

UNTAPPED RESERVES 3.0

DIVERSITY, EQUITY, AND INCLUSION

Maturity Assessment Tool

The DE&I Maturity Assessment Tool outlines best practices from leading DE&I policies and programs across the energy sector. It includes a checklist of parameters across a five-step scale, where step 1 represents the bare minimum/no action and step 5 represents the current view of a progressive, forward-leaning action. The steps reflect the increasing maturity of DE&I practices when read from left to right, and a higher cumulative score would reflect a more advanced DE&I strategy.

TOP 17 PARAMETERS	1	2	3	4	5
Visible leadership					
1 What is included and measured in your definition of DE&I?	Includes and measures gender diversity	Includes and measures gender and racial diversity	Includes and measures all visible differences	Includes and measures all visible and invisible differences	Includes and measures equity to bring everyone to a level playing field
2 What drives your focus on DE&I?	The government mandates it	It is a CSR initiative and about social justice	It is part of the company's ESG goals	It makes business sense	It is who we are and is a part of our values
3 How committed is your CEO to DE&I?	HR leads DE&I, with no executive sponsorship; disaggregated responsibility with individual managers	Internally sponsors the DE&I team; or nominates another Executive sponsor	Includes DE&I internally as a top-three priority	Advocates and takes leadership externally in the sector; drives change	Appoints an Executive Leader to own the DE&I agenda and dedicates resources to it
4 How often do you communicate on DE&I?	Never	Only on International Women's Day/during Pride month, etc.; only internally	Only on International Women's Day/during Pride month, etc.; internally and externally	Through participation in external conferences, benchmarking exercise, etc.	Report on DE&I goals, progress, and actions being planned as part of annual reporting
5 How do you use DE&I targets?	No targets used/use only those mandated by the government	In defining process-based metrics (e.g., mandatory unconscious bias training, allyship training once a year)	In defining targets for recruitment and senior leadership roles	In defining target outcomes (e.g., equal retention across diverse groups, engagement scores)	In linking targets to incentives and salary structure of leaders
Recruit					
6 How do you ensure diverse and bias-free recruitment?	Do nothing	By targeted marketing to diverse groups	By having balanced candidate shortlists and balanced interview panels (e.g., at least one interviewer reflective of candidate's demographics)	By doing blind screening of resumes	By using combination of techniques to remove bias (e.g., building inclusive job descriptions, utilizing software to remove bias in interview process)
Retain					
7 Do you have any gender-appropriate facilities?¹	None	In corporate offices, for men and women	In corporate offices gender-neutral for men and women	Everywhere, for men and women	Everywhere, gender-neutral, for men and women
8 What purpose do your Employee Resource Groups serve?	None supported by company; employees can form them for informal networking	To build affiliation and to network, only for diverse groups, supported by company	For advocacy to leadership, for different diverse group and allies	To act as strategic partners for business (e.g., actively involved in developing DE&I policies and programs)	As a force for good for the community in which the business operates (e.g., community outreach, advocates for employers)
9 How do you support mentorship for diverse employees within your organization?	No formal or informal mentorship program	Informal mentorship program(s) (e.g., no structured programming or KPIs measured)	Formal mentoring program(s) with structured programming and associated KPIs (e.g., retention rate)	Offer mentor training to teach people development competencies	Intentional mentor pairing with option to indicate preference (e.g., based on aspects of identity); Promote long-term connections
Advance					
10 How do you avoid over indexing on technical and/or international experience for promotion decisions?	Do nothing specific	Include direct supervisor feedback against capabilities required for role	Include 360-degree feedback against capabilities required for the role	Include an interview with a diverse candidate shortlist	Include assessment by a diverse decision committee
11 How do you support your diverse employees with technical training?	Do nothing specific	Ad-hoc technical training offered for certain roles or job functions	Structured technical training programs based on employer-specific contexts and needs	Develop curricula based on employees' needs; establish asynchronous training and flexible timing for program accessibility	Integrate technical training into performance evaluations, with a clear connection between training and advancement
12 How do you ensure balanced promotion decisions across diverse groups?	Do nothing specific	Communicate clear and transparent promotion processes	Transparency in performance evaluation criteria (e.g., promotion matrices outlining competencies needed for promotion)	Establish balanced candidate shortlists and review committees to mitigate bias and ensure equitable promotion decisions	Collect data and analyze trends in advancement and promotion to identify bias
Foundational policies and programs					
13 Which flexible working options do you provide?	None	Hybrid working models with some restrictions (e.g., fixed days to work from home)	Remote & hybrid working models; plus flextime	Remote & hybrid working models; plus flextime, unpaid leave	Remote & hybrid working models; plus flextime, unpaid leave, job sharing; employees have autonomy to decide how to use
14 What is your paid parental leave policy?	Only for women, for birth and adoption, for a government-mandated period with no/partial compensation	Only for women, for birth and adoption, for more than a government-mandated period with partial compensation	For women and less for men, for birth and adoption, for more than a government-mandated period with partial compensation	For women and less for men, for birth and adoption, for more than a government-mandated period with full compensation	For everyone, regardless of gender for birth and adoption, for more than a government-mandated period with full compensation
15 How do you support employees with caregiving responsibilities (e.g., of children or dependents)?	No specific care programs	Informative resources or referrals for external care options	Partnerships with care centers to provide discounts for employees	Care subsidies or reimbursement programs (e.g., dependent care spending accounts)	Complimentary care facilities program; for childcare on-site or near-site
16 What policies do you have in place to ensure equal pay for equal work?	No policy in place	Equal pay policy in place, but not clearly articulated or enforced (e.g., salary negotiations strongly affect outcomes)	Clearly articulated equal pay policy in place, with established salary bands for base pay	Conduct regular internal pay equity studies on base pay to identify pay disparities across all employees	Incorporate discretionary pay into pay equity studies; Promote transparency and open communication on salary bands at each level
Ecosystem approach					
17 How do you leverage external partnerships to advance your DE&I strategy?	Do nothing beyond internal initiatives	Partner where required to meet internal DE&I goals	Partner beyond what's required to meet DE&I goals	Develop initiatives together with ecosystem partners to jointly advance DE&I	Collaborate with sector & cross-sector partners to progress joint DE&I goals aimed at advancing the sector

Source: BCG analysis.

Note: A rating of 5 generally assumes that the company has met the criteria for stages 1 through 4.

¹ Includes restrooms, accommodation on sites/rigs, eating facilities where culturally needed, prayer rooms, break rooms, parent rooms, etc.