The Institution of Engineering and Technology

Paper Number
T(22)33

28 April 2022

PAPER CLASSIFICATION: OPEN

Board of Trustees

EDI STRATEGY

(Paper by Laura Norton. If you have any questions on this paper before the meeting please contact Laura Norton by email lauranorton@theiet.org)

1. Issue

To approve the updated Equality, Diversity and Inclusion (EDI) strategy to 2025.

2. Timing

Board of Trustees meeting, 9 May 2022.

3. For Recommendation

The Board is invited to approve the updated EDI strategy.

4. Background

4.1. In 2019 we launched our first EDI strategy, and over the past few years our knowledge base, data sets and partnerships in this area have grown.

4.2. In 2021, with these new insights and the development of IET Strategy 2030, we launched a longer-term strategy that was signed off by the Board of Trustees. This document has been reviewed and updated to make sure that the EDI strategy 2022-2025 is a living document and consistently reflects changes within our own organisation, the engineering and technology sector, the EDI landscape and society as a whole.

4.3. We have worked with Board of Trustees EDI Champions, EDI Committee, EDI networks and other relevant teams to deliver this refreshed EDI strategy to 2025.

5. Key updates to the EDI Strategy 2022-2025

5.1. The updated strategy is presented in Appendix A: EDI Strategy 2022-2025. The main changes include:

5.1.1. Strengthening our commitment to and position on EDI, demonstrating that it is core to our values and aligns with and runs throughout strategy 2030.

5.1.2. Clarity on who the strategy is aimed at – members, volunteers, staff, and the wider engineering and technology community. We're talking about industry, practitioners, academia, and society when we're supporting our volunteers.

5.1.3. Developing a more global approach.

5.1.4. Articulating the EDI vision and mission, in line with the organisational vision and mission.

5.1.5. Updating definitions of equality, diversity, and inclusion.

5.1.6. Updating data and statistics.

5.1.7. Updating areas of focus (see 5.2).

5.1.8. Linking to our new EDI A Year in Review to demonstrate our recent achievements and successes.

5.1.9. Updating the governance structure as shown in Appendix B: EDI Governance Structure to include an EDI Working Party to position us as a thought-leader in EDI within the engineering and technology sector and provide us with expertise, knowledge and lived experience to guide and support our work in terms of our membership and the wider engineering and technology sector. It is proposed that a Board of Trustees EDI Champion is invited to Chair the Working Party with secretariat support from the Head of EDI. Terms of Reference will be developed with the Working Party Chair.

5.2. To make sure our IET protected characteristic focus areas are reflective of the current landscape and address the priority areas, these have been updated to:

5.2.1. Address diversity data collection and monitoring (an area of need highlighted in our 2021 submission to the Royal Academy of Engineering and Science Council Progression Framework self-assessment and our EDI audit in which we are already making progress).

5.2.2. Address intersectionality.

5.2.3. Move away from a gender-first approach.

5.2.4. Refine the way in which we discuss disability to adopt the social model of disability and identity first language as a default, including neurodiversity and mental health as areas within the disability umbrella.

5.2.5. Refine the way in which we discuss race and ethnicity.

6. Resources

There are no current resource implications.

7. Risk

No risks have been identified.

The Institution of Engineering and Technology

EDI Strategy 2022-2025 **Appendix A to T(22)33**

At the IET, equality, diversity and inclusion (EDI) are core to our values and beliefs and run throughout our Strategy 2030. Together, we're building an inclusive culture that inspires, engages and celebrates the diversity of our colleagues[1], volunteers, members and the wider engineering and technology community. We want everyone to fulfil their full potential and feel they belong in engineering and technology.

"Equality, Diversity and Inclusion are central to our values and beliefs in the IET and run throughout our Strategy 2030.

In the UK, there is a recruitment shortfall in our engineering profession, which coincides with only 12% of women choosing to take up places at college and universities to study engineering. We also know that increased diversity leads to enhanced creativity, innovation and collaboration - the skills we need to engineer a better world.

Above all, promoting EDI is fundamentally the right thing to do in any organisation, for the wellbeing of its people and to help everyone to realize their full potential.

Together we are building an inclusive culture that inspires, engages and celebrates the diversity of our colleagues, volunteers, members for the greater good of the whole engineering and technology community. Indeed, we are restless and continual development of EDI underpins the IET's DNA." **Sir Julian Young, IET President**

"It is important that the IET creates an environment where our members, volunteers and colleagues feel valued and can be themselves. It is of equal importance that our actions represent our membership base and the countries in which we operate." To date, our diversity efforts have largely focused on gender- to make a greater impact and reach wider and more inclusive audiences, we must broaden our EDI efforts by focusing upon multiple diversity characteristics and approaches." **Nigel Fine, Chief Executive and Secretary**

[1] By colleagues we mean everyone who works for and within the IET. Within this strategy there are times when we discuss our role and ambitions as an employer, in those terms we mean anyone who directly works for the IET.

"I'm inspired by the progress that we've made so far with our EDI strategy to 2025 but we still have much work to do. As our knowledge and data sets have grown we have evolved our strategy to ensure we see the significant impact we're all so eager for. We want everyone to fulfil their potential and feel they belong in engineering and technology." **Yewande Akinola MBE HonFREng BEng MSc CEng FIET, IET Board of Trustees EDI Champion**

"I'm proud to support the IET's EDI strategy to ensure our membership is inclusive and accessible to all. Engineering is for everyone and we must work together to ensure that we engineer a better world for all." **Katy Deacon BEng MEng CEng MIET, IET Board of Trustees EDI Champion**

"It is exciting to see the IET evolving its leadership in the area of EDI to reflect progress that has already made and resetting the targets to build on the momentum attained. Inclusion is a crucial part of engineering a better world, all the way from systems design and to building effective teams." **Professor Kate Sugden BSc MSc PhD MIET, IET Board of Trustees EDI Champion**

About the IET

We are the IET and we inspire, inform and influence the global engineering community to engineer a better world. As a diverse home across engineering and technology, we share knowledge that helps make better sense of the world to solve the challenges that matter. That's why we are uniquely placed to champion engineering.

Introduction

This EDI strategy to 2025 supports the IET's objectives, vision, mission, values and supporting behaviours. It demonstrates our commitment to providing equal opportunity for all and highlights that we value everybody associated with us.

Vision

As a registered charity, the IET's purpose is to enable the engineering and research community to better serve society and this is captured in our vision statement:

"Working to engineer a better world."

Our EDI strategy contributes to that by:

"delivering equality, diversity and inclusion across the IET and in the profession we represent, we will advance excellence in engineering a better world".

Mission

The IET's mission statement is:

*"*To inspire, inform and influence the global engineering community, supporting technology innovation to meet the needs of society."

Our EDI strategy contributes to that by:

"Inspiring, informing and influencing all colleagues, volunteers, members, organisations and the wider engineering and technology community with a focus on improving EDI in terms of disability, gender, LGBT+, race and ethnicity, and social mobility."

The EDI strategy had an initial UK focus but considers the global nature of the IET and the engineering and technology community as well as our ambition to be a truly global organisation by 2030.

EDI runs throughout our strategy to 2030.

Why?

Engineering and technology are for everyone.

It is not only morally right to ensure that everyone has equal opportunity to be involved and succeed but to improve our world and shape our future, to advance excellence and solve complex global challenges we need to include a diversity of talent and knowledge. Furthermore, in the UK we face a nationwide skills shortage threatening our industry, to address this we must support equal opportunity for all and be a truly inclusive community.

Who

Key audiences of our EDI strategy include IET:

- colleagues
- volunteers
- members
- organisations
- and the wider engineering and technology community.

This includes industry, practitioners, academia and society.

Definitions

Equality: Ensuring individuals are viewed and treated equally, often understood in terms of the protected characteristics of the UK Equality Act 2010 (see below), at the IET we encompass all diversity within this definition.

Diversity: Anything that can make us different from others. This includes but is not limited to age, disability, gender, race and socio-economic status.

Inclusion: Ensuring everyone feels that they belong and can participate.

Equality Act 2010: In the UK* the concept of equality is primarily centred on complying with the UK Equality Act 2010. The Act makes it unlawful to discriminate, harass or victimise someone because they have or are perceived to have a 'protected characteristic' or are associated with someone who has a protected characteristic. All people in the UK are protected by this legislation.

* this strategy considers the global nature of the IET and the engineering and technology community as well as our ambition of a truly global organisation by 2030.

Protected characteristics: The protected characteristics set out in the UK* Equality Act 2010 include age, disability, gender reassignment, marriage or (in employment only), pregnancy and maternity, race, religion or belief, sex or sexual orientation.

*this strategy considers diversity beyond the protected characteristics in the UK's Equality Act 2010.

Further definitions are included in our EDI glossary.

Current areas of focus

Through our EDI work we reflect the values of the IET:

We treat everyone with Integrity and respect, continually striving for Excellence in all our activities and use the power of Teamwork to deliver value.

An overarching area for improvement is diversity data collection and monitoring - understanding data is key to improving diversity. We must collect, collate, and analyse appropriate diversity data to ensure an evidence-driven approach to our work. We will continue to further develop trust in the self-reporting of diversity data so that we can learn as much as possible from our data and take appropriate actions where needed.

Currently, we are focusing on the areas below, we believe this provides us with an opportunity to create the greatest impact. As our knowledge base grows this strategy will be reviewed and adapted accordingly, it may then focus on diversity characteristics such as, but not limited to, age and religion.

We need to understand and acknowledge the intersectional nature of diversity. People do not fit into neat categories and many of us are affected by many different aspects of EDI.

Disability

Disabled people are underrepresented in STEM. Disabled engineers make up 11.1% of the workforce in comparison to 14.8% of those in non-engineering occupations (Engineering UK. 2020).

The UK Equality Act, 2010 defines disability as ‘a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on your ability to do normal daily activities’. For example, this can include diabetes, neurodiversity, hearing or speech impairments, arthritis, heart problems, ill mental health, depression, epilepsy etc.

The UN defines disabled people are ‘those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others’.

At the IET we embrace the social model of disability which states that disability is not an individual characteristic inherent to a person, but instead a societal construct arising from the interaction of a person and the inaccessible environment and discrimination they encounter.

As an institution, we must ensure our processes, activities and events are accessible and inclusive of all disabled engineers and technologists. We have an opportunity to showcase disabled talent across our discipline.

As an employer we must ensure inclusive access, retention and progression of all disabled staff.

Globally we must understand more about disability, embrace our differences and work to provide accessible environments for everyone to be included and achieve their potential.

Gender

Promoting gender diversity within the engineering and technology profession is key to broadening the talent pool and engaging with a large proportion of the population.

We know that women make up only 16.5% of all engineers and 17% of all first degree entrants in all engineering and technology subjects (Engineering UK, 2022 and 2021) despite making up 51% of the population (UK 2011 census). In our 2021 IET member survey 5.3% of respondents identified as female.

As an institution, embracing gender diversity enhances collaboration and brings about the diversity of thought which leads to the innovation and creativity required for us to engineer a better world.

As an employer, we must harness and utilise all talents and ensure all staff can be their best and achieve their potential.

We must understand the global context of gender diversity and the ways in which improved gender diversity is achieved across the world.

LGBTQ+

A survey conducted by the IET (2019) showed that over a quarter of respondents (29%) who identified as belonging to the LGBTQ+ community, would never consider a career in the engineering profession for fear of discrimination.

As one of the largest and most influential professional engineering institutions (PEIs) in the world; the IET has a responsibility and opportunity to inspire, inform, influence, and promote engineering to everyone and ensure that no one fears discrimination within our community and everyone can bring their whole selves to work. We encourage all engineering organisations and other PEIs to do the same.

As an employer, we must demonstrate that everyone has equal opportunity to succeed, and that workplace discrimination, exclusion, and barriers to career progression will not be tolerated.

On a global basis, we must not rely on generalised assumptions of acceptance or intolerance but model our IET behaviours, welcoming everyone to our community, whilst accepting cultural differences across the world.

Race and ethnicity

We stand together against all forms of racism and we expect our members, volunteers, and colleagues to do the same.

We know that 9.9% of those working in engineering occupations across all industries were from minority ethnic backgrounds, compared to 12.2% of those in non-engineering occupations and this is despite 27% of engineering degree qualifiers being from minority ethnic backgrounds in 2018/19 (Engineering UK, 2020). According to the IET's 2021 Skills and Demand in Industry report, only 30% of organisations take action to attract racial minority groups into their workforce.

Promoting racial diversity within the engineering and technology profession will broaden the talent pool and ensure that we solve complex problems for all of society.

As an employer, we must ensure all our colleagues have the opportunity to succeed and feel a sense of belonging within our organisation.

We must improve our understanding of race and ethnicity data collection and monitoring on a global basis as well as cultural difference on an international scale.

Social mobility

21% of those working in engineering come from lower socio-economic backgrounds, in comparison to 29% of those in the wider workforce (Labour Force Survey, 2017). There is a greater disparity in progression to more senior roles for those from different socio-economic backgrounds (Bridging the Gap, 2022).

We have a responsibility and opportunity to engage with people from all socio-economic backgrounds across everything we do.

From a workforce perspective, it is important to recognise that traditional workplace structures don't necessarily take into account the circumstances and experiences of individuals who come from a lower socio-economic background.

From a global perspective, we must seek to learn more about social mobility, the value of careers in engineering and technology and the progression they bring to societies and individuals.

Partnerships

Our work can be even more powerful when done in collaboration with others. By maintaining key partnerships, identifying new partners, and sharing good practice we will extend the reach and influence of our EDI work. By working with others and driving the development of cross-sector standards, we can begin to embed longer-term improvements.

Measuring success

Measuring success is key to knowing whether we are achieving our central aim of inspiring, informing, and influencing all colleagues, volunteers, members, organisations, and the wider engineering and technology community, especially within our current focus areas of gender, race, and ethnicity, social mobility, LGBT+, and disability.

A range of measures will enable us to monitor our success:

- capturing and monitoring diversity data across our staff, volunteers, membership, and activities
- maintaining and improving diverse talent attraction and retention across the institution
- engagement with a broad and diverse group of engineers and technologists measured through diversity data monitoring
- engagement with our content that promotes diverse talent and inclusivity through media tracking
- engagement and satisfaction levels of IET members and volunteers measured through feedback surveys
- engagement and satisfaction levels of IET staff measured through surveys
- evidence of improved career progression and or retainment of underrepresented groups through surveys, feedback forms, focus group data
- growth of effective partnerships measured through stakeholder mapping, communication statistics, and outputs
- external recognition and award for our successful and exemplary EDI practices
- improvement in all areas of the Royal Academy of Engineering and Science Council Equality, Diversity and Inclusion Progression Framework Tool.

To read some of our recent achievements take a look at our EDI Year in Review 2021.

To understand how we will continue to deliver our strategy take a look at our EDI action plan (below) and our EDI roadmap.

EDI action plan –

This action plan outlines how we will continue to deliver our EDI strategy.

Key audiences of our EDI strategy include IET:

- colleagues
- volunteers
- members

- organisations
- and the wider engineering and technology community.

Current priority areas include:

- Disability
- Gender
- LGBTQ+
- Race and ethnicity
- Social mobility

In the next 3 years of this strategy to 2025 our responsibilities are to:

- develop an inclusive environment within IET workplaces and to ensure that the IET lives its values within EDI
- embed EDI throughout the work that we deliver within those workplaces
- build an inclusive membership with a true sense of belonging which celebrates diversity
- inspire the next generation and ensure inclusive access to engineering and technology
- inform and support organisations and individuals in promoting and advocating for improved EDI across the engineering and technology sector

We will meet these responsibilities through the following goals and activities:

1. IET workplaces are inclusive environments where everyone feels supported and able to bring their whole selves to work and succeed.
    - Understand the diversity demographics of our colleagues and how diverse and inclusive the IET is an employer. This will begin in 2021 and develop throughout the remaining years of this strategy.
    - Review policies related to employment with a focus on inclusivity
    - Achieve disability confident leader status in 2023
    - Ensure we are in a position to become a Race at Work Charter signatory by 2024
    - Understand the diversity demographics of our recruitment processes by 2022
    - Understand the diversity demographics of our career progression processes by 2024
    - Encourage conversations around EDI, in particular, focusing on our current priority areas
    - Ensure our workplaces represent best practices in EDI

For more information in this area see our colleague survey action plan.

2. Measured improvement in EDI performance through our core areas of activity.
    - Use the Royal Academy of Engineering and Science Council D&I Progression Framework to monitor performance in EDI
    - Prioritise actions in the areas in which we performed less well in the 2021 Royal Academy of Engineering and Science Council D&I Progression Framework self-assessment for improvements
    - Use our digital accessibility audit and action plan to ensure our digital offering is inclusive and accessible
    - Measure and improve the inclusivity and diversity of our publishing practices by 2025

3. The IET has an inclusive membership with a true sense of belonging which celebrates diversity
    - Understand the diversity and sense of belonging of the IET volunteer base. This will begin in 2022 and develop throughout the remaining years of this strategy.
    - Understand the diversity and sense of belonging of the IET membership. This will begin in 2023 and develop throughout the remaining years of this strategy.
    - Grow a network of IET member EDI champions and advocates
    - Provide resources and practical guides to support volunteers and members within EDI for example
        - Tackling bullying and harassing behaviours
        - Having conversations around EDI
        - Inclusive committees
        - Inclusive communications
        - Inclusive events
    - Celebrate the diversity of our members and volunteers

4. The next generation is inspired and feel able to access and progress their learning and progression into engineering and technology careers
    - Showcase diverse careers in engineering and technology
    - Showcase the public commitment of IET volunteers and members to improved EDI within the sector
    - Further develop our inclusive support for schools and parents, working with partners where appropriate
    - Continue to showcase role models through campaigns such as Young Woman Engineer of the Year Award, Celebrating Impact, Engineering Kids Futures
    - Increase the diversity of talent entering the profession through our education programmes of activity, mentoring programme and support to partner organisations

5. Employers and individuals are supported and empowered to promote and advocate for improved EDI across the engineering and technology sector
    - IET to deliver research to further understand the barriers to employers improving EDI for underrepresented groups in relation to our current areas of focus
    - IET to deliver campaigns and toolkits to support individuals unsure how to best advocate for improved EDI
    - IET to articulate the importance of an inclusive engineering and technology workforce

The responsibility for this action plan sits with the Head of EDI with oversight from the Head of Corporate Communications, the Director of International Strategic Marketing and Engagement and the Executive Team. The EDI team will work with and draw upon support from staff, volunteers and members and in particular members of the EDI staff committee, EDI volunteer working party, EDI networks and Board of Trustees EDI Champions.

NETWORKS

We have a range of networks that bring together individuals who may share characteristics, along with allies who wish to further enhance their awareness and offer support. The networks aim to create a safe space for everybody to contribute to and offer recommendations for specific topics. This activity benefits both colleagues and members as conversations often extend to IET processes.

Disability inclusion colleague network

This group supports and encourages disabled individuals to bring their whole selves to work and advises on improved processes and accessibility within the IET.

LGBTQ+ colleague network

This group supports and encourages LGBTQ+ colleagues to bring their whole selves to work and advises on improved processes within the IET.

Neurodiversity member network

This group supports neurodiverse engineers and technologists by improving awareness of neurodiversity and advises on improved processes within the IET.

Race and culture colleague network

This group provides a safe space to have honest conversations around race and ethnicity, it supports colleagues from minoritised ethnicities to bring their whole selves to work and advises on improved processes within the IET.

Wellbeing colleague working group

This group supports the delivery of our wellbeing strategy which ensures that we provide the right support and interventions that enable our staff to be safe, well and do their very best work for the IET.

To keep up to date on IET EDI activity, see our webpages.

EDI Governance Structure