

2020
BEST PRACTICE GUIDE

DIVERSITY & INCLUSION:

FOCUSING ON GENDER AND ETHNICITY
IN THE OFFSHORE WIND SECTOR

Supporting businesses in the offshore wind sector to measure and address ethnic diversity and gender balance across their workforce.

FOREWORD



This Gender and Ethnicity Best Practice Guide marks our collective shift in consciousness about the importance of diversity and inclusion to the success of the offshore wind industry during this period of rapid growth and maturity.

At Vattenfall we have had some success with achieving greater Gender equality, but we believe this is just the start. This comprehensive guide will undoubtedly stimulate further discussion, action and impact and I congratulate those that have worked hard to bring this together.

TORBJÖRN WAHLBORG

Senior Executive Vice President, Business Area
Generation, D&I Officer, Vattenfall



The offshore wind sector in the UK needs to do more to attract, retain and promote ethnically diverse talent at all levels to properly reflect society as a whole. This Best Practice Guide is intended to have a positive effect on corporate culture so

that diversity & inclusion are embedded within the DNA of the offshore wind industry now and in the future. I thank the talented team that has contributed to the document and hope that you find its recommendations useful within your organisation, whether large or small.

RANJIT MENE

Partner & Co-founder, Green Tech
Investment Partners



FOREWORD



We want the offshore wind sector to be the number one choice for school-leavers, apprentices, STEM graduates and people moving out of old industries. To attract the best people into our industry as we grow, we know we need to expand our pool of talent.

Unfortunately, as with many STEM sectors, we struggle to attract women and people from BAME backgrounds into our industry. The industry is determined to change that. The Offshore Wind Industry Council is committed to increasing diversity, inclusion and equality within our workforce and across the wider supply chain.

This excellent guide will help companies as they engage and nurture the next generation of offshore wind workers, and help that workforce to achieve their full potential.

MELANIE ONN

Deputy Chief Executive, Renewable UK



The Offshore Wind Sector Deal presents a unique opportunity for the sector to embed equality, diversity and inclusion (EDI) from the outset. To establish a blueprint upon which the future workforce can build to unlock all the benefits of EDI.

To reap these benefits organisations will need to adopt attitudes of ingenuity, challenge and introspection. As a leading EDI specialist consultancy, we have seen first-hand how companies have improved their outputs by embedding EDI holistically. We take this opportunity to thank the sector for their efforts in helping us put together this guide as well as their transparency and honesty in sharing their concerns and areas of challenge.

MAC ALONGE

CEO, The Equal Group



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EXECUTIVE SUMMARY

Fundamentals to Achieve Diversity & Inclusion – Flowchart

ENGAGEMENT & ATTRACTION

- Consider outreach
- Create inclusive employee branding
- Widen recruitment channels
- De-bias job descriptions
- Make it easier to enter/lower barriers to entry

RECRUITMENT

- Require diverse shortlists. For women: aim for balanced shortlists
- De-bias selection criteria
- Level the playing field
- Remove bias in the selection process
- Introduce diverse interview panels

RETENTION

- Combat discrimination, harassment and bullying of all forms
- Create a welcoming and fully inclusive environment
- Provide for diverse needs/needs of women/ BAME groups

PROGRESSION

- Track relevant progression data by demographic group
- Create transparent and clear pathways for progression and pay rises
- Remove bias in talent management processes
- Ensure diverse talent is sponsored

LEADERSHIP

- Educate all leaders on the importance of EDI, what it means and how it aligns with company objectives
- Encourage leaders to be visible in their support for EDI activities
- Equip leaders to 'walk the talk' and demonstrate real progress over time

CULTURE

- Monitor engagement surveys and analyse responses across diversity characteristics
- Encourage a speak up culture and conduct exit interviews
- Make managers accountable for diversity through objectives and 360 degree feedback
- Make diversity and inclusion a core part of your induction training

INTERSECTIONALITY

- Promote an intersectional approach to employee wellbeing
- Ensure existing policies reflect the specific needs of intersecting groups
- Disaggregate and monitor data in an intersectional way
- Ensure interventions take into account intersectionality
- Provide opportunities for intersectional discussions and learnings

EXECUTIVE SUMMARY

Key steps to achieve diversity & inclusion

There is significant crossover of key steps to achieve diversity and inclusion for both gender and ethnicity considerations. We present those that have the most significant impact in each of the areas.

ENGAGEMENT & ATTRACTION

ETHNICITY

- Partner with organisations and networks
- Be proactive in using specialist recruitment organisations
- Ensure internships and work experience are fair and open for all

GENDER

- Use language and content that is gender inclusive
- Build personal connections with women and people who identify as other genders
- Retrain and upskill current employees

RECRUITMENT

- Look for culture add rather than culture fit
- Provide ways to prepare and educate candidates
- Be mindful of how your recruitment process is viewed by candidates
- Provide meaningful feedback

- Introduce structured interviews
- Measure competencies rather than years of experience

PROGRESSION

- Provide access to internal or external mentoring
- Provide leadership training and development programmes

- Expect diverse shortlists for all levels
- Share progression and performance data by demographic group with line managers
- Enable progression for part-time workers

RETENTION

- Ensure exit interviews are conducted
- Promote and connect people with role models
- Create safe spaces; staff networks & Employee Resource Groups (ERGs)

- Integrate simple actions into on boarding
- Review employee benefits and upgrade to best in class

LEADERSHIP

- Introduce reverse mentoring
- Use shadow boards to improve representation and innovation at leadership level
- Have an executive sponsor for race equality

- Appoint a woman on the board and/or executive team
- Ask for results of gender-related initiatives, also from individual (senior) managers

CULTURE

- Encourage conversations around race
- Provide awareness about micro-aggressions

- Create awareness campaigns
- Offer inclusive leadership training

DATA

True progress on all of these measures will be seen in the quantitative and qualitative data that companies can obtain. Over time data will demonstrate the impact of any changes made and enable companies to amend their processes to deliver the outputs that they would like to see.

GENDER AND ETHNICITY

Definitions and important considerations

In creating this guide, we use the term gender to refer to **gender balance; meaning equal access to opportunities within organisations, regardless of gender**. Organisations working on diversity and inclusion need to be aware of the fact that gender is not binary, and make a conscious effort to bring their definitions in line with current good practice.

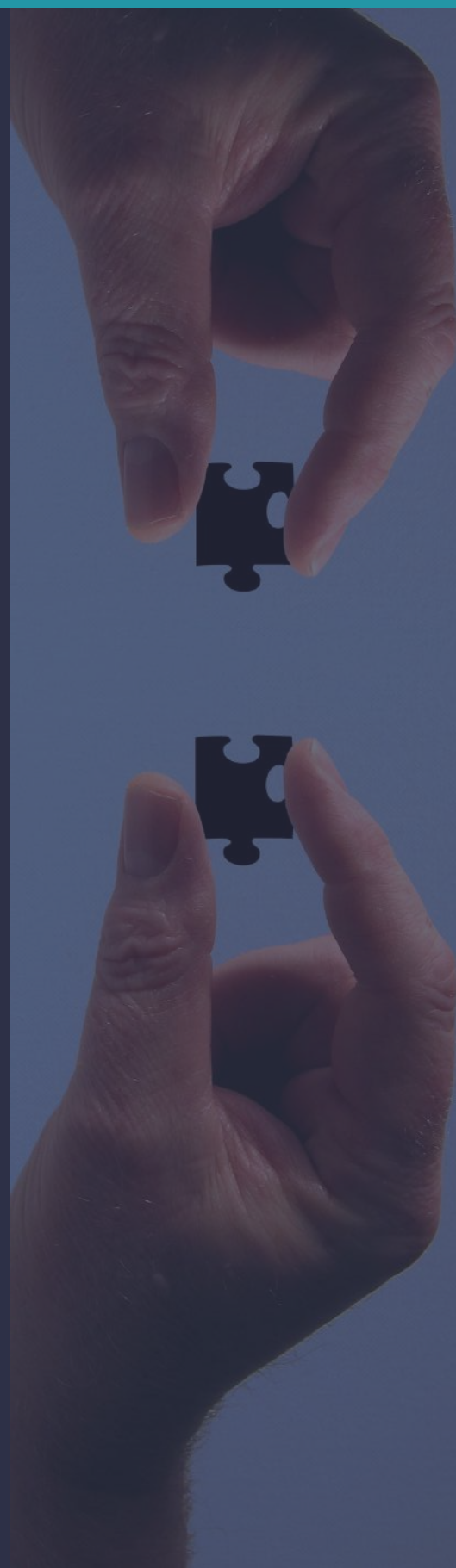
When talking about gender balance in the workplace, most research and practice focuses exclusively on the challenges faced by women who identify with the biological sex assigned at birth (i.e. non-trans women). However, we advise all companies reading this guide to be aware of the limitations of focusing efforts to achieve gender balance on non-trans women, and the impact this can have on excluding gender-diverse people who are often disadvantaged and marginalised in the workplace.

When it comes to ethnicity, this guide uses the terms ethnic minority and the term 'Black, Asian and minority ethnic'. We acknowledge, and advise organisations to recognise, that these are "catch all" terms that can be misleading. Each ethnicity has unique and individual challenges and experiences. We encourage organisations using this guide to gather insights and data that is as specific to individuals as possible.

This guide uses the term ethnicity to reflect the terminology most commonly used across the UK for data collection in line with the UK census. Whereas **ethnicity describes belonging to a social group with shared cultural traditions, languages, and history, race is used to describe the perceived physical differences between people**. Both terms are social constructs but have a huge impact on how individuals are perceived and experience life in the workplace and society. This guide includes advice for organisations looking to address racial justice and racial inequality, as well as promoting ethnic diversity.

What do we mean by the term intersectionality?

Intersectionality is a concept coined by Kimberlé Crenshaw that describes the fact that people face multi-faceted layers of discrimination as a result of their identities relating to ethnicity, gender, class, sexual orientation etc intersecting with each other.



INTRODUCTION

This guide has been put together to provide guidance to companies operating within the offshore wind industry, with a view to helping these companies to improve their practices in relation to equality, diversity and inclusion (EDI). EDI can be a complex endeavour, but when done in the right way EDI can significantly improve an organisation's outputs and deliver a competitive advantage in the attraction, retention, innovation and productivity of staff. Additionally, investing in EDI is the right thing to do.

Having worked with a number of organisations, we typically see mistakes made in relation to EDI, with organisations unable to implement holistic EDI approaches that result in meaningful change. With this in mind, it is worth providing our tried and tested framework for embedding effective EDI strategies.

The Equal Group's IMPACT framework has been used by a number of organisations to make consistent and measurable changes in EDI outcomes.

As you will see from the IMPACT framework, data is crucially important to ensure that gaps in representation and experience are identified in a holistic way. The use of data to identify gaps will also ensure that any improvement or deterioration can be measured and attributed to specific interventions. Equally important is having the ability to understand whether some interventions that you are engaged in are proving ineffective at resolving your most significant issues.



The collection of both qualitative and quantitative data is important to be able to pinpoint challenges and identify specific gaps within your department, your organisation and indeed the industry.

The sector understands the importance of collecting EDI data and has introduced a workforce and skills model developed by the National Skills Academy for Rail (NSAR) to track and report on workforce data. Quantitative data allows us to understand who is in the organisation, what protected characteristic they might have and where our gaps might be in terms of representation.

Qualitative data is necessary to understand the experiences of different people, from different backgrounds working in different environments. Aiming for greater representation in terms of gender and/or ethnicity will be redundant if the experiences that people have in the workplace are different depending on their gender, ethnicity or any other protected characteristic. This demonstrates the importance of being able to align quantitative and qualitative data in order to build up a robust picture of what is going on within your organisation from an EDI perspective.

In the context of the vision that the offshore wind sector has for diversity and inclusion, time and effort spent trying to improve EDI will be wasted if there is no ability to pinpoint issues of representation and inclusion that might be leading to an inability to attract, retain and progress diverse talent.

In order to collect and analyse EDI data, it is important that organisations consider how to categorise their data. A general approach should be taken to allow people to self-describe, where possible. This approach is more inclusive and acknowledges that some people might not be comfortable with any of the options that you may otherwise have provided.

CATEGORISING GENDER DATA

Generally, most organisations provide selection of male and female categories. The addition of non-binary and a means for respondents to self-describe will be beneficial for those that do not consider themselves in relation to the male and female categories. A non-binary person might consider themselves to be neither male or female, or to be both male and female, or to be sometimes male and sometimes female. Please note: the use of the term 'other' can sometimes be sensitive, so please be mindful of the language used to incorporate those that do not consider themselves in relation to any of the categories provided for selection. For guidance on capturing gender identity data that is inclusive, visit [this resource](#) by Stonewall.

CATEGORISING ETHNICITY DATA

Ethnicity can be a nuanced area when it comes to describing and categorising data. There are 18 ethnic categories recommended for use by the UK government when categorising ethnicity. These categories are then grouped into 5 ethnic groupings (see next page). Be aware of the limitations of using these categories if you have employees who come from backgrounds not represented in these categories - for example Latin / South / Central American. Additional categories may be required.

5 ETHNIC GROUPINGS - GENDER IDENTITY

White

- 1 English / Welsh / Scottish / Northern Irish / British
- 2 Irish
- 3 Gypsy or Irish Traveller
- 4 Any other White background

Mixed / Multiple ethnic groups

- 5 White and Black Caribbean
- 6 White and Black African
- 7 White and Asian
- 8 Any other Mixed / Multiple ethnic background

Asian / Asian British

- 9 Indian
- 10 Pakistani
- 11 Bangladeshi
- 12 Chinese
- 13 Any other Asian background

Black / African / Caribbean / Black British

- 14 African
- 15 Caribbean
- 16 Any other Black / African / Caribbean background

Other ethnic group

- 17 Arab
- 18 Any other ethnic group

An additional option to self-describe is also recommended for inclusion purposes.



Given the typically low levels of representation across the sector, most organisations will struggle to present their ethnicity data in a meaningful way when trying to align with the 18 categories recommended by the UK government. We recommend use of the 5 broader categories for organisations with less than 5,000 employees, as it is unlikely that you will obtain statistically significant data for many of the categories. It is also important to pay attention to those choosing to self-describe. If there are significant numbers of individuals self-describing as a specific ethnic identity, it might be worth adding in further categories in future data collection activities. At an organisational level, there might be sufficient ethnic diversity to allow the presentation of different ethnicities, however when looking at smaller cohorts (i.e. teams and regions) ethnic groups may need to be aggregated. With this in mind it is helpful to present the majority group (typically White/White British) in contrast to the aggregated minority group (i.e. Black, Asian and minority ethnic). This approach should only be used in situations where the presentation of individual ethnicities might run the risk of undermining employee anonymity.

Whilst organisations typically have sufficient levels of data on female and male gender, there are often specific difficulties faced when attempting to collect and analyse ethnicity data. This is typically due to a lack of trust between employee and employer, therefore companies must be intentional about how they obtain and manage this data and ensure the data is used to drive positive change.

GENDER DATA:



Sector deal target:

To increase proportion of women from a baseline of 16% to 33% by 2030, but with the ambition to reach 40% if feasible.

OF THOSE WHO REPORTED:

18.5%

The sector is currently made up of 18.5% female.

2%

of gender data submitted on employees did not include gender.

ETHNICITY DATA:



Sector deal target:

Sector deal target: To increase Black, Asian and minority ethnic representation in the industry from a baseline of 5% to 9% by 2030, but with the ambition to reach 12% if feasible.

76.6%

76.6% of the employees sampled did not collect/share data on employees' ethnicity.

(UK Offshore Wind People & Skills Database, 2020)

FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1 **Be clear on your aims**

Data collection can be quite sensitive for some individuals. Organisations must be as clear as possible about what the data will be used for and potentially more importantly, what the data will not be used for. There is often a fear that underrepresented groups will be at a disadvantage if they disclose their ethnicity and/or other protected characteristics. GDPR also categorises ethnicity as sensitive personal data, therefore organisations must be clear about the protections that they are putting in place. If staff are expected to disclose their sensitive personal data, they must understand the wider perspective of why their data is needed.

2 **Anonymise data to protect respondents**

Where ethnicity data is being collected, it is important that organisations ensure that there is no potential for individuals to be identified through the data. This is especially important when personally identifiable information is paired with data about people's experiences or perceptions. The last thing an organisation should do is expose underrepresented or marginalised groups. A rule of thumb would be to aggregate or hide all responses where there are less than 5 individuals within a particular cohort.

3 **Demonstrate independence**

Where possible, organisations must seek to demonstrate the independence of their approach to collecting data about ethnicities and other sensitive personal data. One of the reasons for poor disclosure of ethnicity data (and other personal data) is the perception that this will somehow be used against the employee. There is also often a fear that if employees disclose anything personal or sensitive, this might be disclosed to others unwittingly. The best way that organisations can overcome this is by partnering with an organisation that is completely independent. Another way to get round this is to ensure that there is full transparency about the controls and balances that are in place to mitigate these concerns. Organisations must ensure that they create a psychologically safe environment where employees feel that they can share their honest views without fear of negative consequences, which may impact an employee's sense of self, their status and/or career prospects.

4 **Make data visible and easy to understand**

Any effort to obtain EDI data from employees should result in them having access to the analysis of that data. Organisations often cultivate a lack of trust in their secrecy around data. Another issue that organisations have in dealing with data is that it is often presented in a manner that is inaccessible and difficult to understand. Data should provide a good indication of what is happening within the organisation and any gaps that need to be addressed.

KEY STEPS

"What practical steps should companies take to resolve any issues?"

1 Define the scope of your data request

Make it clear what data you are collecting, what you will do with it and why this is important. The minimum level of data you should collect is quantitative (demographic data focused on protected characteristics – considering intersectionality, where possible) and qualitative (insights about the inclusivity of an organisation). Additional data can be cross correlated with diversity data in relation to remuneration (pay and bonuses), performance management, progression, attrition and learning and development.

2 Communicate regularly and transparently

Employees tend to be suspicious of organisations that only communicate or talk about EDI when it is time for the annual data collection process. Employee trust is earned over time and is dependent on consistent, honest and transparent communication. This communication must be multifaceted, employers should gather opinions and insights from their employees on a regular basis and act upon these to build trust over time. Commit to a regular communications schedule with at least quarterly updates.

3 Commit to actions following data collection

Once you've collected data from employees there needs to be a firm and measurable commitment to taking action to address the most significant gaps across the organisation. Actions must be specific and relate to the demographic(s) of concern and target the specific issue(s). The organisation should also commit to reviewing actions and interventions on a regular basis to identify the impact of these actions and any improvements that can be made.

4 Partner with an EDI data expert

Data collection, analysis and visualisation can be a complex endeavour, which might take organisations a significant amount of time to get right. An external organisation can prove the independence needed to reassure employees, whilst also providing expert opinions on how best to overcome any data challenges. External parties can also often provide a greater level of scrutiny and critique.

FAQs - Gender & Ethnicity

If providing people the option to self-describe is the most inclusive approach, why bother with categories at all?

Logistically it would be difficult to try to analyse 1,000 different variations of data and wouldn't necessarily add any value to the outcomes that you are trying to achieve.

How often should we collect diversity data?

We recommend collecting diversity data at least annually, but no more than twice annually. This is to prevent what is known as 'survey fatigue'.

Why do we have to ask people for their data – can't they just update the information on their staff profile?

In an ideal world, we would all update all of our information on staff intranet/HR systems, however the world isn't perfect and a lot of people don't feel comfortable updating their personal details onto internal systems. This might be due to a negative experience in the past or a lack of trust in any promised anonymity or the independence of the HR / IT teams.

Doesn't GDPR prevent us from asking for ethnicity data?

GDPR does not prevent the collection or analysis of ethnicity data – it places the onus on organisations to be clear what the data will be used for, what it will not be used for (i.e. discrimination) and how colleagues can opt in and subsequently ask for access to their data and for their data to be removed from any processing/analytical activity. Data protection laws will vary from country to country. GDPR covers the EU, however, there are different laws governing the collection of specific data items (for example it is not possible to ask employees about their ethnicity or religion in France).

FAQs - Gender & Ethnicity

We are not ready to survey our whole workforce, what's the quickest way to get EDI data?

Companies can put in place data gathering for new recruits before rolling it out throughout the company as a starting point. This will encourage a more robust conversation about the company's needs in terms of training and the ability of systems to store and analyse EDI data.

How does a company know how well it is doing in comparison with others in the industry?

There are a few cross sector initiatives focused on providing industry specific benchmarks, such as the [Energy and Utility Skills Partnership's Inclusion Commitment](#). Other independent organisations such as the Employers Network for Equality and Inclusion (ENEI), Committed2Equality (C2E) and Business in the Community (BITC) also offer benchmarking and accreditation.



CASE STUDY

Newton Case Study

Newton Europe are an innovative and outcomes focused management consultancy with a reputation for operational transformation. Newton approached The Equal Group to conduct an EDI data audit.

NEWTON**THE EQUAL GROUP**

The Project

Newton had a desire to understand how closely their workforce demographic matched that of their client base and the general UK population. The Equal Group carried out an initial EDI data audit and compiled a findings and recommendations report. We completed a subsequent audit a year later to measure progress and provide further insights, recommendations and strategic guidance.

Engagement

The Equal Group ensured that there was a holistic understanding of the purpose of the EDI data audit, making it clear that the audit was about everyone, not just Newton's underrepresented staff.

Anonymity

The Equal Group provides anonymity as standard, with no ability for any of Newton's staff to identify any individual respondents. This approach to anonymity encouraged staff to disclose in an open and honest way, without fear of being identified.

Independence

The Equal Group provided independent and impartial advice as to what Newton should focus on from a strategic and operational perspective to improve EDI outputs across the company.

Results:

Visibility: The Equal Group helped Newton to achieve 83% engagement and visibility across all protected characteristics in the first EDI data audit. The Equal Group improved on this to deliver 96% visibility during the second EDI data audit.

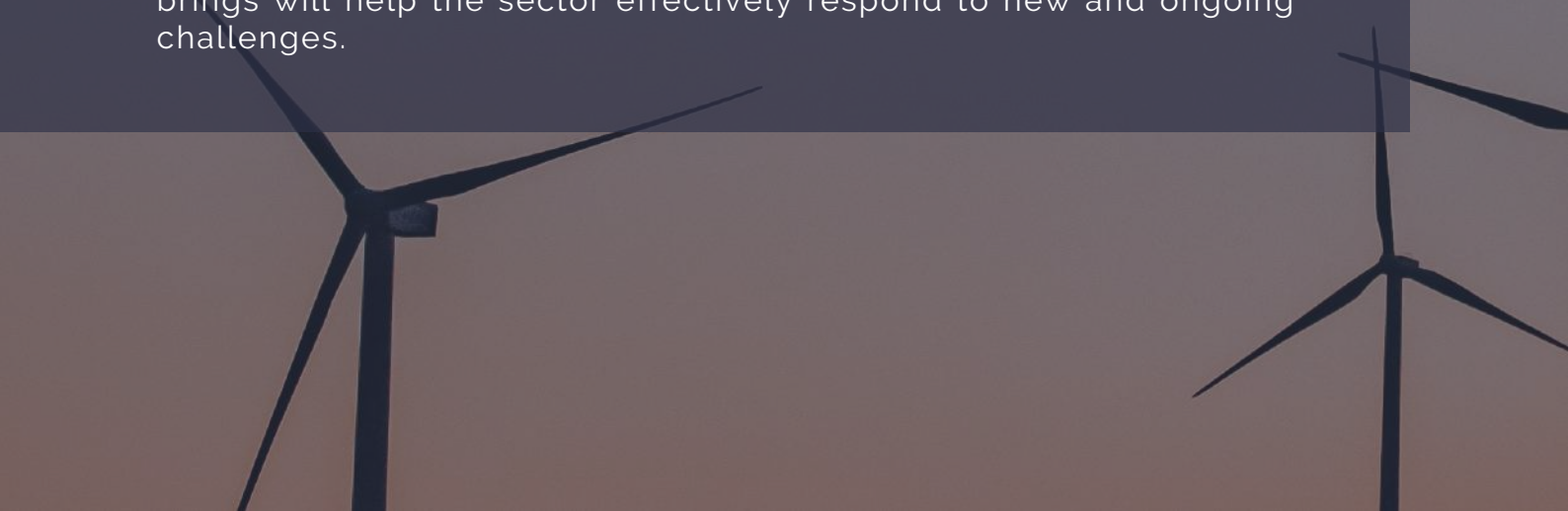
Leadership Improvement: During the initial audit 36% of Newton's workforce agreed with the statement 'our leaders actively champion equality, diversity and inclusion'. Over a period of 12 months, upon implementation of The Equal Group's recommendations, the second audit showed a significant improvement with 72% of the workforce now agreeing with this statement.

SECTION 1

ENGAGEMENT & ATTRACTION

The offshore wind industry is growing fast, and it is imperative to look outside current talent pools to satisfy the demand for talent. The ability to attract and engage diverse talent will help improve the overall reputation of the sector for everyone and enable the sector to attract the best talent.

Employers who are proactive now when it comes to the attraction and engagement of underrepresented groups will have an advantage at being able to attract the best talent from the widest pool in the long-term. Taking steps to improve attraction of diverse groups is a huge opportunity for employers in the offshore wind sector to address existing and predicted future skills gaps. The diversity of thought and innovation that diversity and inclusion brings will help the sector effectively respond to new and ongoing challenges.



GENDER

Women make up 50% of the UK's population - but only 12% of engineering professionals (Engineering UK).

Women self select out of science, technology, engineering and math (STEM) subjects and technical roles. Even when studying STEM subjects at university women are more likely to choose non-STEM roles after university.

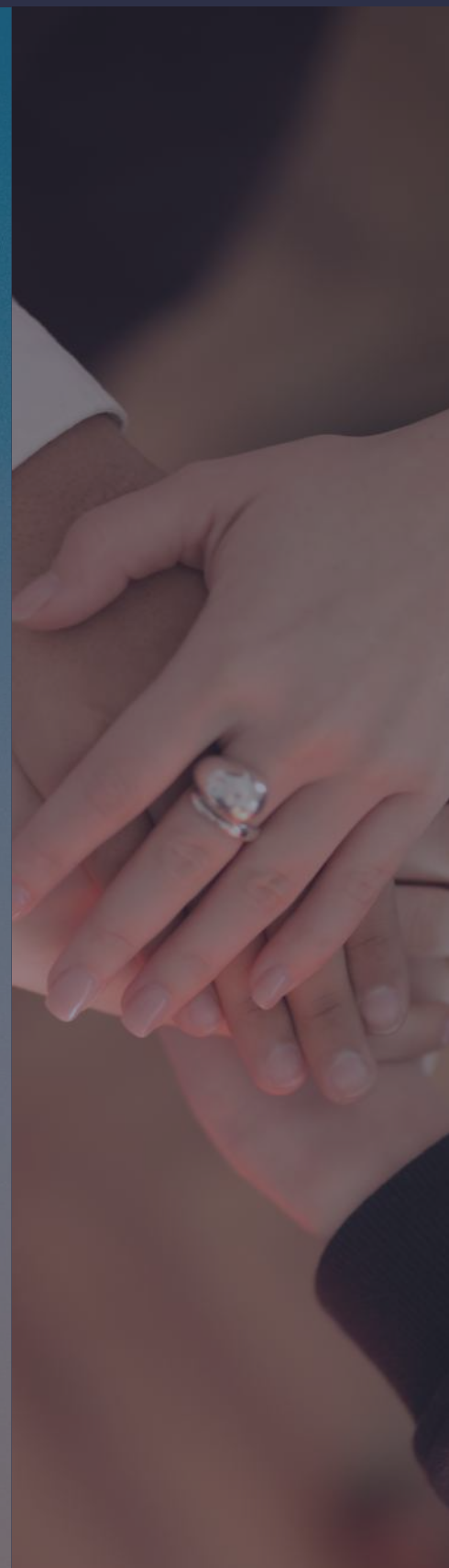
One of the solutions lies in competing better with other industries by making STEM roles more attractive to women. This requires a real understanding of the target group.

ETHNICITY

In 2018, 27% of UK domiciled engineering graduates were from Black, Asian and minority ethnic (BAME) backgrounds. However, currently, only 7.8% of professional engineers are BAME (Association of BME Engineers, 2018). It is predicted that by 2050, people from ethnic minority backgrounds could make up to 30% of Britain's population (Financial Times, 2014). The potential benefit to the UK economy from full representation of Black, Asian and minority ethnic individuals across the labour market through improved participation and progression is estimated to be £24 billion a year, which represents 1.3% of gross domestic product (GDP) (The McGregor-Smith Review, 2017).

Employers looking to take action to improve the attraction and engagement of underrepresented groups should consider taking a two-fold approach. Firstly, make changes to existing attraction and engagement strategies that create barriers to access for women and ethnic minority talent. Secondly, be proactive in undertaking work to improve outreach and communications that will better attract and engage women and ethnic minorities.

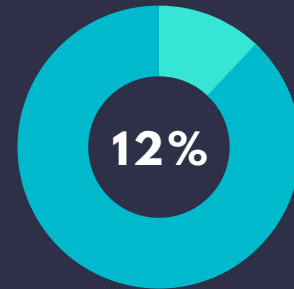
Many sectors experience challenges in engaging and attracting diverse talent and offshore wind is no different. However, consistently making an effort to engage and find potential future employees can make a sustainable impact. The sector as a collective can do more to make roles appealing but individual organisations can also ensure that their own channels are effectively working to attract talent from the widest pool possible.



GENDER STATS

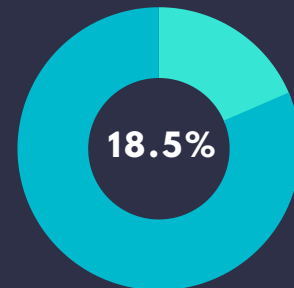
Women hold 12% of graduate engineering roles in the sector

(UK Offshore Wind People & Skills Database, 2020)



18.5% of employees in the offshore wind workforce are female

(UK Offshore Wind People & Skills Database, 2020)



▶ 12.6% of apprentices are women and 24.8% of women in the offshore wind sector are graduates (UK Offshore Wind People & Skills Database, 2020).

ETHNICITY STATS

5% of employees in the offshore wind workforce have a BAME background

(OWIC - EU Skills).

▶ Black and Asian undergraduate students in STEM programmes experience negative impacts on physical and emotional health because of stereotypes about their ability, according to a report funded by the National Science Foundation in 2018. The researchers found that Black students feel labeled as "intellectually inferior" and expected to fail, while Asian students feel labeled as "intellectually superior" and pressured to achieve (Diverse Issues in Higher Education).

FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1

Consider outreach

Work with primary schools, secondary schools, and tertiary education to raise awareness of opportunities in STEM and make the sector attractive. Consider employee talks in schools, STEM activities, STEM campaigns, competitions, challenges and awards. Partner with local government, Local Enterprise Partnerships (LEPs) and community organisations to set up educational projects in underserved communities. Align your activities with the curriculum by becoming a STEM Ambassador.

2

Make it easier to enter/lower barriers to entry

The risk to entering an 'unknown' field is higher for diverse groups. It pays to communicate clearly on skills required, different ways of entering the field, and career paths possible. In addition, it is worth creating easy ways to 'try out' the industry. E.g. by providing open days, taster days or (online) short courses, internships, grants and bursaries aimed at the target group (Katalytik, 2011).

3

De-bias job descriptions

Review job descriptions and reduce the number of requirements to 3-5, replace years of experience with skills required, check for and remove gendered terminology, mention diversity and inclusion, family friendly benefits and flexible working. Disclose salary information wherever possible and be transparent about the salary ranges available. Be mindful that saying that a salary is 'competitive' can put off candidates and reduce your applications.

4

Widen recruitment channels

To widen talent pools it is key to look beyond existing recruitment channels, allow more time to source candidates and put in extra effort to find new ways of sourcing. Use market intelligence on talent pools to decide where to search. Consider looking at alternative education providers, and creating alternative pathways into the industry such as: offer education, work with partners to offer education, retrain people from industries in decline and retrain specific target groups such as women returners [see case study on page 22].

5

Create inclusive employee branding

The best way to show a brand is inclusive is to actually hire ethnic minority people and/or women in senior teams - it shows the organisation is serious about diversity internally and it attracts other diverse candidates. Another key action is to make sure that the overall brand and information is attractive to women and ethnic minorities. For instance by including images of ethnic minorities and women in all company materials, sharing real life stories of role models in company materials, social media and at recruitment events. It is also advisable to work with people who are experienced in creating content and communication that resonates with underrepresented groups. Do test any new branding on target groups or enlist specialist advice.

KEY STEPS

"What practical steps should companies take to resolve any issues?"

Ethnicity

- 1 Partner with organisations and networks**

Form mutually beneficial partnerships with organisations that are well respected in Black, Asian and minority ethnic communities. For example, local organisations, student organisations or industry-wide networks. Partner with these organisations on the curation of events and social media content.
- 2 Be proactive in using specialist recruitment organisations**

Specifically look at partnering with Black, Asian and minority ethnic focused recruitment and talent companies that have a diverse database of candidates.
- 3 Ensure internships and work experience are fair and open for all**

Remove barriers for accessing entry-level opportunities within your organisation by removing unpaid internships and work experience opportunities. It is also important to have open opportunities so that opportunities are not just given to those who have an existing network with your organisation. Unpaid opportunities create an unfair advantage for people who have the means to work for free, penalising people from a lower socio-economic background who may need to take on paid work in order to afford their studies and living expenses. Black, Asian and minority ethnic communities statistically have a higher rate of unemployment and some of the lowest salaries so this can disproportionately impact them. By providing paid work experience, it can give people from underrepresented ethnic minorities a great opportunity to explore the sector and be more likely to meet requirements for future employment.

Gender

- 1 Use language and content that may work for women**

Some key principles to take into account is to show the human element of the role (images of people, customers, suppliers) and show the impact of industry/role on society. Consider using gender language software (e.g. genderdecoder or Textio).
- 2 Retrain and upskill current employees**

Some job areas with higher levels of women such as marketing, finance, sales and admin could be used as an in-road to the sector and then create internal career paths into more technical roles.
- 3 Build personal connections with women**

E.g. visit women's networks, or liaise with universities and colleges. It's all about building relationships, as women often prefer to apply in a place where they already know someone.

FAQs - Gender & Ethnicity

We seem to have a problem with attracting some ethnic minority communities more than others, what should we do?

Always be as specific as possible with your organisation's attraction and engagement work. Strategies that work for one ethnic minority community do not necessarily work for others. Quantitative and qualitative data will tell you where you need to focus your efforts.

The sector in general has an attraction issue when it comes to Black, Asian and minority ethnic communities, what difference can we make as a single employer?

It is important for each organisation to recognise that every employer can make a difference. Work with other organisations and form sector partnerships that will be mutually beneficial. The work your organisation does will reflect positively on the sector as whole.

We have been working for years to attract more women to STEM, but stereotypes are already entrenched at an early age. Is it worth it?

Other industries have learnt that it's most effective if done cross industry and in partnership with education providers, charities and government. Smaller companies have found it works for them to work directly with local colleges and universities.

FAQs - Gender & Ethnicity

We are keen to hire for more diversity, but what is legal?

Different countries have different rules with regards to equality in the hiring process. In the UK, 'positive action' is allowed (e.g. advertising in a certain area only, or offering encouragement and support to candidates with protective characteristics), but 'positive discrimination' is not. This means all candidates have to go through the same selection process. The UK government gives clear guidelines.

We would love to work with women, but we just don't get any CVs from women, even though we have tried.

We need to do more to ensure that the sector is attractive to women looking to apply to roles in our organisations. Just paying lip service to gender balance or implementing one initiative will not move the numbers. To receive more female applicants it typically requires a range of initiatives and continuous dedicated effort. In addition, organisations can't just cut and paste best practices. Instead they have to develop initiatives that fit their company brand, processes and culture. The results of organisations that have tried prove that attracting 50/50 can be done (e.g. at NetworkRail or at HS2).

Is it true that women are less capable of excelling at STEM subjects?

No - this is a myth. In fact, both boys and girls overall performance in maths and science subjects is similar according to OECD figures.

CASE STUDIES

Engagement with colleges - Vattenfall



When Vattenfall consulted with local communities over the Norfolk Vanguard and Norfolk Boreas projects it became clear that the views and ideas of young people under 25 were underrepresented in the feedback gathered. It's recognised that informal interactions and discussions with professionals help young people appreciate the sheer variety of career roles within the wind industry, raise aspirations and can ultimately improve the diversity of young people believing that the industry is relevant to them.

So, Vattenfall worked in partnership with 3DW and a local College (University Technical College Norfolk) to develop a 3D VR offshore wind farm development project to involve and inform career choices and delivered it in local colleges. Students became so interested in the programme that they started to lead on the delivery themselves (supported by Vattenfall) and acted as peer mentors to other students. Four female students travelled to the Netherlands to deliver the programme in two marine colleges there. Students now induct and support the next group of peer mentors, and - inspired by COVID measures - have helped develop a virtual platform for the programme.

Results: So far 454 students have been trained at 14 colleges in a total of 21 sessions. 28 peer mentors have been trained and this 'capacity-building' model has resulted in high quality engagement, whilst building confidence and aspirations. Vattenfall has seen diverse groups of students alter their career aspirations through these experiences and take STEM related apprenticeships and university courses.

You can find out more about the programme on [YouTube](#) or [here](#).

Women Returners - ScottishPower



To increase the number of women in STEM ScottishPower introduced a Women Returners Programme, aimed at women with a career break of 2 years or more. In 2019 it was changed to an all-inclusive programme which was open to both males and females.

The programme offers paid placements for up to 9 months. The skillset of the returner is closely matched to the business area needs. An external company delivers training tailored to the individuals on the programme, they get LinkedIn training and meet up as a group informally. Returners are supported by a programme manager, and a mentor.

ScottishPower learned that 6-9 month placements were not giving the returners enough time to settle into the company and to showcase their talents, so the programme is now 12 months. This year the programme is also offered to those who have lost their role.

Results: Out of the 9 placements last year, 6 of the participants have been retained on a permanent basis at ScottishPower and 2 others have managed to get back into a role they previously struggled to get back into.

SECTION 2

RECRUITMENT

Within the recruitment stage there are plenty of opportunities for individual bias and systematic bias to influence outcomes for women and ethnic minorities. According to ACAS, 'Unconscious bias occurs when people favour others who look like them and/or share their values. For example a person may be drawn to someone with a similar educational background, from the same area, or who is the same colour or ethnicity as them' (ACAS Advice and Guidance). This favouring is common during the recruitment process.

Often during recruitment, individuals and organisations look for a good 'cultural fit' meaning someone who they assume will easily assimilate into the culture, ways of working and values of the team. The problem with hiring for 'fit' is that decisions are based on a subjective assessment rather than on the candidate's ability to deliver in the role. From a diversity and inclusion perspective, this isn't effective as it often means that new hires are more likely to look, think and act alike.

Organisations in the offshore wind sector who are looking to build more diverse teams should begin thinking about the 'culture add' that having more diverse and female employees can bring. Looking for 'culture add' in recruitment and selection has many benefits. It allows organisations to bring in new people who have different backgrounds and perspectives. Diverse teams can solve problems faster than teams of similar people (Harvard Business Review, 2017) and research shows that when diverse teams made a business decision, they outperformed individual decision-makers up to 87% of the time (Cloverpop, 2017).

GENDER BIAS IN RECRUITMENT

There is plenty of research showing gender bias in selection and recruitment. A good way to find out what is happening is by comparing male/female success rates at each step of the recruitment process.

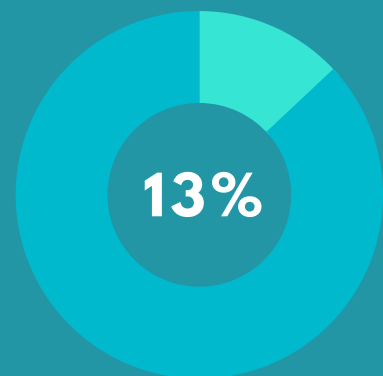
A well-known statistic is that men apply for a job when they meet only 60% of the qualifications, but women apply only if they meet 100% of the requirements. Interestingly though, this is not due to lack of confidence, but due to women's experience with their chances of success.

Another example of bias in the selection process is the common trend that men are often hired on potential, whereas women are often hired on proven experience.

RACE BIAS IN RECRUITMENT

British citizens from ethnic minority backgrounds have to send, on average, 60% more job applications to get a positive response from employers compared to their white counterparts (Nuffield College's Centre for Social Investigation, 2019).

When viewing a candidate profile on LinkedIn recruiters are 13% less likely to click on a woman's profile when she shows up in a search.



Compared to White British applicants, people of the following heritage had to make this many more applications to be invited to a job interview:

Nigerian and South Asian heritage:

80%

Pakistani heritage:

70%

Middle Eastern and North African heritage:

90%

FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1 **Require diverse shortlists. For women: aim for balanced shortlists**

Set targets for diverse candidates on the shortlist. Requirements for diverse shortlists have been a major driver for change in attraction and selection in many companies. That's because it makes the topic visible to hiring managers and makes them accountable for change.

2 **De-bias selection criteria**

Review selection criteria for race and gender inclusion, include reviewing your leadership frameworks. For example, reduce the number of criteria, look for ways to measure potential rather than years of experience and actively look for transferable skills.

3 **Level the playing field**

Ensure all candidates have the same amount of information about the role and selection process. Make necessary information easy to read and accessible.

4 **Reduce bias in the selection process**

Look for ways to make the selection process more objective. For example, introduce structured interviews, measure competencies more objectively and/or trial blind auditioning (e.g. with software from FairHire, BeApplied, or InterviewAI).

5 **Introduce diverse interview panels**

Ensure diverse staff are part of the interview panel or selection process.



KEY STEPS

"What practical steps should companies take to resolve any issues?"

Look for 'culture add' rather than 'culture fit'



Ethnicity

1 Provide ways to prepare and educate candidates

For example, sharing interview questions, practice assessments, or working with third parties to suitably prepare candidates. This also ensures those candidates that don't have much social capital (i.e. family or friends in similar roles), know what to expect and how to prepare.

2 Be mindful of how your recruitment process is viewed by candidates

The experience candidates have during recruitment can create a good or bad impression of your organisation's values. Ensure employees involved at each stage are trained in how to answer questions about your company values, especially your commitment to diversity and inclusion and racial justice. Consider sharing information about your organisation's work in diversity and inclusion in your invitations to interview. Black, Asian and minority ethnic talent is well sought after, so candidates can make a choice about which roles they accept. Providing a welcoming experience, and ensuring communication is well-thought out is key. Remember that word of mouth can spread negative experiences at your organisation, and people can leave public reviews on GlassDoor and similar sites. Ethnic minorities are looking for companies where they can feel included and will be able to progress so every impression counts.

3 Provide feedback

Try and make feedback available to candidates - especially those who are interviewed. This can take the form of general written feedback shared with all unsuccessful candidates, or personalised written feedback or phone conversations. Although candidates may not have been successful for a role at your organisation, feedback can improve their likelihood of succeeding in your roles in the future, or even elsewhere. As a sector, it is the collective responsibility of each organisation to help open up roles to all - providing feedback benefits everyone but can disproportionately positively impact ethnic minorities who are more likely to face barriers to entry.

Gender

1 Introduce structured interviews

Structured interviews allow less space for bias towards the interviewee. Asking each interviewee the same question(s), then scoring the questions independently of previous answers, e.g. by using a panel of interviewers, each asking one question, will reduce bias out of the process and allow answers to be compared like for like.

2 Measure competencies rather than years of experience

Men typically have a longer track record, so by just looking at years of experience many women are excluded from the start. It can work well to test competency instead. Measuring competencies for tasks that directly relate to the job reduces bias in other ways too. E.g. different ways of communicating.

FAQs - Gender & Ethnicity

Hiring managers aren't keen to change selection criteria; they are afraid this will lower the quality of candidates and impact project results. What can we do?

Train your hiring managers on awareness and impact of bias, share figures showing the difference in success rates of diverse candidates in the selection process, involve them in the design of the new selection process and once hired measure (and showcase) achievements of diverse staff.

How can we introduce diverse panels, we only have a few women/BAME staff

Diverse panels aren't necessarily less biased. However, the main aim is that candidates meet someone like them during the interview process. So introduce a way of meeting 'someone like them' in the interview process instead. Consider involving people from your supply chain in interviews or people working in support roles.

We currently actively encourage women to apply, if we introduce anonymous CVs or blind hiring, we can no longer offer additional support. What do you recommend?

Check the details of your selection process, if women currently seem to have an advantage, anonymous hiring may indeed not be the best tool for you.

What are the drawbacks of anonymised recruitment?

Anonymised recruitment methods have had mixed results and there is a tendency for organisations to incorrectly see them as a silver bullet for removing bias. It is important to address bias in individuals and processes as well. It is also important to be mindful of how some candidates can interpret your use of anonymised recruitment. Candidates should feel that they are able to present their true selves on their application without expecting to be penalised.

CASE STUDY

Recruitment - Taylor Hopkinson

Taylor Hopkinson started by building a strong foundation in Diversity & Inclusion (D&I) internally, and is now taking practical steps to support clients in considering D&I in their recruitment processes across a variety of methods, including:



Attraction

Using inclusive language in job descriptions and adverts (supported by gender decoder software) to ensure that vocabulary and tone removes conscious and unconscious bias. Adverts are promoted via a wide range of channels to appeal to and reach a diverse range of talent.

Screening and selection

Men and women present their experience, value and aspirations in different ways. Taylor Hopkinson levels the playing field by varying language, the focus of questions, and approach to presenting the role and client to the candidate.

Interview

Taylor Hopkinson consider a variety of interview methods to ensure objectivity:

- Structured Interviews ask the same pre-agreed questions to all candidates and score responses, so it is less subjective.
- Diverse panels reflect the culture of a company and can remove 'similarity bias'.
- Skills/Strengths Assessment with a focus on testing skills to do the job, rather than experience, which can remove barriers for underrepresented groups.

First engagement

Using tailored vocabulary and questioning techniques to build rapport with the candidate, to understand the candidate's personal and professional motivations to change role.

Presenting a shortlist

Aiming for a 50/50 gender split in shortlists, and highlight the less visible strengths and the contribution that diverse candidates can make to the team. Suggesting blind CVs as a good way to assess candidates on their skills and strengths.

Offer management

Manage negotiations from offer to full acceptance and onboarding, removing the need for clients to have any difficult or sensitive conversations with candidates which may damage a new relationship.

Results: We have only just implemented some of these changes and already they have resulted in really positive feedback and several placements in high profile leadership positions for female candidates.

SECTION 3

PROGRESSION

Ensuring that people from all backgrounds are able to progress should be a key area of focus for every organisation's diversity, equity and inclusion strategy. Variation in progression rates for different diverse characteristics can often be an indicator of barriers that need to be identified and removed to allow your best talent to flourish. The top of an organisation can have a huge influence on the culture, ways of working and ideas of a whole organisation. When this leadership is not diverse and representative it can negatively reflect your organisation's commitment to its employees, customers and wider society. The benefits and opportunities of having diverse representation across all levels of your organisation are well documented.

There are two major causes for lack of progression of diverse groups. The first is bias in talent management processes. Those involved in the talent management processes can overlook talented employees in favour of those who share their own characteristics or views. The second cause is lack of role models at senior levels. When there are no visible role models, individuals are likely to move to industries where they see more opportunities for progression or self-select out of progression opportunities that seem out of reach. 'You can't be what you can't see' means that the possibility of progressing to leadership roles seems impossible.

Analysing data across the employee lifecycle is important to address as well as predict issues that may be disproportionately impacting diverse employees. During periods of staff changes, it is more important than ever to use data. When making redundancies, analysing data can help to ensure diverse groups are not disproportionately affected, leaving your organisation without diverse representation and the innovation that representation brings at crucial times.

There are huge gains to be made by making progression fairer. Employees care deeply about opportunity and fairness, not just for themselves but for everyone; they want the system to be fair (McKinsey, 2019).

PROGRESSION - GENDER

Gender Pay figures in the UK are a key indicator of lack of progression of women. The Gender Pay Gap for engineers is largely due to under representation of women in senior roles (Royal Academy of Engineering, 2019).

Overall 23% fewer women than men feel people of different backgrounds have an equal chance of being promoted (McKinsey, 2019). Two-thirds of young female engineers feel they do not enjoy the same opportunities to progress as male colleagues and almost two-fifths feel they are not treated equally by managers (IMechE, 2017).

This is not unique to the sector; in most organisations internal data will show that women progress at slower rates. It is common for structural barriers and bias in progression systems to prevent women progressing into senior roles. This results in less representation of women at the top of organisations, meaning that companies lose out on the benefits of having gender balance in decision making roles.

In addition, women are more likely to work flexibly or part-time, this can disproportionately impact progression if senior roles are not created as flexible or part-time opportunities.

Progress at the top is constrained by a “broken rung.” The biggest obstacle women face on the path to senior leadership is at the first step up to manager (McKinsey, 2019).

PROGRESSION - ETHNICITY

Internal data can often show that in organisations, ethnic minority representation declines in senior roles. Across all industries in the UK, around 12.5% of the UK population are Black, Asian and minority ethnic yet they hold just 6% of top management positions (CMI, 2017). This can create a long-term cycle of challenges whereby underrepresented ethnic minorities fail to see themselves in role models at higher levels of the organisation and choose to leave organisations, or even industries, to go somewhere they feel they have more opportunities to progress. 69% of Black Britons say they have less opportunity to succeed professionally than White people (CNN, 2020). Individuals can also self-select out of progression opportunities that seem out of reach. ‘You can’t be what you can’t see’ means that the possibility of progressing to leadership roles seems impossible.

Data may also show that Black, Asian and minority ethnic employees’ performance ratings may be lower, meaning that they are less likely to be promoted. Across the UK, Black, Asian and minority ethnic employees are less likely to be rated in the top two performance rating categories compared to White employees. Ethnic minority employees are also much less likely to be identified as having high potential (The McGregor-Smith Review, 2017).

"You can't be what you can't see"

(Quote attributed to several people, including: Sally Ride, the first American woman in space, and Marian Wright Edelman, American civil rights activist)

GENDER STATS

12% of engineers working in STEM roles in the UK are female. Whereas in the lower pay quartile there are 16% female engineers, it is only half that in the upper quartile: 8% (RA Engineering Closing the engineering Gender Pay Gap report, 2020).

66% of young female engineers feel they do not enjoy the same opportunities to progress as male colleagues and almost two-fifths feel they are not treated equally by managers.

For every 100 men, only 73 women get promoted.

(McKinsey, women in the workplace 2019)

ETHNICITY STATS

70% of employees from Black, Asian and Minority Ethnic backgrounds in the UK said that progression was important to them (BITC, 2018).

12.5% of the UK population are BAME yet they hold just **6%** of top management positions (CMI, 2017).

▶ Black and minority ethnic (BME) employees are less likely to be rated in the top two performance rating categories compared to White employees. Ethnic minority employees are also much less likely to be identified as having high potential (The McGregor-Smith Review, 2017).

▶ Companies in the top quartile of ethnic diversity on executive teams were 36% more likely to outperform their peer companies in the fourth quartile (McKinsey, 2020).

FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1 Track relevant progression data by demographic group

Find out what your organisation's internal data on representation and progression tells you. Look at quantitative data, for example, track pay and pay gaps, assignments and growth opportunities, time in position, progression rates, performance ratings. This helps to engage middle managers and drives action. Explore and collect qualitative data about the unique challenges within your organisation too. Find out differences in experiences and perspectives, establish the current barriers to women's and ethnic minority's progression and explore what has helped those that have succeeded. Explore the issues further through focus groups, interviews or surveys.

2 Create transparent and clear pathways for progression and pay rises

Aim for a structured appraisal system with a defined link to pay and reward rather than an informal system which uses discretionary criteria to promote employees. Communicate clearly what is required to move up and make this transparent and available for employees to see. It is also important to publish pay bands to ensure pay is equitable and transparent.

3 Remove bias in talent management processes

Review your organisation's current selection processes and leadership framework for bias. When there is variation in how managers execute a process, it allows bias to creep in. If your organisation has no structured process for performance and talent management, it can unintentionally penalise people due to bias. Remove ambiguity and subjectivity from the performance management processes where possible so that performance and potential can be measured fairly. Provide clear guidelines on what potential means, with robust criteria which outlines the experience and skills required at each level of progression.

4 Embed the practice of sponsoring diverse talent

Sponsorship occurs when someone has an advocate and supporter who will actively speak for and champion them. Consider running a formal sponsorship programme aimed at pairing senior leaders with high performing individuals from under-represented backgrounds. Encourage sponsoring by offering training and upskilling about sponsorship either through facilitated sessions or guidance documents.

KEY STEPS

"What practical steps should companies take to resolve any issues?"

Ethnicity

1 Provide access to internal or external mentoring

Black, Asian or minority ethnic people value mentors more than other ethnic groups and are more likely to want a mentor. Your organisation may not have its own mentoring programme, but it is important to support and signpost external programmes that may benefit your organisation's employees. Building an external network is also important for Black, Asian and minority ethnic employees who can gain access to more contacts and opportunities that are required to successfully reach leadership positions.

2 Provide leadership training and development programmes

Support Black, Asian and minority ethnic employees to navigate barriers to leadership positions through learning events, training and skills advice and access individual coaching. Recognise that ethnic minorities are capable and qualified for leadership positions, but face additional barriers to access them. Provide support which helps employees overcome challenges they experience in their careers and develop strategies for success. It may not be practical to create training and development opportunities for ethnic minorities, but your organisation can ensure there is representation on existing programmes, and that these programmes cater to the needs of this employee population.

Gender

1 Expect diverse slates for all levels

This has proven to be one of the most effective initiatives in many organisations as it focuses the mind of line managers and drives other actions.

3 Recognise a wider range of leadership styles in the leadership framework

Women and men tend to follow different leadership codes in their day-to-day work, with the male approach often more aligned to the organisation's key leadership characteristics. Whereas men consider entrepreneurship and teamwork to be the most important competencies in their everyday work, women focus on organisational awareness and agility (understanding and navigating complex organisational landscapes and situations)" (McKinsey, 2019).

2 Use data, targets and objectives for senior managers

Using data can help managers see there is a statistical discrepancy between performance ratings and/or progression rates between men and women. This typically results in action, as leaders want to find out more about what they can do to reduce biases. Motivate leaders further by introducing objectives and targets for promoting diversity in senior management roles.

4 Enable progression for part-time workers

Clearly advertise that part-time and job-sharing is available on job advertisements for management and senior roles. Provide advice or training for managers who manage part-time employees so that women who work part-time are given opportunities to take on challenging work or more responsibility. Create different paths to the top, e.g. lattice careers.

FAQs - Gender & Ethnicity

What will our ethnicity/gender pay gap tell us about progression?

One of the leading causes behind organisation's pay gaps is the fact that there are more men and White people in senior positions. As people in senior positions are usually paid more, this creates a negative pay gap for gender and ethnicity.

What's the difference between mentoring and sponsoring?

Mentoring is more about advising someone whereas sponsoring is more about advocating for someone. Sponsors are in a position where their advocacy for individuals can create tangible opportunities for their sponsee to progress and develop.

Women are more likely to be mentored, whereas men are more likely to be sponsored.

This is one of the reasons men progress faster than women.

Women seem less ambitious and typically prioritise other areas in their life over more responsibility. Is lack of progression not just because women make different life choices?

Research shows women are just as ambitious as men at the start of their career. Research indicates that expectations of women can change in later life, when they have more experience with what is realistically possible for someone like them (30 percent club, 2016).

In many STEM industries the gender pay gap is caused by the lack of women in senior positions, the UK government suggests similar evidence based actions as included above.

CASE STUDIES - Vattenfall, KPMG & Deutsche Bank

Vattenfall - Leadership Development

Internationally, Vattenfall has worked hard on ensuring gender diversity for many years. The importance of growing diverse talent within the business is recognised as being crucial to achieving Vattenfall's goal of enabling fossil-fuel free living within one generation. Already the proportion of female managers in the UK Business Area Wind is currently 31% and this is representative of the proportion of females across the UK business (32%).



There are numerous examples of female employees holding a leadership position at senior international executive levels, including those progressed through talent succession plans. From UK Country Manager, Vice President of HR, Senior Vice President of HR to Vattenfall's new CEO and President, appointed this year, there are various examples of female colleagues enabled to reach their full potential within a supportive and positive environment.

Contributing to this situation is the fact that Vattenfall prioritises talent and succession planning as part of their growth and development strategy and programmes are designed to define, measure and nurture the leadership culture within Vattenfall.

A key success factor is that Vattenfall utilises all vacancies as an opportunity to improve gender balance, especially at the management level, whilst tailored coaching offers colleagues opportunities to develop and grow into new roles.

KPMG - Proportional Promotions

Proportionality is one of the key tactics KPMG is using to achieve its inclusion and diversity objectives. At each level of the organisation, there is an expectation that the promotion list should reflect the composition of the population from which promotions are made. Martin Blackburn, UK People Director, has a dashboard that shows in real-time the promotions being proposed. Departments, where they are proportionate, are shown as green. Departments showing red are challenged as to why they have not achieved proportionality and what they plan to do about it. Blackburn said:

"Three years ago, we'd have done that analysis after the event. Now, before we confirm any promotions, we check and follow up."

The firm also plots people at each level on a nine-box grid, so the future promotions pipeline is also visible, and it can take corrective action where necessary. This case study is part of the Tech Talent Charter Open Playbook for D&I and appears in the Corporate Research Forum's 'Creating an Inclusive Culture' report.



Deutsche Bank - Sponsorship of Women



Internal research revealed that female managing directors who left the firm to work for competitors were not doing so to improve their work/life balance. Rather, they'd been offered bigger jobs externally, ones they weren't considered for internally.

Deutsche Bank responded by creating a sponsorship program aimed at assigning more women to critical posts. It paired mentees with executive committee members to increase the female talent pool's exposure to the committee and ensure that the women had influential advocates for promotion. Now, one-third of the participants are in larger roles than they were in a year ago, and another third are deemed ready by senior management and HR to take on broader responsibilities.

SECTION 4

RETENTION

Whilst many organisations focus their efforts on attracting and recruiting diverse talent, it is crucial that work is being done to effectively retain all diverse employees. Failing to retain employees is costly. Moreover, it can impact directly on recruitment and attraction, as it means there is a lack of visible role models.

Retention of diverse groups is very much tied to both culture and progression; if someone doesn't see opportunities to advance and they feel like they don't belong, they are more likely to look elsewhere. It is important for organisations in the offshore wind sector to ensure everyone feels comfortable and included and provide equal opportunities for talent to progress [see [Progression chapter](#)] or there is risk that talent will leave the sector as well as their organisation.

RETENTION - GENDER

Nearly half of female engineering graduates who go on to take engineering roles in the UK leave within five years (Engineering UK, 2018). American research has found that insufficient pay and progression opportunities are a key cause of this and it is reasonable to expect that this is the same in the UK (Sage Journals, 2015).

Women in the UK frequently cite the male culture in engineering as a key reason to leave the sector (Royal Academy of Engineering 2017, Creating Cultures Where All Engineers Thrive). They feel excluded and undervalued.

As a result of feeling excluded, women in technical roles, and those at the top in any sector can feel isolated. Women who are perceived to be, or are actually the only ones in their position, have a notably more difficult experience in the workplace: they are more than twice as likely to be asked to prove their competence, over three times more likely to be mistaken for someone more junior, and about twice as likely to be subjected to demeaning or disrespectful remarks (McKinsey, 2019). In addition, women are interrupted more and get less speaking time in meetings. Furthermore, their ideas and contributions are more likely to be accepted when presented by a man. It is more difficult to speak up about these 'micro aggressions' if you are the only woman. Having only a few women is not enough to deliver the benefits that gender diversity can bring. 30% represents a critical mass from which point minority groups can impact boardroom dynamics (Kramer et al., 2007).


Male culture is visible in values and ideas too. For instance, male dominated business environments often cultivate a competitive culture of one-upmanship. This typically suits men better, whereas women typically prefer a more cooperative environment. In addition, topics for casual chats and networking events are typically geared towards majority interests (often focused on stereotypically male topics).

Women are more likely to take on caring responsibilities at home, which is another cause for leaving. If women remain in the engineering profession after graduating, female engineers are then almost twice as likely to switch fields, cut down to part-time hours, or leave engineering entirely (ScienceMag, 2019).

Interestingly, over a third of engineers would prefer flexible working to a salary rise (McGinley, 2016), whereas engineering roles are amongst those least likely to be advertised as being open to flexible working (Timewise, 2018).



Women who are the only ones in their position are more than twice as likely to be asked to prove their competence (McKinsey, 2019).



Mothers in couples were over one-and-a-half times more likely than fathers to say that they were doing the majority of childcare during the coronavirus lockdown (Fawcett Society, August 2020).

RETENTION - ETHNICITY

Inclusive cultures are important for retaining ethnically diverse talent. Over half of Black, Asian and minority ethnic employees feel like they need to leave their jobs in order to progress (BITC, 2018). Experiencing race-based bullying, harassment and discrimination can lead to employees leaving organisations - especially when they do not trust that reporting incidents will lead to change. Only 1 in 5 employees surveyed said their employers encourage them to call out bullying and harassing behaviour (BITC, 2018).

Over 70% of Black and Asian workers said they had experienced racial harassment at work in the last five years and the most common form of racial harassment was reported as 'verbal abuse and racist jokes' (TUC, 2019). Having policies and training in place to prevent these harmful practices are important for every organisation, as are having robust reporting mechanisms.

▶ **Over half of Black, Asian and minority ethnic employees feel like they need to leave their jobs in order to progress (BITC, 2018).**

▶ **Ethnic groups differ in their satisfaction with their career progression. Indian, Pakistani, mixed-race and White employees are most satisfied, but Black African and Black Caribbean employees were most likely to say their career had failed to meet their expectations (CIPD, 2017).**



FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1 Create a welcoming environment

Provide support to 'only ones' so they are quickly integrated in the team and job role. Provide safe spaces where they can share with others with similar experiences. E.g. review on boarding, make role models visible, provide networking opportunities (i.e. employee resource groups) and/or introduce a buddy system.

2 Provide for diverse needs/needs of women/BAME groups

Become aware of different needs, and monitor those in times of changes (e.g. Covid-19 rules). Create a range of career paths e.g. catering to those with different experiences at entry, those looking for a career break, or those with different types of interest (e.g. introverted/extroverted). Take into account work life balance e.g. promote remote working and flexibility in senior roles, allow for job shares and review rotas. Offer extended employee benefits (parental leave, pregnancy benefits).

3 Combat sexual harassment and bullying

First educate leaders and create a speak up culture where employees feel confident in raising issues relating to inclusion [see Culture chapter]. Introduce clear, safe anonymous escalation processes and communicate them. Regularly monitor the effectiveness of these channels using questions in your engagement surveys. Ensure there are consequences for those that don't comply even if they are senior or star performers.



KEY STEPS

"What practical steps should companies take to resolve any issues?"

Ethnicity

1 Ensure exit interviews are conducted for Black, Asian and minority ethnic employees

Use exit interviews to build a picture of why ethnic minority colleagues leave your organisation. Give colleagues an opportunity to raise issues with people, processes or the culture. Properly explain how you will take action on any issues raised and keep in touch with people who leave, keeping an open door for return.

2 Promote and connect people with role models

In organisations that do not have many employees from Black, Asian and minority ethnic backgrounds, it is really important to promote available role models - whether these exist internally or externally. Where underrepresented colleagues do not feel "seen" it can lead to a lack of engagement with the organisation. It is also important to provide access to peers or mentors who can understand the unique challenges facing ethnic minorities to help colleagues navigate the barriers that will be in their way whilst your organisation works to become a more inclusive place.

3 Create safe spaces; staff networks & Employee Resource Groups (ERGs)

Creating a space for employees who are part of an underrepresented group to come together to feel a sense of community is important for their employee experience. ERGs can provide this as well as giving the opportunity for members to develop and demonstrate leadership skills.

Gender

1 Integrate simple actions into on boarding

E.g. connect new staff to ERGs, explain what is and isn't acceptable 'on site' and in the office and how to handle microaggressions, point at harassment procedures. Connect a younger employee to a trusted senior staff member so she can check if what happened to her is acceptable and how best to respond.

2 Review employee benefits and upgrade to best in class

E.g. consider extending paid maternity and paid paternity leave, offer mothers and fathers the same leave, offer maternity coaching before and during maternity leave and after returning. Offer adoptive parents the same benefits; offer all roles as flexible and change the burden of proof to the hiring manager. Create individual flexible working arrangements rather than one size fits all.

FAQs - Gender & Ethnicity

Why do women need special support?

Being an 'only one' creates vulnerability, which leads to reduced confidence. Organisations are designed for traditional male needs and as a result culture, systems and structures are designed for them. When looking at it from that perspective it's only to be expected that it takes time to include the needs and offer styles of support and motivation that work for women.

How can we provide more flexibility? Remote or flexible working is difficult in some positions, e.g. when working with 24 hour schedules or offshore.

While it can be harder to come up with flexible solutions in some areas, solutions are often found when staff are engaged to find creative answers. In some areas software scheduling has allowed individualised rotas, the oil industry has also experimented with different rotation schedules for offshore work that have been well received by women and men.

I don't think we have any sexual harassment, how can we find out?

Often leaders don't see what is happening in every team. It is worth spending some more time to find out what is really happening, e.g. by engaging with women, Black, Asian and minority ethnic people in a variety of ways such as reciprocal mentoring, focus groups and/or engagement surveys.

CASE STUDIES - RWE Renewables & Google

RWE Renewables - Flexible Working and Working Culture



RWE Renewables has had a strong culture of both formal and informal flexible working for many years which continues to grow and flourish as technology has continued to develop. This has been supported through internal communications showing different peoples' working environments and how they schedule their work day. A recent '1 second everyday' campaign highlighted different employees and the variety of their locations, both whilst working and in their personal life, over the course of a month.

From being on top of a turbine in North Wales to being in London for a meeting it highlighted the diversity of working experience at RWE Renewables. Employees are supported to work from wherever is the most appropriate place to deliver their objectives. Whilst there are many jobs which require them to be on an operational site, for many the how and when of achieving the objectives are flexible e.g. enabling an afternoon gym workout or doing the school run.

"The culture within RWE meant I never thought twice about being the parent responsible for the morning school run – I didn't even have to consider how to balance this with getting to work for a certain time, it was just an accepted normal part of being a working parent." (Stuart)

Flexible working is also more formally enshrined, the default position is 'yes' and people across the organisation work a variety of work patterns. Patterns include, full-time compressed hours, part-time hours and employees are able to flex their contractual hours as their life situation changes. Formal flexible working is for all. Some work part time hours for childcare reasons, others use it so they can pursue their other passions.

In order to be successful, flexible working requires a strong base of trust in the organisation and a focus on outcomes not input. Trust as a default value is easy to say but has to become embedded through role modelling from the most senior levels. Whilst it is a constant challenge to ensure that momentum is maintained, RWE Renewables are able to showcase successes and use experience to continue to enhance how people work.

Google - Paid Time Off for New Mothers

Google found that women were leaving the company at twice the rate of everyone else. In particular, this occurred with new mothers. Google's maternity leave plan was 12 weeks paid time off. Laszlo Bock changed the plan so new mothers could get 5 months paid time off with full pay and benefits. They were allowed to split this time up however they want (i.e. taking a few days off before expecting). The result after the change in policy? A 50% reduction in attrition for new mothers.



SECTION 5

LEADERSHIP

Countless organisations have tried to create real change in diversity and inclusion. All of them cite that real change only happens when the leadership gets involved. Leaders can provide the tools for change and keep momentum up. Without that initiatives will progress slowly, and are just not implemented by middle managers.

This requires more than leadership commitment. It requires a leader that understands what diversity and inclusion really means and is visibly engaged on the topic. This includes overseeing the organisation's vision and strategy in terms of diversity, taking every opportunity to use their platforms and influence to speak about the benefits of diversity with others, as well as 'walk the talk' through their behaviours (The Inclusion Solution, 2015).

Leadership commitment starts with becoming more aware of the challenges facing ethnic minorities and women in the sector. Education and training can help accelerate progress and equip leaders with the knowledge needed to be champions and sponsors for ethnic and gender diversity.

FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1 Educate leaders

Leaders need to understand what gender/race equality means to them personally and develop a personal narrative. This can be a personal process, or the organisation can offer training in inclusive leadership, and/or include diversity and inclusion as part of management and leadership training. Once leaders are more aware they will be more comfortable having conversations with underrepresented groups. In addition personal stories are proven to engage others (managers, staff, suppliers, clients).

2 Show visible leadership

Leaders need to bring up diversity and inclusion in internal and external communication. This includes bringing up the topic in business discussions, and speaking externally about diversity and inclusion. That keeps the topic on the agenda and shows it's a business imperative.

3 Walk the talk

Leaders need to take action, for instance by linking diversity and inclusion to business vision, mission and strategy. But also by concrete actions, for instance: sponsor an employee network and put in real personal effort to hire women and Black, Asian and minority ethnic people in the board, executive team and senior positions.



Teams with inclusive leaders are 17% more likely to report that they are high performing and 20% more likely to say they make high-quality decisions.

KEY STEPS

"What practical steps should companies take to resolve any issues?"

Ethnicity

1

Introduce reciprocal mentoring

Ask junior colleagues from a BAME background to mentor senior leaders. This builds awareness of issues faced. It also demonstrates personal commitment. It is advisable to work with experts to set up a robust internal programme of reciprocal mentoring to ensure both senior mentees and junior mentors mutually benefit.

2

Use shadow boards to improve representation and innovation at leadership level

If your organisation is lacking ethnic diversity at leadership and board level, this may take a while to address, however it can be easier to create representative shadow boards - a group of non-executive employees that work with senior executives on strategic initiatives. Creating a fair and equitable selection process is key, as is ensuring the board is reflective of the diverse communities you serve. The added visibility of being on a shadow board can also provide career progression opportunities for shadow board members.

3

Have an executive sponsor for race equality

This demonstrates commitment and encourages leaders to keep race equality on the agenda within the organisations. The executive sponsor can open doors for stakeholders working to promote ethnic diversity and keep the momentum going.

Gender

1

Appoint a woman on the board and/or executive team

Leaders need to put in personal effort to drive representation on the board and the executive team. This is one of the most powerful signals to show that gender is important to them and typically attracts more senior women. When women apply for a role, they often look for evidence that there are opportunities to progress for someone like them.

2

Ask for results of gender-related initiatives, also from individual (senior) managers

Leaders can add diversity and inclusion to the boardroom agenda, and ensure there is sufficient time to discuss it. Leaders can use diversity to progress conversations with other senior leaders and/or add it to annual reviews, initially informally and later more formally. This shows a level of commitment and drives accountability.

FAQs - Gender & Ethnicity

I am not confident talking about the topic, and am afraid I might say the wrong thing. Should I refrain from speaking up?

Those organisations that didn't send out a statement on Black Lives Matter this summer have faced a backlash. Not speaking up is also a message after all. Take some time to gather information via safe sources (e.g. internal diversity and inclusion staff and personal network). Then say something. **It's okay not to know.**

My senior team has delegated responsibility to me. What can I do?

Responsibility is often delegated to HR or EDI staff. If senior leaders aren't fully on board though, actions will take much longer to implement and the numbers are unlikely to shift. Take time to raise awareness e.g. get numbers or stories to support the business impact, or use inclusive nudging techniques.

Leadership is more focused about gender, how can we get ethnicity on the agenda?

Create a bespoke business case which clearly defines why ethnic diversity is good for your business. There is plenty of data available which explains how ethnically diverse teams outperform competitors. You should also start by collecting and analysing your own qualitative and quantitative data to build the internal picture.

My senior team is abroad, and not interested. What can I do?

Appreciate that different countries face different issues with regards to diversity and its urgency. Implement initiatives locally, then showcase results and business impact to other regions. Regional or local initiatives may later be used as 'pockets of excellence' to showcase to other regions.

CASE STUDIES - Academic Insights & Practical Examples

What 11 CEO's have learned about championing diversity., Harvard Business Review

Lead by example when it comes to diversity. A CEO's actions, whether on or off the job, signal the extent to which diversity is valued. Kevin Johnson (Starbucks) said, "In order to make great progress the CEO needs to take this on as one of those personal initiatives that they're going to be involved with and personally drive." Marc Benioff (Salesforce) has embodied this concept of leading by example and signaling how much he cares about equality: he publicly opposed discriminatory legislation in states like Indiana and Georgia and marched alongside his employees in the Women's March.

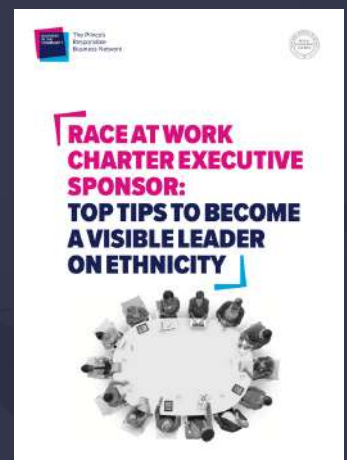
(Excerpt from article)



Top tips to become a visible leader on race diversity from BITC

The role of an executive sponsor for race in an organisation is key, but despite this, the Race at Work 2018 Scorecard One Year on Report demonstrated that only 33 per cent of employees said there was an executive sponsor for equality, diversity and fairness at the top of their organisation. Race at Work Charter signatories commit to five actions:

- Appoint an executive sponsor for race
- Capture and publish ethnicity data
- Board level zero-tolerance on harassment and bullying
- Engage managers to promote equality
- Attract recruit and progress ethnic minority employees in the workplace.



Reverse mentoring at BEIS

"I would strongly encourage everyone to take the opportunity to reverse mentor, because you can't affect change if you don't get involved. The learning, experience and opportunities gained are second to none. Different reverse mentor matches offer a wide range of perspectives." - Godfrey Atuahene Junior.

(Excerpt from article)



SECTION 6

CULTURE

An inclusive culture is where inclusive behaviours happen on a daily basis. According to Catalyst, 'employees experience inclusion at work when they feel valued, trusted, authentic, and psychologically safe' (Catalyst, 2019).

McKinsey translates the concept of inclusion in 3 measurable dimensions within an organisation:

- Openness - it is safe to express thoughts, ideas, and concerns.
- Equality - there is a perception of fairness, an equal chance for all employees to succeed.
- Belonging - employees share a positive connection to each other and the organization (McKinsey, May 2019).

Creating a culture of inclusion for ethnic minorities and women is important for retaining and progressing employees [see Progression chapter]. Cultures that are not inclusive can often allow discrimination and inappropriate behaviours [see Retention chapter].

Most importantly though without an inclusive culture organisations will not be able to tap into diversity of thought and will not reap the full benefits of inclusion, such as innovation, better decision making and better connections with stakeholders (Deloitte, 2018).



Culture eats strategy for breakfast - Peter Drucker

CULTURE - GENDER

66% of women - and 67% of women of colour - report they feel like they have to cover their true identity at work (Harvard, 2015) and 18% fewer women than men feel comfortable sharing opinions or ideas that challenge the status quo in their organisation (McKinsey, 2019).

Organisations in the offshore wind sector need to take deliberate action to ensure that their internal cultures are inclusive and do not penalise employees for being themselves at work. The number of voices that are speaking and the backgrounds from which they speak, drive different outcomes. Being inclusive is about inviting those voices to the table, it's about respecting different backgrounds and cultures, it's about speaking up when people are exclusive and are using words and behaviours that exclude others. Being inclusive is also about being vulnerable and acknowledging you don't have the answers.

In addition all people feel respected and valued in an inclusive culture. When the concept transforms from 'I belong' to 'we belong' employees are inspired by each other leading to enthusiasm, empowerment, trust and impressive results (Deloitte, 2020). An increase in individuals' feelings of inclusion translates into an increase in perceived team performance (+17 percent), decision-making quality (+20 percent), and collaboration (+29 percent) (figure 4) (Deloitte, 2018). (See repurposed figure below)



The numbers above on ethnicity show there is a long way to go, especially with regards to inclusion of ethnic minorities. In order to progress on ethnic diversity within the workplace the vital first step is to build a culture where all employees can comfortably and constructively talk about race and ethnicity. Not being able to talk about race, or fear of saying the wrong thing can hold leaders, HR and other key influencers back from addressing any further issues impacting ethnic minorities in their workplace.

Male engineers are more likely to answer that they feel 'very included' than female engineers (35% vs 23%) (Royal Academy of Engineering, Increasing Diversity and Inclusion in Engineering - a case study toolkit, 2015).

CULTURE - ETHNICITY

Ethnic minority groups often don't feel included; 49% of Black, Asian and minority ethnic employees believe they need to "mask part of their identity to fit in at the office", with this increasing by another 10% for women from ethnic minority groups (Utopia, 2020).

The lack of inclusion of minority groups leads to them being more likely to be 'underperformers' but instead of their lack of ability being the cause, it is an exclusive environment that prohibits them from thriving.

Talking about the issue is extremely difficult, which makes it even harder to address. A 2015 Business in the Community's Race at Work survey of 24,457 people found that employees from all ethnicities in the workplace said that their employers were not comfortable talking about race. The survey found that conversations around age, gender and even sexuality are much easier to have than conversations about race.

▶ **25% of BAME engineers state that they feel 'not very included' in the engineering profession, compared to 15% of white engineers (Royal Academy of Engineering, Increasing Diversity and Inclusion in Engineering - a case study toolkit, 2015).**

▶ **Research shows that inclusive workplaces are six times more likely to be innovative and three times as likely to be high performing (Juilette Bourke, 2016).**

▶ **Employees who feel able to bring their whole selves to work are 42% less likely to plan on leaving for another position within a year (Laura Sherbin and Ripa Rashid, 2017).**



FUNDAMENTALS

"What are the main things that companies need to consider in order to improve their EDI outcomes?"

1 Monitor engagement surveys and analyse responses across diversity characteristics

When running engagement surveys it is important to ask for diversity data so that the differences in responses can be disaggregated and monitored. If your survey results show that some employees feel less included than others, plan targeted action to address this. Explore concerns further by running focus groups to find the reasonings behind the data.

2 Encourage a speak-up culture and conduct exit interviews

Ensure your policies and processes for speaking up do not penalise individuals who raise concerns. Encourage speaking up through creating a communications campaign that makes employees aware of inappropriate behaviours and methods of reporting.

3 Walk the talk

Add inclusive behaviours to leadership framework and include in appraisals. Hold directors and managers accountable for changes in the engagement scores for their teams. Use performance reviews to make diversity and inclusion integral to the development of all staff's leadership and development capability. Respect for diversity can be included in all staff competencies, alongside team work and other criteria. This is especially important for managers and appraisals for all leadership positions. At leadership level, many organisations have committed to ensuring leadership team bonus payments are measured against corporate behaviours, including diversity. Others ensure senior managers cannot score top marks in their appraisal if they haven't met inclusion targets. Setting targets helps change the culture. People feel incentivised to make change when they are aware of targets and if they are accountable to them.

4 Make diversity and inclusion a core part of your induction training

Cover your organisation's values and bring your policies to life. If you have ERGs, try to include them in your induction training so that new starters are encouraged to join.



KEY STEPS

"What practical steps should companies take to resolve any issues?"

Ethnicity

1 Encourage conversations around race

One of the key things preventing leaders and company influencers from taking action on race equality is a fear of saying the wrong thing. Promote coaching and training that explicitly tackles this topic.

2 Tackle 'banter' and micro-aggressions

Clearly articulate what behaviours 'cross the line' using training, educational materials and code of conduct policies. Educate colleagues what behaviours constitute micro-aggressions and up-skill colleagues on how to successfully call them out. Share videos, resources and real examples that give examples of micro-aggressions in the workplace.

Gender

1 Create awareness campaigns

E.g. lunch and learn sessions or 'dare to speak, dare to ask' campaigns, blogs, videos, e-learning, or gimmicks. This makes the topics easier to talk about for all.

2 Offer inclusive leadership training

Work with leaders on what it means to listen and empathise with those other than themselves, be respectful of others, be vulnerable, value difference, be deliberate in the words they choose and speak up.

Tips for individuals:

Put in effort to engage with people other than yourself.

Invite them for coffee or lunch, ask their opinion, involve them in a decision or invite them in a project team.

Speak up on their behalf when you doubt behaviour is acceptable.



FAQs - Gender & Ethnicity

Being yourself at work sounds great. But surely there are boundaries?

Indeed, being authentic doesn't mean anything goes. The values of the organisation set the boundaries for behaviour. Individual and team targets and objectives give clear guidance as to what is expected. Within those boundaries, staff are free to deliver in any way they see fit. Inclusion is about respecting and valuing those different ways of working, and even supporting and encouraging them.

How do you respond to cynical people who are not engaged with diversity and inclusion?

Use engaging communications and branding for your diversity and inclusion work that is not tokenistic or too generic. Use the real voice of your colleagues to influence those who are cynical. Ensure you are sharing progress updates and outcomes so that colleagues know that the work you are doing is meaningful.

Who is responsible for creating an inclusive culture?

Everyone has a part to play in ensuring that the working environment is inclusive. Individuals should be made aware of every day inclusive actions, and be confident about speaking out when necessary. However, managers and leaders should be self-aware about the behaviours they exhibit and realise that they could be role modelling good or bad practice when it comes to culture.

How do you measure how inclusive your culture is?

Use both qualitative and quantitative data to build a picture of where barriers to inclusion exist in the day to day experience at your organisation.

CASE STUDIES - Taylor Hopkinson & Schroders

Case Study Inclusive Culture - Taylor Hopkinson

Taylor Hopkinson is committed to attracting and placing the most diverse range of candidates globally. This enables them to support the renewables sector as a leader in eliminating racial and gender bias in recruitment processes. To do that, they need a strong foundation internally, by living their values and encouraging a diverse, inclusive and open culture within the team.



Here are some of the actions they have taken so far:

- **Membership of the Offshore Wind Industry Council's Gender Diversity Strategy Group** - this allows Taylor Hopkinson to stay up-to-date and involved with industry developments, initiatives and share best practices.
- **Founding sponsor of WeBridge**, a networking platform promoting gender diversity in the renewables sector.
- **Regular diversity training** to support the team in a practical way and enable learning and discussion and to promote continual awareness and improvement.
- **A Diversity and Inclusion working group** that meets monthly and is made up of a balanced selection of staff, across disciplines, gender and seniority.
- **Partnership with an external partner** (e.g. The Big Fish Academy), offering D&I training to clients as part of the proposal process. The aim of this partnership is to use the network of Taylor Hopkinson to promote the importance of D&I in the renewables sector, taking what they've learned so far and supporting our clients in their recruitment process to enable a more diverse workforce.

Taylor Hopkinson comprises 42% females across a range of disciplines. The team at Taylor Hopkinson is led by 3 females out of 7 directors, and their multilingual team features 8 nationalities, placing professionals in 38 countries.

Results: Taylor Hopkinson were awarded Recruiter of the Year 2019 by industry at the Financing Wind Europe Awards, with its commitment to diversity cited as a key asset.

Case Study Inclusive Leadership Training - Schroders

When people become managers in Schroders they are provided with training. This includes an element specific to inclusive leadership, covering managing a diverse workforce and being line manager to a diverse team. While specific diversity training is important, Schroders is looking to embed diversity and inclusion education across their suite of management training offers. Case study shared in 'Delivering Diversity: Race and ethnicity in the management pipeline', CMI.

Schroders

Case Study: "Part of the Team": Designing Inclusive Management at Pinterest - [Read more here](#)

SECTION 7

INTERSECTIONALITY

Intersectionality is a term created by Kimberlé Crenshaw which helps us understand how discrimination against multiple aspects of a person's identity can overlap and impact their lives.

Intersectionality can be defined as 'The interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage; a theoretical approach based on such a premise' (Oxford Dictionary).

Intersectionality is applied as a framework in diversity, equity and inclusion work in order to recognise how a person is affected by a number of discriminations and disadvantages based on their characteristics. It is important because it recognises the fact that people have overlapping experiences based on their characteristics, and takes into account the true complexity of barriers faced by individuals.

BACKGROUND


Companies that collect in-depth data on diversity and intersectionality are more likely to act on the findings.

(Culture Amp, 2018)


Organisations may already be doing work in the area of social mobility in order to ensure that everyone has a fair opportunity to fulfil their career potential, regardless of the circumstances of their birth. Approaching social mobility work through an intersectional framework is really important because other characteristics also shape an individual's opportunity for social mobility. For example, young Black men have a higher unemployment rate than any other group of young people (April 2019-March 2020 unemployment rate).

The possible combinations of intersectional disadvantaged positions are innumerable. For example, the nine protected characteristics of the Equality Act 2010 give 511 possible combinations. For diversity and inclusion strategies, it is important to use intersectionality as a framework to examine the experiences of people with overlapping identities. Having a strategy that focuses on gender equality but does not include any interventions on ethnicity could create outcomes where employees who are women and from an ethnic minority background remain disadvantaged due to their ethnicity.


Being as specific and targeted as possible when it comes to diversity and inclusion is important when it comes to the impact of diversity and inclusion work. A study has shown that when boards broaden their definition of diversity to cognitive or experiential diversity, women and people of color lose out (Harvard Business Review, 2018). Analysing data in an intersectional lens can show what specific areas need to be taken into account, enabling diversity and inclusion strategies to be more targeted and effective.



Less than half (46%) Black, Asian and Latina women and 52% LGBTQ+ women surveyed globally feel included in company decision making (Culture Amp, 2018).



Black, Asian and minority ethnic LGBTQ+ employees are almost twice as likely as White employees to have experienced negative reactions from customers and clients (Business in the Community, Working With Pride, 2019).



86% of Black, Asian and minority ethnic lesbian and bisexual women report a period of depression compared to 79% of lesbian and bisexual women in general (Stonewall, 2012).

FUNDAMENTALS

1 **Promote an intersectional approach to employee wellbeing**

Inclusion and wellbeing are related and interconnected. It is important to cultivate employee wellbeing that takes into consideration an individual's diversity in order to cultivate an inclusive workplace. Producing a health and wellbeing strategy that is not designed using an intersectional approach can exclude groups and prevent employees from accessing the support available. Design wellbeing initiatives that appeal to different needs e.g. men's mental wellbeing and women's physical wellbeing. Do extra work to find out about how mental health is stigmatised in different communities.

2 **Ensure existing policies reflect the specific needs of intersecting groups**

For example, do your parental leave policies only reflect the needs of women in heterosexual relationships? Carry out a policy review and consult employees to identify any barriers.

3 **Disaggregate and monitor data in an intersectional way**

Use data collected to specifically monitor the outcomes of workers with multiple diversity characteristics. In consulting with employees for data collection purposes (e.g. focus groups on experiences of recruitment processes), ensure a multiplicity of characteristics and identities are represented (e.g. older women, disabled women).

4 **Ensure interventions take into account intersectionality**

By including a representative group in talent development programmes and training aimed at specific groups. For example, if you have a women's leadership programme or event, ensure women from all backgrounds are represented and visible.

5 **Provide opportunities for intersectional discussions and learnings**

Do this by asking different ERGs to collaborate on joint initiatives. If you do not currently have ERGs, offer 'lunch and learns' or invite external speakers to speak on intersectional topics.



FAQs - Gender & Ethnicity

Does focusing on multiple diverse characteristics limit the impact of interventions?

Taking an intersectional approach has typically resulted in a greater level of impact and accelerated progress, largely due to the fact that intersectional approaches tend to be more robust. By taking an intersectional approach, a firm does not have to 'pick and choose' actions to tackle one social inequality over another. Furthermore, ensuring true diversity of thought requires a joined-up, holistic, approach to equality. (CBI, Combatting workplace inequality: the intersectional approach, 2020)

I prefer to treat people in my team as individuals. I don't see colour or gender. Splitting people in all these different groups can easily lead to identity politics or victim thinking. Is it not better for a manager to look at individuals?

Intersectionality helps us see people as individuals as it takes all the layers of our identities into account and helps us recognise that people cannot be put into one 'box'.

Where do we start if we want to introduce intersectionality to our diversity and inclusion work?

It is advisable to look at your data to see where your work needs to be targeted. It is also a good idea to start bringing intersectionality into any existing work on gender equality, for example, by exploring the experiences of women from ethnic minorities, disabled women etc.

CASE STUDIES – Academic Insights & Practical Examples

Why visible role models are so important for Black women in STEM, Stylist:

The study was carried out by researchers at Indiana University – Purdue University Indianapolis (IUPUI) and published in the Psychology of Women Quarterly journal. They concluded that Black female students were more likely to feel like they belonged in STEM – and thus more likely to continue working in their chosen field – if they had access to Black women as role models.

(Excerpt from article)



5 ways intersectionality affects diversity and inclusion at work, World Economic Forum

In her 1989 work 'Demarginalizing the Intersection of Race and Sex', the US lawyer and civil rights advocate wrote: "Because the intersectional experience is greater than the sum of racism and sexism, any analysis that does not take intersectionality into account cannot sufficiently address the particular manner in which Black women are subordinated."

The colour of your skin, your gender, disability and sexual orientation all interact to affect your lived experience and contribute to unequal outcomes in ways that cannot be attributed to one dimension alone.

(Excerpt from article)



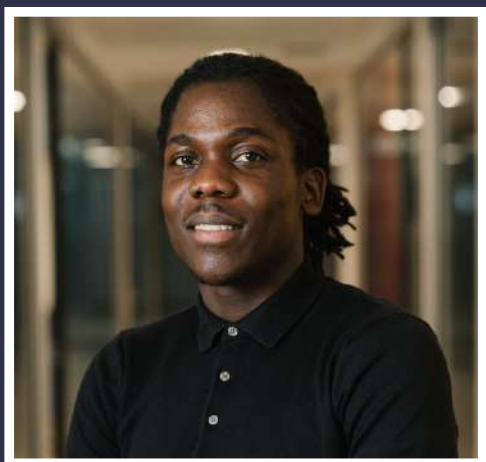
Do Your Diversity Efforts Reflect the Experiences of Women of Colour?, HBR:

As organisations recognise the deeply-researched benefits of diversity at work, I see more leaders jumping headfirst into gender diversity efforts that do not consider the experiences of all women, particularly women of colour. Corporate leaders need to focus on diversity and inclusion efforts that take an intersectional approach, as coined by academic Kimberlé Crenshaw, to identify barriers that women of colour face, due to the impact of their race and gender.

(Excerpt from article)



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Mac is the CEO of data-driven, equality, diversity and inclusion (EDI) company, The Equal Group – committed to helping organisations identify and overcome their biggest challenges, including unlocking both quantitative and qualitative EDI data, typically helping organisations achieve +85% visibility of demographic data. Mac previously spent 10 years working as regulatory consultant in the energy and utilities sector. Mac has worked with and for organisations, such as KPMG, National Grid, Scottish Power, Capita and the Scottish and UK governments.



Inge Woudstra - CEO at The Big Fish Academy, Director of W2O Consulting & Training

Inge helps organisations in tech & engineering to recruit, retain and advance female talent, eg creating a D&I strategy, action plan and improving work processes. Clients she has worked with include: TalkTalk, EDF Luminus, Total, PDF Oman, WISE and the Royal Academy of Engineering. Inge is also the co-founder of The Big Fish D&I Academy – training D&I leads and champions. The Big Fish Academy works in partnership with Taylor Hopkinson offering D&I training in the Offshore Wind Sector. She is the author of, 'Be Gender Smart – The key to Career Success for Women', and has previously worked at Siemens and Shell.



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Sarah is a project consultant at Opergy – a leading consultancy that helps businesses and organisations to scale-up and become industry leaders across the clean energy sectors. With 9 years' experience working in the offshore wind sector, Sarah is experienced in compiling business intelligence and supporting complex economic analysis. She is an experienced PRINCE 2 qualified project manager, often working with diverse and multi-lingual teams to deliver real results.



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Supporting businesses in the offshore wind sector to measure and address ethnic diversity and gender balance across their workforce.