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Unleashing the potential of our people

Our people are at the heart of delivering for our customers every day and we continuously aim to develop our workforce, improve the experience we create and open up opportunities as part of our ongoing commitment to meet the current and future needs of our people. Looking ahead, the need to do that is set to increase still further.

We want to support our colleagues to grow their skills and their careers with us and will continue to provide high quality training and development opportunities to enable this. At the same time, we are working to attract a broader range of talent with different experiences and expertise. We want to be an employer of choice in our region, reaching out further into the communities we serve, building on our strong record of providing rewarding careers for generations of families.

The responsibility we carry as a major investor into the region and one of the leaders in its journey towards net zero creates an exciting opportunity for us to increase the pace at which we build an increasingly diverse, skilled and resilient workforce.

Significant cultural and technological changes are driving fresh needs in terms of both what we need to deliver as a business and what our employees and customers expect from us. In particular, the broader awareness of climate change and our urgent need to tackle it has significantly moved on in recent years. Facilitating our government's legal commitment to achieving net zero by 2050 is the biggest change and challenge our industry has faced in decades. We need an approach to developing our workforce that enables us to deliver our decarbonisation plans for our region and for society as a whole, whilst continuing to maintain high levels of service for all customers.

The ambitious objectives set out in our plan for the 2023-28 regulatory period cannot be delivered without talented, dedicated people. As such, in the context of presenting this plan, we need to demonstrate to our stakeholders and our regulator how we will 'develop a modern, diverse, high-quality, well-trained workforce fit for the future', with particular consideration to how our plans will:

- attract people to the energy sector and develop the skills needed for a technology driven, low carbon energy system;
- increase inclusion, diversity and equality;
- improve workforce satisfaction, motivation and productivity;
- upskill and multi-skill the existing workforce; and
- ensure the health, safety and mental wellbeing of our people.

This strategy summarises our approach to securing those outcomes, providing more detail than we are able to present in the main business plan document. It draws from the areas of our business plan that have the most influence on workforce, highlights the drivers for change and their impact and describes how we plan to tackle them.

As we go forward, we know that our plans in this area will continue to evolve and be updated as we learn from others and from experience. Regular dialogue and engagement with our colleagues and trade unions shapes our workforce approach. Throughout this document we highlight where their insights have influenced our plans and demonstrate how we have considered the feedback from our Customer Engagement Group (CEG) on the priorities they highlighted for our workforce strategy.

Our workforce today: we directly employ ca. 2,600 people across our region

The north of England has a rich industrial heritage, of which our company is proud to be a part. Times have changed, and as industries have disappeared and new ones emerged, we are pleased to continue to be one of the larger employers in our region. In so doing we have been able to provide alternative and new career opportunities to those with transferrable skills or seeking a career change, in a region that has known more than its fair share of challenge in terms of job creation and socio-economic disadvantage.

The most prominent manifestation of that role in the region is our flagship apprenticeship and technical training programme, which has now been running for over a decade, opening up pathways to skilled, well-paid, secure jobs. Implemented in what was the wake of the 2008 financial crisis, the programme has consistently taken in high quality candidates and turned out high calibre engineers, technicians and craft operatives.

In 2014, along with others in our sector, we were one of the first utility companies to enrol apprentices into the government's Trailblazer Apprenticeship initiative, which was designed to equip the power industry with the technical skills required to manage the energy network. It was recognised as a standard setter for establishing technical competence for highly skilled roles. We were the first company in the UK to put 100 trainees through the apprenticeship and, since its inception, more than 169 trainees have graduated. The programme has been the foundation of our employment offer to the region that, when supplemented by other recruitment activity, led us to be able to target the creation of at least 1,000 job opportunities during the current regulatory period. In terms of our organisation's effectiveness and development, it has enabled us to manage the transition as large numbers of our long-standing, skilled colleagues reach retirement age and exit the business. In 2012, 26 per cent of our workforce had been with us for less than 10 years. By the end of 2020 that proportion had doubled to 52 per cent. Figure 1 gives further details of our workforce demographics.

Our workforce		% of workforce	Men	Women
			80%	20%
Operational crafts		41%	96%	4%
Engineering and technical		31%	93%	7%
Business support		17%	33%	67%
Management and specialists		11%	56%	44%
24% (16)	5% (37)	43.2	16	
Women in senior leadership roles	Women in engineering/STEM roles	Average age	Average years length of service	

Figure 1: Our workforce today

Our field activities are split into six operating regions, with work delivered both through our own workforce and our contractor base, depending on the nature, complexity and predictability of demand of the work. Further detail around our insourced/outsourced model is included in [our delivery strategy](#).

The strategic direction of our 2023-28 plan is driving significant change in our workforce resilience plans compared to previous price control periods

Notable drivers for change that are impacting our workforce plans include:

- *Scaling up the network investment programme, driven by decarbonisation.* We need to scale up our operations (and workforce) to deliver the significant increase in investment that will enable customers to connect low carbon technologies (LCT) to our network. This will continue to ramp up in future price controls beyond 2028. We have already begun to accelerate our programme to grow the workforce and are targeting recruitment of over 100 roles in 2022, so that we have the necessary skills and capacity to deliver our plan.
- *Transition to distribution system operation (DSO).* Decarbonisation is driving a change in our role in the energy system, meaning we are moving to fulfil the functions of DSO. To deliver our flexibility first approach to investment, we will monitor and manage the increasingly complex power flows on our network to ensure available renewable energy is used optimally and to maximise the value of our existing infrastructure. Our DSO strategy underpins this approach, focusing on capturing and harnessing data on our network and developing and deploying customer and network flexibility. Delivering our DSO strategy requires new and varied skills around data, analytics, smart grid engineering, commercial acumen, and more customer-facing roles compared to how we have traditionally operated (refer to [our DSO strategy](#)). As we enter 2023, we expect to have more than 45 new colleagues working in DSO-related roles.
- *Data and digitalisation.* In addition to the DSO transition, significant developments in data and digitalisation in recent years have the power to transform our business across the board by enabling fast, large-scale and efficient handling of information. This gives us the power to transform our customer service, our management of the network, and our internal business operations. To do so our workforce must be equipped with the skills and knowledge to effectively drive this digital transformation and increase data-driven decision making, which will in turn improve our operational and investment efficiency, delivering cost savings for our customers.
- *Whole system collaboration.* As part of the whole energy system working towards decarbonisation, our plans will see us in close collaboration with other sectors and energy vectors, and sharing data and information to work towards the common goal of decarbonisation as cost-effectively as possible. This opens up Northern Powergrid to a more outward-facing role in society, which requires an open, dynamic and agile workforce.
- *Innovation.* To successfully and efficiently deliver our plans, we need to foster a customer focussed, innovative culture amongst our colleagues, empowering them to challenge the status quo and seek continuous improvement. There is significant uncertainty about the nature of the decarbonisation pathway that will unfold in the coming years and we need to remain adaptable and agile to keeping ahead of this changing landscape.
- *Diversity, Equity and Inclusion (DEI).* Societal views around what employees, prospective employees and customers expect from an employer continue to change. Today there is widespread recognition that diversity, equity and inclusiveness are essential for high-performing teams and it is our responsibility to ensure equal opportunities for all and remove barriers for underrepresented groups entering and succeeding in our business. The gender pay gap reporting requirement brought in in 2017 is one of the practical changes that have occurred. It shines a spotlight on women's historically lower participation in higher paid roles and helps us to set plans to combat this. The energy industry, as a whole, is taking action to attract a more diverse range of people to work in our sector to meet the collective challenges we face in having sufficient skilled people to facilitate the transition to net zero. Our [DEI plan](#) sets out the ambitious set of actions we are undertaking now and in the coming years to improve our own position, as well as play our part of driving positive change for our industry through greater collaboration and targeted action.
- *Levelling up.* The wider questions of regional economic disparity, accentuated by the context of the pandemic, has driven renewed awareness of the critical role we play in the lives of our communities, both as an essential service and as a source of secure employment¹, providing critical services to the public,

¹ Harnessing the power of anchor institutions – a Progressive Framework, Joseph Rowntree Foundation

we are able to have a bigger impact on the local economy and our communities through our major investments, support programmes and the employment opportunities we are able to offer, as well as indirect benefits through the supply chain. This is central to the significant role we play in driving our region's post-pandemic recovery and growth and supporting the levelling up agenda, as demonstrated through our recent commitment to investing £53m in local infrastructure for decarbonisation² as part of the government's Green Recovery scheme.

- *Changing career trends.* 'Millennials' and 'Generation Z' make up an increasing proportion of the workforce, and research shows that their priorities are different to those of preceding generations³. They are also more likely to move career and company more regularly than previous generations. We are also seeing this more broadly across all demographics. To create the right workforce for the future, we need to ensure that we are the employer of choice for as broad a range of talent as possible and that our values and priorities chime with a large, diverse group of people.
- *Leadership and management.* We have heard from our stakeholders that we have a leadership role to play in decarbonisation. That role is equally important for our people agenda. We need strong and diverse leadership to champion transformational change to enact the business changes described above to deliver decarbonisation, including a step-change recruitment drive, skills development to achieve our net zero commitments, creating a more diverse and inclusive workplace.

These drivers for change have shaped our people strategy, to ensure that we are able to deliver our ambitious business plan for 2023-28.

Supported by stakeholder feedback, these drivers for change have informed four strategic priorities behind our workforce plans

Taking these factors into account, we have identified four strategic priorities which underpin the plans for our workforce that will be key to the successful delivery of our plan for the 2023-28 period. Each priority equates to an outcome area that will be delivered through a series of measurable activities.

Outcome WR1: expand our workforce – attract, recruit, train and develop more than 1,000 people to meet immediate and future needs of our customers, driven by the decarbonisation agenda and major changes to our changing role in the energy system as we shift to distribution system operation

Outcome WR2: invest in upskilling – build more training capacity and capability to upskill our existing colleagues in the evolving technical, industrial and digital skills required to manage an increasingly smart, digitalised and connected energy system

Outcome WR3: increase workforce engagement and satisfaction – continue to actively engage with our colleagues and their trade unions to improve their experience, increasing the extent to which they are empowered to innovate and take ownership to deliver the highest levels of service for our customers

Outcome WR4: become a more diverse, equitable and inclusive organisation – open up access to career and development opportunities for existing and broader range of prospective colleagues, attract more talent from under-represented groups and enhance our business innovation, decision making and delivery through more diverse teams

These outcomes reflect the key messages we heard from our stakeholders about what they expect from us as a key employer in our region, as well as a leader in facilitating decarbonisation. A workforce that is fulfilled, valued and

² <https://www.northernpowergrid.com/green-recovery>

³ <https://www.gallup.com/workplace/231587/millennials-job-hopping-generation.aspx>;

<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/2021-deloitte-global-millennial-survey-report.pdf>

motivated will enable optimal delivery of our plan commitments and, in particular, provide the highest quality of service and operational efficiency for our customers.

Stakeholder insights have influenced our plans and there is broad support for the workforce outcomes we have identified for 2023-28 and the deliverables we have outlined to achieve them. Trade unions are supportive of our commitment to create new job opportunities, invest in upskilling of new and existing colleagues and with our approach to improving diversity, equity and inclusion. Alongside ongoing colleague engagement and listening that we undertake, we will continue to engage with unions in the next phase of developing and refining more detailed plans for delivery.

Support for our plan



“With the twin challenges of net zero and smart networks, there is a need to broaden and deepen the skills of distribution networks staff if we are to meet the aspirations of the communities that we serve. As ever, we have discussed the impact of these change with Northern Powergrid and have worked on a plan to renew and rejuvenate NPG’s workforce that reflects the passion of our colleagues to provide engineering excellence and superior customer service. With commitment from the company and its staff, we will build on our past success to deliver a more skilled, more effective workforce that reflects the communities which we serve.”

Mike MacDonald, Full time Officer, Prospect union

We have also listened to our CEG on the priorities they highlighted for our workforce strategy. The CEG recognises the significant operational demands we will face in delivering the decarbonisation investment plans, and other key drivers impacting our workforce requirements. They have shown a strong interest in our capacity and capability to deliver the necessary investment and challenged our plans for recruiting and upskilling sufficient volumes of people in light of industry-wide skills shortages and a competitive marketplace. They also scrutinised the robustness of our third-party contractor delivery model, since they will face similar resourcing challenges.

We are addressing these challenges with our commitment to growing the workforce and investments in upskilling. We will be scaling up our existing service provision with external providers and framework contracts with our strategic delivery partners and are taking early action with both our direct and indirect labour to recruit ahead of need and create a strong pipeline of talented people joining, or working with, our company.

The CEG challenged us to demonstrate ambition in our plans and visionary leadership in our goal to improve workforce diversity, equity and inclusion. Alongside this Workforce Resilience Strategy, we are proud to publish our first DEI plan, which sets out our vision for the makeup of our workforce in the coming years, our approach to developing a comprehensive, ambitious and authentic action plan that is rooted in our values and aligned to our priorities. Further details are included in the DEI section of this strategy and [our DEI plan](#).

Full details of the stakeholder engagement insights for Workforce Resilience are contained in [our detailed engagement findings](#).

Each of the four outcomes are discussed in further detail in the next section.

WR1: We will create more than 1,000 high quality job opportunities and attract talented people to the energy sector

Having set out to create 1,000 new opportunities in our region for the eight-year period 2015-23, we are pleased to be in a position to set out the same expectation for the shorter five-year period that follows it. Facilitating decarbonisation is driving a significant increase in our workload and broadening our skills requirements, principally through the upscaling of our network investment programme and the skills requirements of the DSO transition, as described above. Alongside this change, we must continue to meet the needs of our customers in delivering essential service by maintaining our existing workforce in light of the forecast retirement and turnover profile.

To deliver against these requirements we need to create new job opportunities to meet the needs of our customers, through attraction, recruitment and selection of talented people into new roles; and continued workforce resilience as we welcome new talent to the business as our most experienced colleagues retire.

Attraction, recruitment and selection

Delivering decarbonisation means we are able to open up opportunities for our region for both existing and prospective employees. A significant change programme is required for us to prepare to facilitate net zero. The breadth of skills required for us to fulfil the functions of DSO and enable a data and digital transformation of our business and network mean that we need to attract, recruit and retain highly sought-after skills and make Northern Powergrid the employer of choice compared to other businesses in our region. We need to differentiate against competition for these skills by offering rewarding roles and incentive packages, progression opportunities, and flexibility to attract a good breadth of people and skills.

The scale of the challenge means that we need to ensure we can attract and recruit from the broadest range of people possible, thereby opening up the range of skills we can access as an organisation. To support that we are implementing a plan to improve diversity, equity and inclusiveness in our business, which is discussed further under WR4 below. We will upgrade our people processes to ensure that we are able to attract talent from a broad spectrum of applicants through our recruitment campaigns, and identify the right skills, potential and raw talent in the selection process.

To further expand the possible feedstock for our future workforce, we will also continue to promote girls studying Science, Technology, Engineering and Maths (STEM) subjects at school to ensure we have access to the full spectrum of talent to support delivery of the decarbonisation agenda. We will build on the strong partnership model already in place with schools and educational institutes across our region through our existing communities and social programmes.

Decarbonisation means our role to customers goes beyond keeping the lights on. We will therefore also be creating opportunities for roles to support customers in the low carbon transition, including in customer service and to support communities and vulnerable customers.

Building a more resilient workforce

To continue to deliver our essential service to customers, we need to maintain our workforce capacity with sufficient skills to operate efficiently and offer the level of service our customers expect. Improving attraction, recruitment and selection of prospective employees will also ensure our workforce is resilient to the risk of loss of expertise and capacity as colleagues retire.

Research undertaken by the National Skills Academy for Power (NSAP), in 2021,⁴ shows that our industry overall has an aging workforce with intense competition for many of our core skills. To combat this, since 2009 we have pursued an

⁴ 'The workforce requirements of the GB electricity distribution network operators during ED2 and beyond', NSAP, March 2021 – not a public report

initiative called Workforce Renewal aimed at recruiting operational and engineering colleagues to fill the skills gap created by a large portion of our operational workforce approaching retirement age. Years of under-recruitment in the 1990s exacerbated this emerging risk to our skills capabilities. Over the course of the current period we have broadened the programme to include a wider set of skills. Since our Workforce Renewal programme began, 750 colleagues have commenced our two to three year apprentice or graduate programme. In 2017 we broadened our apprenticeships to be one of the first companies in the UK to recruit cyber apprentices, as part of a government pilot scheme to build the cyber skills required to protect critical national infrastructure from cyber threats. These programmes have had a significant contribution in reducing the average age of the workforce from 47 years in 2012 to 43.2 today.

We have a demonstrable track record of delivering top quality training for these highly skilled roles with a retention rate of 95 per cent for those who have joined since the Workforce Renewal programme started in 2009. The average length of service across the full workforce is 16 years. Strong employee retention rates mean that we will continue to benefit from a wealth of experience in our workforce and in the period from 2023 we will look to add to that with new recruits from diverse backgrounds who will bring new ideas and perspectives. Our plans are a continuation of this approach, seeking to create hundreds of new opportunities in the 2023-28 period, to replenish expected retirees and offer career progression opportunities that will require roles to be back-filled. We will be promoting greater diversity of career pathways within Northern Powergrid, which will open up the prospect of alternative careers or roles outside of their core skillset with cross-functional moves.

Business plan deliverables

Ref	Deliverables	Supporting initiatives
WR1.1	Create more than 1,000 new job opportunities through expansion of our Workforce Renewal and apprenticeship programmes, and develop new entry pathways across a variety of roles	<ul style="list-style-type: none"> – New technical apprenticeship – Yorkshire-based technical graduate scheme – New graduate schemes in support functions – Data Centre of Excellence – Structured work placement opportunities
WR1.2	Review and upgrade recruitment processes to increase access to opportunities and the attraction and hiring of talent from underrepresented groups	<ul style="list-style-type: none"> – Upgraded online recruitment process including data capture and analysis – Increased promotional activity and role model career stories – Referral scheme from local government
WR1.3	Review and upgrade our internal and external selection approach to support equal access to opportunities with robust and inclusive processes	<ul style="list-style-type: none"> – Pre-interview candidate support – More non-academic skills assessment – Varied interview and selection panels
WR1.4	Develop our education outreach programme, targeting under-represented groups, to coordinate activities that promote our sector, uptake of STEM subjects and employment opportunities	<ul style="list-style-type: none"> – Partnerships with specialist organisations for under-represented groups – More partnerships with schools, colleges and universities

Table 1: Business plan deliverables for WR1

Internal measures we will use to track progress against our deliverables

- Number of application per vacancy
- % of vacancies filled via internal / external candidates
- % of new applicants by demographic group for:
 - Graduate positions
 - Apprenticeships
 - Other workforce renewal roles
 - All roles
- % of successful applicants by demographic group for roles (split as above)
- % of applicants by demographic group for internal promotion
- % of successful applicants by demographic group for internal promotion
- Succession plans in place / readiness
- Number of job opportunities created, split by role
- Number of work placement opportunities created
- Variety of skills assessments available and frequency of use
- Availability of accessible channels for application process
- Number of local partnerships and educational institutions engaged
- Number of school / college / university students engaged

WR2: Upskill and multi-skill our workforce to provide rewarding career paths and develop the new capabilities required for managing the future energy network

Our approach to training differs across our industrial, technical and support functions.

- *Operational crafts:* we train operational colleagues with a blend of in-house training supplemented by learning through educational partners. Our training programmes are collaboratively designed and delivered using our academic training providers and industry subject matter experts. Typically about a quarter of our training is delivered externally. We also carry out refresher training with all operational direct labour and contract colleagues every three years. Authorisation to operate on our distribution network is renewed only on completion of this training.
- *Engineering and technical:* in 2018 we commenced working in partnership with our technical trade unions implementing a new technical competency framework that launched in 2019. This has enabled the development of future skills and recognises and rewards flexibility through providing clearer career pathways in preparation for the future. All engineering trainees complete a Level 4 Electrical Power Networks Engineer apprenticeship and we offer eligible candidates the opportunity to sit a Foundation Degree in Electrical Power Engineering.
- *Business support:* in 2017 a revised competency progression framework was launched for our professional and administration colleagues, setting out specific core behavioural attributes and technical competencies standards aligned to business need. The framework supports future growth and development opportunities.
- *Management and specialists:* training requirements and approaches vary by department and business need. For example, we offer a finance training scheme to enable trainees to obtain a Chartered Institute of Management Accountants (CIMA) qualification. We will be looking to expand the range of structured training development programmes resulting in professional qualifications available to colleagues in more functions of the business.

Alongside specific role-based training, leadership development is in place for ongoing upskilling of our existing management team and to prepare future leaders in the business, comprising:

- *CORE (Conversations, Outcomes, Relationships and Engagements) Leadership Programme:* launched in 2019 this is aimed at colleagues recognised to have emerging talent to strengthen their leadership capability. The programme, delivered in four two-day modules, centres around our leadership standards and ensures participants practice what they learn and apply it in test settings through peer review and executive feedback.
- *Leadership development:* a broad range of workshops and programmes are available to our people leaders to support their skill development and growth. These range from supporting the understanding of leadership traits to leading a team effectively through an inclusive approach. Workshops cover the core skills of operating effectively including topics such as understanding risk, being clear on our people policies and procedures, coaching for performance, project and time management. These aim to enhance the colleague experience and upskill our leaders.
- *Global BHE Leadership Development Programme:* as part of the Berkshire Hathaway Energy (BHE) group of companies, opportunities exist each year for emerging leaders to participate with their peers from across the group in a Leadership Development Programme. The flagship programme is sponsored by each of the group company presidents and the curriculum centres around developing skills linked to the Core Leadership Expectations leadership framework.



Figure 2: Adding to our skillset

A step-change is needed in the skills we have as a business to deliver decarbonisation and in response to the growing role of data and digitalisation in the business. We will both develop our existing colleagues and seek talent and potential in new hires in response to these drivers for change. By developing our existing training frameworks, we plan to deliver these improvements and changes in our business' skills by:

Upskilling:

- We will support colleagues to develop evolving skills, in particular as part of the DSO and data strategies. For example, as detailed in [our DSO strategy](#), we see that engineers will need upskilling in risk-based decision making, in particular as deploying flexibility increasingly becomes part of our network intervention approach. The new roles created in order to service the needs of system operation will provide new opportunities for our colleagues to develop new skills and obtain career progression.
- As part of a recruitment drive to support decarbonisation, we will take on trainees in a range of fields with a view to creating a pipeline of “home grown” skilled employees for the future, ensuring the resilience of our workforce as the low carbon transition evolves over the coming years. For example we will establish strategic relationships with universities to attract the best graduates, and develop our structured graduate development programmes to attract multi-skilled high calibre graduates and develop them quickly into leadership roles.
- We will introduce virtual, augmented and fixed reality training to allow operational colleagues to experience working on the apparatus electronically within a safe environment before actually working on the network. This new dimension of training can be innovative for the industry. For example we will be piloting a training package for drivers of our fleet vehicles aimed at improving their ability to spot hazards and risks before setting off on their journey, parking and slow manoeuvres in tight conditions. New methods help us to deploy training more easily to our field-based staff, limiting time away from operations and being responsive to training needs as they emerge.

Multi-skilling:

- We will ensure that colleagues increasingly have more strings to their bows, enabling them to complete more aspects of a job and improving their overall understanding of the field in which they are operating. This will improve our agility as a business to adapt to change, additionally having a positive impact on employee engagement and productivity and opening more opportunities for progression to a greater number of people. For example we will be training colleagues to carry out multi-skill connection activities on the overhead and underground networks so that on-site jobs can be completed by a single team in a single visit instead of multiple teams with different skillsets having to visit the site. As well as delivering a more efficient service, it can reduce potential disruption caused to customer supply or by vehicles and equipment being on site.

Recruiting:

- As detailed in WR1 above, through the Workforce Renewal programme and improvements in our people processes, we will recruit new colleagues to enable us to deliver our commitments, in particular in relation to the low carbon agenda. This will take the form of identifying specific skills gaps and taking on the relevant experience before 2023, in addition to planning the pipeline for key skills in 2023-28 and beyond, including next-generation leadership.
- For example, in data and analytics (referred to in the DSO strategy and Digitalisation Strategy and Action Plan sections of the [business plan](#)), we need to bring in experienced specialists, such as Data Scientists, in this area in the immediate term, while we develop the graduate and apprenticeships that will sustainably build the breadth and depth of skills to be deployed across the business in the future. Attracting people with skills that we don't already have today will be a new challenge for us and we are already starting the recruitment for the more specialist and niche roles.
- Our [DEI plan](#) details some of the priority actions we are taking in 2022 to review and upgrade the end-to-end recruitment process. We have established a new programme board to oversee the step-change in scale of recruitment activity and will coordinate actions across the various pursuits, including DSO, data and digitalisation and operations, as we accelerate the creation of new job opportunities in 2022.

Business plan deliverables

Ref	Deliverables	Key supporting initiatives
WR2.1	Provide a sector-leading training programme to equip our workforce with the evolving skills and techniques required to manage the future energy network. <i>(Refer to the Physical and Cyber resilience and Connections sections of our 2023-28 business plan.)</i>	<ul style="list-style-type: none"> – Additional £0.6m p.a. investment in training infrastructure – Ongoing technical skills refresher programme – Multi-skilling programme – Clear career pathways
WR2.2	Develop a new Smart Grid Technician Apprenticeship programme to train people for new, dedicated roles in managing the digital network and functions of a DSO <i>(Refer to our DSO strategy)</i>	<ul style="list-style-type: none"> – Development of new accredited apprenticeship scheme
WR2.3	Train our people in data management, analysis and use of new technologies to accelerate adoption of enhanced data and digital capabilities throughout our business <i>(Refer to our DSO strategy and Digitalisation Strategy and Action Plan.)</i>	<ul style="list-style-type: none"> – Dedicated data/digital training for technical and specialist roles – Company-wide upskilling in data management and analysis – DSO education and awareness programme

*Table 2: Business plan deliverables for WR2***Internal measures we will use to track progress against our deliverables**

- Number of new training programmes developed
- Number of employees participating in upskilling and / or multi-skilling training
- Completion rates across training programmes
- Feedback on training programmes
- Average training hours per employee, split by role
- Number of Smart Grid Technician Apprenticeship positions created and recruited
- Employees obtaining career progression / promotion

WR3: Increase workforce engagement and strengthen partnerships with trade unions to become an even better, safer and more rewarding place to work for our colleagues

The experience we create for colleagues is fundamental to successfully achieving our goals. Well-engaged colleagues are more productive and efficient, ensuring we offer customers the highest quality service for the best value. This becomes increasingly important as we compete with other businesses in our region, as well as our sector, for highly sought-after skills and talented people.

Safety and wellbeing

The nature of our business means that there are inherent risks in the work that many of our colleagues carry out. The safety of our people comes before anything else and we have an industry-leading safety performance over the past six years, built around a strong culture with zero-tolerance of unsafe behaviours and practices. The importance we place on this is reinforced daily through our leadership engagement programme, which sees managers across the business, including the executive team, undertake at least four site safety engagement visits per year, encouraging open dialogue, discussion and challenge around safety risks across the business.

We have rolled out a mental health first aider programme, training volunteers to create a support network to colleagues to encourage the breakdown of barriers around mental health related conversations. We plan to roll out mental health awareness training to all colleagues, via online training modules, and expand the network of mental health first aiders. We will be expanding our programme of support measures for colleagues to include:

- proactive awareness, personal resilience and mindfulness training;
- more workplace mental health champions, with regular training; and
- a range of practical support tools and resources for colleagues and managers.

Employee voice – respected and valued

We work hard to understand how our colleagues view working for Northern Powergrid and how to improve their experience. We engage with them through many different means – some more structured than others. We ultimately expect our managers to lead their teams in a way that puts listening and engaging with our colleagues at the centre of their role. We also invest a significant amount of time and energy in fostering excellent working relationships with the trade unions that represent our colleagues. That creates a formal involvement in key things like agreeing pay and reward, the processes that guide competency development and progression and any other significant change we are making in our company.

We will be undertaking extensive employee engagement on our people strategy in 2022 to ensure that our people plans that will be in place for the 2023-28 period reflect the needs and values of our current and future workforce.

Alignment of pay and reward to delivery of business plan commitments

We have well-established pay, reward and incentive frameworks that are coupled to the delivery of business plan commitments and our overall company performance. We will continue with this approach in 2023-2028.

Executive, senior management, management and specialists

- Our company scorecard, which is calibrated annually with our shareholder (Berkshire Hathaway Energy) and sets targets to achieve or exceed levels that deliver customer commitments, impacts the overall value of the bonus pot available for distribution to colleagues.
- Assessment of personal contribution to the delivery of targets or initiatives that link directly to Company Scorecard outcomes, or other business plan commitments, impacts individual colleague reward.
- Going forward, we intend to maintain this approach. Both the company scorecard and individual targets and goals will be set to reinforce the delivery of the business plan commitments we make as part of this price control review. Targets will be reviewed on, at least, an annual basis to measure against progress and to incentivise continued improvement in service delivery and performance for customers.

Collectively bargained groups, including operational, technical, engineering and business support

- We have incorporated gainshare arrangements in collectively bargained pay settlements for over a decade. We review their suitability and content with our trade union colleagues at every pay negotiation.
- We have made most use of schemes like this to create additional rewards for colleagues when we drive improvement in relation to network performance, customer service and efficient delivery of our capital programmes. Primarily, this is tied to outcomes that were themselves incentivised by regulatory mechanisms, such as the Interruptions Incentive Scheme (IIS).
- Going forward, we intend to maintain the same approach of evaluating the potential for similar incentive mechanisms in dialogue with colleagues and trade unions.

Workplace of the future: flexible and digitally enabled

We want to be a forward-thinking, dynamic workplace to attract the best talent to our business. A key part of this is our plans to improve the colleague experience by upgrading our back-office IT environment, devices and collaboration platforms, as well as seeking to automate processes across the business, as detailed in the Digitalisation Strategy and Action Plan section of the business plan. These changes will enable our teams to get the job done efficiently, and to focus more of their efforts on value-adding activities, resulting in a more engaged workforce thereby driving efficiency for customers.

We are exploring hybrid working practices to give our colleagues greater flexibility in fulfilling the requirements of their roles where possible. The COVID-19 pandemic has led to unprecedented changes in working practices and we want to embed the positive changes from this experience which will enable our teams to perform at their best. This will facilitate an improvement in diversity by ensuring that our careers are available, and attractive, to as wide a range of people as possible and that roles are designed with flexibility in mind.

Related to this, we want to invest in our office spaces to make them effective for collaborative working to meet the needs of evolving working patterns following the pandemic, and to create comfortable, safe and motivating working environments that attracts new, and retains existing, talent when competing for scarce resource. Our colleagues are based in over 35 offices and operational depots across the north-east, Yorkshire and northern Lincolnshire and we are committed to having workplaces that are inclusive and fit for the modern, digital working practices.

Business plan deliverables

Ref	Deliverables	Key supporting initiatives
WR3.1	Enhance our colleague health and wellbeing programme and manager training to reduce the stigma around mental health, better identify colleagues in need of help, and provide a range of pro-active, diagnostic and responsive support options. <i>(Refer to the Safety section of our 2023-28 business plan.)</i>	<ul style="list-style-type: none"> – Expand our network of mental health champions – Management training and resources for self-wellbeing and supporting teams – Collaboration with mental health charities and other organisations for best practice measures
WR3.2	Continue to actively engage trade unions on people and strategic issues to keep improving our colleague experience. <i>(Refer to the Openness and Transparency section of our 2023-28 business plan.)</i>	<ul style="list-style-type: none"> – Engagement on our long term people agenda – Annual engagement between trade unions and Northern Powergrid Board
WR3.3	Improve our digital-enabled workforce planning capabilities to maximise deployment of workers for an effective and efficient customer service <i>(Refer to the Reliability and Availability section of our 2023-28 business plan.)</i>	<ul style="list-style-type: none"> – Data-led workforce planning model – Regular resource modelling and sufficiency assessments – Further integration of planning and delivery systems, through digitalisation programme

Table 3: Business plan deliverables for WR3

Internal measures we will use to track progress against our deliverables

- Employee satisfaction score (linked to companywide satisfaction / pulse surveys)
 - Including specific questions related to wellbeing
- Qualitative employee feedback assessments
- % completion of actions resultant from employee / trade union feedback
- Usage of mental health support services
- Number of mental health champions
- Number of managers completing mental health training
- Feedback on mental health training
- Number of employees reporting mental health related issues
- Stress related absence rates
- Average absence rates per employee

WR4: Increase the diversity of our workforce and develop a more inclusive workplace culture, supported by increasingly effective data insights

The focus on increasing workforce diversity in the 2023-28 period is incorporated throughout the plans laid out so far in our workforce strategy.

We are clear that we will approach the opportunities presented by the DEI agenda in a way that is authentic, pragmatic, ambitious and aligned to our values. We see it as an opportunity to build on a proud record of providing rewarding career opportunities for generations of families across the regions we serve, carrying that significant contribution into the next generation.

Attracting a more diverse range of people is essential for growing our workforce and expanding our skills, whilst creating a more inclusive workplace culture with flexibility to support a balanced working life, will drive employee engagement.

The composition of our workforce today reflects that industries like ours have historically had long-serving workforces with limited gender and ethnic diversity. Across a sample of UK energy sector companies, in 2020 only 7% of technical roles were held by female employees and 31% of senior leadership roles¹. The factors that led to this outcome are complex and quite deeply embedded in society.

In order to see this balance move in a meaningful way we will need to take positive action to broaden the makeup of our workforce, in particular in leadership, technical and engineering roles.

For the past 18 months we have been listening to the views of stakeholders to shape our 2023-28 business plan. For workforce diversity, equity and inclusion, the key messages were clear:

- Our approach to developing a more diverse workforce and inclusive culture should be non-discriminatory, provide equal access to opportunities and jobs should be awarded on merit;
- Diversity goes beyond gender and race so we need to consider a broad range of demographics, such as neurodiversity, sexual orientation and disability; and
- Everyone has a role to play in improving diversity and inclusion, but the tone comes from the top and prominent leadership is essential.

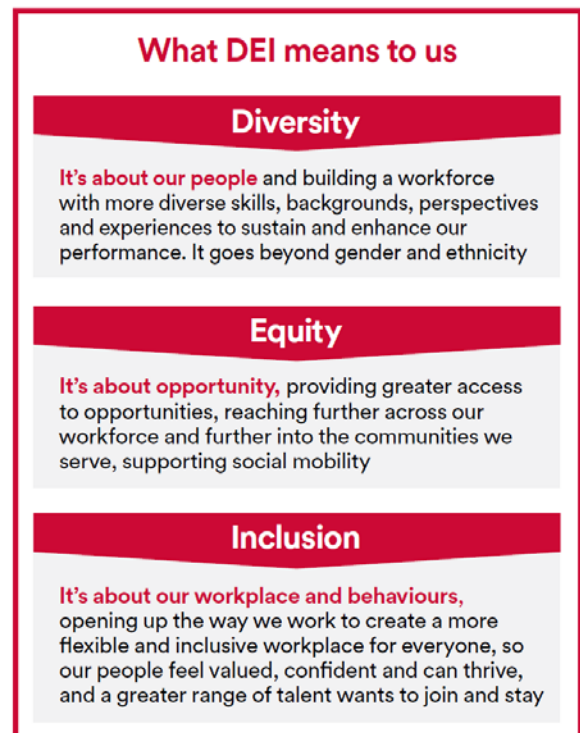


Figure 3: What DEI means to us

Taking the stakeholder views and an assessment of business needs now, for the 2023-28 period and beyond we have determined three core DEI objectives that our plan will seek to address (figure 4):



Figure 4: Diversity, Equity & Inclusion objectives

We describe in WR1 above our plans to create more than 1,000 new job opportunities in our region between 2023-28. We want to use our recruitment power to be a more prominent force for good in our communities, providing new opportunities for under-represented groups of people who may previously have been unlikely to think about joining us. Our focus is to open up greater access to opportunities, reaching further into the communities we serve and enabling social mobility. We want to increase the number of applications that we receive from people in all under-represented groups, in particular women, ethnic minorities and those from less advantaged backgrounds. However nobody will be excluded – we believe that opening access will help us attract more diverse skills and develop a more inclusive workplace.

For the ca. 2,600 people already working with us, the decarbonisation agenda and the progression towards an increasingly smart, digitalised and connected energy system opens up more opportunities to upskill, develop and progress with us. Over the coming years we will be making significant investments to support our colleagues and equip them with the evolving skills and techniques required to manage the future energy network, open up career pathways and develop our leaders of the future. We must ensure these opportunities are accessible to all and that we take targeted actions to remove any barriers that may prevent that.

We want colleagues to be confident to take these opportunities. To do so we are reviewing how we can provide more flexibility in our working practices and roles for all employees as they seek to balance work-life commitments. In doing so, in particular, we aim to reduce the likelihood that caring responsibilities negatively impact progression in the workplace. Statistically this is more likely to fall to women and therefore disproportionately impacts women's advancement opportunities but we recognise that this can impact all people and we are committed to greater flexibility to enable progression.

Driving to improve diversity is a long-term objective, which will gather momentum as we make progress. More balanced representation in senior and technical positions will create role models for existing and future employees who can

inspire under-represented groups to seek rewarding career progression at Northern Powergrid. We plan to highlight the success stories of people in our current workforce as part of our activities to promote opportunities to under-represented groups.

We are working to create a more inclusive workplace where there is space for everyone and a greater range of talent who wants to join and stay. We will continue to listening and learn from new and future employees, as well as collaborating with other organisations and employers who have been successful with positive DEI actions, on how we should do that. Bringing together colleagues with different backgrounds, skills and perspectives, and creating an environment where everyone can thrive, will best equip us to meet the challenges ahead, deliver for our customers and continue to be a force for good in the communities we serve.

Translating ambition into a meaningful plan

Opening up these opportunities within Northern Powergrid requires us to translate our ambitions into detailed and practical steps which we all can get behind with leadership at all levels and each colleague understanding their role.

We do not believe that we can address DEI in isolation. It is a major challenge for both the energy industry and employers more generally across the UK. We will build on existing, and establish new, partnerships to collaborate with organisations from different places and sectors to listen, learn, share insights and adopt effective practices. We will take coordinated action within our industry where collective efforts will be most powerful.

- *EU Skills Partnership* – we are active partners in the Diversity & Inclusion Strategy Group, and signatories to the commitment to attract, retain and promote a greater diversity of people within the utilities sector. This forum provides us with the opportunity to learn from successful practices elsewhere, share our own insights and for the wider utilities industry (including energy suppliers, network companies, water and major delivery partners) to take collective action where we share common goals, such as attraction to our sectors.
- *ENA DEI Committee* – through membership of our energy networks trade body we participate in a dedicated DEI initiative, which was established in the summer of 2021. Northern Powergrid is one of the 15 ENA member companies, which have over 36,000 employees across the UK & Ireland. In November 2021 the Chief Executives of those companies signed up to a DEI Charter that committed the industry to seven actions that support the DEI agenda. Those actions are aligned with those set out in our own DEI plan and we will draw on our relationships with member companies to learn and adopt good practice and be part of collective industry action.
- *BHE group of companies* – embracing DEI to improve our workforce and the experience and work environment we create for our colleagues is a priority for our parent company, Berkshire Hathaway Energy (BHE). Its collaborative programme is focussed on all aspects of DEI. All of the subsidiaries have common goals to increase workforce diversity and workplace inclusiveness and share experience and other insights that help to drive improvement. We are able to learn from similar companies that are on different points in their journey. Progress is reported to the BHE board of directors periodically throughout the year.
- *Other leading employers and organisations* – other sectors have made great strides already on DEI, in particular legal and professional services and public sector organisations that tend to have greater diversity in their workforces, coupled with high levels of employee satisfaction. Direct comparisons across industries are not always possible but we will look to those employers who have been successful to consider where we can take similar actions and learn from their approaches as our DEI plan develops. We will leverage the relationships we already have established with many large employers directly and through professional bodies, such as the Confederation of British Industry (CBI).

As one of the first major steps in achieving our ambitions, we published the first version of our DEI plan in December 2021, which contains a comprehensive action plan for making progress in this important area. It is wide-reaching, touching on almost all aspects of the experience we create for our employees and how that is represented to our customers and stakeholders.

Our DEI plan will be updated and published on at least an annual basis so that stakeholders can see our progress and how we are refining our plan each year.

In 2022 we are focussed on addressing the fundamentals that need to be in place for us to be successful in our DEI journey, such as in our recruitment processes and the data we hold, so that we will be a stronger position as enter the 2023-28 regulatory period.

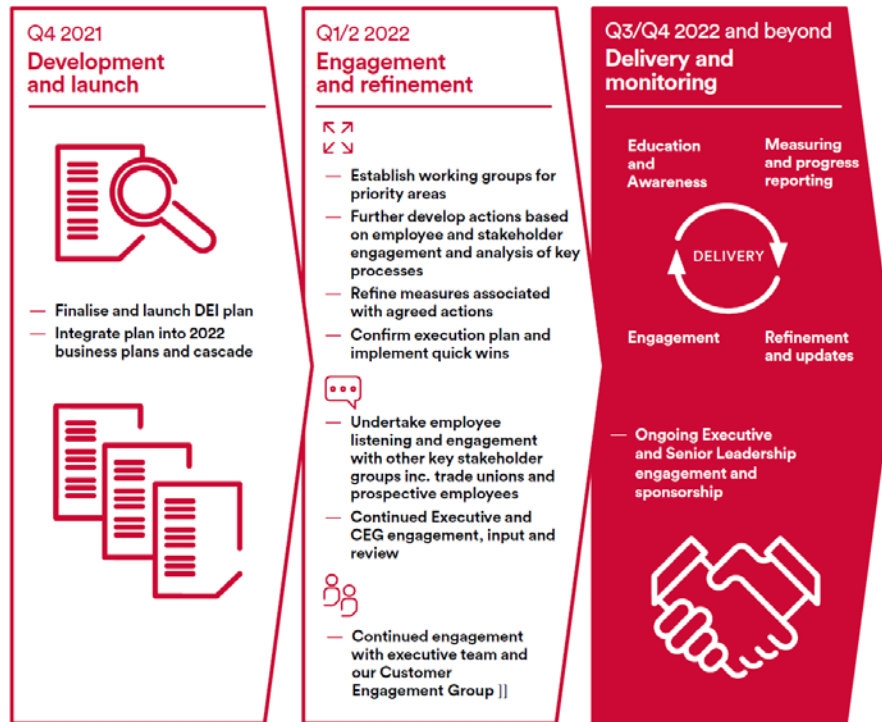


Figure 5: DEI Plan – Ongoing development and implementation

Using data insights to inform our DEI plan and measure progress

Increasing the value of insights, we can draw from data we hold about our existing and prospective employees, will help us to continually look at ways we adapt our approach for meaningful and sustainable change. Our ability to generate insights relies on having robust data and we will be taking action to increase the quality and depth of both our quantitative and qualitative data over the coming years. This will involve data collection campaigns and targeted collection at key interactions with applicants, new joiners and existing colleagues. Opening up the conversation on DEI and building trust with our current and prospective employees on why we capture this data and how we use it will be critical to facilitate this.

By the end of the 2023-28 period we will be a more diverse, inclusive and equitable organisation, but we will still only be part of the way on a long-term journey. We are prepared for this and recognise the need to evolve our commitments in line with the needs of our business, our employees and societal shifts.

We will be tracking and communicating progress against our core business plan commitments and, where we have robust and relevant employee data, we will be setting forecasts, which will represent realistic but stretching steps towards reaching our desired outcomes.

Armed with the right information to assess the facts about diversity in our business, we will be able to identify and take positive action to address any barriers which have made our industry less accessible to diverse applicants, in doing so broadening the pool of candidates for selection. This will ensure that we can select candidates on merit and fair judgement about who is the right person for the job in every selection process. In our view, this is fundamental to equal opportunities for all.

Table 4 summarises some of the key measures we will use to track progress against our DEI ambitions.

DEI Objective	Key measures
Diverse Workforce Build a workforce with more varied backgrounds, perspectives and experiences to enhance our performance and contribution to the region and its people 	<ul style="list-style-type: none"> — % of new applicants by demographic group for: <ul style="list-style-type: none"> — Graduate positions — Apprenticeships — Other workforce renewal roles — All roles — % of successful applicants by demographic group for roles (split as above)
Diverse Skills Bring in and develop the diverse skills required to deliver our current and future business needs 	<ul style="list-style-type: none"> — Time in role/with Northern Powergrid — % of applicants by demographic group for internal promotion — % of successful applicants by demographic group for internal promotion — % of employees still with Northern Powergrid 2 years after joining / change in role — % of leavers (by role type and overall) — % of workforce overall and distribution by type of role and level — % in engineering roles (by demographic group) — % in leadership roles (by demographic group)
Inclusive Workplace Open up the way we work to create a more flexible, inclusive and equitable workplace where there is space for everyone, so our people feel valued, confident and can thrive, and a greater range of talent wants to join and stay 	<ul style="list-style-type: none"> — Qualitative insights from colleague engagement on their experiences and how inclusive they feel the workplace to be — Sample data reporting — % full/part time (overall and by type of role and level) — % of employees with flexible working arrangements

Table 4: Key measures to track progress on DEI

Business plan deliverables

Ref	Deliverables	Key supporting initiatives
WR4.1	Provide more flexibility in the working arrangements and range of benefits available to increase access to job opportunities and career progression, allowing all colleagues greater choice to support their individual needs	<ul style="list-style-type: none"> – Revise flexible working policies – Review job design to assess flexible working options – Promote flexible working opportunities internally and externally
WR4.2	Raise awareness and educate employees on DEI and, through ongoing top down and bottom up activities, help create a more open environment where people feel valued, confident and can thrive	<ul style="list-style-type: none"> – Unconscious bias and equipping bystanders training – Building diverse teams training – Supporting and promoting national diversity campaigns
WR4.3	Extend and upgrade our Leadership Expectations framework to incorporate DEI expectations and equip leaders with the knowledge and tools to deliver these and act as role models	<ul style="list-style-type: none"> – Formalise DEI accountabilities and standards within leadership expectations – Support and resources for managers to embed positive behaviours
WR4.4	Work collaboratively with external partners and fund research to develop innovative approaches to address key DEI challenges in our organisation and the sector	<ul style="list-style-type: none"> – Collaborate on DEI specific innovation project(s) with partner universities for research on improving DEI in the sector

Table 5: Business plan deliverables for WR4

We set out the comprehensive set of *internal measures we will use to track progress* against our deliverables in our [DEI plan](#) against the set of actions.

Aligned with other companies in our sector, we will monitor success in delivering our workforce resilience programme through a set of defined measures

We have led a cross-sector working group to determine an appropriate set of metrics for companies to report publicly on progress made against shared industry-wide priorities for the 2023-28 period, recognising that each company will have its own priorities and actions contained in their business plans.

There are no regulatory incentives related to these metrics and rather these are an opportunity to increase transparency to consumers on progress made against shared priorities.

We recognise the value of ongoing industry, and wider, collaboration to share insights and practical ideas for improving workforce management practices. It has been agreed that ongoing collaboration will be facilitated through structures that already exist via the Energy Networks Association's (ENA) DEI Committee and Occupational Health Committee.

Priorities for 2023-28	Metrics
DIVERSITY AND INCLUSION	
1a) Reduce the gender pay gap	Gender pay gap <ul style="list-style-type: none"> • Mean and median gender pay gap in hourly pay • Mean and median bonus gender pay gap • Proportion of men and women receiving a bonus payment • Proportion of men and women in each pay quartile
1b) Increase gender, ethnicity and disability workforce diversity	Workforce demographics: All <ul style="list-style-type: none"> • Gender • Ethnicity • Disability
1c) Increase workforce diversity in STEM-related and leadership roles	Workforce demographics: Colleagues in STEM-related roles <ul style="list-style-type: none"> • Gender • Ethnicity
	Workforce demographics: Leadership roles <ul style="list-style-type: none"> • Gender • Ethnicity
WORKFORCE SATISFACTION	
2) Improve workforce satisfaction to help in delivering an even better service for customers and an improved employee experience	No common DNO metrics will be reported on as a measure of workforce satisfaction as the value in this areas is collaborating to share insights and good practice about actions being taken improve satisfaction.
MENTAL HEALTH IN THE WORKPLACE	
3) Improve employee wellbeing and targeted support measures for mental health	<p>Each DNO will publish externally on at <i>least an annual basis</i> the actions taken to improve mental health wellbeing in the workplace and progress being made.</p> <p>The medium/forum/method used to do this will be at the discretion of each DNO – such as company website, stakeholder reports etc.</p> <p>DNOs will collaborate on an ongoing basis to share insights and good practice on actions being taken. Each company will publish externally on at least an annual basis the progress it is making against the actions taken to improve mental health wellbeing in the workplace.</p>

Table 6: Cross-sector metrics for workforce resilience

Appendix 1: Customer outcomes

Workforce Outcomes	Benefits	Deliverables	Measures (output/indicative inputs) ¹	ED1 current	ED1 FOT	ED2 target
WR1) Create more than 1,000 high quality job opportunities and attract talented people to the energy sector ^{2, 3, 4, 5}	<ul style="list-style-type: none"> Meet current and emerging customer needs, delivering significant increase in work volumes and changing demands Future pipeline of highly-skilled and experienced engineers High quality job opportunities, supporting the local economy More opportunities for candidates from underrepresented groups 	<p>WR1.1) Create more than 1,000 new job opportunities through expansion of our Workforce Renewal and apprenticeship programmes, and develop new entry pathways across a variety of roles</p> <p>WR1.2) Review and upgrade recruitment processes to increase access to opportunities at NPG and the attraction and hiring of talent from underrepresented groups</p> <p>WR1.3) Review and upgrade our internal and external selection approach to support equal access to opportunities with robust and inclusive processes</p> <p>WR1.4) Develop our education outreach programme, targeting underrepresented groups, to coordinate activities that promote our sector, uptake of STEM subjects and employment opportunities</p>	<p>No. of job opportunities created</p> <p><i>In addition, we will track:</i></p> <ul style="list-style-type: none"> Average number of applications per role % of applicants and % successful applicants from underrepresented groups (women, employees from ethnic minorities and employees from less socio-economically advantaged backgrounds) No. of students engaged through activities to promote STEM careers 	855	1,175	>1,000
WR2) Upskill and multi-skill our workforce to provide rewarding career paths and develop the new capabilities required for managing the future energy network ^{6, 7}	<ul style="list-style-type: none"> Highly skilled workforce with skill range to manage increasingly complex energy system Rewarding careers for our workforce Personal development and career progression 	<p>WR2.1) Provide a sector-leading training programme to equip our workforce with the evolving skills and techniques required to manage the future energy network</p> <p>WR2.2) Develop a new Smart Grid Technician Apprenticeship programme to train people for new, dedicated roles in managing the digital network and functions of DSO</p> <p>WR2.3) Train our people in data management, analysis and use of new technologies to accelerate adoption of enhanced data and digital capabilities throughout our business</p>	<p>% employees completing training related to future skills</p> <p><i>In addition, we will track:</i></p> <ul style="list-style-type: none"> % of colleagues attaining career progression 	-	-	100%
WR3) Increase workforce engagement and strengthen partnerships with trade unions to become an even better, safer and rewarding place to work for our employees ^{8, 9, 10}	<ul style="list-style-type: none"> Improved levels of service for our customers Improved mental and physical wellbeing Improved job satisfaction 	<p>WR3.1) Enhance our colleague health and wellbeing programme and manager training to reduce the stigma around mental health, better identify colleagues in need of help, and provide a range of pro-active, diagnostic and responsive support options.</p> <p>WR3.2) Continue to actively engage Trade Unions on people and strategic issues to keep improving our colleague experience</p> <p>WR3.3) Improve our digital-enabled workforce planning capabilities to maximise deployment of workers for an effective and efficient customer service</p>	<p>Attendance rate (%)</p> <p><i>In addition, we will track:</i></p> <ul style="list-style-type: none"> % new joiner retention rate after 2 years 	97.0%	97.0%	97.5%

1. Measures are shown to track delivery of our customer outcomes. Whilst some measures may directly relate to deliverables, this may not be true in all cases. Numbers shown may be subject to rounding - see Annex 'A1.4 key targets & measures' for profiled targets.

2. Cross-reference Decarbonisation DSO4.5) Up-skill and recruit engineers to use whole energy system thinking and DSO5.5) create a team of Flexibility Relationship Managers.

3. Cross-reference Vulnerable customers VN2.4) establish a new support team to provide additional on-site support.

4. Cross-reference Communities CO3.2) Establish 'Community Energy Advisors' in each of our regions.

5. Cross-reference Communities CO2.1) Develop relationships with educational institutes & CO2.3) Regional recruitment activity.

6. Cross-reference Physical & Cyber Resilience PC2.2) Develop and implement an OT Cyber specialist training programme.

7. Cross-reference Connections CN5.2) Up-skill LV/HV design engineers to facilitate better and more frequent discussions with customers on flexible connections.

8. Cross-reference Safety S1.1, S1.2, S3.1, S3.2 and S3.3 Colleague safety, health and well-being programmes.

9. Cross-reference Openness & Transparency 2.3) Trade union meetings with board.

10. Cross-reference Reliability & Availability RA.5) improving our ability to track and deploy staff.

Workforce Outcomes	Benefits	Deliverables	Measures (output/indicative inputs) ¹	ED1 current	ED1 FOT	ED2 target
WR4) Increase the diversity of our workforce and develop a more inclusive workplace culture, supported by increasingly effective data insights	<ul style="list-style-type: none"> More talent from underrepresented groups joining and staying with the company Opening up more job opportunities in all the communities we serve, supporting social mobility More diverse teams enhancing innovation, decision making and delivery 	WR4.1) Provide more flexibility in the working arrangements and range of benefits available to increase access to job opportunities and career progression, allowing all colleagues greater choice to support their individual needs 🌸	% of women – total workforce	20%		
		WR4.2) Raise awareness and educate employees on D&I and, through ongoing top down and bottom up activities, help create a more open environment where people feel valued, confident and can thrive 🌸	% of women – engineering/STEM roles	5%		
		WR4.3) Extend and upgrade our Leadership Expectations framework to incorporate D&I expectations and equip leaders with the knowledge and tools to deliver these and act as role models 🌸	% of women – leadership roles	24%		
		WR4.4) Work collaboratively with external partners and fund research to develop innovative approaches to address key D&I challenges in our organisation and the sector 💡 🌸	Mean gender pay gap in average hourly pay (%)	21.4%		
			In addition, we will track: <ul style="list-style-type: none"> % of employees from ethnic minorities (total workforce, engineering/STEM roles and leadership roles) % of employees from less socio-economically advantaged backgrounds (total workforce, engineering/STEM roles and leadership roles) 			

Key: 🌐 - Data and digitalisation, 🌸 - Diversity, Equality and Inclusion, 💡 – Innovation

Table 7: Workforce customer outcomes

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