



The Institution of  
Engineering and Technology

# Equality, Diversity and Inclusion

Strategy  
2018 – 2023

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# 1. Introduction

Viewing Equality, Diversity and Inclusion (EDI) from a workplace and organisational standpoint is not only an important aspect of good people and reputation management – it contributes towards enhancing brand-awareness and supports our business objectives, vision, mission, values and supporting behaviours. It demonstrates our commitment to providing equal opportunity for all and highlights the fact that we value everybody associated with us.



Nigel Fine Chief Executive and Secretary



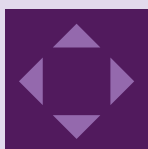
It is important that the IET creates an environment where our members, volunteers and staff feel valued and are able to be themselves. It is of equal importance that our actions represent our membership base and the countries in which we operate.

To date, our diversity efforts have largely focused on gender - in order to make greater impact and reach wider and more inclusive audiences, we must broaden our EDI efforts by focusing upon multiple diversity characteristics and approaches.

## What is EDI?



**Equality** is about ensuring individuals are not viewed less favourably because of their individual characteristics, protected or otherwise.



**Diversity** aims to recognise, understand, celebrate and value the individual differences of everybody. These differences can be grouped under protected characteristics such as, gender, ethnicity and sexual orientation.



**Inclusion** ensures that everybody feels able to participate and can benefit from equal opportunity for all.

When all three of these elements are working together, greater impact and change can be established.

## 2. Why is it important?

**Advocating EDI is a crucial step towards addressing the engineering skills shortage that currently threatens UK industry.**

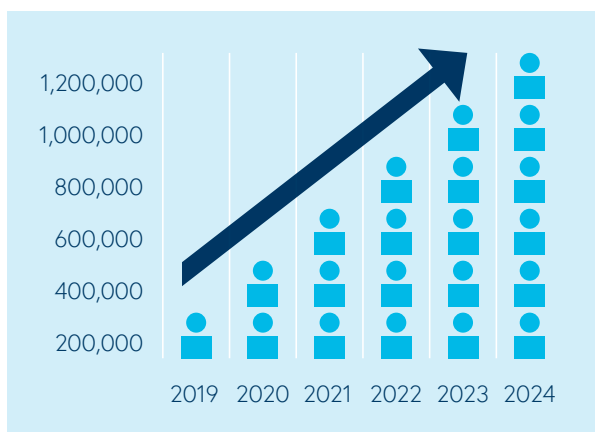
### External focus

Our external focus refers to the engagement that we have and the impact that we make with our members and the wider community. By upholding our mission to inspire, inform and influence we can work towards better change in the EDI space and addressing the engineering skills shortage.

It is important that we use our position of influence within the engineering community to help make change.

Gaining enough skilled and prospective candidates from diverse backgrounds to enter the profession is one of the long-term solutions to tackling the skills shortage.

To make a significant improvement on this situation it is estimated that the UK will need more than 200,000 skilled recruits, every year until 2024.



One of the ways in which to achieve this is to ensure that appropriate steps are taken to engage with minority groups. Yet, according to our 2017 Skills and Demand in Industry Survey, fewer than one in ten businesses (9%) take particular action to increase underrepresented groups (namely the Black Asian and Minority Ethnic (BAME) and Lesbian, Gay, Bisexual and Transgender, Questioning or Queer (LGBTQ+) into their workforces.

Taking into account the scale of this demand, combined with a current UK engineering workforce that is just under 90% male and 94% white, there is a clear need for action to increase EDI within the profession at all levels.

By engaging with underrepresented groups, not only are we increasing the chance of those groups entering an incredibly broad and rewarding career; we are influencing other professional engineering institutions (PEIs) and engineering organisations to do the same so that impactful change can occur.

Within this broad commitment we recognise that that by focusing our activities and our ambition around gender, sexual orientation, gender expression, social mobility, disability, race and ethnic diversity, neurodiversity and mental health we can make the biggest impact on the demand for increased skills in the UK engineering workforce.

**Only 9%** of businesses take particular action to increase underrepresented groups into their workforces



## Internal Focus

Our internal focus refers to our people and our volunteers - who all act on behalf of the IET.

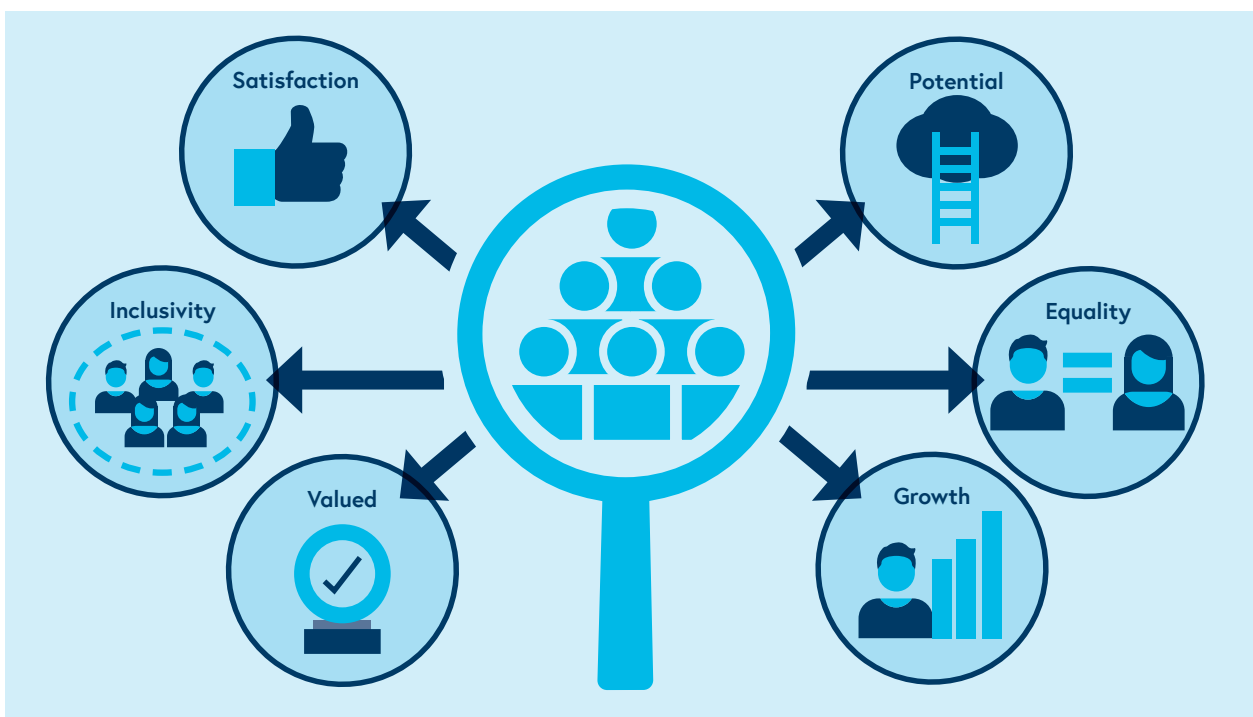
Nowadays, staff are not just concerned about earning a salary - they expect employers to provide an environment where they feel able to contribute and they expect the workplace to acknowledge that their wellbeing is taken seriously.

It enables us to ensure that our behaviours and culture allow for growth in the EDI space and demonstrates that the IET is a great place to work and volunteer where staff can thrive, are valued and respected and are able to perform at their best.

- In order to further demonstrate our commitment to EDI and lead by example, we must ensure that, our policies, practices, procedures and behaviours are in order and

that as an institution and employer, we create a culture where everybody feels able to participate and achieve their potential.

- There is growing evidence to support the widely accepted view that managing EDI is a crucial element in increasing productivity and staff satisfaction.
- The business case for embedding EDI organisation-wide is compelling - not only is it the right thing to do for individuals but it promotes equal opportunity for all and adds real value to the institution.
- Diverse experiences and perspectives bring about diversity of thought which leads to innovation. It allows everybody to bring their whole-self to work and provides the opportunity for their voices to be heard.



## 3. Commitment

Our commitment to EDI is very strong and goes beyond the minimum standards set. It recognises the benefit of everyone's contribution, regardless of their individual characteristics\* protected or otherwise and the multiple characteristics within those individuals. We will drive real change via our diversity efforts, embedding EDI policy throughout the institution, ensuring that recommendations are adopted, monitored and reported on so that we make progress and maintain excellence in all that we do.



Dr Peter Bonfield IET President 2019-2020



Being one of the world's leading engineering institutions, we are fully committed to creating a truly inclusive environment across our workplace and the sectors we collectively represent.



Gender

Age

Disability



LGBTQ+

Marriage

Religion



Race

Gender reassignment

Maternity

We want to achieve an outcome where each and every individual feels able to perform at their best and contribute towards our charitable purpose to engineer a better world through their work or studies.



*\*The protected characteristics set out in the UK's Equality Act 2010 include age, disability, gender reassignment, marriage or (in employment only), pregnancy and maternity, race, religion or belief, sex or sexual orientation. While this approach is geared towards UK legislation, further investigation will be required before we are able to establish the global reach of this strategy.*

*Going beyond the minimum standards includes characteristics such as neurodiversity and social mobility.*

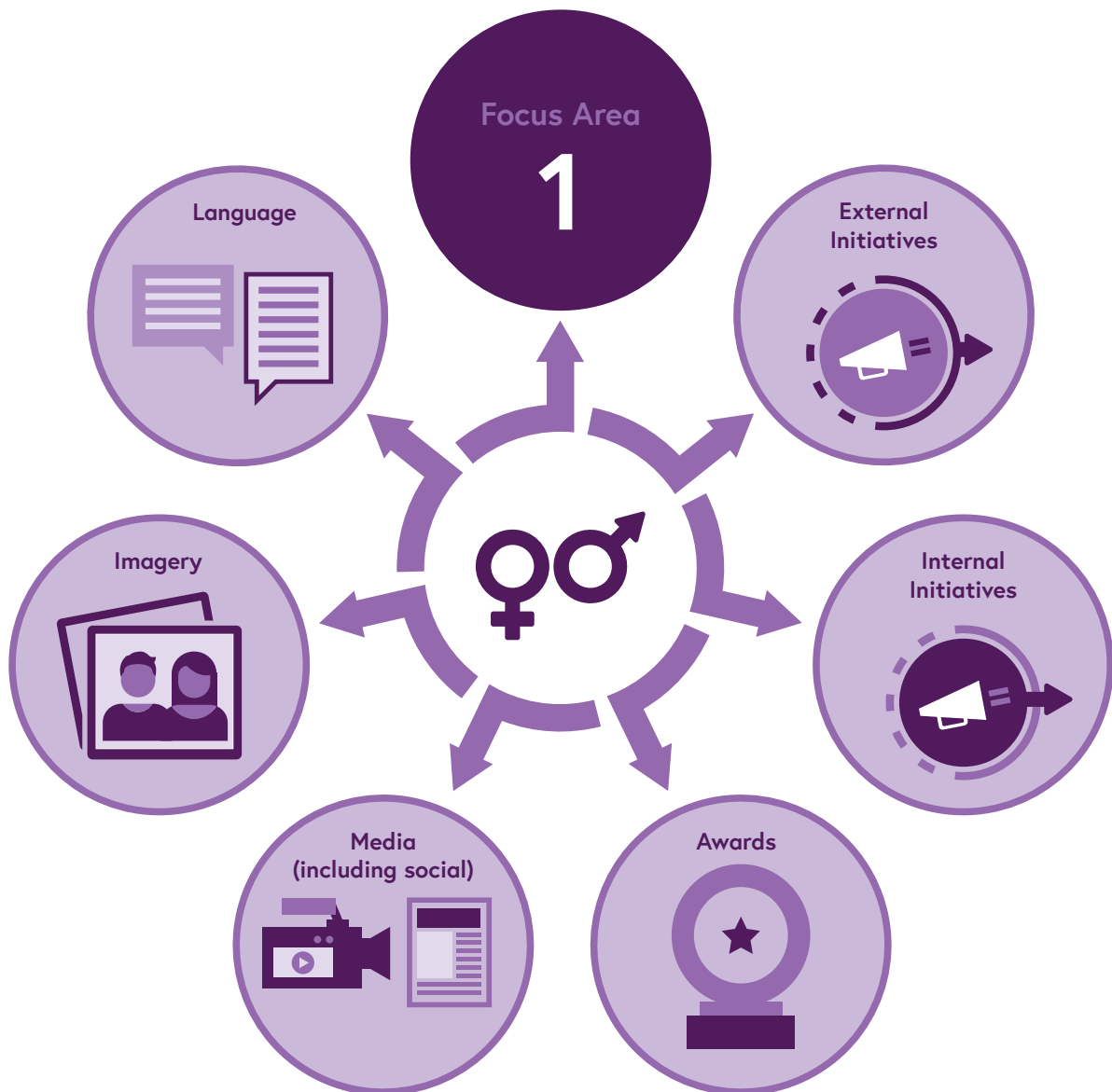
## 4. Current focus

The diagram shows our current area of focus.

### Gender diversity

Promoting gender diversity within the engineering profession is key to broadening the talent pool and engaging with a large proportion of the population in order to tackle the engineering skills shortage that the UK currently faces.

As an institution, embracing gender diversity enhances collaboration, brings about diversity of thought which leads to innovation and helps to build a good reputation of being an inclusive employer.



areas that we are working on



areas that we are yet to focus our efforts on

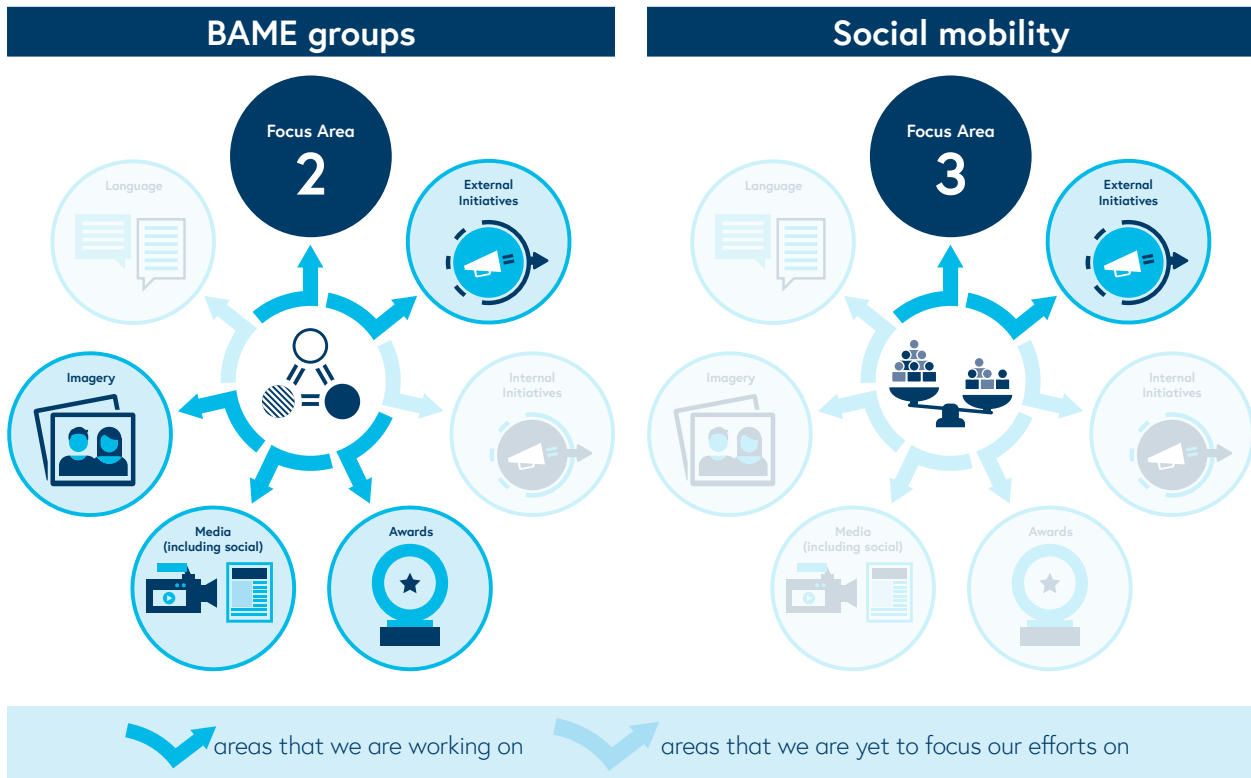
## 5. Where we want to increase our focus

Focusing on multiple diversity characteristics both within the engineering profession and our own workforce ensures that we are able to further demonstrate our commitment to diversity and inclusion and promote equal opportunity for all.

Leading by example and positioning ourselves as a thought-leader in the area of EDI enables us to ensure that we reflect the values that we promote whilst addressing the wider external issues.

We are focusing on the areas below as we believe that this is currently where the biggest impact for change lies. However, this strategy will be reviewed and adapted accordingly to include additional diversity characteristics such as, but not limited to age and religion.

The diagrams show where we are and where we would like to be.



According to the IET's 2017 Skills and Demand in Industry survey, only 9% of organisations take action to attract BAME groups into their workforce. The ethnicity Facts and Figures audit established that unemployment among black, Asian and other ethnic minorities is almost double that of white British adults.

It is important that we do more to engage with the BAME community and encourage the engineering industry to do the same.

As an employer, we will make sure that all of our staff have the opportunity to succeed.

Whilst we are using the term 'BAME' to describe Black, Asian, Ethnic Minority - it is important to note that the lived experiences of each individual will be different and cannot be merged into one initiative when it comes to action planning.

According to the Social Mobility in Engineering Brief from Engineering UK - just 24% of those working in engineering come from low socio-economic backgrounds. We have a huge opportunity to engage with this group across everything that we do.

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





## LGBTQ+



## Disabilities (including hidden disabilities)



↘ areas that we are working on      ↘ areas that we are yet to focus our efforts on

A survey conducted by the IET 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 duty to inspire, inform, influence and promote engineering to as broad of an audience as possible and encourage engineering organisations and other PEIs to do more to promote the profession to an inclusive audience.

We want to use initiatives such as LGBT STEM day as a clear sign of support to our LGBTQ+ staff and demonstrate that workplace discrimination, exclusion and barriers to career progression will not be tolerated.

It is important that we demonstrate that we are a welcoming and inclusive engineering institution and employer where everybody has equal opportunity to succeed.

The IET has signed up to the UK Government's Disability Confident scheme, which supports employers to make the most of the talents that individuals can bring to the workforce.

The scheme aims to help and support the IET as we recruit and retain individuals with any recognised disability, and those with long-term health conditions. By being Disability Confident, we will join other organisations leading the way in our local business community, helping to raise awareness and positively change attitudes, behavior and cultures.

This means that, as an employer, we are committed to:

- Ensuring our recruitment process is inclusive and accessible;
- Communicate and promote vacancies through a range of channels;
- Offer interviews to disabled individuals;
- Anticipate and provide reasonable adjustments as required;
- Support any existing staff member who acquires a disability or long-term health condition to stay in work.



## Mental health



## Neurodiversity



areas that we are working on



areas that we are yet to focus our efforts on

According to The Chartered Institute of Personnel and Development (CIPD), the professional body for HR and people development and Mind, the mental health charity, poor mental health costs UK employers between £33 billion - £42 billion per year over a fifth of staff (22%) now report that mental ill health is the primary cause of long-term absence.

We recognise that the cost of poor mental health goes far beyond financial issues and we are mindful of the need to highlight activities that foster good practice and raise awareness.

Supporting staff to remain in good mental health, in addition to providing support at times of need, creates healthy and happy staff and in turn, better business.

IET Connect provide members and staff with specialist support, funding for counseling and much more.

Large organisations such as Google, Microsoft and the BBC have embraced neurodiversity within their workforce with high rates of success.

The more STEM organisations see neurodiversity as an asset, the more chance they have of welcoming the most diverse minds into the industry - working inclusively and collaboratively enables organisations to harness the power of diversity of thought which sparks creativity and leads to innovation - with different perspectives comes new insights and ideas to long held problems. This is also something that we will consider, as an employer.

## 6. Approach and self-assessment success

Our EDI strategy serves as an overarching plan that outlines the rationale for action, and the areas of focus. It highlights what action we will take in order to implement and manage progress. Success will be measured against the Royal Academy of Engineering and Science Council Diversity & Inclusion Framework Tool. This strategy goes beyond the Royal Academy of Engineering's Framework. The Framework is a major part of what we do to support and promote equality, diversity and inclusion but we are attempting to be more ambitious than that.

Our approach is interlinked with the Royal Academy of Engineering and Science Council's Diversity and Inclusion Progression Framework Tool which helps professional bodies track and plan progress in Diversity and Inclusion. The framework asks professional bodies to track progress in the following eight areas:

- 1 Governance and leadership
- 2 Membership and professional registration
- 3 Meetings, conferences and events
- 4 Education and training, accreditation and examinations
- 5 Prizes, awards and grants
- 6 Communications, marketing, outreach and engagement
- 7 Employment
- 8 Monitoring and measuring



IET volunteers and staff guidance documents will be created for each area of focus.



The strategy acknowledges the broad reach that it has and highlights the need for creating staff focus groups in order to help with successful implementation.



The strategy spans a five-year period with a UK-centric focus. Over time, some of the guidance may be adopted globally.



The strategic focus areas will be reviewed to establish the suitability of implementing them globally. The likelihood is that the majority of these areas would need to be adapted to local law.



This approach will provide us with an holistic view and contributes towards supporting innovation, creativity and business success, as an institution and an employer in the world of engineering.



We are in the very early stages of implementation. Regular reviews will result in the strategy being adapted where necessary.



The EDI strategy is applicable to all of our staff, leaders, volunteers and members and impacts upon the wider community\*

\*The wider community is defined as but not limited to, teachers, parents, media, social media, government, parliament, academia, industry leaders, other Professional Engineering Institutions, research councils, special interest organisations, steering groups and non-members.

## **7. How we will achieve our strategy**

We will achieve our strategy by aligning our actions to the following areas:

**1. Communicate and embed EDI across IET policies, practices and procedures all of which impact upon our members, volunteers, people and the wider community.**

**2. Promote the engineering profession to, and engage with, under-represented groups in order to further demonstrate inclusivity and widen the talent pool.**

**3. Focus upon multiple diversity characteristics in addition to gender both internally and externally.**

**4. We will share regular messages, updates and success stories internally and externally.**

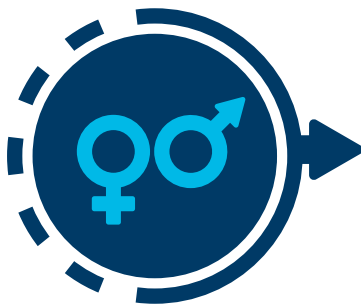
## 8. 2018-2023 Implementation plan



Jo Foster Equality Diversity & Inclusion Manager



As the IET's EDI Manager, I am passionate to work with our members, volunteers and staff and the wider community to ensure the IET delivers on our EDI commitment.



### Gender diversity

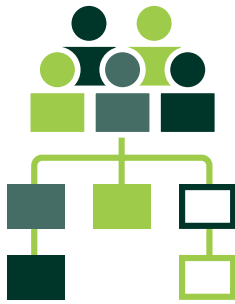
Our enablers will help us deliver our strategic objectives. The implementation plan indicates how we will do this.

Enabler	Deliverables / Plan	Strategy	Start date
IET Women's Network (established 2012)	EDI Manager to manage the Women's Network on Engineering communities and be the main contact for volunteer opportunities.	2 & 3	ongoing
Potential for other special interest groups to be set up	EDI Manager to set up a special interest group(s) on the Engineering Communities platform.	2 & 3	2020
Young Woman Engineer (YWE) of the Year Awards (established 1978)	EDI Manager to oversee and deliver the IET YWE Awards annually.	2	ongoing
Annual Women in Engineering Conference, (established in 2016 - Formally the 9% Conference)	Events Portfolio Manager to organise and deliver the conference annually.	2	ongoing
Targeted, high-profile and inclusive social media and video campaigns (established 2016)	EDI Manager to work with the Communications Team, Marketing and Social Media Executives to produce and manage annual campaigns.	1, 2 & 3	ongoing



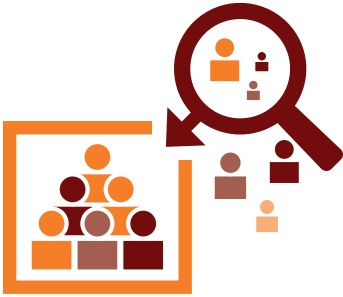
## Broaden our Diversity Efforts to Include Multiple Diversity Characteristics

Enabler	Deliverables / Plan	Strategy actions	Start date
Engage with the LGBTQ+ Community	Collaborate with special interest organisations to produce events and initiatives that promote engineering to those groups. Start to identify staff or volunteer resource groups to help with the delivery.	1, 2 & 3	2019
Engage with Black and Minority Ethnic (BAME) Groups	Collaborate with special interest organisations to produce events and initiatives that promote engineering to those groups. Start to identify staff or volunteer resource groups to help with the delivery.	1, 2 & 3	2018
Engage with groups from low Socio-economic backgrounds	Collaborate with special interest organisations to produce events and initiatives that promote engineering to those groups. Start to identify staff or volunteer resource groups to help with the delivery.	1, 2 & 3	2019
Engage with groups that focus on disability	Collaborate with special interest organisations to produce events and initiatives that promote engineering to those groups. Start to identify staff or volunteer resource groups to help with the delivery. We signed up to to the UK Government Disability Confident scheme in 2019.	1, 2 & 3	2020
Engage with neuro-diverse groups (pertains to hidden disabilities such as Asperger's syndrome, ADHD, autism, dyscalculia, dyslexia and dyspraxia)	Collaborate with special interest organisations to produce events and initiatives that promote engineering to those groups. Start to identify staff or volunteer resource groups to help with the delivery.	1, 2 & 3	2020
Promote mental health awareness institution-wide	Working to pro-actively support our staff to remain in good mental health and provide support at times of need.	3	2019



## Workplace Culture – People and organisation

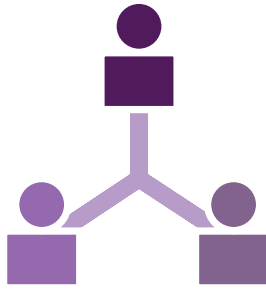
Enabler	Deliverables / Plan	Strategy actions	Start date
The IET Diversity & Inclusion Committee (includes gender pay gap monitoring and awareness training for all staff and volunteers in topics such as unconscious bias and inclusive leadership).	EDI Manager to work closely with HR and the rest of the committee to produce action and delivery plans, aligned to the Royal Academy of Engineering EDI Progression Framework Tool - this impacts upon organisational culture, our external image and reputation in addition to establishing how we fare against other PEIs.	<b>1 &amp; 4</b>	2018
<b>Action Planning</b>	Members of the IET EDI Committee will work closely with the Communications Team to produce a communication plan promoting our EDI efforts, organisation-wide and highlight the rationale behind the focus. This will provide a planned schedule of activity which will be delivered in different phases. The first phase will have an internal focus before creating an external plan for our wider audience.	<b>1 &amp; 4</b>	2019



## Assess and Monitor Progress on diversity and inclusion

Enabler	Deliverables / Plan	Strategy actions	Start date
The Royal Academy of Engineering Diversity & Inclusion Progression Framework Tool – for planning and assessing progress (baseline score established in 2017)	EDI Manager to work closely with relevant department representatives to suggest and implement changes in order to increase our current scoring position.	<b>1, 2 &amp; 3</b>	2018
Phase three of the IET's CRM replacement project implementation – capturing, where possible diversity data (other than age and gender) of our members	EDI Manager to work with the Data Protection Officer and the Programme Manager responsible for the CRM programme implementation in order to include multiple diversity characteristics within the database, in order for us to better monitor inclusivity. This needs to include demonstrable consent.	<b>1</b>	End of 2019 – during phase three of the CRM implementation.
Start to gather baseline data across the IET to show current position, monitor measure and report on progress made. If necessary; utilise the Communications Team to publish these results.	EDI Manager to work with department representatives to gather baseline data around specific areas, track progress made and make suggestions for ways in which to improve results. Research other industries and PEIs that have had success in increasing underrepresented groups and apply some of their tactics.	<b>4</b>	2019





## Collaborative Opportunities

Enabler	Deliverables / Plan	Strategy actions	Start date
Participating in the newly formed All Party Parliamentary Group (APPG) for Diversity & Inclusion in STEM	EDI Manager to attend bi-monthly meetings and contribute to progress.	<b>1 &amp; 2</b>	2018
Producing the annual Diversity & Inclusion in STEM Conference	The Events team will produce and manage the conference with some input from the EDI Manager.	<b>1 &amp; 3</b>	2018
Participating in the Royal Academy of Engineering Diversity and Inclusion Steering Group	EDI Manager to attend bi-monthly meetings and contribute to progress.	<b>1, 2 &amp; 3</b>	2018
Special interest groups such as; working with the Association For Black and Minority Ethnic Engineers (AFBE), Partnering with EqualEngineers and Inter Engineering and other special interest groups	Eventually promoting the logos of these groups on the YWE Awards website and all IET UK-centric Awards.	<b>1, 2 &amp; 3</b>	2018
Producing the IET INWED Women in STEM Conference (formally the 9% conference)	The Events team will produce and manage the conference with some input from the EDI Manager.	<b>1 &amp; 2</b>	2018
Working with RS Components to create an event and National Day for BAME groups in addition to those from a disadvantaged background (socio-economic diversity)	The first event and launch of the National Day took place on 1 August 2019. The National Day will be used to multiply our impact and drive real change.	<b>2 &amp; 3</b>	2019

## 9. Progress so far

**The IET EDI Strategy was approved by the Board of Trustees in 2018 and we have made progress as highlighted below:**

- Our Young Woman Engineer of the Year Awards has been running for more than 40 years and promotes engineering to women and helps to alter perceptions.
- We recently ran our first ever LGBT STEM Day which aims to support members of the LGBTQ+ community and encourage them to look at career opportunities in STEM. This National Day also enabled us to acknowledge our LGBTQ+ staff and allies and highlight that everybody is welcome and that we are making strides to becoming a truly inclusive institution.
- The IET has published its second Gender Pay Gap Report based on a snapshot of our UK workforce on 5 April 2018.

The Gender Pay Gap measures the difference in average earnings between men and women across the institution in the UK, irrespective of their job title or level.

This should not be confused with Equal Pay, which is the legal requirement to pay equivalent rates for men and women who carry out the same jobs, similar jobs or work of equal value.
- The IET and RS Components have collaborated to create REflect - an event and National Day to highlight engineering and technology to Black Asian Minority Ethnic (BAME) groups in addition to individuals from a disadvantaged background, allowing us to engage with everybody.

The National Day will allow us to multiply our efforts and gain support and action from other PEI's in addition to engineering and technology organisations.
- In 2019 the IET signed up to the 'Disability Confident' Scheme.

The scheme helps employers recruit and retain great people, and:

  - draw from the widest possible pool of talent
  - secure high quality staff who are skilled, loyal and hard working
  - improve staff morale and commitment by demonstrating that you treat all staff fairly

It also helps customers and other businesses identify those employers who are committed to equality in the workplace.



To mark the 2019 International Women in Engineering Day, and to highlight diversity across engineering and technology we have launched a new social media campaign **#IAmAnEngineer**, which features a variety of real-life engineers displaying multiple characteristics.



# Driving real change through our Equality, Diversity and Inclusion efforts

## Our offices

### London, UK

T +44 (0)20 7344 8460

E [faradaycentre@ietvenues.co.uk](mailto:faradaycentre@ietvenues.co.uk)

### Stevenage, UK

T +44 (0)1438 313311

E [postmaster@theiet.org](mailto:postmaster@theiet.org)

### Beijing, China

T +86 10 6566 4687

E [china@theiet.org](mailto:china@theiet.org)

W [theiet.org.cn](http://theiet.org.cn)

### Hong Kong

T +852 2521 2140

E [adminap@theiet.org](mailto:adminap@theiet.org)

### Bangalore, India

T +91 80 4089 2222

E [india@theiet.in](mailto:india@theiet.in)

W [theiet.in](http://theiet.in)

### New Jersey, USA

T +1 (732) 321 5575

E [ietusa@theiet.org](mailto:ietusa@theiet.org)