

In Partnership with
DIVERSIO

StepUp Sector Report

Diversity & Inclusion in the
Canadian Energy Sector



StepUp

2022



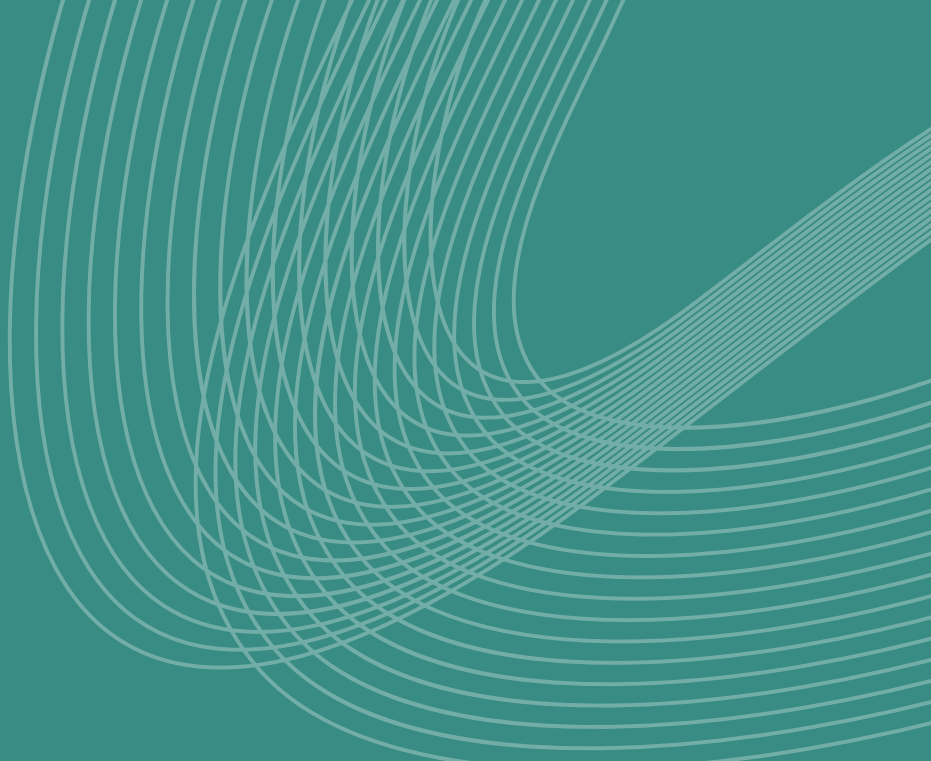


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About the Study

Equity, Diversity, and Inclusion (EDI) are critical aspects of the “S” in Environmental, Social, and Corporate Governance (ESG). As the benefits of EDI become better known everywhere, C-suite executives and boards are increasingly influencing their organizations to further invest in an EDI strategy. However, a common pitfall across various organizations is focusing on diversity without equity and inclusion.

Diversity on its own will not enhance company returns nor improve employee satisfaction. Equity and inclusion are needed to catalyze a positive Return On Investment (ROI) and enhance the employee experience through innovation, talent attraction, employee turnover reduction, and scandal avoidance. Together, EDI creates the optimal conditions for high-performing companies.

StepUp is a non-profit seeking to improve the representation and inclusion of women+ at the senior level in Canada's energy management sector. StepUp and the study's funders hope this report will serve to demonstrate the importance of a commitment to EDI.

StepUp collaborated with Alectra, Independent Electricity System Operator (IESO), Hydro One, Natural Resources Canada, and Peak Power to fund this study. StepUp and the study's funders see this study as a catalyst to build a sustainable future for the Canadian Energy sector.

This report aims to act as a tool that provides information about the current diversity and inclusion state of the Energy sector, along with a series of ready-to-implement recommendations tailored specifically to this data collection's outputs.

Using the unique EDI data pain points and the tailored recommendations, StepUp and individual companies in the Energy sector can implement new initiatives to support a more equitable tomorrow.

**The term women+ denotes women, non-binary, and individuals who identify with the trans community*

About StepUp

A Brief Story About StepUp

StepUp is a volunteer-run non-profit organization that champions gender equity, diversity, and inclusion to breakthrough and achieve Canada's transition to a net-zero economy.

Founded in 2019, their mission is to StepUp the advancement of women+ in the energy management sector to leadership and Board positions through building awareness and providing transformative tools to individuals, organizations, and partners.

Their events and studies are a source of best practices and knowledge sharing on issues of diversity and inclusion. They actively promote knowledge building, discussion, learning, and connection.

**The term women+ denotes women, non-binary, and individuals who identify with the trans community*

Executive Summary

StepUp is dedicated to curating and developing a more diverse and inclusive reality for the Energy sector across Canada. Using survey results from 1,199 respondents, StepUp can transparently quantify and qualify the sector's progress and commitment to EDI.

Understanding the unique experiences across demographic lenses will support the sector in investing their resources to best uplift equity-deserving groups and EDI in Canada. Explore the sector's key opportunity areas and the report's unique recommendations below.

Opportunity Areas

Career development is consistently the sector's greatest Inclusion KPI pain point, pointing to systemic barriers for non-dominant groups.

1

Women+ are underrepresented at the C-Suite level, influenced by systemic barriers to workplace safety and career development.

2

Minority races and ethnicities experience significant barriers to career progression at the manager level. Black people experience significantly less inclusivity.

3

LGBTQ2+ groups feel less safe in the workplace than cis-heteronormative counterparts. Representation drops off between the Director to VP level.

4

The pandemic has significantly affected mental health concerns in the workplace and disproportionately affected those with intersecting identities.

5

Recommendations

StepUp to host Energy sector networking events for diverse workers to increase access to potential sponsors and mentors.

1

StepUp to encourage EDI-aligned succession strategies and promote EDI-qualified recruiters so energy companies can prioritize a diverse talent funnel.

2

StepUp to host cross-organizational EDI strategy fireside chats with board members and executives to help build EDI solutions and break down barriers.

3

StepUp to endorse and promote an external HR team for independent investigations of employee harassment reports, with clear processes and swift timelines.

4

Encourage more equitable policies to support Energy sector employees according to their needs, with a focus on flexibility between in-person and online events.

5

Methodology

Diversio assesses 6 Inclusion Key Performance Indicators (KPIs) using a Likert scale. Employee responses are aggregated and weighted to produce 6 KPI scores that constitute the overall Inclusion Score™. To generate the KPI scores, Diversio's algorithm categorizes respondents into the "dominant" or "non-dominant" group according to their self-identified demographic profile. The dominant group refers to the profile of a person whose demographic traits (i.e., gender, race-ethnicity, sexual orientation, and disability) appear most frequently at the senior level of an organization.

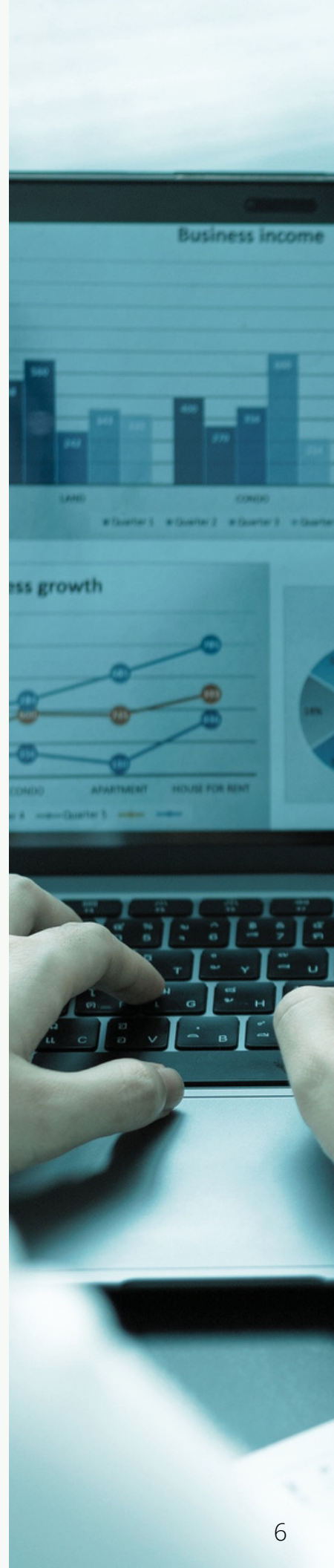
Diversio's **6-Metric Inclusion Framework** is as follows:

- Inclusive Culture
- Fair Management
- Career Development
- Workplace Safety
- Workplace Flexibility
- Recruiting & Hiring

Industry members were asked to complete Diversio's 4-minute pulse survey. The survey collected employee demographics, roles, and experience data. Demographics included: gender, race and ethnicity, sexual orientation, mental health, and disability.

The survey was open from April 2022 to May 2022, and sent to energy organizations, associations, and companies across Canada, including energy consulting firms and technology vendors. The survey was promoted online via StepUp and through the funding partners and social networks to gain insights from the broadest array of individuals in the Energy sector. Some organizations sent out this survey from the leadership level, while Individual Contributors passed it to their colleagues and teams in other organizations. This 360° approach ensured a broad array of perspectives and an equitable system for data collection.

To supplement survey data, Diversio scraped 365 individual's demographic data across 23 Canadian Energy companies. Diversity data is collected through company websites, LinkedIns, or SEC filings. The data is then labelled through a combination of human expertise and algorithms, assigning gender and race/ethnicity to each individual. This methodology has returned an average margin of error of 1% providing greater certainty to aggregated diversity demographic trends.



Limitations of the Study

Understanding the sample's margin of error and confidence intervals:

It should be noted that there is an estimated population of 276,000 individuals employed by the Canadian Energy sector.¹ Inclusion insights are based on the sample set of 1,199 individuals who responded to the survey. This response rate represents a **4% margin of error with a 99% confidence interval**.

The margin of error is a range of values above and below the actual results of a survey. For example, a 50% 'favourable' response with a margin of error of 4% means that between 46% and 54% of all employees think that the answer is favourable. In simple terms, this margin of error signals two things:

- The data likely gives an accurate view of inclusion and equity sentiment across the sector, in that it shows overall patterns and trends in the data and patterns of differences in employee experiences. It should be noted that the inclusion and equity data can be leveraged for general insights
- The survey data may give a slightly biased representation of diversity/demographics across the sector. For this reason the team used scraped data to supplement diversity demographic data.

All forms of data collection have limitations. When considering the implications of survey data, certain variables may have driven some to more readily respond than others. If someone identified closely with the EDI mission they may be more likely to fill out the survey than someone with a neutral experience. Scraped data has the limitation of being high level, aggregated data without the granular accuracy of self-identification. Because scraped data shows the macro lens, it is difficult to create close micro lens cuts. For the report's purposes, data moving forward will primarily use the survey data to get more granular cuts and key takeaways.



Inclusion Metrics

Inclusion metrics were generated using a weighted, 10-point scale to understand how employees of different backgrounds experience the workplace. To produce the KPI (Key Performance Indicator) scores, Diversio weights and combines the average dominant and non-dominant group scores. The reference group (i.e., the Dominant Group) was identified as white, heterosexual men without a disability, in other words the profile of person most frequently observed at the executive level. The industry score refers to the All Sectors Benchmark, an industry benchmark developed by Diversio's validated dataset of 500+ organizations.

Diversio uses **6 academically-verified inclusion metrics** to measure empirical differences in subjective experiences through the survey, which sheds light on key inclusion opportunities:

Inclusive Culture

The openness of team environments to diverse opinions and perspectives, without feeling judged.

Career Development

A culture of mentorship & sponsorship that is open to all employees, not just the dominant group.

Workplace Safety

A workplace free from mental, physical, and sexual harassment.

Fair Management

Fair, objective, and free from unconscious bias. All employees have equal opportunity to advance within their organization.

Workplace Flexibility

A workplace that does not inadvertently exclude diverse employees through rigid protocols.

Recruiting & Hiring*

A workplace whose pipeline reflects the diversity of the communities in which they operate.

**Please note: Recruiting & Hiring is calculated by comparing talent pipeline diversity against the diversity of the surrounding communities, this does not account for the qualitative recruiting and hiring experience; i.e. if an organization's hiring slate has 50%+ women+ in an area where 50% of the local population are women+, they will receive 10 out of 10 in this KPI.*

Survey Respondents Overview

1,199 Respondents

Participation from over 145 companies in the Canadian Energy sector

Respondents by Region

Eastern Region includes New Brunswick, Newfoundland and Labrador, Nova Scotia, Ontario, Prince Edward Island, and Quebec.

Western Region includes Alberta, British Columbia, Manitoba, Nunavut, Saskatchewan, and Yukon.

Chart 1: Respondents by Region (%)

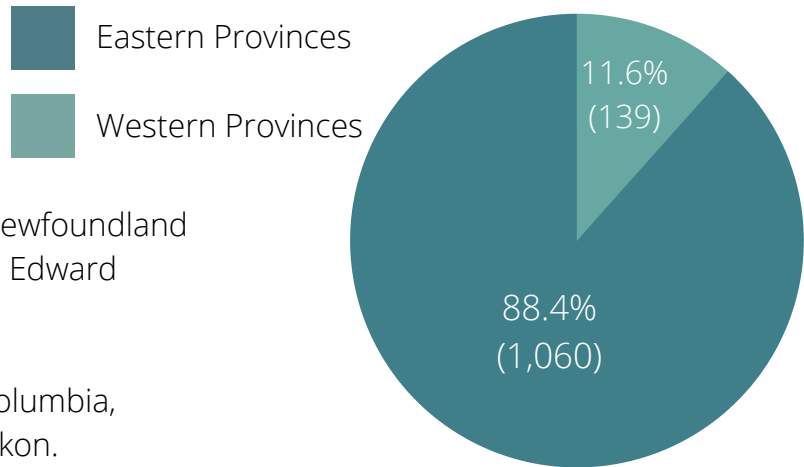
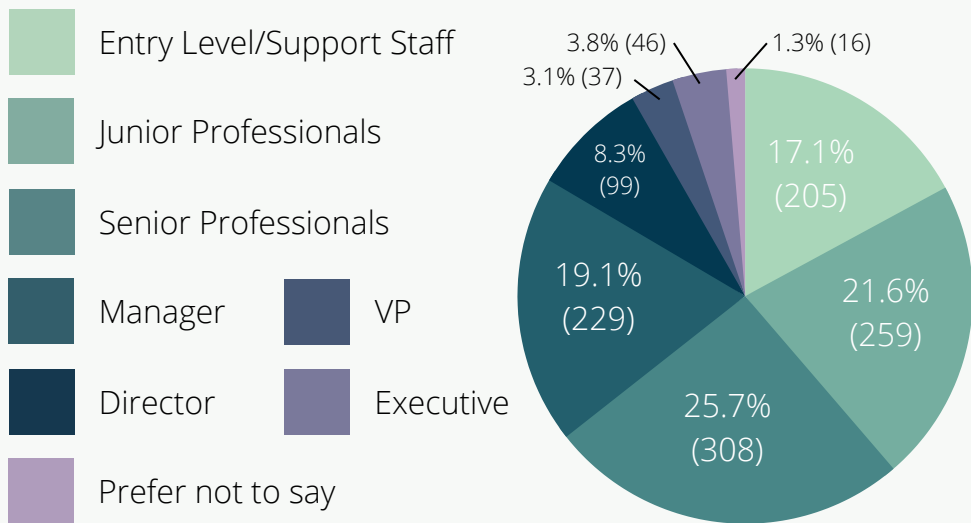


Chart 2: Respondents by Role (%)

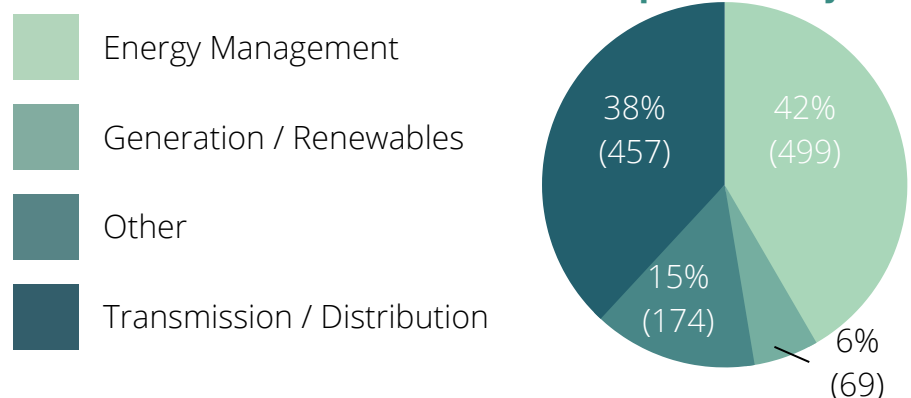


Respondents by Role

Respondents by Subsector

Energy Management
 Generation / Renewables
 Other
 Transmission / Distribution

Chart 3: Respondents by Subsector (%)



Survey Participation Demographics

The sector scored a **61.8** in inclusion

▼ This is 4.3 points lower than the average compared to Diversio's entire dataset across industries in Canada.

The **highest scoring inclusion** metrics were:

- **Workplace Flexibility:** Measures whether respondents are able to balance work and personal obligations without undue stress
- **Inclusive Culture:** Measures whether respondents feel like they are a part of a team and can meaningfully contribute alongside peers

The **lowest scoring inclusion** metrics were:

- **Career Development:** Measures whether respondents have mentors and sponsors within the organization that create opportunities and invest in their success
- **Fair Management:** Measures whether respondents feel that managers are fair, allowing respondents to advance and celebrating them for good work

Equity-deserving groups are **experiencing inclusion in systemically different ways, particularly folks with disabilities and/or mental illnesses.**

Among the provinces, Quebec has the highest inclusion score and Alberta has the lowest inclusion score

Demographic representation breakdown

01

Gender

- Women+: 522 responses (43.5%)
- Men: 605 responses (50.5%)
- Non Binary and Gender fluid: 13 responses (1.1%)
- Identify as Trans (0.6%)

02

Race & Ethnicity

- Racial & Ethnic Minority Groups: 461 responses (38.4%)
- White: 761 responses (63.5%)

03

Sexual Orientation

- LGBTQ2+: 195 responses (16.3%)
- Heterosexual 72.8%

04

Disability/Mental Health Identified

- Mental Health: 32.6%
- Physical 14.9%
- Cognitive/Learning 12.7%
- Multiple 14.1%

Survey Results Overview

The StepUp survey collected demographics and inclusion sentiment from 1,199 respondents. This report's survey results were benchmarked against Diversio's entire dataset across industries in Canada to conceptualize the Energy sector's results compared to other industries in Canada. This Canadian industry benchmark allowed results to be compared against a relevant average. In addition, a second diversity dataset of 365 individuals across 23 energy companies was web scraped and used to validate results (see page 7 for methodology). Data was analyzed through location, subsector, and demographic splits (see page 9 - 10).

Gender Diversity

Across locations and subsectors, women+* consistently saturate entry level positions but are significantly underrepresented in leadership. The data suggests women+* are impacted by systemic barriers, specifically in terms of career development.

Race & Ethnicity Diversity

The experience of racial and ethnic minorities in the Energy sector vastly differs from the dominant group's experience. Results indicate that minorities, especially Black people, are most impacted by the lack of fair management and career development.

Sexual Orientation Diversity

The LGBTQ2+ community experiences a significant decline in representation from the Director to VP level. Asexual individuals make up the majority of this community. Workplace safety is this group's most significant pain point.

Disability & Neurodiversity

Disability diversity is greatly influenced by people indicating that they have mental health concerns, likely influenced by the pandemic.** This group also cites workplace flexibility as one of their primary inclusion pain points.

Table 4: KPI Inclusion scores for the Energy Sector compared to Canadian Average

Group	Inclusive Culture	Fair Management	Career Development	Workplace Flexibility	Workplace Safety	Recruiting & Hiring
Canadian Industry Benchmark	6.7	6.6	5.7	7.1	7.0	9.7
Energy Sector	6.7	6.0	5.4	6.8	6.0	9.6

For survey respondents, the "dominant group" is White, heterosexual men without a disability.

Energy Sector refers to this report's survey response average.

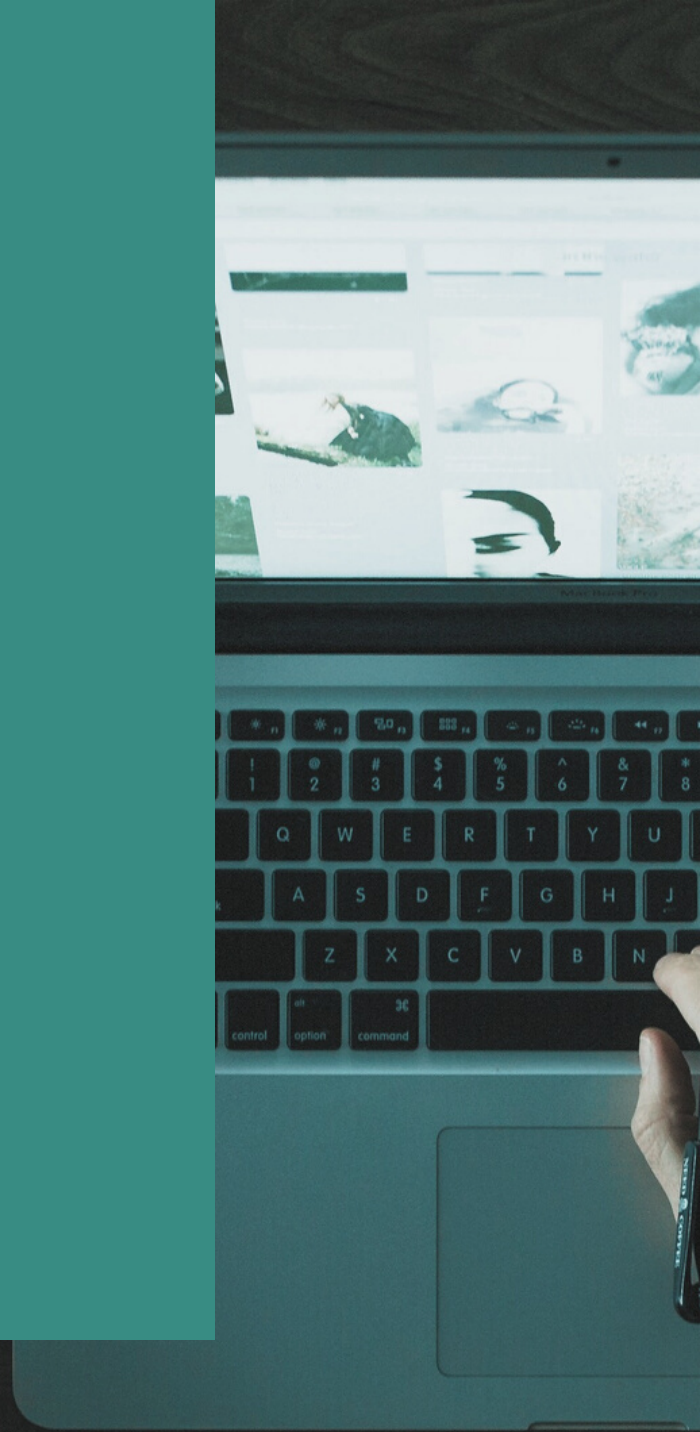
Canadian Industry benchmark refers to all of Diversio's datasets across industries in Canada.

Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

**The term women+ denotes women, non-binary, and individuals who identify with the trans community*

*** See page 45 for additional insights on the COVID-19 pandemic impacts*

Gender

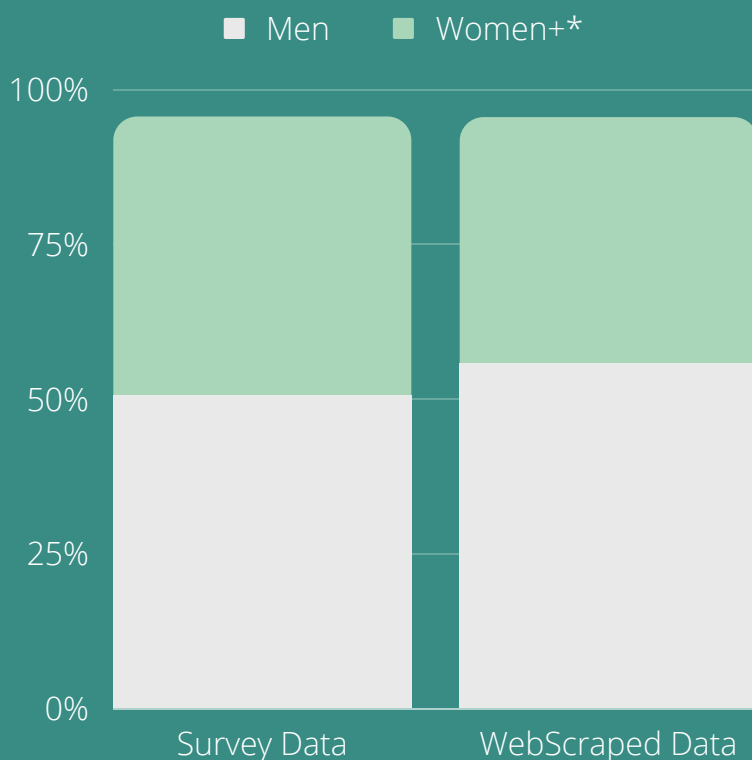


Gender Diversity

The survey data shows a near equal split between men (50.5%) and women+ (45%) in the Canadian Energy sector. However, the web scraped additional sample data shows a slight variance from the surveyed data: men's representation in the scraped data sits at 55.6%, and women+'s representation at 39.8%. Between the two, it can be inferred that there is **a broader need to continue pushing for gender parity**.

The survey data and the web scraped data's differences demonstrate a slightly influenced sample set of survey respondents. Those who are more passionate and/or engaged in EDI may have been more likely to fill out the survey.

Table 5: Gender Diversity in the Energy Sector



In the Survey Data 4.5% of respondents choose not to share their gender
**The term women+ denotes women, non-binary, and individuals who identify with the trans community*

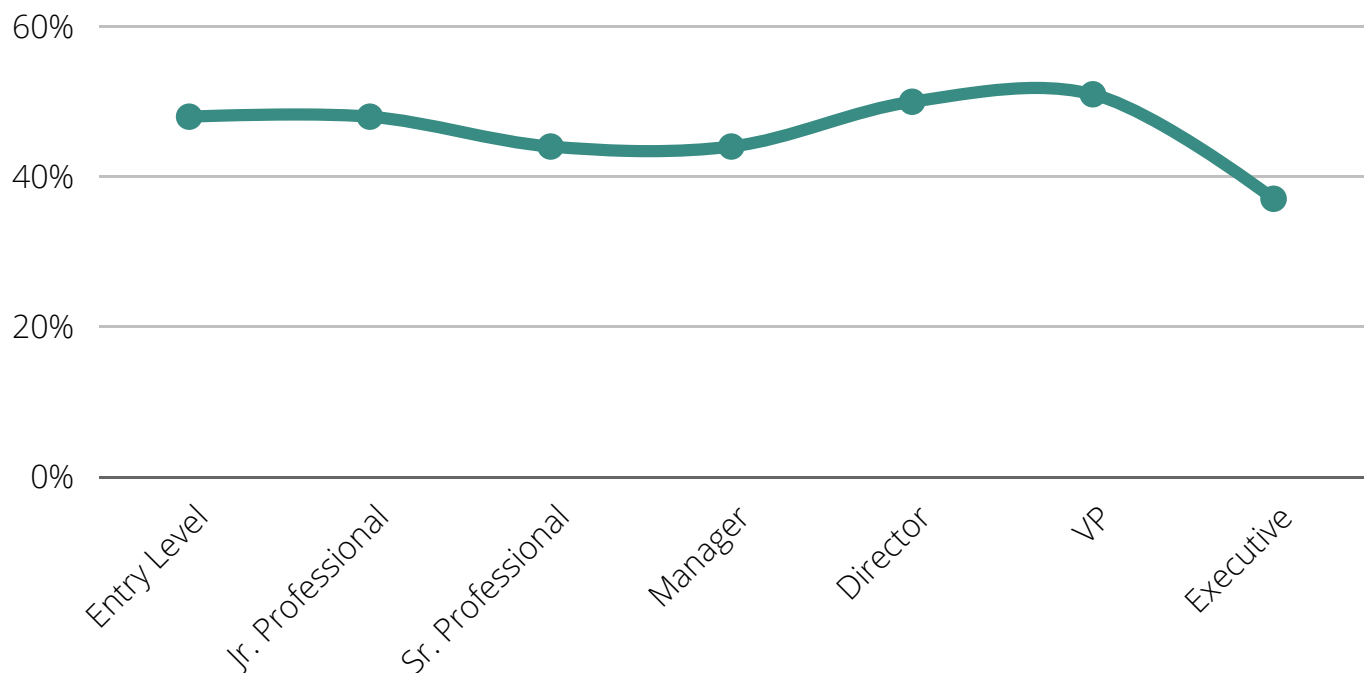




Gender in the Talent Funnel

Within both scraped data and survey data, the representation of women+* falls dramatically in senior roles, with only 37% of women+ holding Executive (C-Suite) positions. Additionally, from the VP to the C-suite level, there is a 14% decline in the representation of women+. This trend, known as the Broken Rung Effect, is not uncommon. This drop-off holds critical clues to specific inclusion concerns preventing the progression of women+ and gender minorities in the Canadian Energy sector. According to McKinsey's women+ in the Workplace report, women+ of colour become managers at far lower rates than men, with drop off by more than 75% between the entry and the C-suite levels¹. The survey shows a similar drop off for the Canadian Energy Sector of approximately 66% for women+ of colour from the entry level to C-suite level.

Table 6: Women+* Representation across the Energy Sector Talent Funnel



1: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

*The term women+ denotes women, non-binary, and individuals who identify with the trans community

Gender Across Geography

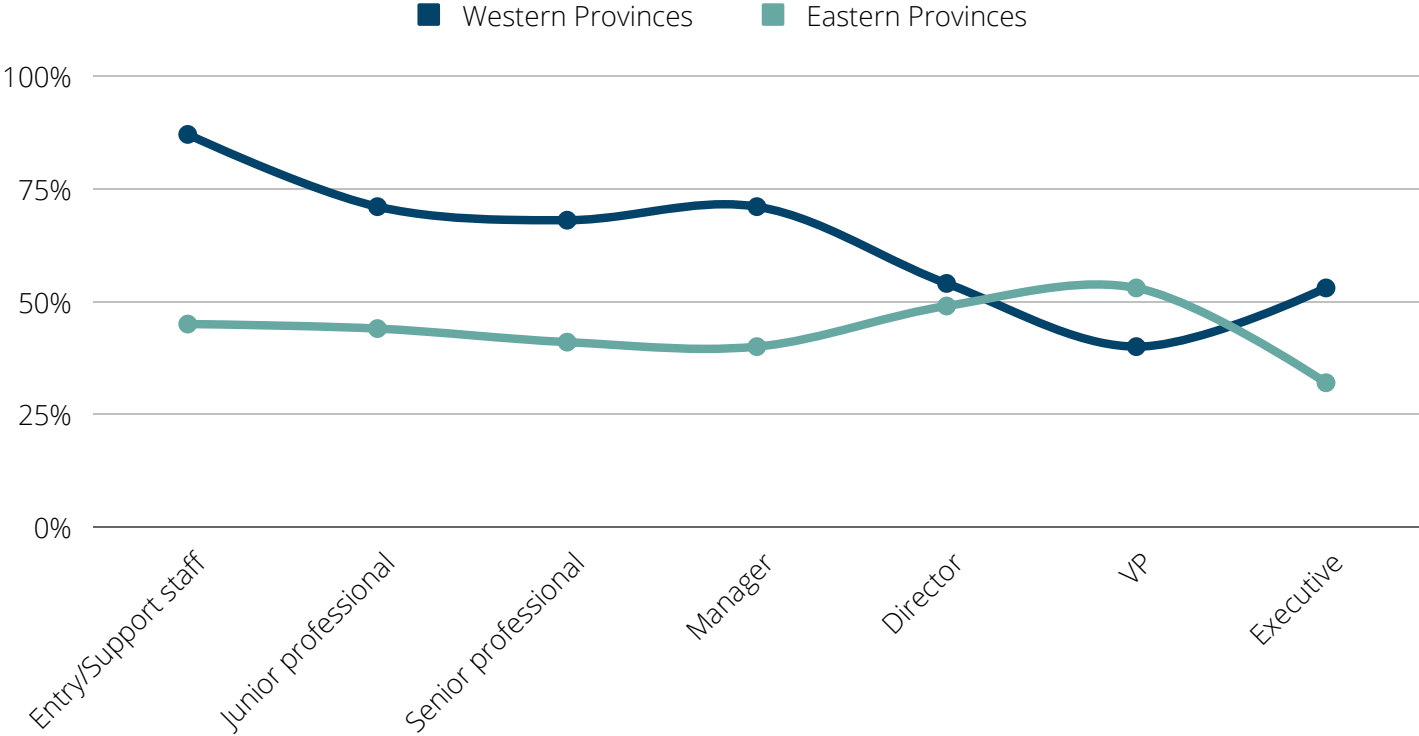
Eastern Provinces

Of the 45% of women+ across the Eastern provinces (New Brunswick, Newfoundland and Labrador, Nova Scotia, Ontario, Prince Edward Island, and Quebec), 19% preferred not to share their position in the talent funnel. This data point may indicate a lack of psychological safety in the workplace. It may also provide insight into groups the Energy sector may consider more closely in building an inclusive culture. Representation of women+ across positions ranging from entry/support staff level to VP remains above 40%. However, the trend dips significantly at the executive level with a ~24% decrease.

Western Provinces and Territories

When considering the Energy sector survey responses in Western provinces (Alberta, British Columbia, Manitoba, Nunavut, Saskatchewan, and Yukon), we notice that despite being the majority group (77%), women+ are shown to be overrepresented at the entry/support staff level at 87%. Women+ experience a drop in representation in leadership positions, with 40% and 53% of women+ identifying as holding a VP or executive positions, respectively. This could be due to more women+ filling out the survey than men in this region due to personal interest in EDI, but may point to the need for further investigation.

Table 7: Women+ Representation across provinces



*The term women+ denotes women, non-binary, and individuals who identify with the trans community

Gender Across Energy Subsectors

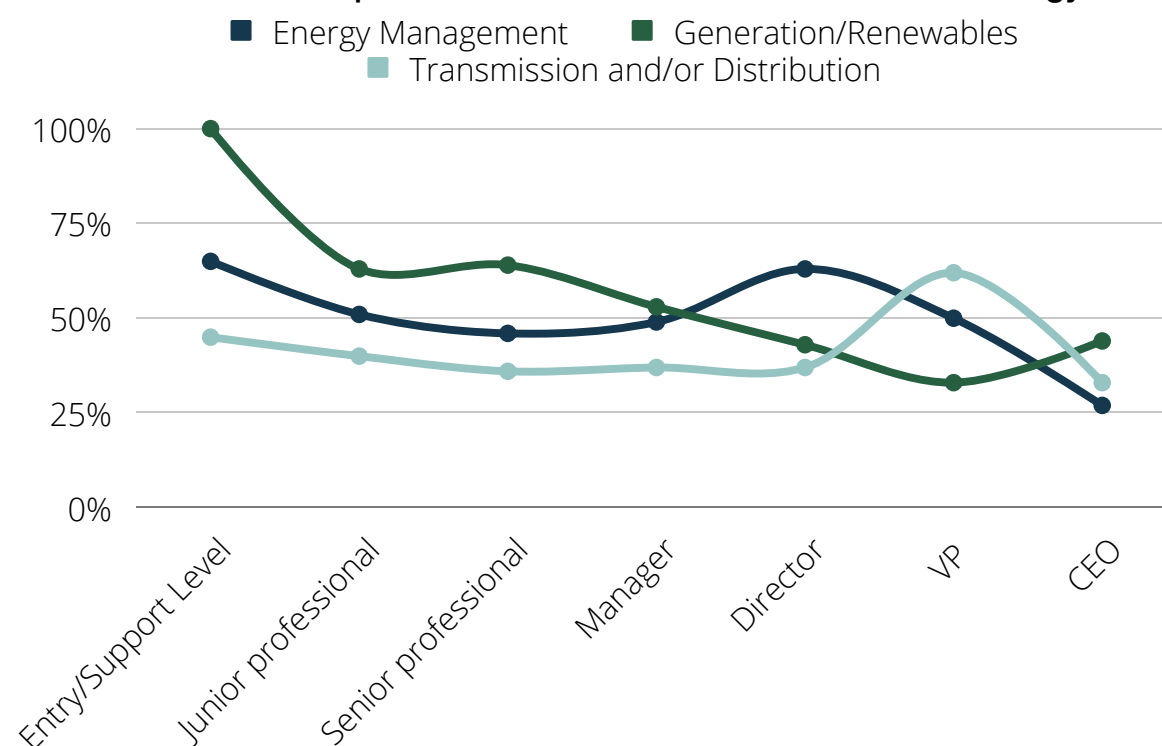
The survey results provided information on gender diversity across subsectors. In Energy Management and Generation / Renewables, women+ are the dominant group with 49.9% and 53.4%, respectively. Transmission and Distribution strays from this pattern, with women+ at 39.2% representation.

A trend across each subsector is the over-saturation of women+ in entry/support level positions and the significant decline of representation of women+ in leadership roles.

Results for the Energy Management and Transmission and Distribution subsector indicate a significant decline of women+ between the VP and CEO levels. The Generation / Renewables subsector shows the most significant drop off in representation which occurs at the Junior professional level with a 37% decrease.

These drop-off points are essential to focus on as they provide insight into the potential systemic barriers and gender biases in each subsector that prevent women+ from achieving career mobility.

Table 8: Women+* Representation across Subsectors of the Energy Sector



*The term women+ denotes women, non-binary, and individuals who identify with the trans community

Experiences of Equity for Women+*

Looking past diversity demographics, we must consider the experiences of women, non-binary, and transgender individuals. For example, the Inclusion KPIs indicate that women+ and gender minorities have a disproportionately different experience than men (an identity of the dominant group) in general but especially across workplace safety and career development.

"I once applied for a promotion... I followed up with the hiring manager who said he was doing me a favour - he knew I was a single parent and the job had travel commitments that he thought I would find hard to manage. I explained that I had given this serious consideration and already made provisional arrangements... He said I might have arrangements but it would be stressful and I'd end up not being happy. He again reiterated that he had my best interest at heart and decided for me."

~ (Anonymous Survey Respondent, Woman)

Table 9: KPI Inclusion scores for Women+ across the Energy Sector

Group	Inclusive Culture	Fair Management	Career Development	Workplace Flexibility	Workplace Safety	Recruiting & Hiring
Energy Sector**	6.7	6.0	5.4	6.8	6.0	9.6
Dominant Group	8.0	7.0	6.0	7.6	7.2	7.1
Women+	6.5	5.9	5.3	6.7	5.5	10.0

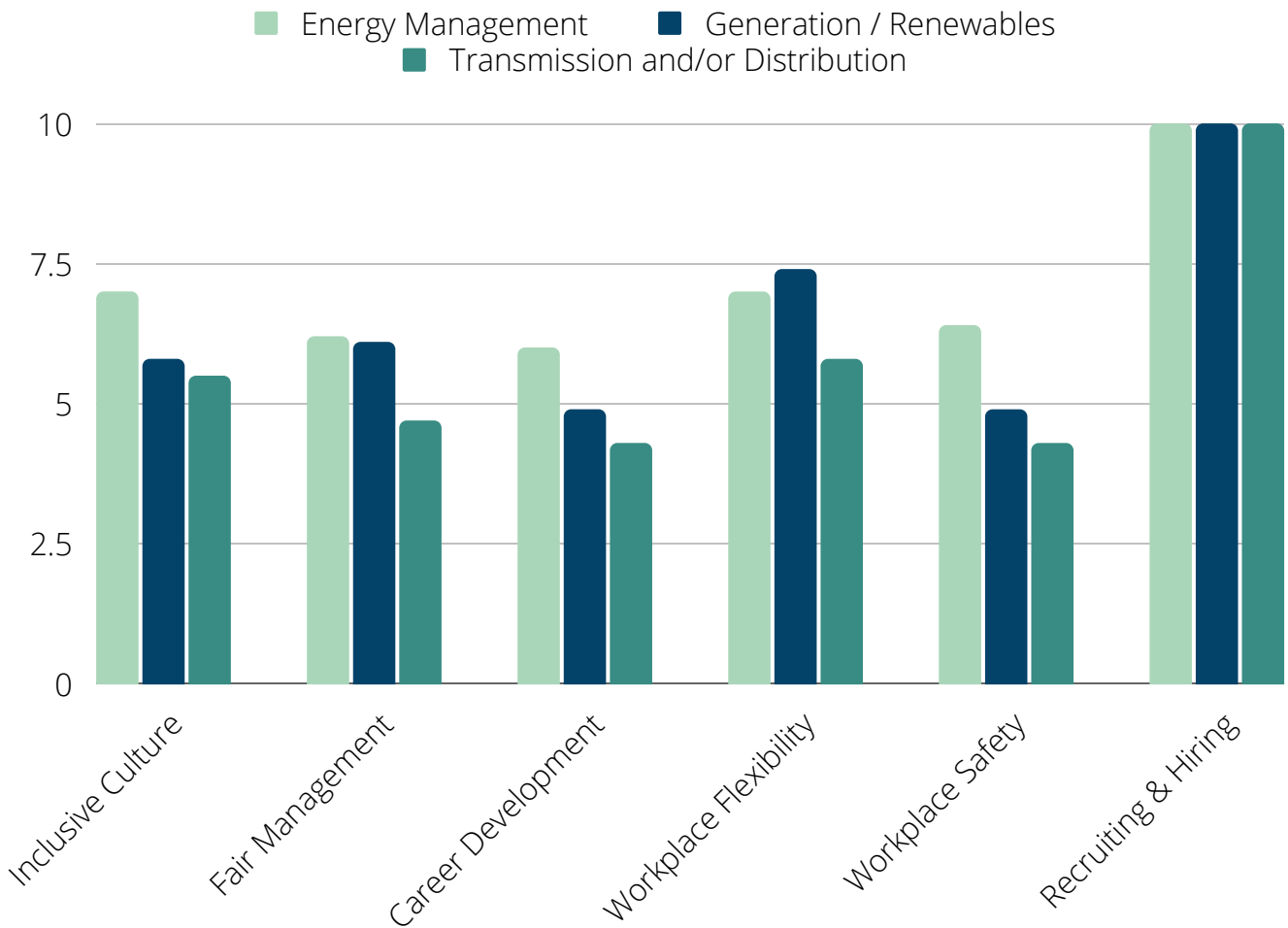
For survey respondents, the "dominant group" is White, heterosexual men without a disability.

*The term women+ denotes women, non-binary, and individuals who identify with the trans community

**Energy Sector refers to this report's survey response average. Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

Equity Sentiment Across Subsectors

Table 10: Inclusion Metrics of Subsectors across the Energy Sector for Women+**



Key Takeaways



Those working in Energy Management have the highest average Inclusivity Sentiment

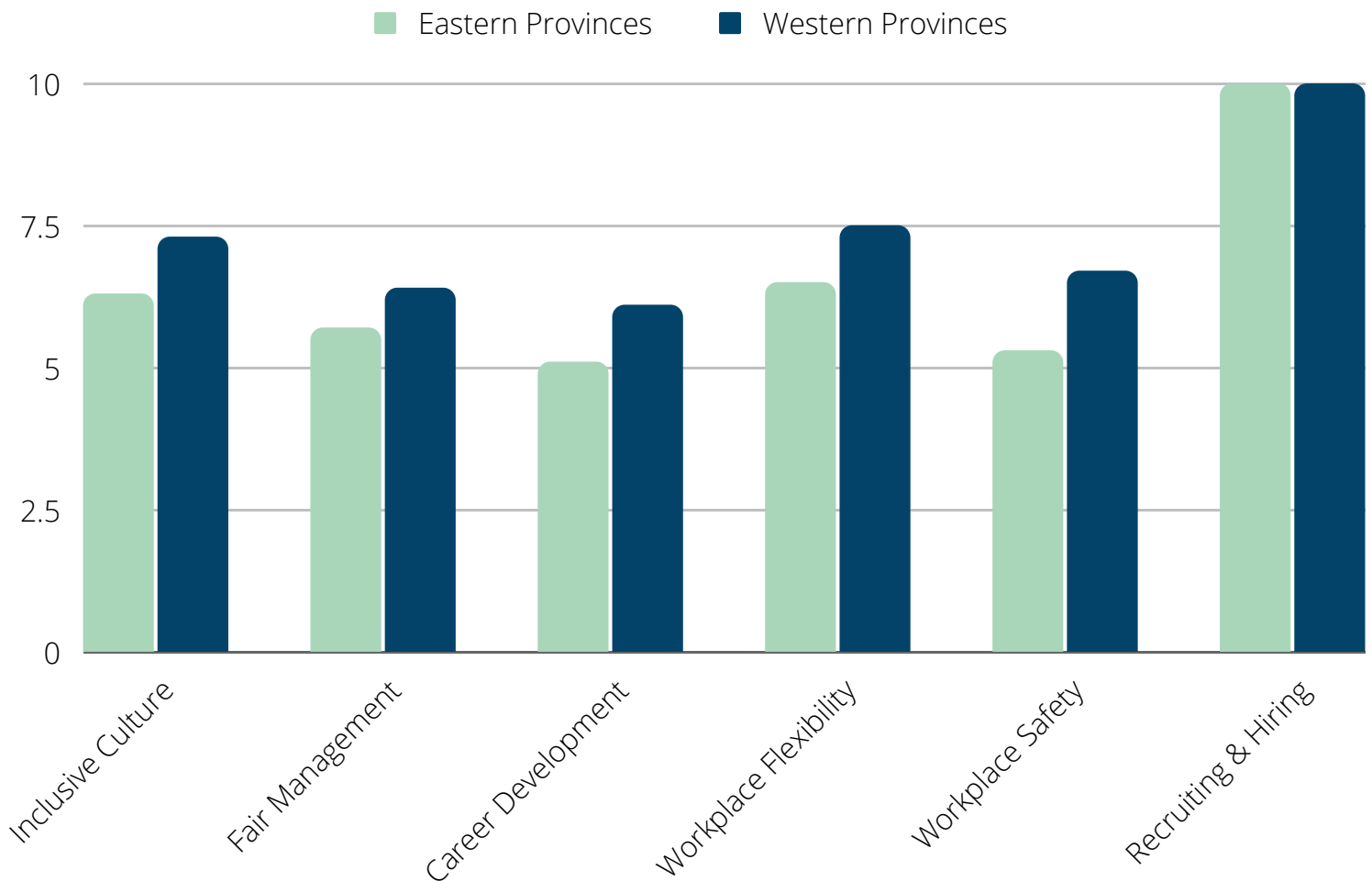


Those working in Transmission and/or Distribution should consider settings goals to meet other subsectors

*Please reference page 6 - 7 for methodology and definitions, including how the recruiting & hiring KPI is derived
 **The term women+ denotes women, non-binary, and individuals who identify with the trans community

Equity Sentiment Across Geography

Table 11: Inclusion Metrics across the Geographical Locations of the Energy Sector for Women+**



Key Takeaways



Those in the Western Provinces & Territories have the highest average Inclusivity Sentiment



Workplace safety has the biggest differential; the Eastern Provinces should consider setting targets to improve in relation to the Western Provinces & Territories

*Please reference page 6 - 7 for methodology and definitions, including how the recruiting & hiring KPI is derived

**The term women+ denotes women, non-binary, and individuals who identify with the trans community

Real Experiences of Women, Non-binary, and Trans+ in the Workplace

We asked women, non-binary, and trans+ individuals: "What could your company do to improve diversity and inclusion in your workplace?" Read their experiences below:



Workplace Safety

"women+ experience low workplace safety, this is the **foundational building block** to achieving a culture of inclusion, this KPI needs to be achieved."

(Woman individual)

Inclusive Culture

"Significant and positive **culture change on all levels of the company**, not only words, articles, and events, but **actions that are taken with same (or greater) importance as revenue**. Have board and executives demonstrate this through measurable actions.

(Non-binary individual)



Career Development

"Reduce the load on managers so they have time to interact with those that report to them and **develop the human-to-human relationship**. Would help a lot with inclusion if everyone would understand where the others are in life and what issues affect them. "

(Gender-Fluid Individual)

Race & Ethnicity



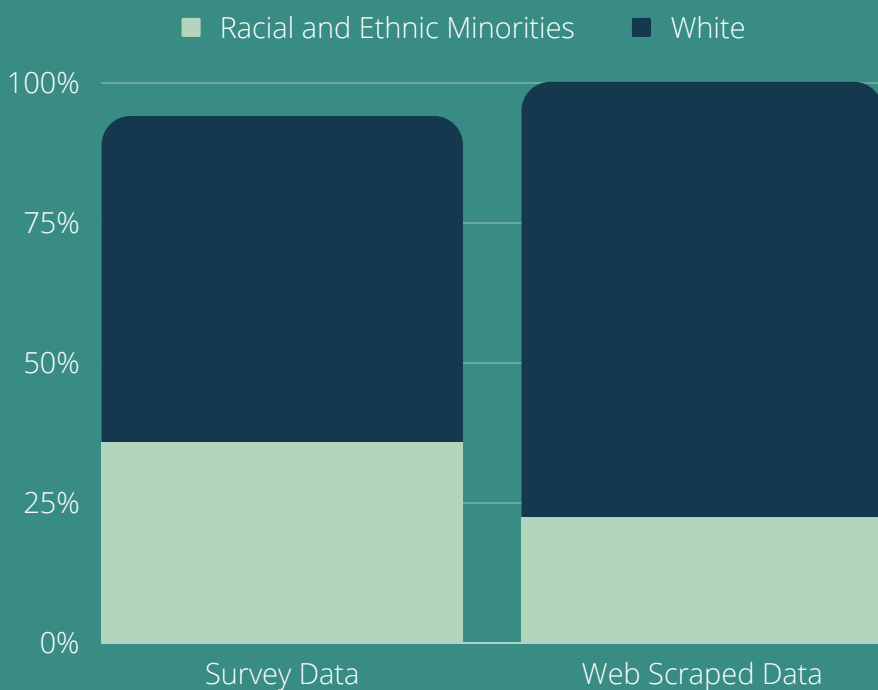
Race & Ethnicity

35.7% of respondents self-identified as Asian, Black, Indigenous, Latinx, Middle Eastern, Jewish, Mixed Race, or Other. This figure is slightly above the percentage of the racially and ethnically diverse Canadian general population (22.3%), reflecting strong representation at the general level. While racial and ethnic minorities making up one-third of the Canadian Energy sector is an important step for diversity, it is important to acknowledge that the majority of these respondents are represented at the junior level of the sector and that more work needs to be done. In addition, 6.1% of respondents preferred not to answer this question.

Regarding the breakdown of racial and ethnic representation, Asian respondents accounted for half of the 35.7% of the racial and ethnic minority groups. Black, Indigenous, Middle Eastern, and Jewish respondents each accounted for less than 3% of the racial and ethnic representation in the sector, with those who identified as mixed race sitting near 5%.

Again, it should be noted that those who are more passionate and/or engaged in about EDI may have been more likely to fill out the survey.

Table 12: Racial and Ethnic Diversity in the Energy Sector



*In the Diversity survey 6.1% of respondents chose not to share their race



Race and Ethnicity Breakdown

The following data is based on 1,199 survey respondents as this data allows us to take self-identification of race & ethnicity into account for granular insights.

Table 13: Breakdown of Racial and Ethnic Demographics (Survey Respondents)

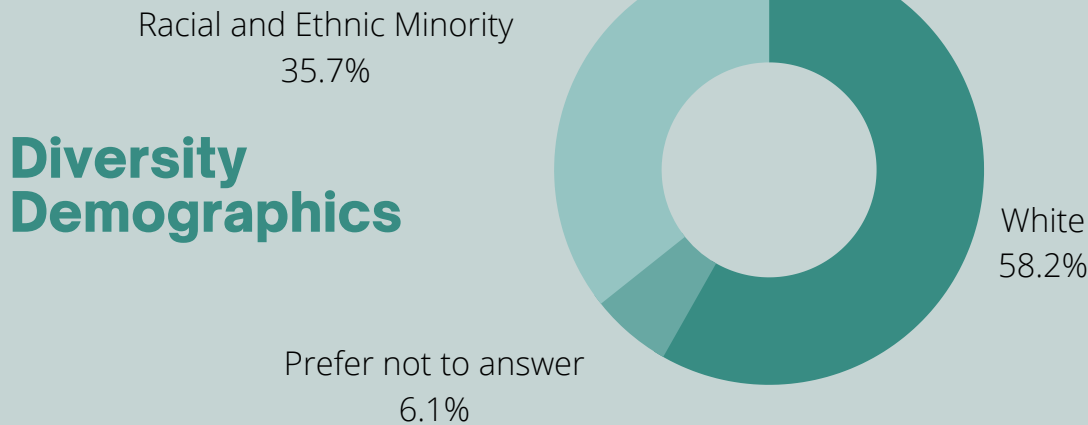
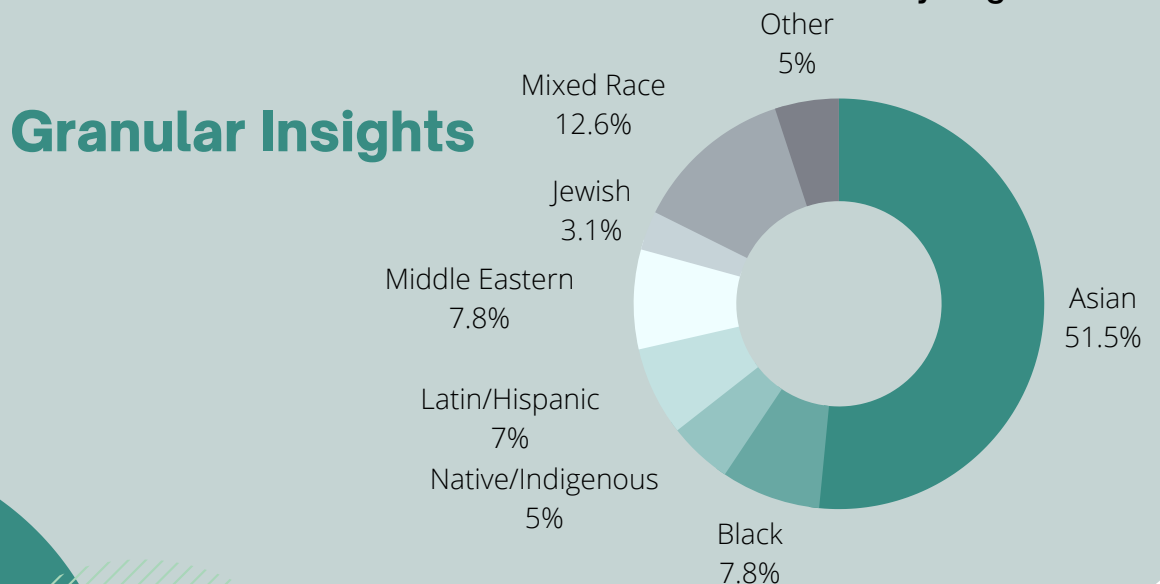


Table 14: Granular Breakdown of Racial and Ethnic Minority Segment

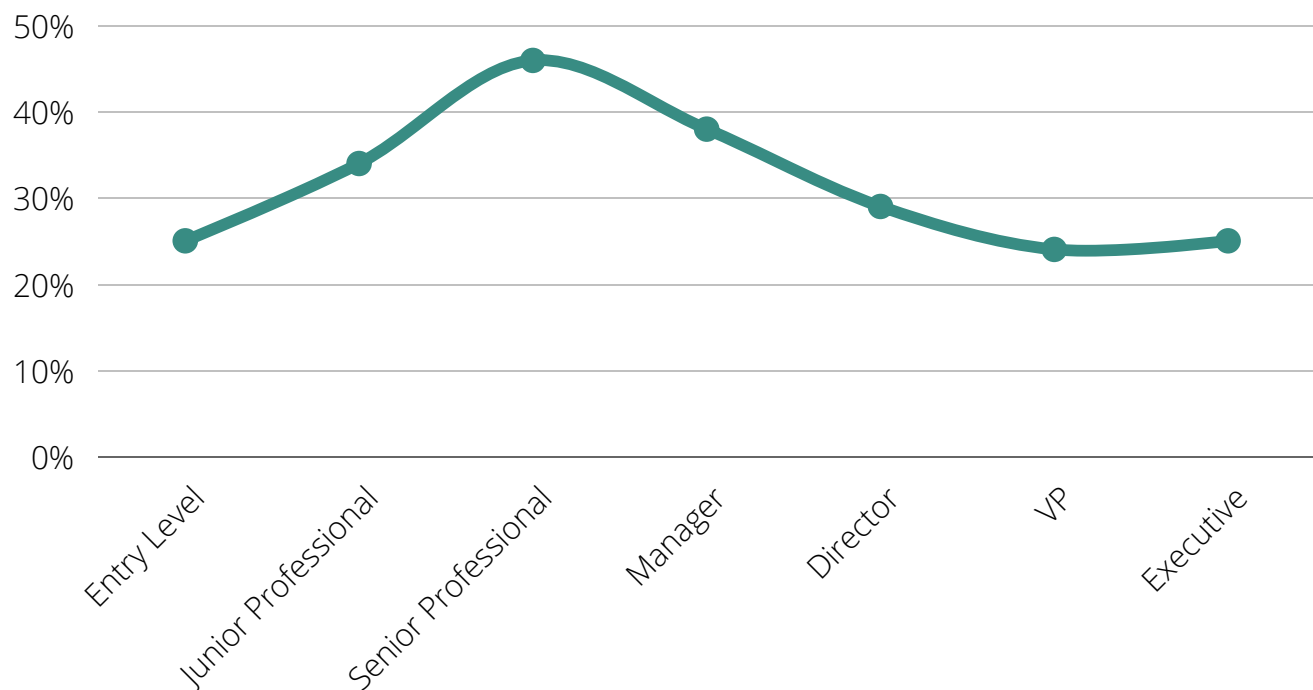




Race & Ethnicity in the Talent Funnel

As with women+*, representation of racial and ethnic minority groups decreases with seniority, with the lowest numbers seen at the VP and Executive level, where only ~24% of respondents belong to these groups. Furthermore, within that 24% of respondents, there was no Black or Hispanic representation. Focusing efforts in understanding the systemic barriers between the senior professional and manager level of the talent funnel will help redefine what we know about EDI for racial and ethnic minorities. The low representation of racial and ethnic minorities across the Energy sector is detrimental to sector performance. Research shows that companies with greater racial and ethnic diversity are 33% more likely to outperform companies with lower representation¹.

Table 15: Race and Ethnicity Representation by Role (Percentage)



¹: <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/delivering-through-diversity>
*The term women+ denotes women, non-binary, and individuals who identify with the trans community

Race and Ethnicity Across Geography

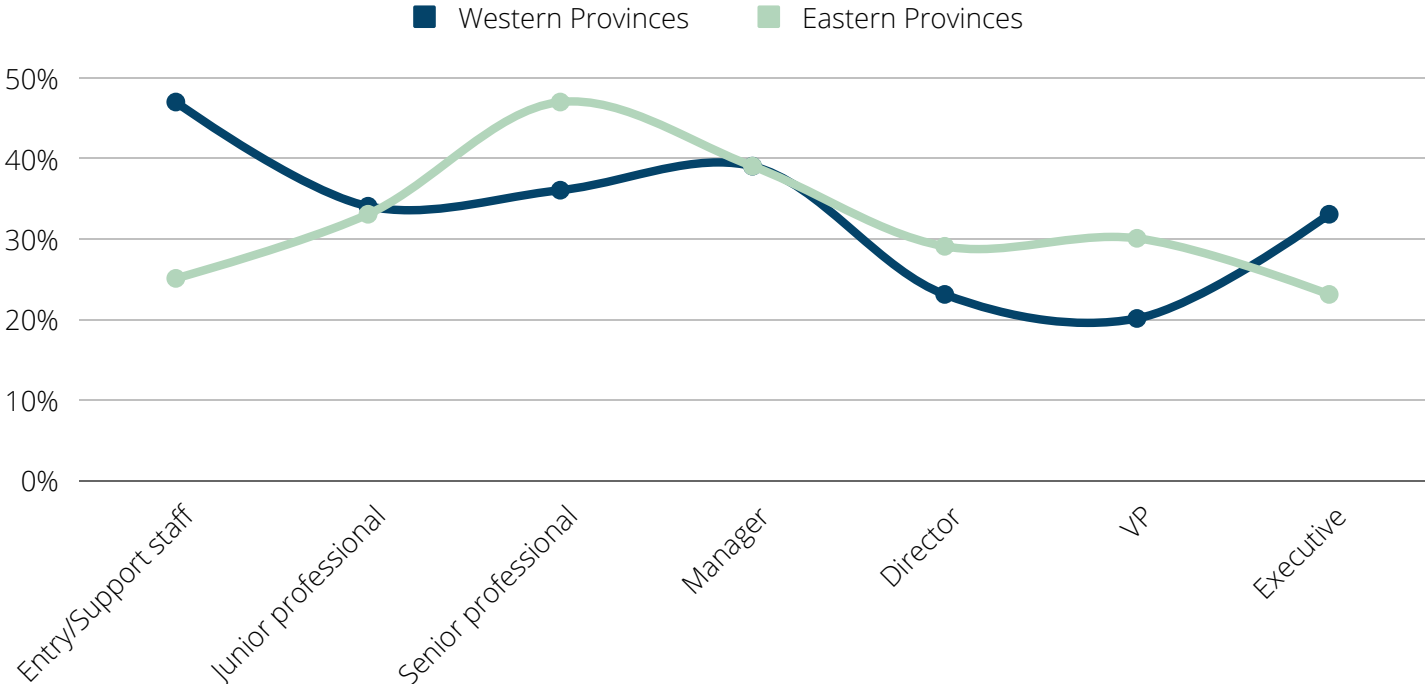
Eastern Provinces & Territories

Despite a slight jump at junior professional level (47%), racial and ethnic representation remains fairly low at all levels of the organization with 25% at Entry/Support staff and 23% at the Executive level. These results indicate difficulties in recruiting racial and ethnic minorities and ensuring their career development. 25% preferred not to answer at all, indicating a potential lack of safety or comfort in being candid with their experiences in the workplace.

Western Provinces and Territories

The Western provinces and territories show two key drops in representation for racial & ethnic minorities. The first drop is between the Entry and Junior professional levels. The second is a significant 16% drop from management to director level. We also see a rise in representation between the VP and Executive levels, suggesting that talent is outsourced or that diverse talent at the VP level is prioritized in succession planning. Please note that there were only 138 respondents in Western provinces and further surveying can provide deeper insights.

Table 16: Race and Ethnicity across the Provinces



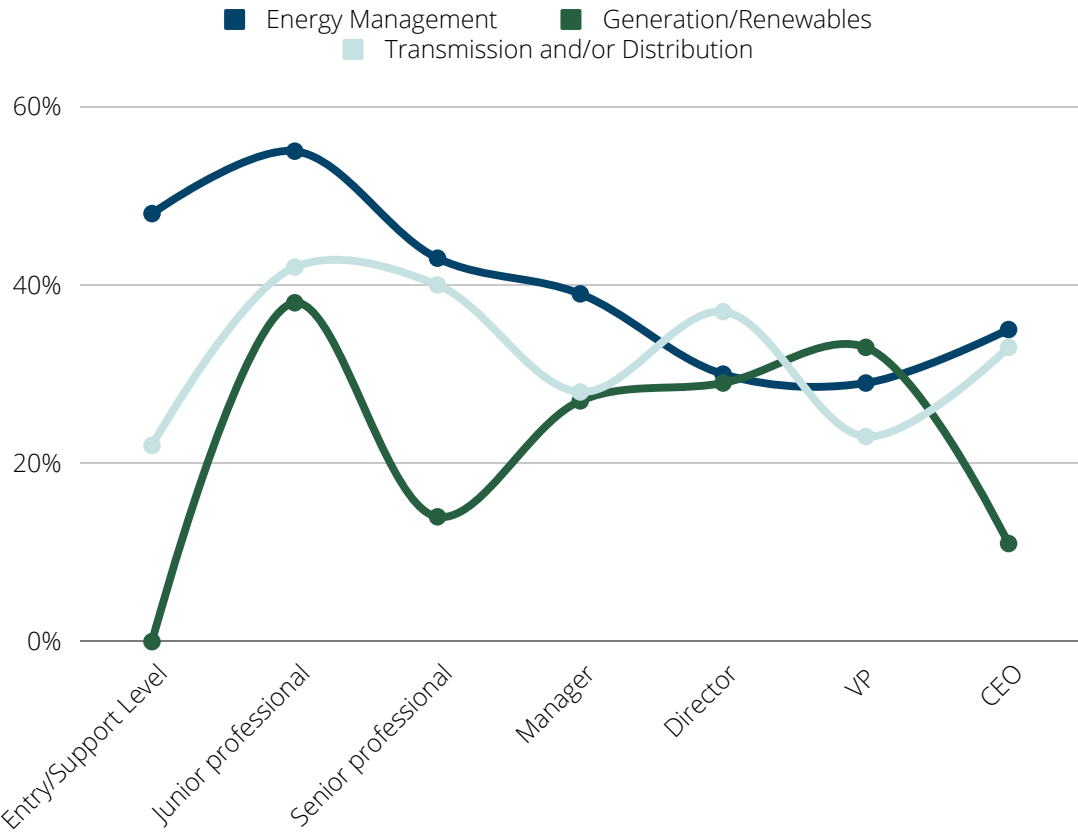
Race & Ethnicity Across the Energy Sector

The survey results provided information on racial and ethnic diversity across the energy subsectors. The highest overall representation of racial and ethnic minorities is in the Energy Management subsector at 43.6%. Conversely, this demographic is slightly lower in the Generation/Renewables and Transmission and/or Distribution subsectors as numbers dip significantly to 22.4% and 33.7%, respectively.

A trend across each subsector is the oversaturation of racial and ethnic minority representation in junior level positions and the significant decline of representation at the Director level onward.

The Generation/Renewables subsector shows the most significant drop-off in representation which occurs at the VP to CEO level with a 22% decrease.

Table 17: Race and Ethnicity across subsectors in the Energy Sector



*As there were only 69 respondents from Generation/Renewables significant data on Entry/Support level racial and ethnic minorities was not captured with only 2 individuals total identifying as Entry/Level support staff within this subsector

Experiences of Equity for Racial Minorities

Racial and ethnic minorities experience the workplace significantly differently from the "dominant group" in the Energy sector. More specifically, fair management and career development are highlighted in the survey's free text as starkly different experiences than that of White respondents. Moreover, Black people scored their inclusion experience the lowest of all racial and ethnic minority groups indicating this group faces some of the highest systemic barriers. Black respondents scored 2.5 on Career Development compared to White respondents scoring 5.7. This score differential indicates that White respondents are experiencing situation almost 100% better than Black respondents regarding career progression.

"Empowering more qualified people of diverse backgrounds to take on leadership opportunities in the organization. Representation matters and when all BIPOC employees are told to become specialists even though their career aspirations, qualifications and goals are for people leader positions, you end off with an industry where the majority of upper management is made up of one demographic of society."

~ (Anonymous Survey Respondent, Black man)

Table 18: KPI Inclusion scores for Race and Ethnicity across the Energy Sector

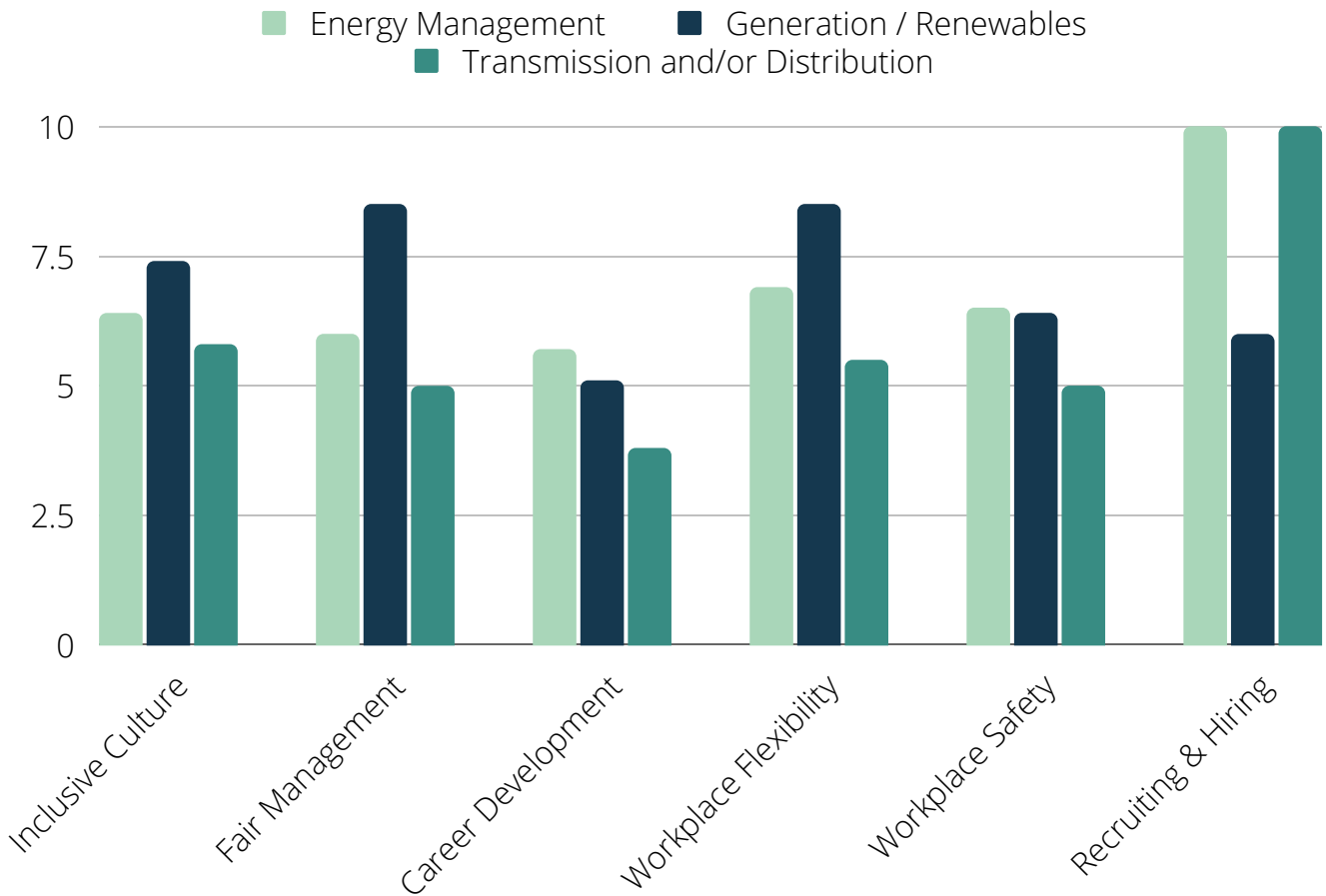
Group	Inclusive Culture	Fair Management	Career Development	Workplace Flexibility	Workplace Safety	Recruiting & Hiring
Energy Sector**	6.7	6.0	5.4	6.8	6.0	9.6
Dominant Group	8.0	7.0	6.0	7.6	7.2	7.1
Racial & Ethnic Minorities	6.3	5.8	5.0	6.7	6.0	10.0

For survey respondents, the "dominant group" is White, heterosexual men without a disability.

*Energy Sector refers to this report's survey response average. Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

Equity Sentiment Across Subsectors

Table 19: Inclusion Metrics for Racial Minorities across Subsectors of the Energy Sector for Racial Minorities



Key Takeaways



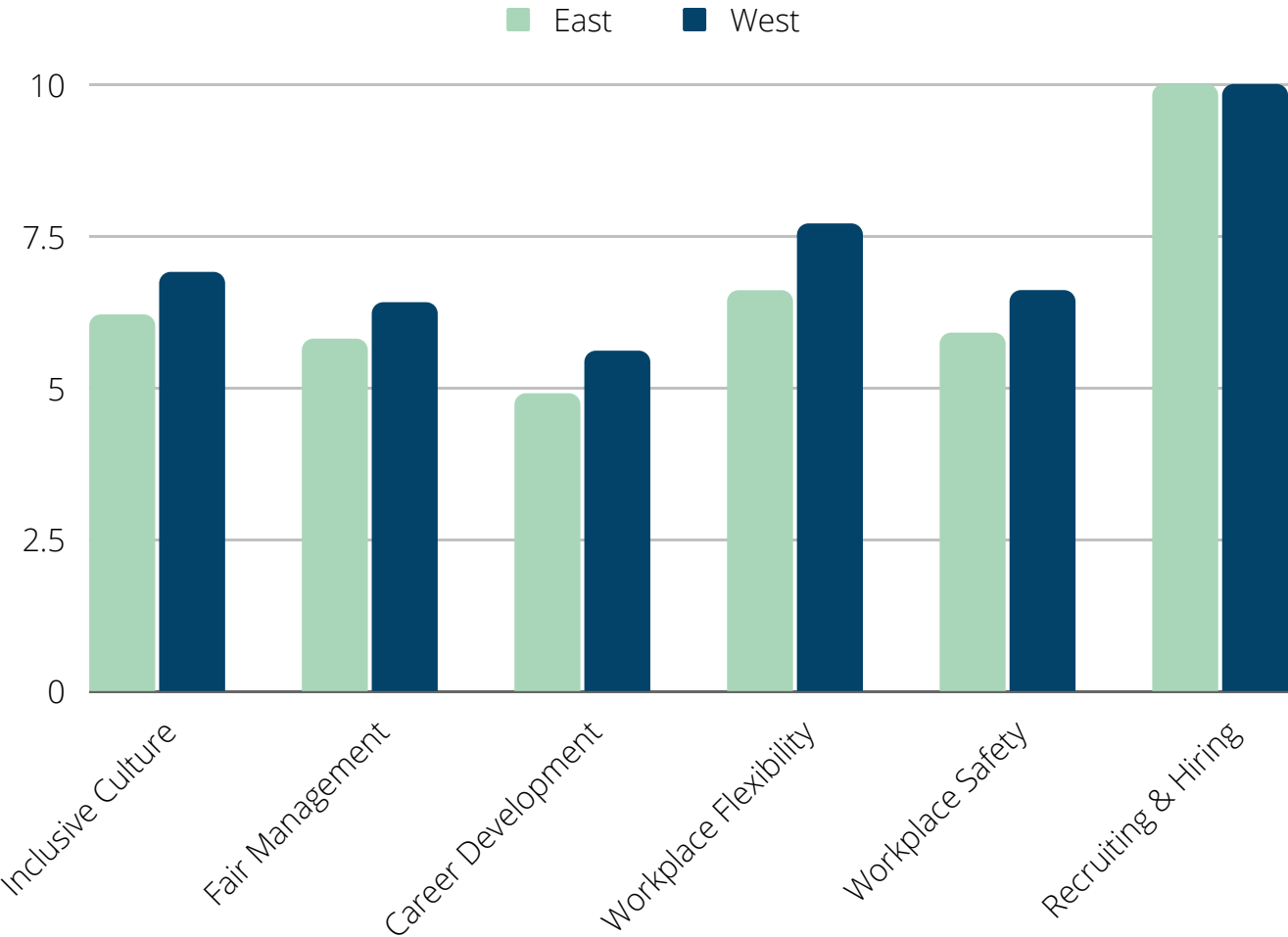
Those working in Generation / Renewables have the highest average Inclusivity Sentiment for Racial & Ethnic Minorities



Transmissions and/or Distribution will want to take a closer look at Career Development as it is the lowest scoring KPI across all subsectors

Equity Sentiment Across Geography

Table 20: Inclusion Metrics for Racial Minorities across the Geographical Locations of the Energy Sector



Key Takeaways



Those working in the Western Provinces & Territories have a higher average Inclusivity Sentiment by about 0.7

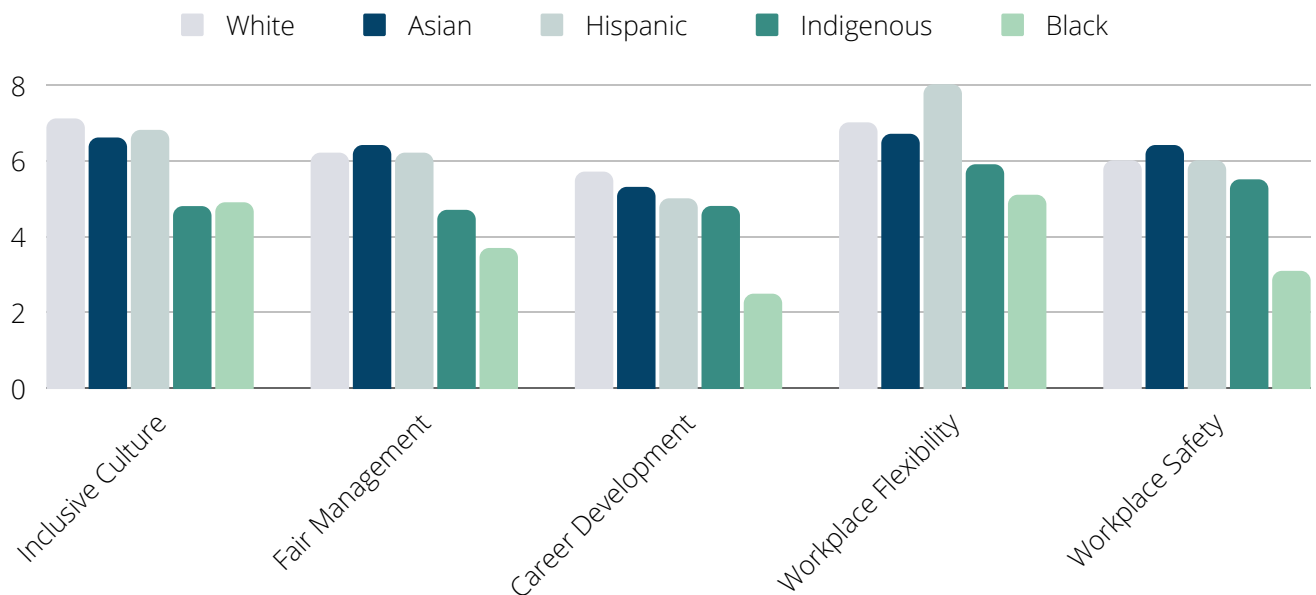


Workplace Flexibility has the biggest differential between the regions

The Equity & Inclusion Experience for Black Respondents

Across all Racial and Ethnic minorities, the data shows a starkly different experience for Black employees compared to all other groups. For example, Career Development and Fair Management sit at the lowest Inclusion KPIs of any group. Additionally, the inclusive culture experience for Black and Indigenous people is scored significantly lower than that of other groups.

Table 21: Inclusion Sentiment Across Racial & Ethnic Minorities



With the Black community representing 2.8% of the Energy sector, any recommendations must consider the unique experiences and barriers that may be faced by this group.

- "According to the 2019 General Social Survey (GSS) on Canadians' Safety, nearly half (46%) of Black people aged 15 years and older reported experiencing at least one form of discrimination in the past five years, compared to 16% of the non-Indigenous, non-visible minority population.
- Of all Black people, four in ten (41%) experienced discrimination based on their race or skin color, about 15 times higher than the proportion among the non-Indigenous, non-visible minority population (3%)."¹

18%+

In 5 years alone (2014-2019), the proportion of Black Canadians experiencing discrimination was up 18%¹

One Black anonymous survey respondent writes: "Being a person of colour, it would be good to see other people of colour represented in lower level management and executive management. This representation is important to ensure there is not a disconnect with employees that are racialized and may be subject to covert discrimination and harassment."

1: <https://www150.statcan.gc.ca/n1/pub/85-002-x/2022001/article/00002-eng.htm>

Real Experiences of Racial & Ethnic Minorities in the Workplace

We asked survey respondents: "What could your company do to improve diversity and inclusion in your workplace?" Read their experiences below:



Fair Management

"I worked in the same position for a long time and **no one cared for my professional development.** There is **silent discrimination** against minority employees, especially in the field."
(Asian Man)

Inclusive Culture

"With my extensive work experience and being one of the very few First Nations staff, **my opinion and feedback is rarely asked** for or considered on programs/initiatives that may impact First Nation inclusion/participation."
(Indigenous, Neurodiverse Person)



Career Development

"There is a severe lack of support for Indigenous and visible minorities. There are **hidden barriers to promotion for these groups,** that have been raised but have not been actioned."
(Black, Bisexual Individual)

Sexual Orientation



Sexual Orientation

Of the survey respondents, 16.4% of individuals self-identified as being LGBTQ2+. However, in 2018 4% of the Canadian population identified as LGBTQ2+¹. While the survey may indicate higher levels of representation in the Energy sector, it is very important to note that there were no survey respondents identifying as LGBTQ2+ represented at the VP and Executive levels.

When breaking down the sexual orientation of survey participants, asexual respondents accounted for nearly half of all LGBTQ2+ individuals. Historically, studies have shown that about 10% of LGBTQ2+ individuals identify as asexual², demonstrating that the survey respondents have a higher representation of asexual people than expected. Other gender and sexual identities represented in the sector included: Gay (2%), Bisexual (3.9%), Other (1%), Lesbian (1%), Pansexual (0.8%), Two-spirit (0.1%), and Queer (1.3%).

It should be noted that 10.8% of respondents preferred not to answer this question, and that there is no LGBTQ2+ representation past the Director level. Nearly 11% of respondents selecting not to respond in an anonymous survey may indicate that individuals are uncomfortable sharing their sexual orientation and that the Energy sector may need to develop further psychological safety. Again, it should also be noted that those who are more passionate and/or engaged in EDI may have been more likely to fill out the survey.

Table 22: LGBTQ2+ Representation by Role (% of respondents identifying)

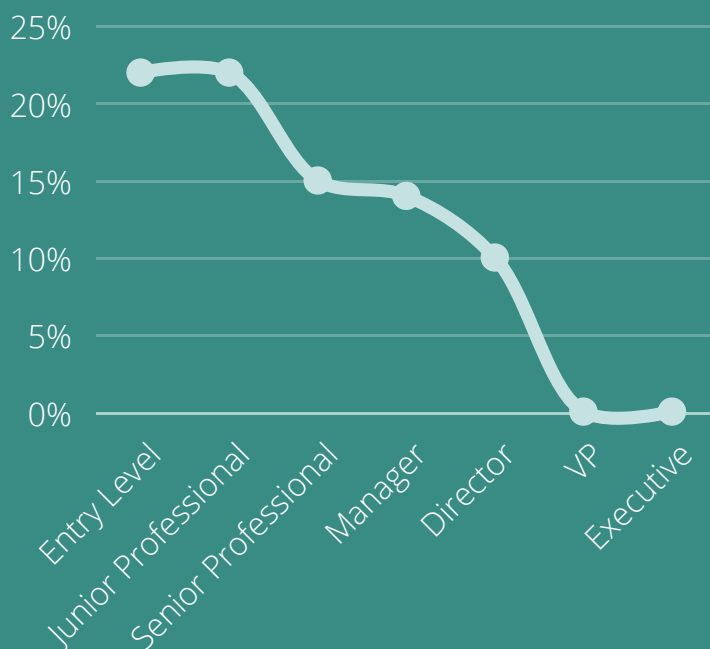
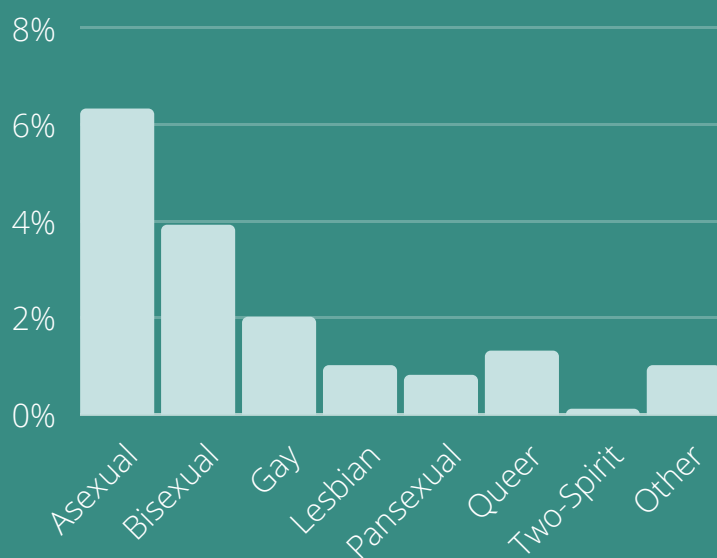


Table 23: Granular LGBTQ2+ Breakdown (% of total survey respondents self identifying)



1: <https://www150.statcan.gc.ca/n1/daily-quotidien/210615/dq210615a-eng.htm>

2: <https://www.thetrevorproject.org/survey-2020/?section=Finding-Support>

Please note, as individuals can select multiple identities, the chart does not add up to 16%. Rather these numbers represent that out of the total Energy sector survey respondents x% identify with one of these granular identities

Sexual Orientation Across The Energy Sector

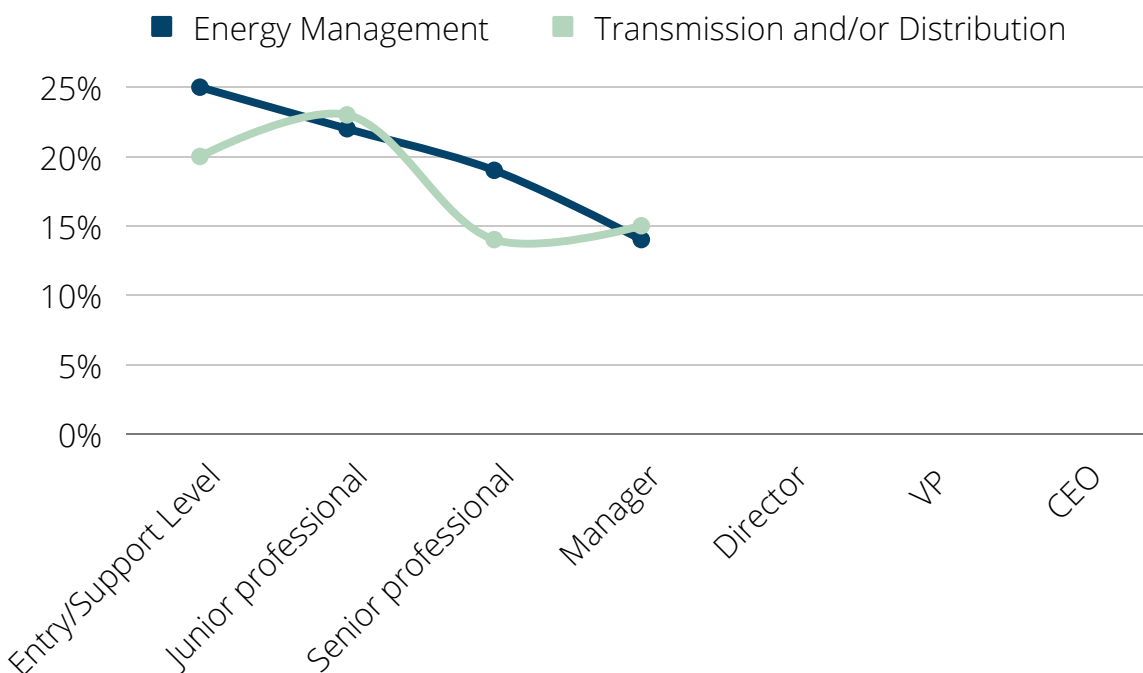
The survey results provided information on sexual orientation across subsectors. LGBTQ2+ individuals represent 18.4% of the subsector in Energy Management and 16% in the Transmission and Distribution subsector. There is no sexual orientation data available for the Generation/Renewables subsector.

Representation across the talent funnel in the Energy Management and Transmission and Distribution subsectors follow the same steadily declining trend. Both subsectors experience a drop-off from the junior professional to the senior professional level, with Transmission and Distribution seeing a 9% decline.

Both subsectors lack sufficient representation of LGBTQ2+ individuals to show the granular data in leadership positions. When there are fewer than eight respondents, results are not shown to protect identities. Because there are more than 8 LGBTQ2+ leaders aggregated in the wider Energy sector only the aggregated data on page 33 is shown.

These drop-off points and continuous downward trends are essential to focus on as they provide insight into the potential systemic barriers and biases in each subsector that prevent LGBTQ2+ people from entering the executive levels. These results indicate that more needs to be done to ensure inclusivity and representation of LGBTQ2+ people in the Energy sector.

Table 24: Sexual Orientation across Subsectors and Positions



Results detailing sexual orientation across geography has been omitted due to lack of data from the Western Provinces & Territories.

Experiences of Equity for LGBTQ2+ People

Sexual orientation and coming out to colleagues is a highly unique experience. In fact, according to a Deloitte report, 42% of LGBTQ2+ people reported experiencing non-inclusive behaviours at work, and over 80% of these respondents feel that they are experiencing these behaviours more often than their colleagues who are not LGBTQ2+¹. Across the inclusion KPIs, the LGBTQ2+ community sees the biggest differential in the dominant group's experience in workplace safety, a 6.0 to the dominant group's 7.2. This data may be indicative of psychological safety issues or harassment issues. Psychological safety may play in as individuals may feel unsafe coming out at work. The Human Rights Campaign demonstrated that 17% of LGBTQ2+ members felt exhausted from spending time and energy hiding their sexual orientation².

"I have not felt safe or comfortable being open about my sexuality at the workplace. I am bisexual. I have also had an executive in the Energy sector (not at my organization) tell me firsthand that our organization is not a safe space to be open about sexuality."

~ (Anonymous Survey Respondent, Bisexual man)

Table 25: KPI Inclusion scores for LGBTQ2+ across the Energy Sector

Group	Inclusive Culture	Fair Management	Career Development	Workplace Flexibility	Workplace Safety	Recruiting & Hiring
Energy Sector**	6.7	6.0	5.4	6.8	6.0	9.6
Dominant Group	8.0	7.0	6.0	7.6	7.2	7.1
LGBTQ2+	7.0	6.2	5.8	6.6	6.0	10.0

1: <https://www2.deloitte.com/content/dam/Deloitte/mt/Documents/Firm/deloitte-global-2022-lgbt-inclusion-at-work.pdf>

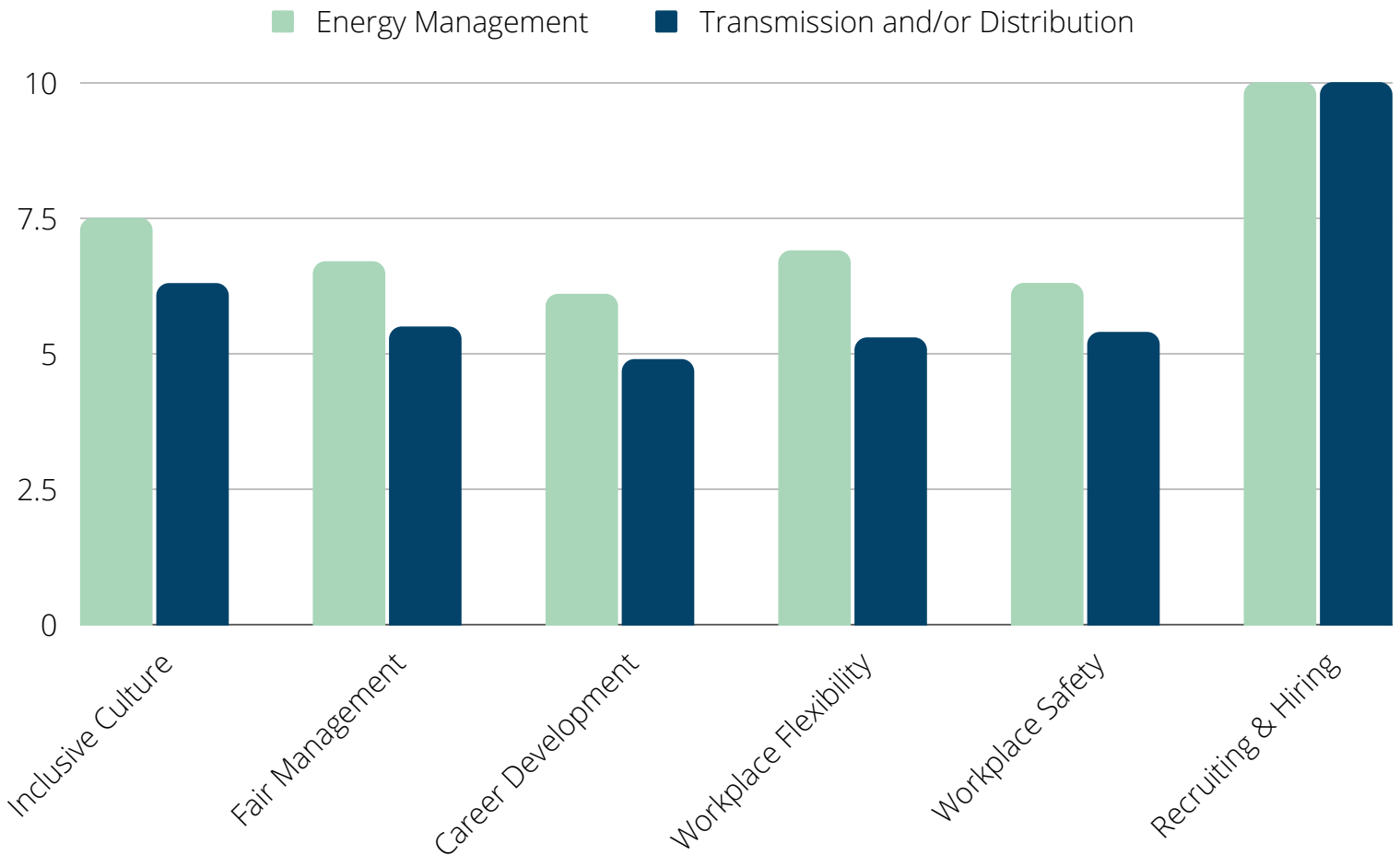
2: <https://www.hrc.org/resources/a-workplace-divided-understanding-the-climate-for-lgbtq-workers-nationwide>

For survey respondents, the "dominant group" is White, heterosexual men without a disability.

*Energy Sector refers to this report's survey response average. Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

Equity Sentiment Across Subsectors

Table 26: Inclusion Metrics of Subsectors across the Energy Sector for LGBTQ2+ Individuals



Key Takeaways



Energy Management shows significantly greater inclusivity of LGBTQ2+ people

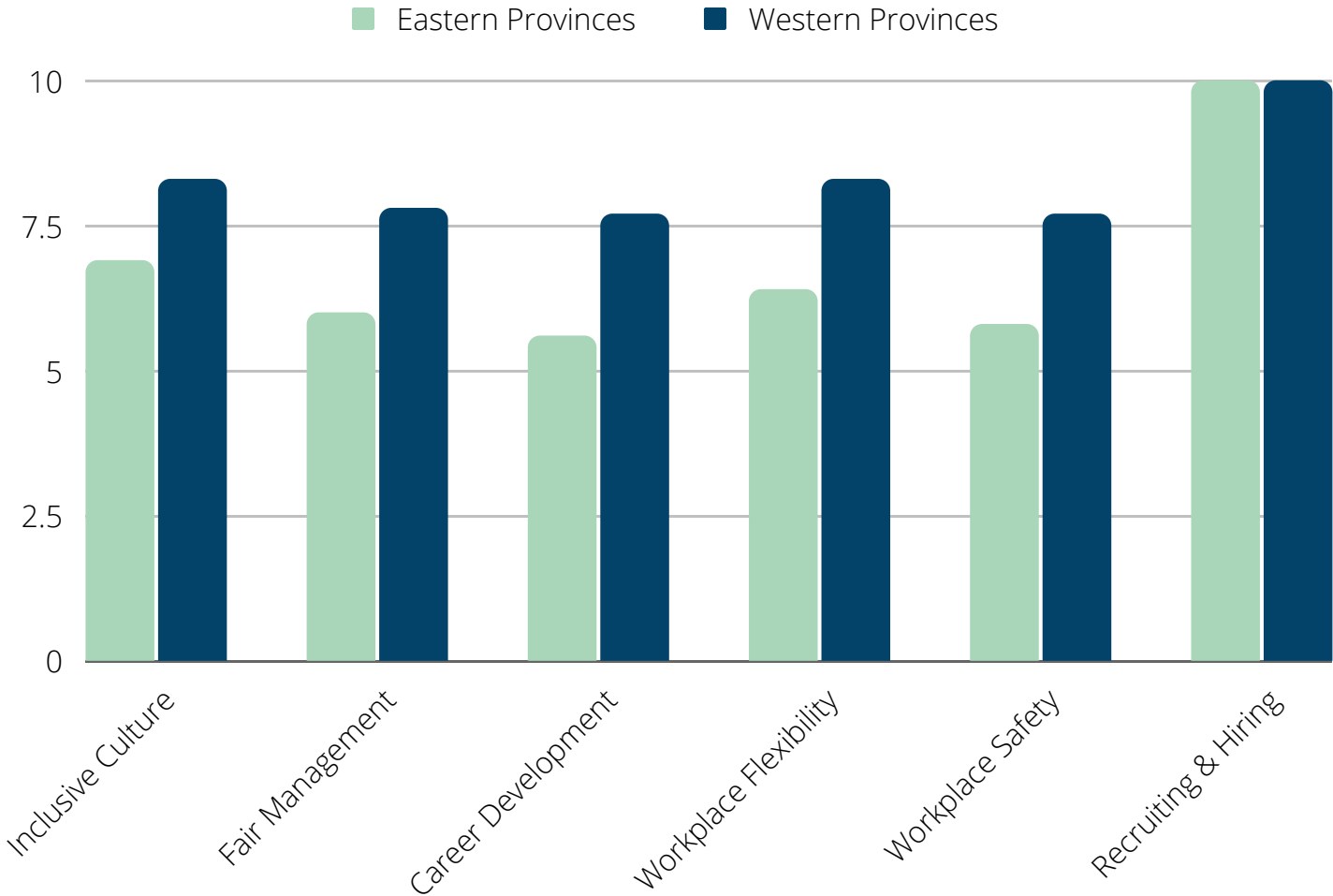


Transmission and/or Distribution will want to consider increasing Workplace Flexibility for LGBTQ2+ persons and Generation / Renewables will want to increase population of LGBTQ2+ people to analyze sentiment

**As there are fewer than 8 individuals in Generation and Renewables identifying as LGBTQ2+ no data was aggregated on their inclusivity sentiment. Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.*

Equity Sentiment Across Geography

Table 27: Inclusion Metrics across the Geographical Locations of the Energy Sector for LGBTQ2+ Individuals



Key Takeaways



Those identifying as LGBTQ2+ working in the Western Provinces and Territories have the highest average Inclusivity Sentiment



The biggest differential in workplace experience for LGBTQ2+ persons between the Eastern and Western regions is in Career Development

Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

Testimonials of LGBTQ2+ People in the Workplace

We asked survey respondents: "What could your company do to improve diversity and inclusion in your workplace?" Read their experiences below:



Workplace Safety

"Greater awareness and **visibility into misconduct reporting channels** and **reassurance of non-retaliation.**"

(Hispanic Gay Man)

Inclusive Culture

"It was automatically assumed that my male peers wanted to progress and **automatically assumed that I wasn't interested in leading.** And when I expressed an interest in advancing my skills I was met with comments like, "You don't really think a group of guys would want a woman as their supervisor do you? That's why I can only interview the guys for this role." I persisted and succeeded but we need to teach our managers to look at hiring someone that doesn't 'look like them. For years I've seen all kinds of staff pushing for diversity at the field level, but if the hiring manager is only interested in hiring men in supervisory roles all the 'diversity talk' at the field level means nothing.

We **need to change the mindset of our managers with proper in-depth training.**"

(White Lesbian Woman)



Disability, Mental Health, and Neurodiversity



Disability

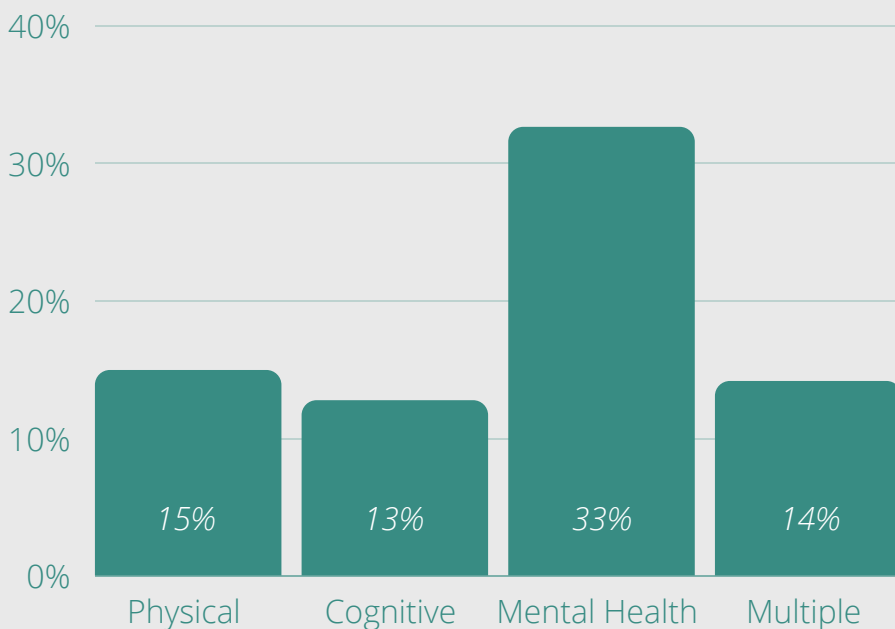
42.4% of the Energy sector survey respondents identified as a person with cognitive, learning, or physical disabilities (9.7% of individuals preferred not to answer this question). This survey result is higher than the population average of 20% of Canadians between 25-64 years old with a disability. Given that individuals with disabilities were less likely to be employed (59%) than those without disabilities (80%)¹, this is a significant trend to follow to ensure continuous support for people with disabilities so that they can continue to see a sense of belonging and grow in this sector.

Of all respondents with disabilities, about 32.6% of individuals identified as a person with a mental health condition/concern, and 37.6% identified as a person with an invisible or a visible physical disability. In addition, 14.1% of people identified having multiple forms of disabilities. Mental health concerns continue to be a growing demographic in the workplace in the wake of the pandemic, and intersecting identities.

Again, it should be noted that those who are more passionate and/or engaged in EDI may have been more likely to fill out the survey.

1: <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2018002-eng.htm>

Table 28: Granular disability Breakdown in the Energy Sector (% of total survey respondents self identifying)



Please note, as individuals can select multiple forms of disabilities, the chart does not add up to 42.4%. Rather these numbers represent that out of the total Energy sector survey respondents x% identify with one of these granular disabilities



Disability Across The Energy Sector

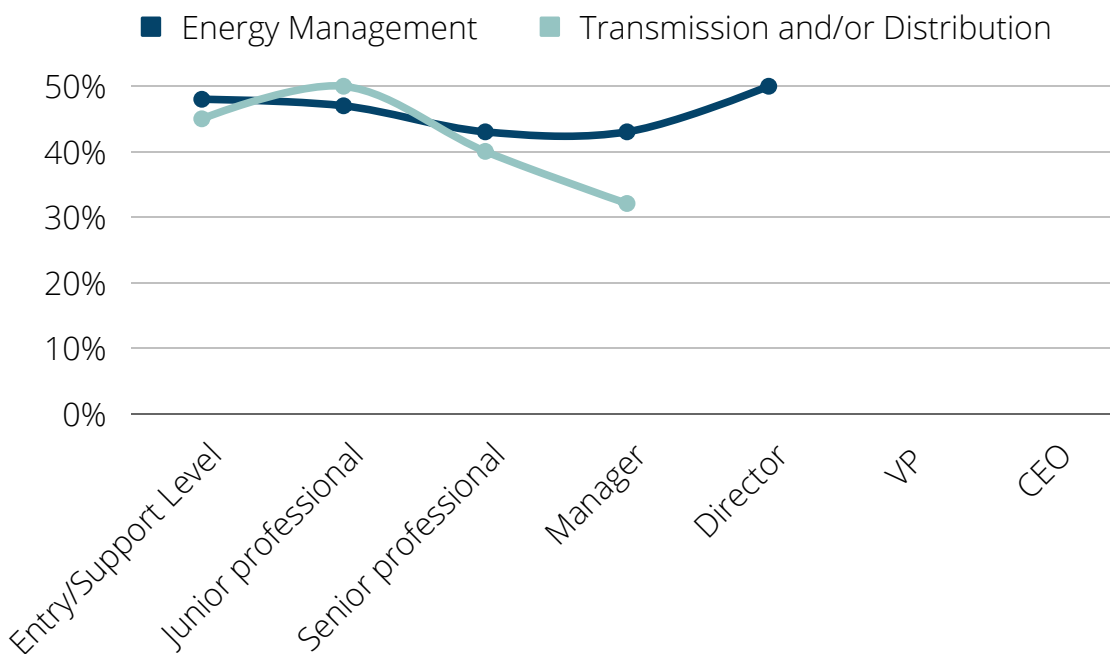
43.2% of respondents in the Energy Management subsector identified as having mental health or physical disabilities. 41.2% of people in the Transmission and/or Distribution subsector and 39.7% of the Generation/Renewable* subsector identify as an individual with mental health or a physical disability. Across the subsectors around 8% preferred not to answer.

The Energy Management subsector has an impressive rise in representation at the Director level at 50%, while Transmission and/or Distribution lacks representation past the Manager level.

The lack of data in Director, VP, and CEO positions indicates a lack of leaders who disclosed or identify with having a disability. However, trends for the Energy Management subsector show that this representation is fairly consistent.

This data is promising as it will enhance the possibility for inclusive progression as people with disabilities holding leadership roles is on an upward trend.

Table 29: Person with Disability across Subsectors of the Energy Sector



*As there are fewer than 8 individuals in Generation and Renewables identifying as having a disability, no data was aggregated

Experiences of Equity for Individuals with Disabilities

People with disabilities, neurodiverse people, and people with mental health concerns highlighted pain points in inclusive culture, workplace flexibility and workplace management. In regards to mental health, the timing of the survey, amidst a global pandemic, may significantly affect the rate of people identifying with a mental health disability. In fact, during the pandemic, in the spring of 2021, more than 1 in 4 adults in Canada screened positive for Post Traumatic Stress Disorder (PTSD) (this was 1 in 5 in fall 2020).¹ This effect was also significantly influenced by intersectionality, as the pandemic disproportionately impacted historically marginalized and disenfranchised groups.

"Offer a support person within the company to employees identifying as having a disability. All types of disabilities require different levels of assistance and the company has no support for disabled employees."

~ (Anonymous Survey Respondent, Individual with a Disability)

Table 30: KPI Inclusion scores for People with Disabilities across the Energy Sector

Group	Inclusive Culture	Fair Management	Career Development	Workplace Flexibility	Workplace Safety	Recruiting & Hiring
Energy Sector**	6.7	6.0	5.4	6.8	6.0	9.6
Dominant Group	8.0	7.0	6.0	7.6	7.2	7.1
Disability Identified	6.1	5.6	5.3	6.3	5.6	10.0

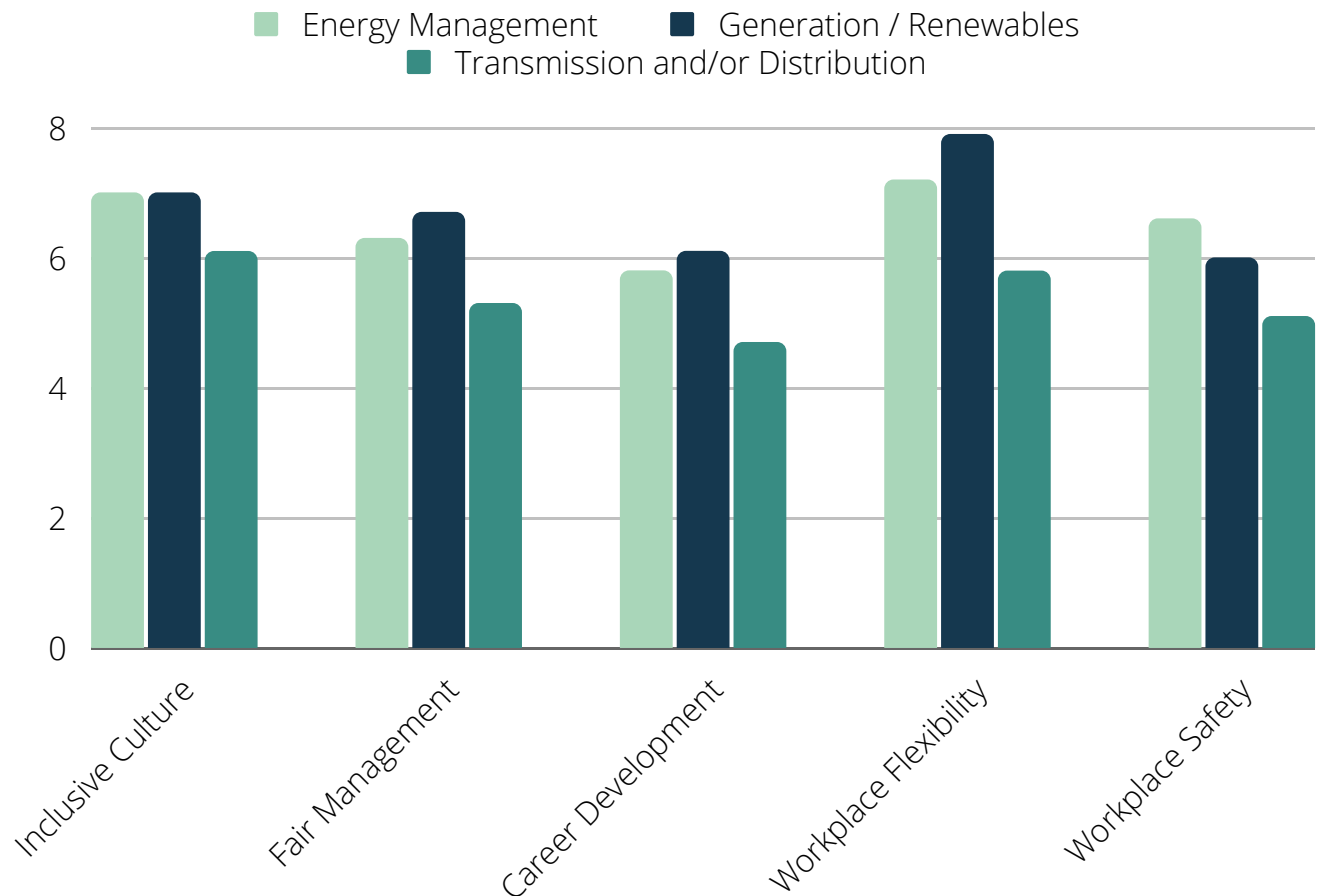
1: <https://www150.statcan.gc.ca/n1/daily-quotidien/210927/dq210927a-eng.htm>

For survey respondents, the "dominant group" is White, heterosexual men without a disability.

*Energy Sector refers to this report's survey response average. Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

Equity Sentiment Across Subsectors

Table 31: Inclusion Metrics of Subsectors across the Energy Sector for Individuals with Disabilities



Key Takeaways



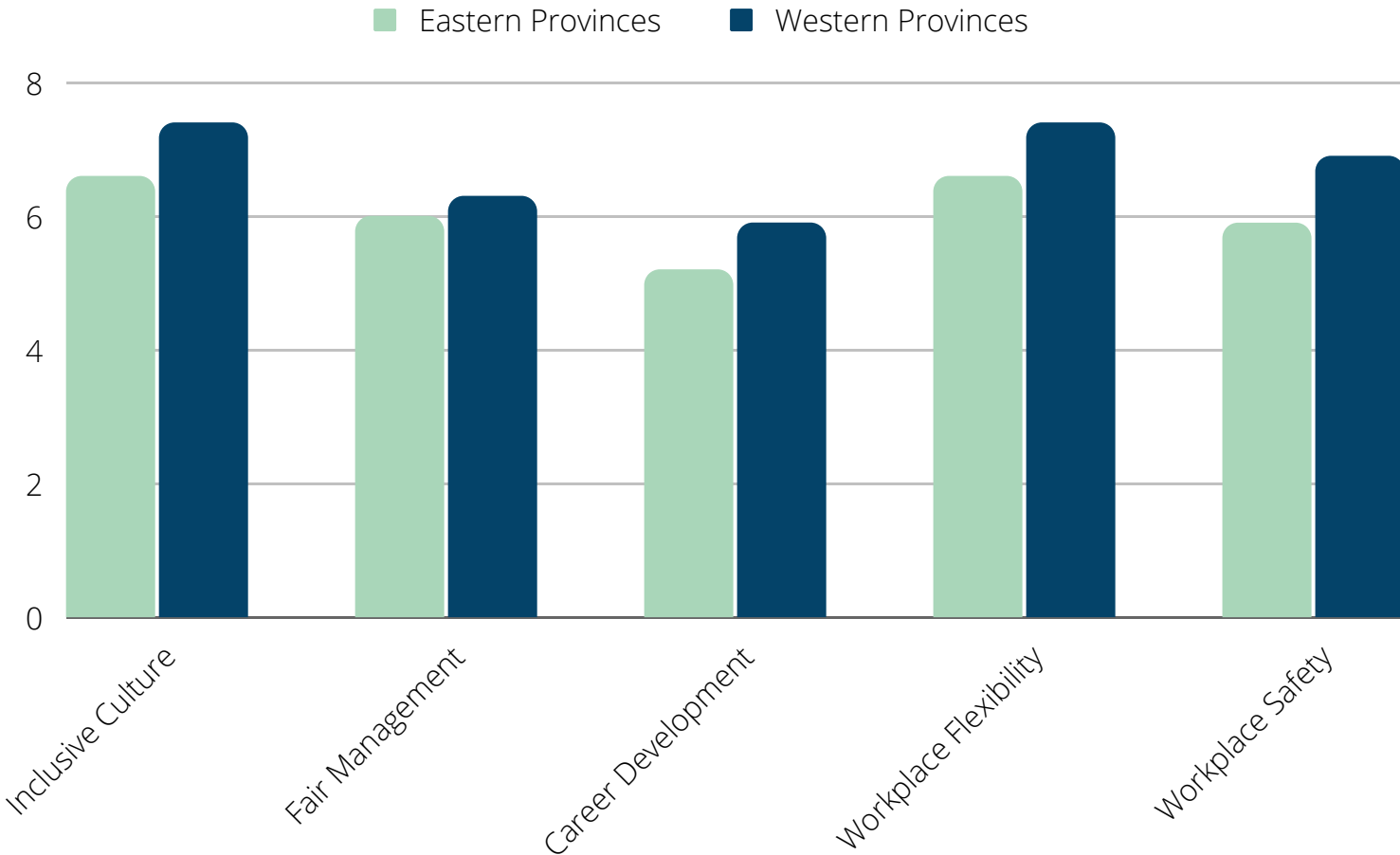
Those with disabilities working in Generation / Renewables Workplace Flexibility hold the highest sentiment



Transmissions and/or Distribution most significantly underperforms in Workplace Flexibility for those with disabilities compared to its peer subsectors

Equity Sentiment Across Geography

Table 32: Inclusion Metrics across the Geographical Locations of the Energy Sector for Individuals with Disabilities



Key Takeaways



Those with disabilities in the Western Provinces and Territories have the best inclusive culture and workplace flexibility



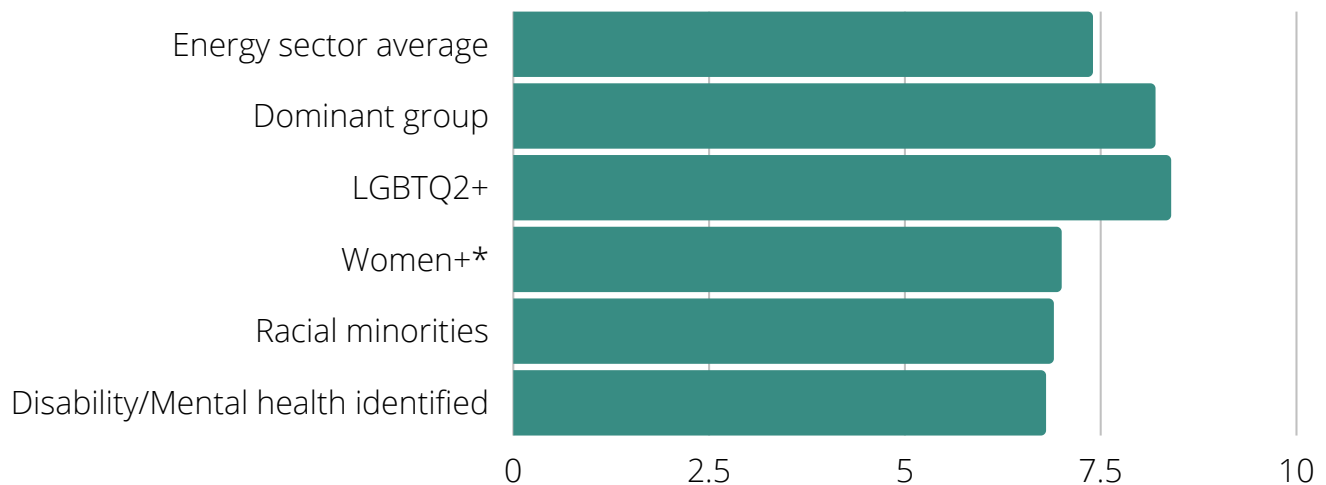
Workplace safety has the biggest experience differential between the regions for those with disabilities

Please reference page 6 - 7 for additional methodology and definitions. Please note recruitment & hiring uses a specific methodology seen on page 7.

COVID-19 Across Demographics and the Intersection of Mental Health

When considering Energy sector support to employees during the pandemic, there is an experiential difference between the dominant and non-dominant groups. Within the sector, women+*, racial minorities, and those who identify as having a disability/mental health concern experienced the COVID-19 crisis in a significantly different manner than white heterosexual men without a disability. This points to a lack of equitable policies, programs, and procedures in place to support all team members across their various needs in the Energy sector.

Table 33: Energy Sector Employees' Self-Reported Experiences of Health and Safety Support at Work During the Pandemic Across Demographics (1 - 10)



Survey respondents shared varying views on how they thought their organizations should handle COVID-19 and its after effects. Some wished for more in-person team-building events and others expressed discomfort with social gatherings. StepUp can encourage the Energy sector to demonstrate continued flexibility given that groups experience the crisis differently and the sector needs to support EDI. Flexibility may look like both in-person and online options to continue building rapport within teams. Respondents highlighted flexibility in the context of COVID-19 as critical for their health and safety,

37.8% of Canadian adults reported having one or more underlying health condition(s) that put them at elevated risk of COVID-19 complications.¹

One South Asian anonymous survey respondent writes: "There is a lack of empathy from managers regarding COVID measures that employees may still want to practice. For example, some employees do not feel comfortable taking part in social gatherings, such as going out to lunch with the team, etc. but the manager's continue to promote such events. Some employees do not feel comfortable being in board rooms with a group of people but the option isn't given to those employees to take part virtually even if if they are in the office."

1: <https://www150.statcan.gc.ca/n1/daily-quotidien/200703/dq200703a-eng.htm>

*The term women+ denotes women, non-binary, and individuals who identify with the trans community

Testimonials of People with Disabilities and Mental Health Concerns

We asked survey respondents: "What could your company do to improve diversity & inclusion in your workplace?"

Read their experiences below:



Fair Management

"We could have a plan or a commitment to **actively** try to **involve** more **diverse groups** in our dialogues and in our leadership."
(Man With Partial or Total Deafness)

Inclusive Culture

"Offering a support person within the company to employees identified as having a disability. All types of **disabilities require different levels of assistance** and the company has no supports for disabled employees."
(Neurodiverse Woman)



Workplace Flexibility

"Write **broader policies**. Support **alternate work hours, work locations, reduced hours**, have processes for reporting harassment, check-in with staff, ask for feedback."
(Individual with Mental Health Concerns)



Actions & Insights

Key Recommendations

Across these key data insights, there are a few key opportunity areas. This report focuses on two lenses for recommendations:

1. Actions StepUp can take directly
2. Actions individual organizations within the Energy sector can directly implement

These two lenses will catalyze the Energy sector in levelling up its Equity, Diversity, and Inclusion impact.

Diversio's proprietary algorithm coupled with an academically verified approach measures six key areas of the employee experience: recruitment and hiring, workplace flexibility, workplace safety, inclusive culture, fair management, and career development. Using a blended analysis of free text, data scraping, and demographic analysis, key opportunities are highlighted across these six metrics for StepUp and individual organizations.

1 StepUp Actions

This set of recommendations is oriented toward what StepUp may do to support equity and inclusion across the Energy sector. StepUp's role here is as a facilitator and educator for individuals and organizations to catalyze the Energy sector to its next phase.

2 Individual Organization Recommendations

This set of recommendations is aimed toward any Executives, Managers, or Individual Contributors from the Energy sector seeking insights into what they can do to improve Equity, Diversity, and Inclusion at the organizational level.

Based on the demographics and inclusivity data reviewed, Diversio offers the following suggestions to support StepUp and the Canadian Energy sector. These recommendations aim to improve the lived experiences of historically underrepresented and marginalized individuals in the workplace and to create a more equitable society for all.



Inclusive Culture

RECOMMENDATIONS

An inclusive culture is the openness of team environments to diverse opinions and perspectives. In other words, this factor measures whether “non-dominant” employees feel equally empowered to share their ideas and whether they feel heard and valued as individuals in their organization. Subfactors of this employee experience area include collaborative teamwork, employee engagement, adequate resourcing, respect and compassion, and inclusive leadership.

See below for actions individual organizations can take and how StepUp can support the industry as a non-profit:

1. What StepUp can do:

StepUp may serve as a learning platform for organizations by facilitating bi-annual cross-organizational EDI strategy fireside chats with board members and executives. These fireside chats can help build discussions surrounding the EDI solutions StepUp promotes. Additionally, StepUp may facilitate sector wide learning by providing and promoting inclusive leadership training for individuals with direct reports. This training will teach leaders to cultivate an inclusive workplace.

2. What individual organizations can do:

Organizations may facilitate fireside chats between C-suite executives and team members with regards to EDI. These conversations will support breaking down the barriers of experience and increase participation organization-wide on the topic of EDI. Finally, it will increase the perception of a business-wide commitment to EDI.

CASE STUDY

Company: Independent Electricity System Operator (IESO)

Problem: Need for inclusivity as a cultural imperative

In 2022, Equity, Diversity, and Inclusion considerations were fully embedded into the IESO’s corporate strategy, building on previous steps to include them as part of the organization’s values, competencies, and learning curricula. Tailored learning programs were developed for all levels of the organization, starting with leaders and cascading to all employees. In particular, members of the IESO’s executive team participated in an EDI-focused 360 assessment and coaching program – a program that measures key inclusive leadership traits, and equips individuals to lead, work and operate more inclusively. Following the initial 360, and release of the executive team-level results to all employees, members of the executive team met with individuals from across the organization, with the purpose of building awareness of their diverse backgrounds and personal experiences, to identify opportunities to address potential bias and barriers, and to champion change. Learnings from these conversations continue to inform corporate-level actions on EDI, and ongoing discussions at the executive level on how to collectively demonstrate the IESO’s corporate values to achieve our strategic objectives. The executive 360 and coaching program is one of six actions that led to an overall increase in the IESO’s inclusion score, measured by Diversio through the StepUp Energy Baseline study.



Fair Management & Hiring

RECOMMENDATIONS

Fair management measures if employees feel they receive fair feedback, are celebrated for contributions, and are supported in long-term career advancement. This metric measures whether employees feel they have fair leaders who do not hinder their growth, but rather prioritize their development objectively.

See below for actions individual organizations can take and how StepUp can support the sector as a non-profit:

1. What StepUp can do:

StepUp may promote a network of EDI-qualified recruiters and a list of inclusive recruitment practices. StepUp can recommend these recruiters to energy companies to support the sector's prioritization of diversity in hiring. Beyond that, StepUp can organize workshops for the Energy sector on succession planning to keep companies accountable for including diverse talent at every level of the talent funnel.

2. What individual organizations can do:

Energy sector companies can identify key leadership roles which will be well suited for leadership-oriented employees of historically underrepresented minority groups in the organization to improve diversity at VP and executive levels. Additionally, when considering an individual for a role, ensuring at least two historically underrepresented individuals are on the hiring slate at each stage of the hiring process improves the likelihood that a diverse candidate may be hired by 79x.¹

CASE STUDY

Company: Novo Nordisk

Problem: Lack of diversity at senior leadership

To increase diversity among senior leadership, Novo Nordisk (a multinational pharmaceuticals company) identified three common pitfalls that hindered inclusion in their succession process and embedded tactical changes to combat them.

To educate leaders on the effects of unconscious bias during succession, senior leaders are assigned bias pre-work immediately before succession conversations. To remove personal biases, senior leaders are asked to identify the critical skills and qualifications of a successful successor before discussing potential candidates.

During the succession conversations, all senior leaders are assigned a role to hold each other accountable for broadening the talent pool and ensuring all talent is equitably considered.²

1: <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>

2: https://ofm.wa.gov/sites/default/files/public/shr/WorkforceData/Successionplanning/Building_Sustainable_DI.pdf



Career Development

RECOMMENDATIONS

Career development supports a culture of sponsorship and mentorship open to all employees. This metric targets whether junior employees from diverse backgrounds can develop relationships with senior employees. These relationships support access to professional development which supports career advancement. Subfactors of this employee experience area include mentorship, career development, adequate training, and networking opportunities.

See below for actions individual organizations can take and how StepUp can support the industry as a non-profit:

1. What StepUp can do:

StepUp may host networking events for diverse middle managers and individual contributors with a desire to lead. Focusing on BIPOC individuals and women+ will accelerate and overcome systemic barriers. This action will support StepUp's vision of more women+ in senior positions and boards.

2. What individual organizations can do:

Organizations may include sponsorship metrics in individuals' holistic semi-annual performance reviews. Weighting a proportion of reviews on sponsorship of individuals and Employee Resource Groups (ERGs) will encourage diverse succession planning and the development of an increasingly diverse career pipeline.

*The term women+ denotes women, non-binary, and individuals who identify with the trans community

CASE STUDY

Organization: Energy Council of Canada

Problem: Lack of career development opportunities

The Energy Council of Canada offers a mentorship program on a national scale to promote greater cross-sectoral Canadian energy understanding, connectivity, and career development. Prospective mentors and mentees register via an online form. This program requires that both mentors and mentees should demonstrate a commitment to Equity, Diversity, and Inclusion and a mutual respect in all interactions.

Both informal "Energy & Espresso" networking events and formal panel discussions are available to participants of the program. Workshops are available on subjects such as mentoring best practices and participants are invited to capitalize on opportunities from the Young Energy Professionals Network.

"To improve Equity, Diversity, and Inclusion, set up mentorship in a structured way so that all new employees have an assigned designated mentor from outside their group."

~Anonymous Survey Respondent,
Neurodiverse Woman



Workplace Safety

RECOMMENDATIONS

Workplace safety is defined as a workplace free from mental, physical, and sexual harassment. Note that many forms of harassment are gender/racially motivated. This subfactor targets how welcome employees feel to present their whole selves at work without experiencing mental, physical, emotional, or career advancement opposition from their organization or its employees.

See below for actions individual organizations can take and how StepUp can support the sector as a non-profit:

1. What StepUp can do:

StepUp may endorse or recommend an external, third-party Human Resources team for energy companies. This recommended external HR team can support energy companies in conducting independent investigations into all reports of harassment. Supporting organizations in clear processes and swift timelines for investigations will enable individuals in the Energy sector to report harassment or discrimination without fear of retaliation.

2. What individual organizations can do:

Companies should consider implementing a zero-tolerance procedure for all anti-discrimination, anti-harassment, and anti-retaliation policies. Clearly outlining the consequences of breaking the policy is essential for success. These policies should include in- and out-of-office activities. Further, building these policies with direct input from employees will support policy resilience.

CASE STUDY

Company: Intercom

Problem: Lack of anonymous reporting processes for employee psychological safety

Intercom partnered with AllVoices, an anonymous HR reporting platform, to protect employees and create a truly anonymous tool. AllVoices was created to eliminate fear of retaliation and allows employees to anonymously report online any instances of sexual harassment at work.

The platform provides a structured questionnaire to help employees recognize harassment and then anonymously report it. The system only requires a phone number and that data is encrypted to preserve anonymity. Complaint data generated is aggregated and sent directly to the CEO and Board of Directors with dashboards designed to track reporting trends over time.

This solution gives employees confidence in anonymous reporting. It also enables companies to respond more quickly, track reporting data more effectively, and provide better visibility into historical data which is especially critical during an audit.

"We're building processes and programs for scale, and the AllVoices tool has definitely been instrumental to achieving that for work that is highly sensitive and confidential."

Leslie Chung

Intercom Head of People & Places

Conclusion

Taking a closer look at Equity, Diversity, and Inclusion across the Canadian Energy sector allows us to create a baseline understanding of the current EDI landscape.

StepUp's mission is to increase women+'s representation within the Energy sector to executive levels. This report points to not only a drop-off in the representation of women+ between the VP and C-suite levels but also to the influences of intersectionality and equity sentiment. Looking at these sentiments, we can develop a broader understanding of how systemic barriers have precluded individuals from engaging in untethered career progression.

With continuous analysis over time, we are hopeful that StepUp's collective efforts will have a positive influence on a more equitable and inclusive future for the Energy sector.

**The term women+ denotes women, non-binary, and individuals who identify with the trans community*



**Thank you to our study
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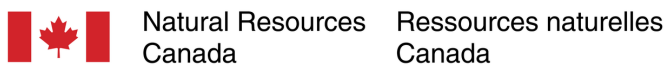
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