Aston University
BIRMINGHAM UK

Royal Academy of Engineering

Investing in and Supporting Women in STEM

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UNIVERSITY OF THE YEAR 2020 The Guardian

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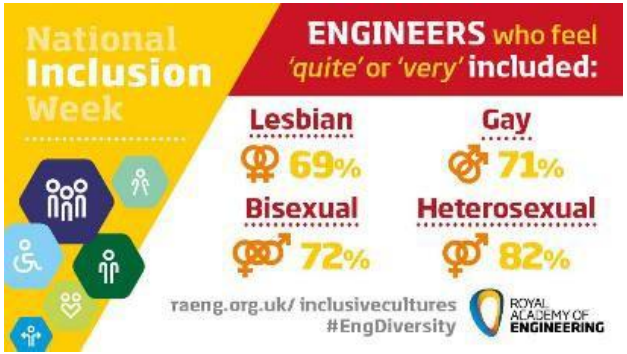
Building inclusive cultures



It starts at the bottom….

Hall Green School and Dartford Grammar School for Girls – 90 live watches Four Dwellings Academy and Townley Grammar – 120 catch up views

Pay attention to the pipeline

Lead with an Inclusion Mindset

- **Psychological safety**
  - Effective collaboration, diversity of thinking, focus on team cohesion, challenge poor behaviour
- **Aware of own biases**
  - Challenge yourself about your blind spots
- **Be committed**
  - Personal priority, hold others accountable, authentic commitment
- **Open mindset**
  - Listen without judgement, empathy for others, curious
- **Emotional and cultural intelligence**
  - Adapt and pay attention
- **Allow others to lead**
  - Create space for everyone to contribute
- **Monitor and measure**

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Inclusive recruitment

- Review your strategies and practices against existing good practice
- Monitor the diversity of applicant and candidates profiles, collect and hold diversity data appropriately and track applicants through recruitment processes to identify barriers and to measure the success of any adjustments
- Experiment with different elements or aspects of the selection process using diversity data to measure success and share new approaches.
- Review your approach to targeting universities
- Continue to target outreach activities to underrepresented groups of students and look at expanding the range and format of initiatives and activities to reach and appeal to different students
- raeng.org.uk/inclusive-recruitment

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Write inclusive job adverts	Use targeted channels to reach diverse groups	Use your data to look at the entire application cycle
Use your diverse stakeholders to reach diverse groups	Consider anonymous applications	Unconscious bias training for panels and reminders
Balanced panels	Ask tough questions and challenge non-inclusive behaviors	Offer reasonable adjustments and flexibility

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Graduate Engineering Engagement Programme

- Award winning programme aims to increase the flow of diverse talent into engineering careers
- Developed in response to demand for engineering skills and the serious diversity deficit
- Delivered in partnership with engineering employers. Supported by AfBE and WES.
- Over 1000 students to date from 66 universities, over 90% Black, Asian and minority ethnic backgrounds, 28% women.
- **Contact Rob Adediran to join the programme for 2021!**

GEEP 2019, Birmingham

Think about barriers

- Conferences
  - Challenges around childcare and being away from home can sometimes disproportionately affect women
  - Challenges of International travel can sometimes disproportionately affect women from different ethnic minorities
- Be creative
  - Help women bring International conferences and collaborators to your Institution
  - Use different ways of attending meetings to allow those with caring responsibilities to attend virtually
- Women’s Networks and Women’s Leadership events
- Coaching and Mentoring
- Applying promotions criteria considering quality not quantity

Dynamic Working Personas

Campus Worker

- My work involves face to face interaction with students, staff and others
- The nature of my job means all or almost all of my job couldn't be done off campus

Hybrid Worker

- I know what I need to achieve, and I work from a location which best suits each activity
- I attend campus for team activities, face to face teaching, pastoral responsibilities and citizenship duties
- Some of my work involves using equipment, technology or other resources which are on campus
- Some of my work is better suited to a location where I won't be interrupted or distracted

Remote Worker

- The nature of my work requires me to be based off-campus e.g. in an industry partner, with widely dispersed students or on an overseas research project
- I don't come onto campus but connect with colleagues virtually

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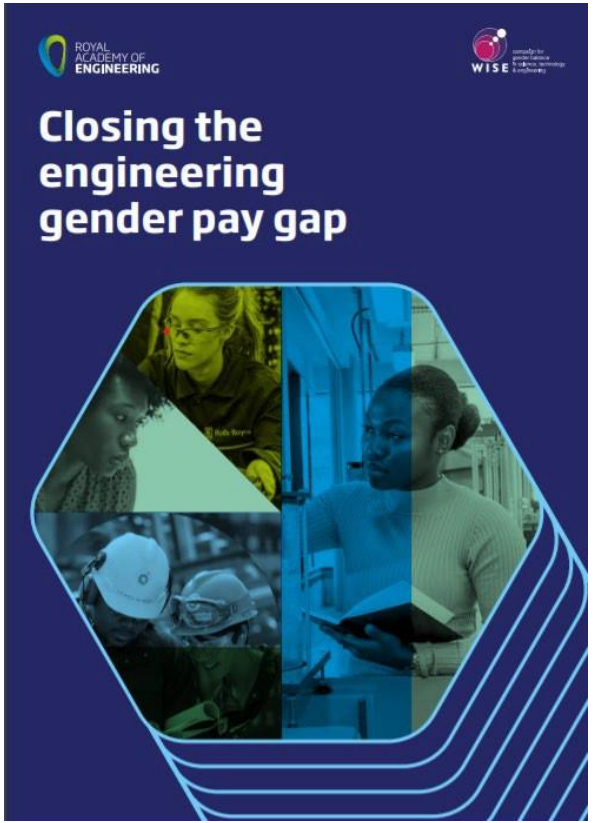
Closing pay gaps

- Understand the causes of the pay gaps and which solutions are proven effective
- Analyse data to identify issues specific to your organisation
- Introduce a transparent pay and progression policy and publish salary ranges
- Go beyond the government's mandated requirements - publish a credible action plan which tackles the underlying causes. Focus on actions within your control and are proven to have a positive impact.
- Look beyond gender. Consider monitoring and reporting on ethnicity and disability pay gaps
- raeng.org.uk/gender-pay-gap



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For HR, pay and reward specialists

Issue	Solution
Rates for the job and how to progress are unclear.	Publish career levels with pay ranges and transparent pay and progression principles.
Manager discretion introduces bias to pay and progression decisions.	Monitor decisions by managers about who gets a pay rise and who is hired or promoted.
Women are underrepresented in senior roles	Review promotion criteria and consider job sharing and other flexible working options for senior roles.
Women leave or do not return after a career break	Conduct formal exit interviews and collection of this data to understand why people leave or do not return after a career break. Conduct regular employee engagement or culture surveys to identify organisational strengths and areas for improvement.

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Building inclusive cultures

We have worked with engineering employers to produce various toolkits and resources to support the creation of inclusive cultures in engineering:

- **Inclusive cultures toolkit**. This toolkit provides guidance on the main activities that are involved in creating and maintaining inclusive cultures in organisations.
- **Majority allies resources**. This set of resources aims to support those who wish to be an ally and to support organisations who may wish to have an allies programme or support allies within their organisation.
- **Creating Inclusive Cultures: Team workshop series**. A set of 'out-of-the-box' training modules designed to be run by an engineering project leader or manager when a team or group first come together to foster inclusive team working and achieve stronger outputs as a result.

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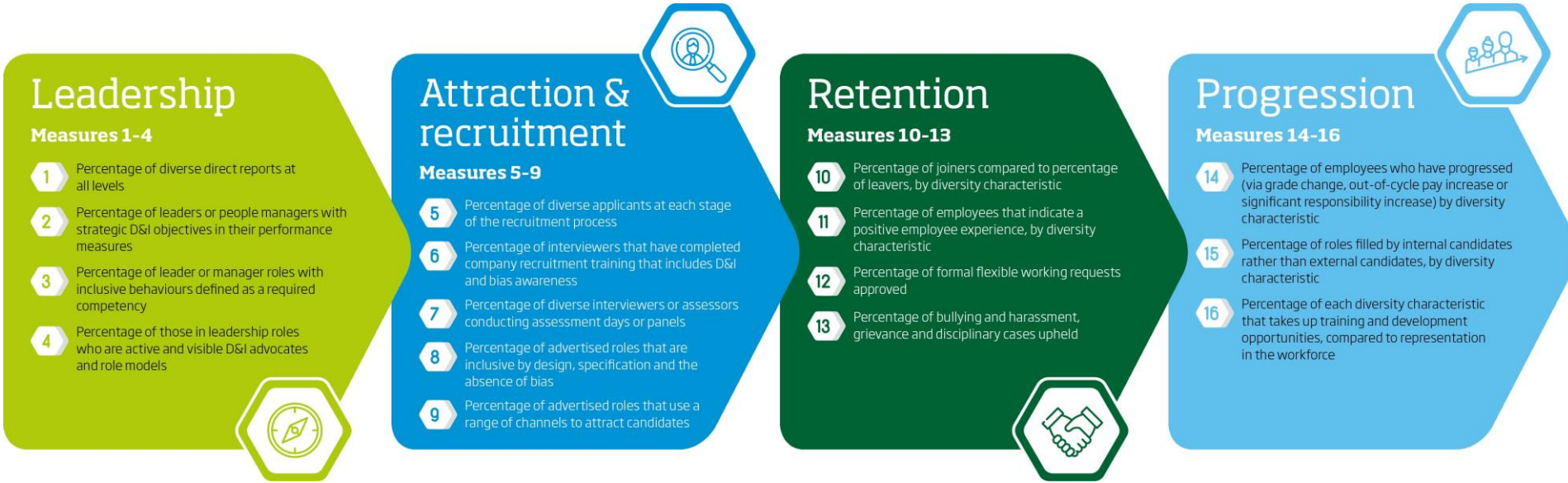
Measuring progress

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



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Other useful resources

- Menopause: Acas guidance, ENEI guidance
- Supporting age-diverse workforces: IAB guidance
- Inclusive communication:
  - http://gender-decoder.katmatfield.com/
  - https://www.gov.uk/government/publications/inclusive-communication