

Workshop 14 —
diversity in
teams



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Equality, Diversity and Inclusion - definitions

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- Equality - ensuring equality of access, treatment, outcomes and impact in both employment and service delivery. It is rooted in ideas of justice and fairness
- Diversity - everyone is different in a variety of visible and non-visible ways, and that those differences are to be recognised, respected, valued, promoted and celebrated
- Inclusion - the practice of including people in a way that is fair for all, values everyone's differences, and empowers and enables each person to be themselves and achieve their full potential and thrive at work

Building the team beyond EDI

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- Neurodiversity - the natural range of differences in human brain function. Among employers, it's used to describe alternative thinking styles including dyslexia, autism and ADHD
- Intersectionality - we all have multiple, overlapping identities that impact on our experience, including multiple discrimination and disadvantage

Demand for Low Carbon Skills



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Low Carbon Jobs in Scotland - 77,000 by 2050

Low Carbon Heating - 28,000 jobs by 2030 (16,400 net additional jobs)

89% of UK STEM businesses have found it difficult to recruit staff within the required skills in the last 12 months, leading to a current UK shortfall of over 173,000 workers

Diversity in Low Carbon Jobs

- Recent IET survey found that: 47% of engineering employers report difficulties with the skills available to them
- There remains under-representation of women (12%), low socio-economic (24%) and ethnic minority backgrounds (9%) and those with a disability (9%)
- This data hides a “double disadvantage”. For example: women make up 12% of the core STEM workforce in UK, and black women account for 0.7% of the tech sector, i.e. indicators of under-representation are often cumulative

Missed opportunity

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- Complex issue but a pool of talent is not being drawn into the sector

Current position

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- Where are you now?
 - Gender
 - Ethnicity
 - Disability
- How does that compare to your customers?
- How homogenous is your workforce?



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Inclusivity

- STEM careers are experiencing some of the highest levels of growth in the UK
- But significant issues prevent those from less advantaged backgrounds from fully participating
- Reasons for these social mobility challenges in the tech sector:
 - Misconceptions and lack of knowledge of the opportunities for students from disadvantaged backgrounds
 - Non-inclusive working and recruitment practices
 - Differing levels of social and science capital
 - Differences in educational attainment.
- Only 13% of women were interested in a career in Technology vs. 36% men.
- Small, innovative companies will fuel a large proportion of cleantech job growth in the UK - ~ 50% of job creation is generated by SMEs
- Inclusive recruitment and training of staff will reduce economic inequality and increase long-term jobs growth

Why focus on EDI?

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- It's the law
- It's morally right
- It's a business benefit:
 - Better business performance
 - Diverse workforces are beneficial for decision making, innovation and problem solving as people bring a diverse range of backgrounds and experiences with them
 - Promotes sustainability of businesses and economies
 - Engage different markets
 - Talent
 - Reputation

Equality Act
2010

What benefits could there be for your business?

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What should we do?

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- **Strategy with senior buy in**

- A diverse workforce needs an inclusive environment and cultures to flourish
- Managing diversity and developing a culture of inclusion is a continuous process of improvement
- Use lived experience of marginalised staff to support business goals, including addressing diverse needs of customers
- Keep up-to-date with the law and review policies
- Guidance and training for managers
- Other initiatives such as Investors in People (IIP), BSI 76000 Valuing People and ISO 9001 Quality Management
- Collect and use good quality people data to identify barriers and solutions

What should we do?

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- **Workplace behaviour**

- Train all employees and ensure everyone has a personal responsibility to uphold the standards.
- Reflect equality, respect and dignity for all in the organisation's values and describe desirable behaviours
- Embed EDI in performance management
- Focus on accountability and transparency
- Ensuring merit, competence and potential are the basis for recruitment and development decisions
- Be alert to the influence of conscious and unconscious biases
- Ensure harassment and bullying are dealt with

What should we do?

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- **Communication**

- Develop an open culture with good communication channels to give employees a voice
- Use different and accessible communications methods to keep people up to date
- Actively seek people's ideas and act on feedback

- **Learning and development**

- Training and awareness raising for staff as part of continuous professional development (CPD)
- Include EDI issues in new employee inductions
- Train all leaders and managers to drive their support

What should we do?

- **Recruitment**

- Role design / advert
 - Behaviour-based, avoid 'cultural fit' or 'person–organisation fit'
 - Offer flexible working and the specific benefits and policies available
 - State salaries in job adverts – ideally non-negotiable
- Advertising
 - Focus and target outreach on under-represented / marginalised groups – channels and networks
 - Clear timelines and process and ask if reasonable adjustments are needed
- Application
 - Anonymise the process – avoid asking about employment dates, no. of years is better
- Selection
 - Automate shortlisting and have longer shortlists
 - Structured interviews with skills-based tasks
 - Decide on batches of candidates using a Panel
 - Gather and share feedback from and to candidates
- Monitor and measure

What should we do?

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- **Measure, review and reinforce**

- Governance setting out effective leadership, accountability and delivery
- Regularly audit, review and evaluate progress - employee surveys and marginalised employee lived experience
- EDI objectives in job descriptions and performance reviews
- Benchmark progress against other organisations
- Network with others from inside and outside the organisation

What can you do now?

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Where can you find advice?

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- CIPD
- ACAS
- Business Gateways

