



Oil & Gas  
Authority

# Inclusion Report 2021



May 2021

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# Executive Summary

The OGA published its first Inclusion Report in April 2020. At the time of publication the oil and gas industry was facing some significant challenges due to the combined impact of the COVID-19 pandemic and low commodity prices. Since then the sector has shown remarkable resilience and gained strength by coming together to tackle these challenges.

In the last year the OGA has worked to support industry and the government in a number of ways: by allowing regulatory easement; by offering support to stimulate activity; and by playing our part in work to refocus our future as a sector. Notably the new OGA Strategy has come into force during this time, recognising the role of net zero, and a ground-breaking North Sea Transition Deal has been announced.

Despite it being an unpredictable year, the OGA's focus on inclusion hasn't diminished. The OGA's desire to be a great place to work, and our core values (Fair, Robust, Accountable and Considerate), have never been as important as they were during the 2020 lockdown period. We believe that now - more than ever - we need to support improving the level of inclusion and diversity within the oil and gas industry.

In this Inclusion Report we look at the commitments that were made in the first report and review what action has been taken. The report also shares some "successes and challenges" relating to inclusion activities. Finally, the report looks to the future and makes clear the new commitments for both the OGA and the industry.

In response to the difficulties of the last year there have been many outstanding examples across the industry of companies considering the differing needs of their staff. We are proud of the progress we continue to make as we strive for the OGA and our sector to be ever more inclusive as place to work.

# Tracking our commitments

## Internal – to our staff

In the first Inclusion Report, the OGA committed to maintaining the existing practices that support our approach to inclusion, progress against these commitments is shown below:

### Maintaining existing activities

Existing Activity	Action taken during 2020
<b>Representation &amp; reporting</b>	Ongoing monitoring of our representative diversity, including ensuring processes such as performance management are checked for any unintended bias or skews – reviewed by both Trade Unions and Board.
<b>Coaching</b>	Professional coaching offered to all staff to focus support development needs. Additional sessions / availability added in response to lockdown.
<b>Leadership training</b>	Line managers supported in prioritising an inclusive approach to lockdown. OGA has also encouraged open dialogue and discussion forums in support of staff during moments of significant social and media debate - included those relating to the Black Lives Matter movement.
<b>Visible leadership</b>	Line managers supported in prioritising an inclusive approach to lockdown. OGA has also encouraged open dialogue and discussion forums in support of staff during moments of significant social and media debate - included those relating to the Black Lives Matter movement.
<b>Flexible working</b>	As shown later in the report, this has been a behavioural priority for 2020.
<b>Mental health awareness</b>	As shown later in the report, we have increased our already meaningful focus on this topic during the uniquely challenging period of 2020.
<b>Learning &amp; development</b>	The OGA has continued to support line managers and staff with learning and development opportunities.

## Maintaining existing activities

In addition to the maintaining our existing activities, the OGA also committed to three specific new areas:

Proposed Activity	Action taken during 2020
<p><b>Ensure the focus on gender doesn't obscure equality and fairness for all.</b></p>	<p>We continue to track and record representative data on a range of diversity characteristics. We are maintaining our commitments to external pledges to Disability Confident and the Business in the Community Race Charter. We are adding discussion and focus around social mobility and holding our first awareness sessions regarding neurodiversity.</p>
<p><b>Revamp recruitment process and materials to continue to attract the broadest range of talent and to better promote inclusion work.</b></p>	<p>We have reviewed our processes and made some changes in order to make it more accessible. Examples of the areas we have revised include:</p> <p>Redesigned Careers webpage which aims to set out more clearly our benefits and policies which support a more inclusive working environment and our ethos of the OGA as a Great Place to Work.</p> <p>Reviewed branding and literature to develop materials which use neutral language and do not create unintended barriers.</p> <p>Improved inclusion data tracking to enable us to better understand whether elements of our resourcing processes created unintended barriers.</p>
<p><b>Refresh mentoring activities to update the process, include recent recruits and to test the concept of "reverse mentoring".</b></p>	<p>We have relaunched our mentoring programme to attract new mentors and mentees, aligned especially to virtual working and staying connected. The launch of "reverse mentoring" was delayed as part of COVID re-prioritisation and was launched in Q1 2021.</p>

## External – to industry

The OGA committed to industry that we would continue to play our part in effectively promoting inclusion and diversity in four specific ways: **Gender diversity leadership**; **Engaging industry**; **Role modelling**; and **Learning**.

Below is a summary of our progress against each of these four areas.

### a) Gender diversity leadership

The OGA signed-up to the seven Energy Leadership Coalition Commitments set by the Powerful Women group. The table below outlines the steps that the OGA has taken against each of their commitments.

Energy Leaders Coalition Commitment	OGA 2020 actions
<b>Recognise your personal role in driving change, acting as an Ambassador for better balance.</b>	Senior leaders, led by the Chief Executive, have connected with other parts of the public sector and industry to advocate for the importance of inclusion – especially during the challenges of 2020.
<b>Communication of your ambition, your targets and your timeline for change in a public declaration.</b>	The OGA continues to publish this report and share our progress with other employers in open discussions to share and learn from successes and challenges.
<b>Hold yourselves accountable for your progress.</b>	The OGA continues to ensure that it is a great place to work, inclusive of all and able as a result to attract and retain the most diverse range of talents possible.
<b>Set key measures to track progress and report publicly on them.</b>	As committed, the OGA focuses on key targets, including: Monitoring of recruitment and performance outcomes to identify any unequal distribution. Monitoring of the uptake of all major development opportunities, to identify any unequal distribution. The first target remains one that the OGA has worked on in 2020 including sharing data openly with Trade Unions for scrutiny. Due to reduced movement in 2020, the second target will be focused on more in 2021.
<b>Provide the resources you need to deliver your ambition and support your people to do so.</b>	As detailed in the later section, this work has been significantly challenged during lockdown, but we believe we have successfully managed to ensure resources and support were delivered.
<b>Communicate progress across your organisation.</b>	Monitoring of representative diversity continued during the year, however due to COVID reprioritisation, the planned “quarterly inclusion update” for staff was not launched, this will be launched in 2021.
<b>Share successes externally and look to peers for solutions to challenges.</b>	These have been included in this report and, given the unique challenges of 2020 and the role that inclusion played in the OGA’s approach to supporting staff, the OGA decided to focus on its internal success stories this year. In the next report the OGA will be looking to have external case studies from industry on a different inclusion theme.

In addition to this, the OGA has also continued to meet the commitments required by the AXIS pledge and participated in their latest campaign as part of International Women's' Day.

### **b) Engaging industry**

The OGA had committed to act with senior leaders through our "Tier 1 stewardship reviews" to require of companies that they shared their own progress on the topic of inclusion. We took the decision however that this active step was one that should be paused during the industry's response to COVID. It is our intention during 2021 to begin these conversations with individual companies and to both report on and share best practice examples. Further detail can be found in the final section of this report.

### **c) Role modelling**

The OGA has maintained our engagement with networks and groups, including the OGUK D&I network, the Energy Skills Alliance and others. In addition, through this report we will also take the opportunity to share our own experiences, not least through the lens of the lockdown period.

### **d) Learning**

The OGA had committed to review practice in other industries and then offer learnings – for instance through this report – that may benefit the sector. This work was deprioritised during the COVID response period and will be looked at again in 2021.

## Representative diversity data

The OGA believes in starting with inclusion and the right behaviours – including adherence to our four values (Fair, Accountable, Robust and Considerate) – rather than setting numerical targets for representation. However, we have a responsibility to be transparent about our data and the following is an update of the information shared in the previous Inclusion Report.

- The representation of female staff in the OGA was 29% when the OGA was created, rose to 47% in 2019 and has remained at 47% in 2020, mirroring the UK's workforce
- The representation of "non-white" staff (of those declared) was 9% when the OGA was created, rose to 17% in 2020 but has fallen back to 13% in 2021 the UK's workforce is currently 14% "non-white" (as reported by individuals), noting Aberdeen is significantly lower at 8% (2011 census data)

There has been no change in the gender balance of the OGA board (4 of the 7 members are female) or Leadership Team (2 of the 5 Directors, the direct reports to the Chief Executive, are female).

When looking at the most senior roles in the OGA outside of the Leadership Team, 43% of these roles are currently held by female staff, the same proportion as last year.

# Success stories

## 2020, COVID, lockdown & inclusion

In the first Inclusion Report, The OGA committed that we would share some “successes and challenges” relating to inclusion activities. This year, given the extraordinary events of 2020, we have chosen to focus on how our response to COVID, lockdown and the associated disruption was informed by our commitment to inclusion.

After the ‘stay at home message’ was communicated in March 2020, a real team effort took place to ensure staff had the equipment they needed to be as comfortable as they could at home. Our team then got to work on how best to support our staff and came up with a number of initiatives. Inclusion was at the heart of this as we recognised that everyone’s situation was different (space, family, caring responsibilities, how they felt about the pandemic generally etc) and therefore the support they may need would also be different. It was important to empower our staff to work flexibly to allow them to balance their varying commitments alongside taking care of their wellbeing. For example, for some this has meant taking extended breaks and

working later and for others, this has meant flexing start and finish times. In further support of this and given the virtual conditions (and therefore the potential for fatigue), we have taken steps to remind our staff of good and respectful meeting etiquette; for example, where possible avoiding lunchtimes, being mindful of meeting length and avoiding booking diaries back to back.

In the following section we highlight some examples of how we have sought to ensure we have the right level of individual support for staff, that we have effective ways of information sharing during a time of uncertainty and finally that we listened to, and engaged with, our staff.

### Individual support

We recognise that no two colleagues are the same. We all react to events like lockdown differently, and for some people there was no negative impact whereas for others the impacts were significant. Initiatives that we have put in place include:



#### Buddy System

All staff had the opportunity to join our buddy system where we set up pairings as an additional support mechanism on a peer basis.



#### Manager Training

We developed and launched a bespoke training intervention focusing on leading in a remote working relationship, supporting staff, handling difficult conversations and personal and team resilience.



#### Icebreakers

To try and replace some of the ‘water cooler chat’ that took place in the office, we introduced ‘icebreakers’. This is a facility offered via Teams which essentially sets up random pairings on a weekly basis.



#### Mental Health First Aiders

We now have nine mental health first aiders across the OGA, able to help support colleagues experiencing challenges with their mental health both during this period of lockdown and into the future.



#### Line Manager Check-ins

Our HR Team have regular 1-2-1 check-in sessions with all line managers. The aim is for them to feel supported individually and ensure they have what they need to continue supporting their teams.



#### Virtual Coffee Breaks

We encouraged all line managers to hold regular virtual coffee breaks with their teams to ensure staff were getting adequate breaks from work and continuing to connect, and to maintain the social interaction of the office.

## Information sharing

We knew that there would be an immediate need to change how we engaged with staff, reaching people remotely, not only using our normal channels but having to find ways of replacing the “easy” conversations that can be had between line managers, HR and staff when together. Over the last year we have used:

### Wellbeing support – OGA’lebox

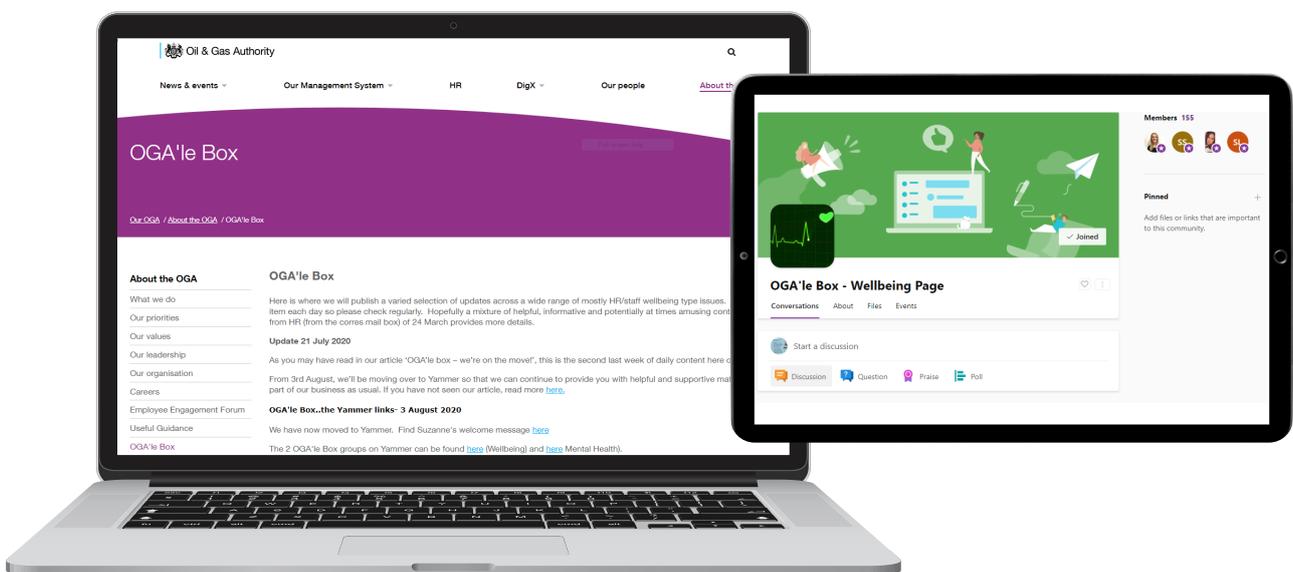
For the main part of 2020’s lockdown, daily wellbeing support materials were published on our intranet and we branded this ‘OGA’le box’. This ranged from encouraging physical exercise, mental health support, self-care and dealing with loneliness and grief. We have recently launched some bitesize wellbeing podcasts to share good practices as well as encourage staff to ‘plug in’ and get outside for fresh air whilst also learning.

### Yammer

The OGA uses Yammer as a way for our employees to keep connected as a community. We have seen employees get involved, setting up new groups for a range of interests from golf to baking to home brewing and gardening. It has been heartening to see the new connections being made via Yammer and it has helped our employees form some new relationships with people across the organisation.

### Wellbeing campaigns

The OGA has run various wellbeing campaigns, including activities designed to get people moving and away from their desks as well as awareness sessions including psychological safety, mental health, bowel cancer and shortly we will be running awareness sessions on menopause. Staff have taken the opportunity to enjoy some fun so activities such as quizzes, team baking sessions and yoga have been arranged. In many cases, these activities have been hosted virtually by a member of volunteer staff.



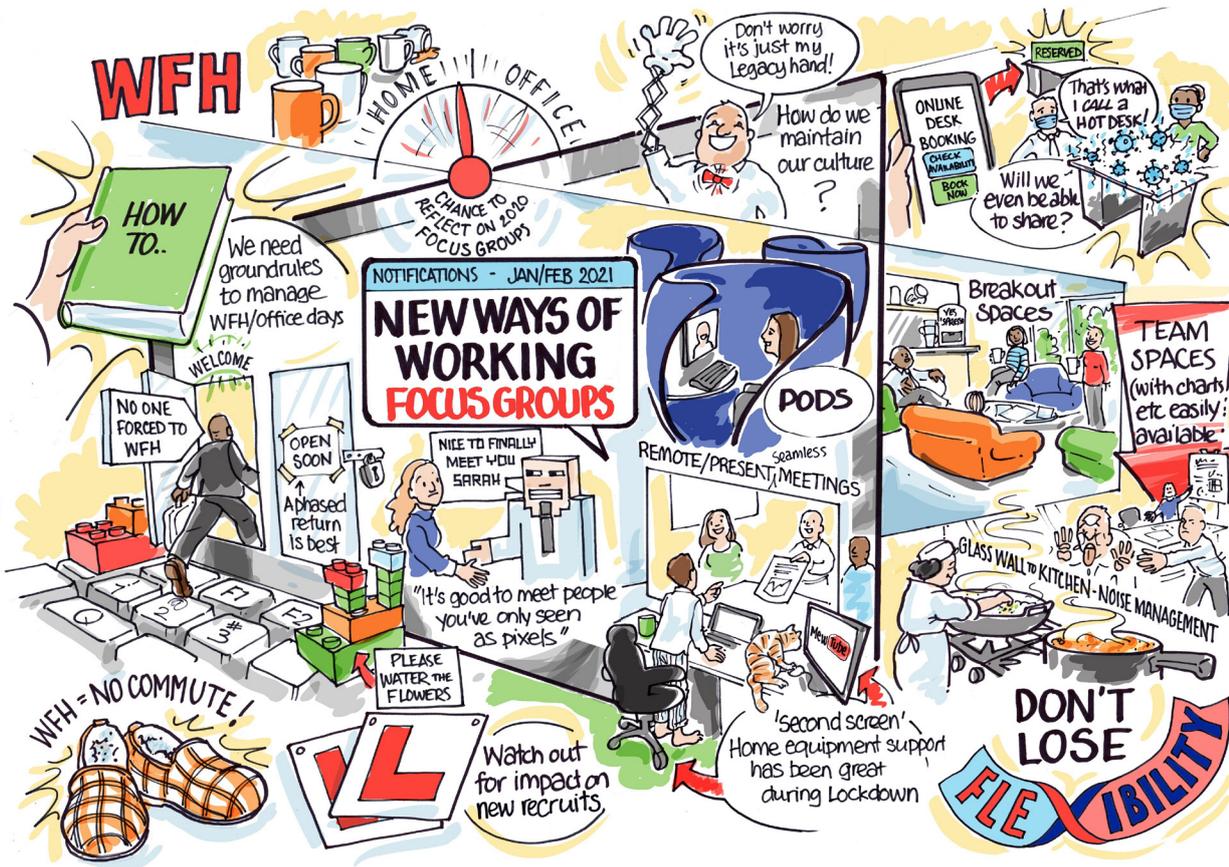
## Listening & Engaging with Staff

Making sure that we listen and engage with our staff is central to how the OGA seeks to work normally, consistent with our value of “Considerate”, and also this is at the core of our commitment to being a great place to work.

During the lockdown period, we knew that we had to maintain this effort and reflect the changing circumstances, adapting our approach to be as effective as possible, including understanding at a company-wide level how we track the overall well-being of staff today and thinking through what the future world of work will look like.

### Focus groups

The move to the new normal is still unclear, however we have been engaging our employees in discussions about this. Our focus groups were extremely well attended and have allowed staff to talk openly about their concerns and suggestions for matters such as how the office might ‘look’ going forward. It was important to us that voices are heard, and that staff are given the opportunity to have a say in what the future for the OGA looks like. Employee wellbeing and flexibility remain at the forefront of our decision making trying to maintain a fair approach which recognises our role as an industry regulator and the continued effective delivery of our business together with acknowledging everyone’s personal situation will be different. One output will be a series of new employee materials capturing our new way of working and, to set the scene, the key take-outs of the focus groups were recorded in a cartoon format per below.



## Wellbeing survey

In May 2020, the OGA issued an online wellbeing survey. This survey was based on the HSE Stress Indicator tool plus six free text questions which we used to focus on communication, wellbeing and return to office. Overall, the OGA scored positively in all 6 areas with Control, Support, Relationships and Role being scored 4 (out of 5) and Demands and Change being scored 3.5. The survey also provided a large volume of information on wellbeing and thoughts of returning to the office at that time. This feedback has formed the basis of two rounds of very well attended focus groups held in July and again in January 2021. These focus groups were designed to consider both a return to the workplace in the shorter term, but also our longer-term working model – the “new norm”. To understand the impact of the pandemic we are currently re-running the HSE survey to better understand what support staff require now.

## Employee Engagement Forum and Trade Unions

The OGA has continued to place significant importance on hearing the voice of our employees. We have shared ideas, sought feedback and taken considered counsel with our departmental trade unions, but also our Employee Engagement Forum. These have been fundamental in shaping our initiatives.

# Future Commitments

## Internal – to our staff

The OGA remains committed to our objectives as set out in our first report and, along with the learnings from this year, we intend to focus on the following actions:



### Social Mobility

Employers have a role to play in helping support social mobility – in ensuring that someone’s opportunities aren’t defined by, for example, their parent’s socio-economic status. We are going to work to see how we can play a positive part, including working with external initiatives to break down barriers to careers and development.



### Neurodiversity

We will work with external agencies, and with staff with lived experience, to raise awareness of how we can be as inclusive and supportive a workplace as possible including in support of those with additional caring responsibilities.



### Future working model

Remain engaged with colleagues to build on the feedback from the focus groups to implement a return to the office strategy which reflects our values and learnings from the past year and offers greater flexibility than prior to Covid-19.



### Data

Staff will be invited to take part in our biennial employment engagement survey in July 2021, and we will compare this to the outputs of our 2019 survey and identify any future actions.

## External – request to industry

In our last report, the OGA asked industry leaders to join with us in committing to meaningful action, including the following which we continue to ask them to undertake in 2021 and beyond:



Participation in cross-industry programmes such as those run by OGUK.



Provide data to studies and surveys, co-ordinated by industry and academia, to understand the challenges and opportunities facing our sector when it comes to inclusion and diversity.



Contribution to external industry initiatives on topics such as mentoring.



Formal commitment to meet external benchmarks such as the Powerful Women and AXIS pledges.

In addition, this year it is our intention to bring some of the lessons we have learned through effective engagement and benchmarking with industry to the inclusion and diversity agenda. To that end we will be reaching out to operators and Tier 1 contractor companies and inviting them to attend focused working sessions where we will aim to hear some of the best practice examples from around our sector. Our commitment is that we will ensure that we work to then share the “lessons learned” for all to benefit, and we will ensure that we don’t duplicate any existing efforts or activities already underway.

We will then include case study examples from these sessions in our 2022 Inclusion Report.



