

Tackling the diversity deficit in engineering

Polly Williams, Head of
Diversity and Inclusion

The UK's national academy for engineering and technology

- A charity
- A Fellowship
- UK based, global outlook

We bring together exceptional engineers to advance excellence in engineering for the benefit of society.

Skills & diversity



MIND THE GAP

The Academy leads a programme to increase diversity and inclusion across engineering:

- **Employers: D&I Leadership Group** of engineering employers collaborating to improve D&I.
- **Profession: D&I Progression Framework Implementation Group** professional bodies working together to improve D&I using a progression framework.
- **Academy internal programme** Addressing the Academy's workplace cultures and practices.





[This is Engineering videos and content](#) as well as a [free-to-access image library](#) showcasing diverse engineering imagery

Graduate Engineering Engagement Programme (GEEP)



- 15 engineering employers
- Over 850 students
- 30% gaining placements and employment in engineering



Inclusive Recruitment Toolkit



Culture



Foundation



Attraction/talent sourcing



Selection & assessment



Retention

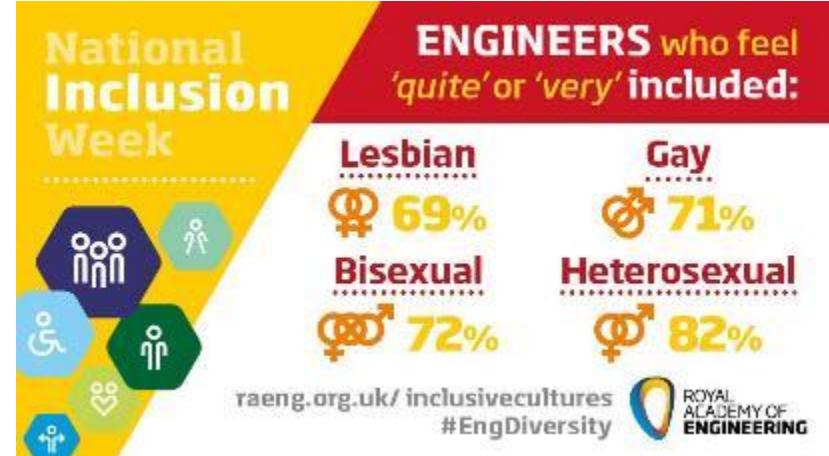


ROYAL
ACADEMY OF
ENGINEERING

DIVERSITY AND INCLUSION
PROGRAMME

raeng.org.uk/inclusive-recruitment

Inclusive culture



Inclusive culture toolkit



Defining inclusion



Understanding inclusive culture



Knowing where to start



Inclusive leadership



Developing a global perspective



Tips for good practice

Inclusive culture

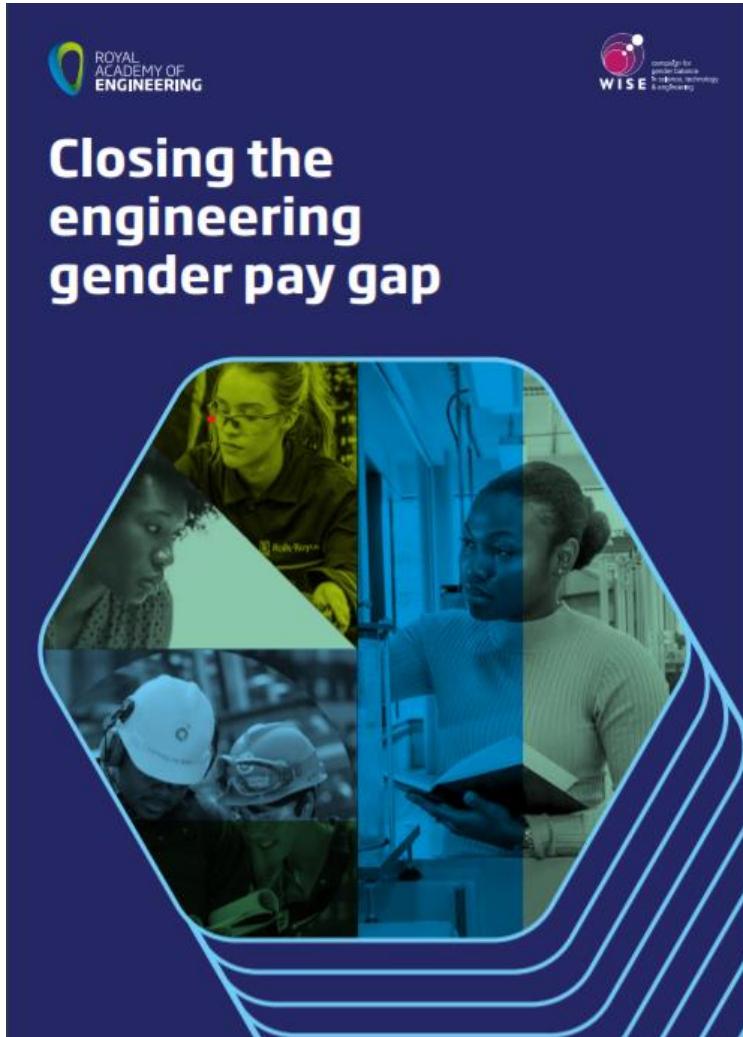
Majority allies stand up to actively combat barriers to inclusion



Inclusive team working modules (April 2020)

[https://www.raeng.org.uk/
allies-toolkit](https://www.raeng.org.uk/allies-toolkit)

Retention and progression



ROYAL ACADEMY OF ENGINEERING

WISE campaign for gender equality in science, technology & engineering

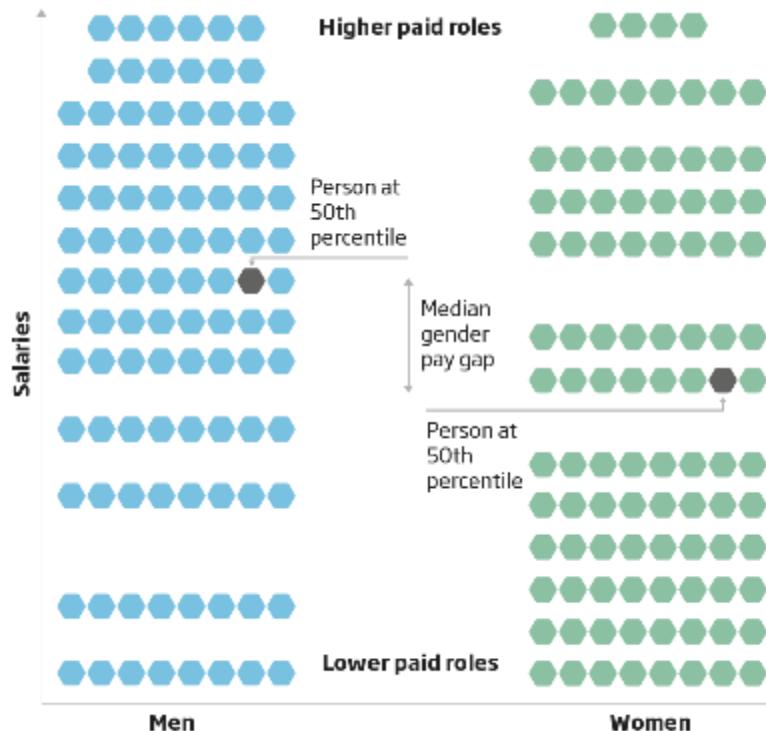
Closing the engineering gender pay gap



- Insights into the gender pay gap specific to engineering roles in the UK
- Based on pay data for just under 42,000 engineers from 25 companies
- Evidence-based actions in the areas of recruitment, retention and career progression to close the gender pay gap
- **raeng.org.uk/gender-pay-gap**

Key findings

1. The topic confuses people

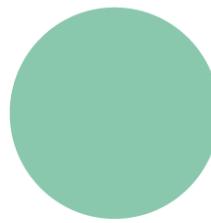


2. The gender pay gap for engineers in the sample smaller than the national average

Median gender pay gap



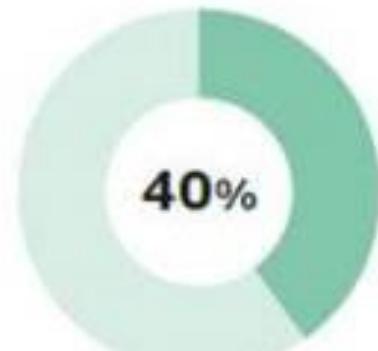
11.4%
engineers



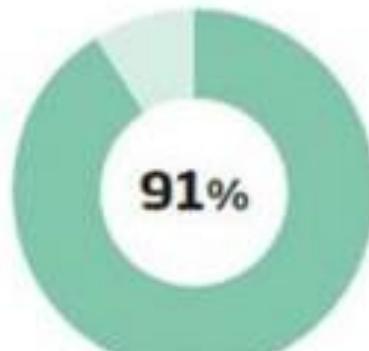
17.3%
UK

Key findings cont.

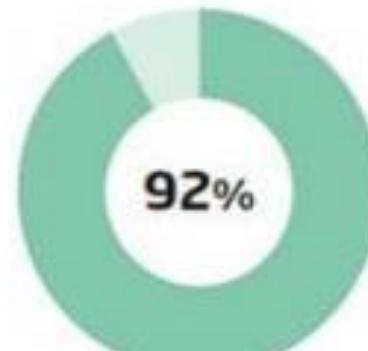
3. The gender pay gap for engineers is largely due to the under representation of women in more senior and higher pay roles



40% of pay variance for engineers in the sample is accounted for by career level



91% of those engineers in the top career grade were men



92% of those in the upper pay quartile were men

4. Transparency of pay structures and grades has a big impact on the gender pay gap
5. Engineers are more likely to receive a bonus than the average employee

Recommendations



Understand the causes of the gender pay gap and which solutions are proven effective



Analyse data to identify issues specific to your organisation



Introduce a transparent pay and progression policy and publish salary ranges



Go beyond the government's mandated requirements - publish a credible action plan which tackles the underlying causes. Focus on actions within your control.

We have also drawn up specific recommendations for different groups: HR, pay and reward specialists; line managers; CEOs.

Resources

- Government Equalities Office guide for employers on which actions are likely to improve recruitment and progression of women and reduce the gender pay gap: <https://gender-pay-gap.service.gov.uk/actions-to-close-the-gap>
- Equality and Human Rights Commission – Closing the gender pay gap (2018)
<https://www.equalityhumanrights.com/en/publication-download/closing-the-gender-pay-gap>
- WISE – Ten Steps: A framework to improve the recruitment, retention and progression of women (2019)
<https://www.wisecampaign.org.uk/what-we-do/expertise/industryled-ten-steps/>

Measuring progress

Leadership

Measures 1-4

- 1 Percentage of diverse direct reports at all levels
- 2 Percentage of leaders or people managers with strategic D&I objectives in their performance measures
- 3 Percentage of leader or manager roles with inclusive behaviours defined as a required competency
- 4 Percentage of those in leadership roles who are active and visible D&I advocates and role models



Attraction & recruitment

Measures 5-9

- 5 Percentage of diverse applicants at each stage of the recruitment process
- 6 Percentage of interviewers that have completed company recruitment training that includes D&I and bias awareness
- 7 Percentage of diverse interviewers or assessors conducting assessment days or panels
- 8 Percentage of advertised roles that are inclusive by design, specification and the absence of bias
- 9 Percentage of advertised roles that use a range of channels to attract candidates



Retention

Measures 10-13

- 10 Percentage of joiners compared to percentage of leavers, by diversity characteristic
- 11 Percentage of employees that indicate a positive employee experience, by diversity characteristic
- 12 Percentage of formal flexible working requests approved
- 13 Percentage of bullying and harassment, grievance and disciplinary cases upheld



Progression

Measures 14-16

- 14 Percentage of employees who have progressed (via grade change, out-of-cycle pay increase or significant responsibility increase) by diversity characteristic
- 15 Percentage of roles filled by internal candidates rather than external candidates, by diversity characteristic
- 16 Percentage of each diversity characteristic that takes up training and development opportunities, compared to representation in the workforce



The [D&I measurement in Engineering](#) gives a framework as to how organisations can use measurement to help them develop their D&I activity and plans and monitor success.

Progression Framework For professional bodies



Level 1
Initiating

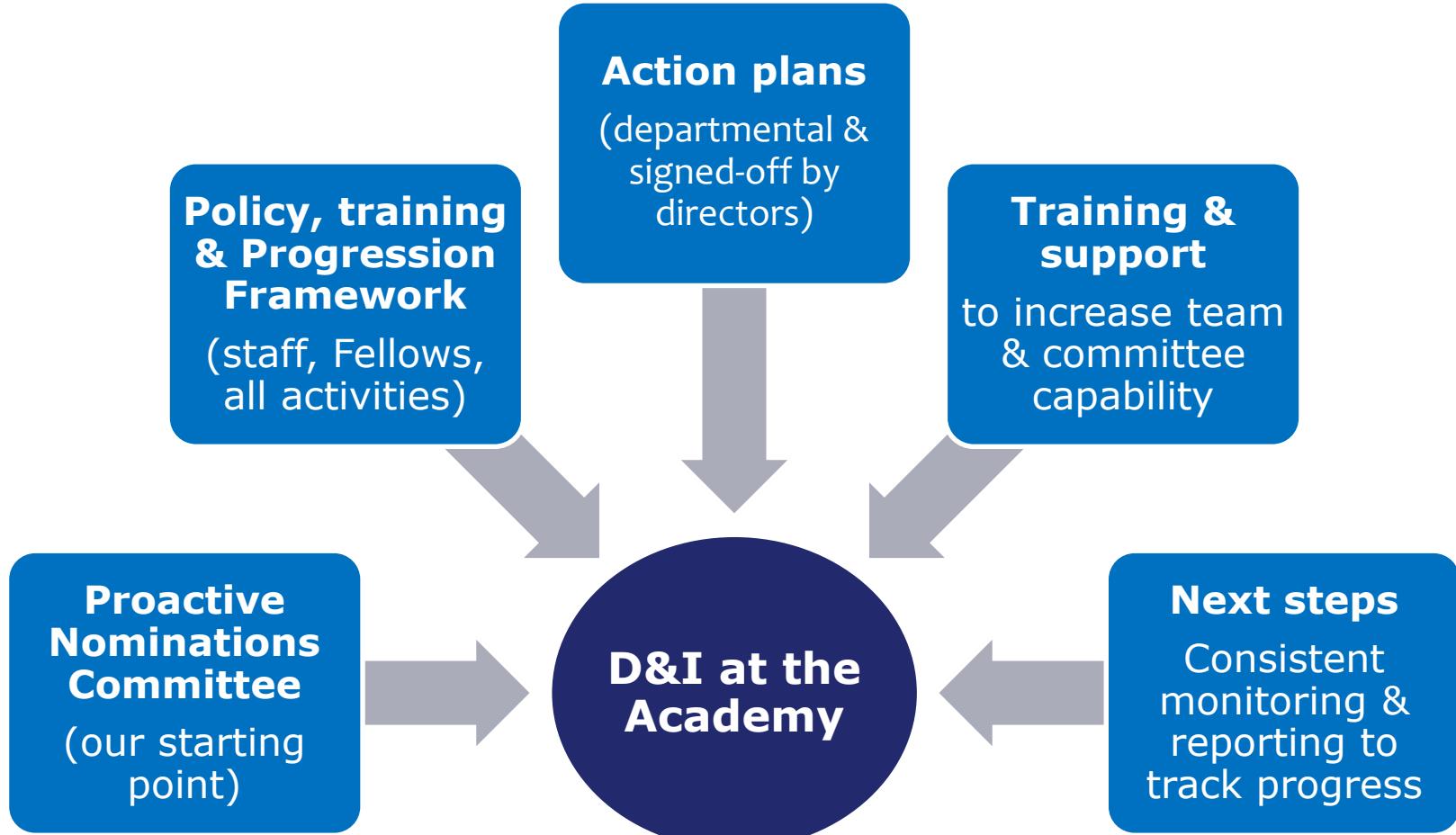
Level 2
Developing

Level 3
Engaging

Level 4
Evolving







Thank you

diversityteam@raeng.org.uk

www.raeng.org.uk

 @RAEngNews

#EngDiversity