leveraging qualitative and quantitative data enables you to fully understand broader issues as well as individual experiences. This makes it easier to tailor strategies that benefit all.

## 2 Why collect D&I data?

Collecting D&I data is the first step organisations can take to ensure that they create the best working environment for their employees and all those they work with. For historical and ongoing reasons, it has become more important than ever to concentrate on equality and for us to embrace diversity and maximise inclusion. The public's awareness of systematic injustices, discrimination and inequality in a range of social, political, and economic contexts has grown. All of this has occurred as a result of shifting societal standards, changing demographics and better knowledge of what causes inequality.

Movements that support the rights of various marginalised groups, such as the #MeToo, Black Lives Matter and the LGBTQ+ rights movements have growing support and have contributed to a collective demand for equality and fairness.

Furthermore, it is impossible to overlook the influence of social media and technology. These online platforms have given people a place to talk about their experiences and spread awareness, which has helped to rally support for a range of social justice initiatives. Global awareness of issues related to inequality have now been made easier by the quick spread of information via various media.

Regulatory bodies and the UK government are actively striving to ensure equal opportunity and the eradication of discrimination. They promote and encourage other organisations in the UK to take the steps necessary to foster a diverse workplace where every individual feels valued. The [Equality, Diversity and Inclusion Strategy 2020 to 2024](#) is an example of what the government has put in place to promote diversity.

Ensuring the right data is collected will allow us and other organisations to tailor strategies that will create a working environment where all employees feel heard, seen and valued. This holistic collection of D&I data can lead to improved relations in the workplace.

The mere fact of collecting this data shows that the organisation recognises these issues exist. However, true transformation only occurs when we act upon this data, effecting positive changes that benefit the organisation and also society in general.

The success of the data collection process will depend on good communication. Organisations could learn from external experts. Applying this knowledge could enhance the organisation's understanding of specific topics, further enriching the data collection process.

Collecting this data will enable you to identify trends in the workplace that can help:

- Highlight areas where some employees may feel uncomfortable in the workplace.
- Track progress toward D&I goals within the workplace.
- Attract and retain highly skilled employees.
- Raise the status of under-represented groups.

Organisations are now starting to use D&I data to support the growth of their businesses. Research has shown that businesses embracing diversity are 35% likelier to perform better financially than those that lack diversity ([McKinsey, 2015](#)), based on analysing metrics such as financial results and the balance of sexes in the top levels of the management team. Furthermore the same study showed that companies

in the top quartile for racial and ethnic diversity have a 30% higher probability of achieving better-than-average financial returns for their respective national industries.

**Below are a few examples of what collecting D&I data can do for organisations:**

- **Benchmarking**

Organisations can get the full benchmarking picture, comparing their D&I metrics with industry standards and peers. This valuable insight allows them to gauge their progress and identify areas for improvement.

- **Celebrating and sharing**

Organisations can celebrate and share their success stories in promoting D&I. This not only boosts morale internally but also enhances their reputation and makes it easier to attract diverse talent externally.

- **Environmental, Social and Governance (ESG) reporting**

Organisations can meet some of their ESG reporting obligations by reporting D&I data. It shows their commitment to responsible business practices and aligns with broader sustainability goals.

- **Risk mitigation and inequality identification**

Collecting D&I data helps organisations mitigate the risks of unconscious bias and discrimination in the workplace by shining a light on potential disparities and areas where corrective actions are needed. It allows them to address inequalities and foster a more inclusive work environment.

- **Recruitment and retention**

Analysis of D&I data will show organisations what factors may be in play, consciously or not, during the recruitment process and whether any of these might be detrimental to the organisation's success. Job satisfaction depends in part on being free to be open, without fear of discrimination on grounds not relevant to their ability to do their job. Plenty of analysis has been done showing that hiring departments are often prejudiced against certain ethnicities. Similarly, exit interviews provide a good opportunity for the HR department to assess the organisation's health from a D&I viewpoint.

Once the data has been collected, the organisation can make decisions to ensure that everyone in the organisation is treated equally: personal values are taken into account and promotion is open to all.

But the onus is also on individuals to provide data: otherwise it will be harder to ensure that their experiences and backgrounds are factored into the decision-making process. This will make it a more comfortable work environment, making it easier for others also to bring their authentic selves to the workplace.



### 3 Collecting D&I data in a safe environment

An environment where everyone in the organisation is comfortable sharing their data with their employer is of paramount importance. This depends on effective communication channels between all involved in the data collection process and employees feeling free to withhold data if they have concerns about how it will be used. If an unusually large number of people exercise their right not to fill the survey in, more work is probably needed.

It is important for organisations to be able to collect this data efficiently, respectfully and in a way that is legally compliant. D&I data is covered by data protection rules, and it is therefore essential for all organisations to ensure that they establish the appropriate legal measures to protect the confidentiality of all the data they collect. The UK follows the [Data Protection Act 2018](#) and it is essential for all organisations to follow this when collecting D&I data, and it is useful to remind employees that their data will not be misused. The ICO guide, available at [UK GDPR guidance and resources | ICO](#) also outlines the necessity for all employers to adhere to the EU General Data Protection Regulation. However, it is important to note that different organisations might be subject to both UK and EU legislation.

All organisations must have the right systems in place, in particular HR systems that can support efficient data handling. When collecting data, one of the big questions asked is: ‘What exactly could we use?’

HR systems usually perform this function and it is essential to ensure that the systems are consistently monitored and easy to use. In some organisations the HR systems might not support D&I data collection: alternatives include employee surveys. Organisations should encourage all employees to complete them and explain why cultural awareness is necessary.

Organisations can also provide reassurance by explaining what the data would not be used for, making employees more comfortable with sharing their data.

Below are a few examples of what D&I would be used for:

- **Benchmarking:** D&I data allows organisations to assess their current status which can be used as a benchmark for comparison with industry standards.
- **Strategic planning:** organisations can use D&I data to set goals and targets for greater D&I within the workplace.
- **Recruitment and retention:** D&I data can be used to identify any gaps in representation that could enable the organisation to focus on this in the recruitment process.
- **Training and development:** D&I data can help identify areas where employees may need additional training opportunities which could enhance their awareness.

Below are a few examples of what D&I data would *not* be used for:

- **Employee performance:** assure employees that their data will have no impact on performance management processes or their career.
- **Job security:** make it clear that information has no impact on their job security.

- **Bias:** highlight that this will not be used to create any form of stereotypes.
- **Personalised profiling:** clarify that the data is not used to target individuals or to be used against anyone.

## What follows data collection

Once collected, the data must be analysed effectively. Comparing response rates across the organisation helps gauge participation levels, possibly highlighting disengaged groups who might give a higher-than-average 'prefer not to say' response. Low response rates might be disappointing but they are important data points in their own right.

Segmenting the data collected allows for thorough review and decision-making tailored to each category. Identifying patterns and disparities post-collection is pivotal to the survey's success, as certain demographic groups might be under-represented or encounter barriers to progress. Understanding the root causes of these disparities is also essential for addressing the underlying issues that the data highlights. Furthermore, engagement with key stakeholders involved in D&I, such as employee resource groups, enhances the organisation's ability to leverage the collected data effectively.

The organisation should also develop and deliver action plans based on these insights so both employees and leadership can steer the organisation towards its D&I objectives. These should be communicated transparently, and progress should be monitored and reported. If employees do not see anything happening after giving their data, they will see little benefit in repeating the exercise.

## 4 Conclusion

In summary, organisations must prioritise the systematic collection and continuous review of data, while also setting targets and making informed decisions. These actions are vital for steering the organisation in a positive direction, benchmarking, fostering a supportive work environment and demonstrating appreciation for all employees. Such efforts not only enhance employee performance but also facilitate the achievement of organisational objectives and aid in attracting a diverse pool of talented individuals.

The information that employees provide contributes to a better understanding of the diversity mix within the organisation. It paves the way for more targeted initiatives that address specific needs, such as adjustments to support neurodiverse colleagues, identifying and addressing ethnicity pay gaps (according to the [CIPD](#) 19% of organisations voluntarily report their ethnicity pay gap) or respecting faiths by introducing prayer/faith rooms to ensure that individuals are able to practice their faith while at work, or adjustments made during Ramadan. Such actions send strong signals that employees are respected and valued as individuals.

As noted earlier, collecting D&I data is the first step your organisation can take to ensure that these questions are taken seriously. But it does not mean much without thorough analysis followed by any necessary remedial action. It allows for informed decision making and strategic planning to ensure that organisations improve our industry's reputation for D&I.

## 5 References

[Equality, Diversity and Inclusion resources | CIPD](#)

[Employers must review progress on race and ethnicity commitments \(pinsentmasons.com\)](#)

[Emerging trends for diversity and inclusion in 2023 \(pinsentmasons.com\)](#)

[Ethnicity Pay Reporting Guidance For Employers](#)

[What is diversity data and how to collect diversity data - EW Group \(theewgroup.com\)](#)

[Introduction and overview - GOV.UK \(www.gov.uk\)](#)

[HR Data Hub](#)

[Why diversity matters - McKinsey](#)

[Equality Act 2010](#)

[Equality, Diversity and Inclusion Strategy 2020 to 2024 - GOV.UK \(www.gov.uk\)](#)

[Data protection: The Data Protection Act - GOV.UK \(www.gov.uk\)](#)

[The Parker Review](#)

## Appendices

### A OEUK 2022 Employer Survey Questions

#### Company information

Please only submit information regarding your UK business, not global figures (if applicable).

**1. Please select the description that most closely fits your company from one of the drop-down menus below:**

- Operator
- Reservoirs
- Wells Facilities
- Marine & Subsea
- Support & services

We will use the drop-down categories used in other surveys e.g. 'Working as One'

**2. How many employees and contractors/ agency workers does your company currently have in the UK? Do not include people working for third parties in your supply chain. Please also specify the actual number as well as selecting one of the ranges below. This will allow us to analyse results by company size and the number of workers the survey has actually covered.**

- |   | Onshore   | Offshore |
|---|-----------|----------|
| • | 0-10      |          |
| • | 11-50     |          |
| • | 51-100    |          |
| • | 101-250   |          |
| • | 251-500   |          |
| • | 501-1000  |          |
| • | 1001-2000 |          |
| • | 2000 +    |          |
| • |           |          |

For the remainder of the survey, please base responses on the total workforce i.e. both employees and contractors/agency workers combined.

**3. Does your organisation have a clear D&I policy?**

- Yes, and this has been communicated to staff
- Yes, but it has not been communicated to staff

- No
- Other – please specify

**4. Do you collect workforce information on the following?**

- |                          |         |
|--------------------------|---------|
| • Gender                 | Yes/no  |
| • Age                    | Yes/no  |
| • Ethnicity              | Yes/no  |
| • Sexual orientation     | Yes/no  |
| • Disability             | Yes/no  |
| • Religion               | Yes/no  |
| • Social mobility        | Yes/no  |
| • Gender reassignment    | Yes/ no |
| • Other – please specify |         |

**5. If you answered no to any of the categories in Q4, can you give the reasons for not collecting data for D&I purposes?**

- There hasn't been a requirement to do so
- Do not see the value to the company
- Not sure how to go about it
- Lack knowledge internally
- Our company is working on this
- Other – please specify

**6. How many employees does your company have at the following levels by gender**

**Level**

- Leadership team
- Management
- Subject matter experts
- Skilled / developing professionals
- Graduates / apprentices
- Other

**Function**

- Technical
- Business support
- Other

**Gender options:**

- Female (including cis and trans female)
- Male (including cis and trans male)
- Non-binary
- Prefer not to say

- Other

**7. What is the make-up of your workforce by ethnicity? These are the census categories (England and Wales).**

**Level**

- Leadership team
- Management
- Subject matter experts
- Skilled / developing professionals
- Graduates / apprentices
- Other

**Function**

- Technical
- Business support
- Other

**Ethnicity options:**

- White- English/ Welsh/ Scottish/ Northern Irish/ British
- White- Irish
- White- Gypsy or Irish Traveller
- White- Any other White background
- Mixed/ Multiple ethnic- White and Black Caribbean
- Mixed/ Multiple ethnic- White and Black African
- Mixed/ Multiple ethnic- White and Asian
- Mixed/ Multiple ethnic- Any other Mixed/ Multiple ethnic background
- Asian/ Asian British- Indian
- Asian/ Asian British- Pakistani
- Asian/ Asian British- Bangladeshi
- Asian/ Asian British- Chinese
- Asian/ Asian British- Any other Asian background
- Black/ African/ Caribbean/ Black British- African
- Black/ African/ Caribbean/ Black British- Caribbean
- Black/ African/ Caribbean/ Black British- Any other Black / African / Caribbean background

- Arab
- Any other ethnic group
- Prefer not to say
- Other, please specify:

## 8. What is the makeup of your organisation by age?

### Level

- Leadership team
- Management
- Subject-matter experts
- Skilled / developing professionals
- Graduates / apprentices
- Other

### Function

- Technical
- Business support
- Other

### Age options:

Below 20

21-30

31-40

41-50

51-60

61-70

Over 70

## 9. Sexual orientation

### Level

- Leadership team
- Management
- Subject-matter experts
- Skilled / developing professionals
- Graduates / apprentices
- Other



#### Function

- Technical
- Business support
- Other

#### Sexual orientation options:

- Heterosexual/Straight
- Lesbian / gay
- Bisexual
- Questioning
- Prefer not to say
- Other – please specify [

### 10. Disability by level

What percentage of your workforce has identified as being differently abled (e.g. sensory, mobility, cognitive, or developmental impairment) or prefer not to say?

#### Level

- Leadership team
- Management
- Subject matter experts
- Skilled / developing professionals
- Graduates / apprentices
- Other

#### Function

- Technical
- Business support
- Other

Disability options:

Identified as differently abled

Preferred not to say

### 11. Religion

What percentage of your workforce follow the faiths below?

- No religion
- Christianity
- Islam
- Hinduism
- Sikhism

- Judaism
- Buddhism
- Prefer not to say
- Other
- We don't gather this information

**12. Does your organisation have D&I targets and/or goals?**

- Yes, and they have been communicated to staff - go to Q13
- Yes, but they have not been communicated to staff - go to Q13 and ignore Q15
- No – go to Q16
- Other

**13. Do you have specific numerical targets related to: (tick all that apply)**

- **Gender** Yes/ No
- **Ethnicity** Yes/ No
- **Sexual orientation** Yes/ No
- **Disability** Yes/ No
- **Social mobility** Yes/ No
- **Age** Yes/ No

**14. Do you have other D&I goals related to: (tick all that apply)**

- **Gender** Yes/ No
- **Ethnicity** Yes/ No
- **Sexual orientation** Yes/ No
- **Disability** Yes/ No
- **Social mobility** Yes/ No
- **Age** Yes/ No

**15. How do you communicate your policy to staff? ( tick all that apply)**

- Town halls
- Team meetings
- Posters
- Newsletters
- Specific area on intranet or company website
- Videos
- Other – please specify

**16.. What is the reason(or reasons) for not communicating the policy to staff?**

**17. Why has your organisation not set D&I goals?**

- Not sure what measures are appropriate
- Don't think they are helpful
- Not a priority for our business

- Working on them at the moment
- Insufficient resources
- Not yet ready – planned for future
- Other – please specify

**18. Does your organisation measure the impact of D&I performance (e.g. on revenue, efficiency, talent attraction and retention, goals, other)?**

Yes – please specify

No

If not, what is the reason?

- Don't know how to
- Information is not required
- Too difficult
- Other – please specify

**19. Is there a link between D&I performance and executive reward in your organisation?**

Yes

No

Don't know

**20. Does your organisation have D&I employee resource groups? If yes, please tick all that apply.**

A D&I group or committee

Women's network

LGBTQ+ community

Ethnicity

Other – please specify

No

**21. Do these groups have measurable plans in place?**

Yes/ No

If not, why not?

**22. Does your organisation voluntarily report its ethnicity pay gap?**

Yes / No

**23. The CIPD reports that 19% of companies in the UK already voluntarily report on their ethnicity pay gaps. Would your organisation be prepared to commit to voluntary ethnicity pay gap reporting in 2023, using 2022 to prepare? This has the support of the OEUK Board.**

Yes

No – please give reason

- Not a legal requirement
- Administrative burden
- Don't believe it is important/ helpful
- Organisation is too small
- Don't have system to record information
- Other – please specify

**24. Does your organisation have a flexible working policy, not including Covid-specific arrangements or the legal right to request flexible working?**

Yes – go to Q25

No – go to Q26

**25. Which of these arrangements best describe your flexible working policy? Please tick all that apply**

- Flexitime
- Compressed work week
- Ad hoc remote
- Hybrid working
- Full time remote
- Annualised hours
- Term time working
- Job share
- Part time

**26. Do any of your leadership team work flexibly?**

Yes/ No

**27. To what extent has the D&I focus changed in your organisation in the last two years?**

- Not at all
- Slightly weaker
- A lot weaker
- A bit stronger
- A lot stronger

Give reasons for your answer Please tick all that apply

- ESG requirements
- Gender requirements
- Recruitment and retention challenges
- Employee-driven

- Leadership focus
- It's the right thing to do
- Other – please specify



[OEUK.org.uk/guidelines](https://oeuk.org.uk/guidelines)

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[OEUK.org.uk](https://oeuk.org.uk)

[info@oeuk.org.uk](mailto:info@oeuk.org.uk)



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