

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)

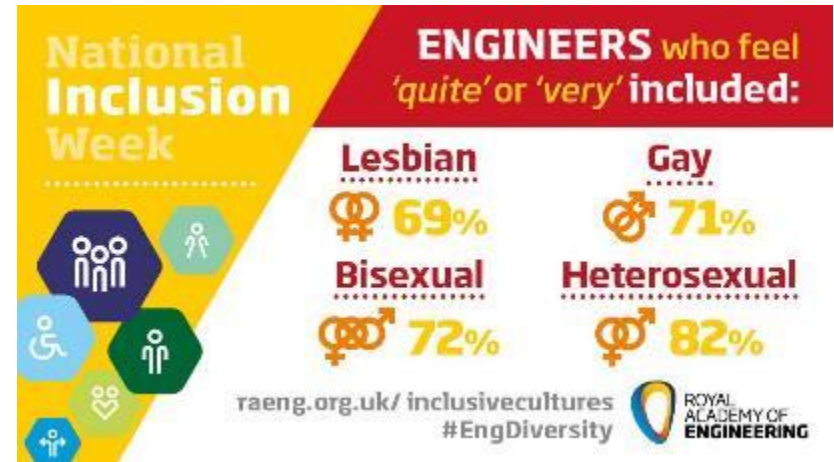


- 15 engineering employers
- Over 850 students
- 30% gaining placements and employment in engineering





Inclusive culture



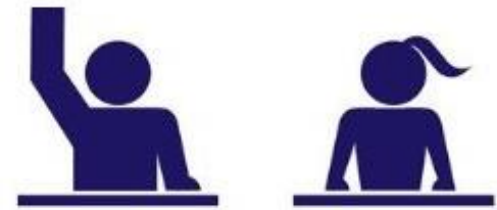
Inclusive culture toolkit



Defining inclusion



Understanding inclusive culture



Knowing where to start



Inclusive leadership



Developing a global perspective



Tips for good practice

Majority allies stand up
to actively combat barriers
to inclusion



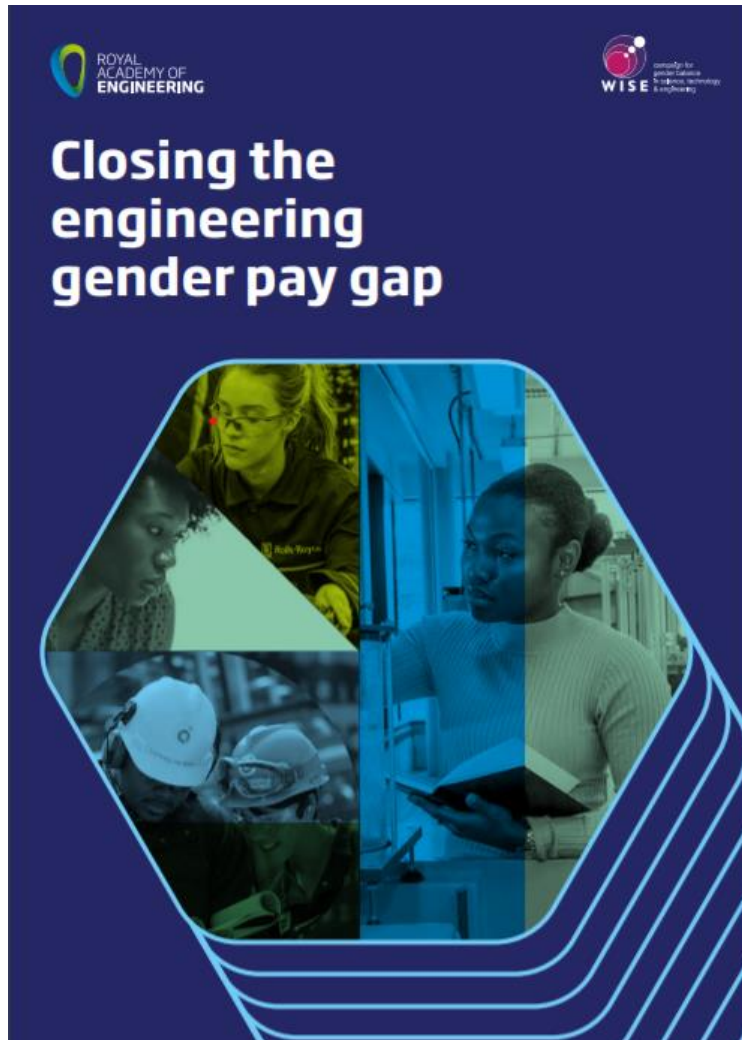
[https://www.raeng.org.uk/
allies-toolkit](https://www.raeng.org.uk/allies-toolkit)

Inclusive culture



**Inclusive team working
modules** (April 2020)

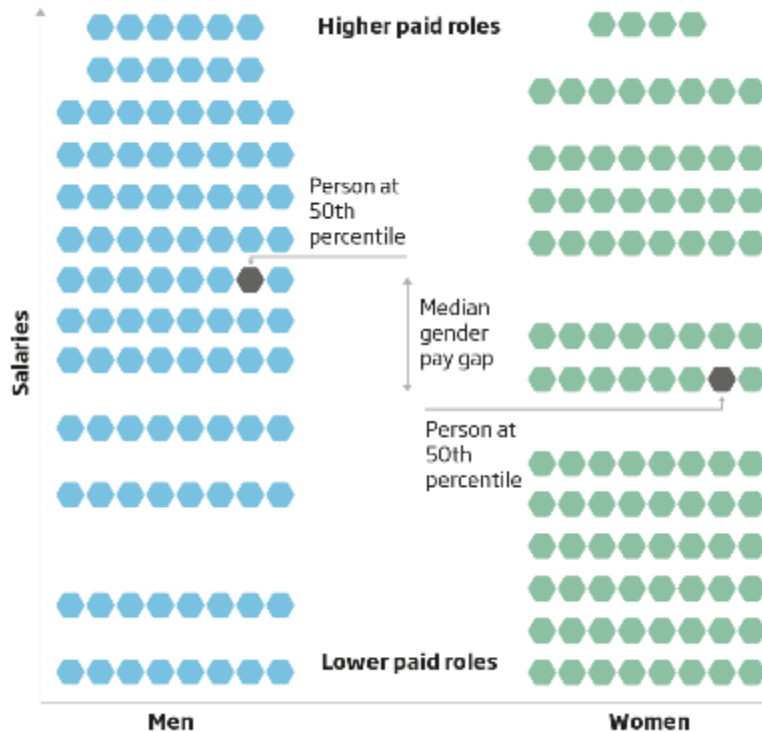
Retention and progression



- 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**

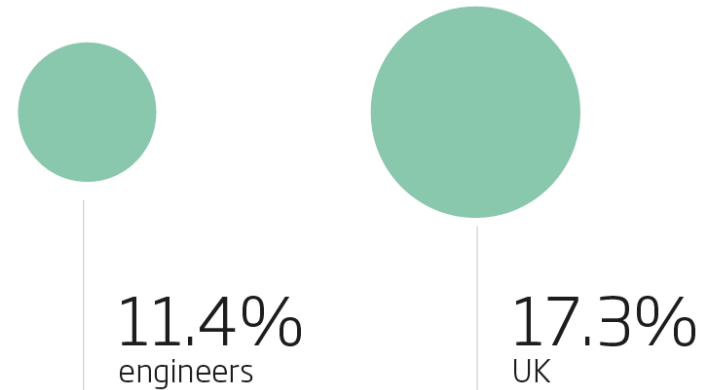
Key findings

1. The topic confuses people



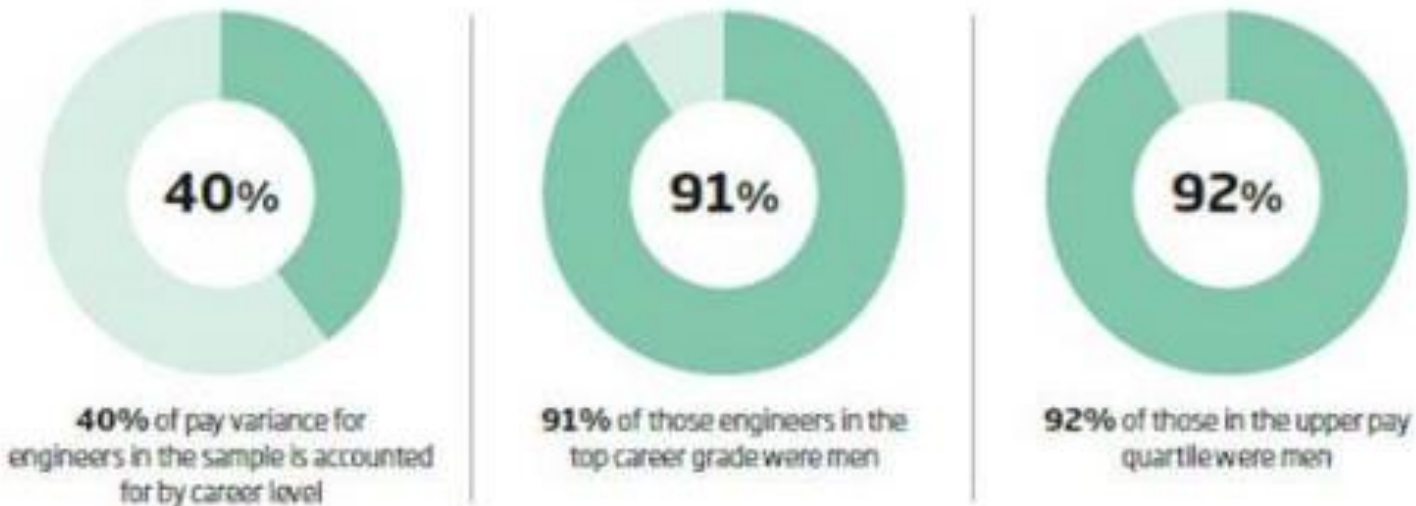
2. The gender pay gap for engineers in the sample smaller than the national average

Median gender pay gap



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



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.

Measuring progress

Progression Framework *For professional bodies*



Level 1
Initiating

Level 2
Developing

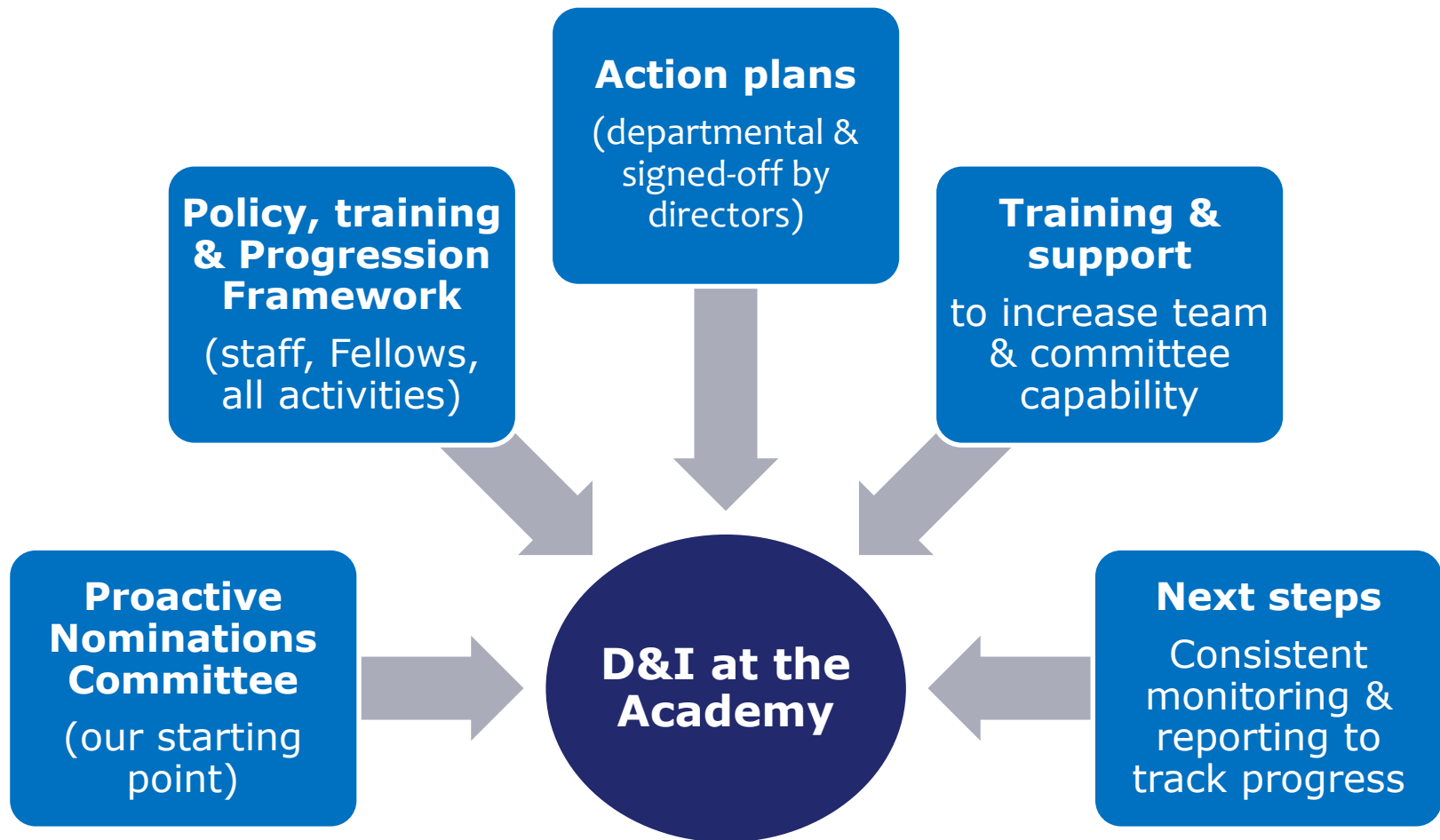
Level 3
Engaging

Level 4
Evolving





At the Academy



Thank you

diversityteam@raeng.org.uk

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