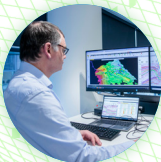




North Sea
Transition
Authority

Inclusion Report 2023



May 2023

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1. Executive Summary

We are delighted to share our fourth annual inclusion report.

Each of our reports has told a different story. Our first edition set out our intentions and vision for inclusion. Our second focused on our response to the COVID pandemic and our third covered our engagement with industry. Our fourth report aims to report on our progress and set out our focus for the next year. This will be our final report in this format and from next year we will report on our inclusion strategy and activity via our Annual Report and Accounts.

The past year has been one of significant world events, some of which have impacted to a great extent on daily life with high inflation affecting the cost of living for many. This has the potential to have a long-term impact on wellbeing which remained fragile after the COVID pandemic, and it is important that employers do what they can to look after their staff.

As an employer, we have remained focused on what we can do to make NSTA a great place to work which looks after its people. Wellbeing is a key part of this, and we have worked hard to support where we can during a challenging year. It has been pleasing to see that despite less freedoms on our pay and conditions, we have continued to attract people to join our organisation whether this has been due to the appeal of being involved in the energy transition, our focus on values or the importance of the work that we do. There will always be more we can do, and we will strive to make improvements every year.

2. Existing practices and activities

Summary

Consistent with our last two reports, below is an update on the existing practices and activities that the NSTA committed to continuing.

Activity Area	NSTA Progress during 2022
Representation and reporting	We have been pleased to see that our range of interventions have led to an increase in declaration rates of sensitive data. This will assist us in continuing to monitor our data and ensure that no unintentional bias has taken place in any of our processes such as performance management.
Coaching	Coaching with external coaches remains an offer to all our staff. This can cover anything from career development to self-awareness/confidence building and wellbeing.
Leadership training	During 2022, we ran two cohorts of both our Leadership Fundamentals and Leadership Reflections courses covering around 60 people in total. As explained later in the report, we are now refreshing the content and delivery of these courses to ensure they remain relevant and are as accessible as possible. We will also be launching masterclasses for our managers which will aim to do a deeper dive into topics.

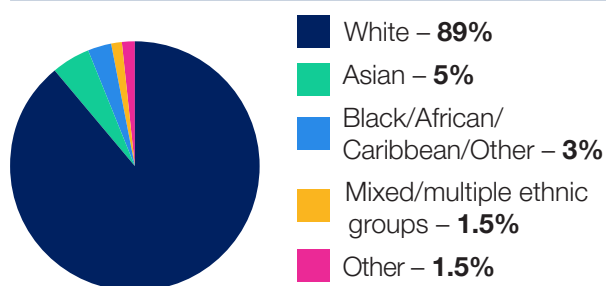
Activity Area	NSTA Progress during 2022
Visible leadership	<p>Staff check ins are held monthly with the aim being to provide an update on key issues and projects. Longer 'stand ups' with a more strategic focus are run on a quarterly basis with a different member of the leadership team hosting each time. Last year we were delighted to resume our annual offsite event and we will shortly hold another. The events are a great opportunity for the whole organisation to get together, learn about key developments, get involved in contributing to/feeding back on key initiatives and importantly having some fun together.</p>
Flexible working	<p>Hybrid working is now well established. We have approved a job share in a technical role over the last year and we will continue to encourage staff to talk to us about how we can help them to gain the best work/life balance possible. Partial retirement is becoming more of interest to staff and we're accommodating these requests where we can.</p>
Mental health awareness	<p>We have added to our mental health first aiders and have run refresher sessions for them. Whilst MHFAs are regularly signposted as part of our wellbeing support, more work can be done to help embed the roles so we will focus on this next year. We have also continued to run mental health focused sessions for our staff twice a year. We have also recently introduced menopause champions and will shortly be training men's health champions which will add to our wellbeing offering.</p>

Activity Area	NSTA Progress during 2022
<p>Learning and Development</p>	<p>We have launched a Career Development page for our staff which pull together both existing and new resources to support across five core areas; NSTA Specific Learning, Leadership Development, Coaching and Mentoring, Profession Specific Learning and Practical Experiences. We have been delivering masterclasses and entry level courses covering various areas of energy transition to ensure our staff have an appropriate level of understanding of this next important phase for the organisation and industry as a whole. We have been delighted to welcome two secondees from industry this year and we hope this will be a good opportunity to learn from each other. We will continue to look for secondment opportunities for our staff outside of the NSTA.</p>
<p>Ensure all forms of inclusion and equality are considered</p>	<p>We have found storytelling to be a very powerful and as shown later in the report, we have run several storytelling sessions over the year covering a variety of different areas of inclusion. These have often led to interesting discussions between colleagues and our hope is that this results in more conversations taking place on topics that may not always be easy for us to discuss openly.</p>
<p>Refresh mentoring activities</p>	<p>We have encouraged our staff to think widely about mentoring beyond the traditional structure and also encouraging them to take up external opportunities outside the NSTA. More work will continue on this over the coming year.</p>

3. Diversity Data

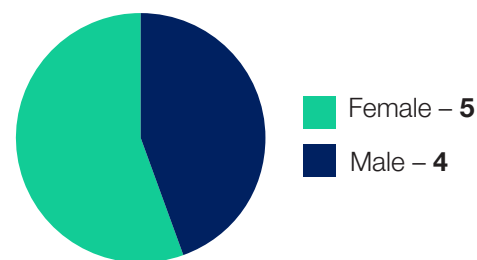
Whilst the NSTA does not have representative diversity targets, we do recognise the importance of being transparent with our diversity data, which is as follows:

Ethnicity (% of Workforce)



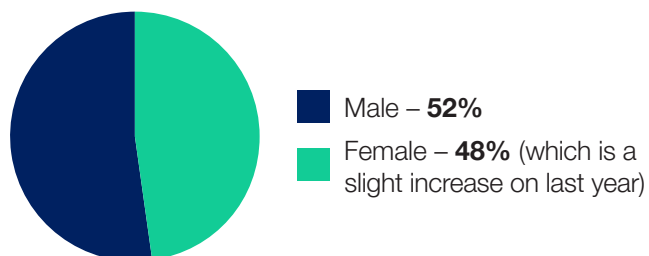
(2011 Census Data shows 14% of the UK workforce as all other ethnic groups combined, with Aberdeen being lower at 8%).

Number of Leadership Team Members

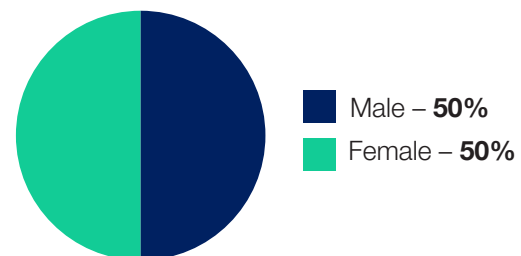


The leadership team expanded at the end of 2022 following a number of promotions.

Gender (% of Workforce)



Gender (% of Board)



4. Success Stories

– Our progress during 2022/23

Area of Commitment	Progress made during 2022/23
<p>Continue with the practices described in section 1 of this report, including transparent reporting of progress, challenges and success stories.</p>	<p>We will continue with these important practices and will report on our ongoing progress via our quarterly inclusion updates. As explained at the start of this report, this will be our final annual report in this current format and from next year, it will form part of our annual report in accounts.</p>
<p>Continue to support the activities of expert groups and networks working in this area and be considerate to ensure we avoid duplication of effort.</p>	<p>We maintain contact with the OEUK taskforce, WISE and AXIS. With our CEO sitting on the ELC, we are also close to the work of POWERful Women.</p>
<p>Storytelling – the activities and sessions we have held have demonstrated to us that the most impactful ones have real stories attached. Our approach this year will therefore be more story telling based in nature rather than expert led.</p>	<p>We held five storytelling inclusion sessions this year with a range of external speakers. The sessions were very well attended and with good engagement from staff. Many of the speakers covered their own personal experiences of more than one area of inclusion but broadly the topics covered were social mobility, disability, mental health, gender stereotyping (in relation to parenthood) and LGBT+.</p>
<p>Mentoring – following the feedback we received on reverse mentoring, we are keen to review our approach to mentoring to focus more on the development need rather than the ‘type’ of mentoring. We will also further encourage and facilitate external mentoring opportunities via external partners and professional bodies.</p>	<p>We have encouraged a focus on the development need and progress is being made on creating external mentoring relationships. More work will continue over the coming year. We will also refresh our guidance and consider where training for mentors may be helpful. We will consider where we can partner with comparable organisations over the coming year.</p>

Area of Commitment	Progress made during 2022/23
<p>Social mobility – supported by our experience with Career Ready, we will work to identify where there are potential barriers in our recruitment and attraction processes.</p>	<p>We have continued our commitment to Career Ready with two students successfully completing their placement and programme last year. This year, we have doubled the number of students we are mentoring through the programme, and we look forward to following their progress. As mentioned above, one of our storytelling sessions specifically focused on social mobility.</p>
<p>WISE Campaign – we will work with WISE to identify where the NSTA can assist their ongoing campaign to attract more females into engineering. Evidence suggests that real world projects are important at school in order to prevent females leaving STEM subjects and this is an area where the NSTA excels.</p>	<p>We have held some initial discussions with WISE and there are a number of opportunities where we can assist and support their campaign, particularly in the My Skills My Life initiative. We will communicate the opportunity to become a role model to our female employees. This would allow them to take an active part in My Skills My Life sessions within schools in their area. This may also be a fantastic development opportunity for them personally. We can also assist WISE in terms of helping them to make connections within our industry to ensure a wider participation.</p>
<p>Feedback and recognition culture – following a pilot, we will look to introduce 360 feedback to more parts of the company. Alongside this, we will look to further educate and inform on different aspects of recognition – particularly peer to peer.</p>	<p>Our roll out of 360 feedback is continuing across the company. Additionally, having held a successful session on informal peer recognition at our recent offsite event, we will consider how best to make this a regular, visible and accessible initiative for all.</p>
<p>Reinforcing our values – We recognise that through turnover and new recruitment, many of our staff weren't part of the process we completed in 2016 to create our values, and so during the year we will be reengaging with all staff to ensure the values remain understood, relevant and most importantly – shared.</p>	<p>At our 2022 Annual Offsite (the first held since the pandemic), we held a session on values with staff whereby each 'table' had the opportunity to make suggested changes to our values to ensure they were relevant and easy to explain/ understand. These comments were collated, and the value definitions were subsequently re-written and communicated to staff.</p>

5. Commitments & Requests

Additional commitments

- Continue to engage with, learn from and fulfil our commitments with external partners and organisations such as the AXIS network, Powerful Women, Tech Talent Charter, the Wise Campaign and the OEUK D&I Taskforce.
- Continue our important relationship with Career Ready into next year and take the time to listen to our students to see what we can learn from their experience with us and make any appropriate changes to improve social mobility.
- Following the success of our Inclusion Storytelling series, continue to run these at least once a quarter and cover a wide range of topics. These may be hosted by external speakers or our own staff (if they are comfortable to do so).
- Review our volunteering policy and consider how we can make this more frequently used and accessible to staff.
- Recruitment – we will do a review of our recruitment and attraction processes to improve systems.
- Continue to challenge ourselves on inclusion at a more practical day to day level and ensure we take a balanced and considerate approach towards the work we do and our expectations e.g. logistics around training arrangements.

