

Data-driven EDI

**Results from 2026 Health Index and
Inclusion Measurement Framework
(2025 energy sector results)**



Overview

- Tackling Inclusion and Diversity in Energy (TIDE) aims to make it as easy as possible for energy companies to improve EDI
- It has three areas of focus
 - Data collection and insight
 - Sharing good practice
 - Acting as a central point of coordination for EDI across energy
- Find out more and access resources:
www.energyedihub.uk



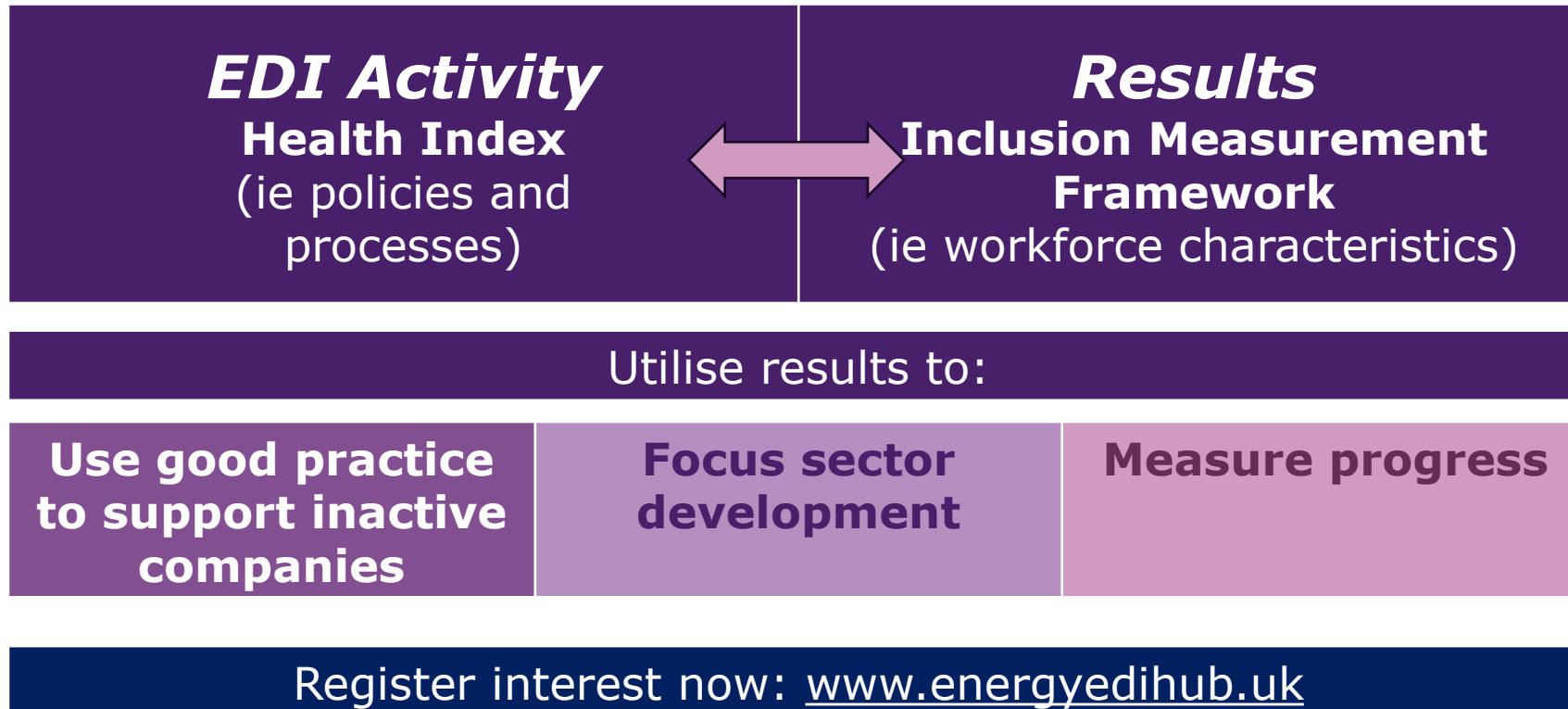
Insight and data collection

- More data = better insight. Fragmented data sources will not provide rich data.
- Therefore TIDE is encouraging the energy industry to align behind two free data collection tools:
 - **INPUTS:** In 2024, TIDE launched a **Health Index**, a benchmarking tool which measures the EDI inputs – ie policies, processes and activities to improve EDI. Made up of 24 statements, the tool takes 15 minutes to complete, and individual company results are anonymous. The aggregated data gives an indication of where companies may need further support, and also provides a benchmark from which to measure progress. This pack outlines results from the 2026 Health Index results including changes from 2025.
 - **OUTPUTS:** TIDE is also pointing companies to **Energy & Utility Skills' Inclusion Measurement Framework**, developed with The Equal Group, which measures the characteristics of the wider utilities workforce. Again, results are anonymised and companies can benchmark themselves against the wider utilities sector. The Inclusion Measurement Framework will open again for submissions in September 2026.
- This pack contains the results of the second Health Index, and the **energy sector** results of the 2025 Inclusion Measurement Framework [[wider utilities results were published in February 2025](#)].
- To be notified of when both tools open – register your interest here.



Making the connection

The Health Index measures EDI activities, and the Inclusion Measurement Framework measures the results sector-wide. Both provide insight into areas where industry may need further support, as well as the ability to track progress.



2026 EDI Health Index Results

Kindly supported by:



EDI Health Index

Self assessment against just 24 simple statements

Principles:

- The Health Index is designed to provide a 'snapshot' of EDI maturity across the UK's energy industry
- A simple structure, with two key statements in 12 categories within 4 groups: **Strategy, People, External and Internal**
- Provides an understanding of how the industry is performing and to also identify areas of focus
- Opportunity for individual organisations to benchmark against wider industry
- Run on an annual basis to track progress



EDI Health Index - Scoring



Inactive: This work/action has not been considered and is not started.

Reactive: This work/action is being considered and will be started soon. Compliance only mindset.

Proactive: This work/action is underway. A clear awareness of the value of this work in developing EDI.

Progressive: This work/action has been business as usual for some time and is demonstrating improved results in efforts to develop EDI.

Leading practice: This work/action is exemplary and demonstrates best practice and is available to share with others

EDI Health Index - Limitations

The Health Index gives a flavour of the direction of travel for EDI maturity in the energy sector. It has been designed as a self-assessment tool with simplicity in mind, with a core benefit that it does not take long to complete.

It is not a comprehensive review or complete maturity assessment tool. It does not claim to give precise analysis, and has a number of limitations. Please bear these in mind when reviewing the results:

- Self assessment – organisations self-assess, based on a scale of five options. The submissions are not verified nor based on precise or measured data
- Number of organisations – 33 organisations participated, which is low penetration of the sector
- Different data sets - whilst comparisons have been included of sector performance between the three years of this survey running, different organisations have completed it each year
- Varying organisational size – the same questions were asked of all organisations, however larger organisations may be more likely to be able to resource EDI.

Will be reviewing questions and approach in 2026, if you would like to be kept informed or be involved please email diversity@energy-uk.org.uk



Results – 33 organisations participated

- Each statement and theme (Strategy, People, Internal, External) are assessed by 'net maturity', which subtracts areas of low activity away from levels of high activity to reveal a net score. Numbers shown in brackets indicate change from 2025.

2026 results (%)	Strategy	People	Internal	External
Leading Practice (LP) + Progressive (P)	47 (-10)	47 (-2)	45 (-2)	31 (+3)
Inactive (I) + Reactive (R)	20 (+5)	16 (-1)	27 (+4)	34 (+3)
Net EDI maturity: (LP + P) - (I + R)				
2026	27 (-15)	31 (-1)	18 (-2)	-3 (0)
2025	42	32	20	-3
2024	30	18	10	-7

- When scoring questions using this formula, organisations which responded are most active in People, followed by Strategy, although this has seen a huge drop since 2025.
- Three of the four categories show a net positive EDI maturity score. External is the only category where more organisations are reporting as Inactive and Reactive than Leading Practice and Progressive, and also has not moved since 2025.
- In 2025 all categories saw a net improvement from 2024. In 2026 no categories have seen a net improvement since 2025.

2026 results

Over half of the statements show net positive maturity. But future progress will depend on stronger accountability, measurement and external impact.

Key findings

- 17 of 24 indicators show net positive maturity, meaning more organisations rate themselves as Progressive or Leading Practice than Reactive or Inactive. Two indicators show net neutral maturity, with four showing net negative maturity – more organisations scoring Reactive and Inactive than Progressive or Leading Practice.
- The strongest-performing areas are reviewing rewards and benefits, having an EDI strategy and vision, accessible communications, and EDI learning opportunities.
- External EDI remains the least mature area, with supplier diversity and supply chain inclusion continuing to score poorly.
- Measurement and accountability remain significant challenges, particularly employee EDI goals and workforce diversity data.



Changes between 2025 and 2026

Whilst over half of the indicators demonstrate net positive maturity in 2026, most indicators (16/24) declined from 2025.

Key findings

- Some notable improvements emerged, including accessible and inclusive communications (+42%) which last year saw a decline.
- Other improvements were around clear and objective job requirements (+16%) and diverse stakeholder engagement and market testing (+16%) which had previously scored extremely low.
- However most questions showed overall decline in progress. These included strategic EDI goals and targets (-39%) employee diversity data measurement (-35%) and employee resource groups and forums (-29%).



Strategy

summary

Strategy remains one of the strongest pillars in terms of 2026 performance, however, the largest declines in the entire survey occur within Strategy with the net maturity score for this category dropping by 14%, and five of six statements showing decline.

2026 shows while commitments are in place, there needs to be more focus on measurable delivery and governance.

Strengths

- EDI strategy, mission and vision remain well established.
- Leadership increasingly recognises EDI as a core competency.
- Leaders continue to engage on EDI issues affecting employees and communities.

Areas of concern

- Net EDI maturity for this category fell from 42% to 27%.
- Strategic EDI goals showed the largest decline in the survey (-39%).
- Employee resource groups and dedicated EDI responsibility both declined.

What this means

Many organisations continue to communicate a strong commitment to EDI, but fewer are translating that commitment into measurable goals and governance structures.



Strategy

Progressive + Leading Practice = More than 50%

There is an EDI strategy, mission and vision that has been communicated to all employees

Diversity Forums/Employee Resource Groups (or similar) have been established

The organisation has a person who has been nominated for the responsibility of EDI strategy and programmes

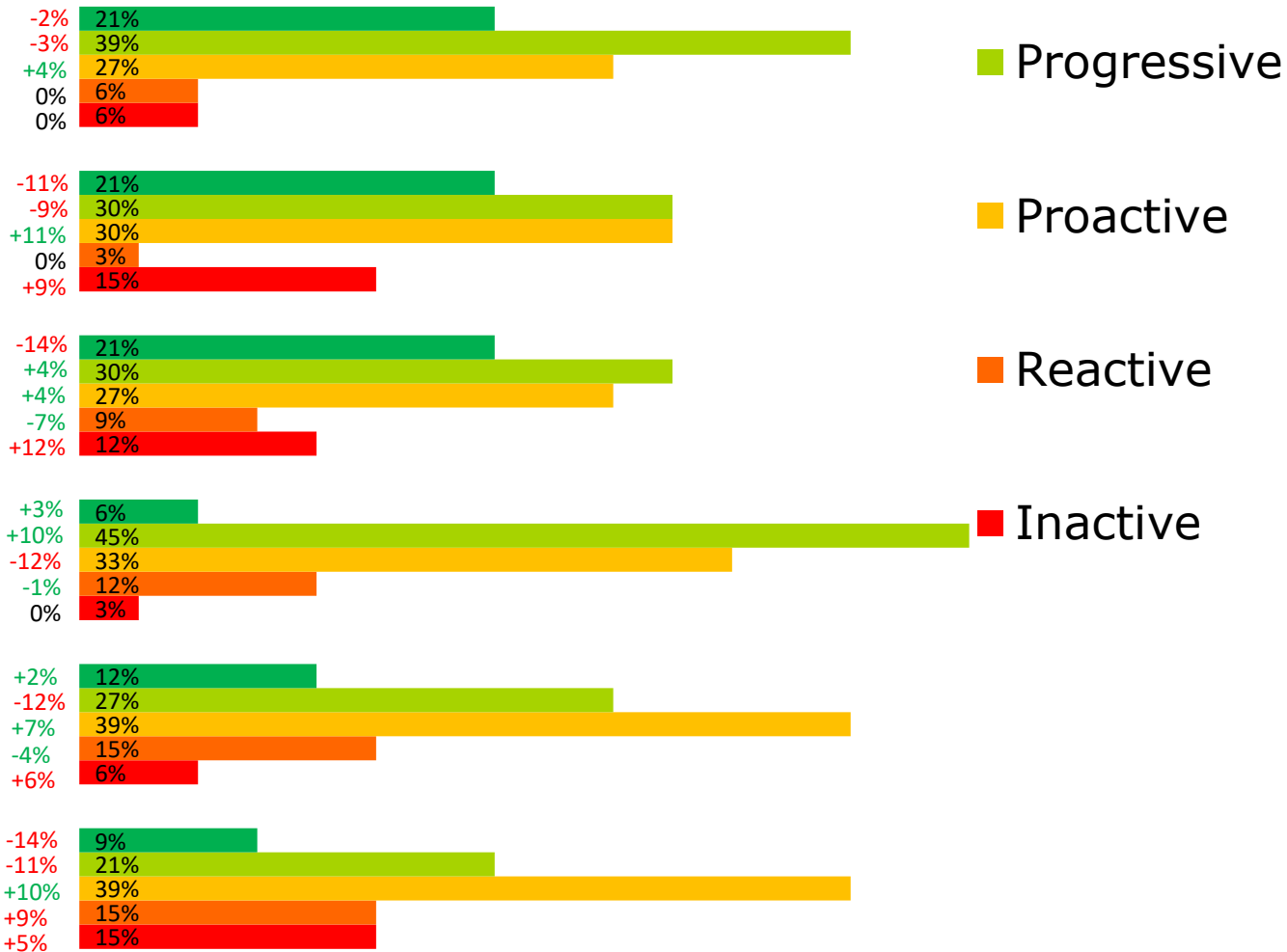
EDI Is an essential leadership competency

Progressive + Leading Practice = Less than 50%

Leaders engage in EDI issues important to employees and the societies in which they operate

Strategic EDI qualitative and quantitative goals are in place

**Change
2025 to 2026**



Strategy – accompanying notes

- In 2025, four of the six areas achieved at least 50% when combining Progressive and Leading Practice results; in 2026, this stayed the same:
 - EDI is now recognised as an essential leadership competency - is now above the 50% threshold.
 - Strategic EDI qualitative and quantitative goals that were in place - achieved at least 50% in 2025, but this has fallen to 30 percentage points in 2026.
- Across the six areas, most have moved in a negative direction compared to last year. The most dramatic changes are in:
 - Strategic EDI qualitative and quantitative goals in place – the proportion attaining Leading Practice (-14 percentage points) and Progressive (-11 percentage points) has fallen, while the proportion attaining Inactive (+5 percentage points) and Reactive (+9 percentage points) has increased.
 - Diversity forums/employee resource groups (or similar) have been established – the proportion attaining Leading Practice (-11 percentage points) and Progressive (-9 percentage points) has fallen, while the proportion attaining Inactive status has increased by 9 percentage points.
 - The organisation has a person who has been nominated for the responsibility of EDI strategy and programmes – the proportion attaining Leading Practice (-14 percentage points) and Progressive (-11 percentage points) has decreased, while Inactive status has increased by 12 percentage points.

Strategy - data

Statement*	2024					2025					2026					2026 Net Maturity			Change
	I	R	Pr	P	LP	I	R	Pr	P	LP	I	R	Pr	P	LP	P+LP	I+R	Net EDI Maturity 2026 (P+LP)-(I+R)	Change in EDI Maturity 2025-2026
EDI leadership competency	0%	24%	32%	38%	5%	3%	13%	45%	35%	3%	3%	12%	33%	45%	6%	51%	15%	36%	14%
Leadership engagement on EDI	3%	14%	38%	38%	8%	0%	19%	32%	39%	10%	6%	15%	39%	27%	12%	39%	21%	18%	-12%
Communicated EDI strategy and vision	5%	16%	22%	38%	19%	6%	6%	23%	42%	23%	6%	6%	27%	39%	21%	60%	12%	48%	-5%
EDI goals and targets	11%	19%	35%	27%	8%	10%	6%	29%	32%	23%	15%	15%	39%	21%	9%	30%	30%	0%	-39%
Dedicated EDI accountability	5%	5%	19%	38%	32%	0%	16%	23%	26%	35%	12%	9%	27%	30%	21%	51%	21%	30%	-15%
Employee networks and forums	11%	11%	24%	27%	27%	6%	3%	19%	39%	32%	15%	3%	30%	30%	21%	51%	18%	33%	-29%
Grand Total	6%	15%	28%	34%	17%	4%	11%	29%	36%	21%	10%	10%	33%	32%	15%	47%	20%	28%	-14%

I = Inactive
R = Reactive
Pr = Proactive
P = Progressive
LP = Leading Practice

*Statements have been shortened; full statements are included on previous slides



People

summary

People is now the strongest-performing pillar. Organisations appear increasingly effective at embedding EDI into workforce processes, although ongoing capability-building for managers requires attention.

Strengths

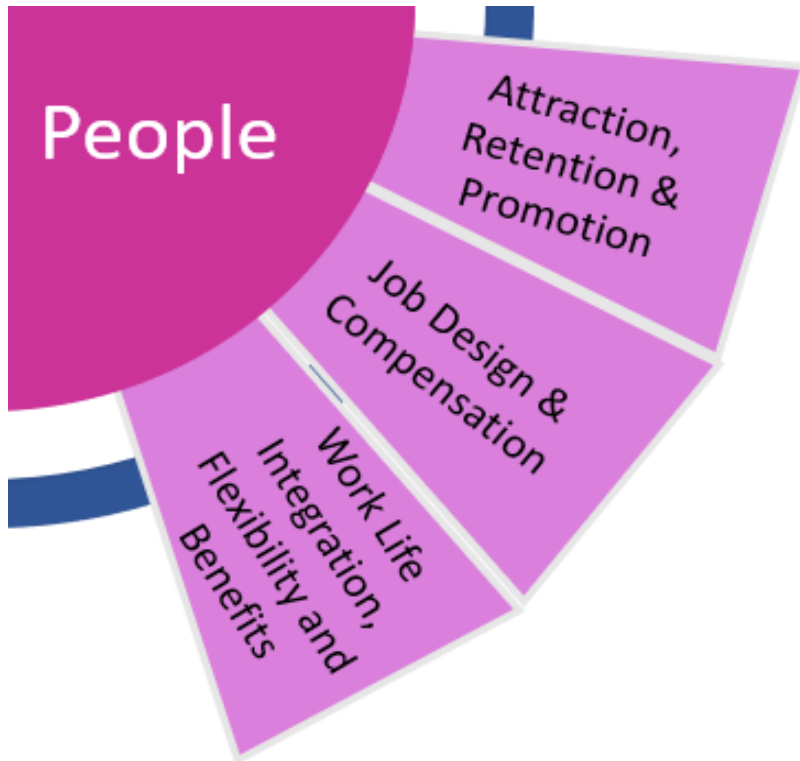
- Reviewing rewards and benefits is the highest scoring indicator of all statements in 2026
- Job requirements are increasingly clear and free from unnecessary barriers.
- Flexible working practices have also strengthened compared with 2025.

Areas of concern

- Both processes and training for managers to ensure inclusive hiring and promotion practices have declined.
- Policies supporting equitable treatment weakened slightly.

What this means

- Organisations continue to make progress in embedding EDI within workforce practices, although further investment in manager capability and inclusive hiring processes is required.



People

Progressive + Leading Practice = More than 50%

Rewards and benefits are regularly reviewed, and actions are taken to address inequities

The organisation embraces opportunities to embed flexibility (time and place) into all roles in an equitable way across the organisation

Job requirements and descriptions are clear and not confused with non-job-related factors, especially those based on preferences and biases

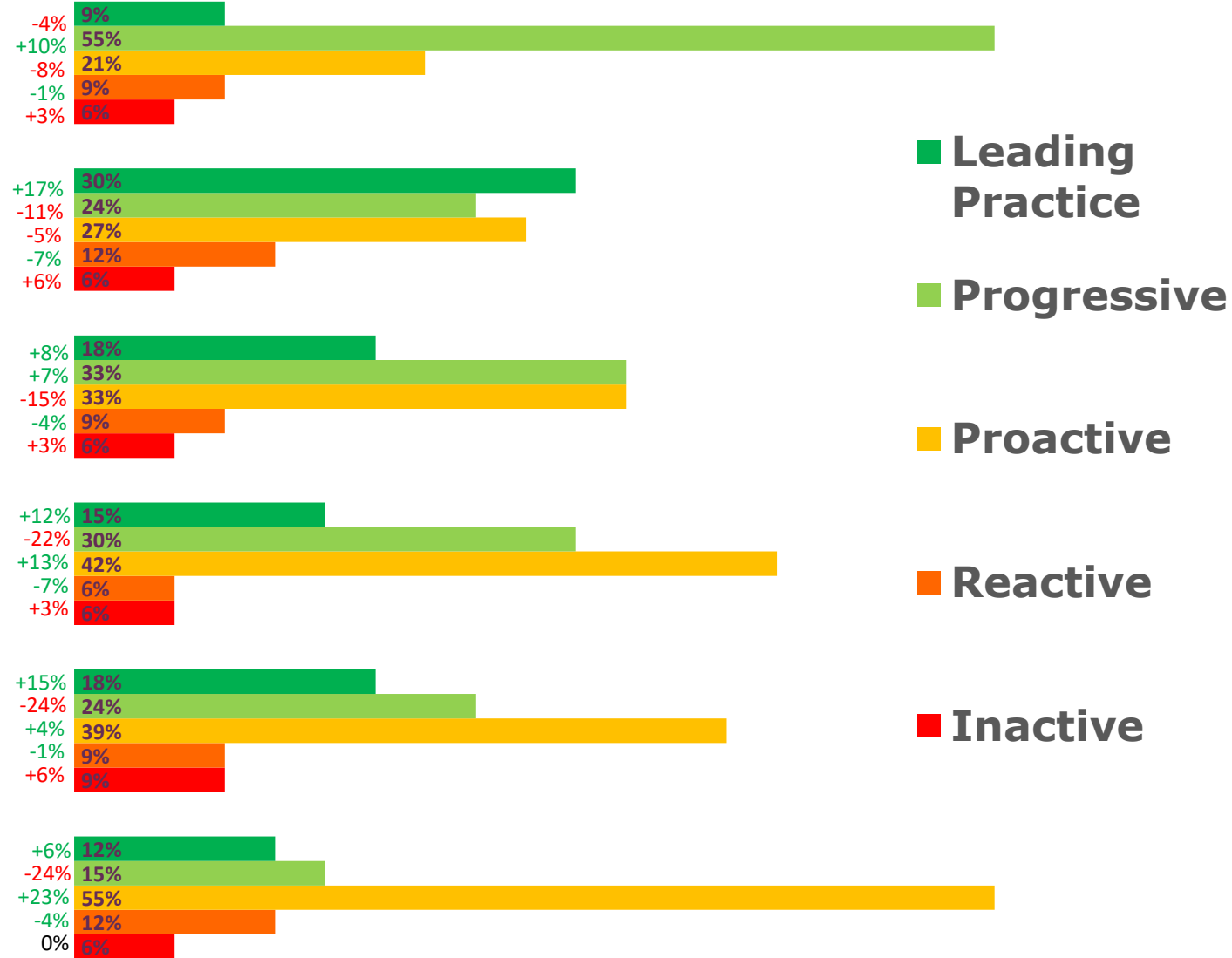
Progressive + Leading Practice = Less than 50%

Processes are in place to ensure hiring and promotion practices are equitable and inclusive

Policies and practices guard against favouritism and are communicated and applied equitably across the organisation in a culturally sensitive way

Hiring teams and managers are trained in diverse and inclusive hiring practices.

**Change
2025 to 2026**



People - notes

- In 2025, three of the six areas achieved at least 50% when combining Progressive and Leading Practice results; in 2026, this stayed the same:
 - The organisation embraces opportunities to embed flexibility (time and place) into all roles in an equitable way across the organisation - now above the 50% threshold.
 - Job requirements and descriptions are clear and not confused with non-job-related factors, especially those based on preferences and biases - now above the 50% threshold.
 - Policies and practices guard against favouritism and are communicated and applied equitably across the organisation in a culturally sensitive way - did achieve at least 50% in 2025, but this has fallen to 42% this year.
 - Processes are in place to ensure hiring and promotion practices are equitable and inclusive - did achieve at least 50% in 2025, but this has fallen to 45% this year.
- Across the six areas, most have moved in a positive direction when compared to last year, with the notable exceptions of:
 - Policies and practices guard against favouritism and are communicated and applied equitably across the organisation in a culturally sensitive way – the proportion attaining Progressive has fallen by 24 percentage points, while the proportion attaining Inactive has increased by 6 percentage points.
 - Processes are in place to ensure hiring and promotion practices are equitable and inclusive – the proportion attaining Leading Practice increased by 12 percentage points. However, the proportion attaining Progressive fell by 22 percentage points, and the proportion attaining Inactive increased by 3 percentage points.

People - data

Statement*	2024					2025					2026					2026 Net Maturity			Change
	I	R	Pr	P	LP	I	R	Pr	P	LP	I	R	Pr	P	LP	P+LP	I+R	Net EDI Maturity 2026 (P+LP)-(I+R)	Change in EDI Maturity 2025-2026
Inclusive hiring training	5%	30%	35%	24%	5%	6%	16%	32%	39%	6%	6%	12%	55%	15%	12%	27%	18%	9%	-14%
Inclusive hiring and promotion processes	0%	19%	35%	41%	5%	3%	13%	29%	52%	3%	6%	6%	42%	30%	15%	45%	12%	33%	-6%
Equitable rewards and benefits	5%	19%	35%	32%	8%	3%	10%	29%	45%	13%	6%	9%	21%	55%	9%	64%	15%	49%	4%
Objective job requirements	0%	14%	46%	27%	14%	3%	13%	48%	26%	10%	6%	9%	33%	33%	18%	51%	15%	36%	16%
Flexible and equitable working	0%	22%	22%	32%	24%	0%	19%	32%	35%	13%	6%	12%	27%	24%	30%	54%	18%	36%	7%
Equitable workplace policies	0%	24%	41%	30%	5%	3%	10%	35%	48%	3%	9%	9%	39%	24%	18%	42%	18%	24%	-14%
Grand Total	2%	21%	36%	31%	10%	3%	14%	34%	41%	8%	7%	10%	36%	30%	17%	47%	16%	31%	-1%

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Internal - summary

Internal culture-building activities are relatively mature, but organisations continue to struggle with measurement, accountability and embedding EDI into performance management systems.

Strengths

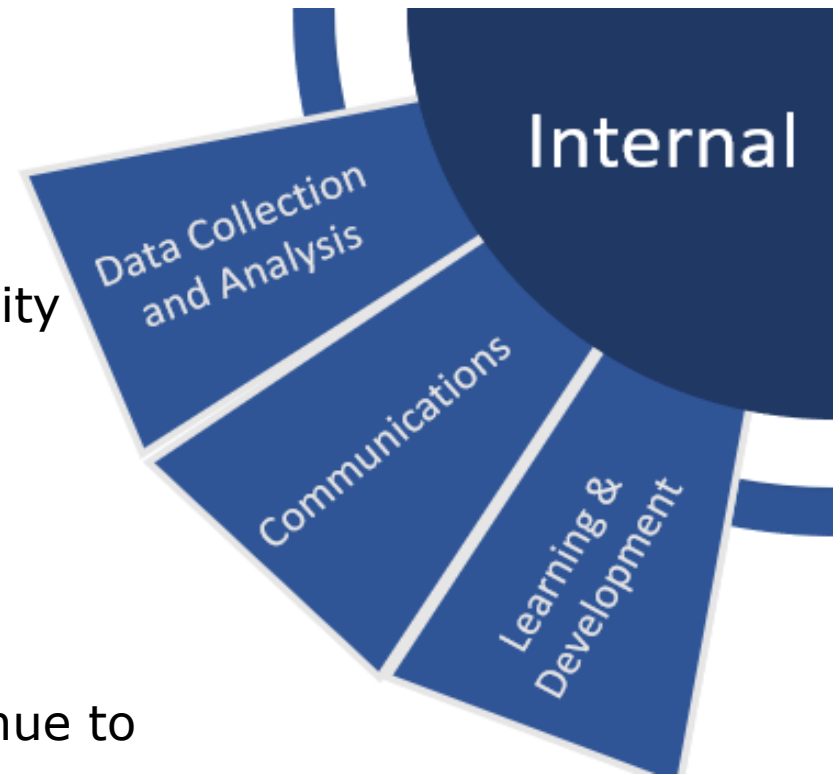
- Accessible and inclusive communications showed the largest improvement across the entire survey.
- EDI learning opportunities remain widely established.
- Cultural celebrations and employee engagement activities continue to score strongly.

Areas of concern

- Employee diversity data measurement declined significantly.
- Employee performance objectives linked to EDI remain the lowest-scoring indicator in the survey.

What this means

- Organisations are creating more inclusive cultures, but measurement and accountability mechanisms remain underdeveloped.



Internal

Progressive + Leading Practice = More than 50%

Cultural celebrations and organisation-wide activities that combine social interaction with EDI learning are encouraged

All employees have access to EDI learning and education

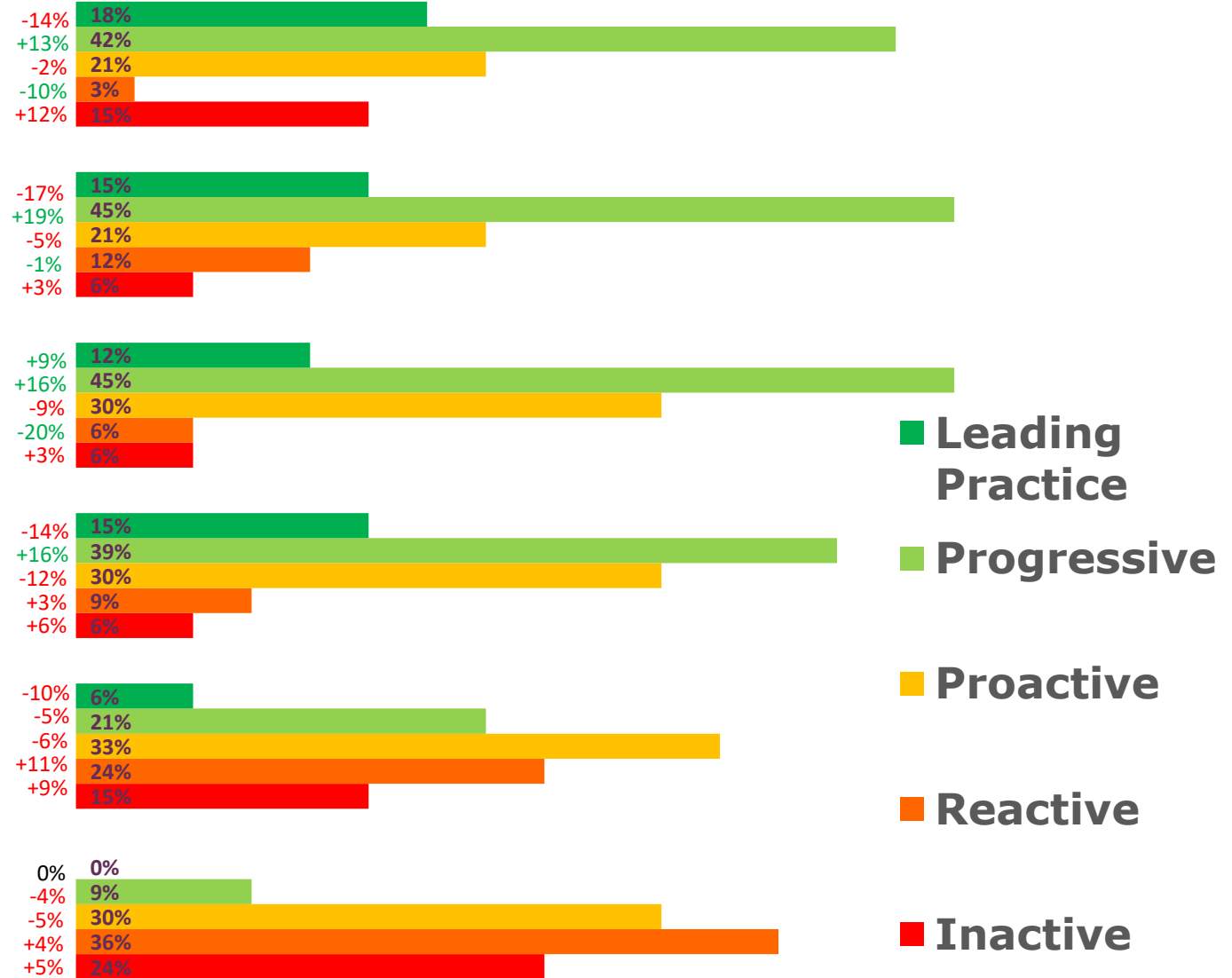
The organisation ensures its communications are accessible and inclusive – Both internal and external

The organisation encourages employees to discuss EDI and provide input into related initiatives

Progressive + Leading Practice = Less than 50%

Employee diversity and inclusivity data throughout the employee lifecycle is measured and analysed...

Employees are measured on their performance, which includes EDI goals



Internal - notes

Of the six highest scoring statements according to net maturity score, four are from this category.

- In 2025, three of the six areas achieved at least 50% when combining Progressive and Leading Practice results; in 2026, this increased to four:
 - The organisation ensures its communications are accessible and inclusive – both internal and external – is now above the 50% threshold.
 - However, across the six areas, most have moved in a negative direction compared to last year. The most dramatic changes are in:
 - Employee diversity and inclusion data throughout the employee lifecycle is measured and analysed to increase the organisation's learning about employee groups and work towards organisational EDI objectives – the proportion attaining Leading Practice (-10 percentage points) and Progressive (-5 percentage points) has fallen. The proportion attaining Reactive (+11 percentage points) and Inactive (+9 percentage points) has increased.
 - Cultural celebrations and organisation-wide activities that combine social interaction with EDI learning are encouraged – the proportion attaining Leading Practice has fallen by 14 percentage points, while the proportion attaining Inactive has increased by 12 percentage points.
 - The organisation encourages employees to discuss EDI and provide input into related initiatives – the proportion attaining Leading Practice has fallen by 14 percentage points, while the proportion attaining Reactive (+3 percentage points) and Inactive (+6 percentage points) have increased.
 - All employees have access to EDI learning and education – the proportion attaining Leading Practice has fallen by 17 percentage points, while the proportion attaining Inactive has increased by 3 percentage points.

Internal - data

Statement*	2024					2025					2026					2026 Net Maturity			Change
	I	R	Pr	P	LP	I	R	Pr	P	LP	I	R	Pr	P	LP	P+LP	I+R	Net EDI Maturity 2026 (P+LP)-(I+R)	Change in EDI Maturity 2025-2026
Employee diversity data and analysis	8%	35%	32%	19%	5%	6%	13%	39%	26%	16%	15%	24%	33%	21%	6%	27%	39%	-12%	-35%
EDI performance objectives	30%	22%	38%	8%	3%	19%	32%	35%	13%	0%	24%	36%	30%	9%	0%	9%	60%	-51%	-13%
Accessible and inclusive communications	3%	19%	43%	27%	8%	3%	26%	39%	29%	3%	6%	6%	30%	45%	12%	57%	12%	45%	42%
Employee voice and EDI engagement	3%	14%	24%	35%	24%	0%	6%	42%	23%	29%	6%	9%	30%	39%	15%	54%	15%	39%	-7%
EDI learning and education	3%	22%	22%	41%	14%	3%	13%	26%	26%	32%	6%	12%	21%	45%	15%	60%	18%	42%	0%
EDI cultural celebrations and events	3%	14%	35%	32%	16%	3%	13%	23%	29%	32%	15%	3%	21%	42%	18%	60%	18%	42%	-3%
Grand Total	8%	21%	32%	27%	12%	6%	17%	34%	24%	19%	12%	15%	28%	34%	11%	45%	27%	18%	-3%

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External - summary

External EDI remains the least mature area. While there are signs of gradual improvement, organisations are still much stronger at managing internal EDI issues than embedding EDI into supply chains, external partnerships and broader market engagement.

Strengths

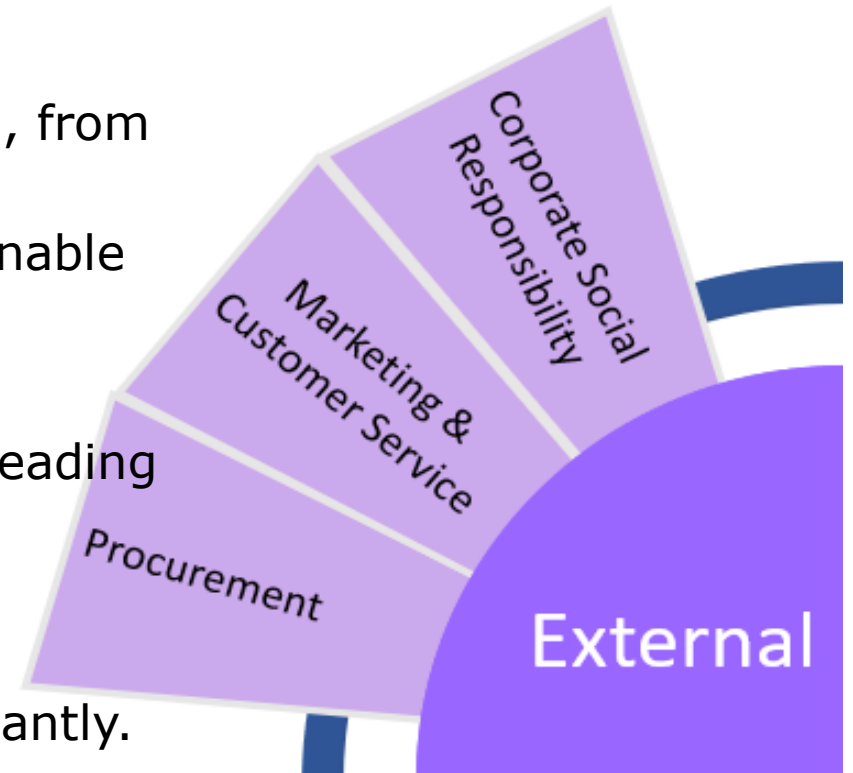
- Engagement with societal EDI issues improved.
- Diverse stakeholder engagement and market testing increased, from one of the lowest scoring previously.
- Marketing and communications continue to demonstrate reasonable levels of inclusion.

Areas of concern

- No External indicator exceeds 50% maturity Progressive and Leading Practice; this has been the case since the Health Index began.
- Supplier diversity remains among the lowest-scoring areas, a repeat area of challenge.
- ESG strategies linking sustainability and EDI weakened significantly.

What this means

- Organisations remain considerably more mature internally than externally, with supply chains and external partnerships representing the largest opportunity for future development.



External

Progressive + Leading Practice = Less than 50%

The organisation identifies and responds to societal EDI issues that align with its mission and vision

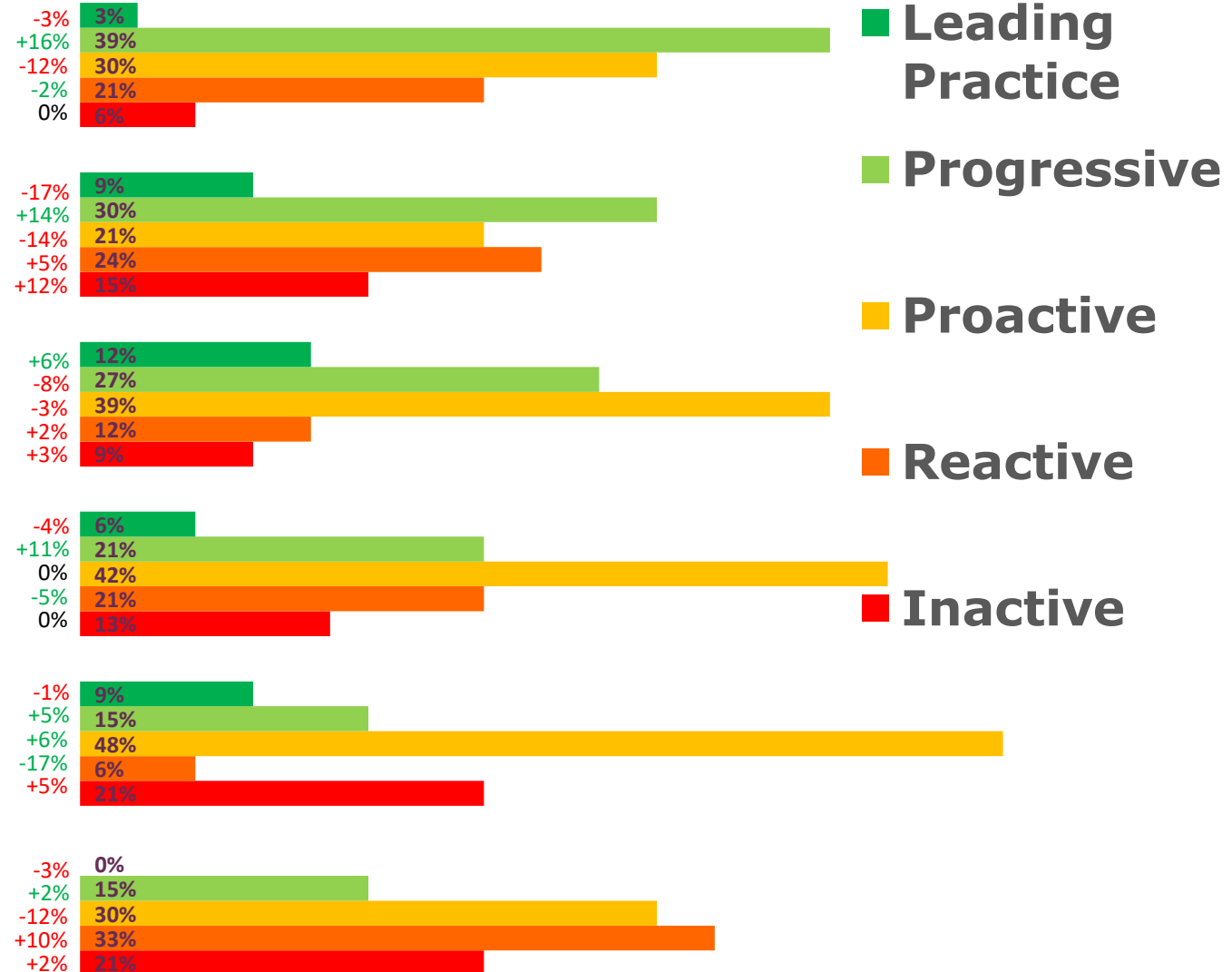
The organisation has a sustainability strategy or ESG agenda, which recognises the link between EDI and sustainability

Marketing and communication activities represent and reflect diverse customers (e.g. spokespeople, events and marketing materials).

The organisation is committed to ensuring diversity in its supply chain

Market testing and stakeholder engagement involves diverse groups

The organisation seeks opportunities to engage with diverse suppliers



External - notes

- In 2025, none of the six areas achieved at least 50% when combining Progressive and Leading Practice results – this is the same for 2026.
- Across the six areas, most have moved in a negative direction; the most notable changes are:
 - The organisation seeks opportunities to engage with diverse suppliers – the proportion attaining Leading Practice fell by 3 percentage points, while the proportion attaining Reactive (+10 percentage points) and Inactive (+2 percentage points) increased.
 - The organisation has a sustainability strategy or ESG agenda, which recognises the link between EDI and sustainability – the proportion attaining Leading Practice fell by 17 percentage points, while the proportion attaining Reactive (+5 percentage points) and Inactive (+12 percentage points) increased.

External - data

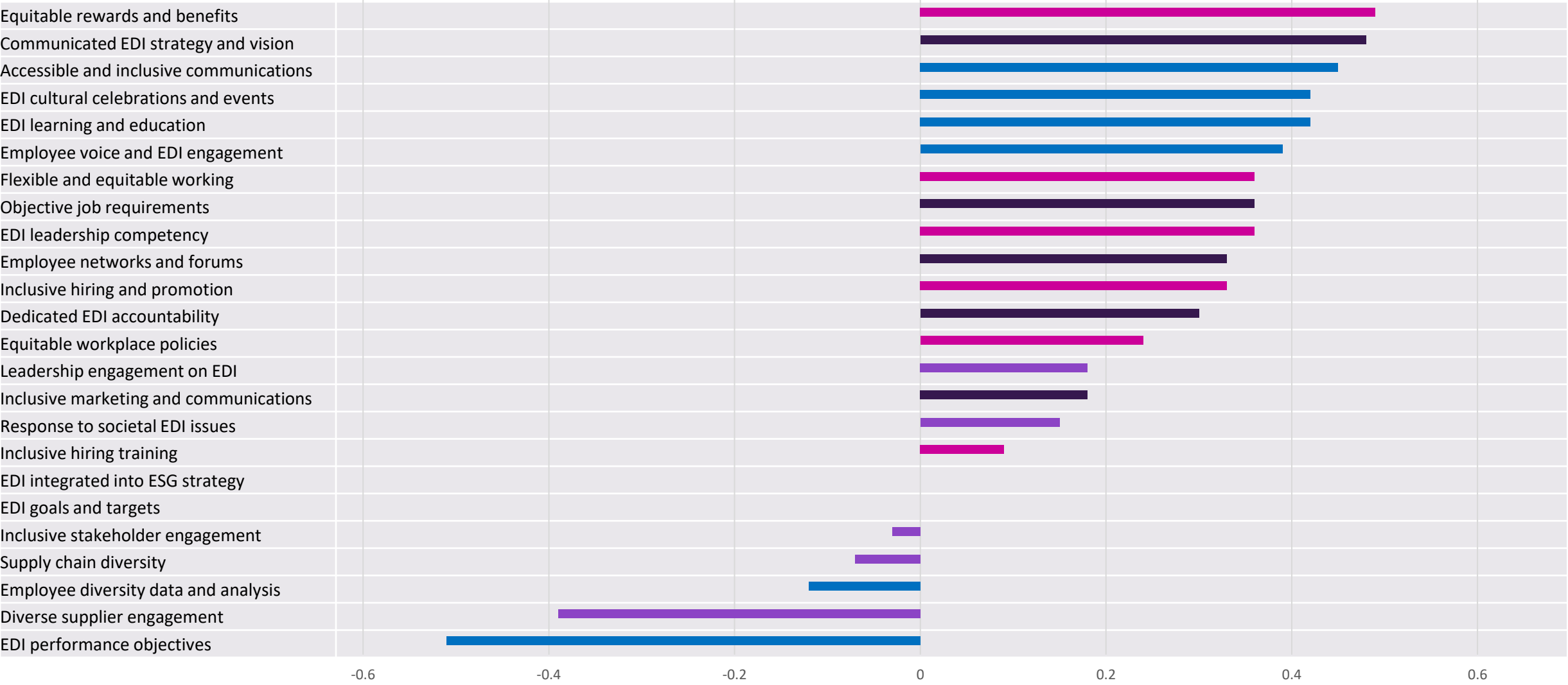
Statement*	2024					2025					2026					2026 Net Maturity			Change
	I	R	Pr	P	LP	I	R	Pr	P	LP	I	R	Pr	P	LP	P+LP	I+R	Net EDI Maturity 2026 (P+LP)-(I+R)	Change in EDI Maturity 2025-2026
Response to societal EDI issues	8%	27%	27%	30%	8%	6%	23%	42%	23%	6%	6%	21%	30%	39%	3%	42%	27%	15%	15%
EDI integrated into ESG strategy	19%	19%	22%	30%	11%	3%	19%	35%	16%	26%	15%	24%	21%	30%	9%	39%	39%	0%	-20%
Supply chain diversity	27%	19%	30%	22%	3%	13%	26%	42%	10%	10%	13%	21%	42%	21%	6%	27%	34%	-7%	12%
Diverse supplier engagement	22%	16%	41%	14%	8%	19%	23%	42%	13%	3%	21%	33%	30%	15%	0%	15%	54%	-39%	-13%
Inclusive stakeholder engagement	19%	22%	41%	19%	0%	16%	23%	42%	10%	10%	21%	6%	48%	15%	9%	24%	27%	-3%	16%
Inclusive marketing and communications	5%	22%	32%	35%	5%	6%	10%	42%	35%	6%	9%	12%	39%	27%	12%	39%	21%	18%	-7%
Grand Total	17%	21%	32%	25%	6%	11%	21%	41%	18%	10%	14%	20%	35%	25%	7%	31%	34%	-3%	1%

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All statements - Net EDI maturity 2026



Strategy People Internal External



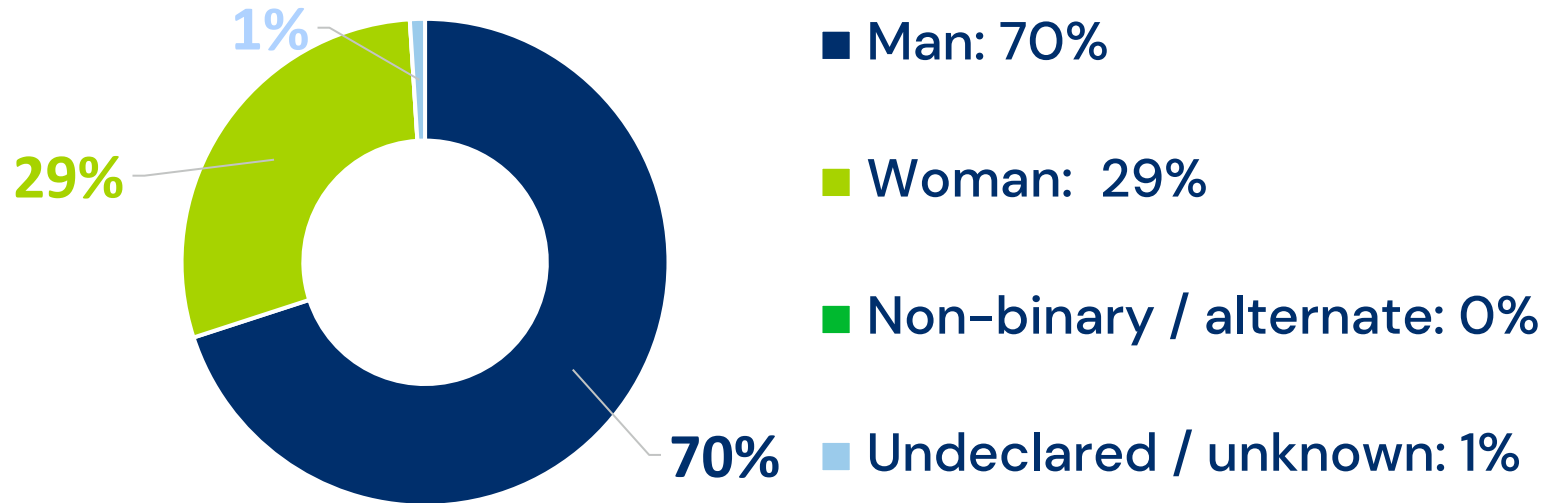
ENERGY &
UTILITY SKILLS

Inclusion Measurement Framework

Energy Sector Results

[Full report of wider utilities can be found here](#)

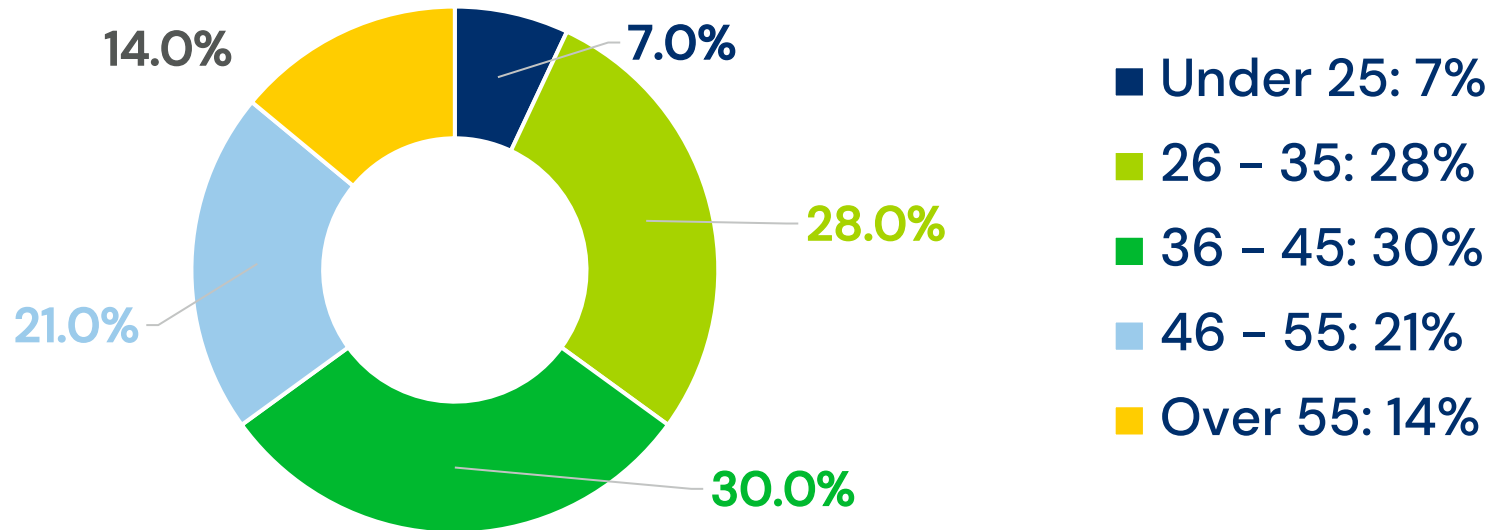
Industry Representation - Gender



- Non-Binary/alternate identifier included as broad categories – no data provided
- 5% increase in female representation year on year
- Ahead of wider utilities and In line with core STEM workforce makeup

	Energy 2025	Energy 2024	Change	Utilities 2025	Difference
Man	70%	74%	- 6%	66.8%	+ 3.2%
Woman	29%	24%	+ 5%	27.9%	+ 1.1%
Non-binary / alternate	0%	0%	No change	0.1%	- 0.1
Undeclared / unknown	1%	2%	- 1%	3.80%	- 1.8%

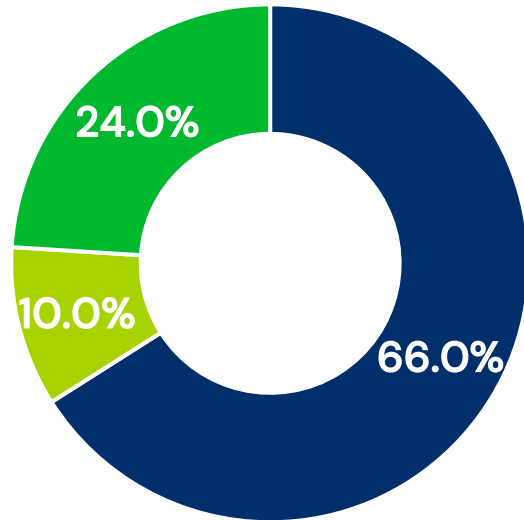
Industry Representation - Age



- Little change in age profile year on year
- Similar profile to wider energy and utilities sector
- Biggest increase in 36-45 range, also ahead of wider sector

	Energy 2025		Energy 2024	Change		Utilities 2025	Difference
Under 25	7%		7%	No change		8.4%	- 1.4%
26 - 35	28%		29%	-1%		26.7%	+ 1.3 %
36 - 45	30%		28%	+2%		27.1%	+ 2.9%
46 - 55	21%		22%	- 1%		21.5%	- 0.5%
Over 55	14%		14%	No change		16.1%	- 2.1%
Undeclared	0.2%		0%	+0.2%		0%	Same

Industry Representation - Ethnicity



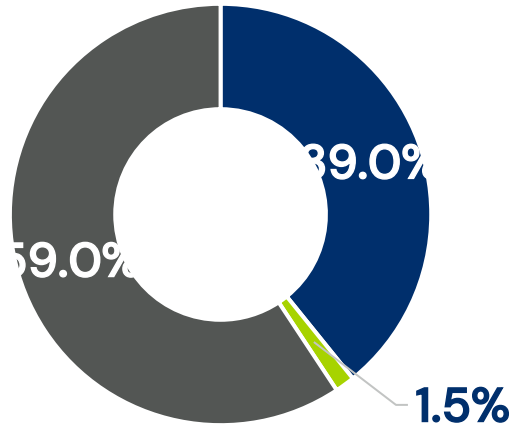
- White/White British: 66%
- Minority Ethnic*: 10%
- Unknown/undelcared: 24%

- Continued improvement in declaration rates year on year – this improvement mainly represented in White/White British
- Very similar profile to wider utilities but continues behind UK workforce at 17.2%

	Energy 2025	Energy 2024	Change	Utilities 2025	Difference
White/White British	66%	63%	+ 3%	66.5%	- 0.5%
Minority Ethnic*	10%	9.2%*	+0.8%	8.9%	+ 1.1%
Unknown/Undeclared	24%	28%	- 4%	24.6%	- 0.6%

*Aggregated Asian/Asian British, Black/Black British, Mixed Heritage/Multiple Ethnicities

Industry Representation - Sexuality

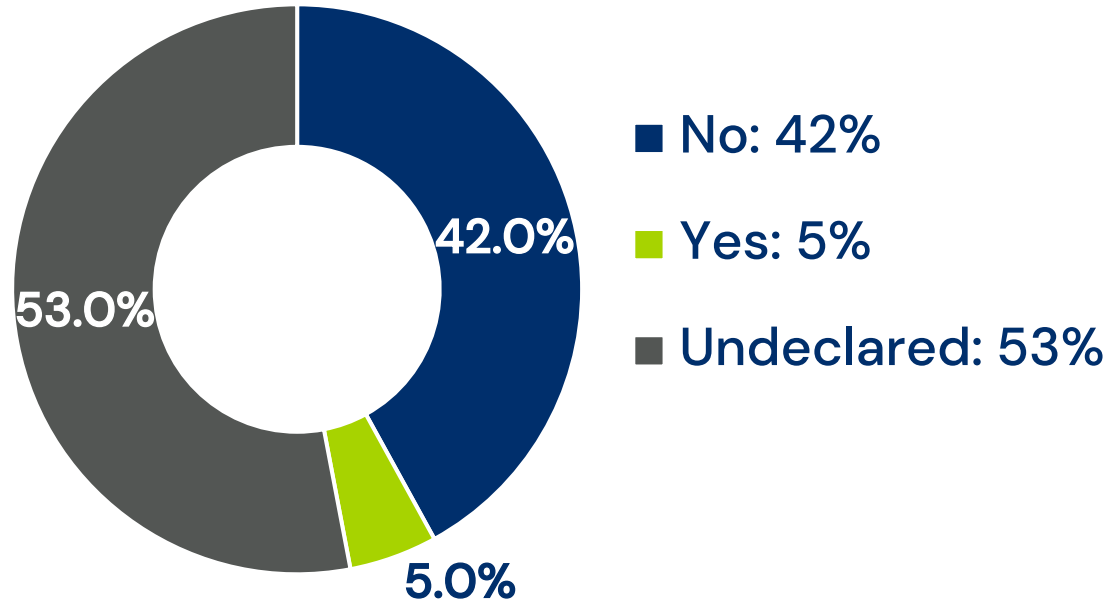


- Heterosexual: 39%
- LGBTQ+: 1.5%
- Undeclared: 59%

- Undeclared rate similar to wider sector
- LGBTQ+ representation aligned with sector and behind UK workforce

	Energy 2024	Energy 2023	Change	Utilities 2025	Difference
Heterosexual/Straight	39.0%	39.0%	0.0%	39.9%	-0.9%
LGBTQ+	1.5%	1.0%	+0.5%	1.7%	-0.2%
Other	0.0%	0.0%	No change	0.3%	-0.3%
Unknown/undeclared	59.0%	60.0%	-1.0%	58.2%	0.8%

Industry Representation - Disability



- Undeclared data continued to improve but still slightly behind wider sector and still over 50%
- Small increase in those reporting a disability, and while slightly above the wider sector, representation is much lower than the estimated working age adults with a disability.

	Energy 2025	Energy 2024	Change	Utilities 2025	Difference
No declared disability	42%	37.0%	+ 5.0%	41.2%	+0.8%
Declared disability (including physical, visible, neurological, invisible)	5%	3.4%	+ 1.6%	3.3%	+1.7%
Unknown/undeclared	53%	59%	- 6%	52%	- 6.0%

Additional Industry Insights



Women making up 37% of promotions to leadership positions

Less women applying for roles in the sector (down 3% year on year)

Under 35s make up a nearly 40% of leavers

Under 25s makeup just 16% of appointments; down from 20% in 2024

Ethnic minority representation on leadership development programmes down to 13%

Over 46s make up 61% of sector leaders

Additional Industry Insights



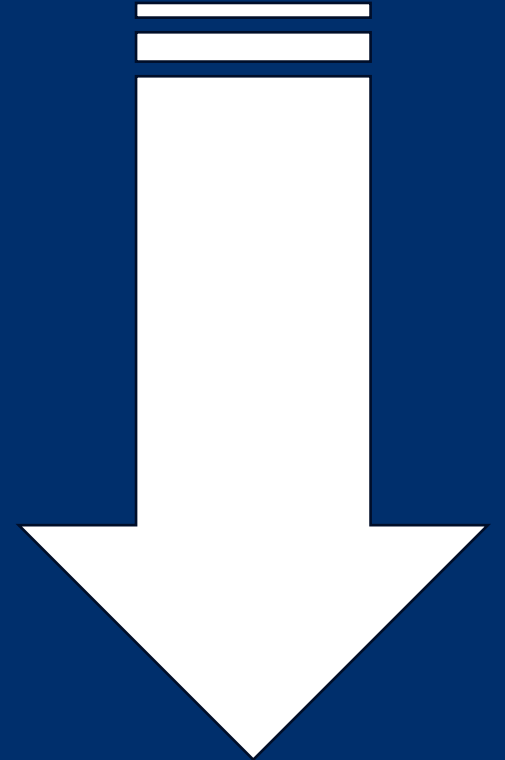
Continued significant dilution of ethnic minority candidates across the recruitment process

Ethnic minorities leaving at higher levels than represented

Leadership Survey – Key Findings



In 2025, 35 leaders responded to the survey, down from 67 in 2024.

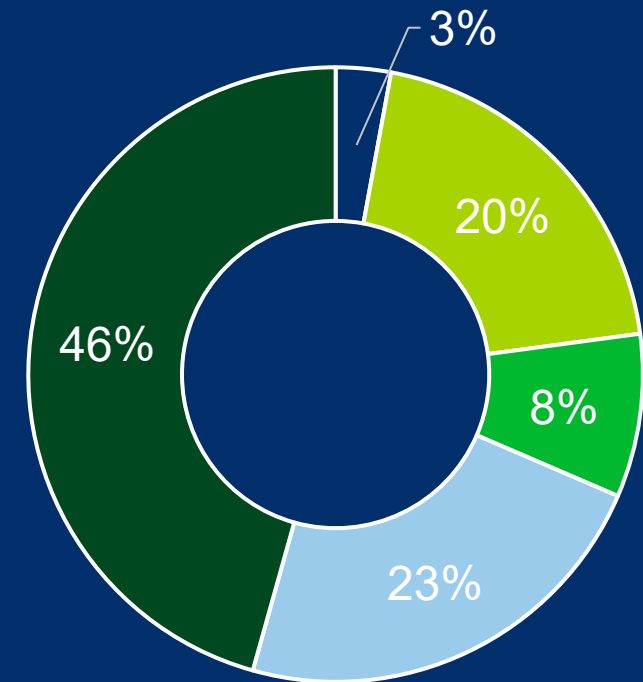


Leadership Survey – Key Findings



Reliance on long term sector experience, with leaders with 10+ years experience accounting for 68.6% of respondents.

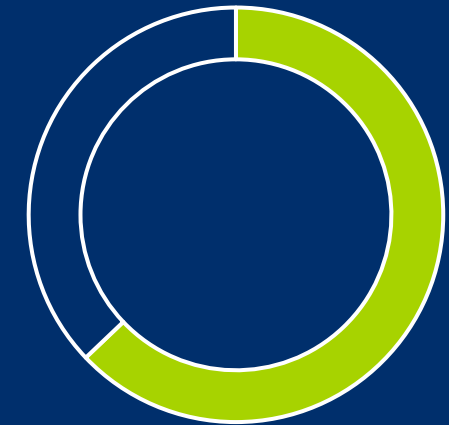
- Less than 1 year
- 1 - 5 years
- 6 - 9 years
- 10 - 19 years
- 20+ years



Leadership Survey – Key Findings

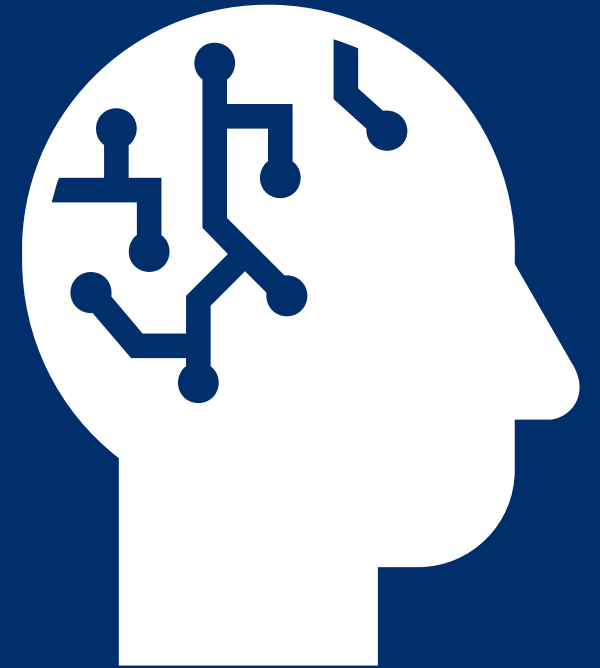


62.9% of leaders report that they are a parent or caretaker of a dependent relative, notably up from 2024



■ Yes □ No

The survey shows high levels of stated commitment to and confidence in EDI – from those who responded



Leadership Survey – Key Findings

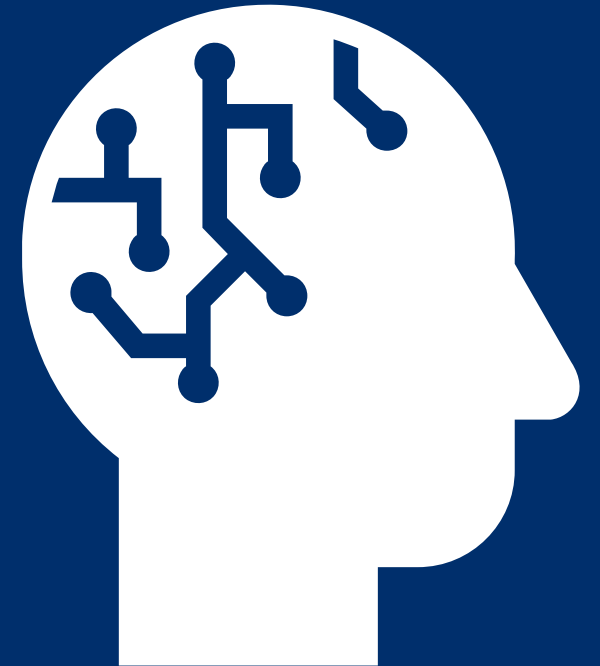


97.1%

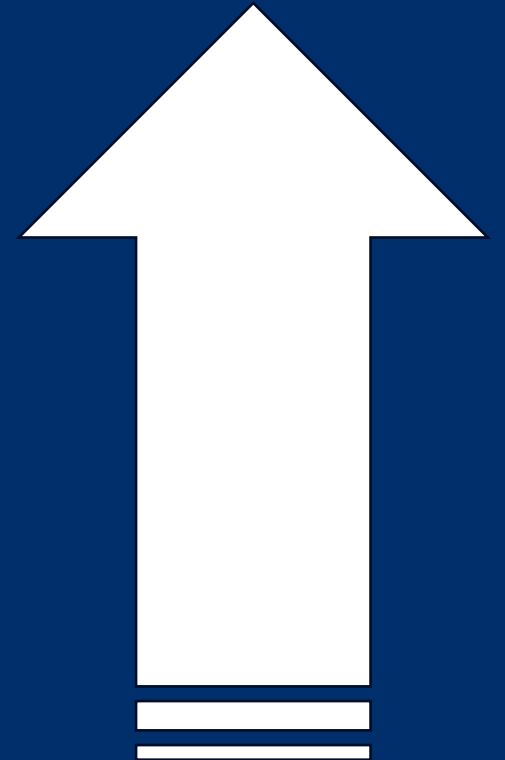
of leaders who responded strongly agreed or agreed that they fully understand their personal role in driving equality, diversity, and inclusion within their organisation.

94.3%

of leaders who responded strongly agreed or agreed they could fully articulate EDI's importance (up from 98.6% 2024).



Continued upward trend in levels of commitment to EDI with EDI a strategic priority for over 88% of companies but only 34.3% of leaders strongly agree they are held accountable for EDI



More data = better insight

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