



ROYAL
ACADEMY OF
ENGINEERING

DIVERSITY LEADERSHIP
GROUP

Increasing diversity and inclusion in engineering – a case study toolkit



Acknowledgements

The development of this suite of case studies has been steered by a subgroup of the Royal Academy of Engineering Diversity Leadership Group (DLG). The DLG is extremely grateful to those who have taken the time to contribute case study examples, to Pearn Kandola for compiling the case studies and applying their expertise, and to those who have helped review and refine this document. Particular thanks go to the individuals listed below:

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Glossary

D&I – diversity and inclusion
LGBT – lesbian, gay, bisexual and transgender
BME – black and minority ethnic
BAME – black, Asian and minority ethnic

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This report and a summary report are available for download from:

www.raeng.org.uk/policy/diversity-in-engineering/bis-programme/employers

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Foreword by Allan Cook



Allan Cook CBE FREng
Chair, Diversity Leadership Group (DLG)

The DLG aims to increase diversity and inclusion across engineering by creating opportunities for employers to drive strategy and engage in activities that not only attract the next generation of engineers, but also support development and retention.

As Chair of the Royal Academy of Engineering Diversity Leadership Group (DLG), I am proud to introduce examples of good practice from our member organisations. I hope that you will find that the tools and case study examples contained in this document speak for themselves. I encourage you to read them, reflect on them, and consider what value they might have in progressing diversity and inclusion within your organisation. Whether or not you are a member of the DLG, a signatory to the Industry-led 10 Steps¹ or another organisation, I am sure you will find something of interest in this report.

The DLG aims to increase diversity and inclusion across engineering by creating opportunities for employers to drive strategy and engage in activities that not only attract the next generation of engineers, but also support development and retention.

As you will see when you read the case studies, the vast majority of diversity and inclusion work taking place across our sector revolves around gender. While this must continue to be a key area of focus for us, we ought to do more to understand and address barriers that might inhibit other underrepresented groups from joining and staying within engineering employment. Extending the focus of our diversity and inclusion activity beyond gender, we maintain, could be one way to address the engineering skills shortage – the need to find 1.8 million more engineers by 2020.

It is good to see work being done to address barriers faced by lesbian and gay people, and it would be good to see more in relation to ethnic minority people who make up 25% of primary school children, 25% of engineering graduates, 12% of the working age population but only around 6% of those in employed as professional engineers. Addressing barriers to the recruitment and retention of disabled people would also be of benefit to our profession. As valuable talent within our workforces ages, and the statutory retirement age no longer applies, we need to become smarter at recruiting and retaining disabled people, or people from any background with the prerequisite skills.

Aside from sharing the case study examples and toolkit in this document, the DLG has also produced a *Diversity and Inclusion in Engineering Survey Report 2015*² based on a survey of members which reported in February 2015. The survey provides excellent information on current DLG performance on diversity and inclusion. I appreciate that while our members are having a positive impact – there is still some way to go in developing truly inclusive workplaces. Each time we conduct our DLG diversity and inclusion survey, we will be on the lookout for more good practice examples. I look forward to sharing these with you in the future.

I would also like to take this opportunity to thank Dr Nelson Ogunshakin and the members of DLG subgroup two – building inclusive cultures for leading the development of an excellent suite of case studies to disseminate and build on.

¹ Industry-led 10 Steps for retaining women in STEM <http://tinyurl.com/ppxgmdc>

² DLG Diversity and Inclusion in Engineering Survey Report 2015 – including trends, similarities and differences with the highways and transportation sector tinyurl.com/owqkqyc

Foreword by Dr Nelson Ogunshakin

I am delighted to have chaired DLG subgroup two – building inclusive cultures since its inception in February 2014. I am especially proud of the role the subgroup has played in leading the development of this document, and in working with Women in Science and Engineering (WISE) to lead the delivery of the inaugural DLG Diversity and Inclusion Survey in 2015.

Creating inclusive cultures across engineering companies is critical in not only engaging, attracting and retaining engineers of all ages, but also as regards driving innovation and creativity. Time and time again, it has been proven that greater diversity leads to increased innovation and creativity, and new research shows strong correlation with financial performance³.

This report includes many examples where engineering companies are actively supporting diversity and inclusion; through the development of staff networks, leaders and women; by reviewing their strategy and approaches; and measuring and monitoring the impact. It is heartening to see that many organisations in this document address diversity and inclusion as a business imperative – to be tackled like any other area of business.

Allan Cook, Chair of the DLG, provided the strategic leadership required to execute this task and we are very grateful for his advice and forthright thinking in driving this particular programme forward to successful conclusion.

Sue Percy, Chief Executive of the Chartered Institution of Highways and Transportation (CIHT) is a member of the building inclusive cultures subgroup. This has afforded the opportunity to work closely with the CIHT in disseminating good practice, not just for engineering as a whole but also specifically for the transportation sector. I urge you to explore the CIHT document *Routes to Diversity & Inclusion – a toolkit to help employers recruit, retain and develop a diverse workforce*⁴ for more ideas on increasing diversity and inclusion.

I would like to extend my gratitude to all members of subgroup two for their time and contributions inside and outside of meetings, without which we would not be in a position to share this document. I would also like to thank Bola Fatimilehin and the Royal Academy of Engineering Diversity Team for their advice, support and persistence in steering the development and keeping us all on track. Finally, I would like to thank Pearn Kandola for allowing us to share their tools to support companies in their quest for greater diversity and inclusion.

I hope you find something of interest in this document to take forward within your organisation.



Dr Nelson Ogunshakin OBE
Chair, Diversity Leadership Group
(DLG) subgroup two – building
inclusive cultures

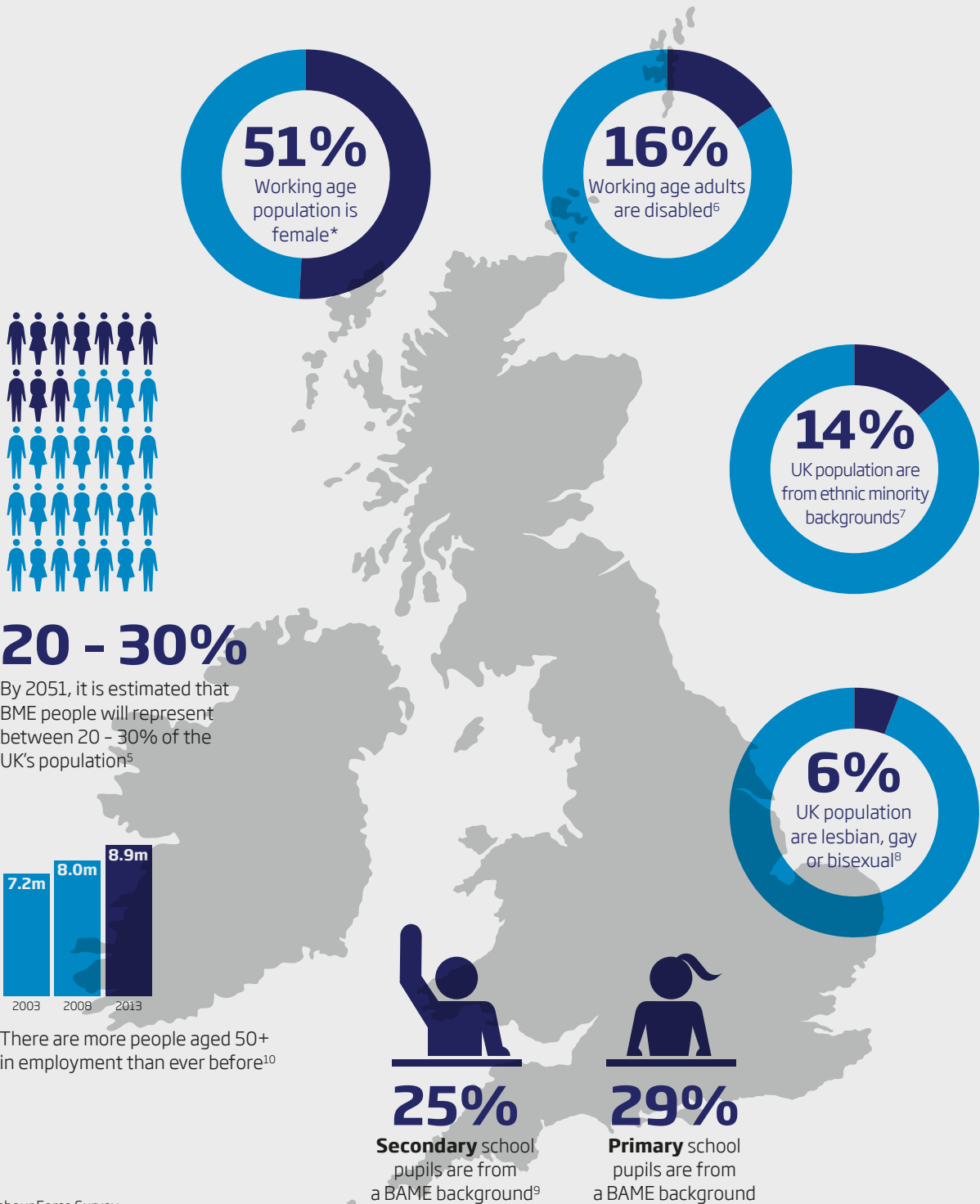
Time and time again,
it has been proven that
greater diversity leads
to increased innovation
and creativity, and new
research shows strong
correlation with
financial performance³.

³ McKinsey Why Diversity Matters Report 2014 <http://tinyurl.com/oljjcbc>

⁴ Routes to Diversity & Inclusion – a toolkit to help employers recruit, retain and develop a diverse workforce <http://www.ciht.org.uk/diversitytoolkit>

Key facts

Diversity of UK population



*Source ONS Labour Force Survey

⁵ A portrait of modern Britain <http://tinyurl.com/khch6us>

⁶ Government facts and figures <http://tinyurl.com/ayrelqu>

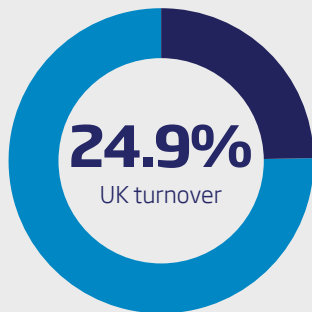
⁷ UK ONS Census 2011

⁸ YouGov <http://tinyurl.com/nlw9ffu>

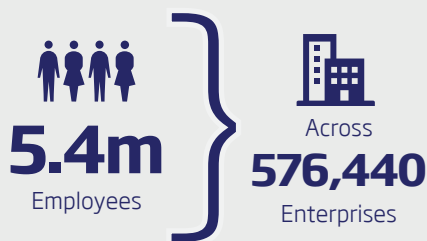
⁹ Race for Opportunity (RfO) STEM Sector Factsheet <http://tinyurl.com/oqnluz3>

¹⁰ Department of Work and Pensions (DWP), Fuller working lives: why it is important

Profile of UK Engineering sector and engineering workforce



Engineering turnover is 24.9% of all UK turnover.¹¹



8%

Female professional engineers

At 8%, the UK has the lowest proportion of female professional engineers than any other European Country.¹²



6%

BME professional engineers

6% of professional engineers come from black and minority ethnic backgrounds.¹³



14.2%

First Degrees in engineering are female

14.2% of those who achieve First Degrees in engineering are female



26%

Engineering students from BAME backgrounds

26% of UK domiciled engineering students come from Black Asian and Minority Ethnic backgrounds.¹⁴

The business case for diversity and inclusion

Skill shortage



Engineering employers are projected to need 1.82 million people with engineering skills from 2012-2022.¹⁵

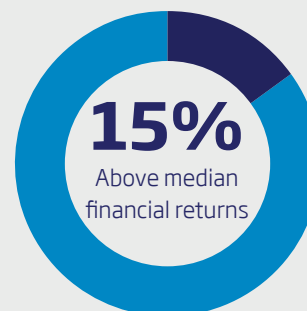


96% of Diversity Leadership Group (DLG) companies anticipate they will have difficulties recruiting in the future and would like to broaden the pool from which they recruit.¹⁶

Financial performance



Companies in the top quartile for racial/ethnic diversity were 35% more likely to have financial returns above their national industry median. (note: this is not causal but there is a correlation).¹⁷



Companies in the top quartile for gender diversity were 15% more likely to have financial returns that were above their national industry median. (note: this is not causal but there is a correlation).¹⁸

¹¹ Key Facts Engineering UK 2015 www.engineeringuk.com/Research/Key_facts_infographic_2015

¹² Professor John Perkins' Review of Engineering Skills www.gov.uk/government/publications/engineering-skills-perkins-review

¹³ Royal Academy of Engineering 2012 analysis of Labour Force Survey 2004-2010 data.

¹⁴ Engineering UK 2015 - the state of engineering www.engineeringuk.com/

¹⁵ Key Facts Engineering UK 2015 www.engineeringuk.com/Research/Key_facts_infographic_2015/

¹⁶ Diversity and Inclusion in Engineering Survey Report 2015 <http://tinyurl.com/owqukyk>

¹⁷ Mc Kinsey, Why diversity matters <http://tinyurl.com/oljcbcb>

¹⁸ Mc Kinsey, Why diversity matters <http://tinyurl.com/oljcbcb>

Background

The Royal Academy of Engineering (the Academy) provides leadership and promotes excellence across all fields of engineering, to the benefit of society. It has an ambitious programme which aims to increase diversity and inclusion across the engineering profession.

The 'engineering profession' is interpreted to mean engineering employers, professional engineering institutions (PEIs) charged with upholding engineering standards, the many institutions and outlets that provide academic and vocational education and the various organisations that support and promote engineering.

As a first step in this programme, the Academy began working with the 35 PEIs that oversee professional registration, to get buy-in to an Engineering Diversity Concordat. The Concordat was subsequently established early 2013, and two years later 30 PEIs had become signatories to it (see Appendix 1).

The second step was to convene a Diversity Leadership Group (DLG) in 2013 as a collaborative group of around 40 engineering employers, institutions and sector skills councils, to take action to increase diversity across engineering

employment. It is a high level strategic group that shares the vision of increasing the diversity of the engineering workforce in the UK. The drive for making this change comes primarily from the imperative to increase the supply of suitably skilled workforce members, in order to reduce the engineering skills gap in the UK. A secondary driver for being more inclusive to a wider demographic is the strength derived from greater diversity of thought and approach to innovation. In this context, diversity encompasses gender, ethnicity, disability, sexual orientation, socio-economic background and age.

The group is action-orientated, providing a forum for agreeing strategic priorities for collaborative action, by employers, across engineering sectors.

Objectives

The objectives of the DLG case study project were to work with DLG member companies to:

Develop

Develop case studies showcasing D&I good practice in a number of areas, reflecting themes of the DLG subgroup two inclusion themes and Industry-led 10 Steps.

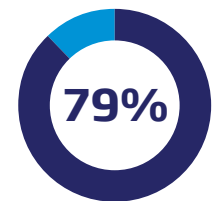
Guide

Provide guidance on creating and maintaining inclusive cultures. Develop case studies highlighting specific initiatives, challenges, impact, hints and tips and next steps to support the implementation of D&I good practice.

Engage

Engage engineering employers in using the case studies to build a culture of inclusion across the engineering profession.

Business imperative for action



79% of Diversity Leadership Group (DLG) companies cite tackling the skills shortage as the most important external business imperative for work on diversity and inclusion

(Source - Diversity and Inclusion in Engineering Survey Report 2015)

Six months after its inception, the DLG identified three key themes to focus on in its quest to increase diversity. The subgroups below were identified towards the end of 2013 and began meeting in the early part of 2014 to develop and progress work under each theme. In addition, to act as a sounding board for DLG ideas and action in relation to the three key themes, a fourth subgroup of early career engineers was also convened.

DLG SUBGROUP 1

Attracting a diverse future generation

Inspiring and attracting the next generation of engineers.

DLG SUBGROUP 2

Building inclusive cultures

Support and develop more inclusive cultures across engineering employers.

DLG programme themes and subgroups

DLG SUBGROUP 3

Interaction with higher education

Raising the visibility of engineering employers across UK higher education establishments and engaging a more diverse cohort of potential engineers. This involved members of the DLG working with a *Perkins Review of Engineering Skills* task and finish group set up for a 12-month period to implement recommendations from the report. Outcomes from the group have since been integrated into an employer pilot project to increase engagement with diverse engineering and technology graduates – see case study on page 118.

DLG SUBGROUP 4

Early careers group

Act as a sounding board for DLG ideas. Set up to inform the direction of the DLG in its early stages, this group concluded in July 2015 with actions rolled into ongoing work across member companies.

Development of diversity and inclusion good practice case studies

One priority area for action identified by the inclusive cultures subgroup concerned developing and sharing examples of robust diversity and inclusion (D&I) practice, from engineering employers, aimed at transferring good practice. To help achieve this aim, the Academy has worked in partnership with Pearn Kandola to develop the diversity and inclusion case studies included in this report. These are to be used by DLG members, wider engineering employers and institutions as examples of good practice. The case studies provide examples to draw on and replicate to help build a wider culture of inclusion.

It is acknowledged that a large proportion of the case studies focus on initiatives related to gender. This reflects the findings in the *DLG Diversity and Inclusion in Engineering Survey Report 2015*¹⁹ in which 100% of respondents indicated that their diversity and/or inclusion plan addressed gender diversity, compared to 74% who were addressing age and ethnicity/race and 68% who were addressing disability. While gender diversity is clearly a key area of improvement for the profession as a whole, organisations are encouraged to develop initiatives that encompass a wide range of characteristics and build more inclusive cultures.

¹⁹ *Diversity and Inclusion in Engineering Survey Report 2015 - including trends, similarities and differences with the highways and transportation sector* tinyurl.com/owqkyc

Information on the actions taken by organisations has been collected and compared with:

- D&I good practice.
- Research into inclusive cultures in organisations.
- The DLG subgroup two - building inclusive cultures inclusion themes and Industry-led 10 Steps for sustaining the pipeline of women in science, engineering, technology and maths (STEM) (see Appendix 2 for more information).

Using this information, practical case studies have been developed which the DLG will proactively share with the intention of promoting and increasing D&I practice across the engineering profession.

The DLG case study project was funded by the Royal Academy of Engineering and delivered by DLG subgroup two - building inclusive cultures in partnership with Pearn Kandola. Project objectives and methodology are outlined on page 8.

Method

There were six main stages:

- Review of the existing case study material provided by DLG members.
- Interviews with DLG members and other companies in the engineering sector.
- Research into case studies in the public domain.
- Comparison with best practice, the DLG subgroup two inclusion themes and Industry-led 10 Steps (see Appendix 2).
- Development of the toolkit.
- Plans to disseminate the toolkit across the DLG and signatories to the Industry-led 10 steps and others across the engineering profession.

Report structure

The following sections of the report provide you with both a summary of the case studies and tools to help build inclusive cultures in organisations. The report is divided into the following sections:

- The business case for diversity and inclusion in engineering.
- Summary of the case studies.
- Toolkit for creating and maintaining inclusive cultures.
- Case Studies - the majority of case studies include the following sections:
 - Company information
 - Background, aims and objectives
 - Specific initiatives
 - Impact
 - Challenges
 - Hints and tips
 - Next steps
- Appendices.

Joint working with the Chartered Institutions of Highways and Transportation (CIHT)

As well as funding the development of DLG case studies, the Royal Academy of Engineering also funded the CIHT to deliver a diversity project involving its corporate partners. The project, entitled *Routes to Diversity* has many synergies with the DLG case study project, with a specific focus on the highways and transportation sector.

*Routes to Diversity & Inclusion - a toolkit to help employers recruit, retain and develop a diverse workforce*²⁰ showcases good diversity and inclusion practice across the highways and transportation sector providing insight into actions taken and progress across the sector. Where possible, the DLG is committed to disseminating and promoting CIHT work on diversity and inclusion alongside that of the DLG.

The *Diversity and Inclusion in Engineering Survey Report 2015* also provides information and statistics on CIHT corporate partner progress on diversity and inclusion.

²⁰ *Routes to Diversity & Inclusion - a toolkit to help employers recruit, retain and develop a diverse workforce*
<http://www.ciht.org.uk/diversitytoolkit>

Business case

The business case for diversity and inclusion in engineering

An important first step in creating an inclusive organisational culture is understanding why diversity and inclusion are beneficial in engineering. Communicating the business case is one of the key actions for influencing senior leaders to engage with diversity and inclusion.

The business case for developing an inclusive culture is compelling. Research demonstrates that inclusive cultures can lead to significant positive impacts on a range of factors for both individuals and organisations. Some of the main benefits are outlined in the table below.

<p>Addressing the engineering skills gap</p>	<p>In the DLG <i>Diversity and Inclusion in Engineering Survey Report 2015</i>²¹, tackling this skills shortage was identified as the most important external business imperative for work on diversity and inclusion, identified by 79% of organisations surveyed. 96% anticipated that they will have difficulties recruiting in the future and would like to broaden the pool from which they recruit. 58% of organisations think that “there are just not enough diverse candidates with the skills we need”, making this the biggest challenge to progress.</p> <p>The UK is in great need of more engineers: an additional 87,000 graduate-level engineers are needed each year between now and 2020, but the higher education system is producing only 46,000 engineering graduates annually, which suggests that the UK has a long way to go to fill this predicted skills gap²².</p>
<p>Positive impact on an organisation’s financial performance</p>	<p>Analysis of the data from 366 companies by McKinsey²³ revealed a statistically significant connection between diversity and financial performance. The companies in the top quartile for racial/ethnic diversity were 30% more likely to have financial returns above their national industry median, and companies in the top quartile for gender diversity were 15% more likely to have financial returns that were above their national industry median. This correlation does not prove that the relationship is causal – that greater ethnic and gender diversity in corporate leadership automatically translates into more profit – but rather indicates that companies that commit to diverse leadership are more successful.</p>
<p>Greater innovation and creativity</p>	<p>In the DLG <i>Diversity and Inclusion in Engineering Survey Report 2015</i> found that one of the top three business imperatives driving diversity and inclusion work for engineering organisations (cited by 83% of organisations) was “enhancing capacity for innovation and creativity”.</p> <p>Scott Page, Professor of Complex Systems at the University of Michigan, has looked at the link between greater diversity and increased innovation. In his book <i>The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies</i>²⁴, he used mathematical modelling and case studies to show how variety in staffing produces organisational strength. He found that when teams comprise people with different perspectives (arising from their education, experience or identity) and their views were included, a diverse team’s collective intelligence was greater than homogeneous teams even when the homogeneous teams were more capable.</p>

²¹ Diversity and Inclusion in Engineering Survey Report 2015 <http://tinyurl.com/owqykyc>

²² Engineering UK 2015 - the state of engineering www.engineeringuk.com/

²³ McKinsey Why Diversity Matters Report 2014 <http://tinyurl.com/oljcbcc>

²⁴ Scott Page (2008) *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*

<p>Inclusion drives higher business performance than diversity alone</p>	<p>Most of the respondents to the DLG <i>Diversity and Inclusion in Engineering Survey Report 2015</i> (83%) were focusing their work on both diversity and inclusion.</p>
<p>Increase motivation, productivity and retention</p>	<p>“Improving employee engagement and performance” was another of the top three business imperatives driving diversity and inclusion work, cited by organisations who took part in the DLG Diversity and Inclusion Survey in 2015.</p> <p>Research by Opportunity Now and Shapiro Consulting, entitled <i>Inclusive Leadership: culture change for business success</i>²⁵, shows that when leaders are perceived by their teams as being inclusive, 84% report feeling more motivated and 81% indicate it has a positive impact on their productivity. Employees with high engagement levels report 3.9 times the earnings per share (EPS) growth rate compared to organisations with lower engagement in their same industry.</p>
<p>Improved customer orientation</p>	<p>In the UK, 80% of purchasing decisions are made by women. By 2025, women are expected to own 60% of all personal wealth and control £400 million more per week in expenditures than men. McKinsey reported that a top team that reflects different demographic groups will have a better understanding of their market behaviour (<i>McKinsey 2015</i>)²⁶.</p>
<p>Increased customer satisfaction</p>	<p>Cumulative Gallup workplace studies have shown that organisations that are successful at creating an inclusive culture have been shown to have 39% higher customer satisfaction scores than those which do not²⁷.</p>


²⁵ Opportunity Now (2014) *Inclusive Leadership: culture change for business success* <http://tinyurl.com/p427rxg>

²⁶ McKinsey (2015) *Diversity Matters* <http://tinyurl.com/oljjcbc>

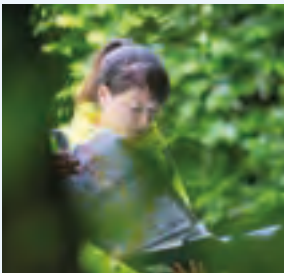
²⁷ Robinson, M., Pfeffer, C., & Buccigrossi, J. (2003) *Business Case for Diversity with Inclusion* http://workforcediversitynetwork.com/docs/business_case_3.pdf



Summary of case studies



The table below provides a summary of the case studies indicating key initiatives different organisations have focused on together with the associated diversity and inclusion themes. To see how the themes in the summary below relate to the DLG subgroup two inclusion themes and Industry-led 10 steps, see Appendix 2.


Company	Summary	Diversity and inclusion themes
<p>ACE – Boosting diversity in apprenticeship → Page 34</p> 	<ul style="list-style-type: none"> • Provision of apprenticeships to young individuals from diverse backgrounds through the Technician Apprenticeship Consortium (TAC). • A group of mainly engineering consultancy practices that have joined together to develop and deliver advanced technician apprenticeships in relevant engineering disciplines. • Collaboration with professional bodies and education and training providers to create an effective programme to help students to progress. • Creation of the Progress Network – ACE's community for young consultants and engineers. • The aim of the network is to provide an environment where young professionals (aged under 35) can network with their peers, share knowledge, develop business skills, participate in debates and keep up to date with current industry news. • Linked to the TAC programme. • Led by a national chair who also sits on the ACE Board. 	<ul style="list-style-type: none"> • Building staff networks. • Transparent career progression.



Company	Summary	Diversity and inclusion themes
<p>Airbus – The power of women’s networks → Page 40</p> 	<ul style="list-style-type: none"> • Employee networks including “the netWork” - set up and run by women from across the business (although open to male and female employees). • Up to 10% of the personal objectives of the network’s steering group are related to the network’s activities. • The network delivers business benefits and learning opportunities, for example, sessions on achieving Chartership status, technical talks, sessions on developing self-confidence etc. • Involved in external networking events such as hosting the International Aviation Women Association (IAWA) at Farnborough Air Show in 2014, and participating in the 10th Edition of the Women’s Forum Global Meeting 2014. 	<ul style="list-style-type: none"> • Building staff networks. • Sharing good practice.
<p>Arup – Developing staff networks and leaders → Page 46</p> 	<p>Officially recognised D&I roles are taken on by people who are embedded in the business. Each area also has a senior level D&I champion.</p> <ul style="list-style-type: none"> • D&I strategy and initiatives are implemented at a local level and representatives from the global regions meet every six weeks to discuss progress. • Employee networks play a key role in supporting employees and creating a positive culture. Networks include: Connect Out (LGBT), Connect Cultures and Connect Women. • Run recruitment skills workshops for 200 hiring managers. Workshop subjects include the importance of fairness, equality and understanding and minimising the impact of unconscious bias. • Inclusive leadership development programme for senior staff encouraging senior staff to recognise their own unconscious biases and teaching techniques to counteract them. 	<ul style="list-style-type: none"> • Developing leadership. • Building staff networks. • Diversity as business imperative. • Challenging bias. • Sharing good practice. • Reviewing job design.



Company	Summary	Diversity and inclusion themes
<p>Atkins – Developing and retaining women → Page 54</p> 	<ul style="list-style-type: none"> • Gender balance improvement plan – four-year strategy with clear vision and goals. • Redesign of external website to attract more diverse candidates and to emphasise Atkins commitment to gender diversity. • Industry-leading flexible working policies and practices: <ul style="list-style-type: none"> – Raised awareness through a suite of nine videos. – Hiring managers are encouraged to think about what is possible with regard to flexible working. – Candidates can filter their job search for jobs with flexible working opportunities. – All job descriptions were reviewed to make sure they mentioned collaborative behaviours. – In order to accommodate different working patterns, and to minimise the impact on employees' personal lives, wherever possible training programmes are developed to use blended learning and to minimise the nights spent away from home. • Recruitment suppliers committed to D&I plan as part of their contract. • Diversity awareness training is now included in the learning and development portfolio and any other training programmes targeted at team leaders or Managers now incorporate an element of diversity awareness. • Development of a four day programme called the Women's Development Programme. • Senior women supported in gaining external recognition through awards and internal recognition for any special project successes or areas that could be showcased. • Exit interviews for female managers to understand reasons for leaving. 	<ul style="list-style-type: none"> • Developing leadership. • Diversity as business imperative. • Supporting retention and development. • Supplier diversity. • Using role models. • Flexible working. • Reviewing job design. • Sharing good practice.



Company	Summary	Diversity and inclusion themes
<p>BAE Systems – Attracting diverse candidates through flexible working → Page 60</p> 	<ul style="list-style-type: none"> Partnerships with organisations such as WISE to attract more female candidates. 25 summer intern places offered through partnership with the Windsor Fellowship. Schools programmes run by internal diversity networks – more than 300 employees act as Schools Ambassadors. A focus on ensuring that appropriate and diverse role models are included on recruitment websites. Unconscious bias training for all leaders (e-learning and facilitated conversations). An extensive flexible working programme (SMART working) – different propositions for Professionals and Executives supported by an intranet site, a communications campaign and leadership commitment and role modelling. 	<ul style="list-style-type: none"> Using role models. Challenging bias. Building staff networks. Flexible working.
<p>BP – Developing strategy through connections → Page 66</p> 	<ul style="list-style-type: none"> Newly launched group-wide D&I policy aligned to strategy with five ambition elements. D&I objectives written into leaders' performance contracts. Employee networks, known as business resource groups (BRGs), are a key part of the D&I strategy. Groups of volunteers come together either on a local basis, nationally or internationally, to drive activities that fall within BP's five D&I strategy areas. The first BRGs formed were the women's international networks (WINs) but there are now BRGs for other employee groups: LGBT employees, ethnic minorities, working parents and people with disabilities. 	<ul style="list-style-type: none"> Developing leadership. Diversity as business imperative. Building staff networks. Sharing good practice.



Company	Summary	Diversity and inclusion themes
<p>Card Geotechnics Ltd – SME achieves gender balance → Page 72</p> 	<ul style="list-style-type: none"> • Flexible working: <ul style="list-style-type: none"> – Male and female senior role models who work flexibly. – A range of arrangements have been implemented. – Remote desktop system enables home working. • Supporting career development: <ul style="list-style-type: none"> – Development activities are tailored to individuals' needs and aspirations. – Support with additional qualifications and Chartership. – Bespoke system developed by the Chartered Institute of Managers which enables employees to choose from a selection of online courses to help them work towards Chartered Manager status. – Training or professional development activities are monitored to understand any diversity trends. – 'Strengthscope'TM is used to understand individual and team strengths, where they double up, any gaps and how these can be addressed. • Employees are encouraged to be STEM ambassadors. 	<ul style="list-style-type: none"> • Flexible working. • Transparent career progression. • Sharing good practice. • Using role models. • Supporting retention and development.
<p>CH2M – Networking employees → Page 78</p> 	<ul style="list-style-type: none"> • Established a number of employee networks to help share experience and knowledge, support and develop employees. • Specific network for junior to mid-level professionals – JuMP • Network group has a clear vision, mission and goals. • Funding is provided for hosting events including an annual conference. • The network has a chair, committee and subgroup to ensure its effectiveness. 	<ul style="list-style-type: none"> • Sharing good practice. • Building staff networks.

Company	Summary	Diversity and inclusion themes
<p>IBM – A history of inclusiveness → Page 84</p> 	<ul style="list-style-type: none"> • IBM's culture of inclusiveness dates back to the early twentieth century and today focuses on six strands including lesbian, gay, bisexual and transgender people (LGBT), cross-generational, gender, ethnic/cultural adaptability, work-life integration and people with disabilities. • Established in by the Women's Leadership Council (WLC) in 2008, the Girls Schools' Outreach Programme aims to attract more women into IT. • Flexible working is now integral to IBM culture, not just for parents and carers but for all employees at all levels. IBM executives who work part time have been recognised in the Part Time Top 50 List for the past 3 years. • IBM <i>Technologista</i> series on YouTube showcases leading women in technology roles: http://tinyurl.com/pycvzga • IBM CEO has championed a reverse mentoring scheme for the senior leadership team. This involves members of the SLT receiving mentoring from women, people different cultural backgrounds, people with disabilities, LGBT and flexible workers to develop greater insight into issues and barriers that affect them. • IBM's commitment to its gay staff is underpinned by a global diversity policy that explicitly references and bars discrimination based on sexual orientation. This policy is upheld regardless of the legislative context of the regions in which the company operates. 	<ul style="list-style-type: none"> • Developing leadership. • Diversity as a business imperative. • Flexible working. • Using role models. • Transparent career progression. • Building staff networks.

Company	Summary	Diversity and inclusion themes
<p>Metaswitch – Breaking bias → Page 92</p> 	<ul style="list-style-type: none"> • ‘Breaking bias’ sessions have been run through The Mind Gym for all managers involved in interviewing. The sessions were interactive, based on research and used specific examples to demonstrate the impact of bias in the workplace. • Flexible working is open to all and each application is carefully considered. • Each flexible working arrangement is reviewed after nine months so that line managers and employees can make changes if appropriate. 	<ul style="list-style-type: none"> • Challenging bias. • Flexible working.
<p>National Grid – Embedding a culture of diversity and inclusion → Page 96</p> 	<ul style="list-style-type: none"> • Line of sight framework – joins up the vision, strategic objectives and values with individuals’ personal objectives. • Data is monitored on gender and ethnicity at all levels, and disability and sexual orientation on a voluntary basis. • Data is used to identify positive results, trends or areas of concern. All areas of the business also have a quarterly scorecard to help engage leaders and encourage them to role model inclusive behaviours. • In terms of flexible working, the default position is ‘yes’, unless there is a strong business reason why not. • Flexible working is supported by the Work and Life Matters employee network. 	<ul style="list-style-type: none"> • Developing leadership. • Diversity as business imperative. • Measuring and monitoring. • Flexible working. • Sharing good practice. • Using role models.

Company	Summary	Diversity and inclusion themes
<p>Network Rail – Diversity and inclusion is for everyone → Page 102</p> 	<ul style="list-style-type: none"> • Network Rail has implemented a number of actions to create an inclusive culture including training over 2,000 of its leaders on inclusive leadership and unconscious bias; a five-year strategy and programme plan; and a dedicated project to increase female representation in the workforce. • Local workstream leads were used to take responsibility for D&I actions in their area of the business. • An inclusive leadership programme was implemented to raise awareness the impact of unconscious bias on safety and performance. • Occupational pension schemes were reviewed to clarify the rights of civil partners. • Six employee networks provide opportunities for peer support, reduce isolation and give people a voice to raise shared concerns. 	<ul style="list-style-type: none"> • Developing leadership. • Diversity as business imperative. • Building staff networks. • Sharing good practice.
<p>Northumbrian Water Group – Attracting and recruiting diverse candidates → Page 108</p> 	<ul style="list-style-type: none"> • Changed the language used in job adverts to attract more diverse applicants. • Visited schools to talk about specific roles and break down gender barriers. • Used community partners to review their recruitment process. • Training for those involved in recruitment process covering minimising bias, how to prepare a recruitment campaign effectively and objectively and avoiding prejudice and stereotyping. • Advertised jobs more widely to attract diverse applicants. 	<ul style="list-style-type: none"> • Reviewing job design. • Sharing good practice.

Company	Summary	Diversity and inclusion themes
<p>Rolls-Royce – A joined up D&I strategy → Page 112</p> 	<ul style="list-style-type: none"> • All business areas are required to include a D&I objective in their business plan. • Employee feedback on the organisational culture was gathered via focus groups. • The senior leader conference included a session on D&I. • Training as part of the Leadership in Action programme – for 450 managers and incorporated D&I, cultural intelligence, and respect at work. • Signatory of Industry-led 10 Steps. • Signatory of 'Your Life' – a three-year, government-led campaign to ensure young adults in the UK have the maths and science skills needed to succeed in the current competitive global economy. • Respect at work training to develop greater awareness of inclusive and respectful cultures, help employees to recognise acceptable and unacceptable behaviour and to develop the skills and confidence in dealing with situations of inappropriate behaviour in the workplace. 	<ul style="list-style-type: none"> • Developing leadership. • Diversity as business imperative. • Making public commitments. • Responding to unacceptable behaviour. • Sharing good practice.
<p>Royal Academy of Engineering – Increasing diversity of graduate recruits → Page 118</p> 	<ul style="list-style-type: none"> • Project to increase the pipeline of diverse higher education students into engineering organisations. • Engaged a delivery partner to specifically attract and engage female and ethnic minority students and students from post-92 universities or socially disadvantaged backgrounds. • Two-stage engagement programme designed to be delivered between July 2015 and February 2016. • Both stages have been designed to increase the employability of students from the target groups. 	<ul style="list-style-type: none"> • Diversity as business imperative. • Monitoring and measuring. • Supporting retention and development.

Company	Summary	Diversity and inclusion themes
<p>Royal Academy of Engineering – Focus on sexual orientation → Page 124</p> 	<ul style="list-style-type: none"> • Focused programme of activity addressing sexual orientation in engineering. • Networking and discussion event in May 2014 (round 100 attendees). • Themes that emerged from the networking event were taken forward with targeted activities. 	<ul style="list-style-type: none"> • Sharing good practice. • Building staff networks. • Diversity as business imperative.
<p>Women's Engineering Society – Mentoring and supporting women → Page 130</p> 	<ul style="list-style-type: none"> • Mentoring program to support women in STEM roles. • Aimed at increasing the number of supporting women to maintain their STEM careers and realise their full potential. • Provided access to support, training and career development opportunities. 	<ul style="list-style-type: none"> • Supporting retention and development.

Creating and maintaining inclusive cultures

This section of the report aims to provide you with guidance on the main activities that are involved in creating and maintaining inclusive cultures in organisations. The following areas are covered:

- Defining inclusion.
- Understanding what an inclusive culture looks like.
- Know where to start.
- Inclusive leadership.
- Developing a global perspective.

Toolkit

Tool 1

Defining inclusion

The first step in creating an inclusive organisational culture is to understand what we mean by inclusion and defining what this looks like for your organisation. There are various definitions in the literature, for example:

“The process of inclusion engages each individual and makes people feeling valued essential to the success of the organisation. Individuals function at full capacity, feel more valued, and included in the organisation’s mission. This culture shift creates higher performing organisations where motivation and morale soar.”
Miller and Katz (2002).

Developing your organisation’s definition of inclusion and communicating this to all employees is a critical first step in the journey of developing an inclusive culture.

Key themes to inclusion

①

Inclusion involves all people.

②

Inclusion is about the culture, environment and processes operated by an organisation.

Four key themes

Although specific definitions vary from organisation to organisation, what is clear is that there are four key themes to inclusion:

③

Inclusion is measured by how people feel, i.e., it results in people feeling involved.

④

Inclusion needs effort to be achieved: it has to be worked at to be fulfilled.

Tool 2

Understanding what an inclusive culture looks like

Research indicates that the key factors below need to be in place to foster an inclusive culture.

Take the time to understand these core features of inclusive organisations and define what each would look like in your organisation.

In terms of achieving these elements of inclusive organisations, the case studies, which start on page 33 of the full Diversity Toolkit, provide some ideas and guidance from what other organisations in the engineering sector have done.

Open and trusting environment	An open and trusting environment within which there is an absence of prejudice and discrimination; and where everyone is treated with respect and dignity and everyone feels valued.
Resources evenly distributed	A common acceptance that resources (jobs, income and access to information) are distributed equally.
Policies that support	Policies are in place concerning equality and human rights, working conditions, dignity at work, employee welfare and fair recruitment and procurement practices.
Diversity and inclusion as business objective	The establishment of diversity and inclusion as a business objective. Inclusive strategies are fully supported and promoted by senior staff.
Decision-making	Decision-making processes that are devolved to the lowest point possible.
Listen, encourage, participate	The encouragement of consultation and participation, with management listening to and acting upon what employees are saying.
Understand core values	An understanding of core values by all employees.
Open flow of information	An open flow of information throughout the whole organisation between all levels, so that business goals are communicated to everyone, and an attitude of 'us and them' (employees and management) is discouraged.
Innovation / creativity	The encouragement of innovation and creativity.
A representative workforce	The workforce is representative of the local community or customers (or if not, under-represented groups are encouraged to apply).
Encouragement	All employees are encouraged to develop and progress and any barriers faced by specific groups are identified and action taken to address them.

(Adapted from the EHRC²⁸)

²⁸ An Employer's guide to creating an inclusive workplace, EHRC, 2010 <http://www.equalityhumanrights.com/publications>

Tool 3

Know where to start

Before implementing any specific initiatives, it is important to understand your organisation's current culture and the level of inclusivity. *The DLG Diversity and Inclusion Survey Report 2015* indicates that 63% of respondents have embedded diversity and inclusion within their organisation's mission and values and 75% of organisations have developed a diversity and inclusion strategy or plan.

DLG Diversity and inclusion survey template

To support engineering companies in knowing where to start, the DLG is giving all engineering companies access to the *DLG Diversity and Inclusion in Engineering Survey Report 2015* and the survey template used. This will enable companies to make an internal assessment of the current position, as well as the possibility of benchmarking against other engineering companies. If an engineering company is interested in taking up the benchmarking option, an email will need to be sent to diversity@raeng.org.uk to register interest in receiving the survey when it next opens. The survey template is included as an appendix to the *Diversity and Inclusion in Engineering Survey Report 2015*¹.

Six Ps cultural analysis framework

In terms of either developing a strategy or plan, or reviewing the effectiveness of a current plan, conduct a structured review to establish what is working well. This will help create a base line against which to measure future progress as well as identifying where there is room for improvement. This will help you to develop a tailored action plan and establish priorities for building an inclusive culture and increasing diversity.

In addition to the two diagnostic tools listed above, the six P's outlined in the figure adjacent provide a framework for gathering key information, analysing the culture and processes in the organisation.

¹ <http://tinyurl.com/owqkyc>

Six Ps cultural analysis framework

Policies

Review all policies related to the employee life cycle, for example, recruitment and selection, training and development, performance appraisal, bullying, harassment and discrimination, flexible working, career breaks, maternity/paternity/adoption leave. Ensure all policies are kept up to date in line with current legislation, are inclusive of all employees, follow best practice and are communicated to all employees. In addition, use the DLG subgroup two – building inclusive cultures inclusion themes and the Industry-led 10 steps to guide your review of the policies:

- Providing support mechanisms for those seeking career breaks – including but not limited to maternity/demonstrate to women that you want to retain them through career breaks and beyond.
- Implementing effective guidance on how to respond to unacceptable or unhelpful behaviour in organisations.
- Implementing flexible working for all/make flexible working a reality for all.
- Implementing transparent career path/map or similar activity that supports employee progression/increase transparency of opportunities for progression.
- Reviewing/establishing job design to ensure there are no barriers to recruiting the best person securing the job/go back to basics in designing jobs.

Practice

This is about day-to-day management practice, for example, how are policies and processes applied? How inclusive are managers? To what extent do managers role model inclusive behaviours? How flexible are managers? To what extent do managers consider individuals' needs and value contributions? The DLG subgroup two inclusion themes and 10 steps are closely related to this part of the review process, for example:

- Developing leadership and a corporate culture that positions diversity as a 'business' as opposed to 'HR' imperative/treat this as we would any other issue affecting our core business.
- Communicating and advocating diversity based on good practice.
- Identifying, addressing and eliminating unconscious bias/challenging bias/ Change mindsets by challenging bias.
- Educate leaders and give them responsibility for change.

Perception

This is about employee perceptions of how inclusive the organisation's culture is. Include data from interviews, focus groups, staff surveys, employee networks etc. You can collect broad views about what is working well in relation to diversity and inclusion and what the organisation could do to improve. In addition, consider perceptions in relation to employee processes such as promotion, career development opportunities, training, informal networks, dignity and respect etc. This will enable you to identify where improvements can be made, for example, through changes to policies and increasing transparency.

Population

Review the demographic make-up of the organisation. How representative is this of the local community, your customer base and the sector? In addition, review demographics in relation to key processes such as recruitment, promotion, performance appraisal, access to development opportunities. This will enable you to identify whether any adverse impact (ie, a certain group of people being disadvantaged) is occurring. The most relevant DLG subgroup two inclusion themes and 10 steps for this section are:

- Using statistical information to raise awareness, measure progress and support diversity in organisations.
- Set public targets and measure progress.

Power

This is about the informal networks that exist in organisations and the extent to which these have an impact on career development or project opportunities, access to information, perceptions of performance/reputation and make people feel included or excluded.

Progress

This is about understanding where the organisation is in comparison to where it wants to be and what progress has already been made, for example, changes in demographics and staff perceptions. It can also be useful to look at benchmarks at this stage.

The DLG *Diversity and Inclusion in Engineering Survey Report 2015* indicates that 78% of organisations include success measures and/or targets for diversity and/or inclusion in their strategy. These provide a good opportunity for understanding the level of progress made.

Once you have gathered information in relation to the six Ps:

- Use the information to identify your organisation's key strengths and development areas.
- Remind yourself of what inclusive cultures look like (refer to Tool 2). What does the information you have gathered tell you about your organisation's performance against the key factors needed for an inclusive culture?
- Understand how your results compare to what you are trying to achieve in terms of the DLG Subgroup 2 - building inclusive cultures Inclusion themes and Industry-led 10 steps.
- Create an action plan identifying key priorities. Link this to the organisation's overall strategy or objectives.
- Engage senior leaders in the process as they will be key figures in driving action at a local level.

Tool 4 Inclusive leadership

In terms of developing and maintaining an inclusive culture, all employees have a part to play. However, leaders in particular have a critical role to play as employees will look to the most senior levels as an indication of what is acceptable and what is the norm.

The DLG *Diversity and Inclusion in Engineering Survey Report 2015* asked organisations specifically about the role that leaders play in terms of diversity and inclusion.

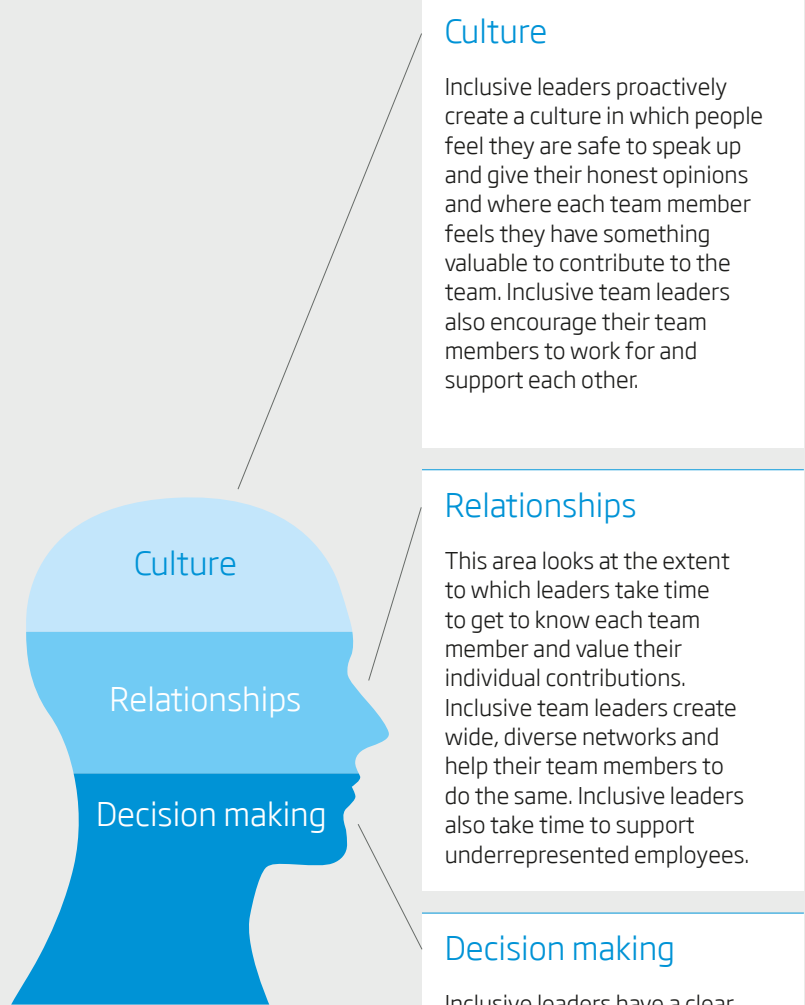
The strong consensus was that engaging senior leaders is essential for progress on diversity and inclusion, with 63% of respondents identifying the chief executive as being overall accountable for the success of any diversity strategy. In 67% of organisations, there is also a diversity champion, and in 78% of organisations senior leaders speak publicly about the importance of diversity to the business. Indeed, communications from senior leaders are the most likely vehicle for communicating the business case (in 75% of organisations). There are still challenges for organisations in this area: 42% believe that they need more consistent and visible leadership on diversity and inclusion. But the fact that learning and development on diversity and inclusion for leaders is the second most predominant learning and development activity suggests that organisations recognise that meeting this challenge will be crucial to progress.

Important questions for organisations are therefore:

- How can we ensure that senior leaders understand why diversity and inclusion is important to our organisation?
- How can we ensure that the most senior members of our organisation are fully involved and engaged in developing out diversity strategy?
- How can senior leaders demonstrate their commitment to diversity and inclusion to the rest of the organisation?
- How can we encourage senior leaders to effectively role model inclusive leadership behaviours?

It is imperative that senior leaders have an understanding of what it means to be an inclusive leader. Business psychologists at Pearn Kandola have carried out extensive research into the key behaviours that leaders can use to create an inclusive culture. From this, they have developed the pictured leadership model which highlights three main competencies as being critical for inclusive leaders to role model:

Effective leadership model



Culture

Inclusive leaders proactively create a culture in which people feel they are safe to speak up and give their honest opinions and where each team member feels they have something valuable to contribute to the team. Inclusive team leaders also encourage their team members to work for and support each other.

Relationships

This area looks at the extent to which leaders take time to get to know each team member and value their individual contributions. Inclusive team leaders create wide, diverse networks and help their team members to do the same. Inclusive leaders also take time to support underrepresented employees.

Decision making

Inclusive leaders have a clear understanding of their own unconscious biases and take action to ensure these biases are not influencing the decisions they make. Inclusive leaders also take time to make decisions about people, avoiding acting on gut instinct or intuition. They are open to suggestions about different ways of doing things and are flexible in their personal style and approach.

Raise leaders' awareness of what 'inclusive leadership' means, the behaviours they are required to role model and how to do this. A good starting point is to ask leaders, their direct reports and the employees who report to their direct reports (skip level reports), to provide feedback on their/their leader's behaviour in relation to the inclusive leader behaviours. This will help leaders to understand their key inclusive leader strengths and development areas.

Summary

In summary, the key activities involved in creating and maintaining inclusive cultures are:

- ① Define 'Inclusive Culture' and communicate it to employees.
- ② Understand the key factors that contribute to an inclusive culture.
- ③ Understand where your organisation is now and how this relates to where you want to be.
- ④ Develop an action plan.
- ⑤ Ensure leaders are engaged in the process and are role modelling inclusive leadership behaviours.
- ⑥ Use the case studies to generate ideas.
- ⑦ Implement actions and monitor/ evaluate the impact.

Tool 5

Developing a global perspective

Due to the large number of organisations operating in global locations, there is a need to consider the most effective way to embed diversity and inclusion across such organisations.

We recommend that there is an overall vision in place for the organisation and that different regions/locations take responsibility for determining and implementing action plans at a local level. This approach helps to ensure that priorities and initiatives are tailored to the needs of individual areas and that they can drive an approach which is relevant for them.

We recommend that each region/location has a senior leader who is responsible for championing D&I actions and reports back to others. It is worth considering holding regular meetings for the D&I leaders of each region/location to share experiences, challenges, progress, advice and tips. The requirement to report back on actions also increases the likelihood that people will take action.

Some key considerations to be mindful of are:

Legislation

How the legislation differs in different locations and the impact of this.

Local

Both business and diversity and inclusion priorities at a local level.



Communication

How to communicate diversity and inclusion messages across the organisation, eg in terms of overall strategy, local strategy and action plan, successes, progress, areas of future focus and so on.

Support

How to support different locations.

Celebrate

How to celebrate the success of areas that might be at very different stages of their D&I journey.

Using the case studies

This section contains case studies on good practice in the area of diversity and inclusion. The case studies were developed based on the activities of a range of organisations from the engineering sector, varying in size from small and medium-sized enterprises to large, global organisations. The DLG subgroup two - building inclusive cultures Inclusion Themes and Industry-led 10 Steps were used as a set of criteria against which to gather information about the participating organisations' diversity and inclusion activities. Both the inclusion themes and 10 Steps have been unified into simplified themes to support navigating the case studies (see Appendix 2). Where an organisation provided a good example of diversity and inclusion work that related to one or more diversity and inclusion themes, this was developed into a case study.

Read the case studies contained in this report to get ideas for what might work well in your organisation. Also, have a look at tools 1-5 in this section and the good practice guidance contained in Appendix 3.

The summary table in the Introduction section of this document provides an overview of the case studies available from page 34 of this report and the diversity and inclusion themes which they relate to. Please use the table to identify case studies of interest and go to the relevant page for the full details.



If you would like to contact a particular organisation for more information, please email the Royal Academy of Engineering diversity@raeng.org.uk for up-to-date contact details.

When thinking about how you might use any of the initiatives described, consider the following:

- What evidence is there that the initiative is needed? This can be qualitative or quantitative evidence.
- What would you be hoping to achieve?
- What would be your aims/objectives for implementing a similar initiative?
- How will you measure success/impact? It is useful to have these criteria agreed at the start.
- How would this initiative fit with other D&I activity you are carrying out and your overall D&I strategy?
- How would this fit with your organisation's culture?
- Is it worth trialling or piloting it?
- How might people respond?
- What challenges/barriers do you foresee? How would you overcome these?
- Has anything like this been done before in your organisation? What was the outcome?
- How would you monitor success?
- How would you communicate this to employees?

Case studies in this section are based on the activities of a range of engineering organisations across the sector, varying in size from small and medium-sized enterprises to large, global organisations. The Diversity Leadership Group (DLG) subgroup two – building inclusive cultures Inclusion Themes and the Industry-led 10 Steps were used as a set of criteria against which to gather case study information on organisations, diversity and inclusion initiatives and activities.

Case studies

ACE

Boosting diversity in apprenticeships



Company information

Association for Consultancy and Engineering (ACE) represents 550 companies which together employ around 80,000 in the UK and 250,000 worldwide. ACE members are mainly in the business of consultancy and engineering. ACE has been at the vanguard of change on diversity and inclusion. In 2004, it appointed its first BME chief executive and first female chair in 2010. ACE's workforce is 38% female and 62% male, and 40% of employees are from ethnic minority backgrounds

Diversity and inclusion themes

- ✔ Building staff networks
- ✔ Transparent career progression

[Find out more →](#)



Progress Network Seminar



Progress Network Chair, Lucy Carraz



TAC Apprentice, Poppy Burgess

“The apprenticeship programme gives us the opportunity to bring young people into the business and provide them with the support that they need to become professionals of the future”

Mott MacDonald



TAC Apprentice, Koriandr Hamilton speaking at ACE Parliamentary



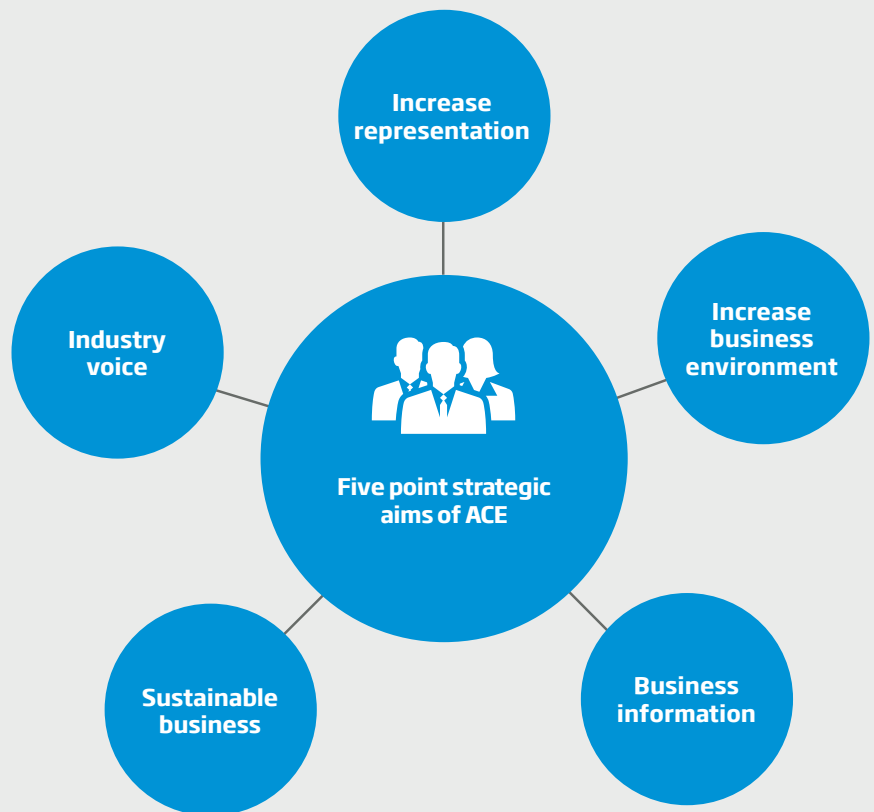
Background, aims and objectives

Due to the large number of companies that it represents, ACE feels that it is in a position to influence good practice within the industry and prioritise diversity, inspiring other organisations to follow. Overall, its aim is to foster a culture of inclusion across organisations in the engineering sector.

ACE recognises the business case for diversity and inclusion and believes that to achieve a diverse workforce, the company needs to embed inclusion within the culture, from the chairman to the support staff. A key reason that ACE focuses on diversity and inclusion as a priority is the need to increase the talent pool across the engineering profession.

One way in which ACE leads the efforts to improve diversity is through its chief executive, Nelson Ogunshakin. He is the chair of the DLG subgroup two -building inclusive cultures of the Royal Academy of Engineering, which aims to develop more inclusive cultures across engineering organisations. This is not only a way of demonstrating the company's commitment to diversity and inclusion, but it is also a way in which good practice can be shared and showcased. For example, the group commended the Olympic Delivery Authority on its innovative procurement model, where it worked in partnership with contractors to ensure that diversity requirements were met on local employment for the duration of the bidding process.

ACE Strategic aims





4%

4% of engineering apprentices are from Black, Asian and Minority Ethnic Backgrounds.

Source: Research to Shape Critical Mass Pilots to Address Underrepresentation in Apprenticeships
www.raeng.org.uk/policy/diversity-in-engineering/resources

Specific initiatives

Technician apprenticeship consortium

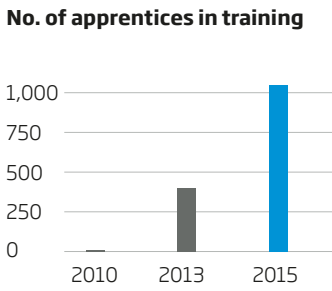
In response to a shortage of individuals with the appropriate skill set for the engineering industry, ACE supports the provision of apprenticeships to young individuals from diverse backgrounds through a programme called the Technician Apprenticeship Consortium (TAC). This is a group of mainly engineering consultancy practices that have joined together to develop and deliver advanced technician apprenticeships in relevant engineering disciplines. The companies collaborate with professional bodies and education and training providers to create an effective programme to help students to progress. The aims of the consortium are to:

- Bring together engineering consultancy firms to enable them to meet their business needs through the recruitment and training of technician apprentices.
- Ensure that there is a valued work-based route to professional status for aspiring engineers, including those who are currently underrepresented within the sector such as females, ethnic minorities, disabled people and those from disadvantaged backgrounds.
- Increase the numbers of young people taking up this route and the number of companies appreciating the benefits it brings, committing to providing technician apprenticeship places.
- Broaden the availability across a range of engineering disciplines through using the common base of the Engineering Council UK-SPEC to compile a suite of linked qualifications working with sector skills councils, professional institutions and awarding bodies.

When the programme first launched, it was essential to identify and persuade companies to support this initiative. This was done by highlighting the clear business benefits to becoming involved in the scheme. These are:

- An employer-led programme with the flexibility to span a number of engineering disciplines, offering full involvement to members and responsive to industry needs, as well as flexibility to develop or amend qualifications due to changes to technology and working practices.
- Recruiting talented young people and securing their loyalty to the company.
- Engineering consultancy firms irrespective of size having the ability to raise standards within the industry and to influence colleges and the curriculum. Colleges are more accountable for the quality of their teaching and assessment by a group of employers as opposed to a single company.
- The collective being able to guarantee the continuance of the provision through providing a viable class size. If individual companies are unable to recruit in any one year, the provision is sustained by the demand from the rest of the group.
- The combined 'weight' of the consortium providing clout and a single point of contact for government and its agencies, professional institutions and awarding bodies.

TAC provides an opportunity to specialise within the engineering industry in disciplines such as in transport civil engineering, electrical engineering and others. The idea is that the students who are full employees from the onset gain skills and knowledge from the industry in addition to college attendance.



Apprentice numbers training through TAC have grown significantly since 2010

Reference source: Technician Apprenticeship Consortium

Impact

Advanced Technician Apprenticeship Frameworks are available in Civil and Building Services Engineering based on UKSPEC requirements for EngTech.

Over a five-year period, the number of technicians has increased, with the majority being 16 to 19 years of age. TAC now has 19 companies that are involved at a national level and many more at a local level offering apprenticeship programmes to aspiring engineers. There are regional groups in Leeds, Manchester, Liverpool, Solihull and Bristol in addition to London, where it started. There are close to 1,000 apprentices currently in training (from eight in London in 2010) with a further 100 having completed their apprenticeship.

TAC, working with the Construction Youth Trust and funded by the National Apprenticeship Service, Transport for London, the Royal Academy of Engineering (the Academy) and The Gatsby Charitable Foundation, successfully recruited and supported young people from ethnic minorities and other backgrounds into apprenticeship positions through its 'Budding Brunels' schools engagement programme. This was followed up by work with WISE to attract more girls to apply for apprenticeship positions.

In 2010, TAC won the Mayor of London's Responsible Procurement Skills and Employment Award and the Training Journal Apprenticeship Programme Award the following year. In 2014, it was shortlisted for the Building Training Initiative of the Year Award.

ACE has also recruited its own apprentice as part of the TAC programme specialising in digital marketing.

The programme has received excellent feedback from many companies, as can be seen below:

"We have been inspired by our apprentices. They are a breath of fresh air to the office and their enthusiasm and passion for learning has become infectious. The apprentice's commitment and growth has been outstanding and makes looking to the future of Clancy Consulting an even more exciting prospect".

Clancy Consulting

"The apprenticeship programme gives us the opportunity to bring young people into the business and provide them with the support that they need to become professionals of the future".

Mott MacDonald

"There are many routes to a successful and rewarding career and an apprenticeship is one of them. They provide the individual, and the organisation that employs them, with the skills they will need for their future". Allan Cook CBE, Atkins' chairman, who started his career as an apprentice

ACE Progress Network

Progress Network is ACE's community for young consultants and engineers working in the natural and built environment.

The aim of the network is to provide an environment where young professionals (aged under 35) can network with their peers, share knowledge, develop business skills and keep up-to-date with current industry news. The network is linked to the TAC programme, in that TAC aims to attract a diverse population and provide entry into the engineering profession. Following that, the network aims to retain a diverse population of individuals in the engineering profession and help them progress in their careers.

The network is led by a national chair who also sits on the ACE Board; the current chair is female. There are four regions, each of which is managed by a committee with a chair and one or two vice chairs. Presently, there are five male and five female chairs and vice chairs of the regional groups, and one each of Eastern European and African-Caribbean origin.

ACE recognises young professional achievements through a Progress Network award as part of its annual Engineering Excellence Awards. The 2014 winner was female and of Asian origin, and the 2015 winner was female as well. Many Progress Network members eventually become leaders in their own companies; a few members have already reached the director level.

"We have been inspired by our apprentices. They are a breath of fresh air to the office and their enthusiasm and passion for learning has become infectious. The apprentice's commitment and growth has been outstanding and makes looking to the future of Clancy Consulting an even more exciting prospect"

Clancy Consulting

Challenges

- Initially, there was low representation of individuals from a construction background in the Progress Network. ACE responded to this by branding the scheme as an opportunity for everyone and highlighting that the diversity between sectors made the network richer.
- One of the challenges for the engineering profession is the low representation of black and minority ethnic (BME) people. Therefore, ACE encourages individuals and companies where they can to offer mentoring to young people for whom it is a challenge to 'get their foot in the door'. Nelson Ogunshakin volunteers as a mentor and role model for young individuals from those studying A levels to Chartership. This has progressed to mentoring around fifty young individuals.

Hints and tips

ACE concludes that a company should be transparent and make its representations visible. To make a difference and set a good example, ACE realises that it must reflect what it preaches by growing a diverse workforce and continuing the work to increase the representation of women and black, Asian and ethnic minority (BAME) individuals on the board. In essence, the company wants to 'walk the talk'.

The ACE Board has taken a leadership position at the recent board meeting in May 2015 by including a recommendation in its members' 'Code of Business Practice' for all member companies to embrace diversity and inclusion in their business practice. Members are encouraged to give due regard to the positive impact and business imperative of implementing greater inclusion of people from all underrepresented groups in the workplace.

Finally, to embed diversity and inclusion (D&I) across the company, leaders should speak openly and publicly about actions they are taking and their support for improving D&I. This top to bottom approach adds value and credence to the subject matter.

Next steps

ACE will build on the lessons learned from participation in the Academy's Diversity and Leadership Group (DLG).

ACE will act as a catalyst by championing diversity and inclusion within the consultancy and engineering industry. It will identify role models to mentor individuals across the broad range of protected characteristics and encourage members to subscribe to the DLG survey and case studies as toolkits for implementing and improving organisational diversity and inclusion especially in SMEs, who make up the majority (95%) of its membership. By promoting effective engagement with its members, ACE will continually develop its strategy to make it relevant.

In addition, ACE, through work with DLG subgroup two, will work initially with the transport sector to drive forward procurement practices as a means of improving diversity and inclusion. If effective, the initiative will be rolled out to other sectors such as the utility and property sectors, depending on the outcome of the pilot work with the transport sector.

See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Transparent career progression.
- Employee networks.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk

Airbus

The power of women's networks



Company information

Airbus was founded in 1967 and is a division of the Airbus Group that specialises in manufacturing commercial jetliners and military aircraft. The Airbus workforce is made up of over 58,000 individuals from over 100 different nationalities. From 2015, the company has delivered over 9,000 aircraft.

Diversity and inclusion themes

- ✓ Building staff networks
- ✓ Sharing good practice

[Find out more →](#)



Members of the netWork run a workshop for Senior Engineering Managers exploring barriers to progression.



Senior Managers sponsored the launch of the netWork on International Women's Day 2012.

The launch of Airbus Group's global network: Balance For Business.



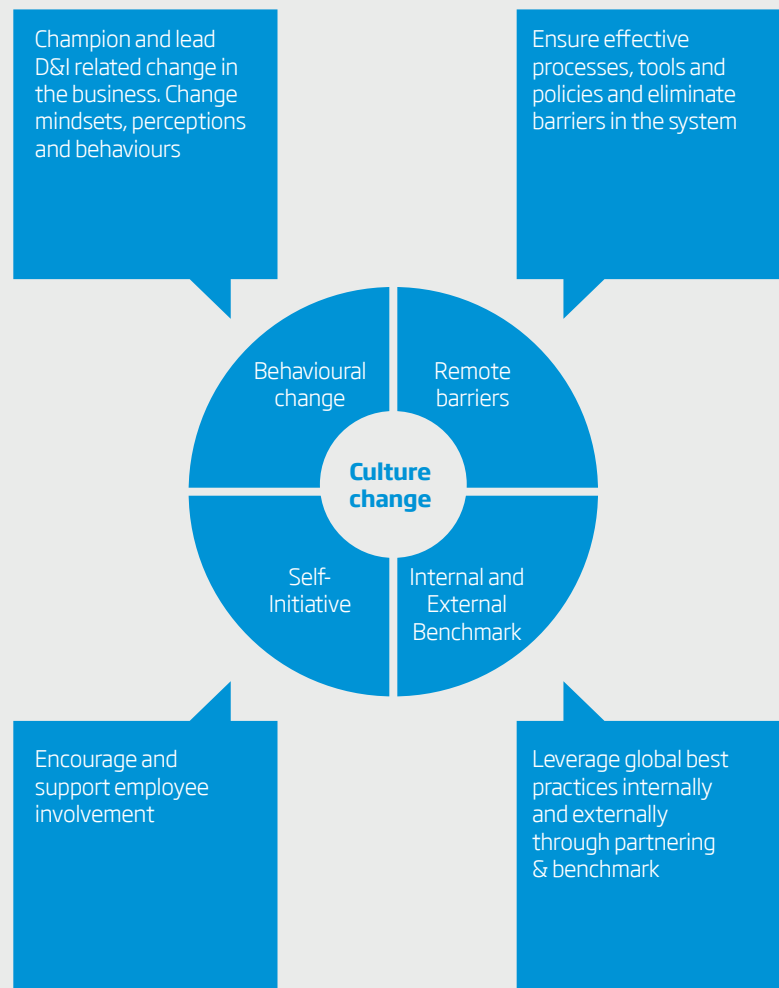
Background and objectives

Airbus Group believes that the way it has embraced diversity and worked across cultures to develop innovative products has contributed to the success of the company. The organisation strives to mirror the diversity of its customers and suppliers and is endeavouring to ensure that 20% of its workforce will come from outside Europe by 2020. Maintaining an inclusive working environment is key to the success and sustainability of the company.

By promoting diversity and inclusion, Airbus Group's teams benefit from a wider range of perspectives that enhance creativity and innovation, and sustain a competitive advantage. This initiative is part of the company's corporate responsibility and sustainability strategy.

Groupwide, Airbus's diversity and inclusion networks manage topics such as integration of disabled employees, furthering gender balance, work-life balance, mentoring and career development. It is particularly committed to advancing women in the workplace and developing female talent. It is determined to increase the number of women it recruits to 25% and the number in senior management positions to 20% by 2020.

Airbus diversity and inclusion management structure





The netWork runs regular sessions to support women in their professional development.

Employee Resource Groups (ERGs) must become smarter about defining what they are ultimately trying to accomplish for themselves and the business, and then create a metric to enforce accountability to assure their objectives are being measured and attained.

Specific initiatives

Women's networks

The main reasons behind implementing the employee networks were to share advice and knowledge and to provide a framework for actions that would help to build an inclusive culture.

One of Airbus UK's most successful employee networks is 'the netWork'. When the netWork was set up, focus groups were run by an external facilitator to establish why a previous network had not been successful, whether one was needed and what the benefits would be.

This information helped them to shape the way in which the new network was launched, how it was run and how it was embedded in the business.

The netWork was set up, and is run, by women from across the business.

At the outset, the netWork was chaired by Sally Palet, the diversity and inclusion manager for Airbus UK, and this role has since been taken on by a senior engineering manager. Members of the netWork are actively involved in driving business benefits through networking, and for those on the steering committee, up to 10% of their personal objectives are related to these activities. The netWork also delivers business benefits and learning opportunities such as sessions on achieving Chartership status, technical talks, and workshops on developing self-confidence. The netWork is not only open to women, but also seeks to get men involved as much as possible.

This year, Airbus Group launched its first global network. Named 'Balance for Business', the main objective of the initiative is to improve gender balance and spur the recognition and development of women across the group. "We are looking to bring together men and women who see gender balance in the workplace as a means of enriching our business culture and increasing the company's performance and competitiveness", said Thierry Baril, Airbus Group chief human resources officer.

Over 2,000 employees globally, out of which 10% are male, will initially become part of the network, and every Airbus Group employee will be welcome to join and participate.

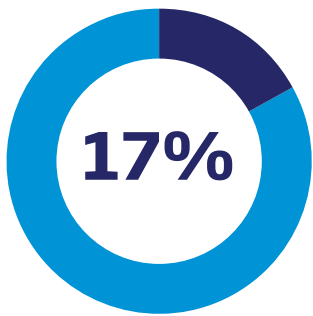
Previously, 10 separate women's networks were operating independently across Airbus, Airbus Helicopters, Airbus Defence and Space and Airbus Group Headquarters. The objective is to unify these networks and implement a trans-divisional, transnational and trans-functional network within one entity.

Furthermore, Airbus Group has been involved in external networking events such as hosting the International Aviation Women Association (IAWA) at Farnborough Air Show in 2014 and participating in the 10th Edition of the Women's Forum Global Meeting 2014.



For more information, please see press release Airbus Group Employees Launch Network To Improve Gender Balance published on 6 March 2015
<http://www.airbusgroup.com/int/en/news-media/>

Airbus female employees



17% of Airbus Group's workforce are women

Impact

Today, women represent 17% of Airbus Group's workforce, and they made up 21% of the group's new recruits in 2013.

Challenges

The biggest challenges when implementing the netWork were challenging stereotypes of what the netWork was about and why it was needed. It still faces these challenges, but by reaching out and involving more and more employees across the business, it is gradually changing this. Another challenge is that those involved in the netWork take on actions on top of their day job, so the number of actions that the netWork can be involved in is very dependent on how many people are committed to give their time.

Hints and tips

Senior sponsorship has really helped, especially in the early days when they were constantly trying to justify what they were doing. Once the netWork was able to demonstrate the success of some of their actions, they gained more credibility; more people then volunteered to get involved, and the sponsors were happy to continue to support and promote the netWork. They also had some budget, so they were able to run a number of really professional events with external speakers in the early days.

- Members of the netWork ensure that they have consistent branding and messages when they are communicating and they try to communicate as much as possible and share good stories.
- They have a clear vision and objectives for each year, and these are communicated to all stakeholders.
- It was important from the beginning that the netWork was seen as a professional netWork that wasn't just about part-time mums! Of course, work-life balance is an important topic, but it's not just for women and is actually not one of their current areas of focus.

Next steps (objectives for 2015 – 16)

- Support the launch of 'Balance for Business' and align the netWork strategy with the Airbus Group.
- Use all communication avenues/ opportunities to grow awareness and membership of the network.
- Lead activities to support the women in Airbus UK to exchange knowledge and experiences.
- Promote better gender balance at all levels of the organisation in Airbus UK.
- Lead two projects to deliver real business value and demonstrate that the netWork adds real value to the business. The first of these is to build a portfolio of case studies of women across Airbus Group that can be used both internally and externally to promote gender diversity and inclusion.

See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Employee networks.
- For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



ARUP

Developing staff networks and leaders

ARUP

Company information

Arup is an independent firm of designers, planners, engineers, consultants and technical specialists offering a broad range of professional services. The organisation operates in 38 countries and employs approximately 10,000 people.

Diversity and inclusion themes

- ✓ Developing leadership
- ✓ Building staff networks
- ✓ Diversity as business imperative
- ✓ Challenging bias
- ✓ Sharing good practice

[Find out more →](#)



Arup leads by example by promoting an increased focus and adoption of diversity and inclusion to the wider industry.



“We must keep striving to encourage more girls and young women into the STEM subjects and welcome more women into an area of work that is both so rewarding and so crucial for society.”

Gregory Hodkinson, Chairman, Arup



“At Arup, everyone is different and everyone’s perspective matters. Diversity is about acknowledging and celebrating these differences and ensuring that everyone is treated fairly.” Arup D&I Strategy 2015-17.

Arup now recruits from over double the number of universities it did in 2011.



“From my own experience it’s clear that diversity around the leadership table improves decision-making and makes for better and more effective businesses.”

Gregory Hodkinson, Chairman, Arup



Background and objectives

Diversity is essential for Arup as it looks for better ways to imagine, re-imagine and shape the environment. The organisation strives to recruit people with different backgrounds, skills and abilities. It welcomes people who challenge opinions and have new and innovative ways of thinking. Arup is keen to show that it is leading the industry in terms of D&I, being open to discussing difficult issues and reflecting the communities it serves.

Arup invests in diversity, but does not have a full-time, dedicated support team; people get involved and take on officially recognised roles in the D&I steering committee and network groups because they believe in making things better for the company and the wider industry. In the UKMEA region, there is a diversity and inclusion programme manager who has responsibility for D&I as well as having a day-to-day consultancy role within the business. There is also a senior D&I champion who is a director in the business and reports to the board. Arup's Region Board Chair, Alan Belfield, is also a senior D&I champion. It is felt that being embedded in the business is a more effective way of bringing about cultural change.



Communication is a vital ingredient in our diversity and inclusion work. It is used to gather input from Arup's staff base, ensuring that its activities are not only relevant to its business but also to its people. For example, Arup conducted a consultation with staff ahead of the 2015-17 strategy and recent staff survey. After all, a strategy is only meaningful if it is truly understood, embraced and actioned by employees, and what better way to gain support than by empowering colleagues to drive activity forward?

Communication was also key to educating employees on the latest research, explaining why it matters, the business case for it and how it affects teams and individuals.

A global approach

In terms of the global approach, Arup has appointed the chairman as the global D&I lead. Appointing a senior individual to lead on diversity and inclusion demonstrates its commitment to building an inclusive culture across the whole organisation. In each of the five regions, there is a diversity and inclusion programme manager and a senior D&I champion at the directorial level. Each region has developed its own strategy that meets the needs of its area, and initiatives are led and implemented at a local level. The key representatives from each region meet every six weeks to discuss progress, updates and next steps.

This year, diversity and inclusion is a key item on the global annual meeting (AGAM) agenda and will be discussed with all directors, which includes a workshop session on D&I.



Specific initiatives

Employee networks

Arup has implemented a number of employee networks to ensure that employees feel supported, included and have a voice. Some of the key networks are described as follows:

Connect Out Network

The Connect Out Network plays a key role in creating a positive environment for all LGBT staff. The network aims to support and help people feel comfortable in the workplace. The network has a steering committee and holds numerous events throughout the year, which are well attended by both staff and clients. Events also provide an opportunity for both internal and external role models to speak to the network about their experiences and careers. For example, Lord Browne (ex BP) spoke at the group's annual lecture. Arup was the first engineering firm to join the Stonewall Diversity Champions programme in 2012.

In terms of its global reach, the network has worked hard to support LGBT staff who have taken up long-term assignments in countries where it is seen as unacceptable to be gay.

There is also a mentoring scheme attached to the network, and social events such as film nights are organised.

The positive work of the network has been recognised by Stonewall, who presented it with a Star Performer Network Group award in 2014 for its efforts to achieve an inclusive workplace.

Results from the Workplace Equality Index Survey 2014 indicated that 96% of network members consider the workplace culture in Arup inclusive of lesbian, gay and bisexual (LGB) people. This is an increase from 68% the previous year.

This all contributes to staff engagement and promotion of Arup as a great place to work. Arup is leading an 'Equality in Construction' walking group at Pride in London this year, joining several other firms within the industry. This is a first for Arup. Connect Out is aware of four employees who joined Arup recently who specifically cite its dedication to championing LGBT rights as one of the overriding factors behind their choice to join the firm. They felt Arup's approach meant they would be more comfortable being themselves at work. It is this ability to be authentic in the workplace that creates an environment where everyone can thrive.

Connect Cultures Network

This is the Arup cultural, religious and ethnic diversity network and was launched in

2014. The aim of the network is to foster an inclusive and equal-opportunity work environment that respects individual differences and values what they can bring to the firm, its clients and industry. Connect Cultures focuses on the specific opportunities and challenges associated with cultural difference, empowering all employees regardless of their backgrounds to perform to their fullest potential.

The network aims to increase awareness of the cultural diversity that exists within Arup to encourage greater inclusion, foster inter-cultural understanding, challenge preconceptions and value difference and the opportunities to innovate that this can bring. An example of this is an event called Islam@Arup, which explained over a series of lunchtime presentations in each office the significance of Ramadan to the Muslim faith.

In addition, Connect Cultures assists HR, the Diversity Steering Group, Arup's leadership and individuals by providing information on issues relating to cultural diversity and advocating positive change in the firm's operations. The network holds internal events, including awareness-raising around the benefits of cultural exchange through long-term assignments.

The network holds events where external speakers are invited to share their experiences. For example, David Lammy, MP for Tottenham, came in to talk about his background, experiences and career. This was particularly relevant because Arup has been involved in a regeneration project in Tottenham.

Connect Cultures has also initiated Arup involvement with the Horizons Mentoring Programme, which seeks to inspire male black minority ethnic youth in South London to consider a career in engineering. The network intends to continue this work with Horizons in the years ahead, influencing the diversity of Arup's recruitment pool.

Connect Women Network

The women's network is well-established and has been running since 2009. The network has hundreds of members (both men and women) and frequently runs events that are attended by both staff and clients. Arup believes that one of the key factors that make the women's network successful is that men are also invited to attend and efforts are made to ensure that men do not feel alienated. In five years, over 2,000 staff and over 400 non-Arup people have attended more than 40 events held by the networks. Above all, they encourage active participation and raise awareness of important issues.

Events provide an opportunity for open challenge and debate. For example, one recent event was held in the style of a governmental debate, with directors passionately arguing for and against measures to increase female membership on the Board. The event was fully attended, by men and women, of all grades and ages, with the chairman and deputy chairman in attendance, keen to hear and debate in an open forum an important issue for the firm to consider.

The network has also hosted a speed mentoring event in London. This involved fifty junior to mid-grade women who were matched with 'speed mentors' based on their individual preferences such as male/female, from the same profession, etc. 'Speed mentors' were at the director or associate director level and spent five minutes with participants to discuss topics such as career advice, options, challenges and success factors. They were then rotated, providing each participant with the opportunity to speak to three mentors. The event facilitated relationships and was friendly and informal. Following the success of this event, several informal mentoring arrangements have arisen, and there are plans to repeat the process in other locations.

In addition, the network has been instrumental in showcasing female role models in the firm by providing more information about the career journeys of senior women. Interviews with senior women in the firm about their work, path to

success, challenges etc. have been videoed and staff can access these via the intranet.

Recruitment

To ensure objectivity, consistency and fairness in its selection processes, and to increase the diversity of the talent pool, Arup has run recruitment skills workshops for 200 hiring managers. Workshop subjects include the importance of fairness, equality and understanding and minimising the impact of unconscious bias. There has been a conscious effort, in particular by the graduate recruitment team, to make managers aware of the risks associated with drawing a large number of candidates from a small pool of universities. They have already seen some positive impacts; for example, 26% of graduate hires were female in 2011, and this has risen to 36% in 2014. They have also increased the number of nationalities from 19 to 33 and widened the pool of graduate universities from 33 to 74.

Unconscious bias and inclusive leadership

Arup has focused on improving career opportunities through an inclusive leadership development programme. It encourages senior staff to recognise their own unconscious biases and teaches techniques to counteract them. Arup introduced the unconscious bias and one-to-one inclusive leadership coaching after re-evaluating its approach to gender diversity. Statistics showed that women's potential for senior roles was often overlooked. The firm, therefore, was keen to increase the number of females from

25% to 35% of the workforce and ensure that 15% of its leaders are women.

These clear goals reinforce Arup's strong ethos of fairness and equality. The firm aims to create an environment 'where each man or woman is respected for the job they do, and is doing his or her best because the atmosphere is right'.

Paul Sharp, head of resourcing, learning and development, explains: "We recognised that we could become a more effective organisation by better understanding how we make everyday, split-second decisions". The programme aimed to give leaders the personal insight to be more successful in their roles. The programme used implicit association tests (IAT) which seeks to uncover subconscious links, for example, between 'family' and 'females' and 'careers' and 'men'.

Initially, the IATs were used with Arup's top team to help them explore their personal biases. They then received one-to-one coaching to enable them to make sense of their own biases and to identify when they are most likely to have an impact at work and what they can do to eliminate this. Board members discussed the key themes with around sixty senior leaders before they took part in the workshops.

As a result, everyone had thought about the implications of a more diverse workforce, both from a business and personal perspective.



Arup workplace equality index - summary inclusion findings	2013	2014
WEI score	88/200	131/200
WEI ranking	257th	145th
The workplace culture in my organisation is inclusive of lesbian, gay and bisexual (LGB) people	68%	96%
My line manager supports me as an LGB member of staff	59%	100%
Senior management are supportive of LGB staff	65%	95%
My straight/heterosexual colleagues are well-informed on LGB issues	39%	79%
I would feel confident reporting anti-gay bullying in my workplace	74%	88%
I would feel comfortable declaring my sexual orientation to my employer on a monitoring form	76%	80%
I feel able to be myself in the workplace	79%	88%
There are visible and open LGB role models in my organisation	50%	88%

Impact

Overall, the percentage of female staff has increased from 30.2% in 2011 to 32.2% in 2015—much higher than the average for members of the Association for Consultancy and Engineering, which is around 20%. The percentage of women in senior positions has also increased from 13.8% to 17.1% during this time.

The proportion of women on the UKMEA Board has increased from 18% to 23% just recently, and they have averaged a 35% female graduate intake, where the 'pool' of qualified female applicants is more like 15% to 20% of all graduates. Arup is also one of the *Times* Top 50 Employers for women.

In terms of the Connect Out Network, the results from the Stonewall Workplace Equality Index illustrate the impact of the network even over its first year of operation, demonstrating its reach in terms of promoting inclusion, tolerance and understanding.

Unconscious bias and inclusive leadership

It is felt that the approach has changed attitudes and behaviour. For example, leaders are making different decisions and are more sensitive to bias as a consequence of this learning. Some people now recognise that the firm needs a way to tap into the potential of the many women who return to work part-time after having a family. Others are involving senior team members when allocating work so that decisions can be challenged and cast the net wider than the usual suspects.

The development initiative, as part of a wider programme of activity, has helped to address some of the challenges Arup was facing.

Challenges

One of the key challenges faced by Arup was ensuring that everyone understands that diversity and inclusion is relevant to them even though they may not be from a traditionally underrepresented group. They have tried to overcome this by seeking views from everyone, making learning from events available to everyone and creating some excitement for initiatives through communication, events and networks.

Challenges for the networks have included trying to find new, interesting and innovative events to inspire others, as this gets harder the longer the network is in operation. Maintaining momentum is often easy in the first few years, and to keep moving forward needs fresh blood and fresh ideas. In addition, what works in one location (such as London) may not work in others (such as the Gulf); as an international company working around the world, trying to support staff in countries or regions that aren't that gay friendly can prove very challenging.

Hints and tips

- It is important to have senior support and champions for networks. It is particularly useful to find men who will support the women's network, for example. This helps to encourage all employees to feel involved and see it as something that is relevant to them.
- Review the way you look at graduate recruitment to ensure you are drawing on a wide and diverse pool of talent.
- Bring diversity and inclusion into the mainstream of the business. Get people thinking about it and discussing it, and raise awareness of what actions people can take to help build an inclusive culture.
- At Arup, staff networks are set up, run and lead by staff in their own free time with support and funding from the business. This tends to make the approach more heartfelt and authentic (staff run the network because they want to, not because they have to).
- Different network events have different focuses; some are aimed at LGBT staff only, some are open to the whole Arup world and some are externally facing. This helps support members, engage with others within the company and learn/share experiences with clients and industry as a whole.

Next steps

There are a number of new initiatives as part of the 2015-17 strategy to be rolled out over the next two years. In the coming months, analysis of Arup's voluntary diversity and inclusion survey, which collated data on all of the Equality Act's protected characteristics, will help shape and hone future activities further. Participation rates in the survey show that engagement with the diversity and inclusion agenda is high. In the UK, 65% of staff participated in the survey, a reflection that employees understand the importance of understanding the shape, composition and working habits of its workforce.

Arup is looking into starting a Family Network for people with caring responsibilities and families. This will involve hosting informal lunches, facilitating a way of sharing tips for balancing work and personal responsibilities and learning from external speakers about parenting in the 21st century.

HR in the UK is looking to learn from an approach taken in Australia where they developed a parental leave book. This includes information about leave entitlements and arrangements, benefits, return to work, rights and pay. They also want to raise awareness among line managers and ensure they are trained in how to deal with requests regarding shared parental leave.

The firm is also considering implementing an e-module on inclusive leadership to reach more employees.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Employee networks.
- Global perspective.
- Recruitment and selection training.
- Role of leadership.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



Atkins

Developing and retaining women

ATKINS

Company information

Atkins is a British multinational design, engineering and project management consultancy. It was founded by Sir William Atkins in 1938, and as of 2013, Atkins is the largest engineering consultancy in the UK. The company employs 17,500 individuals based in 29 different countries. Atkins works on many major projects, including the London 2012 Olympics.

Diversity and inclusion themes

- ✓ Developing leadership
- ✓ Diversity as business imperative
- ✓ Supporting retention and development
- ✓ Supplier diversity
- ✓ Using role models
- ✓ Flexible working
- ✓ Sharing good practice.

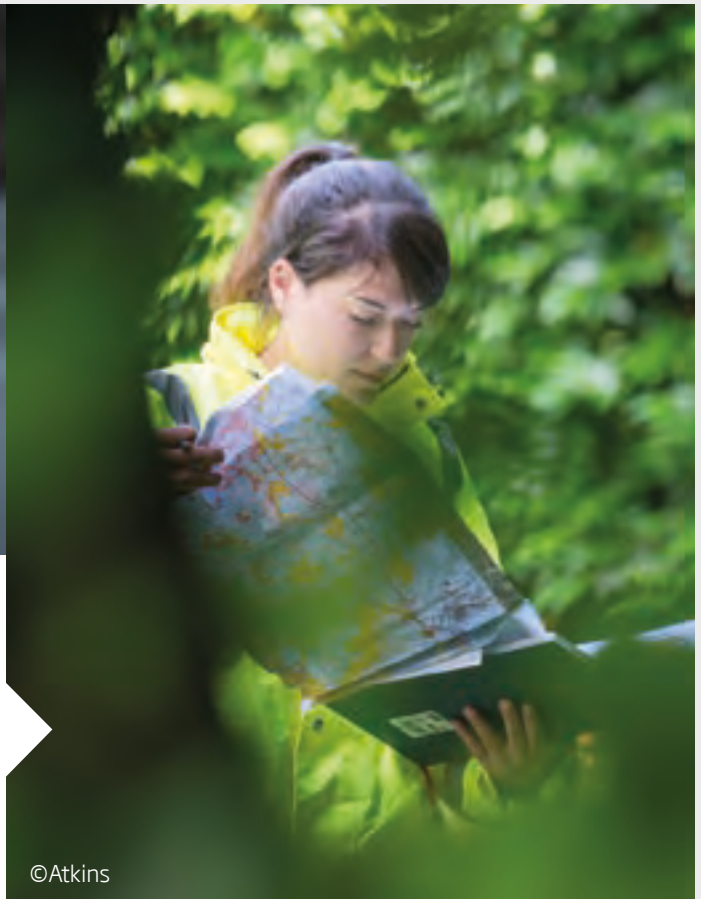
[Find out more →](#)



©Atkins

Atkins has a variety of flexible working or part time opportunities advertised on it's careers website.

Atkins are committed to supporting the long-term career development of women into senior roles across the business.



©Atkins

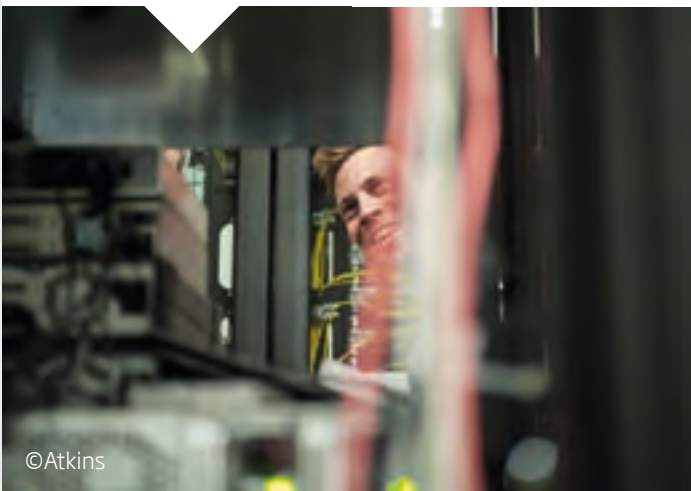
Having reached the end of a four-year gender balance improvement plan, Atkins is now working on the next phase of its diversity strategy which will hopefully align with the 10 steps approach endorsed by the RAE.

The four-day Women's Development Programme has so far seen 320 of Atkins women complete the course, with 18% having achieved a promotion or a new role since attending.



©Atkins

Atkins has recognised the business benefits of having a more diverse business, leading to better client relationships, creativity and behaviours within teams.



©Atkins



©Atkins

Background, aims and objectives

In 2011, the board of WS Atkins plc made commitments to diversity and inclusion (D&I) following the publication of the Lord Davies report²⁸, which challenged the shortage of women operating at board level in publicly quoted companies.

Atkins recognised the business benefits of having a more diverse business (in terms of better client relationships, creativity, financial performance and behaviours within teams), and each regional business was required to develop an action plan setting out how it intended to improve diversity within the business.

In the UK, it was agreed that the focus initially would be on improving gender balance and, as such, Atkins's UK Leadership Team prepared a Gender Balance Improvement Plan (GBIP), setting out the actions and measures that the UK business proposed to take over a four-year period to improve gender balance. The overall objective was to support the long-term career development by women so that, over time, they become a greater proportion of the senior population.

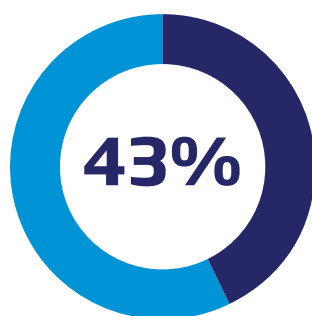
The GBIP set out some proposals that would be implemented across the whole UK business, but it was up to each division and corporate function within the UK portfolio to translate the GBIP into their own GBIP with actions and specific targets relevant to the demographics and needs of that business unit.

Activity within the GBIP focused on five main areas:



²⁸ Women on Boards <https://www.gov.uk/government/publications>

Impact of flexible working



43% of employees believe that flexible working would help them with stress.

Source: YouGov Flexible working survey for Opportunity Now 2011

Specific initiatives

Candidate attraction – website

Atkins felt that its external website could be more attractive to a broad range of applicants by emphasising the importance of collaborative skills and valuing the contribution that each individual is able to make. The website now clearly demonstrates its commitment to improving gender diversity using images that depict a wide range of employees and celebrating the achievements and awards of some of their underrepresented people groups (for example, projects led by female engineers).

Candidate attraction – flexible working

Atkins has put in place industry-leading flexible working policies and practices that are a key part of its strategy to attract high calibre applicants (both women and men, as 23% of Atkins employees who have flexible working arrangements in place are men).

It has created a range of flexible working options (including working 35 hours over four days, home-working, job-sharing or term-time hours) and has raised awareness of these options, both internally and externally, through a suite of nine videos that show how flexible working has made a big difference to the lives of some employees (<http://careers.atkinsglobal.com/flexible-working>). The aim of the videos is to tell the story of flexible working at Atkins through the real stories of their employees so people can connect and empathise with how it could benefit them.

The reality is that not all jobs at Atkins can be worked flexibly, but hiring managers are encouraged to think about what is possible and candidates can filter their job search for jobs with flexible working opportunities. Currently, 243 out of 1,003 live roles (24%) have been tagged and made searchable as suitable for flexible working.

Recruitment – suppliers

Atkins worked with its Tier 1 and Tier 2 recruitment suppliers to make sure that they were aware of, and aligned to, the gender balance strategy. This commitment is written into their contracts. Other recruitment suppliers were also invited in to learn about the gender balance strategy in more detail and what Atkins was trying to achieve.

Recruitment –

interviews/selection

Line managers are given a guide to aid conversations about flexible working at interviews, and Atkins has also produced an e-module so managers can understand more about flexible working and how they can discuss it with their people. All job descriptions were reviewed to make sure they mentioned collaborative behaviours and, where possible, interview panels have a balance of male and female interviewers (when men are being interviewed as well as women). All interviewers attended a selection skills training course and e-learning module followed by a lunchtime training session with a focus on unconscious bias and how it can impact decision-making.

Development – Women's Development Programme

Atkins realised that it lacked gender-specific career development activities, so it developed a four-day programme called the Women's Development Programme. Information was published on the intranet, and women put themselves forward to attend. Two cohorts have now attended (a total of 320 employees), and of the 2013/14 cohort, 18% had achieved a promotion or a new role since attending the programme, 95% said that they had a more proactive approach to career progression and 98% said that the programme contributed to business improvement.

Development – D&I training

Diversity awareness training is now included in the learning and development portfolio, and any other training programmes targeted at team leaders or managers now incorporate an element of diversity awareness. This is also the case with the senior manager and graduate development programmes.



Development – flexible training options/ meeting flexibility

To accommodate different working patterns, and to minimise the impact on employees' personal lives, wherever possible, training programmes are developed to use blended learning to minimise the nights spent away from home. More generally, there was a culture around scheduling meetings that put up barriers for some employees (for example, early morning meetings that required significant travel or stopping late for a drink). Employees were encouraged to think about scheduling meetings to be inclusive for all, including those with family commitments or with flexible working patterns. Employees were empowered to speak up and say if a meeting time didn't work for them.

Engagement and retention – women's network

A women's network was in existence at one of the main Atkins offices, but the decision was taken to expand this and establish it across several UK offices with appropriate support to enable it to grow. In smaller locations where there weren't enough women to form a network, a toolkit

was supplied with some ideas for smaller groups, which focused on what you could achieve with two or three people working together or how they could link into the wider network.

Engagement and retention – industry awards

Recognising the critical importance to women of having visible (senior) role models, Atkins supported senior women with gaining external recognition through awards and internal recognition for any special project successes or areas that could be showcased. Internal communications were used to send the message of the business benefits for Atkins of improved gender balance.

Engagement and retention – exit interviews

An external company conducted exit interviews for female managers who had decided to leave the organisation. In addition, HR business partners had an extra and more in-depth conversation with women leaving at senior levels to really understand the reasons for leaving.

Senior promotions

Atkins found that women were less likely to proactively seek promotion to senior grades than most men, and, where a senior promotion was suggested as being possible, some women doubted their ability to demonstrate adequate evidence to what is probably a panel dominated by men. To counteract this issue, divisions had to demonstrate gender balance in their promotion recommendations, succession plans and shortlists for senior roles. Nominations for development programmes were also monitored to ensure that these were being made available to all.

Impact

- There have been 9,985 views (8,867 unique visits) to the new, dedicated and flexible working page on the careers' website (as of March 2015).
- The nine videos promoting flexible working champions have been viewed 20,073 times (as of March 2015).
- Atkins won 'Top Employer' and 'Innovation in Flexible Working' at the 2013 workingmums.co.uk awards.
- There has been a 5% decrease in female attrition.

Hints and tips

- In contrast to other organisations, Atkins made a conscious decision not to offer female-only apprenticeships and graduate schemes. Its approach was to put in place a candidate attraction strategy that would attract as wide a range of applicants as possible and increase the numbers of female apprentices this way. In 2014, there was a 1% increase in the number of female graduate hires (26% of the graduate intake was female) and an 11.5% increase in the number of female apprentice hires (19% of the apprentice intake was female).
- When launching development programmes aimed at minority groups, consider the nomination process carefully. Potentially, line managers could be blocking access to these programmes, so think about whether self-nomination may be more appropriate.

Next steps

Having reached the end of a four-year gender balance improvement plan, Atkins is now working on the next phase of its diversity strategy. The starting point in developing the new focus will be to use the WISE 10 Steps diagnostic tool with three key groups: 1) the operational leadership team; 2) the HR leadership team; and 3) practice directors from each business area. The results of this diagnostic exercise will then be used to plan diversity activity and initiatives over the next five years. While the focus will remain on gender, the current gender balance focus group will evolve into a diversity and inclusion steering group, looking at what needs to be achieved for all different employee groups within the organisation.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

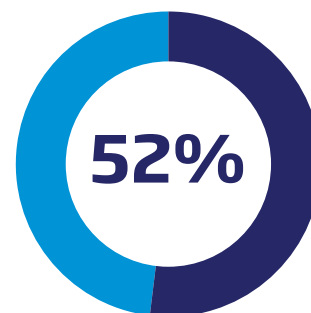
- Employee networks.
- Flexible working.
- Job advertising.
- Strategy.
- Supplier diversity.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk

Impact of flexible working



52% believe flexible working would make them happier.

Source: YouGov Flexible working survey for Opportunity Now 2011

BAE Systems

Attracting diverse candidates through flexible working

BAE SYSTEMS

INSPIRED WORK

Company information

BAE Systems designs, builds and supports advanced defence, aerospace and security solutions that provide a technological and performance edge. Our proud heritage of innovation continues apace today and we have some of the best and brightest people pioneering tomorrow's technology for today. With some 83,400 employees in 40 countries our work goes beyond our products and services, creating real economic value in the communities we work, supporting companies and partners in our supply chain and safeguarding commercial interests in the physical and virtual world.

Diversity and inclusion themes

- ✓ Using role models
- ✓ Challenging bias
- ✓ Building staff networks
- ✓ Flexible working

[Find out more →](#)



Jenny Westworth,
Senior Manufacturing
Engineer, Military Air
and Information.

BAE Systems has introduced Smart Working to create a flexible working environment.

It is essential that our leaders act as role models.



Diversity encourages innovation.



Background, aims and objectives

BAE Systems recognises that a diverse workforce with employees drawn from all backgrounds encourages innovation, raises employee engagement and improves productivity. The company is working hard to create an inclusive environment in which each employee feels valued, can be themselves and has the opportunity to fulfil their potential and contribute to the success of the business.

As an organisation that relies on continuous innovation and creativity, there is clear recognition that inclusion at all levels of the organisation will deliver better business performance. The changing nature of the business requires collaboration and willingness to refresh and renew capabilities, nurturing the skills of longer-serving employees and taking on new employees for new ideas and problem-solving techniques.

Steve Fogg, managing director for munitions and shared services and executive committee sponsor for diversity and inclusion, said,

"I am proud to be the business sponsor for diversity and inclusion across BAE Systems. By recognising and embracing each other's differences, we can harness them to build and strengthen relationships. This will help us to maintain and recruit talented people, outperform our competitors and support our business needs."

BAE Systems Diversity and inclusion vision

To have an inclusive global work environment where all individuals are respected, and where our diverse workforce is effectively managed to improve business performance and enhance our competitive advantage.

Support total performance by utilising the Diversity and Inclusion Maturity Matrix to facilitate progress on D&I.

Recruit the best talent into our business, attracting and hiring at least in line with labour force demographics.

Develop and utilise all of the talent and skills we have available, growing the diversity of talent at senior levels.

Strengthen our attractiveness as an employer by motivating and engaging all of our people, and delivering positive employment experiences.

Strengthen our position in global markets by increasing our awareness and understanding of the value of differences and developing our competence in inclusive behaviours.

BAE Systems Diversity & inclusion commitment

Customer focus – a more diverse workforce has a greater range of skills and capabilities, which helps us to better understand our customers and their requirements.

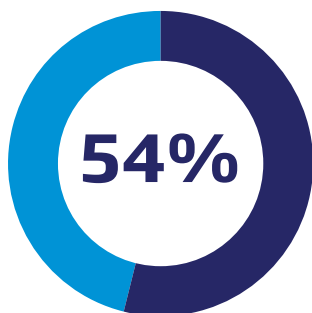
Financial performance – creating an inclusive workplace increases employee engagement, leading to improved productivity and better employee retention.

BAE Systems is committed to the following:

Programme execution – diversity encourages innovation by bringing in new ways of thinking while helping us attract the best talent from all backgrounds.

Responsible behaviour – creating an inclusive work environment is consistent with high standards of business conduct and helps protect our reputation.

Work-life balance



54% of women with children leave the workplace to get a better work-life balance.

Source: Project 28 - 40
<http://tinyurl.com/n9vwnqy>

Specific initiatives

Attracting more diverse candidates

BAE Systems' workforce has in the past been heavily skewed towards more traditionally male-dominated skills such as engineering and manual skills (eg electricians and welders). Furthermore, their main sites are often in geographic locations that are less diverse than major cities, and therefore, the challenge of attracting applications from a broader pool is a real one. This is further compounded by the lack of women studying STEM subjects and pursuing careers in the STEM sector.

To attract more diverse candidates to apply for jobs in the organisation, they have taken a number of different approaches.

Firstly, they have partnered with a number of external organisations to attract more women to join the organisation including Women in Science and Engineering (WISE), the Women's Engineering Society, WorkingMums.co.uk, diversityjobs.co.uk and The Diversity Group directory, Stonewall Proud Employers, Outstanding and Business in the Community. They have also developed a partnership with the Windsor Fellowship Trust where they offered 25 summer intern places as part of their 2014 internship programme to individuals who were female and/or from a Black, Asian or minority ethnic group.

Secondly, the organisation's diversity networks have supported local/national recruitment campaigns and participated in one of the UK's largest early educational STEM programmes. More than 300 active school ambassadors, 35% of whom are women, help make female role models visible. Female graduates and apprentices visit schools, colleges and universities to explain and demonstrate the benefits of a career in engineering, and online resources have also been designed, showcasing engineering as an accessible, exciting and rewarding career option for both young women and men.

Finally, there is a focus on ensuring there are appropriate and diverse role models on the graduate and apprentice websites and at campus fairs, and the company also regularly publicises the success of female graduates and apprentices in national, regional and trade press and journals in addition to extensive promotion through social media.

Unconscious bias training

To ensure their recruitment process is as fair and transparent as possible, in 2013, BAE Systems launched unconscious bias training for all of its leadership population. A total of 6,200 leaders completed an e-learning module and facilitated conversations. A proportion of this training specifically focused on recruitment and talent development to prevent unconscious bias in resourcing.

Smart working

BAE Systems has introduced a bold and innovative approach to flexible working (smart working), which has produced significant business benefits. This has been implemented within the naval ships business—a unionised shipbuilding environment historically reliant on fixed working hours and a traditional management style.

The specific objectives for implementing smart working were to:

- Create a modern working environment.
- Enhance and improve employees' work-life balance.
- Improve employee engagement and promote increased diversity and inclusion in the workforce.

There was also the expectation that flexible working would have additional business benefits, such as

- Improving the company's employment proposition and our ability to attract the best candidates.
- Reducing turnover/increasing retention.
- Reducing the cost of overtime.

Previous employee surveys and focus groups highlighted that the prevailing culture dissuaded employees from working flexibly even if they had the option to do so. Furthermore, part-time employees were concerned that they might be perceived as less committed than their full-time peers. Smart working was introduced against this backdrop and is now available to all office-based staff in naval ships via two distinct propositions:

For professional staff:

- A significant reduction in core hours required each day.
- The ability to shorten and lengthen working days to suit business and personal needs.
- The ability to bank additional hours worked.
- A flexible lunch break of up to two hours.

For managers:

- No core hours and no formal leave approvals required.
- Expectation that these employees will manage their time effectively to deliver successfully against objectives and meet personal commitments as needed.

The smart working communications campaign included a dedicated Intranet site with case studies, supporting documentation for managers and facilitated conversations with teams, ensuring they felt genuinely encouraged, empowered and trusted to work in a different way.

Leadership commitment was also vital, and members of the management committee acted as role models and personal sponsors, making it clear that smart working had the full support of senior leaders.

Impact

Smart working is subject to regular review and evaluation to measure its impact since its introduction. The review includes employee focus groups and analysis of all available data. Findings include:

- To date, flexible leave has been utilised by 76% of in scope employees, often to accommodate absences that would otherwise have been 'paid leave.'
- The need for better work-life balance was the highest rated priority for employees in terms of employment proposition. Employee feedback now consistently suggests that the ability to flex the working day supports this balance in the following ways:
 - Easing childcare commitments.
 - More convenient time to assist elderly relatives.
 - Using the gym at better times.
 - Avoiding rush hour traffic.
 - Attending personal appointments.
 - Allowing parents to return to work with greater ease after the birth of a child.
- There was also consensus across the focus groups that flexible working had affected workplace culture in the following ways:
 - 'Face time' felt to be less important and more acceptance of flexibility generally.
 - Reduced 'long hours' culture.
 - More relaxed office atmosphere.
- Consistent focus group feedback indicates that new candidates have a different perception of working at naval ships and that retention has also improved.

Challenges

One challenge is to ensure that the organisation continues to improve the overall employment proposition and stay abreast of 21st century thinking in relation to flexibility for all employees, particularly in view of changing demographics. Investing in new technology will also play an important part in allowing employees to exercise a greater range of options for delivering against objectives and achieving new levels of work-life balance.

Hints and tips

- Leadership commitment is vital, and it is essential that leaders act as role models to visibly sponsor any new initiative. The managing director of BAE Systems states: "I've been really encouraged to see that many of you are considering your own approach to working in a more flexible way...I've personally embraced the principles of smart working and now finish early most Fridays to collect my kids from school".
- Recognising that it isn't possible to quantify fully the benefits that a new initiative might prior to launch, a 'leap of faith' may be required to bring about cultural change.

Next steps

- Monitoring and evaluating the impact of the recently-introduced working from home option where any desk-based employee can work at home for a maximum of two days per week. More generally, reviewing and continuing to develop the employment proposition, particularly in relation to generational differences in motivations and expectations.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Job advertising.
- Recruitment and selection training.
- Role of leadership.
- Flexible working.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



BP

Developing strategy and networks



Company information

British Petroleum (BP) is one of the major oil and gas companies in the world. The British company originated in 1908 as Anglo-Persian Oil Company. Since 2013, the multinational company works in 80 countries employing around 70,000 individuals.

Diversity and inclusion themes

- ✓ Developing leadership
- ✓ Diversity as business imperative
- ✓ Building staff networks
- ✓ Sharing good practice

[Find out more →](#)



Customer refuelling at Shepperton service station.

Andrew platform.



Engineer conducts a walk down at the refinery.



BP Process Technician teaching at Sirius Academy - Kerrie Hutchinson, Process Technician, Hull.

BP Operators in discussion at Whiting refinery.



Students race to put on personal protective equipment.



Background, aims and objectives

As a multinational company, BP has focused on diversity and inclusion (D&I) for a number of years. Its aim is for its workforce to fully represent the societies in which it operates and also to attract, motivate, develop and retain the best talent from communities around the globe. BP believes success comes from the energy of its people.

Through the values of safety, respect, excellence, courage and one team, BP creates an inclusive working environment where everyone can make a difference and give their best.

BP focuses its efforts across several diversity strands as outlined in its D&I policy and code of conduct. Additionally, it specifically holds internal global goals for women in leadership – 25% of its top 400 leaders and 30% of its senior level leaders to be women by 2020.

BP has five D&I ambition elements

Strategy

D&I is an explicit part of our core values and strategic planning processes.

Leadership

Executive leaders are accountable for leading D&I and represent the diversity of the organisation.

These five areas provide a framework to prioritise D&I activity, and all initiatives must show alignment to one or more of these elements.

Capability

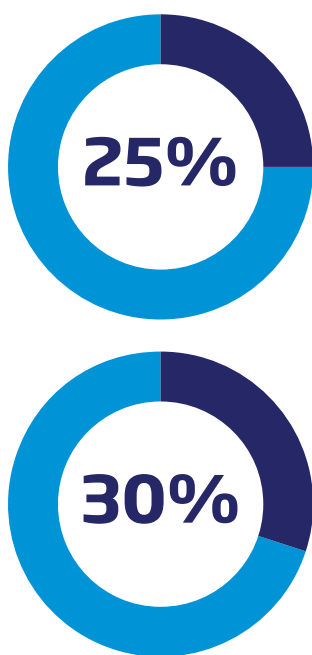
We are all responsible for growing, developing and retaining our diverse talent pool.

Culture

Our working culture enables different generational, cultural and personality styles to flourish.

Improvement

Consistent reporting mechanisms track progress.

BP diversity and inclusion aims

We aim for 25% female group leaders and 30% female senior level leaders by 2020.

Source: BP Diversity and Inclusion website www.bp.com/en/global/corporate/careers/working-at-bp/diversity-and-inclusion.html

Specific initiatives

Employee networks, known in BP as business resource groups (BRGs), are a key part of BP's D&I strategy. Groups of volunteers come together either on a local basis (at a specific site or location), nationally or internationally, to support the businesses in driving activities that fall within BP's five D&I strategy areas. These volunteer networks have been in place since the middle of the last decade and include the women's BP WIN networks, BP Pride (LGBT) and several BRGs for ethnic minorities, working parents, cross-generational working, new hires, employees working outside their home countries, people with disabilities and, specifically in the US, veterans.

Each business resource group is required to have a business mind-set and develop a plan for the year aligned to the five strategic D&I ambition. These plans are regularly monitored, and progress is reviewed at the end of the year. In this way, there is a clear strategic focus and alignment while encouraging each BRG to take responsibility for planning and monitoring their activity.

A key collaboration tool is the use of the internal social network, Yammer, which is used to share activities, learn from other groups and encourage online debate and discussion.

Rebecca Moore, who co-founded the Swindon women's network (BP WIN Swindon) in 2013, started by getting a group of 40 – 50 volunteers together to brainstorm the key issues impacting women. One of the key findings was that there was a hesitancy to promote oneself internally. Some female employees were feeling disillusioned by not being promoted but felt that networking was embarrassing, too orchestrated and unnecessary. On the back of this feedback, events such as 'Brand Me' and 'Network Me' were organised, aimed at personal branding and networking. They promoted 'being good is a given, what's important is being known to be good' and included guest speakers, a workshop on effective networking and a speed networking event with 20 senior leaders. Future events will focus on mentoring and sponsorship.

Jean Sweeney is involved in BRGs at BP's Hull site. What started off as a Women's International Network (WIN) with a pure focus on gender has now evolved into a BRG steering committee with a broad remit to

create a fully inclusive environment for all. This approach makes sure that everyone on site can get involved in D&I activities while still allowing employees to link in with specific BRG activities in the wider BP. The new combined committee are still planning their approach, but the focus will be on tangible actions that people can take to improve inclusion.

Andy Smith is involved in BP Pride UK, a BRG for LGBT employees (there are also chapters in the US and Asia-Pacific). The main activity in 2014 was the development of a Straight Allies toolkit, an online toolkit aimed at straight allies who want to understand LGBT issues and how they can support colleagues, friends or family who are experiencing these issues.

The toolkit was developed following information received from the annual employee feedback survey. The toolkit is in two parts: the first section is designed to raise awareness through a quiz examining stereotypes and misconceptions; the second section has senior leaders talking about how they perceive the Straight Allies programme. This initiative was developed in the UK but has been rolled out across BP and published on the BP Intranet for maximum visibility. Yammer has been used to improve the impact and make sure that the toolkit is readily accessible to all.

Impact

In the 2014 Race for Opportunity Awards, BP achieved the shortlist and Big Tick in the Employee Network Award for its UK-based BRG, BP PEN (Positively Ethnic Network). BP PEN was set up in 2006 and continues to promote the inclusion and representation of ethnic minorities across BP in the UK through targeted programmes in recruitment, mentoring, professional development and cultural awareness. In the Champion Award category, the founder of PEN, Charles Thompson, won for his immense contribution to the network, which he also chaired from 2006 to 2011.

In 2014, Stonewall, BP and the Royal Academy of Engineering joined forces to hold *Data-Driven Diversity: The Facts about Being LGBT in Engineering*, an event focusing on lesbian, gay, bisexual and transgender engineers and why the sector as a whole was not as mature in diversity and inclusion as other sectors (eg banking and law). The event was very successful with over 100 attendees and significant press and social media coverage.

In the 2015 Stonewall Workplace Equality Index, BP was the top-placed company from the oil and energy sector, sitting at 22nd place in the overall list. BP reached 137th place in the index in 2014 and 267th place in 2013. The company is also recognised in the top 10 in the Stonewall Global Index for the progress that's been made around the world, most notably in the Asia Pacific region, as well as a 90% attainment in the US equivalent WEI.

Challenges

- Be conscious and aware of potential negative reactions from some employees in the organisation who aren't the target of D&I initiatives.
- Specific initiatives are great, but the difficult part is how to embed these into 'business as usual' activity within the organisation. This is the current challenge for BP Pride with the Straight Allies toolkit.

Hints and tips

- Have a clear strategy and policy that all D&I activity needs to be aligned to.
- Ensure senior leader buy-in and visible support. At BP, top level support for D&I objectives is very visible. Employees know that they will have the support of their line manager to get involved in BRG activity alongside their day job. They are asked to ensure those priorities are

signed off in their annual performance objectives by their line manager.

- Ensure that there are opportunities for networks in different locations to share activity and learnings through Intranet information and social media.
- Encourage BRGs or employee networks to have a business mind-set. What are their goals? What is the strategy? How can we monitor progress?

Next steps

After four years of embedding a system-wide framework for prioritising D&I activity, BP are building on that with three areas of focus:

- Continuity - the framework remains in place, it's good for all seasons and helps everyone keep focused on what progress looks like.
- Broader ownership - building the capability much more widely among leadership to ensure they bring D&I further into the daily way they do business.
- Governance - to continue to improve consistency and efficiency, BP has established a company-wide D&I policy that outlines the accountabilities around certain activities within their framework.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Employee networks.
- Strategy.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



CGL

SME achieves gender balance



Company information

Card Geotechnics Limited (CGL) is a geotechnical and geoenvironmental consultancy firm. The company has been in business for 21 years and is made up of 50 team members that are based in offices all over the UK.

Diversity and inclusion themes

- ✓ Flexible working
- ✓ Transparent career progression
- ✓ Sharing good practice
- ✓ Using role models
- ✓ Supporting retention and development

[Find out more →](#)



For CGL making people feel part of a team is vital.



To deliver on demanding projects CGL has to attract and retain the very best people.

Background, aims and objectives

CGL is committed to fostering an inclusive working environment and is proud to be the first small - to medium - sized enterprise (SME) in the science, engineering and technology sectors to be recognised by the UK Resource Centre (Now WISE) for its work on equality of opportunities.

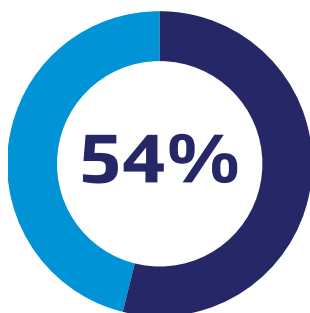
CGL was also the first SME to sign up to the Industry-led 10 Steps and to join the Royal Academy of Engineering Diversity Leadership Group.

CGL wants to recruit the best possible candidates in the marketplace and, therefore, wants to ensure that it is drawing talent from a wide and diverse pool. There is an expectation in the company that the gender balance will reflect that of the general population. CGL wants to ensure that it maintains high levels of staff retention. As a small company, it believes that lower staff retention will make its plans for growth more difficult to achieve. CGL believes that gender balance creates greater stability and that equality at all levels leads to better decision-making.

In terms of D&I strategy, CGL seeks to be gender-blind in terms of recruitment, opportunities, pay, conditions and career development. The company also recognises that people need to balance their work and personal life and supports employees in this.



Female role models



54% of women agreed there are few female role models in their workplace.

Source: Opportunity Now Project 28-40
STEM Sector Insight
<http://tinyurl.com/nbaoszv>

Specific initiatives

Flexible working

In line with current legislation, CGL's policy enables any employee to apply for flexible working. All requests are considered on an individual basis, and arrangements vary according to individual needs. For example, there are staff who work a nine-day fortnight, a four-day week or work from home. There are examples of both men and women in senior positions working flexibly, and because the arrangements are well thought through, the office operates extremely efficiently. Ten percent of the workforce have informal arrangements with managers regarding flexible working.

To demonstrate its commitment to making flexible working work, CGL has implemented a remote desktop system so that employees are able to work from home and still have access to the same systems they would have in the office.

Supporting career progression

At CGL, professional development and talent development (Strengthscope™) sit alongside each other. To support career progression, six monthly appraisals are used as an opportunity for employees to discuss with the senior line managers, among other things, the question 'What now?' Development activities are tailored to individuals' needs and aspirations, and they receive support with deciding what to do next and what support/training they need.

In terms of professional development, there is an expectation that all technical staff will become chartered, and there are training programmes in place to support this. In terms of the support team, there is the opportunity to pursue qualifications, for example, in human resources, post graduate qualifications, NVQs, etc.

Beyond these, there is encouragement to seek higher recognition as SiLC (Specialist in Land Contamination) or ROGEP (Register of Ground Engineering Professionals).

Once employees have completed their Chartership, they may gain additional management qualifications and experience via the Chartered Management Training Programme. For example, one female director is currently studying for an MBA with the Open University to help her get to board level.

Employees choose the most appropriate route for them from a number of options such as a second chartered status, continuing to develop their specialism or a stronger management route. CGL also has a bespoke system developed by the Chartered Institute of Managers, which enables employees to choose from a selection of online courses to help them work towards chartered manager status.

Training or professional development activities are monitored by CGL using data collected and reported monthly. This enables the company to track the gender diversity of the company, time of service with CGL, average age, utilisation of staff by grade, sickness days, training days, etc. and compare them as trends over the previous year or six-month period. It is then presented as the CGL 'PULSE', a kitchen poster in each office, each month.

In terms of talent development, CGL has supported employees to understand their individual strengths and the strengths of their team. All employees were invited to complete a 'Strengthscope™' questionnaire, which provides participants with information about:

- Their personality and performance strengths.
- The tasks and activities that are most likely to energise them and lead to high levels of engagement.
- The likely consequences of using their strengths too much, too little or in a way that isn't appropriate for the situation.
- The extent to which they apply their strengths optimally in the way they approach their work.
- How visible their strengths are to co-workers and key stakeholders.

Following completion of the questionnaire, all employees received an individual report and had an individual session to help them identify their three key strengths. CGL used the 'Strengthscope™' to understand team strengths, where they double up, any gaps and how these can be addressed. Ultimately, they would like employees to better understand their own and others' strengths and how to work together even more effectively.

An additional assessment scheme, Insight by Colour Works, has been used to assess senior team members and new joiners.

Role models

Due to the gender balance CGL has achieved across different roles in the organisation, it has been able to provide strong role models both internally and externally. In terms of using role models, CGL has worked closely with UKRC, who originally contacted the company to talk to graduates. However, this evolved into developing case studies and supporting the EU Funded GECE E Toolkit, <http://gender-competence.eu/en/toolkit2>. CGL assisted UKRC in developing a video case study of the work they were doing on gender equality in the organisation. The video showed three CGL women, and two other members of the site team, that demonstrated women's contribution to construction from dumper truck driver to project director. This gave CGL the further opportunity of creating role models for other staff, employees across the engineering sector and young females aspiring to STEM entry.

Impact

Overall, CGL believes that its activities to foster an inclusive culture have had a positive impact on staff retention and have enabled the company to increase the skill levels of its workforce.

There is currently a good gender balance in the organisation—women make up 46% and men make up 54% of the overall workforce, and four of the six people on the senior management team are women.

CGL was the first SME in its sector to achieve the SET Fair Standard in 2010. It is very aware it can be a resource for successful women role models for the profession through STEM, WISE and SATRO.

CGL conducts an annual staff survey, which regularly indicates positive employee feedback and that they appreciate being treated professionally. It is strongly believed that staff retention is enhanced by flexible working conditions.

Responses to the staff survey in relation to development indicate that 95% of employees believe that CGL is committed to talent development and supports individuals in the achievement of appropriate levels of personal development. Also, 95% of employees believe that CGL

offers them opportunities for personal growth and has encouraged them to stretch and challenge themselves and maximise their potential.

Challenges

Some concerns were raised that the company could be overdriving the women in the engineering story and that there was a potential risk of alienating men. To address this, CGL developed a 'MISE' award ('Men in Science and Engineering') on their team day. Prizes included 'Yorkie Bars' for best lycra clad male cyclist and for tea making. This demonstrated the maturity in the gender diversity process in CGL, allowing the focus to be seen as both balanced and capable of developing fun.

A further challenge for CGL is to maintain what it has achieved so far and to ensure that it retains its staff. CGL aims to continue to do what it is doing in a way that is appreciated, to be flexible to any new challenges and to stay aware of what other organisations are doing. CGL is also working on raising its profile in different areas, for example, by being recognised first with the IIP Gold Award in 2014 and entry for the Sunday Times Top 100 employers in 2016.

Hints and tips

- Do not be afraid – do it and run with your convictions about what is right. SMEs can quickly develop a critical mass which can be built from.

Next steps

CGL plans to set the following targets in 2016:

- Sign up at least 75% of all graduates to STEM ambassadorship.
- Sign up at least 75% of CGL female engineers as WES members.
- Raise the profile of more senior female staff to provide positive role models.
- Produce an article on the benefits of gender diversity to SMEs in engineering for IoD or CMI where we are business or personal members.
- Canvas the idea of a pamphlet for SMEs showcasing the work they have done – 'We did it, so you can too'. This is intended to be a guide similar to those produced by WISE/WES or RAEng/ACE.
- Identify an internet host/server/university and work with them to set up a 'ladies who engineer in the UK' pen portrait site.

In addition, a member of CGL staff is to be seconded to WISE for about four weeks in the autumn as part of her own professional development.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Transparent career progression.
- Flexible working.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



Regina Tumblepot Crossrail Apprentice of the Year and Trade Apprentice of the Year 2013.

CH2M

Networking Employees



Company information

CH2M is dedicated to tackling its clients' toughest infrastructure and natural resource challenges with optimism and imagination. The professional services that CH2M provide are project management, programme management, consulting, design-build, operations management, construction management and design. Some projects it has been involved in include Crossrail, Thames Tideway Tunnel and High Speed 2. The organisation employs approximately 26,000 staff worldwide, with around 3,500 in Europe.

Diversity and inclusion themes

- ✔ Sharing good practice
- ✔ Building staff networks

[Find out more →](#)



Sharing good practice and developing new skills with Bridges to Prosperity.



Graduate networking and development.

Networking across the globe.

The JuMPers working with local communities.

Women's Network from across the UK.



Corporate Responsibility: Working with Social Mobility Students.



Background, aims and objectives

CH2M feels that there are strong business advantages of having a diverse workforce. It strives to create an inclusive culture that fosters diversity and a more connected and creative workforce.

The company values the ability to effectively represent a diversity of clients and to be able to draw on different perspectives to provide the best possible solutions. CH2M takes a 'top-down' approach with their CEO, Jacque Hinman, leading the journey to a more diverse workforce.

CH2M is an equal opportunity employer, recruiting around 40 apprentices and 100 graduates per year. The company is looking to improve voluntary turnover rates of currently 10%-11%. It recognises that focusing on creating an inclusive culture is likely to help improve staff retention.

CH2M aligned vision, mission and goals

Vision

To help make CH2M the workplace of choice for junior and mid-level professionals (Grade 1 - 7).

Mission

To foster a culture within the UK that invests in developing the future leaders of CH2M, to maximise the potential of junior and mid-level staff, to better understand and bridge the generational gaps and to enhance morale and retention, ensuring CH2M's position as an industry leader.

Goals

Promote best practice in HSE during JuMP UK events and communications.

Achieve at least 75% participation of JuMP UK network members by December 2014 at a minimum of two events.

Improvement in members' satisfaction regarding their perceptions of their career development.

Spend 90% - 99.9% of allocated budget on the JuMP UK network each year.

Link with other CH2M networks, understand each other's remits, look to leverage any synergies and advertise 'open' events to non-members.

JuMP Legacy - Track the number of JuMPers who are promoted to management grade (Grade 8 and above).

Positive networking



Almost half of 18 to 24-year-olds are interested in joining employee resource groups (ERGs).

Survey: Employee Resource Groups Help Engage Gen Y Workers
<http://tinyurl.com/oys6rlu>

Specific initiatives

Networks

CH2M has set up a number of networks open to all employees. The company encourages everyone to join and to share their knowledge and experience to help others develop. Their networks include:

- Black Employee Network Group – Harambee
- Hispanic Employee Network Group – Enlace
- Disability Group – Assist. Connect, Educate. (ACE)
- LGBTA Group (LIFE/Leadership Inspiring Full Equality)
- JuMP – Junior and Mid-Level Professionals Network
- Multicultural ENG – SHARE – Sharing Across Respective Ethnicities
- Veterans Network – VetNet
- Women's ENG

The JuMP UK network was created to help junior and mid-level staff to network more effectively and to support their professional development. The network is designed, driven, managed and owned by network members for the benefit of junior and mid-level staff. The network, events and communications are organised by the members around the UK, much of which is in their own time. Following the success of the water business group's JuMP network in North America, the UK pilot was started in 2012 with a restricted number of participants (~200) to see how it fitted in the UK. After a successful pilot, the company provided sponsorship so that the network could become fully fledged in 2013 and grow in 2014. In 2013, the UK network was rolled out to the wider group, and it now includes any junior to mid-level staff based in the UK. All markets and global enterprise services are represented. As a result, numbers have more than doubled since the pilot.

The network's activities are aligned with the business priorities, and these are communicated through the vision, mission and goals:

- Vision: To help make CH2M the workplace of choice for junior and mid-level professionals (Grade 1 – 7).
- Mission: To foster a culture within the UK that invests in developing the future leaders of CH2M, to maximise the potential of junior and mid-level staff,

to better understand and bridge the generational gaps and to enhance morale and retention, ensuring CH2M's position as an industry leader.

Goals:

- Promote best practice in HSE during JuMP UK events and communications.
- Achieve at least 75% participation of JuMP UK network members by December 2014 at a minimum of two events.
- Improvement in members' satisfaction regarding their perceptions of their career development.
- Spend 90% – 99.9% of allocated budget on the JuMP UK network each year.
- Link with other CH2M networks, understand each other's remits, look to leverage any synergies and advertise 'open' events to non-members.
- JuMP Legacy – Track the number of JuMPers who are promoted to management grade (Grade 8 and above).

JuMP UK involves many activities that are useful for the individual and the business. Typically, over the course of the year, activities would include three regional networking events, 12 discussion groups with senior executives and 12 career development lunchtime talks to support learning and development. These activities cover topics such as leadership, business development, mentoring, risk management, ethics and voluntary work. JuMP UK has a three-day annual conference with external speakers and senior leaders who focus on career planning. The network also encourages its members to find the right balance between their personal and professional lives.

Despite being an informal network, JuMP has a chair, a committee and subgroups. This gives the network structure and means that it organises its time effectively. Funding allows the members to host events and get involved in local initiatives. Finally, the network is a great way to drive a more flexible workforce. JuMP has been advocating movements across different sectors, projects and regions. JuMP plays an important role leading in every office and every project.

Impact

Career satisfaction survey results indicate that staff morale and retention has improved since the pilot of JuMP UK.

To further investigate the impact of JuMP UK, CH2M plans to track the number of 2014 JuMP members who are promoted to management Grade 8 and above.

This will allow the company to measure how effective the network is in helping individuals move forward in their career.

The network has provided good value for money as members donate their own time and energy because they see the benefits to both themselves and the business.

A number of mentoring relationships have arisen, providing further career development support for junior to mid-level employees.

It is also felt that the network helps to promote the CH2M culture and deepen understanding of the wider business and strategy.

Challenges

- Finding time: Investing in the time to get the right people involved—those who are willing and able to engage and drive the network.
- Getting initial engagement and demonstrating the benefit of membership: Focusing on the people who show initial interest—others will follow.

Hints and tips

- Be inclusive to encourage networking and knowledge sharing.
- Set up the governance, but keep it simple.
- Engage senior management and lead by example—at CH2M, the MD and the leadership team regularly engage with JuMP and the Women's Network.
- Be clear as to what you are trying to achieve with the network, especially when establishing the network.

Next steps

- JuMPers will be asked to volunteer to support One HR on their graduate recruitment drives such as acting as ambassadors and attending milk round events.
- There is a plan to build closer links to CH2M charities and initiatives (eg Social Mobility Foundation, STEM).
- In the future, all interns may be automatically made members and assigned a JuMP buddy to encourage their involvement. It is felt that this will help to support intern retention.
- JuMPers will be encouraged to name at least one mentor and to take on a mentoring role as part of their membership.
- All members will be asked to have a Performance Enhancement Process (PEP) goal relating to their level of engagement in JuMP activities/events.
- Following the conference, JuMPers are encouraged to take their developmental lessons back to their respective offices and deliver a team presentation to their peers and line managers.
- JuMPers are expected to continue to share lessons learned/support the roll-out of a Continental Europe JuMP network and keep sharing experiences with other employee networks.
- JuMPers will be working with One HR and senior staff to play a greater role in identifying and filling skill set gaps in the junior and mid-level grades.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Employee networks

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



IBM

A history of inclusiveness



Company information

IBM is a globally integrated enterprise operating in over 170 countries. Today IBM UK has around 20,000 employees, bringing innovative solutions to a diverse client base to help solve some of their toughest business challenges. In addition to being the world's largest IT and consulting services company, IBM is a global business and technology leader, innovating in research and development to shape the future of society at large. IBM's prized research, development and technical talent around the world partner with governments, corporations, thinkers and doers on ground breaking real world problems to help make the world work better and build a smarter planet.

Diversity and inclusion themes

- ✔ Leadership
- ✔ Diversity as a business imperative
- ✔ Flexible working
- ✔ Using role models
- ✔ Transparent career progression
- ✔ Building staff networks

[Find out more →](#)



IBM Innovators.

IBM inventor
Stacy Hobson.

IBM Fellows 2015
John and Donna.



IBM CEO Ginni Rometty.



Background, aims and objectives

IBM's culture of inclusiveness dates back to the early twentieth century and continues today. Virginia Rometty, IBM's Chairman, President and Chief Executive Officer sets out its current organisational diversity vision as follows:

"IBM thinks about diversity the way we think about innovation – both are essential to the success of our business. When we innovate, technology becomes smarter for clients and creates new opportunities for growth. When we incorporate diversity into our business, we create better innovations and outcomes. IBM has embraced diversity, and it gives opportunities for IBMers and our clients to achieve their full potential."

Reasons for diversity and inclusion focus within IBM

IBM operates in a global marketplace: we must position ourselves to communicate with and market to a diverse population, and if we want to succeed in developing and maintaining long-lasting relationships with our clients we not only have to understand their culture but also to integrate it in our relationship style.

Increased workforce effectiveness: we are more than 400,000 employees in 170 countries, and growing. Our people represent every part of the human family and must work across almost every conceivable human difference; most of us work virtually with colleagues we've never met. Regardless of our cultural differences, our mission is to provide services and products that match or even anticipate the needs of our client.

Diversity and inclusion are important to IBM for the following reasons:

Global competition for talent: our mission is to distinguish ourselves by creating an inspiring environment in which people can authentically be themselves and can fully express their potential. In other words we must position IBM as the employer of choice for all the generations willing to come and work with us.

Making diversity our advantage: we need diverse perspectives and talent to ensure and enhance creativity and innovation.

Within IBM, diversity has been divided into six different areas.

Gender: IBM recognises that women and men bring different skills and strengths to the work environment.

LGBT (Lesbian, Gay, Bisexual and Transsexual): Ensuring that all LGBT IBMers are treated fairly and equitably worldwide.

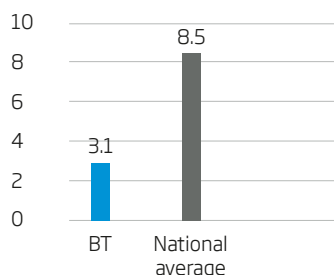
Cross-generational: Employee engagement, collaboration, career paths and knowledge management.

People with disabilities: IBM's focus on disability strives to eliminate disadvantage and provide support to employees with disabilities.

Work-life integration: IBM's work/life programmes help employees better integrate work, family, education and personal responsibilities.

Ethnicity/cultural adaptability: A more culturally diverse workforce initiates greater innovation and is necessary to serve an increasingly complex and global market.

Example of inclusive policies benefiting employee health



By offering flexible hours, BT has cut their average annual sick day count per employee to 3.1 days, compared to a national average of 8.5 days.

Source: Opportunity Now
http://opportunitynow.bitc.org.uk/research_insight/index

Specific initiatives

Attracting women into the IT industry
 IBM runs a number of programmes to attract females to a career in the IT industry. One of these programmes is the Girls Schools' Outreach Programme which was established in 2008 by the UK Women's Leadership Council (WLC). While research shows that girls consistently outperform boys in IT-related subjects at school, they rarely continue with these studies or choose careers in technology. It was recognised that in order to encourage more girls to think seriously about careers in technology, IBM needed to reach out and dispel the myths associated with the industry.

The programme aims to counteract the stereotypes associated with the IT industry, and longer term, to positively influence the representation of females on their intern, apprentice and graduate schemes. Since it was established, the initiative has developed into a highly successful programme for girls aged 15-16 years old. Organisationally it is recognised as a core programme, with every school matched to a mentor drawn from across the business at all levels and supported by the graduate and intern community. The significance of the programme is demonstrated by the regular participation of the UK and Ireland Chief Executive in the annual event which sees 120 girls invited to IBM's London office to learn about the breadth of opportunities; take part in activities; and hear from inspirational women at different stages in their career. The event is followed by work experience for more than 100 girls, delivered across four weeks in two locations.

Preparation for the work experience begins in class with girls submitting CVs to their teachers for nomination. Those selected then experience a mock interview with the mentors and other company representatives. During their work experience the girls participate in a variety of individual and group activities, shadow employees and gain practical experience to increase their knowledge and skills. Mentors also work with their school to develop a tailored programme of activities, for example:

- CV and interview workshops
- Career events
- Inspirational speakers
- Dragon's Den-style activities
- Insights into science and technology

While the programme is still sponsored by the WLC, leadership now resides with the UK foundation manager who has responsibility for the overall orientation, learning and career development of all new hires joining from school, college and university. This has resulted in greater integration of the programme within the business and an increase in the number of girls who are inspired to join the apprenticeship and placement schemes. Feedback indicates that two-thirds of girls who have attended events or work experience are likely or very likely to consider a career with IBM in the future.

The Dare 2B Different initiative was created in 2012 to support the growth of the Schools' Outreach Programme. The challenge was how to grow the size and reach of the programme further when the majority of volunteer mentors were based in London and the south east of England and all had busy roles within the business.

The solution was to involve IBM's newly recruited gap year students, the reasoning being that they were 'closest' to the target population and would have a fresh and different approach. These students have been encouraged to use their own personal experiences of the world of work to inspire the next generation of students. In practice, this has involved them reconnecting with their former schools and colleges to deliver the innovative and creative Dare 2B Different materials that have been specifically designed for the programme – and to share their own personal experiences of working. This includes telling their own journeys and insights as well as helping to open the students' eyes to the range of opportunities available.

The much reduced age gap between presenter and student increases the relevance of the messages and encourages questions that they may not have felt comfortable asking someone more senior.

Only three months after being given the challenge to create the programme, the initiative had been researched, designed, branded and was ready for delivery. Head teachers from schools across the country were contacted and helped shape the programme.

According to the Centre for Talent Innovation, organisations with inclusive leaders are 70% more likely to have captured a new market in the past twelve months.¹

Source: Opportunity Now
http://opportunitynow.bitc.org.uk/research_insight/index

In its first year, 185 schools were visited, reaching approximately 5,500 young people and exceeding IBM's ambitious target. The programme is continually refreshed with new ideas and enthusiasm as the leadership of the programme is handed over to a new team of gap year students every year.

IBM has also redesigned its on-line recruitment information to provide specific information for women considering a career at the organisation. The website profiles successful IBM women through the use of day in the life videos and provides short interviews with senior female executives answering questions such as "What advice would you give to a woman who's considering a career at IBM?" and "What female leaders or innovators do you admire?"

Flexible working

Flexible working is now an integral part of IBM's culture for all employees and not just for parents and carers; it applies to all jobs and at all levels. The organisation recognises that at different points in an employee's career they may require greater flexibility in the way they work (for example, as parents, carers or when transitioning to retirement). The flexible working options offered include reduced hours, job sharing, compressed hours, annualised hours and home working.

It is fully recognised that encouraging a culture of flexible working can lead to improved work life integration and consequently better employee morale and engagement. It is also highly valued as a great recruitment and retention tool. IBM Executives who work flexibly have been recognised in the Power Part-Time Top 50 Leaders list for the past three years.

Specific support for working families is also provided. IBM has engaged an external supplier to give employee's access to emergency childcare and eldercare if required. It also runs regular maternity coaching workshops and webinars and the online IBM maternity community enables women to have a point of contact for information, to share ideas and to find a buddy while on maternity leave and when returning to work. Fathers are given access to help, advice, research and support through a link up with the Fatherhood Institute.

Female role models and career paths

IBM has led the way in promoting female role models by producing the Technologista series, a way of showcasing IBM's leading women in technology roles. 12 videos have been produced under the heading Big Brains, Small Films, showing primary school-age children interviewing senior IBM women about their jobs and their careers and providing advice for those looking to follow a similar path.

Stories about these female IBM Technologists are also featured on the IBMblr website where there are 'day in the life' videos, posters and profiles of successful women such as master inventor Lisa Seacat DeLuca who has nearly 350 patents to her credit and is the only woman in IBM's history to receive the 100th Plateau Achievement Award.

During the course of 2012 and early 2013, IBM also carried out a research project involving IBM women executives from around the world. The objective was to learn first-hand from each of these women and document their collective executive journeys in order to offer insights to employees looking to become executives. The results of the survey were summarised and published in a document called Your Journey to Executive which outlines three key themes for successful career development identified from the research: 1) be visible; 2) plan your career; and 3) integrate work and life.

Mental health support

This is an area of current focus for D&I activity within IBM which includes communications, role model profiles and open honest discussion of mental health. Employees can also access guidance on managing mental health and stress on the intranet and there is a dedicated occupational health team who can advise employees on suitable adjustments to working patterns and refer them for treatment. There is also a stress management community where employees can support each other (for example by sharing useful materials and general advice from colleagues who have experienced stress or strategies that have worked for them). Finally, the employee assistance programme enables employees and their families to access expert guidance on a variety of problems: counselling, alcohol awareness, depression, financial concerns etc.

Reverse mentoring

IBM's CEO has championed a reverse mentoring scheme for his senior leadership team, who have in turn communicated benefits of this approach to others. The scheme was co-ordinated by the diversity team who asked for mentors from within the constituency groups (women, multicultural, people with disabilities, LGBT, and flexible workers). These mentors were then assigned to mentees within the senior leadership team. The relationships were refreshed every six months or so with a mentor from another group. The scheme was beneficial for both parties – mentors gained access to senior individuals in the organisation who they may not ordinarily have had contact with. Mentees gained insight into the issues and barriers experienced by others within the organisation.

LGBT initiatives

IBM's commitment to its gay staff is underpinned by a global diversity policy that explicitly references and bars discrimination based on sexual orientation. This policy is upheld regardless of the legislative context of the regions in which the

company operates.

IBM also has one of the most comprehensive employee relocation policies around and the company provides candidates chosen for relocation detailed information on the socio-political context in relation to sexual orientation. Where a posting is deemed to be unsuitable, alternative postings are provided to ensure that the employee would not suffer a detriment to their career progression.

A principal strength of the company is the Global LGBT Council co-chaired by senior leaders who act as visible role models on issues of LGBT equality and diversity globally. From speaking at internal and external events worldwide to regularly reinforcing the company's commitment to its gay staff in communications, they send an unequivocal message on the importance of LGBT equality from a very senior position in the firm.

The employee alliance for gay, lesbian, bisexual and transgender empowerment (EAGLE) is a global diversity network group set up by the company and operates in over 30 countries, including Russia, Singapore

and India. These networks have the express objective of enhancing the success of IBM by helping members be more comfortable and effective in the workplace. In 2015 the EAGLE community produced this video in conjunction with the Holding Hands 4 Equality campaign. Featuring images from nearly 30 countries around the world, the video expresses the IBM LGBT and straight ally communities' global commitment to equality – through the simple act of holding hands with their loved ones.

Impact

Feedback gathered on the Schools' Outreach Programme demonstrates the positive impact it has had. One head teacher described the programme as "the most valuable education scheme I have been involved with in my career to date" (Head Teacher, Newbury).



Other feedback included:

- “The Schools’ Outreach Programme is proving invaluable in developing students’ business leadership development skills. This is a programme we would highly recommend to other schools and companies”.
- “The girls really liked hearing about the backgrounds of the speakers – it gave them a sense that they could do anything they put their minds to”.
- “The shadowing was great to look at real life work in the natural environment”.
- “I enjoyed the presentation skills masterclass – I used to be petrified but this has given me more confidence!”
- “Thank you for all your work and support with the work experience – it provided students with a unique and quite outstanding learning opportunity.”
- “I have realised there are so many different and exciting aspects and careers with this IT company.”

Feedback from the schools and colleges for Dare 2B Different has also been very positive and comments include:

- “I would like to pass on my thanks for the excellent Dare 2B Different presentation. Both presenters were excellent ambassadors for the company. A large number of the students present have shown an interest in the opportunities available. If another opportunity exists for a visit next year I would be delighted if you would let me know.”
- “I am writing to thank you for coming in to school and giving a presentation to the sixth formers and the year 8 motivational group classes. The feedback from your sessions was very positive and the students enjoyed your talk. It was very engaging and informative and helped in raising the aspirations of our students. I hope you will be able to host more sessions in the future.”

Challenges

- Specific challenges around flexible working: Flexible work arrangements are options that enable employees to meet their personal needs and also permit IBM to deliver on its commitments to IBM’s clients and the business. The business implications must always be

considered when assessing employee requests or managements offering to use these options. IBM has found that many clients are respectful of those who work part-time and often prefer the cost advantages of a highly productive consultant for three to four days to an equivalent consultant on a full-time basis. However, there are some roles where it is perceived to be more difficult for employees to work on a reduced hours basis and our challenge is to think more creatively about how this can be done successfully. All requests for flexible working are considered on an individual basis.

- Moving specific initiatives into business as usual activity. Conscious action is still required to maintain momentum and keep it at the forefront of people’s minds.
- Collecting the full range of diversity data. Having to rely on self-disclosure can mean that it is difficult to collect accurate data on all the different employee groups.

Hints and tips

- Get started and grow. You don’t need to do everything all at once but choose an area to focus on and do it with integrity.
- Include aspects of diversity and inclusion in your corporate responsibility charter/ report.

- Communicate the value of diversity and inclusion from the top.
- Regularly measure progress, if it’s not working do something different.
- Reverse mentoring can be very effective to help leaders understand the challenges faced by different groups within their organisation.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Role of leadership
- Global perspective
- Strategy
- Flexible working
- Transparent career progression
- Employee networks

→ For useful resource and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk





Metaswitch

Breaking bias



Company information

Metaswitch is the world's leading network software provider, powering the transition of communication networks into a cloud-based, software-centric, all-IP future. Founded in 1981, it now serves more than 1,000 network operators and suppliers around the world.

Diversity and inclusion themes

- ✔ Challenging bias
- ✔ Flexible working

[Find out more →](#)



Metaswitch kit being tested in the lab.

A Metaswitch Software Engineer writing code.



Gemma Harrison, a manager who works part-time in the Software Engineering team.

Manager training a new starter on the job.

The top two teams competing for victory at the annual company sports day.



A brainstorming whiteboard session.



Background, aims and objectives

Over the past year, diversity and inclusion (D&I) has become a stronger priority for Metaswitch. The Chairman, John Lazar, joined the Royal Academy of Engineering DLG as part of the organisation's commitment to strengthening diversity and inclusion both within the organisation and in the engineering sector more widely.

Metaswitch is a relatively small company in the technology industry and, therefore, faces a challenge of finding talented graduates and interns for technical roles. The organisation wants to widen its pipeline of candidates to attract a broader range of talent in the marketplace.



"To determine where bias might exist, a first step is to examine existing data and analyse where bias may have had an impact."²⁹

Specific initiatives

Metaswitch has run two initiatives:

- Unconscious bias: 'Breaking Bias' sessions through The Mind Gym.
- Flexible working

Unconscious bias

Metaswitch has run 'Breaking Bias' sessions through The Mind Gym. All managers involved in interviewing were asked to participate in the 90-minute training sessions, which prompted thinking about unconscious bias and its impact, stimulated discussion and debate and helped managers to understand what they can do to minimise the impact of bias. The sessions were interactive, based on research and used specific examples to demonstrate the impact of bias in the workplace.

The organisation followed this approach because there is a desire to increase the diversity of their workforce and applicants for new roles. They also wanted to ensure that people were not being filtered out of the recruitment process due to unconscious biases.

Metaswitch has also taken the step of making job applications anonymous (removal of name and gender) during the screening process to assist in removing some unconscious bias in the reviewing of applications.

Flexible working

In line with current legislation, Metaswitch's policy enables any employee to apply for flexible working. Enabling any employee to apply for flexible working was implemented before the legislation came into force, and the main business driver for this approach was demand from employees—the organisation did not want to lose talented employees. All employees have been made aware of the policy, and individual requests are carefully considered by line managers who decide whether it's a viable option.

The flexible working policy is well taken up, and feedback from employees is very positive. One-third of female employees and 5% of male employees work part-time, and 17% of the workforce do some form of home working.

An important element of the policy is a thorough review process, which takes place every nine months. This enables managers and employees to review the arrangements and make tweaks or changes as appropriate.

Impact

Unconscious bias

There has been positive feedback from employees. It is felt that the training has piqued interest and got managers thinking

about what else they should be doing to manage the impact of unconscious bias. It has also raised awareness that diversity is a key focus and on the business agenda.

Flexible working

Metaswitch has a relatively low turnover and believes the flexible working arrangements contribute to maintaining employee satisfaction and loyalty. They also have a high return rate from maternity leave, and returners often request part-time working.

Challenges

There has been some resistance from people who do not realise that unconscious bias is an issue. There is sometimes a perception that Metaswitch has been successful and questions the need for a change.

Demonstrating the impact of unconscious bias using real-life examples from the organisation is an effective way of overcoming resistance. In addition, the research demonstrating the shortcuts that our brains take such as confirmatory bias and selective attention, and how these result in processing errors, helps people to understand that unconscious biases are something that everyone has.

Hints and tips

- In terms of unconscious bias, delivering short, easily digestible courses are good to get people's interest.
- In terms of flexible working, if there is uncertainty about how it will work, then try it out on a trial basis.

Next steps

Metaswitch is currently in the process of developing a clear strategy on D&I. They have already run focus groups to gain employees' feedback and will be using this information as part of the process for developing the D&I strategy.

The recruitment process is going to be a main focus in the future. The organisation is keen to ensure that it is attracting a more diverse pool of candidates and is not unconsciously filtering out any suitable candidates during the selection process. It will, therefore, be reviewing recruitment processes to ensure they are fair, consistent and objective.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Recruitment and selection training
- Flexible working

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk

²⁹ Unconscious bias in higher education, Equality Challenge Unit (ECU) <http://tinyurl.com/pzqejq9>.

National Grid

Embedding a culture of diversity and inclusion

nationalgrid

Company information

National Grid is an international electricity and gas company based in the UK and Northeastern US. It plays a vital role in connecting millions of people safely, reliably and efficiently to the energy they use. In 2014, National Grid had a total of 23,909 employees.

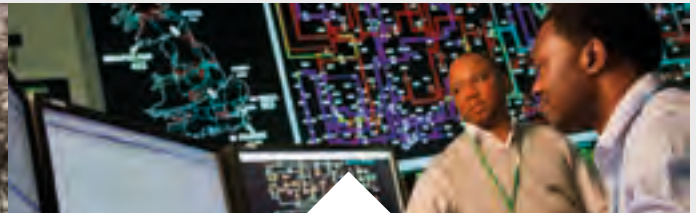
Diversity and inclusion themes

- ✓ Developing leadership
- ✓ Diversity as business imperative
- ✓ Measuring and monitoring
- ✓ Flexible working
- ✓ Sharing good practice
- ✓ Using role models

[Find out more →](#)



Learning to work on pylons at our Eakring training facility.



Controlling demand.



Employees from a diverse range of backgrounds.

Inspiring our youth to be interested in STEM.



We want to encourage women to consider a career in STEM.



Background, aims and objectives

National Grid started to focus on D&I about 10 years ago, following a merger of two companies with two different organisational cultures. At this time, the workforce was also starting to see a significant upturn in the numbers of women returning to employment, and there was an increase in legislation aimed at protecting the interests of minority groups in the workplace, for example, Employment Equality (Sexual Orientation) Regulations and the Race Relations Act (please note these have since been replaced by the Equality Act 2010).

National Grid realised it was facing a shortfall in its recruitment of engineers, particularly attracting highly talented engineers and a diverse pool of candidates.

In 2009, National Grid commissioned a report, *Engineering Our Future*, to investigate perceptions in relation to the engineering profession and the challenges it faces. Following this report, a three-phase approach was developed (see diagram opposite):

National Grid's current approach to D&I is to integrate it into everything it does across the whole employee life cycle—resourcing, career development, accelerated development and promotion.

The organisation's D&I vision is to "develop and operate our business in a way that results in a more inclusive and diverse culture. This supports the attraction and retention of the best people, improves effectiveness, delivers superior performance and enhances the success of the company."

National Grid three-phase approach

①

Inspire

Inspiring our youth to be interested in STEM

②

Attract

Ensuring potential employees see National Grid as a great place to work.

National Grid three-phase approach

③

Develop

Growing and developing talent

Flexible working uptake



99% of flexible working requests were granted in the last 12 months in National Grid

Source: DWP Age Positive Toolkit
www.gov.uk/government/collections/age-positive

Specific initiatives

Leadership

National Grid has developed a 'Line of Sight Framework', which joins up the vision, strategic objectives and values of the company with individuals' personal objectives. The strategic objectives drive what they do as a business, and the values drive how they perform. This means that the management population is measured on their performance in terms of both what they do and how they do it. An example of one of the strategic objectives is 'Inclusive and engaged workforce where everyone can develop'. An example of one of the values is 'Respect others and value their diversity'.

This is relaunched on an annual basis so that all employees are aware of the importance of D&I and what is expected of them in relation to this. The CEO is very open and explicit about what he expects, and the organisation is constantly evolving its approach to embedding D&I in the culture.

Using data

The organisation monitors data on gender and ethnicity at all levels and also looks at disability and sexual orientation on a voluntary basis. This enables them to see where there is positive movement in the figures on an ongoing basis, as well as any trends or areas of concern. All areas of the business have a quarterly scorecard, which looks at their performance in terms of a number of factors, including how many applicants they have had, how many candidates have been appointed, how many have been promoted and so on. They analyse the data to identify trends and provide insights into how the different parts of the business can do things differently.

National Grid believes that this approach helps to engage leaders and encourage them to role model inclusive behaviours. The data is used together with the results of the employee survey as drivers for objectives.

Flexible working

In line with current legislation, National Grid has developed a policy of being open to requests for flexible working from any employee and does not require specific reasons to be given. The default position to requests for flexible working is 'yes' unless there is a good business reason why not.

In terms of the business case for this approach, the organisation says: 'Why not?' National Grid recognises the pressures on people's lives and want to help employees to manage this. It is also believed that flexible working makes the organisation an attractive employer, which brings benefits in terms of recruitment and retention.

The organisation also wants to increase the number of jobs advertised as considering flexible working.

In terms of communication of the policy, they believe it is part of the DNA of the organisation now. There is also an employee network, the 'Work and Life Matters' network, which focuses on flexible working and continues to promote this approach. The network also helps people who want to work flexibly to make a case for it.

Impact

In terms of measuring impact, National Grid has chosen not to set hard targets as it is believed that there is a risk that targets can drive inappropriate behaviours. Instead, it focuses on talking about direction of travel, and making sure processes and the way things are done are driving figures in the right direction. It has also been important for the organisation to recognise that different parts of the business are in different stages in their D&I journey. Therefore, they do not want to be too prescriptive but rather enable the businesses to follow an approach that works for them.

In terms of flexible working, the uptake is increasing. Out of 250 requests, 248 were granted in the last 12 months. Feedback from employees is that the policy is hugely appreciated, and they have case studies of people achieving a good work-life balance through their flexible working arrangements.

National Grid also has a very high rate of return following maternity leave (97%). It is believed that this is partly due to the flexible working arrangements available.

Challenges

- Sometimes, flexible working arrangements are too informal.
- Line managers need to be clear about expectations and realistic about what can be achieved by employees working part-time.
- There are certain parts of the business where flexible working cannot be implemented due to the nature of the work.
- There is sometimes resistance from managers. However, HR work with these managers to try to break down any concerns and identify solutions.

Hints and tips

- Be open to the idea of difference.
- The pace of change is accelerating, and there is, therefore, a need to think creatively about how things can be done differently.
- Look more openly/broadly at the requirements for roles. Consider whether certain criteria are limiting the diversity of your pool of applicants.
- Have networks in place to support employees. Networks can help raise the business's awareness of what it's like to be an employee in that area, and they provide a sense of community and opportunities for individuals who might not otherwise shine.
- Look at whether there are opportunities to take positive action. If you have a very dominant culture and an underrepresented group, think about what other steps you might have to take. How can you help other individuals to stand a better chance?

- Look at your processes, for example, the way you go about recruitment, and conversations about performance and career development. Are they as open and honest as they should be? Is there anything that automatically puts a group at a disadvantage?

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Data
- Role of leadership
- Flexible working

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



Network Rail

Diversity and inclusion is for everyone



Company information

Since 2002, Network Rail has run, maintained and developed Britain's rail tracks, signalling, bridges, tunnels, level crossings, viaducts and 18 key stations. In 2013, the company employed a total of 34,000 workers.

Diversity and inclusion themes

- ✓ Developing leadership
- ✓ Diversity as business imperative
- ✓ Building staff networks
- ✓ Sharing good practice

[Find out more →](#)



A Customer Service Agent ready to provide assistance.



Apprentices applying their learning in a replica track setting.

Network Rail staff taking part in London Pride.



A Track Maintenance Crew repairing rails.



"Signaller at work"
A modern control panel.



Background, aims and objectives

Network Rail's drive to become a more diverse and inclusive organisation comes from the top.

CEO Mark Carne believes that being more diverse will improve the safety, performance and value of the organisation as a result of more contribution and the full engagement of all their workers.

There is clearly very strong commitment to taking action to improve diversity and inclusion. Mr Carne has said,

'There is now a proven correlation, across multiple sectors and geographies, between diversity and inclusion on the one hand, and innovation and high performance on the other.

'We have to encourage more women to want to pursue technical careers so that the application rates change. But I am also a strong advocate of positive action to help compensate for the inherent bias that can occur in male-dominated societies.'

Network Rail highlights the advantages of being more diverse and inclusive as:

- a safer and higher performing workforce and workplace
- attracting and retaining a talented workforce particularly engineers
- increased creativity and innovation needed to meet the challenge of doing more for less
- more inclusive and accessible services and stations for passengers
- the workforce can be more customer-focused if they reflect the diversity of the population that they serve
- the company can become more collaborative, drawing on more experience and expertise
- the company can become more accountable
- the workforce can challenge each other to improve by sharing more ideas.

Network Rail diversity and inclusion strategy



Access and Inclusion (A)

This covers activities that create a more open and safer working environment from the way they design their stations and facilities to the support for potential applicants and new members of staff. For example, the company introduced a development programme called 'Inclusive Leadership at Network Rail' to understand and manage unconscious bias.



Behaviours and Benchmarking (B)

This includes activities that support an inclusive and fair culture and enhance Network Rail's interactions so that their safety and performance improve. For example, the organisation undertook a business-wide diversity monitoring exercise to establish a baseline appreciation of the make-up of the workforce. This was completed so that they can identify trends in recruitment and promotion and target areas for improvement. Another example of behaviours and benchmarks involves recruiting and inducting volunteer diversity champions throughout the business to support any culture change.



Network Rail's diversity and inclusion strategy, Everyone, focuses on three themes, referred to as 'The ABCs':

[Read more online](#)



Collaboration (C)

This encompasses activities that promote working with others across our business and the rail industry, as well as activities focused on increasing community engagement and supplier diversity. For example, Network Rail is currently developing a programme of projects and local activities led by named workstream leads to embed diversity and inclusion across the business.

As part of the strategy, 10 key objectives have been identified and actions associated with achieving these are outlined. For more information about the 10 objectives, please see the supporting information on page 106.

Specific initiatives

Creating an inclusive culture

Network Rail has implemented a number of actions aligned with the ABC strategy to create an inclusive culture, such as the following:

- Training over 2,000 of its leaders on inclusive leadership and unconscious bias
- A tailored business case aligned to the corporate objectives
- A five-year strategy and programme plan
- The creation of six staff networks
- The appointment of executive-level sponsors
- An inclusive design strategy focusing on infrastructure and inclusion
- A programme for redeploying talent
- Regular monthly meetings with staff and managers to generate debate and actions
- The appointment of local diversity champions
- Dedicated project to increase female representation in the workforce

Workstream leads

Network rail has a diversity and inclusion function which includes a director, programme manager, and access and inclusion manager. Specific workstreams are governed by a programme board, and people who have responsibility for diversity and inclusion report to this board on a quarterly basis.

There are local workstream leads (people with responsibility for diversity and inclusion) who conduct a self-assessment of where their part of the business is against the diversity and inclusion strategy. This generates an action plan, and they are supported in its implementation and delivery by a member of the diversity and inclusion function.

There are 23 'diversity and inclusion workstream leads' across the organisation who are responsible for strategic themes and activities locally. So far, the focus has been on HR and internal processes and inclusive design; however, in the future, there is a drive to move towards more external aspects such as procurement and community relations.

Inclusive leadership

The inclusive leadership programme was implemented to raise awareness on the impact of unconscious bias on safety and performance. It also encourages managers to take responsibility for creating inclusive

environments and outlines the Equality Act 2010. The inclusive leadership training is a one-day face-to-face workshop developed in-house with input from a lawyer on the Equality Act 2010. Following the workshop, participants make commitments to take actions, and this is followed up post-workshop. An evaluation of the impact of this approach is being conducted retrospectively.

Following this workshop, the IP diversity and inclusion workstream lead worked with the diversity and inclusion team to develop a workshop on inclusive behaviours. The interactive sessions used video clips supported by guidance to help staff understand what inclusion looks like in practice. Examples of commitments made by individuals and teams who have attended include:

"We will get to know each other better to help build a more supportive and collaborative environment". - IP Central

"I commit to treat others in the same way that I expect to be treated—with respect, openness and honesty". - IP Southern

Inclusive pension scheme

Archway, the LGBT staff network, worked with the pensions team to clarify how occupational pension schemes are administered to ensure that all employees will be treated the same regardless of whether they have same or different sex spouses or if they were in a civil partnership. The pension team confirmed that all Network Rail pension schemes treat civil partners identically to opposite sex married partners in terms of their provision and the period of pensionable service that is recognised when determining dependants' pensions. In light of the new Equal Marriage Act, Network Rail is currently in the process of confirming its agreement.

Staff networks

Network Rail has six staff networks, and each has a sponsor from the executive committee (ExCOM). The role of the networks is to provide opportunities for peer support, reduce isolation and give people a voice to raise shared concerns. The sponsors help improve diversity and inclusion practice in line with the agreed objectives by feeding back on the effectiveness of Network Rail's programmes. They also raise awareness about diversity and inclusion issues to the wider workforce and can provide a means of consultation about proposed changes to policy and practice through the provision of expert advice and input. Their role also includes supporting their membership by representing their concerns or views to the wider workforce.

Impact

To measure the success of Network Rail's diversity and inclusion strategy, the company has set goals to achieve within each year. In the year 2014-2015, Network Rail achieved a silver benchmark from Opportunity Now and Race for Opportunity.

Challenges

As with all organisations, rolling out behavioural, cultural and system change is never easy. At times, great progress can be made, and in some areas, change is more welcomed than others. Although they have not managed to reach everyone yet, the inclusive leadership training continues to roll out across the organisation.

Hints and tips

Avoid making the training mandatory. While a mandatory approach ensures that everyone attends the training, Network Rail believes that this approach can generate resistance and may prevent you from achieving your aims.

Next steps

As of summer 2015, key performance indicators (KPIs) on diversity and inclusion have been implemented. These KPIs have been developed in conjunction with Deloitte. The reason for this approach is that the organisation needed to be able to show that investment in the diversity and inclusion function is having an impact. They also want to measure progress against the strategy.

Supporting information

Network Rail's 10 D&I objectives are as follows:

1. To develop a safe, inclusive and fair culture where people feel respected, engaged, able to speak out and to be themselves
2. To deliver a more inclusive and accessible service, increasing our ability to serve existing and potential customers
3. To positively influence the career choices of the next generation and those who don't traditionally apply so that we attract applications from a wider range of potential employees
4. To use open, transparent and merit-based processes to appoint, promote and retain the best people who bring a diverse range of opinions, ideas and experiences
5. To manage individuals and teams fairly in a way that is customer driven, collaborative, accountable and challenging
6. To encourage innovation, positive interactions and new collaborations that enhance our performance, decision-making and preparedness for the future
7. To work with our suppliers and commercial partners to promote our commitment to diversity and inclusion
8. To build more collaborative relationships with community-based groups and stakeholders so we are better able to meet their current and future needs
9. To work with UK and EU government departments to influence policy
10. To influence the rail industry and the wider transport sector to be more inclusive

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Employee networks
- Role of leadership
- Strategy

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



NWG

Attracting and recruiting diverse candidates



Company information

Northumbrian Water Group provides water and sewerage services in Northumberland, Tyne and Wear, Durham and parts of North Yorkshire, and also supplies water to Essex and Suffolk. Overall, the company serves 4.5 million customers and employs around 3000 people.

Diversity and inclusion themes

- ✔ Reviewing job design
- ✔ Sharing good practice

[Find out more →](#)



All of our jobs can be done by men and women, we just need to keep encouraging people to think differently.

The work we are doing is focused on helping people recognise for themselves the benefits of diversity and inclusion.

“Our aim at NWG is to support all of our people to be the best that they can be in an environment that values and capitalises on everyone’s contribution”.

NWG D&I Strategy 2015.



“Employee engagement, great customer service and innovation are critical to the continued success of our business. I know that diversity and a genuinely inclusive culture will give us the edge”.

Heidi Mottram, Chief Executive Officer, NWG



Background, aims and objectives

D&I has been high on the agenda for NWG since Heidi Mottram joined the business as CEO five years ago. The D&I strategy is business-led rather than HR-led, and the key D&I drivers are customer service, innovation, employee engagement and health and well-being. The D&I strategy is not communicated to employees as an individual strategy; rather, it is being woven into 'business as usual' and directly linked to the company's vision 'to be the national leader in the provision of sustainable water and waste water services.'



As well as having a clear vision, the company has five clear strategic themes. The D&I strategy directly links to the people and customer themes, and therefore, there is a clear line of sight to how D&I will help achieve the company's vision.

NWG's D&I project, 'Building an Inclusive Culture', is being led by an operational manager in the business rather than HR. The objective of the project is to be recognised as a company people wish to work for and an employer who supports all of its people to be at their best in an environment that values and capitalises on everyone's contribution. This includes people at NWG valuing other people's differences, recognising that this creates

an innovative environment that enables the company to deliver its strategic outcomes. A number of milestones have been put in place such as including D&I in the corporate induction for all new starters, reviewing the recruitment process and looking at how the organisation works with suppliers.

The CEO leads from the front, regularly undertaking activities aimed at fostering more inclusive cultures. She is a member of the Royal Academy of Engineering DLG, supports the Women in Business Forum, and spoke at the Siemens Women's Network. Others in the leadership team also promote D&I. For example, the commercial director is involved in STEM, and the Group information services director (who is male) has been involved in the Women in IT Conference. These leaders are role models for the business.



1 in 4 eleven to fourteen year olds see a career in engineering as desirable.



1 in 4 eleven to fourteen year olds said they know what people working in engineering do.

Specific initiatives

Recruitment

NWG has undertaken a number of actions to try to increase the diversity of applicants and to ensure any potential barriers in the recruitment process are removed:

- To attract more women into operational roles, they have changed job titles on job advertisements, for example, from Distribution Technician to 'Customer Response Technician'. This small change resulted in an increase in the number of applications from females and ethnic minority groups.
- When recruiting for apprentice process technicians, the team from Northumbrian Water visited schools and sixth forms to talk about the role. The aim was to provide more information to students and to try to break down gender barriers. The result was that they recruited a female apprentice into this role.
- The organisation has good relationships with community groups and has used these partners to review the recruitment process with the aim of attracting more diverse applicants. The project has involved reviewing the company website, recruitment process, job adverts and descriptions. The team also submitted a dummy application to learn more about the candidate experience. In terms of accessibility, it was recommended that more video clips and images are used on the website, which will be actioned. The feedback from the candidate experience of applying for a role was positive.
- All recruiting managers are required to participate in training, which covers information on the process, minimising bias, how to prepare a recruitment campaign effectively and objectively and avoiding prejudice and stereotyping. This year, a new 90-minute workshop for all people managers has been introduced covering diversity, inclusion and unconscious bias.

- Wherever possible, job adverts use more conversational rather than technical language and focus on people skills and the attitudes and behaviours required for the role.
- The company advertises widely for roles with the aim of reaching a more diverse pool of applicants. For example, they advertised widely for roles within the Northern Contact Centre including local radio adverts, Job Centre Plus, Total Jobs and local community centres and organisations who target certain underrepresented groups (eg Finchale College, Crisis Skylight, Percy Hedley). This led to a good mix of candidates for the assessment day and a good mix of successful applicants.
- Following a recent recruitment campaign, the assessors held a meeting, which included the local diversity champion, to discuss how they could make further changes to the recruitment process to attract more diverse candidates. This was a way of demonstrating commitment to continually improving.

Impact

In the last five years, three female directors have been recruited to the leadership team, which now has an almost 50:50 split (four females and five males).

Last year, NWG were awarded Gold for Opportunity Now - Business in the Community's gender benchmarking survey, and Silver for Race for Opportunity, BITCs race benchmarking survey. This demonstrates a clear commitment to racial and gender equality, diversity and inclusion.

Challenges

Many people have worked at NWG for a number of years and see the company as a friendly and comfortable place to work, so they don't see inclusion as an issue. For example, some operational managers say that the right people are recruited for the right roles and people are treated fairly. The organisation is starting to overcome this challenge by, for example, senior leaders specifically discussing D&I during the last leadership conference, which included hearing about the experiences from other companies who lead in the area of D&I.

Hints and tips

- The utilities industry typically has very technical roles. Think about what you call the role on the job advert and the language used in the wording of adverts. Try to focus more on the people skills required, attitudes and behaviours as very often you can train technical skills.
- Work with local community centres and organisations who can help you advertise roles more widely.

Next steps

- Work with key suppliers on diversity and inclusion.
- Diversity and inclusion workshops continue to be rolled out to all people managers.
- Employee Groups Network will be launched.
- There will be a continued focus on recruitment to attract a diverse range of applicants.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Job advertising.
- Recruitment and selection training.
- Role of leadership.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk

Rolls-Royce

A joined up D&I strategy



Rolls-Royce

Company information

Rolls-Royce designs, develops, manufactures and services integrated power systems for use in the air, on land and at sea. It is one of the world's leading producers of aero engines for large civil aircraft and corporate jets. It is the second largest provider of defence aero engines and services in the world. Rolls-Royce employs over 54,000 staff and operates in more than 50 countries.

Diversity and inclusion themes

- ✔ Developing leadership
- ✔ Diversity as business imperative.
- ✔ Making public commitments
- ✔ Responding to unacceptable behaviour
- ✔ Sharing good practice

[Find out more →](#)



Rolls-Royce
Apprentice in
our Apprentice
Academy

Propeller for
Marine Power



UT 708 STAD Sailor





Using difference to create innovation



Background, aims and objectives

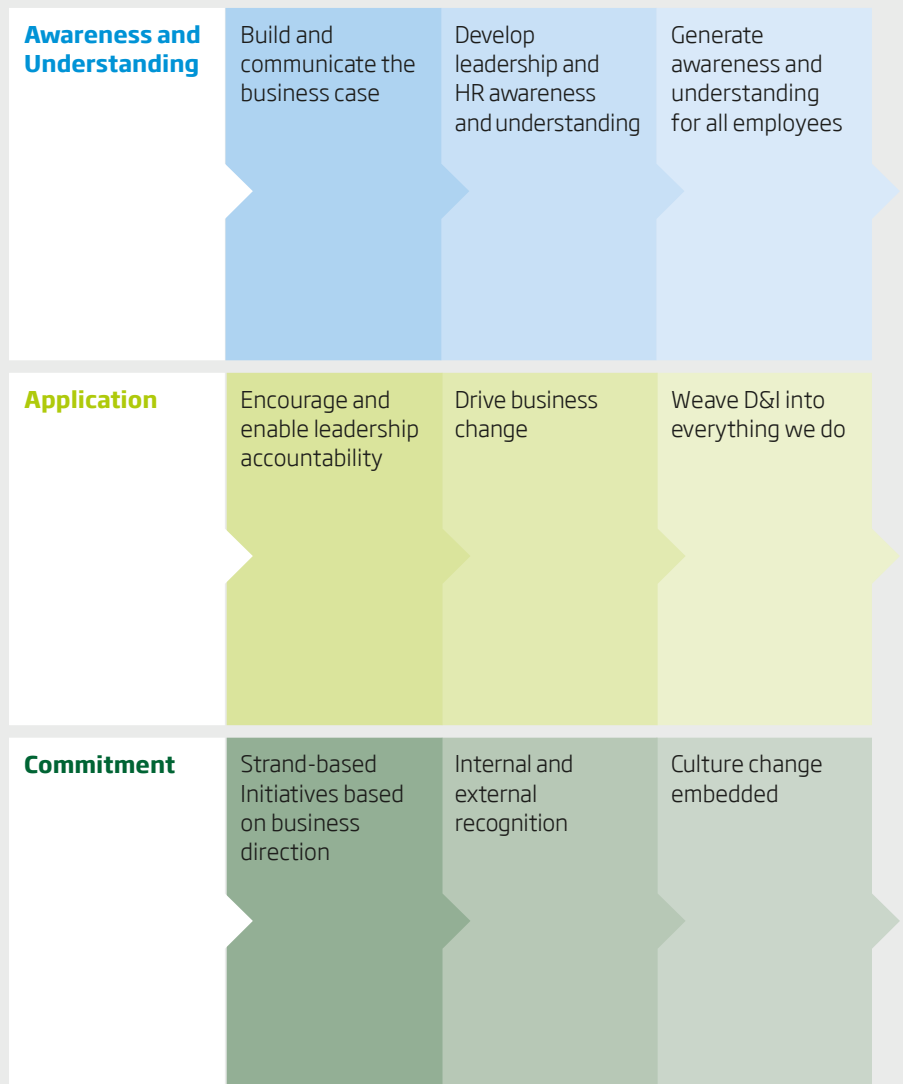
Global demand for science, technology, engineering and maths (STEM)-qualified employees continues to grow. The need for Rolls-Royce to recruit and retain locally based diverse leaders intensifies as their global footprint develops. Rolls-Royce recognises that an inclusive culture and diverse workforce is essential to achieving the company strategy. Diversity is critical to achieving a high performance culture and is a key enabler of innovation. This will help the company better understand market requirements and customer expectations and ensure it is trusted to deliver excellence.

However, despite implementing numerous initiatives to promote D&I, it is evidenced through the annual diversity and inclusion reports that Rolls-Royce had not achieved the progress on D&I that it desired. It was, therefore, decided that a more strategic approach and stronger focus on the organisational culture was needed.

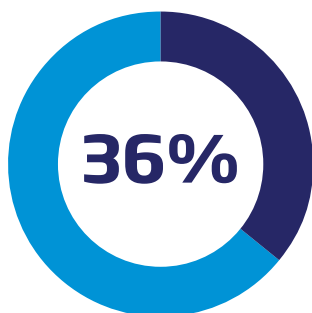
Rolls-Royce's diversity and inclusion (D&I) strategy is based on three phases outlined in the figure opposite.

One key objective was to build an inclusive organisational culture and, as part of this, to raise employees' awareness of what is meant by an inclusive culture and how they are expected to contribute achieving it. The priority was to fully engage the executive leadership team and leaders across Rolls-Royce so that D&I is seen as a business imperative (ie it directly affects performance, innovation and relationships with customers).

Rolls-Royce's diversity and inclusion (D&I) strategy



Changing work patterns



36% of employers would advise someone who was thinking about stopping work altogether and retiring to 'consider switching to flexible or part time work for a period first'.

Source: DWP Age Positive Toolkit
www.gov.uk/government/collections/age-positive

Specific initiatives

Leadership and corporate culture

Under the theme of developing leadership and a corporate culture that positions diversity as a 'business' as opposed to an 'HR' imperative, Rolls-Royce took the following actions:

- All business areas are required to include a D&I objective in their business plan. The D&I team set out guidelines to help leaders to understand the strategy better, provided learning points to help them understand what the journey might look like and how to analyse their demographic data.
- Employee feedback on the organisational culture was gathered via focus groups. Key themes were generated regarding what was working well and what needed to be improved to build an inclusive culture.
- During last year's senior leader conference (top 120 executives), there was a session on D&I research, themes from the focus groups, data and key messages. A discussion and debate followed to explore the impact, the implications for the D&I strategy and what actions were required.
- Following the conference, a training session was run as part of the 'Leadership in Action' programme. This involved 450 of their global senior managers and incorporated D&I, cultural intelligence and respect at work. The sessions were facilitated by high potential employees to start debates. This session provided a powerful eye opener for leaders into the culture and behaviour in the organisation and helped to make them more self-aware. This approach really helped gain the engagement and buy-in of leaders and helped to avoid any dismissive behaviour because real-life examples were used to illustrate the points. The program encouraged participants to be more open and have confidence to challenge individuals as appropriate.
- To ensure that all D&I initiatives are led from the top, Rolls-Royce's Global Diversity Steering Group, which includes the chairman, the CEO, a non-executive director and the group human resources director, agreed to implement a number of different elements (ie internal aspirational goals) for the business presidents. The team's goals are monitored and reported back to global

diversity steering group twice a year to review progress. To ensure this is aligned with the overall strategy and to measure the impact, they reviewed progress against the outcomes they expected at each stage such as the number of employees who are involved in employee resource groups.

Using public commitments to drive organisational change

Rolls-Royce has made two very public pledges externally in the UK to help drive organisational and sector change. They have signed up to the Industry-led 10 Steps, developed by engaging with leaders and CEOs across the engineering sector and by identifying an action plan based on 10 steps. These steps have been developed to ensure that women in science, technology, engineering and manufacturing have the same opportunities to progress in their career as their male counterparts. Rolls-Royce has pledged to work against these, be measured against these standards and report their progress annually.

In addition, Rolls-Royce has signed up to 'Your Life', a three-year government-led campaign to ensure young adults in the UK have the maths and science skills needed to succeed in the current competitive global economy. It looks to inspire young people to study maths and physics as a gateway into wide-ranging careers while also triggering employers to recruit and retain this talent. There are three areas of action that organisations are asking to sign up to: recruitment, retention and progression. In relation to this, Rolls-Royce has committed to the following three actions:

- To grow existing and develop new STEM outreach activities targeting young women.
- To increase female STEM ambassadors to have more female role models delivering outreach activities.
- To increase female participation in apprenticeship and graduate programmes and work experience placements.

Respect at work training

Rolls-Royce has worked together with the Trade Union (TU) within the company in the UK and an external provider to develop and deliver Respect at Work training. Early engagement with the TU reps was critical to ensure the training met the needs of the business and created buy-in. The aim of the training was to develop greater awareness of inclusive and respectful cultures, help employees to recognise acceptable and unacceptable behaviour and develop the skills and confidence in dealing with situations of inappropriate behaviour in the workplace. The workshop included the use of role plays to bring the situations to life and give participants practical examples of situations of inappropriate behaviour and the opportunity to discuss and implement how to deal with this. There has been positive feedback from participants involved in the training, and this is going to be followed up with high performance culture training in these areas.

Impact

In terms of measuring the impact of these initiatives, Rolls-Royce conducts an annual review of D&I as part of its normal business process. This enables the company to track progress year-on-year and to identify successes and where further improvements are needed. It has also been able to use the data and results with leaders across the organisation, and this has been a powerful mechanism for increasing engagement and buy-in.

Rolls-Royce has a 'D&I dashboard', a global offering for all HR teams to collect and monitor data relating to gender, age, length of service, ethnicity and nationality, progression, starters and leavers, high potentials, international assignments, early career pipeline and grades. This enables them to see trends and comparisons and identify where any improvements are necessary.

The employee opinion survey also enables the organisation to measure perceptions of issues such as bullying, harassment and discrimination. Last year, the results of the survey indicated that there was a greater awareness among employees of the types of behaviours that are inappropriate in the workplace.

Rolls-Royce has also seen positive changes in the way people act with each other as well as changes in leadership behaviour, such as in how they deal with people, how they think and how they develop innovative thinking.

In terms of the future, Rolls-Royce believes there is still a long way to go, and they are focused on maintaining these efforts.

Challenges

The following are some of the challenges that Rolls-Royce faced when implementing these initiatives:

- There is disbelief that there was a need to develop a more inclusive culture and foster greater respect among employees. However, by using focus group findings, data from the D&I dashboard showing trends or lack of improvement allowed the ability to challenge appropriately, and this helped change a lot of mind-sets. As an engineering organisation, data is strongly valued.
- They have had discussions about whether D&I should be owned by human resources or sit within the business. It was decided that ownership has to be in the businesses with the senior leaders and that HR professionals would be there to support them. This is important in terms of ensuring that everyone takes responsibility for D&I and that it is embedded in the culture. However, it is also recognised that one of the biggest challenges for the future is sustaining focus and momentum when there are other business priorities taking over. In terms of overcoming this, Rolls-Royce recognises that it is important to be aware and plan ahead to manage this effectively if and when it happens. Training for the HR function was a key objective last year to ensure that it was ready to support the business appropriately.

Hints and tips

- If you are going to have champions and sponsors, they need to be authentic for it to be taken seriously.
- You can implement many different initiatives and spend lots of resources, but if the culture of the organisation is not right, it won't work. Everything has to be connected. For example, at Rolls-Royce, D&I is integrated into executive leaders' objectives, business plan deployment, the code of conduct, leadership model and our talent pipeline.
- D&I has to be led and role modelled from the very top.

Next steps

This year, Rolls-Royce is planning to launch more 'employee resource groups' (employee networks) to promote change. Each group has a senior member of the leadership team

as an executive sponsor, and to support the employee resource groups, we are implementing regional and country level steering groups in addition to steering groups already in place.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Global perspective
- Respect at work training
- Role of leadership
- Strategy

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



Royal Academy of Engineering

Increasing diversity of graduate recruits



Company information

The Royal Academy of Engineering (the Academy) provides leadership and promotes excellence across all fields of engineering to the benefit of society. The Academy's activities are shaped, led and delivered by its exceptional fellowship, which represents the nation's best practising engineers, innovators and entrepreneurs, often in leading roles across business and academia. It is based in London and employs around 75 staff.

Diversity and inclusion themes

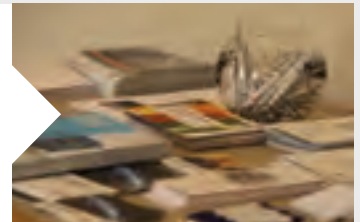
- ✓ Diversity as business imperative.
- ✓ Monitoring and measuring
- ✓ Supporting retention and development

[Find out more →](#)



Students speed network with employers at the Engineering Uncovered Summer School (EUSS)

The EUSS provides a window into engineering companies.



First-hand opportunities to question practising engineers are valuable

Bringing employers and students together.

The Academy works with 13 companies to deliver the EUSS.



"Levelling the playing field for BME and socially disadvantaged students from a wide range of universities is a key step in opening access to engineering employment."

Bola Fatimilehin, Head of Diversity, Royal Academy of Engineering



Background, aims and objectives

The Academy leads a profession-wide programme that aims to increase diversity across engineering, funded from 2011 by the Department for Business Innovation and Skills (BIS).

In delivering this aim, the Academy Diversity Team works with a number of stakeholders, including engineering employers and PEIs, as well as third sector organisations with expertise in equality, diversity and inclusion. Work with engineering employers takes place under the remit of the Diversity Leadership Group (DLG) and seeks to increase equality diversity and inclusion across engineering employment. The DLG consists of a high-level strategy group which sets direction and a number of subgroups responsible for operational delivery of diversity and inclusion outputs and outcomes.

Building on research, and in response to the *Perkins Review of Engineering Skills*,³⁰ in May 2014, the Academy Diversity Team began exploring the possibility of forming a steering group of engineering employers to work with to reach diverse engineering and technology students across a wide range of universities. This initial exploration confirmed employer interest in considering how they might widen the pipeline of talent into their organisations—with a focus on diversity.

In October 2014, a steering group of 13 engineering employers was convened to scope out the detail of a pilot project to increase the pipeline of diverse higher education students into their companies. The project aim was to establish a valuable and sustainable opportunity for engineering employers to proactively widen the reach of their engagement with minority ethnic and/or female engineering and technology students, as well as those from post-92 (new) universities or from disadvantaged backgrounds.

Alongside this aim, a number of objectives were identified:

①

To identify and target minority ethnic and/or female engineering and technology students and recent graduates from a wider group of universities across England, with a focus on those with high numbers of both groups

②

To offer and support graduate/undergraduate engagement activity through a selected delivery partner who will design and deliver a bespoke engagement programme with the capacity to dovetail with steering group company opportunities across England

③

To integrate into the engagement programme activities to support levelling the playing field between students traditionally attracted to engineering and those currently underrepresented

④

To link students with engineering employers and other opportunities to enhance their employability. Yorke (2006) defines employability as: 'A set of skills, knowledge and personal attributes that makes an individual more likely to secure and be successful in their chosen occupation(s) to the benefit of themselves, the workforce, the community and the economy'.

⑤

To increase engineering employer capacity to attract and engage with a wider range of universities and diverse engineering and technology students to meet their skills needs in a sustainable manner

⑥

To ensure the design and delivery mode of the engagement programme reflects the needs of, and is attractive to, aspiring minority ethnic and/or female engineering and technology students

⑦

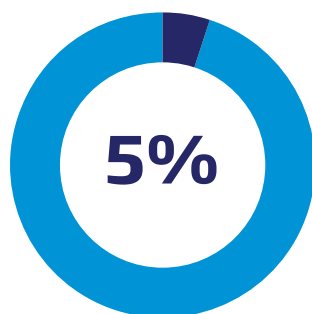
To establish success measures for the project and for use in evaluating the programme

⑧

To carry out a full evaluation of the engagement programme and an overall evaluation of the pilot project to identify what works well and what needs improving

³⁰ Professor John Perkins' review of engineering skills, 2014
<http://tinyurl.com/ozp7xo2>

Female Fellows of the Academy



5% of Royal Academy of Engineering Fellows are women.

Specific initiative

The thirteen companies came together in the form of a pilot project steering group (PPSG) and identified two strands addressing the need to not only engage and attract but also recruit and retain more diverse students. One strand of work concerned putting in place mechanisms to attract and engage a more diverse cohort; the other is about working within their companies to ensure practices, processes and cultures support diversity and inclusion.

As regards the mechanism to attract and engage, the Academy put out a call for proposals to select a delivery partner to work with to reach a wide range of female and/or minority ethnic students and students from post-92 universities and/or disadvantaged backgrounds. The result of which was the selection of SEO London in April 2015—an organisation that had already demonstrated results in attracting high-calibre minority ethnic and female students into law, banking and other areas of professional services.

The SEO programme consists of a two-stage engagement programme tailored to the needs of the PPSG—Engineering Uncovered Summer School (EUSS) and Engineering Fast Track (EFT), both of which will be rolled out initially between July 2015 and February 2016. While this engagement is taking place, the PPSG will be reviewing its graduate recruitment practices to ensure they do not present unnecessary barriers to increasing diversity and inclusion.

The EUSS consists of a one-week programme involving a three-day residential training programme and a two-day steering group company work insight programme targeted at 50 engineering and technology undergraduates; the EFT is a condensed version of the EUSS. Both aim to increase the employability of students by exposing them to engineering disciplines and careers, giving insight into application and assessment processes and through opportunities to meet steering group company representatives.

All students included in the engagement programme are selected in line with eligibility criteria developed by SEO in conjunction with the PPSG. Students who take part in the engagement programme will be stretched and supported to perform to their best and will compete for opportunities at PPSG companies alongside others who have not been involved in the engagement programme.

Impact

The full impact of this initiative has yet to emerge, but already, the following have been achieved:

- An opportunity for employers to come together and collaborate around addressing the predicted engineering skills gap through a focus on diversity in graduate recruitment.
- A review of graduate recruitment practice across PPSG companies to ensure there are no unnecessary barriers to diversity and inclusion—this review has also been used to inform the design of the EUSS.

Challenges

The main challenges that have been addressed so far include:

- **Getting buy-in to the co-creation of a programme to widen engagement with higher education:** This seemed to be a challenge to some engineering companies who wanted to know exactly what they were buying into from the outset. However, to ensure the best outcome, it was essential to get companies on board at the start of the development.
- **Understanding the diversity of the engineering and technology graduates on courses of interest to the PPSG:** A fair amount of time and resource need to be in place to get this information in a format that is easy to communicate and useful for formulating success measures.
- **Developing an understanding of company performance in recruiting graduates from the target groups:** Some companies have this data readily available while others do not. It is an area a number of members of the PPSG need to work on to support measuring the impact of the engagement programme on the diversity of their graduate intake over time.
- **Identifying an effective delivery partner to work with:** While there are a number of providers operating in the graduate engagement space, it is important to select a company that really understands how to attract, engage and enhance the employability of students from diverse backgrounds. For this reason, the PPSG collaborated to ensure development of a briefing document that reflected all their needs. The document was subsequently circulated to identify a suitable delivery partner.

- **Raising the profile and credibility of the engagement programme:** The project will be identifying students with a profile some companies may not be used to engaging with; therefore it is essential to ensure employers engage positively with the project and students it delivers to their company. Ultimately, an evaluation of the project will deliver an in-depth analysis of the extent to which success measures have been achieved, including benefits to employers and students. In the meantime, all PPSG members are encouraged to act as ambassadors for the programme—promoting it within their companies and reporting to the DLG.
- **Ensuring sustainability of the engagement programme:** Given the aim is to establish a valuable and sustainable opportunity for employers to widen their engagement, so once the delivery partner is in place, another key activity is to begin the process of understanding what will make the project attractive to employers in the long-term.
- Develop a scoping document to ensure all members of the PPSG have an opportunity to contribute to defining the project/engagement programme. If you plan to go out to tender, this will need to be developed into a full briefing document for potential delivery partners.
- Have an agreement in place with your delivery partner to ensure that there is clear understanding about who is responsible for the activities including design, delivery, success measures, outputs, outcomes, reporting, evaluation, risk management, etc.
- Continue to raise the profile of the project through regular meetings and sharing with other interested parties and stakeholders.

Next steps

1. Sign-off the design of EUSS and EFT.
2. Deliver both elements as in 1 above.
3. Develop of a model to support sustainability of the engagement programme, and the focus on increasing diversity and inclusion in graduate recruitment.
4. Keep all stakeholders in the loop through regular reporting.
5. Conduct an independent evaluation of the entire pilot project.
6. Feed 3 and 6 into the planning for the next round of engagement.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Job advertising.
- Data.
- Strategy.

→ For useful resources and organisations to support your work, see Appendix 4.

Hints and tips

A number of key areas relating to the setup of this kind of project are as defined above and summarised below:

- Communicate to develop a shared understanding of the need for the project and the aims and objectives it is aiming to achieve.
- Develop an evidence base to help focus activity and subsequent success measures.
- Develop clear terms of reference for the PPSG focused on supporting active involvement in various stages of development, including actively supporting all aspects of the pilot project and the design and rollout of the engagement programme.
- Develop a clear understanding of the benefits and outcomes individual companies want from their involvement in the project.



To find out more about the case study, contact diversity@raeng.org.uk



Royal Academy of Engineering

Focus on sexual orientation



Company information

The Royal Academy of Engineering (the Academy) provides leadership and promotes excellence across all fields of engineering to the benefit of society. The Academy's activities are shaped, led and delivered by its exceptional fellowship, which represents the nation's best practising engineers, innovators and entrepreneurs, often in leading roles across business and academia. It is based in London and employs around 75 staff.

Diversity and inclusion themes

- ✓ Sharing good practice
- ✓ Building staff networks
- ✓ Diversity as business imperative

[Find out more →](#)



Lively audience participation and discussion characterised our first LGBT event in May 2014.



Bringing employees and employers together for open debate has been a valuable start point.

Academy Chief Executive, Philip Greenish CBE, opens the *Data Driven Diversity* event, May 2014.



"In our LGBT work we are seeking to mix top-down activity with employers with grass-roots support such as that provided by InterEngineering."

Jenny Young, Head of Diversity, Royal Academy of Engineering



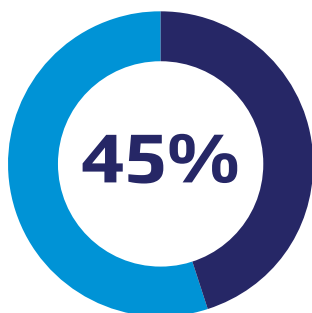
Background, aims and objectives

The Academy began its diversity programme, funded by the Department for Business, Innovation and Skills, in 2011. While the scope of the programme covers all facets of diversity, the work concentrated on certain areas initially—namely gender, ethnicity, social disadvantage and disability.

This initial focus on these characteristics was deliberate to establish some momentum in areas of accepted and measurable underrepresentation in engineering, while simultaneously building stakeholder networks for actions.

In 2014, the Academy extended the programme by initiating a specific focus on sexual orientation in engineering. This was prompted by an approach from BP, an engineering company that has been actively working to improve sexual orientation inclusion in their organisation over a number of years and who were keen to stimulate greater cross-sector debate and action in this area.



LGBT staff at work

Over 45% of respondents to an IET LGBT survey say they are open about their sexual orientation at work, while 41.8% say they are not.

Source: E&T Magazine (July 2014)
Never good to carry secrets
<http://eandt.theiet.org/>

Specific initiative

The Academy first collaborated with BP and Stonewall to stage a substantial discussion and networking event in May 2014. 'Data-Driven Diversity: The Facts about Being LGBT in Engineering' was constructed as a forum to explore how engineering compared to other professional sectors in its approach and maturity towards inclusion for lesbian, gay, bisexual and transgender (LGBT) engineers. The Academy also hoped it would act as an initiating event that would provide a catalyst for subsequent activity to encourage LGBT inclusion in the engineering sector. The event was well-attended, with around 100 people taking part from a wide range of companies and organisations. It also stimulated plenty of activity on Twitter and in sector media coverage.

Several themes emerged during the event itself, and these were reinforced by post-event feedback that was collected:

- Visible senior leadership support is important in promoting LGBT inclusion.
- Straight allies have a key role to play in promoting mainstream discussion and consideration of LGBT issues within a business.
- Few engineering businesses collect any data, qualitative or quantitative, about their LGBT staff representation and opinions.
- Engineering is a sector where LGBT staff feel inhibited about coming out.
- LGBT staff in engineering organisations, especially those who work for smaller companies, often lack a 'place' where they can network professionally.
- Action is needed from the top down and also from the grass roots up.
- Business resource groups or LGBT staff networks are important, but they are most valuable when strategically linked to the business.

These themes have been taken forward in a number of ways through subsequent work, either within or supported by the Academy. The ongoing activities attempting to balance corporate focus and individual focus are as follows:

- A LinkedIn group, 'LGBT in Engineering', was set up to provide an online platform for information exchange. This is administered by the Academy.
- InterEngineering (IE) network was established by a small group of enthusiastic individuals in the wake of the May 2014 event. This network mirrors similar networks that exist for other professional areas such as law and finance. IE supports engagement at the grass roots level by arranging networking/social events in which LGBT engineers and allies can gather and exchange information. Events also feature presentations on relevant subjects. The Academy is not directly involved in operation of the IE network but does support the group and its activity.
- An LGBT employer round table was convened by the Academy in May 2015. This was delivered in conjunction with IE and Stonewall. Its aim was to bring together a small group of employers at different stages of maturity in their work on LGBT inclusion to identify potential opportunities for collaborative support. The meeting explored comparisons of engineering with other sectors, heard about wishes and concerns raised by members of IE's network and discussed the approaches of the organisations present.

Impact

LGBT inclusion is much less mature within engineering than inclusion of other underrepresented societal groups such as women and ethnic minorities. The work initiated by the Academy in this area is still in its early stages, but we have achieved several positive outcomes to date:

- Bringing our stakeholder communities together to focus on a new area of action.
- Collaborating with Stonewall to build on expertise from other sectors.
- Working with the new InterEngineering group to ensure that strategic-level action supports is consistent with individual-level concerns and approaches.
- Sowing the seeds for collaborative action at an employer level.

Challenges

One of the biggest challenges faced is the absence of available data on which to base any business case discussion. Even if a business does collect staff demographic data that includes sexual orientation, individuals can be reluctant to declare that they are LGBT for fear of impact on their career or progression and reaction from their peers and managers. This was borne out by a survey by the Institution of Engineering and Technology in 2014.

A second challenge is that of engaging senior leaders and managers throughout a business, including straight allies, who are vocal in their day-to-day support of LGBT inclusion through their management actions. This echoes a more familiar observation in the area of gender underrepresentation, namely that diversity activities and meetings—especially those aimed at supporting women—are often populated or staffed almost entirely by women. To achieve greater mainstream inclusion, diversity activities need to involve people outside the minority group being targeted.

Hints and tips

- Work with other organisations or teams to strengthen your overall prospect of success. The Academy, while able to galvanise stakeholder support around particular diversity subjects, had no direct expertise in the area of LGBT inclusion. Our work has been made much stronger by working with Stonewall, BP and, more recently, InterEngineering.
- Encourage small steps to start with.
- Look to other sectors, and let the right approach evolve. In the LGBT area, more than in any other area of our diversity programme to date, there has been very limited activity within the engineering sector. By linking with Stonewall, we have been able to start discussion through looking to other professional sectors that have progressed significantly over the last 10 years.

Next steps

- The Academy will continue to support InterEngineering and to promote its grass roots activity to our stakeholder networks for their employees.
- It will map the LGBT networks that already exist within our stakeholder community to see where organisations could combine efforts in particular geographic areas.
- It will also encourage more organisations to provide visible senior support to LGBT inclusion by cumulative small actions in day-to-day leadership.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Employee networks.
- Role of leadership.
- Strategy.

→ For useful resources and organisations to support your work, see Appendix 4.



To find out more about the case study, contact diversity@raeng.org.uk



Women's Engineering Society

Mentoring and supporting women



Company information

The Women's Engineering Society (WES) is a professional network of women engineers, scientists and technologists. The organisation offers support and professional guidance with three main aims:

- 1) To support women in achieving their potential.
- 2) To promote education.
- 3) To work with organisations to improve and sustain gender diversity and equality.

Diversity and inclusion themes

- ✔ Supporting retention and development

[Find out more →](#)



Students take part in a WES engagement event at the Academy.

MentorSET is a multi-faceted service with a number of benefits for members in addition to one-to-one mentoring.

Evening networking over drinks lead to animated discussions.



Delegates exchange coloured 'dots' with one another to encourage networking.



Background, aims and objectives

In 2002, WES identified the need for a mentoring program to specifically support women in science, technology, engineering and mathematics (STEM) roles. It was felt that a mentoring scheme would be beneficial in terms of retaining women within the industry and creating an inclusive environment in which a diverse workforce would prosper.

Specific initiative

WES, therefore, launched MentorSET, a mentoring scheme exclusively for women. MentorSET aims to increase the number of women who can maintain their STEM careers, and realise their full potential. The scheme provides women with access to support, training and career progression opportunities. In addition, it provides support with overcoming any obstacles relating to working in a male-dominated industry and when women are returning to work after a career break.

The MentorSET scheme has the following benefits:

- All of the mentor/mentee pairings are carefully matched and meet one-to-one. The pairings are coordinated according to each participant's requirements, for example, whether they want someone within their own region.
- It involves women from across sectors, allowing individuals to get advice from different roles and to gain different perspectives.
- Each match is monitored over a one-year period, and both mentors and mentees are encouraged to give feedback about the process.
- After the first year, the pair becomes independent from WES, allowing them to move on if they feel they have gained all they can from the relationship or continue if they feel it is beneficial.
- MentorSET is flexible and allows individuals to change partners if they do not feel the match is appropriate.
- One of the unique factors that MentorSET has is that the scheme focuses on career paths in general rather than exclusively for progressing to Chartership.
- It provides access to coaching and mentoring theory.
- There are training courses for members and discounts to other organised training provision.

- There is a student mentoring facility offered to WES University student groups.
- There is an opportunity to be involved in 'Speed Mentoring' (in collaboration with 100 Years of Women in Transport www.wes.org.uk/100yowit).
- Mentoring webinars are provided.
- The scheme also offers training and support to organisations thinking of implementing their own mentoring schemes.

Due to financial difficulties the scheme was put on hold in 2011 and it relaunched in July 2015 on a more sustainable footing. It is now a membership scheme open to members of WES and there is a small cost involved for Mentees to register but not additional cost for Mentors.

The website provides members with access to webinars and other resources and cover topics such as negotiating skills and unconscious bias.

All mentors involved in the scheme are asked to complete a training session before meeting with their mentees. This focuses on what's expected from a mentor, where the boundaries are, tips about giving effective advice, etc. The quality of mentoring is monitored quarterly via a feedback form. This enables WES to keep track of the progress of the programme and to make changes accordingly. At the end of one year, each pair has a review, and if they want to continue the relationship, it is on their own terms and not monitored.

Challenges

MentorSET is considered to be a success by both the mentors and mentees involved. The scheme is currently being redeveloped and will be relaunched later this year when further funding is secured. In terms of the re-launch, WES plans to continue to offer flexibility while structuring the process to ensure that time and efficiency are maximised.

Impact

At the end of the year the mentors and mentees complete exit surveys. These allow WES to measure satisfaction with the programme. The survey asks the mentees to select a key benefit from the scheme. Nearly 30% of the mentees selected 'Entry or return to SET employment' as the key benefit of being mentored. This coincides with one of the main aims of the programme—to support women in their return to work after a career break.

'Progression in employment' was another key factor identified by nearly 20% of individuals, thus showing that the programme effectively focused on career paths.

The mentors were also asked what benefits they got from the scheme. The most highly reported benefits were 'satisfaction from helping someone develop' (64.3%), 'increased confidence' (52.4%), 'improved coaching skills' (40.5%) and 'improved listening skills' (35.7%).

Some quotes taken from the surveys demonstrate the perceived benefits of the programme:

"I feel much clearer about where I want to go in life, and what I should be doing to get there."

"It has been really helpful to have the opinion of someone from outside the company I work in, and who can give me independent feedback. It means that it's alright to speak more freely, particularly about difficult issues that might be seen as weaknesses by a manager or colleague. My mentor has been encouraging, challenged my assumptions and offered helpful ideas (that I would never have come up with on my own)."

"It has given me enough confidence to get my act together and apply for new jobs."

MentorSET was a successful programme for a variety of reasons. WES suggests that the success is due to the process of pairing being handpicked and flexible, having members from cross-sectors, being focused on career paths and not just towards Chartership and being exclusively for women.

Hints and tips

The main tip that WES would give to any organisation setting up a mentoring scheme would be that mentoring can be done in many different ways, and it is worth exploring a number of these to give mentees choices—a formal scheme may not work for everyone. For example, boardroom conversations—a monthly morning informal meeting with a member of the boardroom—could be an easy way of giving mentoring support; Coffee Roulette—a coffee with a randomly chosen colleague—can offer mentoring support; webinars, which are accessible by anyone at any time, can also be very useful. Flexibility is good.

Next steps

Now that the MentorSET scheme has been relaunched WES is looking to grow the scheme in collaboration with other partners. This will have the same core offerings but will also offer a number of additional components such as mentoring to board level positions, speed mentoring, mentoring and coaching theory and a training component. To achieve this, WES plans to work in collaboration with other organisations such as the Powerful Women Group, and Women in Nuclear. The new scheme will also offer opportunities for reverse mentoring and involve more training via webinars. These will cover topics such as managing career progression, gender bias, developing leadership skills, unconscious bias and how to succeed.

To reach a wider audience, WES also plans to use social media as a platform to support more women in the engineering industry. Building a resource of FAQs and responses from a variety of individuals will provide an area where anyone can receive help and advice.

→ See Appendix 3 for more guidance on specific initiatives linked to this case study:

- Mentoring.

→ For useful resources and organisations to support your work, see Appendix 4.

One of the unique factors that MentorSET has is that the scheme focuses on career paths in general rather than exclusively for progressing to Chartership.



To find out more about the case study, contact diversity@raeng.org.uk

Appendices

Appendix 1

Engineering diversity concordat

Engineering is vital to the wealth and wellbeing of every nation. Professional engineers and technicians fulfil important roles in society and take their responsibilities seriously. This Concordat sets out the principles of a voluntary agreement between organisations involved at the heart of the engineering profession. It seeks to ensure that the profession properly reflects the society it serves and takes action to attract engineers from increasingly diverse backgrounds into professional membership and registration. In this way the profession can capitalise on its diversity of thought, innovation and creativity.

Objectives

In signing this document, each party is stating that they agree to work towards achieving the following objectives:

1. Communicate commitment to equality and inclusion principles and practices.
2. Take action to increase diversity amongst those in professional engineering membership and registration.
3. Monitor and measure progress.

Scope

The Concordat is applicable across the profession and is general in nature. It is a commitment made by engineering professional bodies and is open to adoption by organisations operating within and across the engineering profession. It is based on the premise that Professional Engineering Institutions (PEIs) and other organisations operating within and across engineering will be most effective in improving the diversity of the profession when they work in partnership to achieve common aims through cooperation.

The Concordat:

- is agreed between the signatories;
- is supported by The Royal Academy of Engineering (The Academy) in its role as lead of the Diversity in Engineering Programme, funded through the Department for Business, Innovation and Skills;
- mirrors what is currently understood as good or best practice.

It does not constitute a legally enforceable contract nor does it create any rights or obligations that are legally enforceable - it is intended to bind in honour only.

Appendix 2

Diversity and inclusion themes

DLG subgroup two - building inclusive cultures inclusion themes

The themes below were developed by subgroup of the Royal Academy of the inclusive cultures Engineering Diversity Leadership Group (DLG). They were developed at the inception of the subgroup in early 2014 with a view to understanding areas that need to be addressed in developing a diverse workforce where every individual feels valued and included.

They have been used to inform the simplified themes used to categorise the case studies in this document.

1. Developing leadership and a corporate culture that positions diversity as a 'business' as opposed to 'HR' imperative.
2. Using client procurement processes to promote diversity and inclusion - including examples from contractors/ subcontractors involved in CITB BeFair Framework.
3. Using charters/public commitments by CEOs/Chairs to drive organisational performance/change.
4. Using statistical information to raise awareness, measure progress and support diversity in organisations.
5. Using role models internally and externally to models to promote opportunities for all groups to progress in organisations.
6. Providing support mechanisms for those seeking career breaks - including but not limited to maternity.
7. Communicating and advocating diversity based on good practice.
8. Identifying, addressing and eliminating unconscious bias/challenging bias.
9. Implementing effective guidance on how to respond to unacceptable or unhelpful behaviour in organisations.
10. Using internal networks for underrepresented groups to support employees and the organisation.
11. Establishing effective mentoring programmes for underrepresented groups (eg women, BME etc.).
12. Implementing flexible working for all.
13. Implementing transparent career map/path or similar activity that supports employee progression.
14. Reviewing/establishing job design to ensure there are no barriers to recruiting the best person securing the job.

Industry-led 10 Steps for sustaining women in STEM

These Steps were developed by the Campaign for Women in Science and Engineering (WISE) in consultation with engineering employers and the Royal Academy of Engineering. Since their development, engineering employers have been invited to become signatories to the 10 Steps, signalling support for sustaining the pipeline of female talent in STEM.

Signatories to the 10 Steps commit to taking the following steps.

1. Understand the starting point and put plans in place to improve performance and monitor progress

Without data, it's almost impossible to measure progress or the lack of. It is equally important to know where you are heading. The most confident and ambitious organisations are setting public targets for the representation of women at senior and Board levels and in technical roles throughout the organisation (eg within the engineering workforce).

2. Educate leaders and give them accountability for change

Tell people why you are doing this and how it will benefit the business. Managers may need support to lead change. Some companies run reverse mentoring programmes for senior leaders; in others companies, executives are accountable for progress on a particular aspect of diversity, or sponsor diversity networks, for instance.

3. Change mindsets by challenging bias and sexism whenever and wherever it occurs

Many organisations are taking action to address unconscious bias at an individual level – which is a great starting point. But other types of bias need challenge too. As leaders, we will not tolerate remarks, 'banter' or other behaviour which shows a lack of respect for women or any other group. We will not accept all-male shortlists, to make it clear that we are serious about change.

4. Be creative in job design

We have identified that some science, technology and engineering managers have fixed ideas about the kind of person needed to do a job – or the design of a job, or the way in which a job should be done – all based on how it's been done in the past. This can inadvertently exclude people who do not fit a traditional profile from applying or being considered for a role. We will encourage a more open-minded, creative approach to job design from our managers to drive different outcomes.



5. Make flexible working a reality for all employees

Most organisations have flexible working policies in place, but in reality all employees do not feel able to ask to work on an agile or flexible basis, without fear of jeopardizing their career prospects. This needs to change, so that all employees (male and female) feel confident in asking for flexibility at work – and most can presume their request for flexibility will be granted.

6. Increase the transparency of opportunities for progression

Women and others not in the 'in-group' in an organisation may not be aware of the opportunities available for progression if they do not have access to the right networks, or a sponsor, or are unable or unwilling to invest time in the politics of self-promotion. Leaders should push for greater transparency about development opportunities, juicy projects, stretch assignments.

7. Sponsor talented women, giving them the same exposure as men and support to develop their careers

Ensure talented women – like talented men – have a senior sponsor, mentor or coach, and encourage them to talk about their experiences, inspiring others in their turn.

8. Demonstrate to women that you want to retain them through career breaks and beyond

Let talented people know you want to retain and develop them – and follow words with actions particularly for those returning from parental leave or other absences when they may be feeling exposed and uncertain about what lies ahead in their personal and professional lives.

9. Treat the retention of women as you would any other issue affecting our core business

A single action from this list will make some difference. Action on all ten points will be a game changer. Develop and agree a strategic, structured approach as you would for any other business improvement project.

10. Share learning and good practice with our industry partners

Retaining talented women in one organisation benefits the whole industry. Sustaining the pipeline of female talent in STEM won't be resolved by Chairs and CEOs acting alone. The solution lies in companies, suppliers, communities, employees and their representatives, policy makers, regulators, individual male and female champions all playing a role in making change happen.



Visit this webpage to find out more about the 10 Steps and how to become a signatory
<http://tinyurl.com/ppxgmdc>

[Find out more](#)



Simplified case study diversity and inclusion themes

Industry-led 10 Steps	DLG subgroup two – building inclusive cultures inclusion themes	Simplified case study themes
1. Understand the starting point and put plans in place to improve performance and monitor progress	Using statistical information to raise awareness, measure progress and support diversity in organisations	Monitoring and measuring
2. Educate leaders and give them accountability for change	Developing leadership and a corporate culture that positions diversity as a 'business' as opposed to 'HR' imperative	Developing leadership
3. Change mindsets by challenging bias and sexism whenever and wherever it occurs	Identifying, addressing and eliminating unconscious bias/challenging bias	Challenging bias
4. Be creative in job design	Reviewing/establishing job design to ensure there are no barriers to recruiting the best person securing the job	Reviewing job design
5. Make flexible working a reality for all employees	Implementing flexible working for all	Flexible working
6. Increase the transparency of opportunities for progression	Implementing transparent career map/path or similar activity that supports employee progression	Transparent career progression
7. Sponsor talented women, giving them the same exposure as men and support to develop their career	Establishing effective mentoring programmes for underrepresented groups (eg women, BME etc.)	Supporting retention and development
8. Demonstrate to women that you want to retain them through career breaks and beyond	Providing support mechanisms for those seeking career breaks - including but not limited to maternity	Proactive career break support
9. Treat the retention of women as you would any other issue affecting your core business	Developing leadership and a corporate culture that positions diversity as a 'business' as opposed to 'HR' imperative	Diversity as a business imperative
10. Share learning and good practice with industry partners	Communicating and advocating diversity based on good practice	Sharing good practice
	Using client procurement processes to promote diversity and inclusion - including examples from contractors/subcontractors involved in CiTB BeFair Framework	Supplier diversity
	Using charters/public commitments by CEOs/Chairs to drive organisational performance/change	Making public commitments
	Using role models internally and externally to models to promote opportunities for all groups progress in organisations	Using role models
	Implementing effective guidance on how to respond to unacceptable or unhelpful behaviour in organisations	Responding to unacceptable behaviour
	Using internal networks for underrepresented groups to support employees and the organisation	Building staff networks

Appendix 3

Good practice guidance on specific initiatives

Transparent career progression

In terms of supporting career progression, it follows best practice to make a range of development activities available to all employees. It is also important that development plans are designed to meet specific individual needs, increase performance in the current role and help to develop knowledge, skills and experience for potential future roles.

Monitoring the uptake of training and development opportunities is a good way to ensure that all employees have equal access to opportunities that are relevant to their role or development plans.

It is also an effective approach to ask leaders to be the first to participate in sessions to raise awareness and increase understanding regarding D&I and inclusive leadership. Research indicates that approximately 80 – 90% of employee behaviour is attributable to what leaders say and do. Leaders' behaviour sets the precedent for how employees behave. Engagement is also increased when initiatives are led from the top. Therefore, any training should start with the most senior teams to help signal its importance to the rest of the organisation.

Data

In terms of monitoring, it is important to collect and analyse diversity-related data where possible. This enables organisations to identify where they are doing things well and where there are any areas of concern to be addressed. Analysing monitoring data in relation to employee processes can help organisations to identify if there are any points in these processes which may be subject to bias or adverse impact.

Data should be collected for all relevant grounds of the legislation (where permitted) and for other characteristics/factors (for example, working hours) which could potentially cause discrimination. It is also important that global organisations are aware of the relevant legislation in different countries which may restrict the collection of demographic data. Other tips related to monitoring data include:

- Make employees aware that data is being collected for the purposes of monitoring.
- Collect data in such a way that ensures confidentiality.
- Ensure data is stored confidentially.
- Ensure data is only accessed by personnel for the purposes of monitoring.

Employee networks

Tips for organisations thinking of setting up employee networks (based on Stonewall's *Guide to Network Groups*):

1. Research other employee networks to find out what has worked for them.
2. Establish the business case for a network in your organisation. This should include benefits to the business and not just employees.
3. Find a senior management sponsor who can argue your case across the organisation. Get the HR team on board as well.
4. Set out the aims of the network. These could include advising on diversity policy and practice or helping with career development for the group the network is aimed at.
5. Draw up a business plan that sets out the purpose of the group, its proposed activities and funding requirements.

6. Ensure that network coordinators have the time to make it work. Many employers give coordinators time off each month for network business.
7. Establish criteria for network membership, setting out whether the network is only open to certain employees or available to all.
8. Publicise the group internally, through email and the company intranet, and externally.
9. Consult all network stakeholders regularly – members and managers – to ensure it stays relevant to the business and to employees.

Flexible Working

Legislation now states that "employees can apply for flexible working if they've worked continuously for the same employer for the last 26 weeks." Furthermore, it is best practice to ensure that all employees are aware of the policy.

There are a number of benefits of flexible working to both organisations and individuals. A few are outlined below:

- Flexible workers record higher levels of job satisfaction and organizational commitment than their nonflexible counterparts³¹.
- Flexible working has a positive impact on work satisfaction and employee wellbeing³².
- Flexible working can help to reduce employee absenteeism³³.
- Flexible working can have a positive impact on the reduction of workplace stress³⁴.

³¹ *Doing more with less? flexible working practices and the intensification of work*, Kelliher, C., & Anderson, D. (2009) <http://tinyurl.com/oavhdhy>

³² *Influence of flexibility and variability of working hours on health and well-being*, Costa, G., Sartori, S., & Akerstedt, T. (2006), www.ncbi.nlm.nih.gov/pubmed/17190700

³³ *The impact of work hours discrepancy on employee absence*, Jing Wang, Frank Reid, (2015), www.emeraldinsight.com/doi/abs/10.1108/IJM-05-2013-0120?journalCode=ijm

³⁴ *Correlates of flexible working arrangements, stress, and sleep difficulties in the US workforce: does the flexibility of the flexibility matter?* Haley, M. R., & Miller, L. A. (2014) <http://link.springer.com/article/10.1007/s00181-014-0836-4>

When introducing flexible working into an organisation, it is important to understand the broad range of options that can be covered under the term 'flexible working'. These can include:

- Job sharing: Two people do one job and split the hours.
- Working from home: Doing some or all of the work from home or anywhere else other than the normal place of work.
- Part-time: Working less than full-time hours (usually by working fewer days).
- Compressed hours: Working full-time hours but over fewer days (at Atkins, an option is 35 hours over four days).
- Flexi-time: The employee chooses when to start and end work (within agreed limits) but works certain core hours, for example 10am to 4pm every day.
- Annualised hours: The employee has to work a certain number of hours over the year but has some flexibility about when they work. There are sometimes core hours, which the employee regularly works each week, and they work the rest of their hours flexibly or when there is extra demand at work.
- Staggered hours: The employee has different start, finish and break times from other workers.
- Phased retirement: There is no longer a default retirement age, so older workers can choose when they want to retire. This means they can reduce their hours and work part time.
- Term-time working: A worker remains on a permanent contract but can take paid/unpaid leave during school holidays.
- Career breaks/sabbaticals: Extended periods of leave - normally unpaid - of up to five years or more.

The diversity-orientated organisation recognises the diverse needs of employees and responds by providing a flexible approach to work utilising some or all of

the approaches outlined above. Not all options will be able to be offered to all employers, but ensure that the rationale for not offering certain options is clear and not just based on the fact that it hasn't been tried before.

Global perspective

Due to the large number of organisations operating in global locations, there is a need to consider the most effective way to embed diversity and inclusion across such organisations. Some key considerations to be mindful of are:

- How the legislation differs in different locations and the impact of this.
- Both business and diversity and inclusion priorities at a local level.
- How to communicate diversity and inclusion messages across the organisation, eg in terms of overall strategy, local strategy and action plan, successes, progress, areas of future focus and so on.
- How to support different locations.
- How to celebrate the success of areas that might be at very different stages of their D&I journey.

We recommend that there is an overall vision in place for the organisation and that different regions/locations take responsibility for determining and implementing action plans at a local level. This approach helps to ensure that priorities and initiatives are tailored to the needs of individual areas and that they can drive an approach which is relevant for them.

We recommend that each region/location has a senior leader who is responsible for championing D&I actions and reports back to others. It is worth considering holding regular meetings for the D&I leaders of each region/location to share experiences, challenges, progress, advice and tips. The requirement to report back on actions also increases the likelihood that people will take action.

Job advertising

Carefully considering the language used in job adverts and descriptions is a good way to increase your pool of candidates and to minimise the risk of sending signals to candidates about the demographic profile of the suitable candidate. There is certain language which indicates that a role is 'male', for example, 'power, strong, leader, bold.' These are commonly held gender stereotypes relating to males³⁵. Keeping language neutral and focused on essential skills is more likely to attract a wider pool of candidates. In addition, being explicit that the organisation actively seeks diversity and will support the successful candidate in their role is likely to increase the diversity of applicants³⁶.

Advertising using a range of different publications and organisations will increase the likelihood of reaching a wider pool of potential applicants. Working with organisations that target underrepresented groups also signals to applicants that the organisation is committed to employing a diverse workforce. Research suggests that organisations that are perceived to manage diversity well are more attractive employees.

Mentoring schemes

Mentoring schemes are now in place in many organisations, however, results are mixed and schemes are often abandoned. To increase the likelihood of success from a mentoring scheme, it is worth considering:

- Consider how mentors and mentees will be matched. Ask mentees to state their requirements and mentors to outline what they can offer and use this information to determine the right match. When an individual is asked to mentor someone they haven't chosen and there is little flexibility in finding a match, it can result in the feeling that this is just a procedural thing where they have to meet once a month and talk about what the mentee is interested in. A more tailored approach to matching and flexibility for both mentors and mentees to change

³⁵ *Implicit Self-Concept and Evaluative Implicit Gender Stereotypes: Self and Ingroup Share Desirable Traits*, Rudman, Greenwald and McGhee (2006) psp.sagepub.com/content/27/9/1164

³⁶ *The invention of difference: The story of gender bias at work* www.pearlandola.com/inventionofdifference/

pairings is likely to minimise the likelihood of it feeling like a 'tick-box' exercise.

- Research has shown that people who are similar to those who occupy senior positions find it easier to secure mentors. Given the underrepresentation of certain groups in senior positions across STEM roles, it is therefore more likely that people in these groups will find it harder to find a good mentor. Consider launching mentoring schemes specifically aimed at certain groups to bridge this gap.
- Ensure that training is available for mentors. Training should cover topics such as: what is expected of them as mentors; benefits of mentoring; the boundaries; contracting and maintaining confidentiality; setting expectations; the difference between coaching and mentoring; challenging and giving feedback the mentoring process; what to do if things are not going well; and hints and tips for making the relationship a success.

Recruitment and selection training

Best practice and research indicates that all staff involved in recruitment and selection should receive training which covers the process, how to ensure fairness, consistency and objectivity and how to avoid bias. Using specific examples related to the recruitment process enables managers to recognise situations and have the opportunity to think through the best way to deal with this.

Respect at work training

In terms of respect at work training, it follows best practice guidelines to ensure that all employees are aware of what is meant by acceptable/unacceptable behaviour, bullying, harassment and discrimination. Employees should be aware of their rights and responsibilities, what to do if they have experienced unacceptable behaviour and sources of support available.

Role of leadership

Strong and visible commitment to D&I objectives by leaders and managers is not only critical to the success of an organisation's D&I agenda but also has a positive impact on employee engagement. A survey by the Corporate Leadership Council in 2004, entitled *Driving Performance and Retention Through Employee Engagement*, found that managers who show a commitment to diversity get more 'discretionary effort' out of their teams, ie, people are willing to go the extra mile.

In terms of creating leadership for D&I, linking personal objectives to D&I and strategic objectives helps leaders and employees to be clear about what is expected of them and how this impacts on the organisation's wider strategy. This helps to increase engagement and accountability. Measuring performance against these objectives increases the likelihood that D&I remains a priority even when workloads are high.

Furthermore, endorsement from the most senior levels indicates to employees that the organisation takes D&I seriously and is committed to embedding an inclusive culture.

Research indicates that approximately 80 - 90% of employee behaviour is attributable to what leaders say and do and it is, therefore, critical that leaders understand why inclusive leadership is important and are committed to role modelling the appropriate behaviours related to this. Leaders' behaviour sets the precedent for how employees behave and engagement is also increased when initiatives are led from the top. Starting the roll-out of any diversity training with the most senior teams helps to signal its importance to the rest of the organisation.

Using senior leaders in the organisation as sponsors for staff networks can be an effective way of increasing the likelihood that the networks' views are considered and that actions are taken seriously. It is

essential that such sponsors are authentic supporters of their network and champion its work.

Strategy

Truly diversity-oriented organisations have a strong, positive mission and core values which make diversity and inclusion necessary, long-term business objectives and a responsibility of all employees. The mission and values of the organisation will provide a focus for everyone and leadership needs to have a clear idea about the future in relation to diversity and inclusion. What are the goals and aspirations? What will the organisation look and feel like? This type of vision, combined with review and evaluation can produce a gap analysis and from this priorities can be identified and strategies created.

Supplier diversity

Supplier diversity is an area that is important for all businesses. It means taking steps to ensure that the businesses that supply your business are inclusive and diverse. Businesses that diversify their supply chain can experience unexpected positive add-on benefits, such as new ways of looking at product development and marketing, access to new markets and an enhanced business image.

Supplier diversity also means support for equality, diversity and inclusion in other ways: for example, by ensuring that the businesses that supply your organisation follow policies that live up to your own equality, diversity and inclusion standards. Supplier diversity is about 'levelling the playing field'. It is not about positively discriminating in favour of particular groups, but being aware of the ways in which the diversity of the business community and wider society is often not reflected in the supply chain, knowing how that can negatively affect your business and acting to counteract that exclusion.

Appendix 4 Resources

Useful organisations

Business Disability Forum

The Business Disability Forum builds disability-smart organisations to improve business performance by increasing confidence, accessibility, productivity and profitability
businessdisabilityforum.org.uk

Opportunity Now

Opportunity Now is the campaign on gender diversity which aims to increase women's success at work
opportunitynow.bitc.org.uk

Race for Opportunity

A campaigning organisation that is committed to improving employment opportunities for ethnic minorities across the UK
raceforopportunity.bitc.org.uk/generic-page

Royal Academy of Engineering

The Royal Academy of Engineering coordinates a diversity programme to increase diversity and inclusion across the engineering profession
www.raeng.org.uk/policy/diversity-in-engineering

Royal Society

The Royal Society is committed to promoting diversity in UK science, technology, engineering, mathematics, and medicine by seeking to increase participation from underrepresented groups
royalsociety.org/about-us/diversity

The Science, Technology, Engineering, Mathematics and Medicine (STEMM) Disability Advisory Committee

STEMM DAC brings together the main academies, learned societies and professional bodies in science, engineering and medicine to speak with a clear authoritative voice on the inclusion of disabled people in STEMM education and employment
www.stemdisability.org.uk

Stonewall

Stonewall has a long history of campaigning to achieve equality for lesbian, gay and bisexual people
www.stonewall.org.uk

Tomorrow's Engineers

Tomorrow's Engineers is a one stop shop for eleven to nineteen year olds and educators seeking information and resources about in engineering careers. It also runs a schools programme to help inspire the next generation of engineers
www.tomorrowsengineers.org.uk

Women in Science and Engineering (WISE)

WISE inspires girls and women to study and build careers using science, technology, engineering and mathematics (STEM)
www.wisecampaign.org.uk

Women's Engineering Society (WES)

WES has works to inspire women in engineering and allied sciences; promotes careers in engineering; supports companies with gender diversity; and speaks as the collective voice of women engineers
www.wes.org.uk

Useful reports and sources of information

A picture of the UK scientific workforce: Interactive Chart

The interactive chart shows career stages in academia by discipline and by gender, disability and ethnicity using Higher Education Statistics Agency (HESA) data from 2011/12
tinyurl.com/nmag77k

Routes to Diversity & Inclusion - a toolkit to help employers recruit, retain and develop a diverse workforce

A toolkit produced by the CIHT containing case studies and tips on implementing diversity and inclusion across the transportation sector
www.ciht.org.uk/diversitytoolkit

Creating an inclusive Workplace

The guide contains a range of practical ideas to help create an inclusive workplace
tinyurl.com/o9mmuhd

Designed to Inspire

This contains a suite of profiles and videos of black and minority ethnic engineering role models development by the Royal Academy of Engineering in partnership with Tomorrow's Engineers
tinyurl.com/qqeqq8r
www.tomorrowsengineers.org.uk/inspire

Equality Act 2010 - Acas Guidance

Gives employer guidance on interpreting and implementing equality legislation
www.acas.org.uk/equalityact

Equality and Diversity - how the Advisory, Conciliation and Arbitration Service (ACAS) can help

Provides organisations with a service to help organisations understand and address what needs to be done to address a range of issues related to equality and diversity
www.acas.org.uk/index.aspx?articleid=2566

Engineering UK 2015 - the state of engineering

Annual statistics relating to the supply of engineering skills
www.engineeringuk.com

Engineering Work Experience: An employer's guide

Produce by the Inspiring the Next Generation subgroup of the Royal Academy of Engineering Diversity Leadership Group (DLG), this booklets gives employers guidance in setting up work experience to engage a wider and more diverse cohort of students
www.tomorrowsengineers.org.uk/View/?con_id=789

Fact Sheet: Ethnic Minorities in the STEM Sector

The factsheet produced by Race for Opportunity (RfO) gives an insight to the choices made by our BAME STEM students by subject, location and gender as well as a preview of the secondary school pipeline
tinyurl.com/nmkjv5h

Getting Girls into Engineering: A practical guide

This London Engineering Project guide, from the Royal Academy of Engineering, describes efforts to attract more girls to engineering as a choice of subject for study and as a career
tinyurl.com/q68txkg

Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce.

Fostering Innovation Through a Diverse Workforce is based on an exclusive survey of 321 executives at large global enterprises (\$500 million-plus in annual revenues). All respondents had direct responsibility or oversight for their companies' diversity and inclusion programmes
www.forbes.com/forbesinsights/innovation_diversity

Guidance on handling requests for flexible working

Gives access to the Acas code of practice for handling requests for flexible working
www.gov.uk/flexible-working/overview

How many engineers does it take to make a tin of baked beans?

This widely circulated booklet uses profiles of engineers from a range of different backgrounds to highlight many engineering careers
www.tomorrowsengineers.org.uk/inspire

Improving Diversity in STEM

A report produced by the Campaign for Science and Engineering (CaSE) in 2014 which brings together data and research from the last five years to build a picture of the current state of diversity in STEM, from education to the workforce
sciencecampaign.org.uk/?p=14146

Journeys into Diversity: A roadmap for organisations

Produced by UKRC WISE to support the implementation of diversity and inclusion across STEM organisations
tinyurl.com/py4mfqc

LGBT Survey: E&T hears from the engineering industry

A report on the experiences of E&T's LGBT engineering engineers working within the industry
eandt.theiet.org/magazine/2014/07/never-good-to-carry-secrets.cfm

Making it real: LGBT inclusion at EY - A practical guide for advancing lesbian, gay, bisexual and transgender diversity and inclusion across global companies
tinyurl.com/ns4vv3h

Not for people like me - Under-represented groups in science, technology and engineering

A summary of the evidence: the facts, the fiction and what we should do next
tinyurl.com/ozsfklb

Research report 6: Procurement and supplier diversity in the 2012 Olympics

This research was commissioned by the Equality and Human Rights Commission (EHRC) to explore whether the Olympic Delivery Authority's (ODA) procurement policies and practices are benefiting businesses in the five host boroughs of the London 2012 Olympic Games with a particular emphasis on businesses owned by ethnic minority groups, women, and disabled people
tinyurl.com/qdrezdq

Royal Academy of Engineering Diversity Resources

This bank of useful resources has been developed to support organisations working to promote diversity across the engineering profession and beyond
raeng.org.uk/policy/diversity-in-engineering/resources

Statistics on Women in Engineering

Produced by Women in Science and Engineering (WISE) the statistics give an overview of the participation of women in STEM occupations
<https://www.wisecampaign.org.uk/resources>

Stemming the Tide: Why Women Leave Engineering.

Funded by the National Science Foundation (NSF), to investigate women engineers' experiences in technical workplaces. The study, *Stemming the Tide*, reveals some of the challenges that women in engineering have to confront in their careers
tinyurl.com/ps6gr4v

The business case for equality and diversity: a survey of the academic literature.

Looks at the evidence for the business case for equality and diversity in private sector organisations
tinyurl.com/azfoowo

The Hidden Engineers

A report based in a survey of minority engineers conducted by the Institution of Chemical Engineers
www.interengineeringlgbt.com

University Technical Colleges: Opening up opportunities for girls

Provides practical guidance to increase the participation of girls in STEM education activities
tinyurl.com/nr7lesh

Appendix 5

Key facts and business case references

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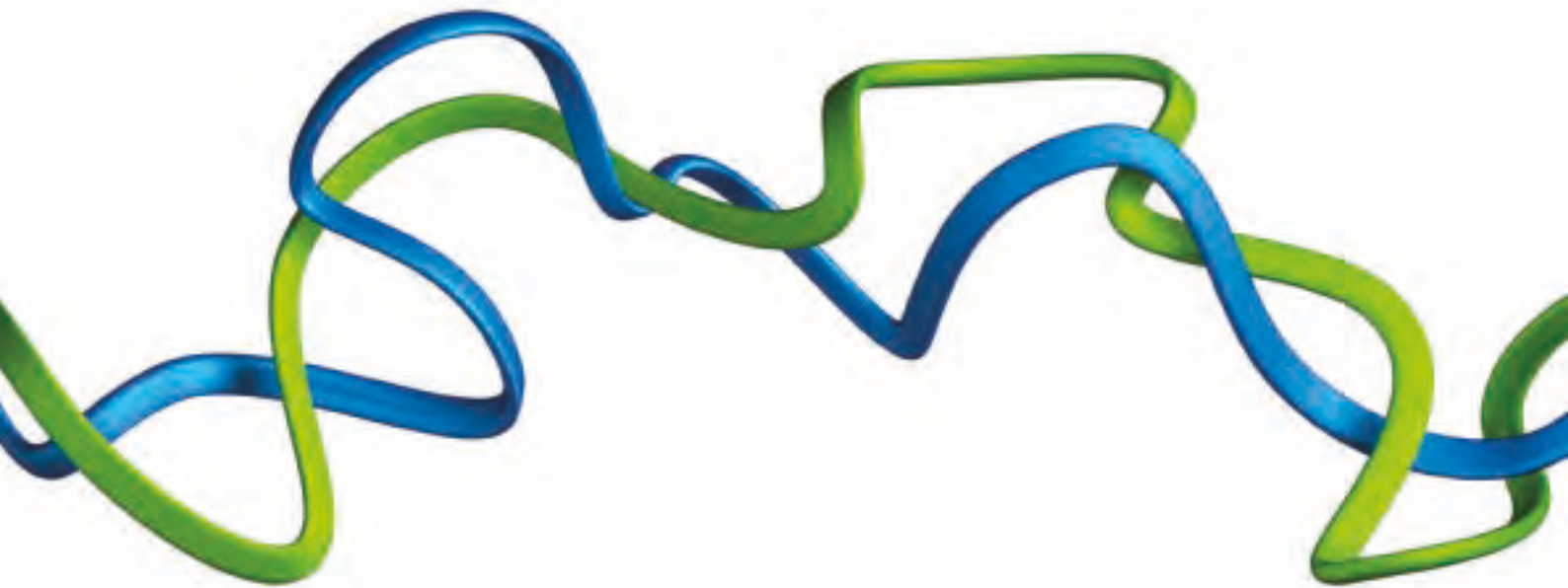
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