BUILDING A BASELINE:

OGUK DIVERSITY & INCLUSION SURVEY REPORT

APRIL 2021

OGUK **RGU ENERGY TRANSITION INSTITUTE**

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CHANGE IS ACCELERATING

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The UK oil and gas industry has a rich and diverse heritage, employing people from across the world and from every part of society. However, as with comparable industries, the sector has historically struggled to proportionately reflect the diversity of the workforce as a whole. Industry accepts that it needs to do more to attract those who reflect the richness of talent in our society, to empower 100% of the capacity within our collective businesses, and to truly unlock the potential that everyone has to offer.

The contribution from people of all backgrounds will be critical to harness new ideas, new technologies and new ways of working to deliver the energy transition and the net zero agenda. The value case for diversity and inclusion is generally acknowledged across the industry and there are some great examples of positive momentum, but this needs to be a business priority for everyone across the sector to ensure that it continues to flourish and lead in a global and changing environment.
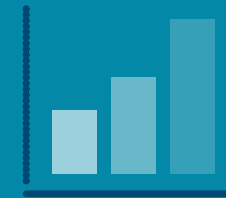
The OGUK Diversity & Inclusion Task Group (D&ITG) was created in 2019 to drive the agenda on diversity and inclusion in the sector, catalyse action and share good practice. Last year it launched the first ever industry wide Diversity and Inclusion (D&I) survey to engage directly with the workforce and gain a more complete understanding of the current position of diversity and inclusion in the sector, in order to focus its drive for change and ensure continuous improvement.

Around 1600 people from over 100 different organisations across 23 job families completed the D&I survey, providing a powerful insight into some of the key challenges for the industry.

The survey enabled the creation of a new UKCS D&I index, which comprises the average D&I score from around 50 core questions in the survey. The index reflects the respondents' perception of the industry's performance in key D&I areas such as belonging, openness, respect, career, opportunities, organisation, culture, leadership, impact and flexibility. The 2020 survey sets the baseline for the D&I index from which the sector can measure progress on a regular basis. The 2020 UKCS D&I index is 7.1 (on a 10-point scale).

c.1600 SURVEY RESPONSES

UKCS D&I INDEX 7.1

100+ ORGANISATIONS

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To provide further insight, the data was analysed by type of role, organisation, age, gender, ethnicity, religion and by job family. The survey data was also compared to similar surveys conducted in other sectors and/or comparable job families.

While the D&ITG will continue to support all diversity and inclusion in the industry in the broadest sense, the survey data has enabled it to identify five specific areas for improvement and focus over the next 12-18 months:

1. INCLUSIVE AND DIVERSE LEADERSHIP AND CULTURE:

Culture is pivotal to the success of any D&I initiative and this starts at the top. Company culture and being respected by their organisation was a specific issue for disabled employees, whilst the ability to be themselves at work and being comfortable to be open with colleagues about their life outside work were identified as specific challenges for LGBTQ+ employees. Acceptance, belonging and openness and how they are perceived at work were all issues for the ethnic minorities community. 'D&I Leadership and awareness' and a more 'Diverse Leadership Team' were in the top 5 activities to create a more diverse and inclusive workplace identified by respondents to the survey and it is clear that a committed focus and a determination to drive change in this area has the potential to be transformative.

2. INCLUSIVE RECRUITMENT AND FLEXIBLE PATHWAYS:

Inclusive recruitment was also identified by respondents as a key activity to improve D&I. Disabled employees in particular highlighted that access to career opportunities was an issue for them. Women scored lower than men on how they feel they are perceived at work and were more likely to view lack of flexible working as a barrier to career progression. The percentage of ethnic minority graduates does not translate to an equivalent representation in the sector and it will not be possible to change the gender demographics of the sector through graduate recruitment alone. More flexible pathways and entry routes into the industry will therefore need to be developed in addition to development of more inclusive recruitment practices.

3. DIVERSITY AND INCLUSION IN SMES:

Smaller or medium sized supply chain companies are less likely than operators and larger supply chain companies (more than 1,000 employees) to have a strong D&I culture. Mid-size companies (251-1,000 staff) scored lowest, with lacking clear D&I targets and the ability to measure the impact of D&I in the organisation identified as the key gaps. Culture is fundamental to the success of D&I initiatives so supporting smaller and mid-size companies will be a key focus for the D&ITG in 2021.

4. FLEXIBLE WORKING ARRANGEMENTS:

Flexible working was also identified by respondents as a top activity to create a more diverse and inclusive workplace and the number of employees across the industry working flexibly at the moment is very high. However, **49%** of respondents to the survey only started working flexibly as a result of the COVID-19 lockdown and **17%** of respondents have never experienced any flexible working arrangements, particularly those working in offshore, operational, terminal or facility management roles. There is a clear opportunity to do more in this area.

5. FOCUS ON 31-40 AGE GROUP:

This age group are the next leaders of our industry and yet score the lowest compared to other age groups in relation to their organisation's D&I commitment and culture. This important mid-career stage often finds employees pulled in multiple directions with new family responsibilities and/or increased operational or new management responsibilities. If this age group does not feel supported, the industry runs the risk of marginalising or losing diverse talent and undermining its efforts to build a more diverse and inclusive culture at this pivotal stage.

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The D&ITG considers that a determined focus on these areas across industry will result in the greatest positive impact, delivering a more inclusive industry that harnesses the diversity of talent, backgrounds, experiences, behaviours, and perspectives.

In developing its strategy and actions around the focus areas, the D&ITG will continue to work collaboratively with the voluntary organisations already making great strides on diversity and inclusion in the industry including AFBE-UK (ethnic minorities), The AXIS Network (Gender Diversity), Inter-Energy (LGBTQ+), the business disability forum and many others.

The D&ITG wishes to express its sincere thanks to all the respondents who took the survey and enabled this report to be collated. Having established this baseline for the industry, it is hoped that it will create a platform for very real, productive, and targeted efforts and initiatives in driving a more diverse and inclusive industry. This will require a response and commitment from many stakeholders (companies, organisations and individuals) across the industry in order to drive us forward. Further information and details on the D&ITG's actions and initiatives and how you too can become more involved in industry D&I initiatives is available on the **OGUK Diversity and Inclusion website.**

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SO IS THE IMPORTANCE OF DIVERSITY AND INCLUSION

The oil and gas industry is facing significant change. The combination of COVID-19, the energy transition, technology & innovation and changing industry dynamics is fundamentally re-shaping the future of the sector. Against this backdrop, the need for qualities such as creativity, feeling, integrity, learning, collaboration, curiosity and intuition will be more important than ever. To ensure the industry is set up for success, we will need to unlock all the talent in our sector as well as be able to attract new skills and capabilities. Ensuring that our industry reflects our community and creates a real culture of inclusion will be a critical part of this.

For the purpose of this survey, diversity describes the demographics of the UKCS workforce, including gender, ethnicity, age, religion, sexual orientation, disability and background. Inclusion of the UKCS workforce describes the degree people feel accepted, included and empowered to bring their whole self to the work place and can share their opinions and thoughts.

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Not only is a positive diversity and inclusion culture important for those working in the industry, there is also clear evidence that good D&I improves business results (McGregor-Smith Review 2017). Organisations with a track record of positive D&I tend to be more profitable, more creative, more resilient and outperform their less diverse and inclusive peers. Diversity on executive teams and across organisations also tends to lead to better business outcomes. The 2020 McKinsey report ('Diversity wins') highlighted that companies that embrace gender diversity on their executiv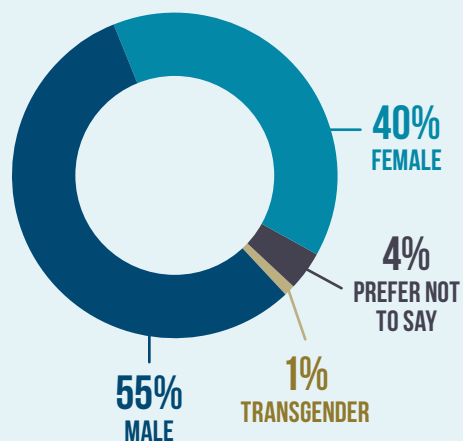e teams tend to be more competitive and **25%** more likely to experience above-average profitability. Also, when ethnicity and cultural diversity are represented at leadership level, companies have a **38%** likelihood of outperforming their peers on longer-term value creation. Therefore, diversity and inclusion are not simply optional agenda items for the UK oil and gas industry, but a corporate imperative necessary for the industry to continue to thrive in an increasingly challenged global economy.

The UKCS 2020 D&I survey has established a baseline of D&I performance for the sector, created a D&I index and will inform future decisions to ensure the industry continues to attract, retain and develop a world class workforce.

SURVEY RESPONDENTS DEMOGRAPHIC

GENDER IDENTITY

40% FEMALE

4% PREFER NOT TO SAY

1% TRANSGENDER

55% MALE

ORIENTATION

4% LGBTQ+

6% PREFER NOT TO SAY

90% HETEROSEXUAL

ETHNIC BACKGROUND*

84% WHITE

5% PREFER NOT TO SAY

4% BLACK

4% ASIAN

2% MIXED

1% OTHERS
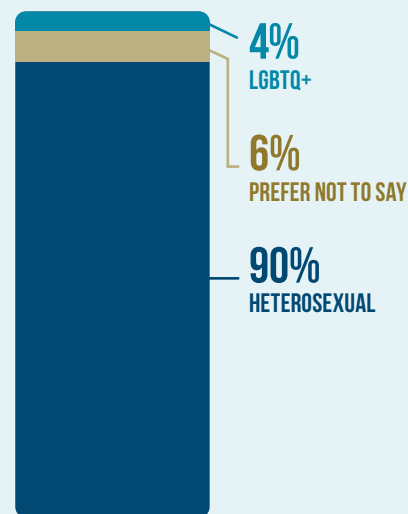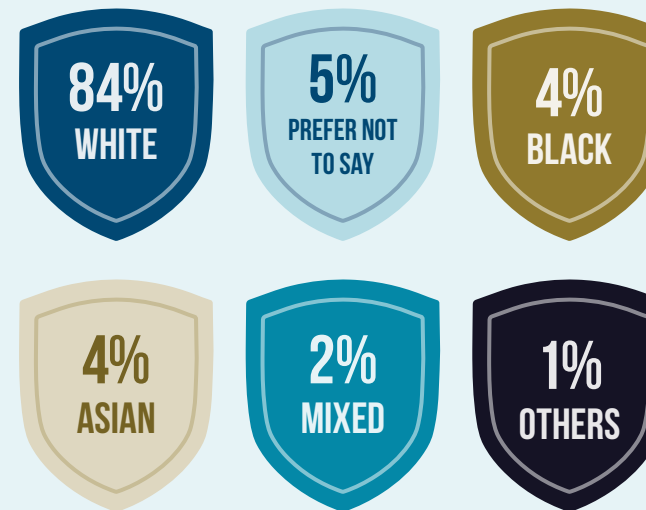
Note: All data presented is from the survey respondents and does not necessarily represent the industry as a whole.

* Black includes Black African/ Black caribbean/ Black British ethnic groups, Asian includes Asian/ Asian British/ Asian Scottish ethnic groups and Mixed includes Mixed or multiple ethic groups (source: ONS)

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SURVEY RESPONDENTS DEMOGRAPHIC

Around 1600 people from over 100 different organisations across 23 job families completed the D&I survey. Most of the respondents were male (**55%**), white ethnic background (**84%**) and based in Scotland (**80%**). **11%** of the survey respondents were from a ethnic minority background. **10%** of respondents identified themselves as LGTBQ+ or preferred not to say. **8%** of the respondents identified themselves as having a disability or preferred not to say. **54%** of respondents have no religion, **36%** are Christian, **6%** prefer not to say, **1.2%** Muslim, **1%** Hindu and **0.3**% Buddhist.

The survey data was subsequently analysed by type of role, type of organisation, age, gender, ethnicity and by job family. Unfortunately, in some areas, for example in relation to certain religions, there was insufficient survey data to undertake deeper analysis. The survey data was also compared to similar surveys conducted in other sectors and other comparable job families.

ORGANISATION

48% OPERATORS

46% SERVICE COMPANIES

3% OTHERS

1% DOWNSTREAM/ MIDSTREAM

1% GOVERNMENT/ EDUCATION

1% INDUSTRY ORGANISATIONS

TIME IN THE ORGANISATION

6% < 1 YEAR

24% 1-3 YEARS

40% 3-10 YEARS

30% > 10 YEARS

ROLE

46% INDIVIDUAL CONTRIBUTOR

26% TEAM LEADER

24% MANAGER/ EXECUTIVE

4% OTHERS

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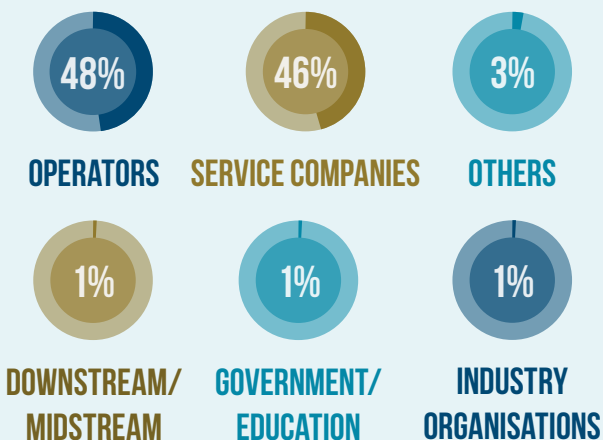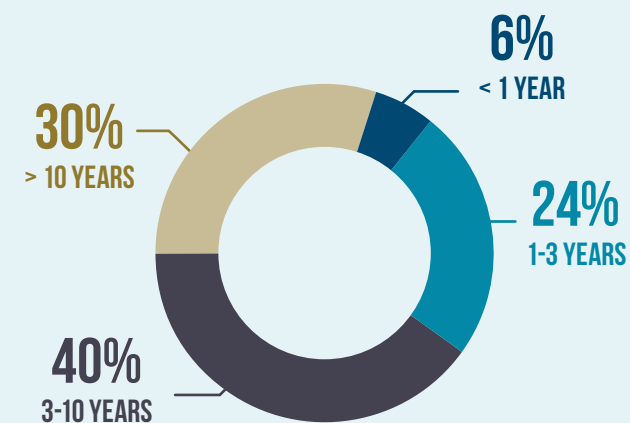
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SURVEY RESPONDENTS DEMOGRAPHIC

DISABILITY

93% NO DISABILITY

4% PREFER NOT TO SAY

3% DISABILITY

RELIGION

54% NO RELIGION

36% CHRISTIANITY

6% PREFER NOT TO SAY

1.2% ISLAM

1% HINDUISM

1% OTHERS

0.3% BUDDHISM

0.3% SIKHISM

AGE

UNDER 20 | 0.1%

21 - 30 | 12%

31 - 40 | 29%

41 - 50 | 30%

51 - 60 | 21%

OVER 61 | 4%

PREFER NOT TO SAY | 4%
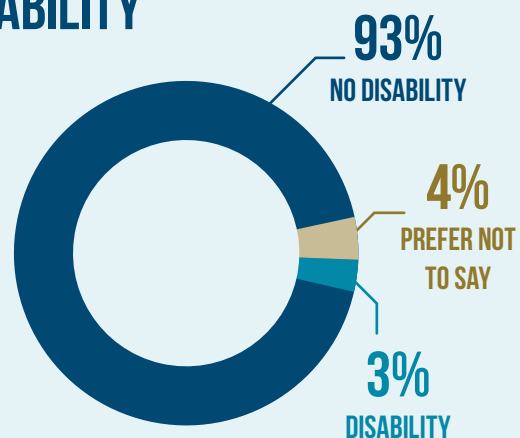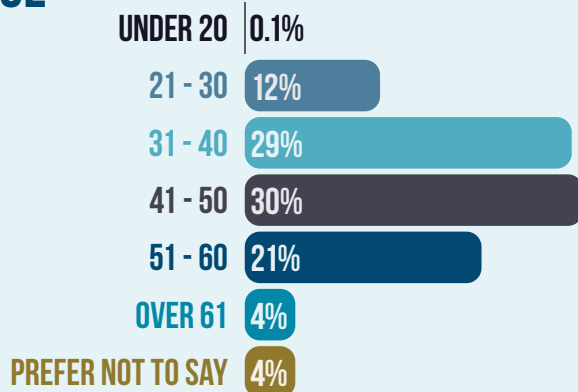
BY HEAD OFFICE LOCATIONS IN THE UK

80% BASED IN SCOTLAND

15% FROM SMEs

FROM 100+ ORGANISATIONS

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DEIRDRE MICHIE OBE, CHIEF EXECUTIVE, OGUK

"THIS IS AN EXCELLENT REPORT THAT IS VITAL FOR OUR INDUSTRY AND THE PEOPLE WITHIN IT. THE REPORT NOT ONLY ALLOWS US TO BETTER UNDERSTAND THE POSITION WE'RE CURRENTLY IN, BUT IT ESTABLISHES A BASELINE FROM WHICH ALL DIVERSITY, INCLUSION, AND EQUALITY IMPROVEMENTS CAN BE MADE."

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UKCS D&I PERFORMANCE AND CULTURE

57% of survey respondents rated the D&I culture in their organisation as **strong or very strong**

14% regarded the D&I culture in their organisation as **weak** or feel that there is **no D&I culture at all**

38%	47%	15%

Around **38%** of the respondents believe that the **D&I focus in their organisation** has improved in the last few years. However, **47%** feel that it only improved marginally or don't know, whilst **c.15%** think it has declined to some degree

Around **36%** of respondents have seen the **importance of D&I** increase due to COVID-19. **c. 58%** have seen no change, whilst only **6%** have seen the importance of D&I diminish since the beginning of 2020

INCREASE 36%

NO CHANGE 58%

DIMINISH 6%

Most of the operators and the larger supply chain companies score well on D&I culture, this is not always the case for the smaller or medium size supply chain companies

2020 UKCS D&I INDEX

7.1
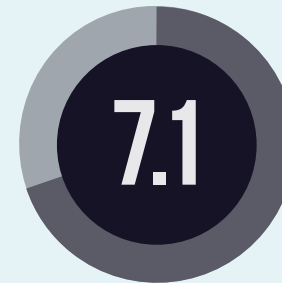
2020 UKCS D&I INDEX

(on a 10-point scale)

The D&I Index score is lower among people between **the ages of 31-40** compared to other age groups (**6.8 versus average of 7.1**)

6.8 vs **7.1**

People in **business roles** generally scored higher in terms of the D&I Index than those working in **technical roles** (7.3 versus 7.0)

7.3 vs **7.0**

The D&I Index score for the **offshore workforce (6.6)** was typically around **8% lower** than for those working **onshore (7.2)**, with flexibility, access to quality technology and IT infrastructure and offshore leadership being the main gaps

6.6 vs **7.2**

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GENDER

THE OVERALL D&I INDEX SCORE BY GENDER IS BROADLY SIMILAR AT 7.1

7.1

Women are more likely to view **lack of flexible working as a barrier to career progression** and to consider joining or leaving an organisation because of its approach to D&I and to flexible working arrangements than men

★★★★★

Women tend to score higher in terms of

CHAMPIONING AND ROLE MODELLING

D&I and **BEING INVOLVED** with D&I activities

Men tend to score higher in terms of

HOW THEY ARE PERCEIVED AT WORK

ETHNIC BACKGROUND

7% LOWER

THE D&I INDEX SCORE FOR ETHNIC MINORITIES WAS 6.6, AROUND 7% LOWER THAN THE INDUSTRY AVERAGE

Perception of progress differed between ethnic minorities, with professionals from **Black African or Caribbean descent** having a less positive experience around D&I than people of Asian descent

!

Specific issues identified include belonging and openness, being perceived at work, seeing diversity reflected in the leadership of the organisation and the degree of acceptance of people of all heritages and backgrounds

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DISABILITY

3%

AROUND 3% OF THE SURVEY RESPONDENTS IDENTIFIED AS HAVING A DISABILITY AND A FURTHER 4% WHO PREFER NOT TO SAY

Specific issues identified in terms of the D&I agenda for this community includes **access to career and opportunities, company culture** and **being respected by their organisation**

11% LOWER

The D&I Index score (6.3) for those who identified themselves as having a disability was typically up to **11% lower** than the industry average

SEXUAL ORIENTATION

4%

AROUND 4% OF THE SURVEY RESPONDENTS IDENTIFIED AS LGBTQ+ AND 6% PREFER NOT TO SAY

The ability to be yourself at work and **being comfortable to be open with colleagues about life outside work** were identified as some of the key challenges for the LGBTQ+ community

7% BELOW

The D&I Index score (6.6) for the LGBTQ+ community* was **7% below** the industry average

*including those who prefer not to say

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The UK oil and gas industry has a rich and diverse heritage, employing people from across the world and from every part of society. However, currently, around 90% of the UKCS workforce is British, with the remaining 10% a combination of EU and rest of world nationals.

With the sector's gender and ethnicity mix comparable to other capital intensive or heavy industries[1], the industry has the potential to significantly improve its D&I performance and increase attractiveness to current and future talent. This will require the industry to develop more flexible pathways and entry routes to enable key target groups to enter the sector.

[1] In 2015, women made up just over one fifth (21%) of the engineering workforce, but only accounted for one in eight (13%) of those in engineering occupations. They comprised an even smaller proportion (just under 10%) of engineers and technicians working in engineering enterprises (the 'core' engineering workforce). Ethnic minority groups are underrepresented in engineering: 9% working in engineering jobs are ethnic minorities, compared with 12% of the UK workforce (https://www.engineeringuk.com/research/engineering-uk-report/at-a-glance-2019/)

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GENDER

Although significant progress has been made to address gender diversity in the UKCS, capital intensive industries such as oil and gas typically employ half the number of women compared to the financial, retail, hospitality or service sectors.

Currently it is estimated that around **25%** of the UKCS workforce is female. On the assumption that around 140,000 people are directly and indirectly employed in the sector, it means that just over 35,000 women are currently employed in the industry. If there was gender parity, one would expect a female workforce of around 70,000, leaving a gender deficit of circa 35,000 women.

The gender gap in technology roles in the oil and gas industry mirrors the gap in UK universities. In 2018/19 around 415,000 UK domiciled students graduated across a range of undergraduate degrees. Although gender ratios vary by university course, Engineering, Technology and Computer science degrees typically have a lower female ratio compared to Law, Business or Non-science degrees.

% FEMALE REPRESENTATION BY SECTOR 2018/19

Sector	%
PUBLIC ADMIN, EDUCATION AND HEALTH	71%
OTHER SERVICES	58%
DISTRIBUTION, HOTELS AND RESTAURANTS	50%
BANKING AND FINANCE	46%
TRANSPORT AND COMMUNICATION	28%
MANUFACTURING	25%
ENERGY AND WATER	24%
CONSTRUCTION	15%
ENGINEERING AND TECHNOLOGY	13%

(Source: ONS 2020)

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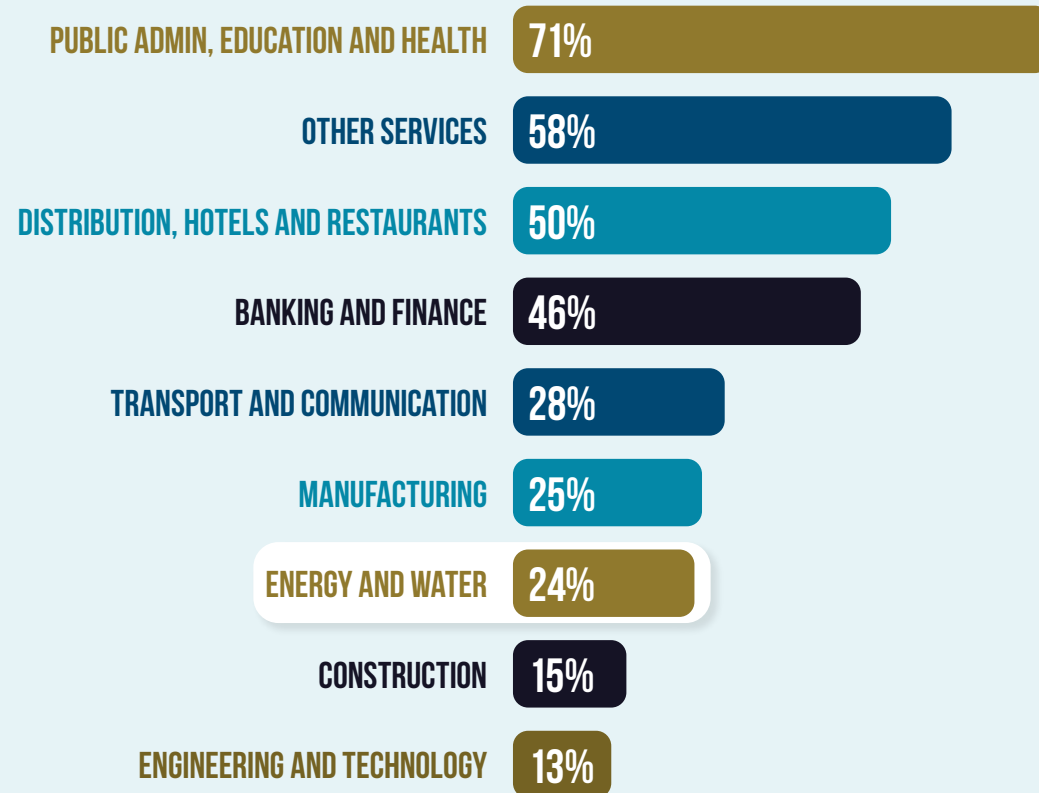
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With over **65%** of the UKCS' workforce (over 90,000 people) employed in technical disciplines and with only around **16%** of graduates in these disciplines being female, it will continue to be a challenge to change the gender balance in the sector solely through recruitment.

Although the energy transition and new jobs emerging in areas such as digitisation, automation, remote operations, energy systems, management of change will help to attract a more diverse workforce, it is likely to take a considerable time before this will materially impact gender diversity. At the current rate of progress and assuming balanced gender recruitment going forward, it will be well in to the 2050s before the industry can expect gender parity in the basin, more than ninety years after the first production of hydrocarbons. To accelerate change, more direct action and intervention will be required.

'INCREASE INDUSTRY DIVERSITY AND INCLUSION TO SIGNIFICANTLY IMPROVE BUSINESS PERFORMANCE AND INCREASE THE INDUSTRY'S ATTRACTIVENESS TO CURRENT AND FUTURE TALENT'

UK DOMICILED FEMALE UNDERGRADUATE QUALIFIERS 2018/19

LAW **65%**

MASS COMMUNICATION & DOCUMENTATION **57%**

BUSINESS & ADMINISTRATIVE STUDIES **50%**

COMPUTER SCIENCE **16%**

ENGINEERING & TECHNOLOGY **16%**

SCIENCE SUBJECT AREA IN TOTAL **52%**

NON-SCIENCE SUBJECT AREA IN TOTAL **62%**

TOTAL **58%**

(Source: Higher Education Statistics Agency 2020)

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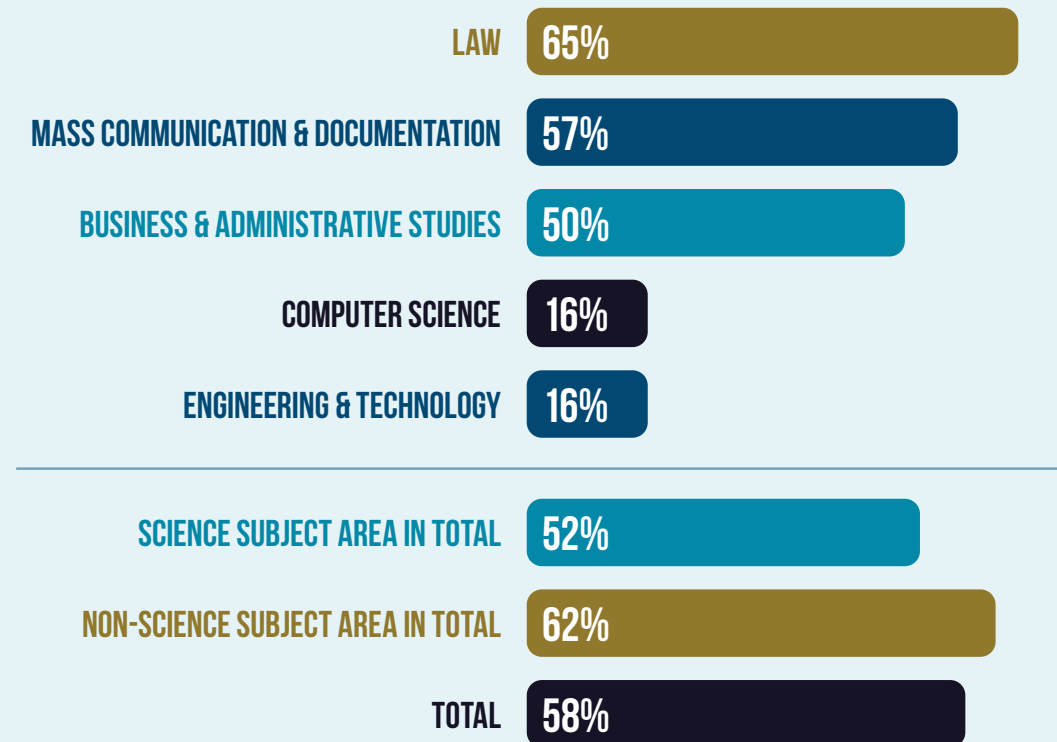
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CASE STUDY 1

ENSURING AN INCLUSIVE ENVIRONMENT

AXIS NETWORK

An AXIS Network committee member recently undertook a renewal of her offshore survival training with Petrofac Training and made a number of observations on where she had seen positive changes since her last training and also where some improvements could be made to make the experience more inclusive for women. Petrofac Training were very receptive and have already taken on board/addressed some of the suggestions and are investigating others. Examples of improvements which all companies could make include:

● ensuring that course materials and marketing reference and display a good gender balance and don't simply refer to the default male;

● making the experience less daunting for women by operating a buddy system or female only sessions, ensuring there are female instructors, and coaching training staff on how to hold learning discussions that include all participants;

● investigating PPE and equipment to ensure it is appropriate (and safe) for women. For example, suits designed for men may fail to achieve a tight enough seal on women, which results in the suit flooding.

The AXIS Network are also working with STEP Change in Safety on an inclusive offshore working project, which has resulted in the publication of several case studies and blogs on their website, the development of a toolkit for offshore mobilisation and industry guidelines.

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ETHNIC BACKGROUND

In 2018 around **14%** of the UK population was from an ethnic minority background, with Scotland having a a lower population of ethnic minorities **(c. 4%)** compared to the rest of the UK. The ethnic minorities community also varies by location, with London having around **40%** of its population from an ethnic minority background, compared to **c. 8%** in Aberdeen.

With around **60%** of the UK's oil and gas workforce based in Scotland and roughly half of these based in the North East of Scotland, the diversity of the industry's workforce in terms of ethnicity is more reflective of the diversity in Scotland, than of the UK as a whole.

Similar to the gender data, capital intensive industries typically employ fewer than half the number of people from ethnic minorities compared to the transport, retail, hospitality, health or service sectors.

4%
SCOTLAND

8%
ABERDEEN CITY

14%
UNITED KINGDOM

DEMOGRAPHIC OF ETHNIC MINORITIES IN 2018

(Source: ONS 2020, NRS 2020)

% OF ETHNIC MINORITY REPRESENTATION BY SECTOR 2018/19

Sector	%
TRANSPORT AND COMMUNICATION	18%
DISTRIBUTION, HOTELS, AND RESTAURANTS	14%
PUBLIC ADMIN, EDUCATION, AND HEALTH	13%
BANKING AND FINANCE	13%
OTHER SERVICES	11%
ENGINEERING AND TECHNOLOGY	9%
MANUFACTURING	8%
ENERGY AND WATER	6%
CONSTRUCTION	6%

(Source: ONS 2020)

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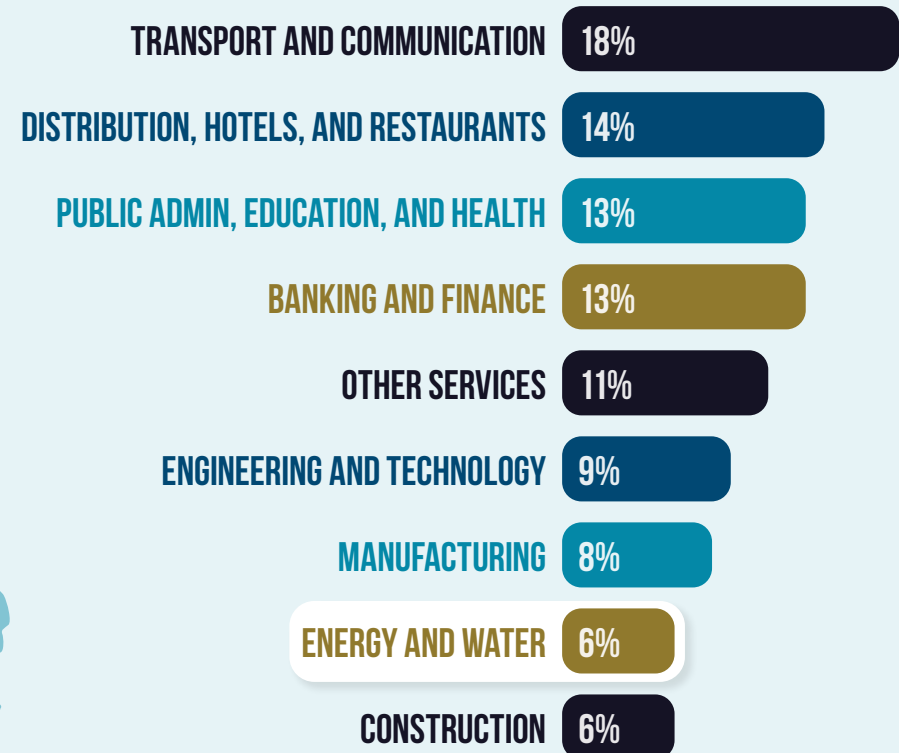
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On the assumption that around 140,000 people are directly and indirectly employed in the sector and an ethnicity gap of up to **6%,** the ethnicity deficit in the workforce is estimated to be up to 9,000 people.

According to the Engineering UK – Key Facts Report (2019), engineering and technology graduates who are female or from an ethnic minority background were less likely to be in engineering occupations or employed within the engineering sector than their male or white ethnic group counterparts. Among engineering and technology graduates who found employment six months after graduation, **36.2%** of ethnic minorities and **34.7%** of women were in roles that were neither engineering-related nor within the engineering sector. This compares to **27.2%** of white ethnic group and **28.5%** of male engineering and technology graduates.

With around **30%** of UK domiciled Engineering undergraduates at UK universities from an ethnic minority background[2], further analysis is required to understand why this community continues to be underrepresented in the oil & gas sector.

According to the Growth, Equal Opportunities, Migration & Markets report (GEMM - 2019), ethnic minority groups also experience significant labour market barriers relative to other communities. Initiatives that help students to prepare for the recruitment process should be encouraged in order to bridge the talent gap. One such programme, which is targeted at ethnic minority students within the field of engineering is the Transition programme. It was created in Aberdeen (2012) by the Association for Black and Minority Ethnic Engineers (AFBE-UK). The organisation runs workshops offering help with CVs and job interviews. More than **70%** of previously struggling attendees have gone on to find jobs after graduation[3].

[2] In higher education, Engineering and technology is more ethnically diverse than most other subject areas. Students from ethnic minority backgrounds accounted for 31.8% of UK domiciled first degree entrants, compared with 25.6% across all subject areas (https://www.engineeringuk.com/news-media/new-summary-highlights-key-facts-and-figures-for-engineering-uk-report/)

[3] Poor careers advice at university hits minority students hardest by Ava Miller. Available at: https://www.theguardian.com/education/2019/nov/29/poor-careers-advice-at-university-affects-black-students

UK DOMICILED ETHNIC MINORITY UNDERGRADUATE QUALIFIERS 2018/19

LAW	37%
BUSINESS & ADMINISTRATIVE STUDIES	35%
COMPUTER SCIENCE	31%
ENGINEERING & TECHNOLOGY	29%
MASS COMMUNICATION & DOCUMENTATION	20%
SCIENCE SUBJECT AREA IN TOTAL	27%
NON-SCIENCE SUBJECT AREA IN TOTAL	25%
TOTAL	26%

(Source: Higher Education Statistics Agency 2020)

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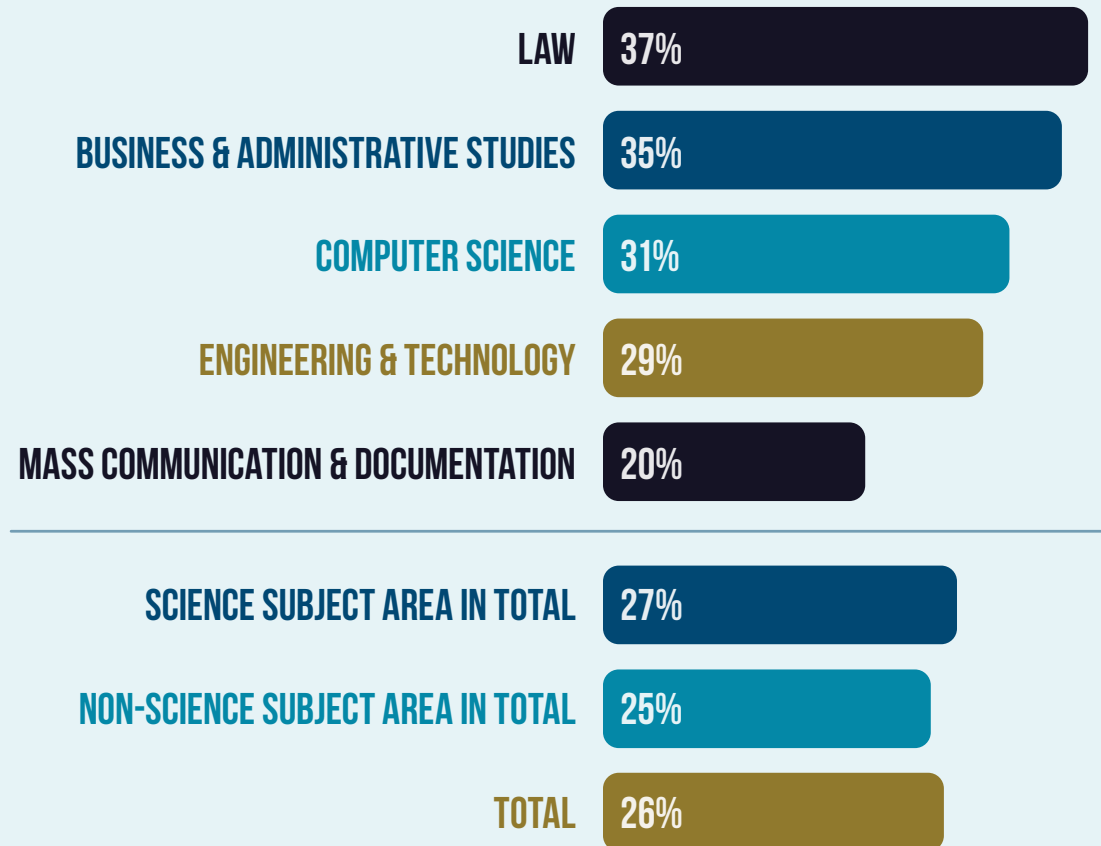
CONNOR ROBB,
OGUK GRADUATE OF THE YEAR 2020
PROJECT MANAGER, BAKER HUGHES

"D&I IS RECOGNISING AND CELEBRATING UNIQUENESS OF THOUGHT AND EMBRACING AUTHENTICITY."

DISABILITY

In terms of disability, the Higher Education Statistic Agency (HESA -2020) highlights that up to **16%** of the undergraduate qualifiers in the UK experience some form of disability, ranging from a specific learning disability, to a mental condition to another disability, impairment or medical disorder.

Data collected by the Office of National Statistics[4] shows that **21.8%** of disabled people had a degree in 2019 compared with **38.0%** of non-disabled people; this gap has remained consistent over the period between 2013 and 2019.

The ONS review of outcomes for disabled people across a number of areas of life[5] shows that between 2013 and 2019, around **53%** of disabled people were in employment compared to c. **82%** for non-disabled people. The employment gap was larger for disabled men than for disabled women.

[4] Disability and education, UK: 2019 Available at https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/bulletins/disabilityandeducationuk/2019

[5] Disability and employment, UK: 2019 Available at: https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/bulletins/disabilityandemploymentuk/2019

Baker Hughes

CASE STUDY 2
INCLUSIVE RECRUITMENT/FLEXIBLE PATHWAYS

Baker Hughes in the UK has approximately 5,000 employees across 30 sites. When the COVID impact led to remote working for approximately half of that population, Baker Hughes had to find new ways of connecting and valuing its people. It was natural for the company to lean into its strong Diversity and Inclusion culture and programme, which saw it win the Diversity & Inclusion category in the recent 2020 OGUK Awards.

The business in the UK has 8 Employee & Community Resource Groups, which cover a broad range of D&I focus areas including Women's Network, Pride@Work, STEM, Enabled (Disabilities), Multicultural, Living Well, Volunteers and Veterans. Each group offers opportunities for leadership, collaboration and professional development and is led by Executive Leadership alongside colleagues from across the business. When the company sent its office workers home, the D&I Groups stepped up to drive regular communication channels with the home workforce – employees could choose to join webinars, fitness and yoga classes, meditation periods and panel sessions looking at everything from industry dynamics to D&I conversations and home-working best practices. Regular surveys gauged how the home-working population were taking to this new "norm" and the Employee Assistance Programme provided confidential and anonymous counselling and support for anyone who wanted it. Senior Leadership were also encouraged to openly reflect on their own challenges and coping-mechanisms, which led to some amusing and often humbling moments of webinar-honesty.

The D&I networks also created opportunities for employees to connect with their communities – supporting local charities and running discussion forums with other D&I and social justice organisations. On-site, numerous manufacturing hubs dedicated some of their personnel and machines to the manufacture and 3D printing of parts for masks and ventilators for the NHS.

One of the focus areas of the entire D&I programme is how to go beyond simply running events to actually impacting the company culture, enabling employee development and, critically, helping the company drive its diversity metrics in the right direction. Baker Hughes knows that, like every company, it is on a D&I journey. However, fundamental to the culture is the belief that the unique ideas and perspectives of a diverse workforce fuel innovation and that their many differences make them stronger as a company.

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OLLIE FOLAYAN, CHAIR, AFBE-UK SCOTLAND

"THE GROWING INTEREST IN DIVERSITY IN RECENT YEARS REFLECTS AN UNDERSTANDING THAT WE CAN ONLY MEET TODAY'S INDUSTRY'S CHALLENGES WITH THE RIGHT MIX OF PERSPECTIVES AND EXPERIENCES."

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The new UKCS D&I Index reflects a snapshot of diversity and inclusion in the industry. The index reflects the D&I maturity in areas such as belonging, openness, respect, career, opportunities, organisation, culture, leadership, impact and flexibility. The index highlights where the industry is perceived to be performing well and identifies areas for improvement. The 2020 survey will set the baseline for the D&I Index and the aim is to measure progress on a regular basis.

The 2020 UKCS D&I Index is 7.1 (on a 10-point scale), with a range across the eight key D&I categories.

2020 UKCS D&I INDEX

7.1

10

BELONGING AND OPENNESS 7.7

RESPECT 7.9

LEADERSHIP 7.2

FLEXIBILITY 7.0

CULTURE 6.9

CAREER & OPPORTUNITIES 6.9

D&I IMPACT 6.6

ORGANISATION 6.4

D&I INDEX COMPONENTS

*Detailed information on page 33 and 34

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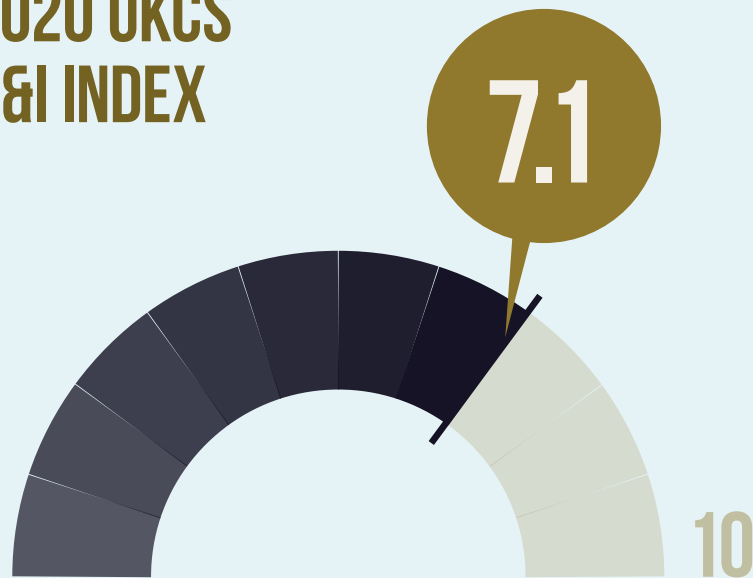
INTRODUCING THE UKCS D&I INDEX

The chart below shows the D&I Index score for the UKCS and how these scores compare for different communities.

UKCS INDUSTRY TOTAL D&I INDEX 7.1

Category	Subcategory	Score
AGE	21 - 30	7.4
AGE	31 - 40	6.8
AGE	41 - 50	7.2
AGE	51 - 60	7.2
AGE	OVER 61	7.7
ETHNIC BACKGROUND*	ASIAN	6.9
ETHNIC BACKGROUND*	BLACK	6.3
ETHNIC BACKGROUND*	MIXED/OTHER	6.9
ETHNIC BACKGROUND*	WHITE	7.2
GENDER	FEMALE	7.1
GENDER	MALE	7.1
ROLES	BUSINESS	7.3
ROLES	TECHNICAL	7.0
LGBTQ+	YES/PREFER NOT TO SAY	6.6
LGBTQ+	NO	7.1
DISABILITY	YES	6.3
DISABILITY	NO	7.2
LOCATION	OFFSHORE	6.6
LOCATION	ONSHORE	7.2
INDUSTRY	OPERATORS	7.1
INDUSTRY	SERVICE CO.S	7.2
COMPANY SIZE	1 - 50	7.3
COMPANY SIZE	51 - 250	7.1
COMPANY SIZE	251 - 500	6.9
COMPANY SIZE	501 - 1,000	6.9
COMPANY SIZE	OVER 1,000	7.2

*Black includes Black African/ Black Caribbean/ Black British ethnic groups, Asian includes Asian/ Asian British/ Asian Scottish ethnic groups and Mixed includes Mixed or multiple ethic groups (source: ONS)

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With around two thirds of the UK's oil and gas workforce working in engineering type roles (e.g. operations, engineering, technician, apprentices and projects), the UKCS D&I Index score for these specific job families is similar when compared to the wider UK engineering discipline (Royal Academy of Engineering's D&I survey -2019).

Although the overall D&I Index score by gender is broadly similar, the male workforce tends to score higher in terms of how they are perceived at work, how the organisation tackles bias, how diversity is reflected in the leadership of the organisation and that flexible working is no barrier to career progression.

The female workforce tends to score higher in terms of championing and role modelling D&I, being involved with D&I activities, considering joining or leaving an organisation because of its approach to D&I and the importance of flexible working arrangements.

The D&I Index score for the offshore workforce was typically around **7%** lower than those working onshore, with flexibility, access to quality technology and IT infrastructure and offshore leadership being the main drivers for this gap.

The D&I Index score for the ethnic minorities community was 6.6, some **7%** lower than the industry average. Though lower than industry average, this index score rate masks a number of variances within ethnic minority groups as professionals of Black ethnic background had a less positive experience of inclusion and representation compared to their counterparts of Asian ethnic group. Specific issues include belonging and openness, how they are perceived at work, seeing diversity reflected in the leadership of the organisation and the degree of acceptance of people of all heritages and backgrounds.

The D&I Index score for those who identified themselves as having a disability or prefer not to say was typically up to **11%** lower than the industry average. Specific issues include access to career and opportunities, respect, belonging, openness and being respected by their organisation.

The D&I Index score for the LGBTQ+ community, including those who prefer not to say, was up to **7%** below the industry average, with the ability to be yourself at work and being comfortable to be open with colleagues about your life outside work identified as the key challenges.

'ADDRESS THE SPECIFIC D&I CHALLENGES HIGHLIGHTED BY THE LOWER SCORING COMMUNITIES (INCL. ETHNIC MINORITIES, LGBTQ+, OFFSHORE COMMUNITY AND PEOPLE WITH A DISABILITY)'

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CASE STUDY 3

SPIRIT ENERGY

CREATING AN ENVIRONMENT THAT IS TRULY INCLUSIVE

Spirit Energy was a finalist in the 2020 OGUK Awards in the Diversity & Inclusion category. Creating a diverse and inclusive environment is a prime focus for Spirit, from employee onboarding through to career progression. The key differentiator in how Spirit approaches D&I is in the alignment between the Network, the Executive Committee and HR. Change is driven by supportive leadership, implemented with rigour and measurable progress by HR, and with the engagement of passionate people across Spirit Energy.

Spirit has refreshed its job advert style making them easy to understand and gender neutral; it also ensures that both interview panels and candidate pools are gender-diverse. Spirit has a range of policies to underpin its D&I efforts. Spirit has rolled out unconscious bias training and provided an accessible, online learning hub, providing a variety of diversity and inclusion training materials. Flexible working has also been actively encouraged.

Leadership from the Executive Committee extends to the D&I Networks, which include groups representing gender and ethnicity balance; LGBTQ allies; working parents; those with disabilities and carers. Each group is led by Spirit volunteers and supported by an Executive Committee ambassador. The Network's profile has continued to grow internally and externally increasing its reach, as well as its influence as a sounding board on changes to the business to ensure D&I is being considered. The Spirit website was designed with new tools to view information in a different way and to make it easier for a wide range of people to apply for positions.

Spirit has developed its own talent through supporting high potential individuals and by monitoring this process for diversity. Equal opportunity is important to Spirit and the company looks to remove barriers to equality. The company recently completed a review to ensure that well-fitting PPE is readily available to all genders. Spirit also look beyond our industry for motivation and has partnerships with organisations like AXIS, Stonewall, Powerful Women and the Association for Black and Minority Ethnic Engineers.

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In terms of job families, people in business roles generally score higher with regard to the D&I Index than those working in technical roles (7.3 versus 7.0), with the scores ranging from 7.6 for people in the HR job family to 6.5 for those in the Technician job family.

The D&I Index score by type of company varied between 6.9 and 7.3. Mid-size companies (251-1,000 staff), scored lowest, lacking clear D&I targets and the ability to measure the impact of D&I in the organisation identified as the key gaps.

In terms of age groups, the D&I Index score varied between 6.8 for the 31-40 age group to 7.7 for the over 61 age group. Particular challenges identified by the 31-40 age group centred around their organisation (including having clear D&I targets and measuring progress against the D&I targets) and around culture (including valuing their opinion and input and seeing diversity reflected in the leadership of their organisation).

With around **50%** of the UKCS workforce made up of Millennials (born between 1980-1995) and Gen Z (born between 1996-2012) the view of these communities will be increasingly important as the industry shapes the forward D&I agenda.

In terms of religion, around **90%** of the survey participants identified themselves as being Christian or having no religion. The D&I Index score for these two communities was both around 7.1. Unfortunately, insufficient survey data was available to assess a D&I Index score for the other religions.

SERVICE COMPANIES 7.2
OPERATORS 7.1

7.3 1 - 50
7.2 1000+
7.1 51 - 250
6.9 251 - 1,000

BY OPERATORS/SERVICE COMPANY   BY NUMBER OF EMPLOYEES IN ORGANISATION
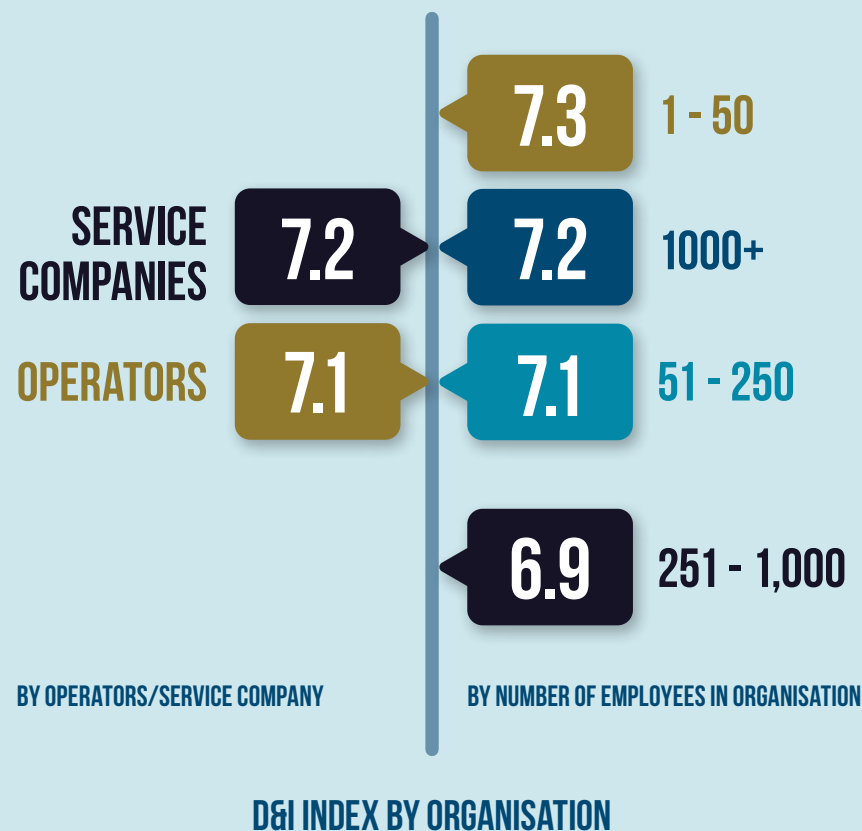
D&I INDEX BY ORGANISATION

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UKCS D&I CULTURE

The majority of respondents **(57%)** rated the D&I culture in their organisation as strong or very strong. However, around **14%** regarded the D&I culture in their organisation as weak or feel that there is no D&I culture at all. The survey data illustrates that while most of the operators and the larger supply chain companies have a strong D&I culture, this is not always the case for the smaller or medium size supply chain companies. There is a real opportunity to raise the profile of D&I across all companies in the sector and so contribute to the overall performance of the industry.

In relation to whether UKCS D&I performance in companies and organisations improved in the last two years, the response was somewhat mixed. Around **38%** of the respondents agree that the D&I focus in their organisation has improved. However, **47%** feel that it only improved marginally or don't know, whilst c. **15%** think it has declined to some degree.

D&I PERFORMANCE IN YOUR ORGANISATION IN THE LAST 2 YEARS

38%
IMPROVED

47%
SAME/DON'T KNOW

15%
DECLINED
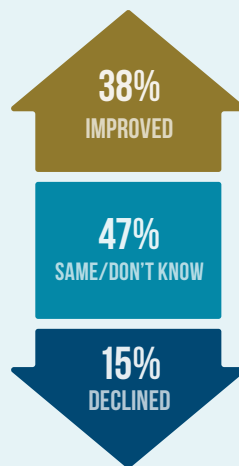
Despite the complexity of COVID-19, respondents continue to recognise the importance of the D&I agenda for the sector. With many people working from home and teams being more fragmented, some companies recognise that D&I is more important than ever. Around **36%** of respondents have seen the importance of D&I increase during COVID-19. **c.58%** have seen no change, whilst **6%** have seen the importance of D&I diminish since the beginning of 2020.

D&I IMPORTANCE

36%
IMPROVED

58%
NO CHANGE

6%
DIMINISH

FLEXIBLE WORKING ARRANGEMENTS

34%
ALREADY HAD FLEXIBLE WORKING ARRANGEMENTS

49%
STARTED FLEXIBLE WORKING SINCE COVID19

17%
NEVER EXPERIENCED FLEXIBLE WORKING
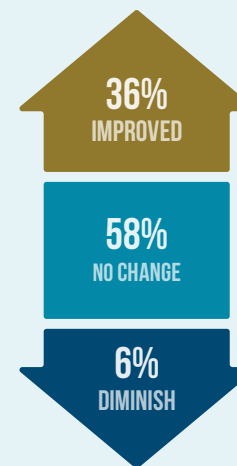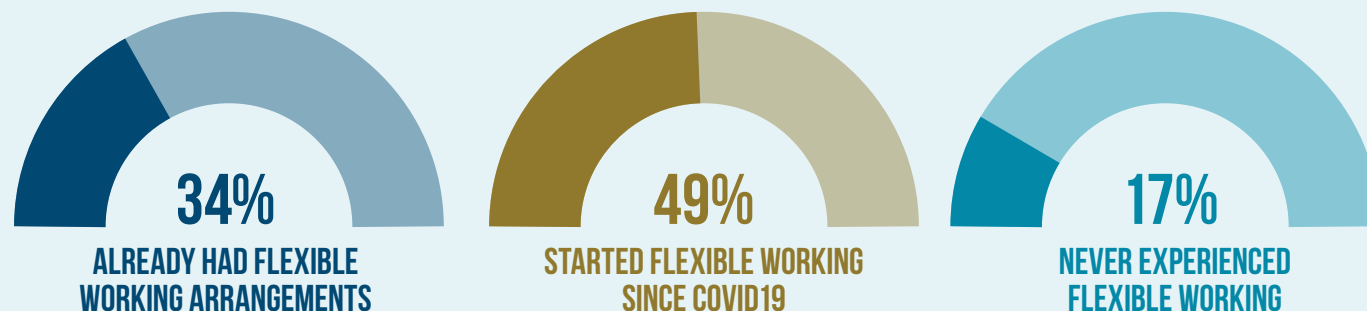
Around **34%** of the respondents already had flexible working arrangements before COVID-19, whilst a further **49%** started flexible working triggered by the COVID-19 situation. Flexible working arrangements are an important part of the D&I solution and can support employee retention. However, organisations may need to take additional supportive actions to ensure there are not detrimental longer-term impacts for individuals on career progression.

Recognising operational constraints, around **17%** of the respondents, predominantly operational, offshore, terminal or in facility management roles, never experienced any flexible working arrangements.

'ENHANCE OVERALL D&I INDUSTRY LEADERSHIP AND IMPROVE D&I CULTURE AT ALL LEVELS IN ORGANISATIONS ACROSS THE INDUSTRY'

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UKCS D&I CULTURE

ENSURING DIVERSITY WITHIN IMRANDD'S WORKFORCE IS AND ALWAYS HAS BEEN VERY MUCH A PRIORITY AND HAS BECOME INGRAINED IN THE ORGANISATION'S ETHOS AND CULTURE.

IMRANDD
INTELLIGENCE WITH INTEGRITY

- **30%** of its workforce is female, double the global industry average

- **75%** of its funded R&D projects are led by women

- **40%** of the workforce is ethnic minorities

- **40%** of the workforce are primary care givers to children under 18

- The age range of Imrandd's workforce ranges from 23 to 65+ (the average age of its workforce is 39)

IMRANDD
INTELLIGENCE WITH INTEGRITY

CASE STUDY 4

Imrandd was a finalist in the 2020 OGUK Awards in the Diversity & Inclusion category. Imrandd's diversity is organic; it comes naturally because everyone in the company believes in the success that a collaborative and empowered approach can bring. However, as the company continues to grow it has taken more a more strategic approach to ensure that it remains effective, innovative and creative – and having a diverse workforce is at the heart of this ethos.

Ensuring diversity within Imrandd's workforce is and always has been very much a priority and has become ingrained in the organisation's ethos and culture.

The company has implemented a number of initiatives to ensure a fair and balanced workforce, including unconscious bias workshops with project managers, frequent leadership communications around the importance of an inclusive workforce, a zero tolerance of any form of prejudiced behaviour and the implementation of continuous improvement (CI) initiatives.

As an example, CI includes reviewing job descriptions (for tone and content), in addition to evaluating how and where advertising is placed to ensure it reaches the widest possible demographic.

Communication has always been a key attribute of the whole team and it is evident that the workforce believes in honest, frank and transparent conversations. Over the last 12 months, internal communications has been ramped up, with the introduction of team chats, regular email updates on business progress, virtual townhalls, mindfulness sessions, online yoga and other activities.

For 2021 the plans are already in motion to create a formal D&I charter, which will include a roadmap to future proof Imrandd's current efforts to ensure an inclusive and diverse workforce as the company continues to grow.

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UKCS D&I CULTURE

Looking beyond specific groups, the value of diversity of thought, background, behaviours and personality is increasingly being recognised.

To stimulate new ideas and to approach problems from different viewpoints, the industry will need to continue to retain and attract people with different life experiences, work experiences, personalities, behaviours and educational backgrounds. Diversity can be cultivated in different ways, but should include fostering a culture of openness, embracing diverse opinions and welcoming input beyond the consensus.

'LEVERAGE THE GOOD PRACTICES DEVELOPED BY THE OPERATORS AND THE LARGER SUPPLY CHAIN COMPANIES TO STRENGTHEN AND ENHANCE THE D&I CULTURE FOR THE SMALLER OR MEDIUM SIZE SUPPLY CHAIN COMPANIES'

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METHODOLOGY

The D&I survey was conducted by the OGUK D&ITG in partnership with the Robert Gordon University (RGU) Energy Transition Institute. The survey was conducted between November 5th, 2020 and January 15th, 2021. The purpose of the UKCS D&I survey was to:

1. Establish a D&I baseline for the UK oil and gas industry

2. Create a D&I index to measure future progress

3. Develop sector specific insights to improve performance over time

The anonymous and non-attributable survey data was subsequently analysed by type of role, organisation, age, gender, ethnicity, religion and by job family. The survey data was also compared to similar surveys conducted in other sector and/or comparable job families. The UKCS D&I data was captured in a Power BI model to provide interactive visualisations for a wide variety of communities.

Around 1600 people from over 100 different organisations across 23 job families completed the D&I survey. The survey results reflect the feedback of the respondents and may not fully reflect the diverse views of the wider industry.

DISCLAIMER

In the preparation of this report ("**Report**"), Robert Gordon University ("**RGU**") has used the information provided by companies, individuals and a wide range of other sources (including web research, public-domain information sources, survey data and RGU's own internal sources) ("**Information**") in order to build the knowledge and to enable the delivery of the Report. This Report is based solely on the Information and is not intended to be a comprehensive review of all potentially relevant issues relating to its subject matter. It is intended to draw attention to those issues which - in RGU's absolute discretion - are material to the Report.

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ACKNOWLEDGEMENT

We would like to take the opportunity to thank all the individuals who have contributed to this report. We also like to acknowledge the input and guidance received from the UKCS D&ITG, OGUK and other stakeholders. Their input was greatly appreciated and - where possible - the comments and information received are reflected in this report.

UKCS D&I INDEX COMPOSITION

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DISAGREE — 1 2 3 4 5 6 7 8 9 10 — AGREE

BELONGING & OPENNESS

Statement	Score
I am able to be myself at work	7.9
I believe I have the opportunity to apply all my talents and abilities in my organisation	7.3
I feel comfortable to be open with colleagues about my life outside work	7.5
I feel emotionally and socially supported at work	6.8
I feel comfortable and confident to speak up, if I want to report discrimination, bullying or harrassment in my organisation	7.4
I feel comfortable and confident to speak up, if I think my own safety or the safety of others is at risk	8.8
I feel comfortable and confident to speak up, if I think I've made a mistake	8.0
I feel comfortable to speak up, if I can see a better way of doing things	8.2

RESPECT

Statement	Score
My nationality, gender or ethnicity is irrelevant to how I am perceived at work	7.4
My workplace supports people with disabilities	7.4
I feel my perspectives are taken into consideration by my manager	7.7
I feel my perspectives are taken into consideration by my colleagues	8.0
I am treated with respect by my manager	8.4
I am treated with respect by my colleagues	8.4

CAREER AND OPPORTUNITIES

Statement	Score
I feel my work is allocated fairly	7.1
I feel performance is assessed fairly	6.9
I feel my organisation supports me to progress learning and development opportunities	6.8
I feel my promotion processes are done in a fair way	6.0
My manager helps me in planning and achieving my goals	6.7
My manager shares information openly to the extent I'd expect them to	7.4
My manager is good at providing feedback on my performance	7.1
Feedback is valued and encouraged	7.4

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UKCS D&I INDEX COMPOSITION

DISAGREE | AGREE

1 2 3 4 5 6 7 8 9 10

ORGANISATION
- My organisation has clearly communiccated its D&I policy — 6.9
- My organisation has clearly communiacted its D&I targets and goals — 6.4
- My organisation provides support and tools to promote D&I — 6.6
- My organisation closely measures the impact of D&I performance — 5.6
- My organisation actively sponsors or participates in D&I communities/events — 6.4

CULTURE
- People of all heritages and backgrounds are accepted for who they are at my organisation — 7.8
- My organisation welcomes and embraces diverse opinions and input — 7.4
- Non-inclusive language and/or behaviours are addresssed immediately in my organisation — 6.8
- My organisation tackles bias, including bullying and harrassment immediately — 6.9
- I see diversity reflected in the leadership of my organisation — 5.7

LEADERSHIP
- My manager values diversity and difference in the team — 7.5
- My manager sets clear standards for the team on creating an inclusive environment — 6.9
- My manager is a good role model when it comes to creating an inclusive working environment — 7.1

D&I IMPACT
- I know what good D&I performance looks like — 6.9
- I am involved with D&I initiatives in my company — 5.2
- I am willing to support and/or participate in D&I activities/events/groups across the industry — 8.0
- I am willing to be a champion, role model or sponsor for D&I across the industry — 7.2
- I would consider an organisation's approach to D&I before joining them — 7.1
- I would consider leaving my current organisation because of its approach to D&I — 5.1

FLEXIBILITY
- I think flexible working is a key enabler of the D&I agenda — 7.9
- My organisation has clearly communicated its flexible working arrangements — 6.7
- My organisation promotes and supports flexible working — 6.6
- My organisation provides quality technology and IT infrastructure support to enable flexible working — 7.2
- I feel that flexible working is no barrier to my progression — 6.7

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