Diversity and inclusion in engineering survey report 2015
including trends, similarities and differences with the highways and transportation sector
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Contents

Forewords ............................................................................................................................................................................. 2

1. The Diversity Leadership Group (DLG) ...................................................................................................................... 4

2. Profile of respondents .................................................................................................................................................. 5

3. Summary of DLG and CIHT corporate partner survey findings ........................................................................ 6
   3.1 Workforce demographics show diversity remains a challenge ................................................................. 6
   3.2 Women fare better than minority ethnic and disabled people ............................................................... 6
   3.3 Gender is the main focus of activity .................................................................................................................. 6
   3.4 Drivers for change ............................................................................................................................................... 7
   3.5 But the benefits of diversity and inclusion are not yet fully realised ......................................................... 7
   3.6 Monitoring and measuring progress .............................................................................................................. 7
   3.7 Leadership and direction ................................................................................................................................ 8
   3.8 Few organisations are working with their supply chain on diversity and inclusion .................................. 8
   3.9 Fragmented sources of guidance .................................................................................................................... 8

4. Survey findings .............................................................................................................................................................. 9
   4.1 Priority and drivers for diversity and inclusion ............................................................................................. 9
   4.2 Challenges to progress ...................................................................................................................................... 12
   4.3 Embedding diversity and inclusion within the organisation ...................................................................... 13
   4.4 Communication .................................................................................................................................................. 15
   4.5 Taking action ....................................................................................................................................................... 15
   4.6 Monitoring and measuring .............................................................................................................................. 18
   4.7 Workforce composition ..................................................................................................................................... 21
   4.8 Making a difference ............................................................................................................................................ 24
   4.9 Taking diversity and inclusion forward ......................................................................................................... 25
   4.10 The role of the DLG & CIHT ......................................................................................................................... 27

Appendix 1 – Diversity Leadership Group (DLG) Diversity and Inclusion Survey Questionnaire ......................... 28
The aim of the Diversity Leadership Group (DLG) is to increase diversity and inclusion across engineering employment, and this document provides a baseline against which to measure progress. As the Chair of the group, I am delighted that so many of our member companies have shared what they are doing and why, including key results. When we next survey our members, my ambition is to get more to participate in creating a really robust benchmark against which we can measure our progress. Twenty-six is a good number, but more would be even better!

Every company that took part in the survey had the opportunity to benchmark itself against the DLG as a whole and this benefit will be available when we conduct the survey again. Many companies taking part in the survey have told us they would like a benchmark such as this against which to assess how they are doing on diversity and inclusion. In the spirit of encouraging and sharing good practice, we are giving access to the survey template used to generate the findings in this report. This means any organisation can pick it up, use it and compare their results with those in this document. Alternatively, any company wanting to be involved in the next iteration of the survey can contact diversity@raeng.org.uk to register their interest.

Another output from the Diversity Leadership Group that complements this survey is the DLG toolkit Increasing Diversity and Inclusion in Engineering — a case study toolkit¹. In addition to this, the Chartered Institution of Highways and Transportation (CIHT) has produced a good practice guide for the highways and transportation sector titled Routes to Diversity & Inclusion — a toolkit to help employers recruit, retain and develop a diverse workforce². I urge you to review both as they contain examples of good practice in engineering.

The DLG is pleased to include in this report data highlighting similarities, differences and trends with the highways and transportation sector, made possible through collaboration with the CIHT.

I would like to thank all those involved in making this document available — to the members of DLG subgroup two, Chaired by Dr Nelson Ogunshakin OBE, who worked with Women in Science and Engineering (WISE) to deliver the survey and prepare it for publication; to Sue Percy and the CIHT for sharing the results of their sector survey; to all CIHT companies that completed the survey, to all DLG members, and of course, the Royal Academy of Engineering Diversity Team for planning, execution and delivery of this report.

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

¹ Increasing diversity and inclusion in engineering – a case study toolkit. www.tinyurl.com/owqukyc
² Routes to Diversity & Inclusion – a toolkit to help employers recruit, retain and develop a diverse workforce www.ciht.org.uk/diversitytoolkit
There is general agreement that we need to do more to attract talent into the engineering profession to meet current and future skills demands, tackle the problem of an ageing workforce, and ensure that we remain competitive in a global market. Widening the talent pool to include people from diverse backgrounds is one way of addressing this issue.

In order to understand where engineering stands currently with regard to diversity and inclusion, and to be able to measure progress, the Royal Academy awarded a grant to CIHT to conduct research into these issues in the highways and transportation sector. This work complements a wider study by the Academy Diversity Leadership Group (DLG) across all engineering disciplines, of which this survey is a part.

It has been encouraging to find that some employers have already started to think about how they attract and retain people from diverse backgrounds. However, the number could be greater. We hope that, with support from the Academy and professional institutions such as CIHT, the engineering sector as a whole will undergo a step change that will put it at the forefront of attracting the brightest and best from all parts of society into the profession.

The DLG document, *Increasing diversity and inclusion in engineering* – a case study toolkit, and corresponding CIHT document *Routes to diversity and inclusion* – a toolkit to help employers recruit, retain and develop a diverse workforce are designed to provide practical help and guidance through disseminating the examples of good practice that currently exist and signposting other helpful resources. These are ‘live’ documents and both organisations would welcome additional case studies.

I would like to thank the Academy for its support for CIHT’s diversity and inclusion work, CIHT’s steering group who provided guidance and advice on the work, WISE who conducted the survey and of course CIHT’s Corporate Partners who completed the survey. There is no doubt that, if we are to make a difference to the diversity of the engineering profession, we all need to work together and I, for one, am looking forward to the challenge.

**Sue Percy**
CIHT Chief Executive and Member, DLG subgroup two – building inclusive cultures.
1. The Diversity Leadership Group (DLG)

The Diversity Leadership Group (DLG) was established in July 2013 as a collaborative practical action forum. It is made up of around 40 engineering employers and employer-led organisations. As well as the drive to address the skills gap, there is growing evidence that more diverse organisations deliver tangible business benefits. The DLG is actively engaged in action to increase diversity and inclusion across the engineering profession.

The DLG is sponsored by the Royal Academy of Engineering as part of its Diversity in Engineering Programme, funded by the Department for Business Innovation and Skills (BIS). It is chaired by Allan Cook CBE FREng, Chairman of Atkins and Lead Non-executive Board member at BIS. It meets four times a year to set strategic direction for increasing diversity and inclusion across engineering. It convenes subgroups as and when necessary to drive action on the ground to support strategic objectives.

In 2014 subgroup two, building inclusive cultures under the chairmanship of Dr Nelson Ogunshakin OBE and managed by Bola Fatimilehin of the Royal Academy of Engineering, led the development of a strand of work to gather qualitative and quantitative baseline data against which to measure DLG progress. The subgroup commissioned Women in Science and Engineering (WISE) to design a survey tool for use in gathering information on the extent of diversity and inclusion work across the DLG, and for use in understanding the focus of future activity. The final survey was distributed to DLG members for completion by WISE, who subsequently reported on its findings. The survey addressed and reported on the following areas:

• Priority and drivers for diversity and inclusion
• Challenges to progress
• Embedding diversity and inclusion within the organisation
• Communication
• Taking action
• Monitoring and measuring
• Workforce composition
• Making a difference
• Taking diversity and inclusion forward
• The role of the DLG

Around the same time the DLG was established, the Chartered Institution of Highways and Transportation (CIHT) received funding from the Royal Academy of Engineering to develop a project to engage its corporate partners in increasing diversity and inclusion activity. This project entitled, Routes to Diversity and Inclusion, led to the delivery of a data-gathering exercise, with similar questions to those used in the DLG Diversity and Inclusion Survey. This report provides an opportunity to present data from both surveys highlighting some of the trends, similarities and differences between the two sample groups.

3 McKinsey Diversity Matters www.tinyurl.com/oljcbc
2. Profile of respondents

A diversity and inclusion survey was distributed to the 40 members of the Diversity Leadership Group (DLG) in October 2014 and January 2015. Twenty six organisations responded, a return rate of 65%. Organisations of all sizes responded — 12 organisations employ over 2,000 people and three employ less than 50. Organisations that responded to the survey include:

- Airbus
- Association for Consultancy and Engineering (ACE)
- Atkins
- Babcock (M&T Division)
- BDP
- Buro Happold
- Cogent
- EU Skills
- GSK
- IMI
- Kapsch Traffic Com
- Metaswitch
- National Grid
- Network Rail
- Northumbrian Water
- Qinetiq
- Renishaw
- Rolls Royce
- Selex
- SEMTA
- Siemens

The CIHT survey was distributed to 50 corporate partners of CIHT in June 2014. 25 organisations responded, a return rate of 50%. Organisations of all sizes responded; one employed less than 50 people and two over 10,000. The majority of respondents employed between 2,000 and 10,000 people. Respondents were most likely to have over three quarters of their work force in the transportation sector (38%), although another 33% had less than a quarter of their organisation so employed.

The DLG Diversity and inclusion questionnaire can be found in Appendix 1.
3. Summary of DLG and CIHT survey findings

3.1 Workforce demographics show diversity remains a challenge

- In 50% of DLG organisations, women comprise less than a quarter of the workforce. Women occupy less than a quarter of management roles, and at board level they are most likely to comprise between 11% and 25%.
- In no CIHT corporate partner organisation did women comprise more than half the workforce. Half of the organisations had less than 10% of management roles occupied by women and 71% had boards with less than 10% female representation, with three having no women.

3.2 Women fare better than minority ethnic and disabled people

- In DLG companies overall, ethnic minorities comprise less than 10% of the workforce in 60% of all organisations, although they make up 25% of primary school children and 12% of the UK working age population. Of the respondents that provided data on disability, four stated that they do not know the number of disabled people in their organisation, and across the remaining nine respondents, disabled people comprise less than 5% of the workforce. It is estimated that 18% of the UK population are disabled and around 10% of the workforce are considered disabled under the definitions of the Equality Act 2010.
- Among the CIHT corporate partners who responded to the survey, ethnic minorities comprise less than 10% of the workforce in most organisations. Of those respondents who collected information on disability, disabled people comprise less than 5% of the workforce.

3.3 Gender is the main focus of activity

- All DLG organisations that have diversity and/or inclusion plans are specifically addressing gender, compared with 74% that are specifically addressing age and ethnicity/race and 68% that are addressing disability.
- 14 out of 25 CIHT respondents (58%) have embedded diversity and inclusion within their organisation’s mission and values and 19 organisations (79%) have developed a diversity and inclusion strategy or plan.

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4 UK Census 2011
5 Health and Safety Executive
6 Office of National Statistics Labour market status of disabled people Feb 2015
3.4 Drivers for change

- For DLG organisations participating in the survey, the top three business imperatives driving diversity and inclusion work, cited by 83% of organisations, are: enhancing capacity for innovation and creativity, creating an inclusive culture where everyone can perform and improving employee engagement and performance. Tackling the skills shortage is the most important external business imperative for work on diversity and inclusion, identified by 79% of organisations, although this does not outweigh the internal drivers identified by the survey. 96% anticipate 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.

- One of the most important drivers cited by CIHT respondents is tackling the skills shortage. 82% of organisations identified this as a driver. 96% anticipate that they will have difficulties recruiting in the future and would like to broaden the talent pool from which they recruit.

3.5 But the benefits of diversity and inclusion are not yet fully realised

- While 60% of respondent DLG companies are considering diversity and inclusion in their work on employee engagement and culture change, 28% are considering it in their work on product and service design, an area where they could expect to see the impact of diversity of perspectives and experience among their employees on innovation and creativity. As a result some organisations have yet to see the improvements in performance that they are seeking. 48% reported a positive impact on employee engagement and 29% have seen an improvement in creativity and innovation.

- Among CIHT respondents, one area which may represent a future opportunity is communication and feedback. It is striking that most organisations (75%) share the results of their diversity and inclusion work with employees but fewer organisations (46%) enable the information flow to go the other way. There is an opportunity to highlight ideas and good practice through consulting with employees to gather their views on the most important diversity and inclusion challenges and best solutions.

3.6 Monitoring and measuring progress

- A number of DLG organisations are establishing success measures and monitoring progress. Fourteen organisations have success measures and/or targets in place and 13 organisations are including diversity and/or inclusion objectives in performance appraisal.

- Among CIHT respondents 19 out of 25 organisations have developed diversity and inclusion plans with 10 having included specific targets in their plans. Nine organisations include diversity objectives in the performance appraisal process. The collection of diversity data, which would measure progress towards achieving targets is inconsistent. Eighteen organisations measure employee metrics by diversity.
3.7 Leadership and direction

- DLG organisations recognise that engaging senior leaders is essential for progress on diversity and inclusion, with 63% of respondents identifying the chief executive as accountable for the overall success of any diversity strategy.
- Across CIHT respondents, 47% identified the chief executive as accountable for the overall success of any diversity plan/strategy, compared to 26% identifying the Head of HR as overall accountable.

3.8 Few organisations are working with their supply chain on diversity and inclusion

- 28% of DLG respondents are considering diversity and inclusion in work with their supply chain and subcontractors, and 14% are measuring their supplier diversity.

3.9 Fragmented sources of guidance

- DLG respondents cited 24 different sources of guidance and help for diversity and inclusion and 22 different engineering/STEM sector initiatives which they are supporting, suggesting both a high demand and fragmentation of available information. All respondents were interested in learning about the best practice of other DLG members and discussing their experiences with other employers.
- CIHT respondents cited 26 different sources of guidance on diversity and inclusion, of which nine were mentioned by more than one respondent. There is interest in further information from the CIHT covering industry-specific metrics, data and best practice in particular.

ALL RESPONDENTS WERE INTERESTED IN LEARNING ABOUT THE BEST PRACTICE OF OTHER DLG MEMBERS AND DISCUSSING THEIR EXPERIENCES WITH OTHER EMPLOYERS
4. Survey findings

A full set of survey findings from DLG survey is presented below. Where there are equivalent CIHT questions, findings from corporate partner responses are presented adjacent to those of responding DLG member companies. The DLG survey which can be found in Appendix 1 is based on the CIHT survey and extended to incorporate the three additional questions below:

1. How has this business case been communicated?
2. What strand of work (diversity) does this strategy/plan specifically address?
3. Please indicate which of the following learning and development activities are part of your diversity and/inclusion work.

The above questions were only asked of the DLG, which means there are no corresponding CIHT findings to present alongside DLG charts 3.0, 6.0 and 11.0

4.1 Priority and drivers for diversity and inclusion

This section summarises findings relating to drivers for engaging in work on diversity and inclusion, the length of time two respondent groups have spent working on it and the focus on tackling skills shortages.

When did diversity and inclusion become a priority?

80% of organisations who responded to the survey consider diversity and inclusion to be a business priority. 55% of organisations have been working on this for over three years but for 20% this became a business priority in just the last 12 months. Most DLG employers are focusing their work in this area on both diversity and inclusion (83%). Two organisations are concentrating only on diversity or on inclusion.

When did this become a business priority?

88% of CIHT corporate partner organisations who responded to the survey are already working on diversity and inclusion. For most organisations (59%), this became a business priority in the last three years.
The top three drivers for respondents’ work on diversity and/or inclusion reflect the importance of employee engagement and performance in the engineering sector:

- enhancing the capacity for innovation and creativity
- creating a more inclusive culture where everyone is able to perform at their best
- improving employee engagement and performance.

External drivers such as requirements from clients, the threat of legal action and competition for contracts are less important than these internal drivers.

The top three drivers for respondents' work on diversity and/or inclusion reflect the importance of employee engagement and performance in the engineering sector:

- enhancing our capacity for innovation and creativity
- creating a more inclusive culture where everyone is able to perform at their best
- improving employee engagement and performance.

Requirements from our clients to demonstrate diversity

Avoiding legal action

Reducing absence

What are the main business imperatives for this work?

n=24

<table>
<thead>
<tr>
<th>Imperative</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing our capacity for innovation and creativity</td>
<td>83%</td>
</tr>
<tr>
<td>Creating a more inclusive culture where everyone is able to perform at their best</td>
<td>83%</td>
</tr>
<tr>
<td>Improving employee engagement and performance</td>
<td>83%</td>
</tr>
<tr>
<td>Tackling skills shortages</td>
<td>79%</td>
</tr>
<tr>
<td>Better reflecting our community</td>
<td>63%</td>
</tr>
<tr>
<td>Improving retention and reducing turnover</td>
<td>54%</td>
</tr>
<tr>
<td>Better reflecting our customers</td>
<td>50%</td>
</tr>
<tr>
<td>Contributing to the health and well-being of the workforce</td>
<td>45%</td>
</tr>
<tr>
<td>Gaining a competitive edge when bidding for contracts</td>
<td>42%</td>
</tr>
<tr>
<td>Requirement from our clients to demonstrate diversity</td>
<td>25%</td>
</tr>
<tr>
<td>Avoiding legal action</td>
<td>17%</td>
</tr>
<tr>
<td>Reducing absence</td>
<td>17%</td>
</tr>
</tbody>
</table>

What are the main business drivers for diversity and inclusion?

n=22

<table>
<thead>
<tr>
<th>Driver</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tackling skills shortages</td>
<td>82%</td>
</tr>
<tr>
<td>Enhancing capacity for innovation and creativity</td>
<td>77%</td>
</tr>
<tr>
<td>Requirement from our clients to demonstrate diversity</td>
<td>73%</td>
</tr>
<tr>
<td>Gaining a competitive edge when bidding for contracts</td>
<td>68%</td>
</tr>
<tr>
<td>Improving retention and reducing turnover</td>
<td>68%</td>
</tr>
<tr>
<td>Better reflecting our community</td>
<td>64%</td>
</tr>
<tr>
<td>Better reflecting our customers</td>
<td>59%</td>
</tr>
<tr>
<td>Improving employee engagement and performance</td>
<td>59%</td>
</tr>
<tr>
<td>Avoiding legal action</td>
<td>5%</td>
</tr>
<tr>
<td>Reducing absence</td>
<td>0%</td>
</tr>
</tbody>
</table>

How has this business case been communicated?

n=16

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>In senior leaders’ communications</td>
<td>75%</td>
</tr>
<tr>
<td>Through events, eg conferences</td>
<td>69%</td>
</tr>
<tr>
<td>Via the company website</td>
<td>63%</td>
</tr>
<tr>
<td>Through management training</td>
<td>56%</td>
</tr>
<tr>
<td>Through diversity and inclusion training</td>
<td>56%</td>
</tr>
<tr>
<td>In business briefings from managers</td>
<td>50%</td>
</tr>
<tr>
<td>In the Annual Report</td>
<td>38%</td>
</tr>
<tr>
<td>Via posters and other written material</td>
<td>31%</td>
</tr>
</tbody>
</table>
Figure 4.0 – DLG respondent companies

Tackling skills shortages emerge as the most important external imperative for work on diversity and inclusion (see Figure 4.0) across the DLG. The survey explored the issue of skills shortages in more depth. The majority of employers (63%) currently have difficulties attracting and retaining people with the skills that they need. Among those who do not have current difficulties, many anticipate the skills situation deteriorating. Almost all employers (96%) believe that they will have difficulties recruiting in the future and would like to broaden the talent pool from which they recruit. Most of them (79%) also anticipate that the skills which they need will change over the next decade.

Figure 4.1 – CIHT respondent companies

The majority of respondents currently have difficulties attracting and retaining people with the skills that they need. Almost all anticipate having these difficulties in the future and would like to broaden the talent pool from which they recruit. Most of them also anticipate that the skills which they need will change over the next decade.

Please answer the following questions about your workforce: respondents agreeing

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you anticipate having difficulties in the future attracting and retaining the people with the skills which your organisation needs?</td>
<td>96%</td>
</tr>
<tr>
<td>Would you like to widen the talent pool from which your organisation recruits?</td>
<td>96%</td>
</tr>
<tr>
<td>Do you anticipate the skills which your organisation needs will change over the next decade?</td>
<td>79%</td>
</tr>
<tr>
<td>Do you currently have difficulty attracting and retaining the people with the skills which your organisation needs?</td>
<td>63%</td>
</tr>
</tbody>
</table>

Survey findings
4.2 Challenges to progress

Both DLG member companies and CIHT corporate partners were asked what they considered to be their greatest challenges to making progress on diversity and inclusion. Organisations are most likely to identify the main challenge as external to their organisations.

**Figure 5.0 — DLG respondent companies**

- Lack of existing diversity within their organisations (58%)
- Lack of understanding of the benefits of diversity and inclusion (50%)
- Not enough diverse employees to use as role models (42%)
- More consistent and visible leadership (42%)
- Having a reputation for not welcoming diverse candidates (38%)

**Figure 5.1 — CIHT respondent companies**

Across respondent corporate partner organisations, the skills shortage was paramount. 58% of organisations cited a lack of diverse candidates with the skills needed. The same number cited the need to make the organisation more attractive to diverse candidates. The need for more visible and consistent leadership was cited by half of all respondents.

**What are the greatest challenges to making progress on diversity and/or inclusion in your organisation? n=24**

- There just are not enough diverse candidates with the skills we need
- There is a lack of understanding in our organisation about the benefits that diversity and inclusion can offer to our business
- We don't have enough diverse employees for us to use as role models to attract and inspire a more diverse workforce
- We need more consistent and visible leadership in our sector on this issue
- We need more consistent and visible leadership in our organisation on this issue
- Our workplace culture can feel unwelcoming to under represented groups such as women, disabled people and ethnic minorities
- Our sector has a reputation for not welcoming diverse candidates
- We don't have people with the diversity skills and experience in our organisation to drive through the changes needed
- Managers regard diversity and inclusion as a distraction which makes their job more difficult, rather than a benefit to our business
- We don't have the time or the resources to tackle this issue at the moment
- There is concern about the potential for additional costs to the business (e.g. physical changes to our workplace or extra cost of maternity cover)
- There are too many diversity and inclusion initiatives in our sector and we are confused about where to look for the best guidance and support
- The physical environment in which we work is not suitable for some people such as women, disabled people and ethnic minorities

- There just are not enough diverse candidates with the skills we need 58%
- We need to make our organisation appear more attractive to potential applicants because our sector has a reputation for not welcoming diverse candidates 58%
- We need more consistent and visible leadership on this issue 50%
- We don't have enough diverse employees for us to use as role models to attract and inspire a more diverse workforce 46%
- The physical environment in which we work is not suitable for some people such as women, disabled people and ethnic minorities 25%
- Our workplace culture can feel unwelcoming to some people such as women, disabled people and ethnic minorities 21%
- There is concern about the potential for additional costs to the business (e.g. physical changes to our workplace or extra cost of maternity cover) 13%
- We don't have people with the diversity skills and experience in our organisation to drive through the changes needed 8%
- Managers in our organisation worry that diverse employees such as women, disabled people and ethnic minorities may not fit into the team 4%
4.3 Embedding diversity and inclusion within the organisation

63% of DLG organisations have embedded diversity and inclusion within their organisation’s mission and values and 75% have developed a diversity and inclusion strategy or plan. Nineteen DLG organisations provided details of their plans for diversity and inclusion.

Fourteen out of the 25 CIHT respondent organisations (58%) who responded have embedded diversity and inclusion within their organisation’s mission and values and 19 organisations (79%) have developed a diversity and inclusion strategy or plan. Of those 19 organisations, 53% include specific targets for diversity and inclusion in their plans.

Figure 6.0 — DLG respondent companies

All of DLG companies are specifically addressing gender – with religion and belief and sexual orientation the least likely to be specifically covered.

<table>
<thead>
<tr>
<th>Which strands of work does this strategy/plan specifically address?</th>
<th>n=19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>100%</td>
</tr>
<tr>
<td>Ethnicity or race</td>
<td>74%</td>
</tr>
<tr>
<td>Age</td>
<td>74%</td>
</tr>
<tr>
<td>Disability</td>
<td>68%</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>53%</td>
</tr>
<tr>
<td>Religion and belief</td>
<td>47%</td>
</tr>
</tbody>
</table>

Figure 7.0 — DLG respondent companies

In 63% of these organisations, it is the chief executive who gives final approval for this plan and is accountable for its success. If not the chief executive, it is mostly likely another board member (26%) who performs this role. In no organisation did this final approval rest with HR.

However, on a day-to-day basis, it is HR (in 71% of organisations) and managers (50%) that are most likely to be entrusted with the responsibility for delivering the diversity and inclusion strategy. Fewer organisations (41%) have a diversity function involved. 63% of organisations have costed their strategy and have allocated resources to it.

Establishing success measures and evaluation mechanisms.

The board or executive committee takes the main responsibility for monitoring and reviewing the progress of the strategy (in 67% of organisations). In 56% of organisations a diversity steering committee or HR are also involved.

Most organisations review the plan quarterly (50%), 22% review it annually and 22% monthly. Eighteen organisations gave details about how the results of this review are fed back into the diversity and inclusion plan.

78% of organisations include success measures and/or targets for diversity and/or inclusion in their strategy. 14 organisations provided details of these. In most organisations these targets are focused on female staff, specifically recruitment, retention and women in management. Only two organisations referred to specific non-gender related targets: creating accessibility standards and recruiting non-UK European nationals.

Only 13 organisations include diversity objectives in the performance appraisal process. In these 13 organisations, objectives are most likely to be in executive level appraisals.
Figure 7.1 — CIHT respondent companies

In 47% of these organisations, it is the chief executive who gives final approval for this plan and is accountable for its success. If not the chief executive, it is mostly likely the head of HR who performs this role (in 26% of organisations) or another board member (16%).

On a day-to-day basis, organisations are most likely to entrust the responsibility for delivering the diversity and inclusion strategy to managers themselves (in 78% of organisations). In 50% of organisations HR also plays a role 11% have a diversity manager involved in the day to day implementation of the strategy.

Over half of organisations (59%) who responded to the survey have a senior level person named as diversity champion.

Most organisations review the plan once a year (37%). 26% review it biannually and 32% quarterly.

Nine organisations (36%) include diversity objectives in the performance appraisal process. In these nine organisations, these objectives are most likely to be in managers’ appraisals – see Figure 8.1 below.

Who gives final approval for the strategy/plan and is accountable for its success?

<table>
<thead>
<tr>
<th>Role</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive</td>
<td>47%</td>
</tr>
<tr>
<td>Head HR</td>
<td>26%</td>
</tr>
<tr>
<td>Another board member</td>
<td>16%</td>
</tr>
<tr>
<td>Another member of the HR or Diversity department</td>
<td>5%</td>
</tr>
<tr>
<td>Senior manager (non board level)</td>
<td>5%</td>
</tr>
<tr>
<td>Head Diversity</td>
<td>0%</td>
</tr>
</tbody>
</table>

Figure 8.0 — DLG respondent companies

Thirteen DLG organisations include diversity objectives in the performance appraisal process. In these 13 organisations, objectives are most likely to be in executive level-appraisals.

In nine organisations, diversity objectives are linked to remuneration.

Are objectives on diversity and/or inclusion included in the performance appraisal for:

<table>
<thead>
<tr>
<th>Level</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive level</td>
<td>77%</td>
</tr>
<tr>
<td>Senior managers</td>
<td>62%</td>
</tr>
<tr>
<td>Managers</td>
<td>54%</td>
</tr>
<tr>
<td>Board level</td>
<td>31%</td>
</tr>
<tr>
<td>Other employees</td>
<td>23%</td>
</tr>
</tbody>
</table>

Figure 8.1 — CIHT respondent companies

No respondent organisation currently links diversity objectives to remuneration.

Are objectives on diversity and/or inclusion included in the performance appraisal for:

<table>
<thead>
<tr>
<th>Level</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>78%</td>
</tr>
<tr>
<td>Senior managers</td>
<td>67%</td>
</tr>
<tr>
<td>Board/Executive level</td>
<td>56%</td>
</tr>
<tr>
<td>Other employees</td>
<td>33%</td>
</tr>
</tbody>
</table>
4.4 Communication

DLG respondent companies

67% of organisations who responded to the survey have a senior-level person named as diversity champion. In 78% of organisations, senior leaders speak publically about the importance of diversity and inclusion to the business.

Most organisations (83%) share the results of their diversity and inclusion work with employees but fewer organisations (67%) allow the information flow to go the other way by consulting with employees to gather their views on the most important diversity and inclusion challenges and the best solutions.

64% report publically on their diversity and inclusion progress, for example on their website.

CIHT respondent companies

Most organisations (75%) share the results of their diversity and inclusion work with employees but fewer organisations (46%) encourage the information flow to go the other way by consulting with employees to gather their views on the most important diversity and inclusion challenges and the best solutions.

Just under half of organisations (48%) report publically on their diversity and inclusion progress, for example on their website.

4.5 Taking action

Twenty five DLG respondents provided details of the areas of work in which they are making diversity and inclusion a consideration. The most popular areas of external activity are outlined in Figure 9.0 below. The most popular areas for DLG action are:

• ensuring the pipeline by inspiring the next generation
• working on current recruitment and selection
• working on broadening the pool of candidates that apply for jobs.

Twenty one CIHT corporate partner respondents provided details of the activities they have undertaken as part of their diversity and inclusion strategy. The most popular areas of activity are – working on current recruitment and selection, and ensuring the pipeline by inspiring the next generation of potential recruits (see Figure 9.1).
Figure 9.0 – DLG respondent companies
As can be seen from Figure 9.0, work on diversity and inclusion is most likely to focus on:

- inspiring the next generation
- recruitment and selection
- promotion and talent management
- creating a culture of challenging inappropriate or unacceptable behaviour.

If organisations have a specific focus in their diversity and inclusion activity, it is most likely to be on gender — see Figure 10.0 opposite. Religion and belief and sexual orientation are least likely to have a specific focus.

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspiring the next generation (e.g., working in schools, colleges, through community organisations)</td>
<td>92%</td>
</tr>
<tr>
<td>Recruitment and selection processes and procedures at all levels (e.g., apprentices and graduates)</td>
<td>84%</td>
</tr>
<tr>
<td>Promotion and talent management/succession planning</td>
<td>84%</td>
</tr>
<tr>
<td>Creating a culture where people challenge inappropriate or unacceptable behaviour</td>
<td>76%</td>
</tr>
<tr>
<td>Broadening the pool of candidates that apply for jobs</td>
<td>76%</td>
</tr>
<tr>
<td>Identifying and publicising internal and external role models to inspire and promote opportunities for underrepresented employees</td>
<td>72%</td>
</tr>
<tr>
<td>Work life balance (including flexible working)</td>
<td>64%</td>
</tr>
<tr>
<td>Support for career breaks — e.g., maternity breaks, paternity leave, adoption leave</td>
<td>60%</td>
</tr>
<tr>
<td>Pay and reward</td>
<td>60%</td>
</tr>
<tr>
<td>Employee engagement and culture change</td>
<td>60%</td>
</tr>
<tr>
<td>Grievance and bullying/harassment procedures</td>
<td>60%</td>
</tr>
<tr>
<td>Developing internal networks to support underrepresented employees</td>
<td>44%</td>
</tr>
<tr>
<td>Building and developing teams</td>
<td>44%</td>
</tr>
<tr>
<td>Redeployment and redundancy</td>
<td>32%</td>
</tr>
<tr>
<td>Working with supply chains and sub-contractors</td>
<td>28%</td>
</tr>
<tr>
<td>Product/service design and development</td>
<td>28%</td>
</tr>
<tr>
<td>Reviewing job design</td>
<td>28%</td>
</tr>
<tr>
<td>Customer or User experience</td>
<td>20%</td>
</tr>
</tbody>
</table>

Figure 9.1 – CIHT respondent companies
If organisations have a specific focus in their diversity and inclusion activity, it is most likely to be on gender — see Figure 10.1 opposite.

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and selection</td>
<td>95%</td>
</tr>
<tr>
<td>Inspiring the next generation (e.g., working in schools, colleges, through community organisations)</td>
<td>90%</td>
</tr>
<tr>
<td>Grievance and bullying/harassment procedures</td>
<td>67%</td>
</tr>
<tr>
<td>Community relationships</td>
<td>62%</td>
</tr>
<tr>
<td>Promoting and supporting diversity work in our suppliers and sub-contractors</td>
<td>62%</td>
</tr>
<tr>
<td>Training/development</td>
<td>62%</td>
</tr>
<tr>
<td>Employee engagement and culture change</td>
<td>57%</td>
</tr>
<tr>
<td>Promotion and talent management/succession planning</td>
<td>57%</td>
</tr>
<tr>
<td>Leadership development</td>
<td>52%</td>
</tr>
<tr>
<td>Work life balance (including flexible working)</td>
<td>48%</td>
</tr>
<tr>
<td>Pay and reward</td>
<td>33%</td>
</tr>
<tr>
<td>Product/service design and development</td>
<td>24%</td>
</tr>
<tr>
<td>Redeployment and redundancy</td>
<td>24%</td>
</tr>
<tr>
<td>User experience</td>
<td>19%</td>
</tr>
<tr>
<td>Job design</td>
<td>19%</td>
</tr>
</tbody>
</table>
Figure 10.0 – DLG respondent companies

Please indicate if your work has a focus: top six responses

- Inspiring the next generation of potential employees (eg working in schools, colleges, through community organisations)
- Promotion and talent management/succession planning
- Recruitment and selection processes and procedures at all levels (eg apprentices and graduates)
- Creating a culture where people challenge inappropriate or unacceptable behaviour
- Broadening the pool of candidates that apply for jobs
- Identifying and publicising internal and external role models to inspire and promote opportunities for underrepresented employees

Figure 11.0 – DLG respondent companies

Please indicate which of the following learning and development activities are part of your diversity and/or inclusion work

- Learning and development for leaders on diversity and inclusion eg inclusive leadership training
- Learning opportunities to recognise and challenge unconscious bias
- Learning and development for managers on managing diverse teams
- Mentoring, coaching or other development activities for women employees
- Diversity training for all employees
- Mentoring, coaching or other development activities for other under-represented groups

Figure 10.1 – CIHT respondent companies

Please indicate if your work has a focus: top six responses

- Recruitment and selection
- Inspiring the next generation (eg working in schools, colleges, through community organisations)
- Promoting and supporting diversity work in our suppliers and sub contractors
- Training/development
- Community relationships
- Grievance and bullying/harassment procedures

Survey findings

71% of organisations include learning and development in their diversity and inclusion work. Training for leaders and unconscious bias training are the most common learning and development opportunities. ‘One-size-fits-all’ diversity training programmes for all employees are the least popular option. Diversity and inclusion training mandatory was mandatory in one organisation. 6% of organisations deliver all of their diversity and inclusion-related learning and development in-house. 29% use an external provider for all of with the majority (65%) using a mix of the two.
4.6 Monitoring and measuring

Twenty-four of the 26 DLG members responding to the survey monitor some of their employment activities by age, disability, ethnicity, gender, religion and belief or sexual orientation.

Eighteen CIHT respondent organisations (82%) monitor some of their employment activities by gender, race or disability.

**DLG respondent companies**

Three organisations also monitor other areas of diversity and/or inclusion activity such as social mobility. Those organisations that undertake monitoring are monitoring both employee numbers and undertaking the more complex task of monitoring processes affected by diversity and inclusion work.

The areas that are most likely to be monitored are:
- overall number of employees – 86%
- number of employees by hierarchical level – 73%
- number of employees by function/work area – 64%.
- staff turnover – 59%.

The processes most likely to be monitored are:
- pay – 77%
- applications – 68%
- employee attitudes – 64%
- recruitment outcomes – 64%.

See Figure 12.0 opposite.

**CIHT respondent companies**

In those organisations that undertake monitoring, they are more likely to be taking a diversity perspective on the numbers of employees at different levels and in different areas rather than the more complex task of monitoring their employment process through a diversity lens. The areas most likely to be monitored are:
- overall number of employees – 100%
- number of employees by hierarchical level – 94%
- number of employees by function/work area – 78%.

The processes most likely to be monitored are:
- recruitment and selection – 72%
- promotion and appraisal – 72%
- pay – 67%
- participation in training and development – 67%.

See Figure 12.1 opposite.
Figure 12.0 – DLG respondent companies

We asked those 22 organisations that undertake diversity monitoring whether they measure by age, disability, ethnicity, gender, religion and belief or sexual orientation. Organisations are most likely to measure by gender, then by ethnicity/race and age, and least likely to measure by sexual orientation or religion and belief.

Figure 12.1 – CIHT respondent companies

We asked those 18 organisations that undertake diversity monitoring whether they measure by gender, disability and/or race/ethnicity. Organisations are most likely to measure by gender, then by ethnicity/race, and least likely to measure by disability. Seven organisations reported measuring metrics by social mobility.
Figure 13.0 – DLG respondent companies

54% of organisations benchmark their workforce and diversity/inclusion metrics against external data (e.g. census data, sector data, and diversity benchmarks).

Please indicate in which areas you measure the following:

- Overall number of employees
- Pay
- Number of employees by hierarchical level
- Applications
- Employee attitudes and satisfaction
- Recruitment outcomes at all levels
- Number of employees by function/work area
- Staff turnover
- Promotion
- Take up of flexible working options
- Redeployment and redundancy
- Grievances and disciplinary action
- Participation in training and development
- Supplier diversity
- Take up of other employee support options (e.g. help lines, networks, emergency childcare, health care)

n=22

Figure 13.1 – CIHT respondent companies

32% of organisations benchmark their workforce and diversity/inclusion metrics against external data (e.g. census data, sector data, and diversity benchmarks).

Please indicate what you measure the following metrics by:

- Overall number of employees
- Number of employees by hierarchical level
- Number of employees by function/work area
- Employee attitudes and satisfaction
- Recruitment and selection
- Staff turnover
- Pay
- Promotion
- Participation in training and development
- Take up of flexible working options
- Grievances and disciplinary action
- Redeployment and redundancy
- Take up of other employee support options (e.g. help lines, networks, emergency childcare, health care)

n=18
4.7 Workforce composition

Twenty DLG member organisations and 15 CIHT corporate partner companies provided some details on the composition of their workforces.

**Gender**

**Figure 14.0 – DLG respondent companies**
- In 11 out of the 20 organisations who provided data, women comprise less than a quarter of the workforce.
- In one organisation, they comprise less than 10% of the workforce and are more than half the workforce in just two organisations.
- In 77% of organisations women occupy less than a quarter of managerial jobs. Women only comprise more than a quarter of technical/engineering jobs in two organisations.
- At the executive level just one organisation has more than 50% female representation and six have less than 5% female representation.
- In three organisations boards employ between a quarter and a half of places taken by women, one has more than 51% women and three have no women.

**Figure 14.1 – CIHT respondent companies**
- Overall, women are most likely to comprise between a quarter and a half of the workforce.
- In no organisation do women comprise more than half the workforce.
- In three organisations (21%) women occupy more than 51% of the non-managerial and non-technical roles. In the rest they occupy less than half of these roles.
- In over half (53%) of organisations women occupy less than 10% of technical roles.
- Half of the organisations have less than 10% of management roles taken by women.
- Eight organisations (71%) have boards with less than 10% female representation and three employ no women.
**Ethnic minorities**

**Figure 15.0 – DLG respondent companies**
- Fifteen organisations provided data on ethnicity.
- Overall, ethnic minorities are most likely to comprise less than 10% of the workforce (in 60% of organisations).
- Four organisations have more than a quarter of their staff from ethnic minorities.
- Two organisations do not know how many ethnic minority employees they have.
- At management level less than 5% are from ethnic minorities in 42% of organisations.
- At board level, nine organisations have less than 5% of their board from ethnic minorities and six of these have none.

**Figure 15.1 – CIHT respondent companies**
- Overall, ethnic minorities are most likely to comprise less than 10% of the workforce (in 38% of organisations). No organisation has more than 26% of its staff from ethnic minorities.
- At board level, one organisation has more than 26% of board members from ethnic minorities, but four organisations have none.
- No organisation has more than 10% of managerial jobs occupied by ethnic minority employees.
- In non-managerial, technical and non-technical jobs, ethnic minority representation is greater than 11% in two organisations but remains at less than 10% in the rest.
Disability

Figure 16.0 – DLG respondent companies
- Thirteen organisations responded.
- In every organisation people with disabilities compromise less than 5% of the workforce at every level.
- One organisation has no disabled people at any level.
- Two organisations have someone with a disability on their board.
- Four organisations do not know whether they have any disabled people in their workforce.

Figure 16.1 – CIHT respondent companies
- In most organisations, people with disabilities compromise less than 5% of the workforce at every level.
- Two organisations have no disabled people.
- Five organisations have no disabled people in management roles.
- Two organisations have someone with a disability at board level.
Of the 21 organisations that responded, a greater knowledge and understanding among employees of the importance of diversity and inclusion and more diverse recruitment and selection are significantly more likely to be reported than any other impact.

No organisation reported business growth, winning new contacts, improvements in efficiency or a reduction in customer/user complaints as a result of their diversity work. Some organisations commented that their diversity and inclusion work is at too early a stage to measure these outcomes and on the difficulty of establishing a direct correlation between diversity and inclusion and these impacts.

Defining positive impacts

We asked respondents to provide more details of this positive impact. Sixteen organisations responded to this question. Given that gender is the most likely focus for diversity work, it is not surprising that most of these examples relate to female employees.

- Six organisations reported an overall increase in recruitment of women.
- Five organisations reported an improvement in women’s development opportunities and a specific increase in women at management and senior levels.
- Three organisations reported improved employee engagement.
- Three organisations reported improved attrition rates for female staff.

The following were cited by one organisation each:

- Better diversity of job applicants
- Improvement in rates of return for employees on maternity leave
- Better relationships with community groups
- Improved customer service
- Greater focus on reasonable adjustments for disabled staff
- Improved understanding of acceptable behaviours
- Better recognition of diversity and inclusion as important to the business
- Enhanced corporate reputation.

Respondents were asked to describe one diversity and inclusion activity, initiative or event that they have done over the last couple of years that they are most proud of. Twenty-one DLG and 12 CIHT organisations responded to this question.
Figure 17.1 – CIHT respondent companies
Of those 12 organisations who responded, the areas where the positive impact is most likely to be reported are:
- recruitment and selection
- career progression
- corporate reputation.

Defining positive impacts
We asked respondents to provide more details of this positive impact. Eight organisations responded to this question.
- Two reported improvements in the diversity of job applicants.
- One reported more balanced male/female ratios in sectors of their workforce.
- One reported an increase in the number of women in management.
- One reported improved employee engagement.
- One reported enhanced confidence and skills of women employees.
- One reported a more structured and effective diversity strategy.
- One reported enhanced corporate reputation.

Have you seen a measurable positive impact from your work on diversity and inclusion in the following areas? n=12

<table>
<thead>
<tr>
<th>Positive Impact</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>More diverse recruitment &amp; selection</td>
<td>67%</td>
</tr>
<tr>
<td>Improved career progression for diverse groups</td>
<td>42%</td>
</tr>
<tr>
<td>Enhanced corporate reputation</td>
<td>33%</td>
</tr>
<tr>
<td>Creativity/innovation</td>
<td>25%</td>
</tr>
<tr>
<td>Improvement in employee engagement</td>
<td>25%</td>
</tr>
<tr>
<td>Efficiency improvements</td>
<td>17%</td>
</tr>
<tr>
<td>Reduced employee turnover</td>
<td>17%</td>
</tr>
<tr>
<td>Won new contracts</td>
<td>8%</td>
</tr>
<tr>
<td>Increased customer satisfaction</td>
<td>8%</td>
</tr>
<tr>
<td>Business growth (eg increased market share, increased profit, increased share value)</td>
<td>0%</td>
</tr>
<tr>
<td>Safety improvements</td>
<td>0%</td>
</tr>
<tr>
<td>Reduction in customer/user complaints</td>
<td>%</td>
</tr>
<tr>
<td>Reduction in employee grievances</td>
<td>%</td>
</tr>
</tbody>
</table>

4.9 Taking diversity and inclusion forward

DLG respondent companies

Priorities
We asked respondents about the aims, objectives and targets for their diversity and inclusion work in the year ahead. Twenty-one organisations responded.
- Respondents were most likely (eight organisations) to report that awareness-raising, culture change and developing inclusive behaviours are priorities.
- Three organisations are setting targets for the number of women at different levels in the business.
- Two are focusing on flexible working.
- Two are making efforts to raise awareness of the business imperative and to mainstream diversity within the business.

Guidance and help
Respondents were asked which external organisations they looked to for guidance and help on their work on diversity and inclusion. Twenty-two organisations responded to this question. The most common places to look are Stonewall and Business in the Community. The most striking learning from this question is the broad range of places that organisations look to for guidance.

We asked respondents what other engineering and/or STEM sector initiatives are they already supporting. Nineteen organisations responded. The industry-led 10 Steps and Your Life are most likely to be supported but there is also a huge range of other initiatives supported by respondent organisations.
We asked respondents if there are other employers in their sector that they regard as a source of best practice. Of the 10 responses:

- Four named one organisation
- Two named another organisation
- Twelve engineering organisations were cited once.

One respondent commented that more research is needed to learn what others are doing in the sector.

**CIHT respondent companies**

**Priorities**

We asked respondents what their priorities are for the year ahead. Eighteen organisations responded.

- Respondents were most likely (five organisations) to report the recruitment retention and development of women as a priority.
- Four organisations reported a focus on diversity awareness and training for employees.
- Three reported a focus on attaining the *Investors in diversity* accreditation.
- Two were looking to move from a gender focus to a broader diversity strategy.

**Support and guidance**

Respondents were asked where they looked for guidance and help on their work on diversity and inclusion. Fifteen organisations responded to this question. The most common places to look were internally (from HR, peers etc.) and Business in the Community. The most striking learning from this question is the broad range of places that organisations look to for support.

We asked respondents if there are other employees in their sector that they regard as a source of best practice. Of the 10 respondents:

- Three said none
- Three mentioned one organisation
- Four other organisations were cited once.
4.10 The role of the DLG & CIHT

We asked both respondents to the DLG and CIHT survey what additional resources they would find helpful from the DLG and CIHT respectively.

**DLG respondent companies**

Ten organisations responded to this question.

Sharing knowledge and best practice was the most frequently cited support. Organisations also want help sifting through the large number of initiatives in the diversity and inclusion field and for the DLG to highlight where the gaps lie and take the lead in developing a consistent approach across the sector. Organisations are also looking for assistance with the following:

- Making the business case for flexible working
- Monitoring and measuring initiatives globally
- Finding STEM role models
- Support for SMEs
- Benchmarking
- Collectively working to enhance career guidance and support teachers in school.

We asked whether organisations would find it useful to learn more about the best practice of other DLG members and discuss their experiences with other employers. All respondents said this would be useful.

**CIHT respondent companies**

Eleven organisations responded to this question.

- Six want industry specific metrics and benchmarking data.
- Four cited best practice case studies and toolkits and facilitating the sharing of experiences and collaboration between members.
- Two want a business case specifically for the sector.
- One cited a joined up approach to attracting diverse candidates into the sector.
- One wanted better links between industry groups to lobby clients for more consistent measurement criteria for diversity.

We asked whether organisations would find it useful to learn more about the best practice of other CIHT members and discuss their experiences with other employers. 86% of respondents said this would be useful.
Appendix 1 – Diversity Leadership Group (DLG) Diversity and Inclusion Survey Questionnaire

1. Please provide your contact details for benchmarking here
   Name
   Company
   Email address
   Phone Number

Your changing workforce

2. Please answer the following questions about your workforce:
   Do you currently have difficulty attracting and retaining the people with the skills which your organization needs?  Yes □  No □
   Do you anticipate having difficulties in the future attracting and retaining the people with the skills which your organisation needs?  Yes □  No □
   Do you anticipate the skills which your organisation needs will change over the next decade?  Yes □  No □
   Would you like to widen the talent pool from which your organisation recruits? Yes □  No □

3. Do you consider diversity and/or inclusion to be business priorities in your organisation?
   Yes □  No □  If no skip to Q5

4. If yes, when did this become a business priority?  (please tick one box)
   □ In the last year
   □ In the last 3 years
   □ Over 3 years ago
5. What is the focus of your work in this area?
☐ Diversity
☐ Inclusion
☐ Both of these

6. What are the main business imperatives for this work? (tick all that apply)
☐ Tackling skills shortages
☐ Improving retention and reducing turnover
☐ Reducing absence
☐ Improving employee engagement and performance
☐ Contributing to the health and well being of the workforce
☐ Creating a more inclusive culture where everyone is able to perform at their best
☐ Enhancing capacity for innovation and creativity
☐ Better reflecting our customers
☐ Better reflecting our community
☐ Gaining a competitive edge when bidding for contracts
☐ Requirement from our clients to demonstrate diversity
☐ Avoiding legal action
☐ Other

7. Thinking about the imperatives you identified in Q6, have you developed a business case for diversity and/or inclusion work in your organisation?
Yes ☐  No ☐  If no skip to Q9

8. How has this business case been communicated? (tick all that apply)
☐ Via the company website
☐ Through diversity and inclusion training
☐ Through management training
☐ In the annual report
☐ In senior leaders’ communication
☐ In business briefings from managers
☐ Through events, for example conference and workshops
☐ Via posters and other written material
☐ Other (please specify)
9. What are the greatest challenges to making progress on diversity and inclusion in your organisation? (tick the 3 most important factors)

- There just are not enough diverse candidates with the skills we need
- We need more consistent and visible leadership in our sector on this issue
- We need more consistent and visible leadership in our organisation on this issue
- We don't have enough diverse employees for us to use as role models to attract and inspire a more diverse workforce
- Managers regard diversity and inclusion as a distraction which makes their job more difficult, rather than a benefit to our business
- Our sector has a reputation for not welcoming diverse candidates.
- Our workplace culture can feel unwelcoming to under represented groups such as women, disabled people and ethnic minorities
- The physical environment in which we work is not suitable for women/ethnic minorities/disabled people
- We don't have people with the diversity skills and experience in our organization to drive through the changes needed
- There is concern about the potential for additional costs to the business (eg physical changes to our workplace or extra cost of maternity cover)
- We don't have the time or the resources to tackle this issue at the moment
- There is a lack of understanding in our organisation about the benefits that diversity and inclusion can offer to our business
- There are too many diversity and inclusion initiatives in our sector and we are confused about where to look for the best guidance and support

Planning and implementing changes

10. Are diversity and inclusion part of your organisation’s mission and values?

Yes ☐ No ☐

11. Have you developed a plan or strategy to improve your organisation’s diversity?

Yes ☐ No ☐ If no skip to Q21

12. Does this plan/strategy specifically address? (tick all that apply)

- Age
- Disability
- Ethnicity or race
- Gender
- Religion and belief
- Sexual orientation
- Other (eg pregnancy and maternity, civil partnerships, social mobility, transgender, ex-offenders, refugees) – please specify
13. Who gives final approval for the plan/strategy and is accountable for its success? *(please tick one box)*

- [ ] Chief Executive
- [ ] Another board member
- [ ] Head HR
- [ ] Head Diversity
- [ ] Senior manager (non Board level)
- [ ] Another member of the HR or Diversity department
- [ ] Other (please state)

14. Who is responsible for delivering the diversity plan/strategy on a day to day basis? *(tick all that apply)*

- [ ] HR
- [ ] A Diversity Function
- [ ] Managers
- [ ] Other (please state)

15. Has your diversity and/or inclusion strategy been costed and resources allocated to implement it?

- [ ] Yes
- [ ] No

16. Does your plan/strategy include success measures and/or targets?

- [ ] Yes
- [ ] No  *If no skip to Q18*

17. If yes, please describe the success measures and/or targets that you have developed, including how you measure your progress against them and how frequently you do this.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
18. Who monitors and reviews the progress of the diversity plan/strategy? 
(tick all that apply)
- Board/executive committee
- Diversity Steering Group
- HR
- Other (please state)

19. How often is progress on the diversity plan/strategy? 
(please tick one box)
- Annually
- Biannually
- Quarterly
- Monthly
- Other (please describe)

20. Please describe how the results of this review are fed back into the diversity and inclusion plan to ensure continuous improvement.

21. Do you have a senior level person named as a diversity champion?
Yes ☐  No ☐
22. Do your diversity champions or other senior leaders speak publicly about the importance of diversity and/or inclusion to your business?
   Yes ☐ No ☐

23. Have you consulted internally with employees to gather their views on the most important diversity and/or inclusion challenges and best solutions?
   Yes ☐ No ☐

24. Do you share the results of your diversity work with your employees?
   Yes ☐ No ☐

25. Are objectives on diversity and inclusion included in the performance appraisal for? *(tick all that apply)*
   ☐ Board/executive level
   ☐ Senior managers
   ☐ Managers
   ☐ Other employees

26. Are these diversity objectives linked to remuneration?
   Yes ☐ No ☐

27. Do you report on your diversity and/or inclusion progress publically for example in your annual report or on your website?
   Yes ☐ No ☐
28. Are you making diversity and/or inclusion a consideration in the following areas?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Please tick if this work includes a focus on gender</th>
<th>Please tick if this work includes a focus on disability</th>
<th>Please tick if this work includes a focus on ethnicity/race</th>
<th>Please tick if this work includes a focus on social mobility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspiring the next generation of potential employees (e.g., working in schools, colleges, through community organisations)</td>
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<tr>
<td>Broadening the pool of candidates that apply for jobs</td>
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<tr>
<td>Recruitment and selection processes and procedures at all levels (e.g., apprentices and graduates)</td>
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<tr>
<td>Building and developing teams</td>
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<tr>
<td>Identifying and publicising internal and external role models to inspire and promote opportunities for underrepresented employees</td>
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<tr>
<td>Grievance and bullying/ harassment procedures</td>
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<tr>
<td>Creating a culture where people challenge inappropriate or unacceptable behaviour</td>
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<tr>
<td>Developing internal networks to support under represented employees</td>
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<tr>
<td>Redeployment and redundancy</td>
<td></td>
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<tr>
<td>Employee engagement and culture change</td>
<td></td>
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<tr>
<td>Pay and reward</td>
<td></td>
<td></td>
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<tr>
<td>Work life balance (including flexible working)</td>
<td></td>
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<tr>
<td>Support for career breaks – e.g., maternity breaks, paternity leave, adoption leave</td>
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<tr>
<td>Reviewing job design</td>
<td></td>
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<tr>
<td>Product/service design and development</td>
<td></td>
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<tr>
<td>Working with supply chains and sub contractors</td>
<td></td>
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<tr>
<td>Customer or User Experience</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Community Relationships</td>
<td></td>
<td></td>
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<tr>
<td>Other</td>
<td></td>
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</tbody>
</table>
29. Does your work on diversity and/or inclusion include learning and development?

Yes ☐  No ☐  If no skip to Q33

30. If yes, please indicate which of the following learning and development activities are part of your diversity and/or inclusion work.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Delivered face to face</th>
<th>Delivered on-line</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning and development for leaders on diversity and inclusion eg inclusive leadership training</td>
<td></td>
<td></td>
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<tr>
<td>Mentoring, coaching or other development activities for women employees</td>
<td></td>
<td></td>
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<tr>
<td>Mentoring, coaching or other development activities for other under-represented groups</td>
<td></td>
<td></td>
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<tr>
<td>Learning and development for managers on managing diverse teams</td>
<td></td>
<td></td>
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<tr>
<td>Diversity training for all employees</td>
<td></td>
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<tr>
<td>Learning opportunities to recognise and challenge unconscious bias</td>
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</tbody>
</table>

If you are involved in other types of training and development not specified above please describe them here (please specify)


31. Who delivers your training

☐ Internal provider
☐ External Provider
☐ A mix of both
32. Is diversity and inclusion training mandatory for all employees?

Yes ☐  No ☐

33. Thinking about the areas listed in Q28 (areas where you are making diversity and/or inclusion a consideration) and your work on learning and development (Q30), in what areas have you seen a positive impact from a consideration of diversity and/or inclusion?

☐ A greater knowledge and understanding among our employees of the importance of diversity and inclusion in our organization
☐ More diverse recruitment & selection
☐ Reduced employee turnover
☐ Reduction in employee grievances
☐ Reduction in customer/user complaints
☐ Safety improvements
☐ Improvement in employee engagement
☐ Improved career progression for diverse groups
☐ Efficiency improvements
☐ Creativity/innovation
☐ Increased customer satisfaction
☐ Won new contracts
☐ Enhanced corporate reputation
☐ Business growth (eg increased market share, increased profit, increased share value)
☐ Other – please specify

34. Please give examples here of the positive impact you have seen, including quantitative data if possible.

35. Thinking about the areas listed in Q28 (areas where you are making diversity and/or inclusion a consideration) and your work on learning and development (Q30), please describe the one diversity and/or inclusion activity, initiative or event that you have done over the last couple of years that you are most proud of.
36. The Diversity Leadership Group (DLG) plan to follow up this survey with case studies to share good practice. If you are happy to be contacted about the work which you have described in the previous question (Q35) please provide your contact details here.

Name

Company

Email address

Phone Number

Monitoring and Measuring

37. Do you monitor any of your employment activities (for example; total workforce composition, recruitment, promotion) by gender, race or disability?

Yes ☐ No ☐ If no skip to Q39

38. If yes, please indicate what by metrics you measure the following by:

<table>
<thead>
<tr>
<th>Age</th>
<th>Disability</th>
<th>Ethnicity/ race</th>
<th>Gender</th>
<th>Religion &amp; Belief</th>
<th>Sexual Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall number of employees</td>
<td></td>
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<td></td>
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<tr>
<td>Number of employees by hierarchical level</td>
<td></td>
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<tr>
<td>Number of employees by function/work area</td>
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<tr>
<td>Application</td>
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<tr>
<td>Recruitment outcomes at all levels</td>
<td></td>
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<tr>
<td>Participation in training and development</td>
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<tr>
<td>Promotion</td>
<td></td>
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<tr>
<td>Pay</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Redeployment and redundancy</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Staff Turnover</td>
<td></td>
<td></td>
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<tr>
<td>Employee attitudes and satisfaction</td>
<td></td>
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<tr>
<td>Take up of flexible working options</td>
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<tr>
<td>Take up of other employee support options (eg help lines, networks, emergency childcare, health care)</td>
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<tr>
<td>Grievances and disciplinary action</td>
<td></td>
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<tr>
<td>Supplier Diversity</td>
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</tbody>
</table>
39. Do you measure other areas of diversity and/or inclusion activity eg social mobility?
Yes ☐ No ☐
If yes please describe

40. Do you benchmark your workforce and diversity/inclusion metrics against external data (eg census data, sector data, diversity benchmarks)?
Yes ☐ No ☐
If yes, please give details

Taking the work forward

41. What are the aims, objectives and targets for your work on diversity and/or inclusion in the year ahead?
42. Which external organisations do you currently look to for guidance and help on your work on diversity and/or inclusion (for example BITC, Stonewall)?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________


43. What other engineering and/or STEM sector initiatives are you already supporting eg “Your Life”, “10 steps” etc?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________


44. Are there any other employers in your sector which you regard as a source of good practice?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________


45. What additional support would you find helpful from the DLG to help you with diversity and/or inclusion?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
46. Would you find it useful to learn more about the best practice of other DLG members and discuss your experiences with other employers?

Yes ☐ No ☐

Some details about your organisation

47. How many people does your organisation employ in the UK?
*(please tick one box)*

☐ Less than 50  ☐ 50 – 500  ☐ 500 – 2000
☐ 2000 – 10,000  ☐ Over 10,000

48. Where you collect data for your current workforce, please provide us with information on the following employee groups:
*(please note, categories are not always exclusive, for example technical/engineering jobs can also be management jobs)*

<table>
<thead>
<tr>
<th>Percentage of women</th>
<th>Percentage of disabled employees</th>
<th>Percentage of ethnic minority employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non managerial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
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<tr>
<td>Board/executive Level</td>
<td></td>
<td></td>
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<tr>
<td>Technical/engineering jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-technical jobs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive level</td>
<td></td>
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</tbody>
</table>
Diversity and inclusion in engineering survey report 2015
Royal Academy of Engineering
As the UK's national academy for engineering, we bring together the most successful and talented engineers for a shared purpose: to advance and promote excellence in engineering.

We have four strategic challenges:

**Drive faster and more balanced economic growth**
To improve the capacity of UK entrepreneurs and enterprises to create innovative products and services, increase wealth and employment and rebalance the economy in favour of productive industry.

**Foster better education and skills**
To create a system of engineering education and training that satisfies the aspirations of young people while delivering the high-calibre engineers and technicians that businesses need.

**Lead the profession**
To harness the collective expertise, energy and capacity of the engineering profession to enhance the UK’s economic and social development.

**Promote engineering at the heart of society**
To improve public understanding of engineering, increase awareness of how engineering impacts on lives and increase public recognition for our most talented engineers.