

Routes to Diversity & Inclusion

A toolkit to help employers
recruit, retain and develop
a diverse workforce



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Susan Sharland
CIHT President, 2015–16

Foreword

I was delighted when CIHT secured funding from the Royal Academy of Engineering to conduct a study of diversity and inclusion in the highways and transportation sector. It has given the Institution an opportunity to make visible the good work that many employers in the sector are doing to recruit, retain and develop a more diverse workforce. It also enabled CIHT to benchmark the sector in terms of demographics and practical engagement on diversity and inclusion; this benchmark will help to measure progress as well as identify, and hopefully remove, barriers to diversity in years to come. I hope it will also encourage companies who are already engaged in action on diversity and inclusion to continue on their way and spur on those who have not yet taken their first step to feel inspired to do so.

Being diverse and inclusive matters not just because it is the 'right' thing to do, though the importance of this should not be underestimated. It matters because opening the sector to a more diverse workforce and taking action to engage, retain and develop the people that work with us is vital to the capacity, capability and future sustainability of the sector. Highways and transportation is changing, and we can no longer afford to think and act in ways which put talented people off vitally important careers in our sector.

I would like to thank all of CIHT's corporate partners who volunteered to take part in this study, either by completing the Routes to Diversity & Inclusion Survey or by sharing the work they are doing. Their enthusiasm and collaborative spirit are greatly appreciated. Most of the employers who participated in the study are larger organisations, but I believe that what is included here can also provide inspiration to smaller employers. Launching the toolkit in 2015 is especially relevant as we continue to celebrate 100 Years of Women in Transport (100 YOWIT). The 100 YOWIT activities have a clear purpose to engage, motivate and inspire current and future generations of women across our sector. CIHT's toolkit complements this campaign and provides the means for organisations to become the inclusive and diverse workplaces we need for the 21st century.

CIHT would like to hear from other employers in the sector – both small and large – if there is work being done on diversity and inclusion that we have not included in this toolkit. I am sure there is more that we could learn and share in future editions of the toolkit.

From CIHT's perspective, diversity and inclusion are now firmly on our agenda. We are taking our own first steps as an employer by holding an unconscious bias workshop for the board of trustees. We are also keen to do more in the future to encourage greater collaboration, good practice sharing and engagement on diversity and inclusion across the sector.

I hope you find this toolkit insightful and, above all, useful. Please contact us with feedback and suggestions for how we might develop it for the future.

A handwritten signature in black ink that reads "Sue Sharland".

Welcome to Routes to Diversity and Inclusion.

This toolkit is a first for the highways and transportation sector. It provides a route map to success through diversity and inclusion.

Through practical guidance, case studies and links to reliable sources of expert advice, this gives you all you need to recruit, retain and develop a more diverse workforce. By doing so, you will improve your own business performance and increase capacity within the industry.

The toolkit was commissioned by CIHT, funded by the Royal Academy of Engineering, carried out by WISE and overseen by a steering group.

The aims of this toolkit are to:

- establish a baseline of the workforce in highways and transportation in terms of diversity and
- identify and share examples of good practice specific to the industry.

→ See [Appendix 1](#) for more on the methodology.

Executive Summary

The highways and transportation sector in the UK does not have a diverse workforce. In the majority of CIHT corporate partners who responded to our survey, 90% of the workforce and management is white, and 90% of management roles and board positions are held by men.

This is a problem because 96% of CIHT's corporate partners have difficulty attracting and retaining people with the skills the industry needs – both now and in the future. The industry is not sustainable unless it can draw in people from a wider cross section of the population. But it is not only skills shortages that are driving the sector's interest in diversity and inclusion. Other business drivers cited by corporate partners include the following:

- Need for creativity and innovation.
- Pressure from clients.
- Rising cost of recruitment.
- Corporate reputation.
- Customer insight.

There are, demonstrably, clear business benefits linked to greater diversity in the workforce.

This toolkit explains how you can realise the benefits of workforce diversity in your business. It describes what actions companies in the sector are already taking and offers signposts to sources of further advice and support.

Taking action does not mean special treatment for women, people from minority ethnic backgrounds or other underrepresented groups. Forward-thinking companies aim to develop an inclusive workplace culture that values diversity in every sense.

Creating an environment where individuals feel welcome, can do their best work and thrive benefits everyone, drives up performance and helps the sector as a whole. Chapter 6 includes more information and case studies to show what this looks like in practice.

This toolkit gives examples about collecting data to monitor progress, initiatives to recruit people from more diverse backgrounds and strategies to improve retention and progression of people from different backgrounds to create more diversity in management and leadership roles.

A number of corporate partners are already taking steps to increase the diversity of the talent pools from which they recruit. At apprentice level, they are doing this by

- profiling female and minority ethnic apprentices as role models,
- limiting the proportion of apprentices recruited from friends and family and
- collaborating with other employers and professional bodies to attract apprentices to the sector as a whole.

Role models are also widely used by employers to attract graduates and experienced recruits from diverse backgrounds.

However, these actions have a limited effect if there are hidden barriers in the recruitment process itself. The report includes advice and examples of how to identify and tackle unconscious bias so that applicants who do not fit a traditional profile have a fair chance of getting through the system.

The research found fewer examples of targeted action on retention, promotion, talent management or succession planning.

Improving the prospects for people from diverse backgrounds in the highways and transportation sector has to be part of a diversity and inclusion strategy so that the people you want to recruit can see a career path for themselves in the industry. People from different backgrounds may not have the same expectations, needs or experiences as the traditional workforce. Modernising working practices is part and parcel of an effective diversity and inclusion strategy.

The toolkit shares ideas and case studies from companies in the sector who have set targets, updated policies and procedures and set up talent development programmes,

employee networks and flexible working arrangements to make the employee proposition attractive to a wider cross section of the population.

The critical importance of leadership came through loud and clear in the research.

Those organisations where the senior leadership speaks publicly about diversity and inclusion as a core business issue and holds managers to account for progress on this agenda are the ones which can demonstrate positive change.

Male champions are playing their part.

Atkins' chairman Allan Cook, for example, is a vocal champion of gender equality as a business imperative. As chair of the Royal Academy of Engineering's Diversity Leadership Group (DLG), Allan supported WISE to develop the Industry-led 10 Steps – a framework to improve retention

and progression of women in a science, technology and engineering environment – persuading other CEOs and chairs to commit their organisations to adopt the framework.

Former chief executive of Highways England Graham Dalton hosted an event on National Women in Engineering Day to encourage action on diversity within the supply chain.

Individuals in a position to influence change are making a difference. We need more industry leaders to follow their example until diversity and inclusion are embedded in normal business practice.

As many as one in five companies responding to the survey reported that their workplace culture can feel unwelcoming to women, minority ethnic people and those with disabilities. CIHT is encouraged by examples of good practice, but there is a long way to go.

If we do not step up as a sector, we will lose talented people to other sectors who can demonstrate a more positive working environment.

Around half of CIHT's corporate partners took part in this study. We have used their evidence to provide advice to others who are starting out as well as inspiring those further on the journey to do more. The challenge to develop a diverse workforce can be daunting, particularly in a sector which has not traditionally attracted people from a broad demographic. The case studies in the toolkit show that small steps can make a difference.

Many of the case studies focus on gender equality because that is where a lot of companies choose to focus their efforts to start with. We have made efforts to include examples of action targeting minority ethnic communities, people out of work, people with disabilities and other underrepresented groups to encourage a more inclusive approach. CIHT hopes this resource will stimulate debate and lead to more coordinated action to improve workforce diversity across industry because ultimately, this will benefit the sector and UK as a whole.



Women in Engineering event, Thinktank Birmingham, June 2014.

Why take action on diversity and inclusion

results of CIHT survey of corporate partners



96% of CIHT corporate partners surveyed anticipate having skills shortages and want to widen their recruitment pools.



82% of CIHT corporate partners surveyed are taking action in response to skills shortages to attract people who may not have traditionally considered careers in highways and transportation.



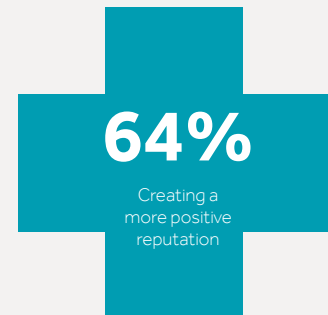
77% see the CIHT survey as a compelling reason to recruit a more diverse workforce.



73% said pressure from clients was a factor.



68% said saving money by reducing staff turnover was a factor; creating a working environment that is inclusive increases staff engagement and productivity, reducing attrition and associated recruitment costs.



64% said taking action on diversity and inclusion met the ambition of creating a more positive reputation for the business.



59% wanted to better represent the demographics of their customers.

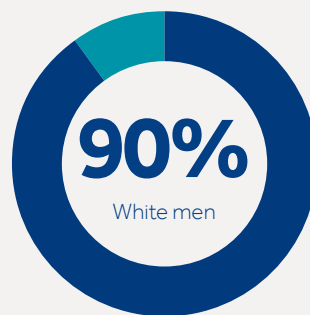
Benefits of taking action

- Greater diversity of recruits from a wider talent pool.
- Greater diversity of people progressing through the organisation.
- Benefits to corporate reputation via publicity, benchmarking and awards.
- Benefits in terms of creativity and innovation.
- An increase in employee engagement.

Current situation in highways and transportation



In 71% of organisations surveyed, women make up fewer than one in ten of the board.



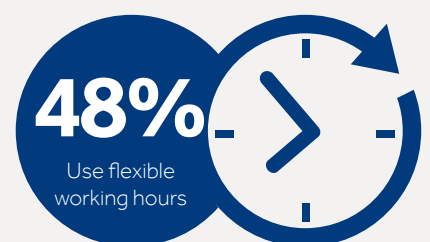
White men occupy 90% or more of management roles.



Women make up between 25% and 50% of the workforce.



Minority ethnic people make up less than 10% of the workforce (national average is 14%).

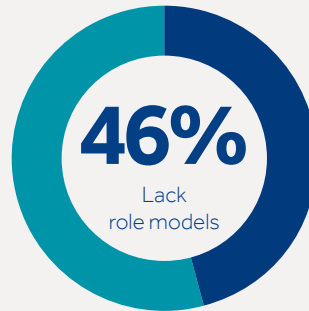


Only 48% of corporate partners are currently using flexible working to attract and retain talented employees.

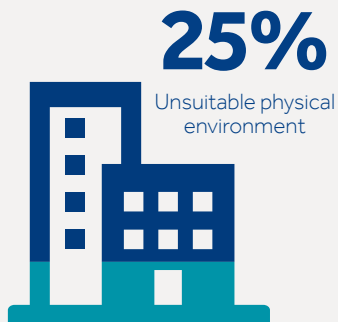
Barriers to a more inclusive industry



58% of companies believe that they need to make themselves 'more attractive to potential applicants'.



46% said that 'we don't have enough diverse employees for us to use as role models to attract and inspire a more diverse workforce'.



25% said that 'the physical environment in which we work is a challenge for an inclusive workforce'.



21% recognised that 'our workplace culture can feel unwelcoming to some people such as women, disabled people and ethnic minorities'.

Actions that make a difference

Profile women and ethnic minority role models:

Highlighting the positive benefits of having a representative workforce.

Recruit outside family networks:

Apprentices recruited from the family and friends of existing employees are likely to mirror the current workforce. At Eurovia and Ringway, there is a limit imposed of 50% of apprentices recruited from known networks and contacts to widen the talent pool.

Work with partners:

FM Conway and Connect Plus Services joined forces with local employers and with professional bodies like CIHT to help attract apprentices. With 46% of corporate partners concerned that they don't have enough diverse employees to use as role models, creating a pool for use across the sector is an obvious solution.

Work with the supply chain: Since January 2012, Transport for London (TfL) has generated more than 2,500 apprenticeships through its supply chain, of which 55% came from BAME communities.

Target specific groups: Focusing efforts on a specific group has more impact than a scattergun approach. For example, FM Conway's stated priority is to make a real contribution to the employment of local people from unemployed backgrounds.

Review the images and language used in marketing campaigns: What message are you giving to potential recruits?

Engage with community organisations:

Build relationships with local mosques, childcare centres and youth clubs to promote training and work opportunities in the local area.

Review recruitment practices: For example, remove or reduce the requirement for applicants to have a fixed number of years' experience (which automatically restricts the pool of people who meet your criteria). Recruit for aptitude and attitude instead.

Train your recruiters to remove bias: Make unconscious bias training mandatory for everyone involved in the recruitment process.

Diverse recruitment panels: People tend to recruit in their own image, so do your best to find women and people from minority ethnic backgrounds who can get involved on recruitment panels.

Insist on a diverse shortlist: Make a commitment that, where possible, shortlists must include at least one underrepresented group such as a female candidate.

Challenge your recruitment partners: Hold internal and external partners involved in the recruitment process (like search firms) to account for delivering more diversity in the candidate pool.

Sign up to diversity kitemarks: Examples are the government's 'two ticks' pledge, which offers a guaranteed interview to qualified applicants with a disability.

Promote your commitment: Be explicit about your commitment to diversity and inclusion throughout the attraction and recruitment process. If you do not mention it, people from underrepresented groups may assume you are not interested in them.

Explain opportunities for flexible working and a good work-life balance:

Flexible working will help attract men as well as women who are looking for a healthy work-life balance. Set targets for getting women and other under-represented groups into management roles.

Set targets: Look at ways to focus on getting women and other underrepresented groups into management roles.

Establish a system of sponsors: To provide a support network for women and underrepresented groups.

Establish a lesbian, gay, bisexual and transgender network: To help change the culture and provide visible backing and support.

Focus on tackling unconscious bias:

An example of unconscious bias would be using recruitment panels from similar social backgrounds or a performance management network that rewards behaviours like working 24/7 which fewer women or people with disabilities may be able to comply with.

Next steps for the highways and transportation sector

Campaigns

Develop sector-wide campaigns to recruit and retain diverse talent in the UK highways and transportation workforce.

Promote case studies

Research and promote case studies with a cost-benefit analysis to demonstrate the link between diversity and business success in this sector. Further case studies highlighting the benefits of action on race, religion, disability, sexual orientation and social class will show that this is not just a gender issue.

Case studies

The highways and transportation industry also needs case studies from small- and medium-sized employers, given that this is where the bulk of the workforce is employed.



How to use the toolkit

Need facts and figures to support your business case?	Go to Section 2. The Case for Diversity.	Page 15
Want to know how your organisation compares with the sector?	Go to Section 3. Diversity in Highways and Transportation.	Page 19
Want to know what others are doing?	Go to Section 4. Action on Recruitment, Section 5: Action on Retention and Progression and Section 6: Action on Inclusion.	Page 22
Want to really make a big difference?	Go to Section 7. Next Steps.	Page 47
Each section includes case studies and details from highways and transportation companies so that you can follow up with them directly.	The case studies come primarily from CIHT's corporate partners but have been selected because the approach can be adapted to the context of an SME. The full list of case studies can be found in Appendix 2 .	Page 49
The case studies in this toolkit have been linked to a series of best practice themes.	These themes are based on the Industry-led 10 Steps to Improve Women's Retention and Progression (a framework developed by WISE, the Royal Academy of Engineering and industry partners). More details on these themes can be found in Appendices 3 and 4 . For more information on any of the case studies in this report, please contact CIHT.	Page 50
The links and resources at the end of each section tell you where to find out more about the subject.	There is a full list of references at the end of the report.	Page 54

Joint working with the Royal Academy of Engineering

The Royal Academy of Engineering (the Academy) provided the funding for CIHT to deliver this diversity and inclusion project involving its corporate partners. The Academy has also developed a similar toolkit (Increasing Diversity and Inclusion in Engineering – a case study toolkit*) that looks at engineering across the different disciplines, showcases good diversity and inclusion practice and provides insight into actions taken and progress made across the sector. Where possible, CIHT is committed to disseminating and promoting this work alongside the toolkit that it has developed specifically for highways and transportation employers.

*<http://www.raeng.org.uk/policy/diversity-in-engineering/bis-programme/employers>

Definitions

In this toolkit, the term **diversity** is used to describe all the 'inherent' differences between people (e.g., gender, race, age, faith, socioeconomic background, sexual orientation, disability, nationality) as well as the differences that people acquire in their working lives (e.g., inter-generational working, social mobility, cross-cultural experience, technical expertise, language skills, etc).¹ Attracting and retaining women is a priority for most highways and transportation employers in the UK today. The toolkit therefore includes several case studies showing what companies are doing to recruit, retain and develop female talent. Case studies focused on other minority groups to show what can be achieved are also included.

The report uses the term **inclusion** to describe actions to ensure people feel genuinely included, valued and comfortable being themselves at work and proud of their inherent or acquired diversity.



The Case for Diversity – The positive impact of diversity in business

How Diversity and Inclusion Benefit Business

When businesses embark on this journey, they may find it hard to quantify the benefits of diversity and inclusion in their own business. There is a wealth of evidence to draw on when developing a business case, such as the following:

Access to a wider talent pool: Only half of women with an engineering and technology degree work in the sector, compared to two-thirds of men.² This means there are many women with skills and qualifications needed in the highways and transportation sector who may be attracted back. Recruiting and retaining more people from minority ethnic backgrounds and people with disabilities would also open up the talent pool.

Engaged and motivated people: A UK survey of 600 employees in private and public sector organisations showed over 80% of respondents who had worked with someone they considered to be good at leading on diversity felt increased levels of motivation, loyalty and performance and were more likely to go the extra mile.³

Better financial performance: In December 2014, McKinsey found a statistically significant correlation between the gender and ethnic diversity of leadership teams and financial performance in 366 companies in the UK, US, Canada and Latin America. Its findings related to total revenue, margins on earnings before tax and interest and return on equity. Companies in the top quartile on gender diversity were 15% more likely to have above median financial returns, relative to industry median. Those in the top quartile on ethnic diversity were 30% more likely. Companies in the bottom quartile on both gender and ethnicity underperformed the other three quartiles.⁴

Increased market share: Companies with a diverse leadership are more likely to report that they have improved market share or captured a new market in the last 12 months.⁵

Innovation taken to market: Employees in companies with a diverse leadership are more likely to report that their ideas get developed or prototyped, and deployed into the marketplace, than those in companies without a diverse leadership.⁶

New customer insight: Diverse teams deliver better customer insight because 'when teams include even one team member who represents the team's target consumer, the entire team is more likely to understand that consumer'.⁷

Relevance to Highways and Transportation
Action to improve diversity and inclusion in highways and transportation is critical to the capacity, capability and sustainability of the sector.

A shortage of skills in the sector is the strongest driver. 82% of CIHT's corporate partners surveyed are taking action in response to skills shortages to attract and retain people who may not traditionally have considered careers in highways and transportation. 96% of companies surveyed anticipate having skills shortages in the future and want to widen their recruitment pools.

Tackling skills shortages is becoming urgent to build capacity to deliver expansion of UK infrastructure. Other drivers for taking action on diversity and inclusion include the following:

Creativity and innovation: Diverse teams are more likely to generate creative solutions. 77% of corporate partners in our survey said this was a compelling reason to recruit a more diverse workforce.

Pressure from clients: 73% said being able to respond positively to increasing pressure from public and private sector clients to demonstrate a commitment to diversity and inclusion as part of any competitive bid was a factor.

Saving recruitment costs: 68% said saving money by reducing staff turnover was a benefit. This included creating a working environment that is inclusive and welcoming to people from all backgrounds to increase staff engagement and productivity as well as reducing attrition and associated recruitment costs.

Positive reputation: 64% said action on diversity and inclusion would support their aim to demonstrate a commitment to corporate responsibility, including better reflecting the demographics of local communities.

Closer to customers: 59% wanted to better reflect the demographics of customers.

Interestingly, only 5% of respondents in the survey said that 'avoiding legal action' was the main driver of their work on diversity and inclusion.

Case study Eurovia and Ringway

A commitment to inclusion helps Eurovia and Ringway better understand and meet the needs of its clients – and ultimately win work



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Developing leadership
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Making public commitments

Find out more >

Background

Eurovia and Ringway make up one of Europe's leading transport infrastructure companies, providing highways maintenance, network management, emergency response and environmental services across the UK.

Initiatives

The company know the difference that diversity and inclusion can make to winning work, and seeks to identify and respond to clients' particular interests and perspectives on diversity and inclusion even before a bid is submitted. Here are three examples of how Eurovia and Ringway are raising the bar on diversity and inclusion to help win work:

- The company is working towards external accreditation for its work on diversity and inclusion through Investors in Diversity. Once achieved, it will be able to include this accreditation on all future bids, sending a strong signal to clients about its culture and commitment.
- Equality, diversity and inclusion training is offered to all managers as a matter of routine, but where a client has a particular interest in the subject, the training is given to all employees working on the project.
- Respect is an integral component of the Eurovia and Ringway company values, and it is also cascaded into the appraisal process at an individual level. Examples of respectful behaviours on diversity and inclusion include a commitment not to do noisy work outside a mosque on a Friday or outside a church on a Sunday and translating site plans into braille to enable better engagement with a nearby school for the blind.



Quantifying the Benefits

A third of respondents to the survey said they had already seen a positive impact from the actions they have taken. The top five quantifiable benefits were the following:

- A greater diversity of recruits, from a wider talent pool.
- A greater diversity of people progressing through the organisation.
- Benefits to corporate reputation via publicity, benchmarking and awards.
- Benefits in terms of creativity and innovation.
- An increase in employee engagement.

Engaging the Heart as well as the Head

The most compelling business cases are usually those which demonstrate financial gain from diversity and inclusion. However, in 2014, the global professional services firm KPMG found that the commercial case alone is not sufficient for change to happen. Its research encouraged leaders to speak from the heart about diversity and inclusion and about the 'personal motivation for change, underpinned by sound commercial sense'. KPMG's senior partner wrote: 'My own motivation for this change comes from a passion to build a workplace where everyone can be their true selves – black, white, gay, straight, bipolar, Hindu or obsessive Chelsea fan – these are all things that make us who we are, and suppressing any aspect is bad for people and bad for business'.⁸

Case study Mouchel

Engaging the hearts as well as the minds of senior leaders has placed gender diversity firmly on the agenda



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Developing leadership
- ✓ Challenging bias
- ✓ Transparent career opportunities
- ✓ Diversity as a business imperative
- ✓ Sharing good practice

Find out more >

Background

The business case for diversity and inclusion in international infrastructure and business services organisation Mouchel, now part of the Kier Group was well-established. Along with 82% of CIHT corporate partners, concern about skills shortages had driven the company to think more broadly about who it attracted into the business – and who they may have been putting off. But, as HR director Ruth Mundy explained, it was when leaders began to make personal connections with the subject that things really began to change.

Initiatives

Mouchel is as data-driven as any other company in the sector, but it is the personal connection with diversity and inclusion that has really made a difference in driving change. The following are examples of this personal connection at work:

- One senior manager heard from his two daughters (both of whom are studying engineering) that Mouchel was not visible at a careers fair they had attended – but Mouchel's competitors were. Mouchel changed its approach and now regularly attends careers fairs targeting both female and male undergraduates.
- Another senior manager had a 'lightbulb moment' looking at the photograph of a team celebrating a major win on a client contract. Everyone in the team was male apart from the PA.
- A senior leader took part in a taster session on unconscious bias, which by his own admission really opened his eyes to the subtle ways in which habitual thinking and practice can act as barriers to the attraction, progression and retention of women in engineering. A half-day programme on unconscious bias is now being planned for senior team members.



What could other companies learn from Mouchel's experience?

- There is no doubt that a credible and compelling business case is needed to get diversity and inclusion on the agenda of senior leadership.
- The business case on its own is rarely enough to get people to act. The motivation that leaders need to drive change is as likely to come from some personal connection to the subject. Creating opportunities to engage leaders in conversation about why diversity and inclusion matter to them can help surface personal, as well as business, motivations for action.
- Once the connection has been established, be ready to respond with practical suggestions for how a personal concern can be acted on to bring benefit to the business – in Mouchel's case, for example, by attending careers fairs to raise the company's profile amongst both male and female engineering students.

Links and Resources



For an overview of demographic data on women and minority ethnic people in science, technology, engineering and mathematics (STEM) education and employment, read:

'Not for people like me' by Professor Averil Macdonald.⁹ The data in this report will help in building a business case linked to talent in particular.



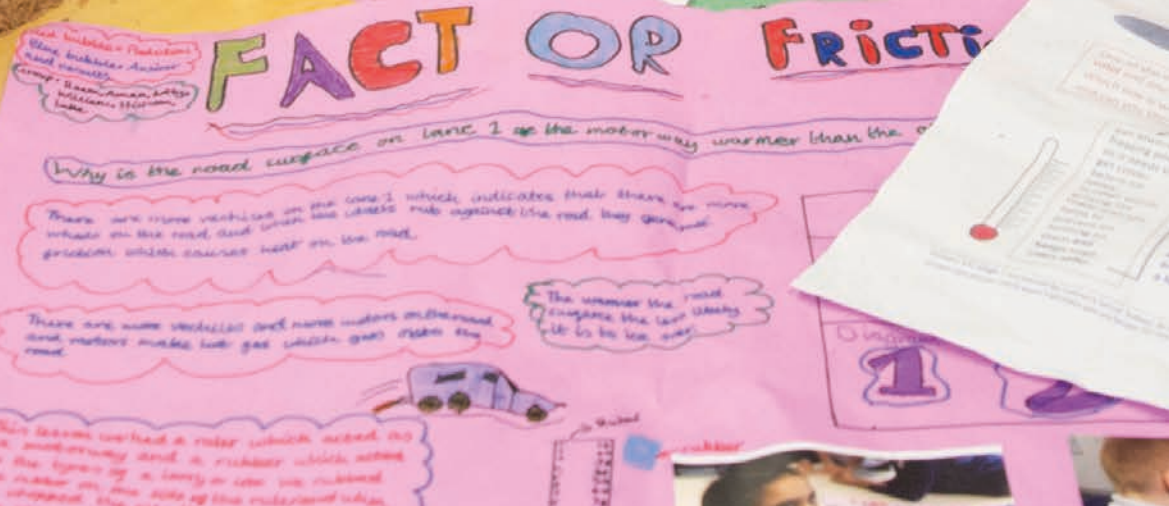
For a costed business case relevant to highways and transportation, read:

Equality and Human Rights Commission, Chapter 3 of 'Equality and diversity: good practice for the construction sector' by Jan Peters in association with Melanie Allison, Katalytik.¹⁰



For details on how to get accredited as an Investor in Diversity, visit:

National Centre for Diversity - <http://www.nationalcentrefordiversity.com/home/services/investors-in-diversity/>



Diversity in Highways and Transportation: Data gathering and analysis

In the UK, the low number of women working in STEM starts with the subject choices that girls make at school. Boys are much more likely to study science A-level than girls.

Diversity in Science, Technology, Engineering and Mathematics (STEM)

Only biology A-level has female entrants consisting of more than half of the class (57.8%); girls make up barely a fifth of those doing physics A-level.¹¹

The pattern continues into university where women make up just 13% of all applicants to higher education courses in engineering and its subdisciplines.¹² And it's the same for those entering industry straight from school: just 4% of engineering apprenticeships are held by women.¹³

Women occupy just 13% of UK STEM roles overall.

It is a different pattern on ethnicity, where black and minority ethnic (BAME) students are much more likely to study STEM subjects than their white peers. A fifth of all UK-domiciled students on STEM courses in 2012/13 were BAME.¹⁴

Though engineering graduates are becoming more ethnically diverse,¹⁵ this doesn't translate into employment, with minority groups less likely to be employed in the manufacturing (7%) and construction (5%) sectors than their white peers¹⁶ and BAME engineering graduates more likely to be unemployed than the overall graduate pool.¹⁷ Only over 3% of engineering apprenticeships are held by minority ethnic people.

There is very little data on disability, sexual orientation or other aspects of diversity in the UK STEM workforce.

Diversity in Highways and Transportation Construction

In a study of employee diversity across 50 global economies, 14 industrial sectors and nine occupations, Forbes ranks construction 12th out of 14th in terms of sector diversity (gender and ethnicity) – only utilities and mining do worse. Forbes's composite diversity index – which takes into account gender, ethnicity, disability, age and part-time workforce – places transport and communications 9th out of 14 sectors, with manufacturing, construction, utilities and mining 11th, 12th, 13th and 14th respectively.¹⁸ At the top of the rankings are health, hotels and catering, and education.

A recent Race for Opportunity report shows that construction is amongst the least ethnically diverse sectors, with 95% of employees being white.¹⁹

Survey results

The survey asked employers in the highways and transportation sector for information on the diversity of their workforce. Twenty-five of CIHT's corporate members responded to the survey, and around 60% of those provided data. The results show there is a long way to go. The UK highways and transportation workforce is drawn from a small and dwindling section of the population. There is an urgent need to attract people from a wider talent pool to address future skills shortages.

Key survey findings

1 White men hold most of the leadership positions in the highways and transportation sector. In no organisation

are more than 25% of its board members women; three have none. In 71% of organisations, women make up fewer than one in ten of board members. Four organisations have no minority ethnic person on their board.

2 Most management roles in the sector are held by white men. In half of organisations, men occupy more than 90% of management roles. White people occupy 90% or more of all management roles.

3 Women make up between a quarter and a half of the workforce, depending on the organisation, but they are concentrated in certain areas. Almost four out of five organisations told us that women occupy less than half of managerial or technical roles.

4 Minority ethnic people make up less than 10% of the highways and transportation workforce and are mostly in non-managerial roles.

Gaps in data

5 Not all corporate partners collect information from their employees about diversity. Those that do are often not able to retrieve information they can gather easily or report on it in any meaningful way.

6 Employers were slightly more likely to be able to provide information on gender and ethnicity than on disability. Few employers are monitoring other aspects of their workforce such as sexual orientation or social class.

Across engineering as a whole, women and minority ethnic people are deterred by a wide range of factors including reputation and non-existent or poor quality careers advice at school about the opportunities available.

Barriers to diversity and inclusion

According to McKinsey²⁰, there are four different kinds of barrier to unlocking the potential of women at work. These barriers operate for other underrepresented groups as well:

- **Institutional mind-sets** (sexist culture, leaders who expect women to behave like men, organisations that do little to accommodate people with disabilities)
- **Individual mind-sets** (how confident employees are, their levels of ambition, their success in finding a mentor or sponsor)
- **Structural barriers** (unconscious bias in recruitment policies and processes, access to networks of people and role models)
- **Lifestyle choices** (the choices employees make about the environment they want to work in, work-life balance, flexible working)

A lack of visible role models, too few mentors and discrimination also play a part. According to a study by the Royal Academy of Engineering²¹, minority ethnic people face barriers relating to the biased recruiting practices of employers – such as recruiting from a narrow 'Russell Group' pool of universities – and holding an 'ethnocentric image of the archetypal "professional"'.

Unwelcoming image

The CIHT survey provides some insight into barriers in highways and transportation:

- 58% of companies believe that they need to make themselves 'more attractive to potential applicants because our sector has a reputation for not welcoming diverse candidates'.

- 46% said that 'we don't have enough diverse employees for us to use as role models to attract and inspire a more diverse workforce'.
- 25% said that 'the physical environment in which we work is not suitable for some people such as women, disabled people and ethnic minorities'.
- 21% recognised that 'our workplace culture can feel unwelcoming to some people such as women, disabled people and ethnic minorities'.

The Equality and Human Rights Commission report on the construction sector summarises the issues: 'Traditional, paternalistic culture (that is attitudes, perceptions and practices that shape the construction working environment); weak supply chain management and lack of supplier diversity; lack of communication regarding equality and diversity progress and emerging issues that require focus; weak focus on human resource management; lack of detailed data on employees and recruitment practice; downward trends in skill levels, quantity and diversity of entrants'.²²

Why gather workforce data?

Gathering data about workforce demographics is a vital first step for the following reasons:

- 1 Tracking workforce diversity establishes a starting point from which you can monitor progress on diversity and inclusion. It enables firms to make evidence-based decisions about where and how to invest resources to retain talent, increase engagement or remove barriers to career progression for women, minority ethnic people and others.
- 2 Gathering diversity data allows businesses to benchmark the diversity of their workforce against that of competitors, the local community or the graduate applicant pool.
- 3 By asking employees to provide information about ethnic background, disability, religion or sexual orientation – and telling them how the data will be used – companies are letting their staff know that fairness in recruitment, retention and progression matters. This is good for employee engagement as well as corporate reputation.
- 4 Many clients – not only in the public sector – want to be able to assess the performance of suppliers on diversity as part of a bid. Those who can provide workforce data and demonstrate

commitment to diversity stand out from the competition.

How to gather data

Most employers routinely record gender and age of people joining the company. It is good practice to collect data on disability, ethnicity, marriage/civil partnership, religion/belief, sexual orientation, caring responsibilities, flexible working and working patterns (e.g., full-time or part-time) as well. The Links and Resources section at the end of this chapter provides guidance on how best to collect this information without causing offence.

In addition to numerical data, companies should also ask employees about their day-to-day and career experiences to find out whether they feel included. Gather insight through the following:

- Surveys: Either a specific survey or by cutting data from a generic employee survey by different demographic groups to identify specific issues.
- Face-to-face engagement: There are several ways of doing this: through informal one-to-one conversations, focus groups, structured interviews, staff networks or consultation/engagement events. Confidentiality is obviously critical, as is taking action on the feedback and being seen to do so.

Did you Know?

The Association for Black Engineers (AFBE-UK) runs 'Making Engineering Hot!'. A campaign to make engineering a viable career choice for people from black and minority ethnic backgrounds. Campaign activities include engaging young pupils in schools, colleges and universities as well as their parents in considering careers in engineering through 'role models, sponsoring science related taster courses, university surveys and CV clinics, awards in recognition of success stories in engineering or leadership'.²³

Case study Morgan Sindall

At Morgan Sindall the board and executive team regularly measure diversity and inclusion

**MORGAN
SINDALL**
CONSTRUCTION
INFRASTRUCTURE

Case Study Themes

- ✓ Monitoring and measuring
- ✓ Developing leadership
- ✓ Sharing good practice

Find out more >

Background

Construction company Morgan Sindall monitors and reviews the progress of diversity and inclusion through its board.

The CIHT's corporate partners survey found that 63% of companies also made their board or executive committee responsible. The company's work on diversity and inclusion is primarily driven by the need to attract talented people from the widest possible pool. Ensuring its board and executive team have regular sight of data on diversity and inclusion means the issues are kept high on the agenda.

Initiative

The construction and infrastructure company's board receives a detailed monthly report on workforce demographics that provides it with a regular insight into the recruitment, retention and development of diverse talent. The data includes the following:

- Current workforce data for management, office-based staff, technical staff and employees on site, by gender, full and part-time working, ethnicity and age.
- Diversity data on promotions, learning and development, and leavers.
- Exit interview data analysed by gender, ethnicity and disability.



For the board of Morgan Sindall, the data alone was important, but it wanted more information and to build its own understanding about diversity and inclusion in the company. A workshop had been developed for the business, which explored what diversity is, why it matters and the difference it makes to business success and looked at what the company does well and where it could do more and better. The board heard about the workshop and asked for its own session. Since then, over 300 people in the business have been on the programme, over 90% of whom rated the programme as 'extremely' or 'mostly' relevant to their role.

i Links and Resources



For more about how to gather the data that will help you track and measure both individuals' careers and the investment in action on diversity and inclusion, visit: KPMG –

www.kpmg.com/uk/en/issuesandinsights/articlespublications/pages/cracking-the-code-research%E2%80%93behavioural-differences-in-the-workplace.aspx



For a sample data collection form, visit: Royal Academy of Engineering – www.raeng.org.uk/publications/other/concordat-resource-guide



For information on how to ask questions on sexual orientation, visit: Stonewall www.stonewall.org.uk/at_work/research_and_guides/4907.asp



For examples on how to collect data on disability, read: Kate Nash's 2014 publication *Secrets and Big News*²⁴ – www.katenashassociates.com/book

Action on Recruitment: Attracting a more diverse workforce

This chapter sets out what actions can be taken to increase diversity when employing new staff, looking at apprentices, graduates and experienced personnel.

Apprentices

Since 2010, over two million people have started apprenticeships in England²⁵. However, with young white men making up the majority of engineering and construction apprentices, there is more that employers can do to increase interest from minority ethnic people and women.

Here are five steps that companies can take to create opportunities for apprentices from a more diverse talent pool, drawing on work already underway by CIHT's corporate partners:

- 1 **Profile women and minority role models:**
In 2013, the National Apprenticeship Service launched a film to encourage young people to explore apprenticeship opportunities in the construction sector. The film includes an interview with Regina Tumblepot, who works on the BBMV joint venture on Crossrail's C510 Whitechapel and Liverpool Street Station Tunnels project. Talking about her experience with Morgan Sindall, she said: 'My apprenticeship has given me the best of both worlds: the opportunity to earn while I learn, achieve a well-respected qualification, whilst gaining valuable, hands-on experience. I would definitely encourage more young people to think about doing an apprenticeship'.
- 2 **Recruit outside family networks:**
Apprentices recruited from the family and friends of existing employees are likely to mirror the current workforce. At Eurovia and Ringway, there is a limit imposed of 50% of apprentices recruited from known networks and contacts to widen the talent pool.
- 3 **Work with partners:** FM Conway and Connect Plus Services (see case studies below) joined forces with local employers and with professional bodies like CIHT to help attract apprentices. With 46% of corporate partners concerned that they don't have enough diverse employees to use as role models, creating a pool for use across the sector is an obvious solution.
- 4 **Work with the supply chain:** Since January 2012, Transport for London (TfL) has generated more than 2,500 apprenticeships through its supply chain, of which 55% came from BAME communities. In March 2014, TfL targeted women and BAME students to attend an Apprenticeship Insight Day, bringing together around 10 TfL suppliers offering more than 300 live vacancies for Year 13 pupils.
- 5 **Target specific groups:** Focusing efforts on a specific group has more impact than a scattergun approach. For example, FM Conway's stated priority is to make a real contribution to the employment of local people from workless backgrounds.

Case study FM Conway

FM Conway's partnership with the London Highways Academy of Excellence helps the family-run infrastructure services company to recruit apprentices from unemployed backgrounds



Case Study Themes

- ✓ Challenging bias
- ✓ Transparent career opportunities
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Using role models

Find out more >

Background

Skills shortages now and in the future mean infrastructure services company FM Conway needs to attract recruits who might not have previously considered a career in the highways and transportation sector.

Initiative

Skills shortages, a commitment to supporting the local economy and the need to demonstrate to clients that it is making a contribution to local labour and training needs all combined to make a powerful case for FM Conway partnering with the London Highways Academy of Excellence (LHAE) to offer a two-week induction programme for would-be apprentices from unemployed backgrounds.

LHAE recruits would-be apprentices for the programme through a range of sources (including local apprenticeship fairs, prisons and ex-offenders), all with the aim of accessing the most socially excluded groups. Participants on the programme (all men so far) come from a wide range of socio-economic and ethnic backgrounds.

The two-week programme covers health, safety and welfare in construction, customer service, understanding construction technology, professional behaviour, employability and future careers. At the end of the programme, highways and infrastructure employers in the local area post vacancies on the programme, giving recruits immediate access to local job opportunities.

It is clear that the LHAE programme benefits participants in different ways:

- The tone of the programme is encouraging and empowering. It helps build the confidence of participants, exposing them to new people, ideas and environments. (For many, these will have been their first experiences of a professional workplace).
- The collaborative approach of employers in advertising vacancies on the programme makes it easier for participants to identify and apply for opportunities there and then.

But there are also benefits for Conway. By working so closely with LHAE, the company is given access to a group of work-ready apprentices with motivation and insight into careers in highways and transportation. In fact, Conway recruited three apprentices from the 2013 intake to permanent roles with the company. Just a few minutes in the company of the apprentices confirms how



'They made it easy for me', 'It's easy to be yourself here', 'It's all right. You can have a laugh'.

So what can other employers learn from FM Conway's experience?

- Taking a collaborative approach to addressing skills shortages and social exclusion helped Conway reap the benefit of recruiting three new apprentices. Joining forces with other employers locally or via professional bodies like CIHT can help create motivation and generate better results rather than trying to tackle these big collective issues of diversity and inclusion on your own.
- Prioritising one aspect of your work on diversity and inclusion – such as addressing social exclusion or increasing the percentage of women recruits – can help deliver results quicker than spreading resources across the whole agenda. Liz Garvey, head of HR at Conway, knows there is more to do on this, but, for the moment, Conway's stated priority is to make a real contribution to the employment of local people from unemployed backgrounds, irrespective of gender.
- The approach a company takes to diversity and inclusion needs to sit well with the overall culture of the organisation. Conway is a family-run company with a workforce of just over 1,500 employees and subcontractors, and the apprenticeship programme aims to create a supportive environment for participants as well.

Case study Connect Plus Services (CPS)

Collaboration with the Prince's Trust helped Connect Plus Services (CPS) recruit three new apprentices and change young lives in the process

Background

Get Into Highways is a programme for unemployed women and men aged 18 – 25 who are job-ready but who have so far been excluded from employment. The programme is designed and organised by Connect Plus Services (CPS) – a consortium of companies responsible for management of the M25 and key arterial link roads – in consultation with CITB National Construction College at Erith and the Prince's Trust.

Initiatives

Applicants to the programme are identified through local job centres and the Prince's Trust Outreach Services. Get Into Highways aims to teach participants technical and employability skills (such as manual handling, traffic management communication, teamwork and reliability) and to give them direct experience of the workplace through work shadowing, mentoring, buddying and placements, often for the very first time.

It is a two-year programme, with participants attending college for three weeks every two months. On completion of the programme, participants are awarded qualifications, which enable them to pursue a career in the highways and transportation industry.

The first programme was launched in May 2014. Twenty-four young people expressed an interest. Eleven were awarded places, of whom three have since been offered apprenticeships with CPS. One of the successful apprentices is Niamh Mallaghan, a 24-year-old woman who had always wanted to get into construction, but could not see how it would be possible until now. 'I was a bit of a tearaway, and I left school at 14', she said. 'Lots of my women friends became social workers, but women are just as capable as men and work just as hard, so there's no reason they shouldn't be in roads. I've always liked working with my hands, being outside. My ambition at the end of the two years is to get a job in traffic management, putting out the cones, barrier repair work, that kind of thing'.



Head of HR Christina Brown is proud that Get Into Highways was recently shortlisted for an industry award and is prouder still about the benefits of the programme for young people and for CPS overall, which include the following:

- Strengthening links with the local community through offering training and employment opportunities to socially excluded young people.
- Having the opportunity to get to know potential employees first-hand.
- Greater workforce diversity by recruiting people to the programme who may not previously have considered careers in highways and transportation.
- Helping change young lives by giving them the first foot on the employment ladder.

Former Highways England Chief Executive Graham Dalton endorsed the programme, saying, 'The Highways Agency [Highways England] aims to be the world's leading road operator, and to deliver this challenging vision, we and our contractors need talented people with skills from all parts of the community to come and work with us. We are delighted to support Connect Plus Services on this innovative training programme. I congratulate all those who have taken part'.



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Challenging bias
- ✓ Transparent career opportunities
- ✓ Sharing good practice
- ✓ Using role models

Find out more >

Improving the Recruitment Process

There are some key actions that will make a difference when encouraging women and ethnic minorities to take up a career in the highways and transportation industry and to stick with it:

- 1 **Review the images and language used in marketing campaigns:** What message are you giving to potential recruits?
- 2 **Engage with community organisations:** Build relationships with local religious centres, youth clubs and childcare centres to promote training and work opportunities in the local area.
- 3 **Review recruitment practices:** For example, remove or reduce the requirement for applicants to have a fixed number of years of experience (which automatically restricts the pool of people who meet your criteria). Recruit for aptitude and attitude instead.
- 4 **Train your recruiters to remove bias:** Make unconscious bias training mandatory for everyone involved in the recruitment process. In its 2013 survey to benchmark the performance of employers on race and ethnicity, Race for Opportunity found that the best-performing organisations provided unconscious bias training for all those involved in recruitment.²⁶
- 5 **Diversify recruitment panels:** People tend to recruit in their own image, so do your best to find women and people from minority ethnic backgrounds who can get involved on recruitment panels.
- 6 **Insist on a diverse shortlist:** Make a commitment that, where possible, shortlists must include at least one female candidate.
- 7 **Challenge your recruitment partners:** Hold internal and external partners involved in the recruitment process (like search firms) to account for delivering more diversity in the candidate pool.
- 8 **Sign up to diversity kitemarks:** The government's 'two ticks' pledge offers a guaranteed interview to qualified applicants with a disability. Be Fair is a diversity and inclusion kitemark for the construction industry.²⁷

- 9 **Promote your commitment:** Be explicit about your commitment to diversity and inclusion throughout the attraction and recruitment process. If you do not mention it, people from underrepresented groups may assume you are not interested in them.
- 10 **Explain opportunities for flexible working and a good work-life balance:** Only 48% of corporate partners are currently using flexible working to attract and retain talented employees. Flexible working will help attract men as well as women who are looking for a healthy work-life balance.

Role Models

With 60% of girls putting off careers in science and engineering because of a lack of female role models,²⁸ it is clear that taking and creating opportunities to profile women already working in highways and transportation has the potential to make a big difference. The same logic would apply to minorities.

Role models in action

- Mott MacDonald employee Yewande Akinola is one of a number of inspirational young, black and minority ethnic engineers featured on the website Tomorrow's Engineers.²⁹
Find out more at www.tomorrowsengineers.org.uk/inspire
- In partnership with the Royal Academy of Engineering, Rolls-Royce and BP, Atkins published '*Britain's got talented female engineers*', profiling successful women in engineering.³⁰
Find out more at www.raeng.org.uk/publications/other/britains-got-talented-female-engineers
- Sheffield Hallam University's film about young women in engineering³¹ features Morgan Sindall employee Terri Seel describing her job as a civil engineer: 'Every day I got to go in, and set something out, and create something, and then I built something that was really tangible. Trains go over the viaduct that I built. Every time I see the bridge or the viaduct I get a smile and a sense of pride'.
Find out more at www.youtube.com/watch?v=utXsnDIX_GU

- Jaguar Land Rover sponsors the Range Rover Evoque WISE Scholarship. The scholarship provides one female undergraduate student and one female engineering apprentice with £1,000 per year for three years, mentoring support and a summer placement.

Find out more at www.wisecampaign.org.uk/about-us/wise-projects/the-range-rover-evoque-wise-scholarship

- The Royal Academy of Engineering offers advice on attracting minority ethnic candidates into engineering, including engaging with a broader range of schools and universities and recruitment channels (including using free newspapers such as the *Metro*).

Find out more at www.raeng.org.uk/publications/reports/qualitative-data-gathering-ethnic-minorities

- The Timewise Part-time Power 50 was launched in 2011 to challenge the myth that part-time working is only for low-status jobs. Included in the 2014 list is Jo Moffatt, a chartered civil engineer and operations manager with Atkins, leading a team of 70. She started her career at Atkins 18 years ago and for the past 12 years has worked on a part-time basis. According to her entry in the Part-time Power List, 'Jo's major career progression has happened while working part-time; she has successfully moved from technical work to project and business management, including a key role as delivery manager during the London 2012 Olympics and her current senior management position'.

Find out more at www.timewise.co.uk/power-part-time/

Did you Know? #NotJustforBoys

In January 2015, the UK government launched a social media campaign to encourage girls and women to enter sectors which have historically been dominated by men.

Case study Amey

Amey's focused approach to attract talented women into the industry



Case Study Themes

- ✓ Challenging bias
- ✓ Supporting retention and development
- ✓ Proactive career break support
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Making public commitments
- ✓ Using role models
- ✓ Building staff networks

Find out more >

Background

Amey, a leading infrastructure services provider, is taking a range of approaches to marketing career opportunities for women.

Initiatives

- Over 100 Amey graduates working across the country as STEMNET ambassadors, targeting schools and encouraging girls to study maths and engineering.
- Hosting events and activities across the country to support National Women in Engineering Day (NWED) to help bridge the skills gap and inspiring girls and young women to pursue a career in engineering.
- Featuring young women employees as role models in videos to inspire girls to take up careers in engineering.
- Establishing direct links with local schools to encourage girls to take up apprenticeship opportunities.
- Banishing the stereotypical image of men in hard hats from their external marketing advertising as well as their internal communications material.
- Taking part in industry social media campaigns to help promote women in to the sector, for example #notjustforboys and #ilooklikeanengineer
- Entering prestigious awards throughout the year to ensure the women in our business are recognised for their achievements across the industry.

Amey has taken two distinct approaches to attracting female talent with its external marketing material. One approach is to use direct messaging, for instance in communicating its support for National Women in Engineering Week and for the business benefits of gender diversity more generally. Secondly, Amey is taking a more integrated approach, for instance by profiling women in its marketing material, advertising employment opportunities to all. A particularly powerful recruitment campaign used targeted imagery and messaging to connect young women and men in Amey with their childhood interests and career ambitions, helping girls at school and university see where studying STEM subjects now might take them in the future.



Alongside work to attract women into the company, Amey also works with its recruitment team and people managers to raise awareness and understanding on diversity and inclusion. Inclusion is now a mandatory module within the Amey Academy programme for new people managers, and all employees with recruitment and selection responsibilities are required to attend diversity awareness training to minimise the risk of bias and discrimination in the recruitment process.

Amey is pleased that the work appears to be delivering tangible results; across the business, 24% of the workforce is female, and this number is continuing to rise. Amey has also established a 'Women at Amey' and a 'Women in STEM' steering group to develop and coordinate activities to promote the representation of women across the business. They have ring-fenced apprentice, technician and graduate vacancies for women, signed up to the Industry-led 10 Steps to Improve Women's Retention and Progression and set formal targets for addressing aspects of gender inequality.

Case study Morgan Sindall

Morgan Sindall seeks to raise awareness of hidden disabilities, and recruit disabled talent

MORGAN SINDALL

CONSTRUCTION
INFRASTRUCTURE

Case Study Themes

- ✔ Monitoring and measuring
- ✔ Challenging bias
- ✔ Reviewing job design
- ✔ Transparent career opportunities
- ✔ Supporting retention and development
- ✔ Diversity as a business imperative
- ✔ Sharing good practice
- ✔ Supplier diversity

Find out more >

Background

According to the UK government's Department for Work and Pensions³², around 16% of working-age adults have a disability. But with only 0.4% of Morgan Sindall's contractor workforce declaring themselves disabled, this suggests a significant number of people at work who have a hidden disability (like dyslexia or a hearing impairment). As the number of older people in work increases, the likelihood increases of employees having hidden age-related disabilities. For companies in the highways and transportation sector, this can represent a real risk to the health and safety of employees.

Initiatives

Recognising this – and being aware of a small number of employees with hidden disabilities – Morgan Sindall, a UK construction, infrastructure and design business with 3,800 employees in a network of local offices, put in place a number of initiatives to raise awareness and create a more inclusive environment for people with disabilities.

One of the most successful interventions was a workshop designed for all employees and contractors working on the M1/A1 Highways Project. It was a low-cost, practical and interactive session, aiming to give people an insight into living with a hidden disability. Its impact, though, was huge and unexpected. The experience of participating in the workshop encouraged one employee to speak up – for the very first time – about the impact of colour blindness on his day-to-day work. The company put in place simple and immediately effective changes to signage that made the working environment clearer and safer for other people affected by colour blindness. The workshop is still running a year on.

The company also approached Remploy to explore work placement opportunities for people with disabilities on the Highways Project. There was some doubt and resistance internally regarding the legal and safety implications of employing someone with a disability. But the success of the initiative means that the Highways Project embraced it. The company has benefited enormously from the relationship with Remploy and has some very positive experiences to share, including its placement of Harminder Rehal. He joined the Highways Project in 2011 on work experience as a document controller, having previously faced multiple barriers to work with other employers due to his disability.



After a successful four-week work placement supported by a mentor in Morgan Sindall, he then went on to apply for a six-month temporary contract with the company. Three years later, he is still with Morgan Sindall, a valued employee in a senior administrative role.

As a result of its commitment to recruiting and retaining disabled talent, Morgan Sindall is proud to have been awarded the UK government's 'two ticks' disability accreditation, which it uses in its external communications and recruitment. The 'two ticks' symbol sends a strong signal of commitment on disability, and is awarded to employers who agree to

- interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities;
- discuss with disabled employees, at any time but at least once a year, what you can both do to make sure they can develop and use their abilities;
- make every effort when employees become disabled to make sure they stay in employment;
- take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work; and
- review these commitments every year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

Case study Atkins

Being explicit with prospective employees about the company's inclusive culture has helped Atkins achieve a better gender balance amongst its graduate recruits

ATKINS

Case Study Themes

- ✓ Monitoring and measuring
- ✓ Challenging bias
- ✓ Flexible working
- ✓ Transparent career opportunities
- ✓ Supporting retention and development
- ✓ Proactive career break support
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Using role models
- ✓ Building staff networks

Find out more >

Background

In 2011, Atkins (one of the world's most respected design, engineering and project management consultancies) established a gender balance focus group under the sponsorship of the UK executive. The aim of the focus group was to develop a gender balance improvement plan that would help increase both the numbers and the seniority of women within Atkins in the UK.

Initiatives

It was clear to the focus group that something needed to be done about how the company was selling itself to prospective employees.

The first step was to update Atkins' website and careers pages so that it made explicit the company's commitment to collaboration, inclusivity and flexible working and celebrated the thought-leadership, publications and projects led by women employees. The site now explicitly promotes Atkins' support for flexible working and talks about the wide range of family-friendly benefits offered for new and returning parents (including childcare vouchers, enhanced maternity pay, retention of company cars and laptops during maternity leave, professional support networks and a maternity returner's bonus payment).

Secondly, job descriptions were amended to make explicit Atkins' support for flexible working for all employees. The majority of job descriptions for roles in Atkins now contain the following statement:

'Atkins recognises that there are many well-qualified people who are looking to further their career in engineering but who cannot commit to full-time employment. We support flexible working arrangements and are interested to discuss how we can accommodate individual requirements'.

All of the head hunters working with Atkins are briefed on the company's commitment to improving gender balance. The briefing includes an explicit contractual request to the agencies to present gender-balanced shortlists for future roles wherever possible.



Finally, a new employee brand was developed, with the aim of providing candidates with an insight into working at Atkins now and in the future.

The company's careers website (<http://careers.atkinsglobal.com/>) features a range of personal and inspiring stories from existing employees across the business.

By 2014, the percentage of women graduate recruits joining Atkins had increased to 28%.

So what can other companies learn from Atkins' work to improve the gender balance in recruitment?

- Use personal stories to bring the culture of your company to life for prospective employees, and help them connect with the culture as well as the work of your organisation.
- You can use your company's purchasing power to oblige search firms to provide you with gender-balanced shortlists. Do not accept the excuse that there are not enough diverse candidates with the necessary skills and experience.

It is important to Atkins that this is not just a one-off series of interventions, and work is already underway to ensure sustained progress in developing the strategy for the next three to five years.

Case study Connect Plus Services (CPS)

Flexibility on all sides brings benefits to Connect Plus Services (CPS) and its employees



Case Study Themes

- ✓ Reviewing job design
- ✓ Flexible working
- ✓ Supporting retention and development
- ✓ Sharing good practice

Find out more >

'It's my dream job', says Kelly Regan-Mears, describing her role as communications and stakeholder manager for CPS, in which she heads a team of seven people and has responsibility for all internal and external communications including with subcontractors. 'But I have another dream job too, which is being a mum, and I didn't want to give up on either role'.

Kelly had 12 years of experience in the construction industry before having her first child and had loved it. It was a former colleague who now worked at Connect Plus who told her about the manager vacancy, and Kelly knew immediately this was the job for her. The only problem was the role was offered on a full-time basis, and she wanted to work two days a week. Her new manager saw the contribution she could make to the business, and an agreement was reached. Connect Plus Services adjusted the scope of the role, and Kelly adjusted her childcare arrangements, and the role was organised on three days a week.



Kelly's flexible approach to the work and the changes made to the role by CPS at the beginning mean the arrangement works well. She has a weekly team meeting, plans work in advance and delegates where she can. She is also on call every second week. 'The business has been flexible', she explains, 'so I want to be flexible in return. There are days when I don't see my children, but I feel I'm doing this for them too'.

Kelly encourages other employers in the sector to do more to promote flexible and part-time working as this is one way to recruit and retain talented people who are not able to work full-time. 'My feeling is, it's better to have me on a part-time basis than not at all', she says.

Links and Resources



For guidance on recruiting diverse talent, visit:

The Clear Company –
www.theclearcompany.co.uk

Construction Industry Training Board's Be Fair Framework –
www.citb.co.uk/employer-support/fairness-inclusion-respect-framework/

National Centre for Diversity –
www.nationalcentrefordiversity.com



To find out how to reach and recruit more people who are currently unemployed, visit:

Business in the Community's Generation Talent site –
www.bitc.org.uk/programmes/generation-talent



To find out information on disability accreditation, visit:

The UK Government's 'two ticks' disability symbol –
www.gov.uk/recruitment-disabled-people/encouraging-applications



To find out how to tempt qualified and experienced engineers back from a career break, visit:

WES (the Women's Engineering Society) to find out about 'returnships' –
www.wes.org.uk/



For comprehensive guidance on enabling flexible working in your organisation and case studies on how it works in practice including in the engineering sector, visit:

The Equality and Human Rights Commission to find out about 'A Short Guide to Flexible Working' –
www.equalityhumanrights.com/publication/short-guide-flexible-working

Action on Retention and Progression: Retaining and developing a more diverse workforce

1 Setting Targets

Targets are aspirational and different from quotas, which are enforced. (Quotas, in the UK at least, are illegal). Many companies set targets for getting women into management roles. Targets could be used in a similar way to focus attention on other underrepresented groups.

2 Policy Review

Policies and processes around performance management, promotion and progression can introduce barriers and unintended bias. Policies and procedures to ensure transparency go hand in hand with diversity and inclusion. According to Opportunity Now³⁴, 'regular and transparent performance review, objective setting and appraisal processes' and 'clear definition of roles/levels to help you understand what is expected at the next level' are the two forms of employee support most requested by both women and men in work.

Case study Shell

Shell set targets for diversity



Shell Bitumen

Case Study Themes

- ✓ Monitoring and measuring
- ✓ Diversity as a business imperative
- ✓ Sharing good practice

Find out more >

Shell has set itself two measurable targets on diversity and inclusion:

- To increase the representation of women in senior management to at least 20% in the long term; in 2014, 18.2% of senior management positions were held by women.
- To have local people fill more than half the senior management positions in every country in which Shell operates; in 2013, 32% of countries had a majority of local nationals in senior leadership positions.



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 to 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 Brown from BP spoke at their Annual Lecture. Arup were the first engineering firm to join the Stonewall's 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 them with a Star Performer Network Group award in 2014 for their 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 which 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, our clients, and our 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 so as 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 significant of Ramadan to the Muslim faith.

In addition, Connect Cultures assists HR, the Diversity Steering Group, Arup's leadership and individuals 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.

Case study EM Highways

EM Highways, now part of the Kier Group, reviewed its policies, governance and priorities to create solid foundations for the future



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Developing leadership
- ✓ Challenging bias
- ✓ Supporting retention and development
- ✓ Sharing good practice
- ✓ Making public commitments

Find out more >

Background

CIHT’s survey of its corporate partners found that managers and HR tend to share responsibility for delivery of an organisation’s diversity and inclusion strategy. EM Highways involved both HR and managers in a review of its policies, governance and priorities on diversity and inclusion to build engagement and ownership right across the business.

Initiative

Following a 2012 Investors in Diversity³⁵ audit, the HR team in EM Highways reviewed and updated all its policies and procedures on diversity and inclusion. To ensure consistency across all business units, the review needed to be led from the centre. The comprehensive framework that was produced as a result included nine statements that ensured the company was compliant with its statutory obligations and created a solid foundation for the future. The nine statements were:

- Equality, diversity and inclusion policy statement.
- Equality, diversity and inclusion policy.
- Employee development policy.
- Recruitment policy.
- Dignity at work policy.
- Code of ethics.
- Company standards policy.
- Grievance procedure.
- Capability procedure.

At the same time, the company reviewed its governance of diversity and inclusion and established a national steering group to lead the work. EM Highways wanted to increase employee engagement in diversity, so employees from across the range of management levels, roles and geographies were invited to join. An immediate priority was to establish and analyse indicators of performance on diversity and inclusion in the business.



The company also identified three core priorities on diversity and inclusion, which worked right across the organisation:

- People: To communicate, develop and coach employees, and to ensure that people were informed, understood and committed to shared responsibility towards equality, diversity and inclusion.
- Service delivery: To take appropriate steps to deliver products and services that (OM)customers could access and that took account of their diverse needs.
- Supply chain: To demonstrate that due consideration had been given to the use of small- and medium-sized employers (SMEs) and supported businesses within the supply chain.

HR then worked with line managers to draw up equality, diversity and inclusion action plans for each of the business units.

Companies in the highways and transportation sector who are not already doing so should make sure that talented women and people from other underrepresented groups have a sponsor.

3 Talent Development

Some companies offer talented employees in underrepresented groups (such as women and minority ethnic employees) access to a range of bespoke development activities to address personal and professional development. Development activities do not need to be expensive and may include informal access to role models and mentors as well as more formal activities like coaches, sponsors and bespoke learning and development programmes.

The US-based Center for Talent Innovation³⁶ comes down strongly in favour of sponsorship for women as the critical factor in career success – particularly in male-dominated sectors. Distinguishing a sponsor from a mentor, coach or role model, CTI describes a sponsor as a senior person of influence in an organisation who is able to 'make their

protégés visible to other leaders within the company – and to top people outside as well. They can connect you to career opportunities and stretch assignments and provide air cover when you struggle to master a particularly challenging assignment. They offer critical feedback on skill gaps and expand your perception of what you can do. In short, mentors advise; sponsors act'.³⁷

The tendency to sponsor people who are 'like us' means men are more likely to have a career sponsor than women. Combined with the scarcity of women at the top of companies, this acts as a serious impediment to women's careers.



Action on Recruitment: Attracting a more diverse workforce

In order 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, by the graduate recruitment team in particular, 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.

Case study Atkins

Investing in women's development is a crucial feature of Atkins's approach to achieving a gender-balanced workforce



Case Study Themes

- ✓ Developing leadership
- ✓ Supporting retention and development
- ✓ Proactive career break support
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Making public commitments
- ✓ Using role models

Find out more >

Background

Over the last three years, Atkins has sponsored the participation of more than 230 female employees in an externally-run Women's Development Programme. Sponsored by its chair, Allan Cook, this four-day programme is a core component of Atkins' overall plan to improve the company's gender balance. The programme is targeted specifically at women who are actively seeking to progress their careers within the company and those who wish to participate can nominate themselves.

Initiatives

The programme is structured around four workshops:

- Future Focused.
- Confident Communication.
- Authentic You.
- Presentational Delivery and Exam (optional).

The first session (Future Focused) is designed to help participants identify and commit to meaningful career goals and learn techniques and principles to overcome internal barriers and increase motivation and self-belief.

The second session (Confident Communication) explores the issue of communication differences between women and men and the impact of these differences in practice. It also provides participants with an opportunity to develop their public speaking, presentation and relationship-building skills.

The third session (Authentic You) examines the contribution of profile and visibility to career progression. Participants explore the way they are currently seen by others and are given tools to take more proactive ownership of their profile inside and outside the company for the future.

In the final session (Presentational Delivery), participants are given the opportunity to present their learning from the programme and to gain a nationally recognised qualification (EAL Level 3 Award in Career Advancement and Progression) on the basis of a short-answer written exam.



Shifting the gender balance in Atkins is a long-term commitment. The company is realistic in its expectations that it cannot achieve its goals with the development programme on its own, and that it will take time for the percentage of women at senior levels to increase. However, feedback from the first 123 women who have attended this four-day course has been extremely positive.

What can other companies learn from Atkins's experience of developing and delivering a women's development programme?

- Investing in a women's development programme is a bold and visible sign of Atkins's commitment to the recruitment, retention and development of female talent.
- The company knows that the programme alone is not going to bring about the changes needed to increase the numbers of women at senior levels, but it is a crucial feature of an overall programme to improve gender balance.

Case study Transport for London (TfL)

Transport for London (TfL) seeks to increase the representation of black and minority ethnic people in senior roles

Background

Almost 60% of London's population is white, while the remaining 40% (over three million people) are from Asian, mixed-Asian, black, mixed-black and mixed heritage backgrounds. 'Putting customers and users at the centre of everything we do' is TfL's number one business strategy – and that means the workforce of TfL needs to reflect the diverse communities it serves.

Initiatives

In March 2014, TfL employed 23,000 people, of whom almost 28% were from a black, Asian and minority ethnic (BAME) background. 'We're pleased with the numbers of BAME people we attract', says Kathy Byfield, TfL's equality and inclusion specialist. 'The issue is more around progression'. With 9% of senior management positions held by minority ethnic people, TfL outperforms many organisations in the sector but still wants to do a lot better.

One of the steps TfL is taking to address this is to offer targeted career development support for BAME employees:

- Ten BAME employees are involved in a Race for Opportunity mentoring programme, which provides mentoring support to BAME employees over a six-month period. This cross-organisational initiative gives employees the opportunity to access a wide range of experiences, expertise and views in a mutually supportive environment. Kamran Hussain, senior commercial development manager, said of the experience: 'I gained a lot of perspective and insight. I appreciated the recognition and investment by the business in supporting my participation. This is the first time I have taken part in group mentoring, and the experience was so worthwhile I have become an advocate'.



- TfL has set a target for the percentage of minority ethnic employees taking part in a leadership development programme delivered by Common Purpose, which gives mixed groups of leaders from business, government and the not-for-profit sectors the opportunity to explore real-life leadership challenges and develop the skills and connections to lead change in their organisations. To help address the low numbers of BAME employees at senior levels in TfL, a target was set that 20% of nominations to attend the programme should come from BAME employees.

- Finally, TfL is running a secondment pilot for BAME employees with the House of Commons, where BAME people in TfL are seconded to another organisation to help develop their readiness to apply for a more senior role in TfL in the future.

So what can other organisations learn from TfL's work to attract and retain BAME employees?

- It is important to pay continued attention to BAME recruitment even if the representation of minority ethnic people looks good at junior levels.
- No one organisation has all the solutions on BAME progression. TfL sees real value in collaborating with third-party organisations as suppliers of mentoring, networking and developing opportunities for its BAME employees.



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Supporting retention and development
- ✓ Proactive career break support
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Using role models

Find out more >

4 Employee Networks

Some companies in the sector support employee networks or employee resource groups (ERGs) covering issues such as gender, ethnicity, sexual orientation, disability, religion, parents and carers and flexible working. The presence of formal employee networks sends an encouraging signal of support for the progression, retention and engagement of minority groups in an organisation.

Case study Balfour Beatty

Balfour Beatty's LGBT network helps change culture

Background

Balfour Beatty believes that an inclusive culture helps the business continue to grow as a strong, dynamic and innovative organisation. Supporting the establishment of an LGBT network was part of its commitment to inclusion.

Initiative

With a survey from the Institution of Engineering and Technology showing that more than one third of engineers are not open about their sexuality at work and 17% of LGBT engineers believing that their sexual orientation impacts their career progression, it is clear the engagement of LGBT people in companies such as Balfour Beatty could have a significant influence on business performance.

As one of the founders of the Balfour Beatty network explained, 'When you are free to be yourself, you are much more authentic. So many LGBT individuals waste a lot of time and emotional effort

keeping their sexuality or gender identity a secret from their colleagues that it actually impacts on their work.

Failure to make the working environment an inclusive place means we don't get the most out of our employees.



It is up to senior leaders to make people feel it's OK to be themselves'. An LGBT network was at least part of the solution.

'In fact', as the founder went on to say, 'I have received nothing but support from the most senior levels of the organisation for the LGBT network and the changes that we have started to put in place'. Amongst other activities, the network organises events that bring together clients/ suppliers as well as employees; one of the first speakers was Lord Browne of Madingley (former chief executive of BP) talking about his own experience as a gay man in business.

As in many other companies, the LGBT network welcomes 'straight allies' as an important contribution to the success of the network, providing advocacy, sponsorship and support in the most senior environments, as well as visible attendance at network events alongside their gay, lesbian, bisexual and transgender colleagues.

Now in its second year, the network is going from strength to strength. It has supported the gender transitioning of two members of staff and runs a series of seminars and events on a range of topics throughout the year. The steering committee comprises employees from across the business representing the breadth of the LGBT community and its allies. In 2014, the company joined Stonewall, the best practice and campaigning organisation for LGBT people, as a 'Stonewall Diversity Champion'. Balfour is also a champion of InterEngineering, a new professional network aiming to connect, inform and empower lesbian, gay, bisexual and transgender engineers and their straight allies alongside other companies in the sector such as ARUP and Lend Lease.

Balfour Beatty

Case Study Themes

- ✓ Challenging bias
- ✓ Supporting retention and development
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Making public commitments
- ✓ Using role models
- ✓ Sharing good practice

Find out more >

Case study Arup

Engineering consultancy Arup involves both women and men in its ConnectWomen Network

The UKRC/WISE publication *Journeys into Diversity*³⁸ describes how the low numbers of women at senior levels in Arup led it to invest time and resources in its diversity strategy, with an initial focus on the development, retention and progression of women across the firm at all levels. The ConnectWomen Network was set up with the aim of creating opportunities and supporting women across the firm and wider industry.

The network is open to all Arup employees, regardless of profession, gender or position, and it has the following objectives:

- To provide support, encouragement and targeted information for women investing in their personal and professional growth
- To provide a platform for discussion, sharing ideas, understanding different perspectives and influencing Arup's business practices and initiatives to ensure that they are inclusive
- To provide a forum to meet, network and share experiences, leading to long-term relationships and opening up new business opportunities
- To provide the opportunity to be early adopters and/or participate in pilot groups for initiatives driven by Arup's UKMEA Diversity Steering Group.

By July 2015, the network had held over forty events with a variety of topics and speakers, with over 2,000 attendees.³⁹ The company has recently launched Connect Cultures (for minority ethnic employees) and Connect Out networks (for LGBT employees), based on the success of the inclusive Connect Women network.⁴⁰



Case Study Themes

- ✓ Challenging bias
- ✓ Supporting retention and development
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Building staff networks

Find out more >

5 Flexible Working

Flexible working supports diversity and inclusion because it helps the company attract and retain talented people from all backgrounds who are underrepresented in the workforce.

Case study Mouchel

A progressive approach to flexibility helped Mouchel's Intelligent Transport Systems (ITS) business, now part of Kier Group, attract, engage and retain talented women and men



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Challenging bias
- ✓ Reviewing job design
- ✓ Flexible working
- ✓ Transparent career opportunities
- ✓ Supporting retention and development
- ✓ Sharing good practice
- ✓ Using role models

[Find out more >](#)

Background

Flexible working in Mouchel was not limited to female employees, though there is no doubt that attracting and retaining skilled and experienced women was at least part of the motivation for ITS's approach to flexibility. Instead, the company did its best to meet the needs of all employees wanting to balance cultural, religious, domestic, personal and work commitments.

Initiative

Three powerful beliefs underpinned Mouchel's support for flexible working:

- 1) A strong conviction about the business benefits of diversity, described as 'part of our DNA that enables us to build the productivity and effectiveness of employees, boost recruitment and retention, and develop our reputation'.
- 2) A deep values-based commitment to supporting employees 'through the good times and the bad', aligned to the overall vision of the business, which is about 'building great relationships'.
- 3) A belief that no one should be penalised in pursuing a managerial or technical career by working flexibly.

These underlying beliefs meant the business could respond to employee requests for flexible working on a case-by-case basis, seeking to really understand the needs of the individual, and balances these with the needs of the business and the client. There really is no one-size-fits-all for flexible working in ITS. Here are some of the flexible arrangements that the business worked out with its employees:



- Offering flexible hours to an employee with a weekly personal commitment so that she was able to develop her career and at the same time meet her obligations outside work.
- Enabling a new recruit to continue her role as a STEM ambassador, actively supporting her to spend time in secondary schools promoting careers in engineering to girls aged 16 to 18.
- Developing an employee through an MBA and then in acquiring overseas experience, and as a result retaining her skills and experience which she has now brought back to the UK.

Case study Mouchel

So how did the business benefit from this strongly supportive case-by-case approach to flexible working?

- 20% of Mouchel's 145-strong ITS workforce are women – more than three times the average for an engineering company. 90% of the women are professionally qualified, and 43% work reduced hours on a range of contracts, from standard part-time arrangements to bespoke patterns such as 0900 to 1430, four days a week, term-time only. 17% of the ITS leadership team are women, as well as 13% of its management team.
- Staff are vocal and proud about working for Mouchel, as evidenced by the number of women employees who absented down

Battersea Power Station to celebrate the company's 125th anniversary in 2013.

- The company can point to year-on-year improvements in its employee engagement scores since 2007, as measured in the BCI (Best Companies International) Assessment.

How can other employers learn from this success in making flexibility a reality?

- Being able to establish the cost benefits of flexible working goes a long way to persuading sceptical line managers of its value to the business. There is plenty of evidence showing that offering employees flexibility in their working patterns has directly contributed to the recruitment

and retention of talented employees and saved the costs of searching for and recruiting a replacement, as well as benefitting motivation and productivity.

- It is important to find out where flexible working is already working well in the business and to share these examples with line managers elsewhere across the company. Asking 'what are we doing that's working well?' is a motivating place to start.

Links and Resources



For comprehensive guidance on enabling flexible working in your organisation and case studies on how it works in practice including in the engineering sector, visit:

The Equality and Human Rights Commission to find out about 'A Short Guide to Flexible Working', www.equalityhumanrights.com/publication/short-guide-flexible-working.



For advice on identifying and removing bias from policies, processes and procedures, visit:

Construction Equality Ltd, www.constructingequality.co.uk



For guidance on how to set up a disability network, read:

Secrets and Big News by Kate Nash OBE⁴¹.



For ideas and inspiration in setting up an LGBT network, visit:

Stonewall, www.stonewall.org.uk



For more about what it means to be a 'straight ally' of an LGBT network, visit:

– Race for Opportunity, the race campaign for Business in the Community, www.raceforopportunity.org.uk



For further information on setting up minority ethnic and gender networks respectively, visit:

– Opportunity Now, the campaign on gender diversity from Business in the Community, www.opportunitynow.org.uk



For details on sector networks, visit:

- Women in Transport, www.wtsinternational.org/london/
- WISE, Women's Engineering Society, www.wes.org.uk
- InterEngineering, www.interengineeringlgbt.com
- Association for Black Engineers (AFBE-UK), www.afbe.org.uk



For information on how to set up a mentoring circle for BAME employees, visit:

Race for Opportunity, the race campaign for Business in the Community, www.raceforopportunity.bitc.org.uk/tools-case-studies/toolkits/mentoring-and-mentoring-circles



For more about sponsorship and its vital role in career success, read:

The Sponsor Effect: Breaking Through the Last Glass Ceiling by Sylvia Ann Hewlett⁴²

Action on Inclusion: Changing culture and behaviour

1 Engaging Leaders and Managers

In around half of the companies responding to CIHT's survey, the CEO has overall accountability for progress on diversity and inclusion. Over half of the companies have a senior level person named as diversity champion, with day-to-day responsibility devolved to managers. However, only a handful of companies include diversity and inclusion in the performance objectives of managers or senior managers. Making leaders and managers accountable for change embeds diversity into mainstream practice.

Support your managers to:

- Make clear the company's commitment to greater diversity and to the creation of an inclusive working environment linked to the success of the business. They need to monitor and measure progress and be rigorous in holding themselves and others to account for the pace of change.
- Lead by example in role modelling the 'inclusive' behaviours that tell people diversity and inclusion really matter. Such

behaviours may include challenging shortlists that have no visible diversity, mentoring and sponsoring diverse talent and embracing flexible working. 'Inclusive leadership' skills should be a core component of what it means to be a leader or manager in the business.

- Speak from the heart, with individuals sharing a personal as well as a business narrative about why diversity and inclusion matter to them.⁴³

Case study Shell

Visible leadership on diversity and inclusion in Shell helps drive change right across the business



Shell Bitumen

Case Study Themes

- ✓ Monitoring and measuring
- ✓ Developing leadership
- ✓ Supporting retention and development
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Building staff networks

Find out more >

Background

Shell Bitumen is the highways and transportation business unit of Shell, which in total employs 92,000 people in more than 70 countries, and in 2013 hired approximately 1,200 graduates and 3,200 experienced professionals. More than 30% of Shell's graduate recruits came from universities outside Europe and the Americas.

Initiative

Shell has long recognised the vital role that diversity and inclusion play in business success, and with such a large and dispersed company, having a consistent global framework with visible senior sponsorship is vital to drive change in policy, practice and behaviour.

As Ben van Beurden, the CEO of Royal Dutch Shell, explains, 'A diverse population in Shell contributes different ways of thinking, and through that provides the innovation we need to ensure our portfolio is both attractive and resilient. Collaboration is critical to our success. Inclusion and inclusive behaviours are at the heart of effective collaboration'.

Achieving these targets – and a more gender-balanced company overall – involves four main areas of activity:



1. Creating a culture of accountability for progress amongst leaders, both male and female. The vocal support of the CEO helps here, in addition to executive committee members leading employee events on gender balance, and diversity and inclusion targets being included in the performance contracts of senior leaders.
2. Proactively developing the careers of women currently in the Shell workforce through activities such as women-only targeted leadership programmes, women's networks, mentoring and sponsorship.
3. Reviewing talent management and resourcing processes to ensure they are bias-free.
4. Keeping a close eye on the metrics, particularly related to women in senior positions, in graduate recruitment and in the attraction and short-listing of women in technical roles in particular.

52% of all women had experienced bullying and harassment at work.

2 Respect at Work

Research conducted in March 2014 by Opportunity Now found that 52% of all women had experienced bullying and harassment at work, not including sexual harassment. This rose to 59% of women in construction, 56% of women in transportation, 71% of women with disabilities and 69% of Black African, Caribbean/Black British women.⁴⁴ 12% of all women said they had experienced sexual harassment, which rose to 22% in construction, 17% in transportation and storage, and 16% of women with disabilities.

The Smith Institute attributes women's underrepresentation in construction to its image 'as a traditional, male-dominated, heavy industrial environment' and to a workplace culture in which 'aggression, competitiveness and hierarchical leadership form the institutionalised traits of construction. The result is that women are subject to prejudice and negative stereotyping, are more conspicuous, and are likely to experience ridicule, harassment and discrimination'.⁴⁵

30% of corporate partners monitor grievances and disciplinary action by gender and ethnicity. Almost 70% said they had done work on diversity and inclusion in relation to grievances and bullying (third only to tackling diversity in recruitment and inspiring the next generation).

There is much more to be done in tackling the perceived hostile workplace culture. No company responding to CIHT's survey was able to evidence a reduction in employee grievances resulting from their work on diversity and inclusion.

3 Unconscious Bias

If bullying and harassment are usually at the conscious end of bias, at the other end sits 'unconscious bias' – the automatic and often implicit associations which people hold, between good and bad, and some aspect of another person's identity (such as their gender or their ethnicity, or simply their behaviour, dress or personality). The associations are rooted in past experiences, and their effect is that leaders, managers and employees alike are more likely to positively associate with people 'like them' – people who share the same gender, ethnicity, professional background, ambition, etc.

As a result, individuals and companies routinely take decisions around recruitment, performance management and promotion

which positively favour people that 'fit'. E.g. people whose background and behaviour replicates that of the existing workforce. The following are examples of situations where unconscious bias comes into play:

- Recruitment panels comprised entirely of white men over 50 from a similar social background.
- A manager giving a high performance rating to someone they get on with, unrelated to the quality of their work (the result of a bias called the 'halo' effect).
- A job allocation system that allows managers to invite people in their close networks to work with them on projects.
- A performance management system that rewards behaviours like 'available 24/7', which fewer women or people with disabilities may be able to comply with.

When it comes to widening the talent pool and the progression of people who are 'different', nothing changes unless and until such bias is identified and addressed.

Unconscious bias awareness programmes are increasingly seen as a core component of action on diversity and inclusion. Though no comparable figures are available for the UK, the Wall Street Journal reports that in the US, up to 20% of large employers with diversity programmes now provide unconscious bias training for their employees, a significant increase from 2% five years ago.⁴⁶

In the highways and transportation sector, some companies are taking action to reduce the impact of unconscious bias in their organisations, but other sectors are further ahead.

Did you Know?

In a 2014 experiment evaluating identical CVs of fictitious job applicants Jennifer and John, the scientific faculty at various US universities was significantly less likely to agree to mentor, offer jobs or recommend equal salaries to a candidate if the name at the top of the résumé was Jennifer rather than John.

Case study EM Highways

Making RESPECT real helps define EM Highways' corporate culture



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Developing leadership
- ✓ Challenging bias
- ✓ Transparent career opportunities
- ✓ Sharing good practice
- ✓ Responding to unacceptable behaviour

[Find out more >](#)

Background

'Respect for All' was one of the three company values of EM Highways (now part of Kier Group), along with 'Great Customer Experience' and 'Striving for Excellence'. It is one thing to include respect as a core value – and another thing entirely to make it happen in practice. And that is where Mouchel's RESPECT initiative came in.

Initiative

RESPECT is the route by which EM Highways delivered equality, diversity and inclusion training and information to its staff and supply chain. The seven principles and behaviours of RESPECT are as follows:

- Responsible Behaviour.
- Equal Opportunities.
- Safe Working.
- Professional.
- Environmental Awareness.
- Community Engagement.
- Talent and Development.

In December 2013, EM Highways held its first Diversity Week, which is when the RESPECT framework was cascaded to all staff. A total of 89% of employees saw the same 'toolbox talk' explaining RESPECT principles and behaviours. Posters and leaflets were produced, explaining what it means in practice to 'RESPECT yourself and others'. Line managers and supervisors were encouraged to reinforce the messages

locally, facilitating discussion around the question 'In your role within EM, what is YOUR impact on diversity, equality and inclusion?', and sharing the responses with HR. The roll-out continued for 12 months and RESPECT messaging was also part of the induction process for new joiners with the aim that 100% of employees would be familiar with the principles and behaviours it identifies.

As the HR business partner responsible for diversity and inclusion in EM Highways explains, the beauty of the framework is that 'everything correlates to RESPECT'. For example, RESPECT in talent and development means ensuring all employees have an equal opportunity to progress, which in part meant making EM more attractive to people who might not otherwise consider the company as an employer. EM Highways also offered work experience placements to candidates including the long-term unemployed and the homeless, providing financial support and paid placements to undergraduates. Additionally in 2013, the company offered a work placement to a Transport for London contracts and procurement graduate after she expressed an interest in finding out more about contracting and construction in highways maintenance.

Case study Atkins

Atkins leads by example in raising awareness of unconscious bias

Employers are paying increasing attention to addressing unconscious bias – the unfounded beliefs and automatic stereotypes we all hold and which affect the decisions we make about whether to recruit or promote someone, or invite them onto a team.

Atkins started from the top, persuading the UK board to take part in awareness raising about unconscious bias – what it is, why it matters and what can be done to address it. On the instructions of the board, the UK management teams went next. Line manager recruitment training also routinely includes bias awareness. One tangible outcome of bias awareness was the recognition that people tend to recruit 'in their own image', so now, all recruitment panels at mid-to-senior grades have a senior woman present at the interviews.



Case Study Themes

- ✓ Developing leadership
- ✓ Challenging bias
- ✓ Transparent career opportunities
- ✓ Sharing good practice

[Find out more >](#)

4 Male Champions

Men working in highways and transportation – especially white, straight men who form the majority of the workforce – have an important role to play as champions of diversity and inclusion.

There are several steps that companies keen to build a network of allies across the business could take:

- 1 **Provide clear internal communication about the case for change:** The “Opportunity Now Project 28-40” research shows that men do not share the same understanding as women about the barriers that exist to women’s career progression – but once known, awareness of those barriers is a spur to action.
- 2 **Give male allies a role:** Welcome allies in, give them a role as sponsors and mentors of women, minority ethnic, LGBT and disabled people in the talent pipeline as advocates and champions of the need for change. Encourage them to speak from the heart about the change they would like to see. Reward them for the work they

do. Profile them in internal and external communications, particularly if they are at a senior level in the organisation.

- 3 **Take advice:** Companies can take advice from Stonewall on how straight allies can help create gay-friendly workplaces by downloading their free booklet here: http://www.stonewall.org.uk/documents/straight_allies_2.pdf. The same principles can be adapted and applied to building allies on other aspects of diversity and inclusion.

5 Work with your supply chain:

62% of CIHT survey respondents say they are taking steps to support diversity with their suppliers and subcontractors. 64% are focusing on gender in the supply chain, 50% on ethnicity and disability and 21% on social mobility. With the supply chain and subcontracting companies for highways and transportation employing significant numbers of people, these findings hint at the impact that corporate partners could have to increase the diversity of the workforce in the sector as whole. The following are three

simple steps that companies could take to raise the profile of diversity and inclusion in their supply chain:

- a Host a regular meeting with key suppliers to keep them abreast of the company’s work on diversity and inclusion, and provide an opportunity for them to share good practice and ideas for their own organisations.
- b Ask suppliers for evidence of their own activity on diversity and inclusion in relation to their workforce and in relation to goods and services supplied, and include an assessment of their response in the decisions that are made about awarding supplier contracts.
- c Help build diversity in the supply chain through supporting minority and women-owned businesses as potential suppliers and through business mentoring and sponsorship schemes.



Case study Transport for London

Transport for London (TfL) and Highways England use their supply chains to drive progress on diversity through the highways and transportation sector



Case Study Themes

- ✓ Monitoring and measuring
- ✓ Transparent career opportunities
- ✓ Diversity as a business imperative
- ✓ Sharing good practice
- ✓ Supplier diversity
- ✓ Making public commitments

Find out more >

Background

With a significant supply-chain budget, TfL is in a strong position to drive change on diversity and inclusion through its suppliers right across the sector. It takes this responsibility seriously. Working with suppliers through its responsible procurement policy, TfL aims to address underrepresentation within the transport industry, particularly in relation to BAME people, women, ex-offenders and disabled people.

Initiative

TfL does this in a number of ways, some of which are described below:

- Strategic Labour Needs and Training (SLNT) provisions are included in procurement contracts to maximise apprenticeship and employment opportunities and ensure that local communities and disadvantaged groups benefit from TfL work. The requirements have been included in a number of recent high-profile projects including Crossrail.
- The TfL/Greater London Authority co-funded Supplier Skills Team (SST) provides advice, information and support to TfL's supply chain to ensure that their spending maximises apprenticeship, employment and training opportunities for Londoners.
- London Transport Museum partners with the Supplier Skills Team to run Routes into Work, a pre-employment training programme that aims to provide young people not in employment, education or training (NEET) with the knowledge and skills they need to find work. The programme runs each month and each time features a different TfL supplier. More than 230 young people have taken part in the programme since 2010, with 50% of the participants having moved into further training or employment as a direct result.

Highways England is also active in using its supply chain to encourage progress on diversity and inclusion in the highways and transportation sector. It is clear to any supplier visiting its website that the agency wants to work with and through suppliers that are responsive to the needs of diverse customers and communities impacted by Highways England's work. It encourages its suppliers to improve equality outcomes through the following actions:



- Setting out the company's criteria on diversity and inclusion in the pre-qualification, tender and performance monitoring processes. Highways England requires its suppliers to demonstrate how they align with the agency's own core principle of drawing 'on the talents of the widest labour market' and ensuring 'their employment policy and practice assures equality of opportunity and treatment'. For instance, the company asks suppliers to provide evidence to demonstrate how they ensure underrepresented groups have equality of opportunity to join and progress and how they create an environment on which the differences individuals bring are valued, respected and used.
- Directing suppliers towards good practice equality frameworks and guidance that are most closely aligned to Highways England's requirements.
- Offering webinars and 1:1 sessions with suppliers to help them understand what the agency is looking for in terms of action on diversity and inclusion.
- Supporting and developing a quarterly supplier diversity forum, which brings together first-tier suppliers to discuss common issues and share good practice on diversity and inclusion.

 **Links and Resources**



For more detail on an industry specific standard for employers wanting to work towards fairness, inclusion and respect (FIR), visit:

The CITB Be Fair Framework – www.citb.co.uk/employer-support/fairness-inclusion-respect-framework/.



For details on the Investors in Diversity accreditation, visit:

The National Centre for Diversity – www.nationalcentrefordiversity.com/.



For a comprehensive review of unconscious bias literature and evidence, and methods and techniques for reducing unconscious bias, visit:

Equality Challenge Unit – www.ecu.ac.uk/publications/unconscious-bias-in-higher-education/



For insight into how unconscious bias might affect decision-making in assessment centres and suggestions for practical ways to address this, read:

National HE STEM Programme – ‘Making assessment centres inclusive – Good practice from STEM employers’ – www.katalytik.co.uk/files/8513/4634/0919/Good_Practice_Guide_S2L_Final.pdf



For details on how to connect women-owned businesses with companies keen to support a more gender-balanced supply chain, visit:

WEConnect Europe – www.weconnecteurope.org



For more information about how to access minority-owned suppliers, and to corporations and the public sector, for diverse and innovative suppliers, visit:

MSDUK – www.msduk.org.uk

Next steps for employers in the sector

Making a Start

- Build a business case for diversity and inclusion that is geared towards the specific circumstances of your company. Whether the challenge is skills shortages, talent retention, innovation or global competitiveness, diversity and inclusion can be part of the solution.
- Develop a plan to gather feedback data from your employees. As a minimum, this should be demographic data on gender and ethnicity but ideally should include other aspects of diversity as well as qualitative feedback on the experience of inclusion.
- Use the data to benchmark your own current position on diversity and inclusion, and set meaningful goals, targets and impact measures for the future.
- Engage managers and leaders in the commercial benefits of diversity and inclusion. Progress will be limited without their top-down support.
- Profile the women and minority role models you already have. All businesses in highways and transportation will have talented, enthusiastic people who want to help promote the sector and the business to attract others to work there.
- Make bias awareness mandatory for everyone involved in recruitment and also in performance management, reward and promotions. Review your current processes and policies for systemic unconscious bias.
- Support the development of employee networks or 'resource groups' as a source of information and contacts for employees and for the organisation.
- Improve the offer on flexible working and work-life balance. Only 48% of survey respondents are currently doing any work on flexible working to attract and retain talented employees. Addressing this is a priority for individual employers and the sector overall.

Continuing the Journey

- Broaden the scope of your work on diversity and inclusion beyond gender. Gender is a great starting point, but there is so much more to diversity and inclusion than women and men.
- Encourage managers and leaders to engage with and share the personal as well as the business case for diversity and inclusion. Winning support for action on diversity and inclusion is about winning hearts as well as heads!
- Put in place bespoke development activities to address the specific needs of underrepresented groups in the talent pipeline. Concentrate in particular on identifying influential sponsors in your company or sector to support their careers.
- Encourage the engagement of 'allies' on diversity and inclusion. Do not limit engagement to underrepresented groups; the engagement of white men is vital for sustainable progress.
- Partner with suppliers, and use your purchasing power to multiply progress on diversity and inclusion through the supply chain.
- Consider submitting the work you are doing on diversity and inclusion for an external award or recognition such as the Timewise Part-time Power 50 list of people working at a senior level on a part-time basis or the CIHT Employer Award for Excellence in Skills Development.

Next Steps for the Sector

- Develop sector-wide campaigns to recruit and retain diverse talent in the UK highways and transportation workforce.
- Research and promote case studies with a cost-benefit analysis to demonstrate the link between diversity and business success in this sector. Further case studies highlighting the benefits of action on race, religion, disability, sexual orientation and social class will show that this is not just a gender issue. We also need case studies from small- and medium-sized employers given this sector is where the bulk of the workforce is employed.

Appendix 1

Methodology

The aims of the *Routes to Diversity & Inclusion* project, which took place between spring 2014 and summer 2015, were:

- To find out more about the demographics of the workforce in highways and transportation in terms of diversity.
- To identify sector-specific examples of good practice in recruiting, retaining and developing a diverse workforce.
- To produce a good practice toolkit for employers in the sector.
- To share the findings across the sector.

In Phase 1 of the project, we reviewed existing material on diversity and inclusion in highways and transportation. We gathered the findings together in a single report under six headings:

- Current workforce data: Data on diversity in STEM (science, technology, engineering and mathematics) education and employment.
- Making the case: Literature on the business benefits of diversity and inclusion.
- Defining the problem: Factors behind current workforce demographics and the experience of women, minority ethnic employees and other underrepresented groups in STEM.
- Building the pipeline: Guidance and examples of action being taken to attract a diverse workforce.
- Sustaining the pipeline: Guidance and examples of action being taken to retain, develop and progress a diverse workforce.
- Making a difference: Literature which seeks to explain the slow rate of progress.

In Phase 2 of the project, we surveyed 50 corporate partners, asking them about the demographics of their workforce and about any steps they were taking to increase diversity at work. Twenty-five organisations responded to the survey. Most were large organisations, employing between 2,000 and 10,000 people.

The survey was followed by a series of interviews, meetings and phone calls with corporate partners to find out more about the good practice identified from the survey responses.

Appendix 2

List of Case Studies

	Page	Case Study Best Practice Themes
A commitment to inclusion helps Eurovia and Ringway better understand and meet the needs of its clients – and ultimately win work.	16	1, 2, 9, 10, 12
Engaging the hearts as well as the minds of senior leaders has placed gender diversity firmly on the agenda for international infrastructure and business services organisation Mouchel , now part of the Kier Group .	17	1, 2, 3, 6, 9, 10
In construction company Morgan Sindall the board and executive team regularly measure diversity and inclusion.	21	1, 2, 10
FM Conway's partnership with the London Highways Academy of Excellence helps the family-run infrastructure services company to recruit apprentices from unemployed backgrounds.	23	3, 6, 9, 10, 13
Collaboration with the Prince's Trust helped Connect Plus Services (CPS) recruit three new apprentices and change young lives in the process.	24	1, 3, 6, 10, 13
Amey's focused approach to attract talented women into the industry.	26	3, 7, 8, 9, 10, 12, 13, 15
Morgan Sindall seeks to raise awareness of hidden disabilities, and recruit disabled talent.	27	1, 3, 4, 6, 7, 9, 10, 11
Being explicit with prospective employees about the company's inclusive culture has helped Atkins achieve a better gender balance of graduate recruits.	28	1, 3, 5, 6, 7, 8, 9, 10, 13, 15
Flexibility on all sides brings benefits to Connect Plus Services and its employees.	29	4, 5, 7, 10
Shell set targets for diversity.	30	1, 9, 10
EM Highways , now part of the Kier Group , reviewed its policies, governance and priorities to create solid foundations for the future.	32	1, 2, 3, 7, 10, 12
Investing in women's development is a crucial feature of Atkins's approach to achieving a gender-balanced workforce.	35	2, 7, 9, 10, 12, 13
Transport for London seeks to increase the representation of black and minority ethnic people in senior roles.	36	1, 7, 8, 9, 10, 13
Balfour Beatty's LGBT network helps change culture.	37	3, 7, 9, 10, 12, 13, 15
Engineering consultancy Arup involves both men and women in its ConnectWomen network.	38	3, 7, 9, 10, 15
A progressive approach to flexibility helped Mouchel's Intelligent Transport Systems (ITS) business, now part of Kier Group , attract, engage and retain talented women and men.	39	1, 3, 4, 5, 6, 7, 10, 13
Visible leadership on diversity and inclusion in Shell helps drive change right across the business.	41	1, 2, 7, 9, 10, 15
Making RESPECT real helps define EM Highways' corporate culture.	43	1, 2, 3, 6, 10, 14
Atkins leads by example in raising awareness of unconscious bias.	43	2, 3, 6, 10
Transport for London and Highways England use their supply chains to drive progress on diversity through the highways and transportation sector.	45	1, 6, 9, 10, 11, 12

Appendix 3

Case Study Good Practice Themes

The case studies used in this toolkit have been linked to specific good practice themes. The table below provides the linkage between these themes, the Industry-led 10 Steps to Improve Women's Retention and Progression (Appendix 4) and the Royal Academy of Engineering – Diversity Leadership Group (DLG) – building inclusive cultures inclusion themes (developed for the complementary DLG document *Increasing Diversity and Inclusion in Engineering – a case study toolkit*).

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

Appendix 4

Industry-led 10 Steps to Improve Women's Retention and Progression.

The Background

In April 2014, 10 companies took part in a workshop hosted by Allan Cook, chairman of Atkins, a corporate partner of CIHT, and also chair of the Royal Academy of Engineering's Diversity Leadership Group. The workshop identified 10 steps that make the most difference to the recruitment, retention and progression of women in STEM. The 10 steps were subsequently endorsed by the chairs and chief executives of 20 science, technology, engineering and manufacturing businesses with a significant workforce in the UK. Signatories from the highways and transport sectors include Atkins, BAM Nuttall, Mouchel and WSP Parsons Brinckerhoff.

The plan received the endorsement of David Cameron, the prime minister, who commented, 'This is not just a matter of fairness, but a business imperative. Science and technology are driving our economic recovery and if we are going to maintain the UK's exemplary success then we must draw from our full talent pool'.

The 10 steps are relevant to companies at all stages of their work on diversity and inclusion. Some companies will already be doing some of what is on the plan, but few if any are doing all. And although the focus on the plan is on greater gender diversity, it is easy to see how each of the 10 steps could also be applied to other aspects of diversity.

The 10 Steps Framework



Explanatory Notes

STEP 1

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

'Surprisingly, few organisations have robust metrics describing the recruitment, retention, development and engagement of female talent. Without this data, it's almost impossible to measure progress or lack of. It's 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 (e.g., within the engineering workforce). And whether they chose to use targets or not, more companies need to be explicit about who is responsible and accountable for progress.'

STEP 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 where executives are mentored by a talented female about the career challenges facing ambitious women in their company. In other companies, executives are accountable for progress on a particular aspect of diversity or sponsor diversity networks, for instance.'

STEP 3

Change mind-sets by challenging bias and sexism whenever and wherever it occurs

'We recognise people will look to those at the top of the organisation to lead by example. 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. Some companies set up a confidential hotline or other process as a safety net to make sure that people feel able to report incidents of unacceptable behaviour whenever it occurs. We will review our systems and processes to eliminate unintentional bias, starting with the appointments process to senior roles. We will not accept all male short lists to make it clear that we are serious about change.'

STEP 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.'

STEP 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 jeopardising 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.'

STEP 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 – and invite women and other talented people from under-represented groups to put themselves forward.'

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

'Some women seek out women-only activities like networks and women's development programmes. At other times and in other companies, what women want and need is individual career development support that takes into account their experience as a woman but where this doesn't define them. Beware of making assumptions, though, and find out from women themselves what support they need to succeed.'

There are talented women working at all levels in the STEM sector, but they are often hidden away, lacking visibility and profile, and their careers can quickly lose momentum. Prevent this by ensuring 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.'

STEP 8 Demonstrate to women that we 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.'

STEP 9 Treat the retention of women as we 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.'

STEP 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. A more diverse pool of talent at senior levels will benefit the industry as a whole. Now is not the time for competition but for collaboration.'

Links and Resources



For more information and to sign your company up to the ten steps framework for change, visit:

– WISE, - www.wisecampaign.org.uk/business/ten-steps

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Chartered Institution of Highways & Transportation

CIHT is a membership organisation representing those who work in the highways and transportation sector.

CIHT members plan, design, build, operate and maintain best-in-class transport systems and infrastructure, whilst respecting the imperatives of improving safety, ensuring economic competitiveness and minimising environmental impact.

CIHT's membership is drawn from across the transportation practitioner community. CIHT has active members in the consulting, contracting, public and academic sectors spread across the UK and beyond. This unique combination of membership puts CIHT in an unrivalled position to contribute to solving today's transport challenges

CIHT supports its member's professional endeavours by:

- offering training, information, professional development and support
- promoting the value added to society by the profession
- being the focused voice to Governments and other decision makers on transportation expertise and knowledge.



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