



Transforming foundation Industries Research and Innovation Hub



State of Equity, Diversity and Inclusion in the UK Foundation Industries 2022

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Executive Summary

It is becoming increasingly apparent and widely accepted that equity, diversity and inclusion are of paramount importance in the success of any organisation or project. Yet research by UKRI has found the Foundation Industries to face a specific set of EDI challenges¹. As a new topic to the Foundation Industries, there are many gaps in research, and EDI practices do not appear to be well established.

The TransFIRe EDI survey set out to measure a baseline of the EDI capabilities of organisations in the Foundation Industries in 2022. All TransFIRe academic and industry partners were invited to participate in this survey, which consisted of 33 questions aligned to 7 major themes of common EDI interventions. The term “interventions” is used to mean any activities or programmes aimed to increase equity, diversity and inclusion, such as establishing policy, training, tracking data, and ensuring equitable and inclusive processes.

The response rate to the survey was low, at around 20%, and unlike the distribution of organisations comprising these industries, the participating organisations were predominantly large, with over 250 employees. The profile of organisations that have responded, and pattern of their responses, suggests this sample is likely to represent the organisations with greatest EDI engagement and capabilities, rather than a baseline across all organisations. Despite not meeting the original aim, the results from the survey nevertheless provide new insight into the EDI landscape of the Foundation Industries, and highlight organisations that are demonstrating strong leadership in this area.

¹ ERC Research Report: Equality, Diversity and Inclusion in the UK Foundation Industries. Published 18th June 2021. <https://www.enterpriseresearch.ac.uk/publications/equality-diversity-and-inclusion-in-uk-foundation-industries/>

58%
Average
percentage of
interventions
implemented

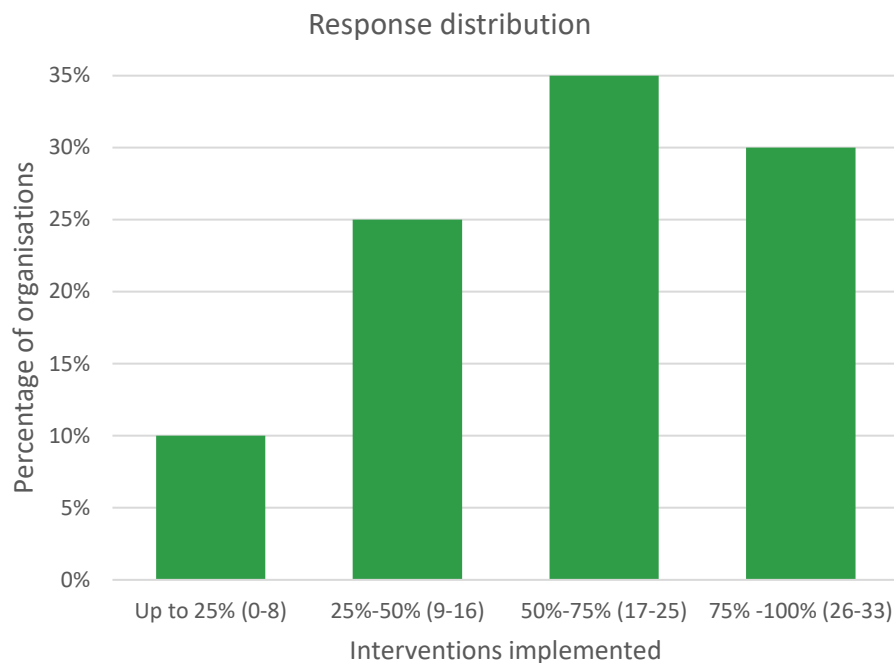


Figure 1 Response distribution of the EDI survey

Key findings are:

- The participating organisations have implemented an average of 58% of the interventions asked about by the survey. The responses show there are Foundation Industry organisations that have made significant commitment and demonstrate a number of good practices towards improving EDI in their business.
- 85% of participating organisations have an EDI policy, and all take a zero tolerance approach to harassment and bullying.
- Over 50% of organisations report their leaders to have understanding of the EDI business case, to have received EDI training, and to sponsor EDI topics.
- Interventions towards ensuring an equitable employee experience, from candidacy, through workplace support and talent development processes, have the highest implementation rates.





- Comments indicate that some interventions are only seen as suitable for larger organisations, and not possible in smaller businesses due to low numbers of people. This is particularly important to address as the Foundations Industries comprise 98% of organisations that are micro, small or medium sized
- The commitment that organisations demonstrate publicly towards EDI appears to lag the internal capabilities. There may be opportunity for organisations to increase impact of their EDI work by greater sharing of information

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Introduction

The TransFIRe Equity, Diversity, and Inclusion (EDI) programme exists to inform and support adoption of best practice for EDI within the UK Foundation Industries and beyond. We believe EDI to be requisite to embed the new learning, behaviours, process, and innovation required for industry transformation for a sustainable future and to achieve the Net Zero 2050 goals. Our goal is to establish foundations and leadership for EDI within the Foundation Industries to create and sustain this industry transformation.

EDI Challenges in the Foundation Industries

It is becoming increasingly apparent and widely accepted that equity, diversity and inclusion are of paramount importance in the success of any organisation or project. Yet the Foundation Industries face a specific set of EDI challenges. Research by UKRI² has highlighted:

- Lacking representation, particularly of women and younger people
- An aging workforce and loss of skills lost through retirement
- Challenge keeping pace with evolving skillsets particularly for digitization and new technologies
- Developing the talent pipeline poses challenges especially for small businesses.
- Bespoke, sector specific training is lacking. Engagement with higher education on curriculum is needed.
- No research has yet been conducted beyond gender and age, so little is known about the representation and inclusion of diverse identities more broadly
- Lacking business case specific to EDI for the Foundation Industries
- Sector image and culture are not attractive to new entrants

² ERC Research Report: Equality, Diversity and Inclusion in the UK Foundation Industries. Published 18th June 2021. <https://www.enterpriseresearch.ac.uk/publications/equality-diversity-and-inclusion-in-uk-foundation-industries/>

EDI Survey

The UKRI research³ identified EDI capabilities to be under-developed in many Foundation Industry organisations, which are typically small and traditional businesses.

As a new topic to the foundation industries, EDI is also under-researched, and there are significant gaps in current knowledge about capabilities. Yet comprehensive data, benchmarks, performance and impact measures are crucial for effective impact. To address these gaps, the TransFIRe EDI Strategy has been established. Strategic action themes include listening and learning from our industry partners, and establishing goals, measures and targets.

An EDI survey was developed as a starting point to gain a broad-brush understanding of the baseline state of EDI capabilities in the foundation industries. This report details the results of the EDI survey.

³ ERC Research Report: Equality, Diversity and Inclusion in the UK Foundation Industries. Published 18th June 2021. <https://www.enterpriseresearch.ac.uk/publications/equality-diversity-and-inclusion-in-uk-foundation-industries/>





Method

An invitation was sent to all TransFIRE industry partners, requesting their participation in an online survey about Equity, Diversity and Inclusion capabilities of their organisation. The TransFIRE partners represent organisations of all sizes across the Foundation Industries: cement, ceramics, chemicals, glass and metals. The survey was open from April 2022 to September 2022.

The survey consisted of 33 questions, aligned to 7 major topic themes relating to EDI capabilities:

- Governance of EDI
- Leadership Capabilities for EDI
- Equitable Employee Experience
- Innovation
- Supply Chain
- Data and Insights
- Public Commitment

Each topic theme comprised questions regarding a number of “interventions” addressing that topic. The term “intervention” is used here to mean any action, programme or change an organisation has made with the intention to promote equity, diversity, and/or inclusion. Each question asked about a single intervention. Examples of interventions include:

- Establishing an EDI policy or strategy
- Leaders have learnt skills of role modelling inclusive leadership
- Providing training for employees about EDI
- Ensuring inclusive and accessible recruitment practices
- Tracking data about diversity in the organisation
- Sharing information about the organisation’s EDI commitment on the website

All included interventions are listed in Table 1. The full survey is shared in Appendix A.

Governance of EDI Interventions

1. Equality, Diversity, and Inclusion Policy
2. Zero tolerance approach to harassment and bullying
3. Dedicated Equality, Diversity, and Inclusion leader
4. Established governance structure for EDI
5. Consideration of EDI topics beyond gender
6. One or more employee resource groups.
7. EDI Strategy
8. Sets targets related to EDI

Leadership Capabilities Interventions

9. Leaders understand the EDI business case for the business
10. Leaders role model and demonstrate inclusive leadership
11. Leaders sponsor EDI topic areas
12. Leaders have received training or coaching for inclusive leadership
13. Leaders held accountable for EDI actions and/or targets

Interventions for Equitable Employee Experience**Experience**

14. Employees receive training about EDI
15. Flexible working options offered
16. Support for employee wellbeing offered
17. Ensures that recruitment is inclusive and accessible
18. Established talent management practices that consider EDI (i.e. promotion, succession planning, training, etc)
19. Screens policies for equality

Innovation Interventions

20. Structures established for employees to raise innovative ideas for the organisation

Supply Chain Interventions

21. Encourages diverse-led businesses in the supply chain

Data and Insights Interventions

22. Tracks diversity figures
23. Tracks diversity figures by type of role
24. Tracks diversity figures by level of seniority
25. Tracks diversity figures of job applicants
26. Monitors workplace experience by demographic groups (e.g. through an engagement survey or EDI survey)
27. Can demonstrate progress over time on one or more of its EDI measures
28. Measures and reports its gender pay gap
29. Measures and reports its ethnicity pay gap

Public Commitment Interventions

30. Shares information about EDI on the website
31. Shares facts about its diversity figures publicly
32. Signatory to one or more EDI related charters, e.g. Race at Work, UN Women's Empowerment Principles, Stonewall Diversity Champions, Disability Confident
33. Shares the EDI policy publicly

Table 1 List of EDI interventions queried by the survey





The survey design followed a principle to remain open as to *how* organisations implement each given intervention. Most questions presented a simple triad of response options: Yes, No, and Planned for Future. This keeps the survey responses simple, to maximise likelihood that time-pressed organisations would be able to complete it. It also introduces a future looking element to the survey as well as capturing the current state. Participating organisations were asked to rate themselves on this scale for each question. A small number of questions presented additional options (e.g. Not applicable), or a 5-point Likert scale to rate the degree of capability achieved. Where other responses were available, these are indicated in the relevant Results sections of this report.

Open ended questions were included for each thematic section to enable each organisation to add details of their interventions and programmes, and extend the topic beyond the specific questions asked by the survey. No questions on the survey were mandatory, to lower the barrier to completing a response. This included details of the organisation, enabling anonymous participation if desired.

We acknowledge that not all interventions may be relevant for all organisations, and particularly for smaller organisations with fewer employees. The survey was presented with no expectation that any organisation *should* be carrying out interventions in each topic area, but rather to capture a baseline state of the EDI capabilities at one point in time. The invitation and introductory text to the survey reinforced this message.

The overall score of an organisation was calculated as the total number of “Yes” responses given, indicating the number of interventions implemented. To assess variation between organisations, averages were calculated by type and size of organisation. This gives a view of the landscape of EDI capability across the Foundation Industry organisations. A detailed breakdown of responses to each question is also given, demonstrating the range of uptake of the various types of interventions.

The survey results are captured as the baseline state of EDI capability early in the TransFIRe project (mid-2022). The survey will be re-run nearing completion of the project (mid-2024) to measure progress of EDI within the Foundation Industries over this time period.

Participating Organisations

20 organisations took part in the EDI survey. This is a disappointing response rate, at only around 25% of those invited to participate. This itself may be indicative of engagement with EDI within Foundation Industry organisations in 2022. This response rate will be treated as part of the baseline data, and will be captured in the future instances of the survey for comparison with baseline. We hope to see this figure increase as more organisations build awareness and commitment to EDI.

Analysis of organisation size shows the participating organisations to this survey are not representative of UK Foundation Industries as a whole. While 50% of participating organisations have 250 or greater employees (of which most were actually greater than 1000 employees), only 2% of all Foundation Industry organisations are of this large size. In fact, 64% of all Foundation Industry organisations are micro businesses (less than 10 employees), and further 24% are small businesses (10-49 employees)⁴. In comparison, only 35% of organisations that responded to this survey are micro- or small businesses. This comparison is visualised in Figure 2.c.

Analysis of organisations also show the relative participation of university, institutes and trade associations to be high (Figure 2.b.), reflecting the composition of the TransFIRE academic and industry partners rather than the industries' overall composition.

⁴ ERC Research Report: Equality, Diversity and Inclusion in the UK Foundation Industries. Published 18th June 2021. <https://www.enterpriseresearch.ac.uk/publications/equality-diversity-and-inclusion-in-uk-foundation-industries/>



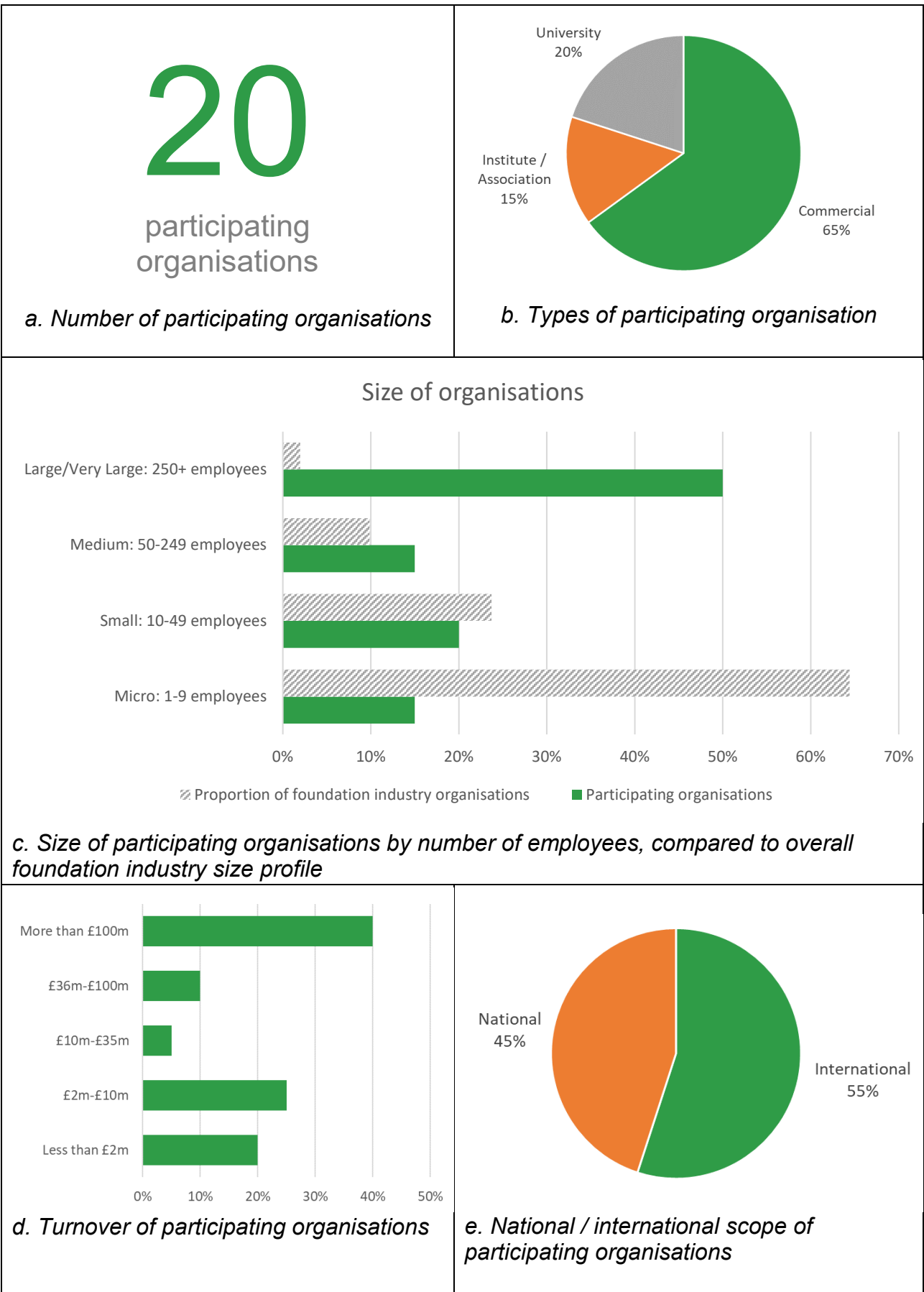
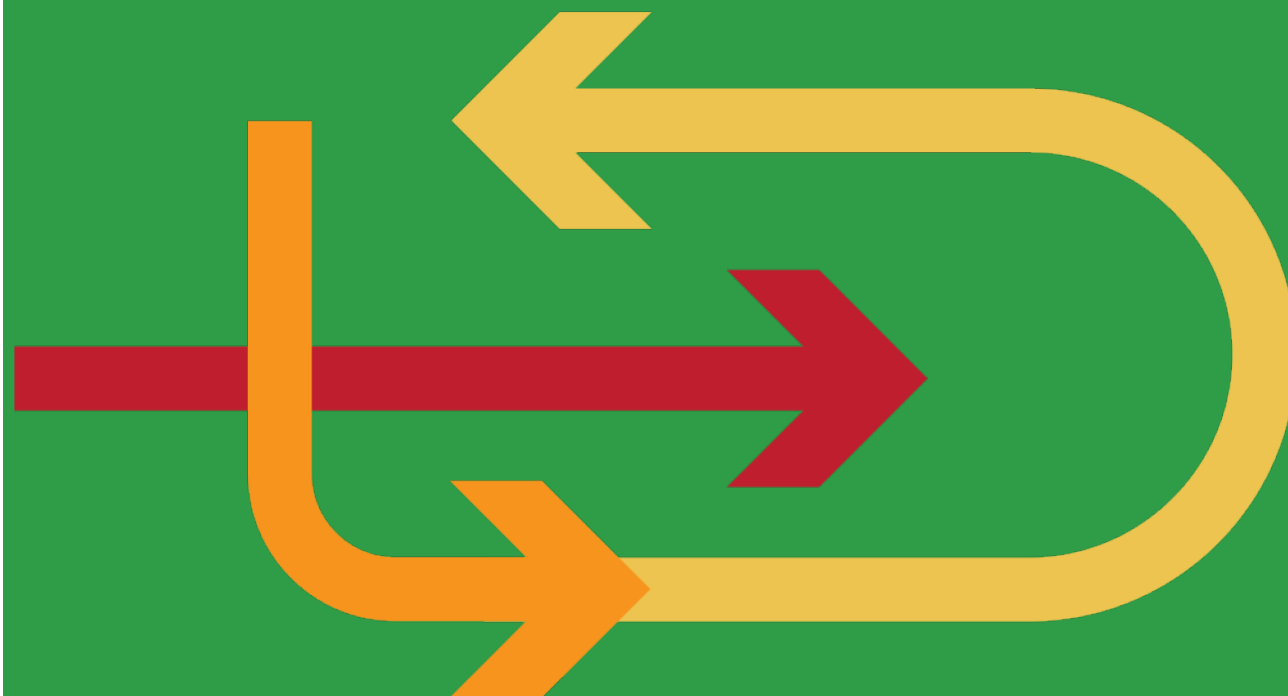


Figure 2 Description of Participating Organisations



Survey Results





Response distribution

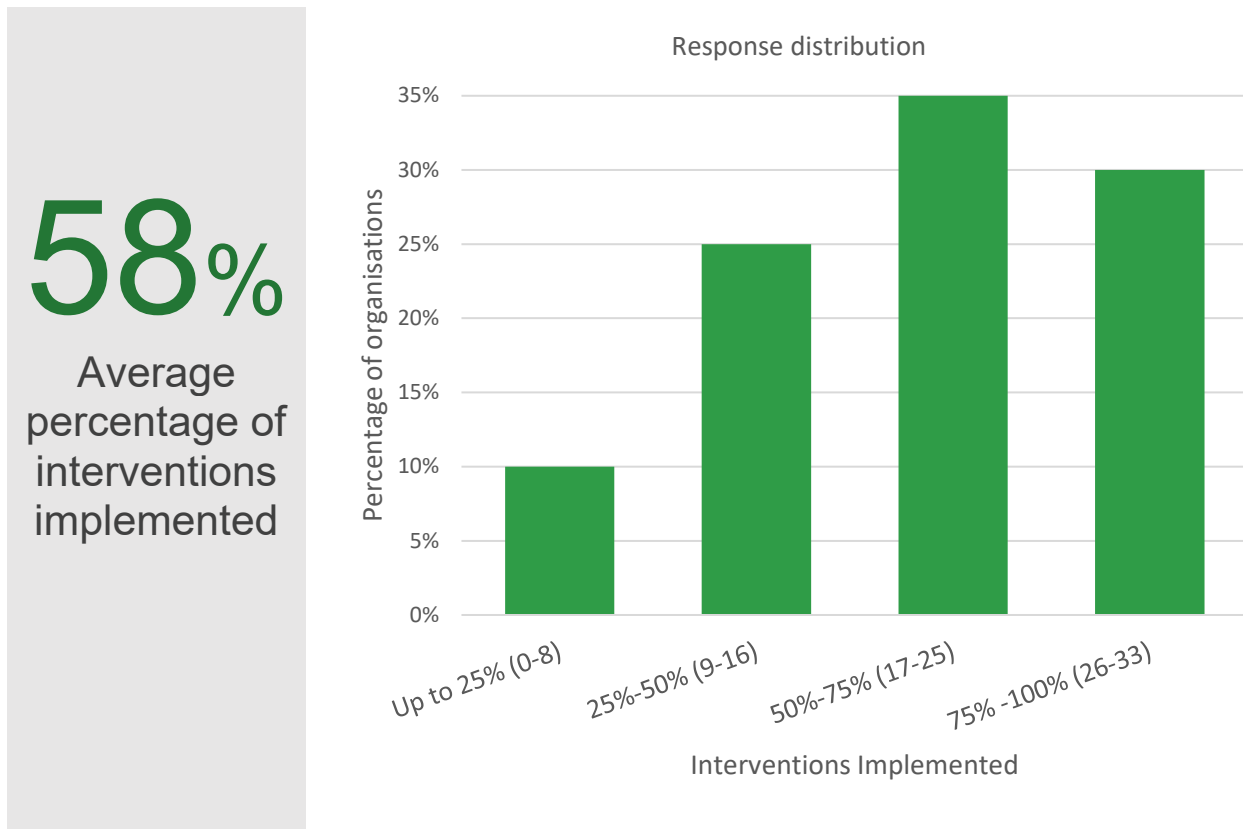


Figure 3 Response distribution for the full EDI survey. The chart shows the percentage of participating organisations by the number of interventions implemented (e.g. of interventions: Establishing an EDI policy; training provided to employees about EDI).

On average, organisations implemented 58% of the listed interventions (see Table 1 for the list of interventions). This corresponds to about 19 distinct EDI interventions, showing that the participating organisations have invested some considerable time, effort, and expenditure to their EDI programmes. The most interventions implemented by any one organisation was 30 (91%). Given the UKRI research, these findings are both unexpected and encouraging, and show that there are Foundation Industry organisations that have made significant commitment and demonstrate a number of good practices towards improving EDI in their business.

Please note that there was no expectation that organisations *should* have implemented each intervention, nor that each intervention may be appropriate for each organisation.

Disaggregating the results by type of organisation, we find that universities have implemented a greater number of interventions than institutes, trade associations and Commercial organisations (Figure 3.). This may be expected as public sector organisations (which includes universities) must comply with Public Sector Equality Duty under the Equalities Act 2010, which confers a greater requirement than to private organisations.

Across organisation types, the results show a trend of a greater number of EDI interventions implemented with organisation size (by both number of employees and turnover). This, in part, may reflect that the questions ask about all types of interventions, some of which may not be suitable for smaller firms. However, it is also likely that small and micro organisations have little resource or available skillset dedicated to EDI progress. This assumption is supported by the findings of the UKRI research, that found that while there is appetite for greater collaboration and best practices, many businesses are in relatively early stages of defining their approach to EDI.

Organisations with little in the way of EDI practice may also be less likely to take part in a survey about EDI capabilities, and the assumption of this report is that the organisations that did not take part are likely to have lower EDI maturity than those that did. In conjunction with the skew in participating organisations towards large organisations (the majority of FIs are smaller), and the finding that number of EDI interventions increases with organisation size, we infer that rather than reflecting the state of EDI across the Foundation Industries, it is likely that this survey is highlighting the organisations with greatest EDI maturity.



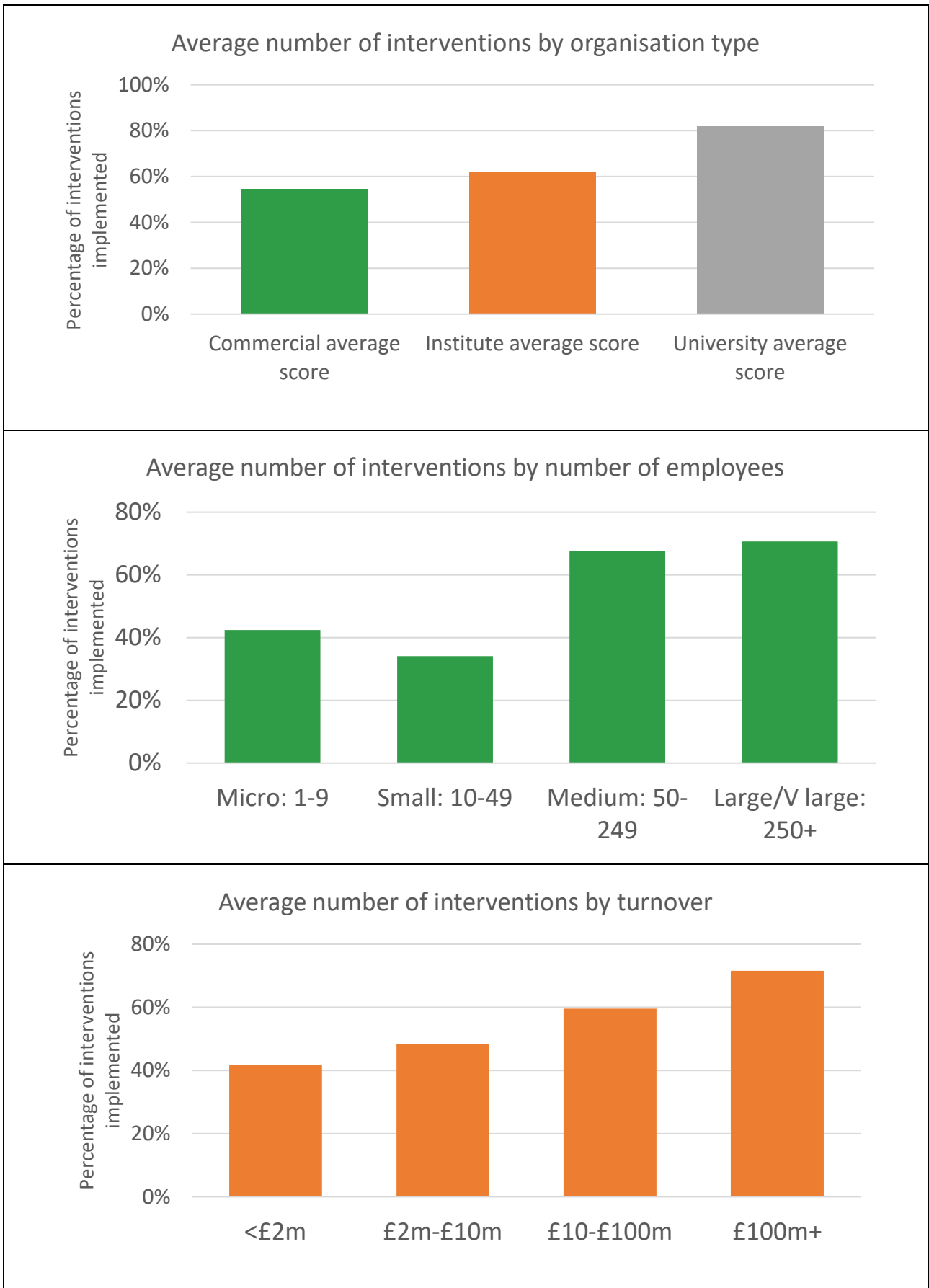


Figure 4 Average number of interventions by organisation type, size, and turnover

Governance of EDI

This section of questions related to whether interventions regarding policy and governance of EDI in the organisation have been implemented. The following interventions were listed:

- The organisation has established an Equality, Diversity, and Inclusion Policy
- It has implemented a zero tolerance approach to bullying and harassment
- It has employed or nominated a dedicated EDI leader
- It has established a governance structure for EDI
- It considers EDI topics beyond gender
- It has established one or more employee resource groups
- It has established an EDI strategy
- It has established EDI targets

The average number of interventions implemented was 5.1/8. Two organisations responded affirmatively to every intervention listed, and all organisations responded “Yes” to at least two interventions.

It is notable that 85% of organisations responded that they have an EDI policy, and 100% take a zero tolerance approach to harassment and discrimination. Not all organisations use the term EDI, but have defined a different name with equivalent meaning.

“We have the expected policies. The proof of the pudding will be in the commitment to delivery and the shape of the organisation in 5 or 10 years’ time”





Responses for the other questions were more mixed. Around 50% have formalised their governance for EDI and a similar percentage have a designated EDI leader in the organisation. 55% have defined an EDI Strategy. Defining EDI Strategy and formalising the governance of EDI are interventions planned for future by 20% of participating organisations – making these the most planned interventions across all of the topic areas. Use of EDI targets are less common, at 35%, but a further 15% of organisations are planning these for future.

Smaller organisations were less likely to have implemented these type of interventions, although one small firm commented that they were able to benefit from guidance and structure from their parent organisation. However, highlighting the acute challenge currently facing many FI organisations, one small yet specialist organisation remarked that recruitment poses huge difficulties. In this environment, they comment, a formal EDI policy is unnecessary as everyone would be most welcome.

Employee Resource Groups (ERGs) are a common EDI intervention in larger organisations across industries beyond the FIs. These are employee-led groups, formally supported by the organisation, that bring together people with shared characteristics or experience. 45% of participating organisations of this survey reported they have ERGs, but several smaller organisations commented that they are not able to benefit from these groups due to small numbers of employees. Especially for those based in areas of the UK with over 95% white population, some commented these groups therefore do not make sense for organisations of their size. It should be noted that this does not mean race, ethnicity, or other diversity topics are not relevant in these geographic areas. As 98% of FI organisation employ under 250 employees, cross-organisation or industry-wide groups may be a way provide a similar forum and sense of belonging for employees from smaller organisations seeking such groups.

Going beyond the listed interventions, one organisation commented that they conduct outreach work to enhance the attractiveness of the industry. Another described screening certain policies for equality implications, e.g. offering overtime to address workload issues may have unequal take up. There was acknowledgement that this work is long-term, and results may only become apparent over many years.

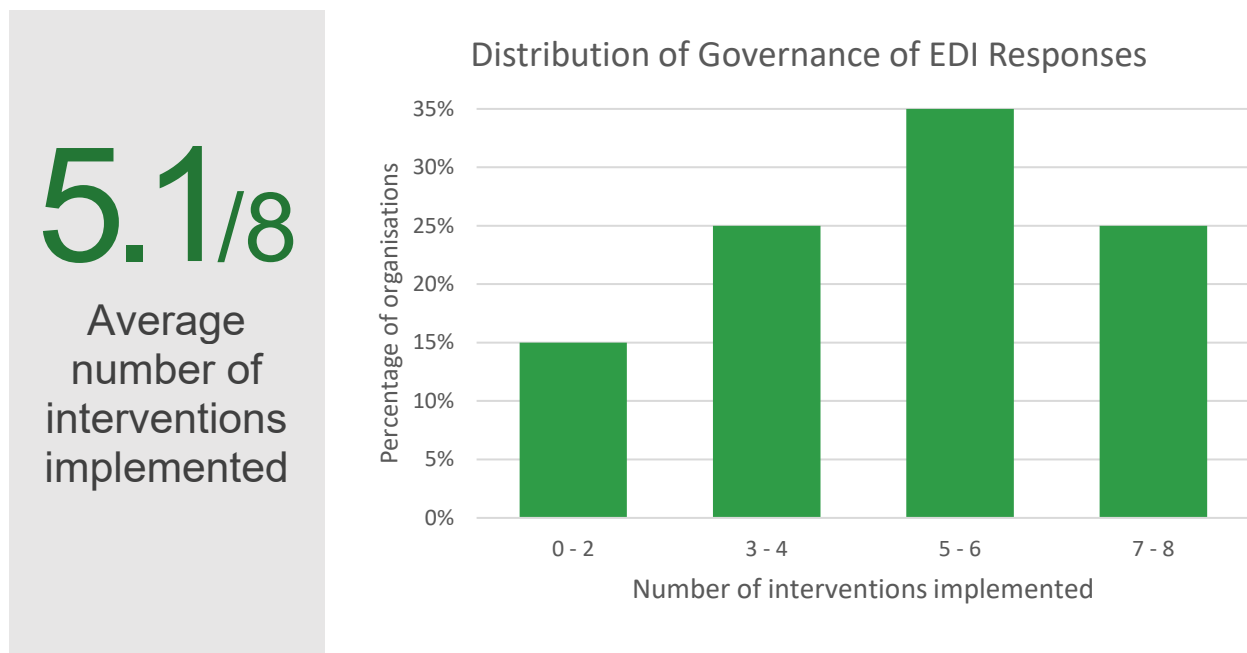
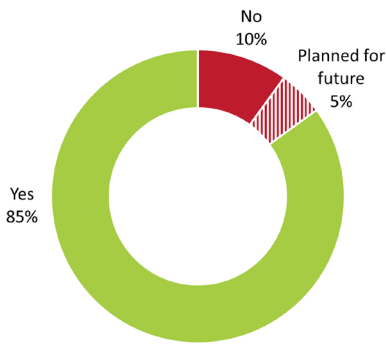
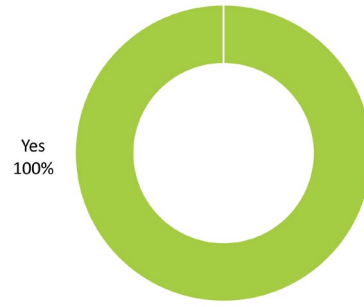


Figure 5 Response distribution for the "Governance of EDI" section

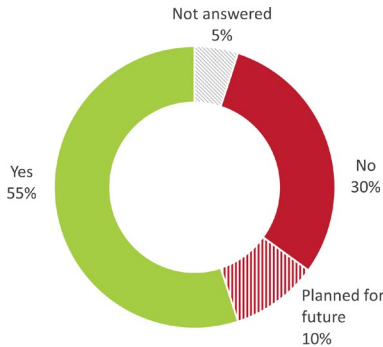




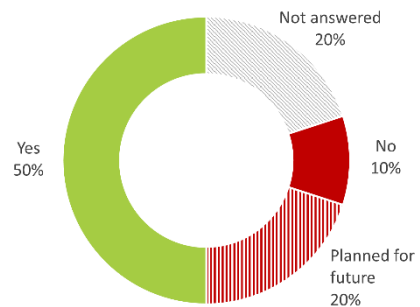
a. My organisation has an Equality, Diversity, and Inclusion Policy



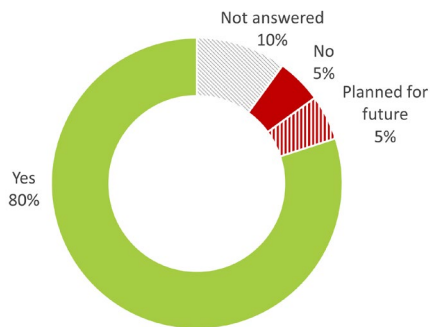
b. My organisation takes a zero tolerance approach to harassment and bullying



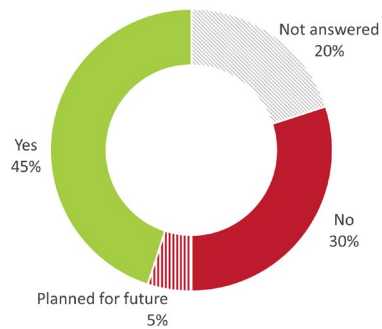
c. My organisation has a dedicated Equality, Diversity, and Inclusion leader



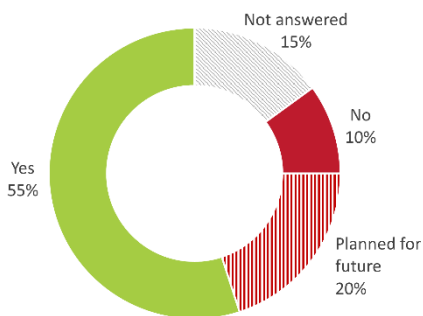
d. My organisation has an established governance structure for EDI



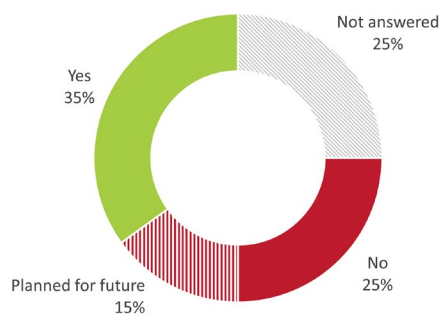
e. My organisation considers EDI topics beyond gender



f. My organisation has one or more employee resource groups



g. My organisation has an EDI Strategy



h. My organisation sets targets related to EDI

Figure 6 Response distributions for each of the “Governance of EDI” questions

Leadership Capabilities for EDI

Regarding EDI, as with any other business capability, leaders play a vital role and are pivotal to the success of an organisations' EDI strategy and implementation. Leaders must establish the need for change, role model, lead inclusively and set the mandate to embed best practices throughout their organisations. They accept accountability and delegate responsibility for action.

The "Leadership Capabilities for EDI" section of questions explores the engagement, training, and formalised responsibilities and accountabilities that leaders adopt within the organisation. The interventions listed were:

- Leaders understand the EDI business case for the business
- Leaders role model and demonstrate inclusive leadership
- Leaders sponsor EDI topic areas
- Leaders have received training or coaching in inclusive leadership
- Leaders are held accountable for EDI actions and / or targets

Two questions queried understanding of the need for EDI and the extent to which leaders role model inclusive leadership. The response options for these questions was a 5-point Likert scale, from 1 (Not at all) to 5 (Very much), reflecting their subjective nature. For the overall section scoring, responses of 4 and 5 on these questions were counted as the intervention implemented.

The average number of interventions implemented in this section is 3/5, with 45% of organisations having made 4 or all 5 interventions.

"I'd say we are all singing from the same hymn sheet but some sing louder than others"





3/5
Average number of interventions implemented

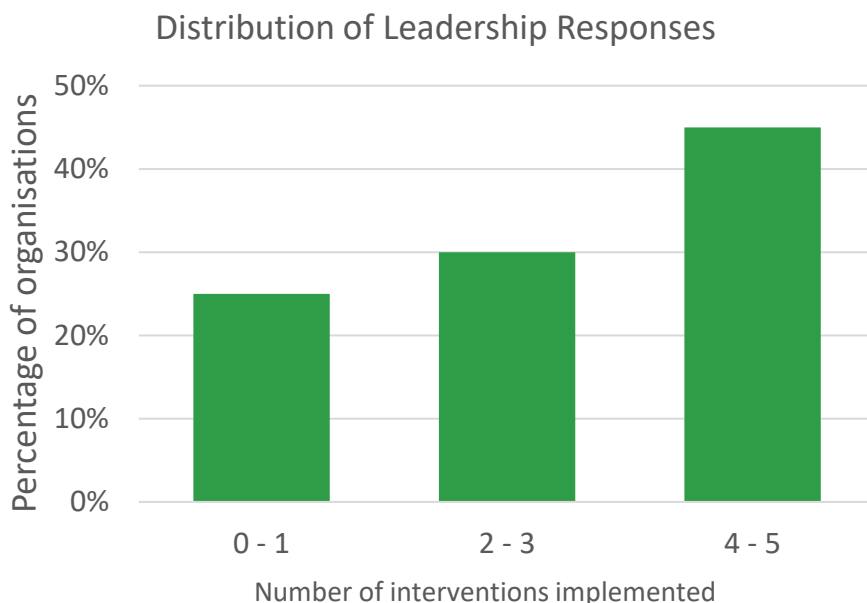
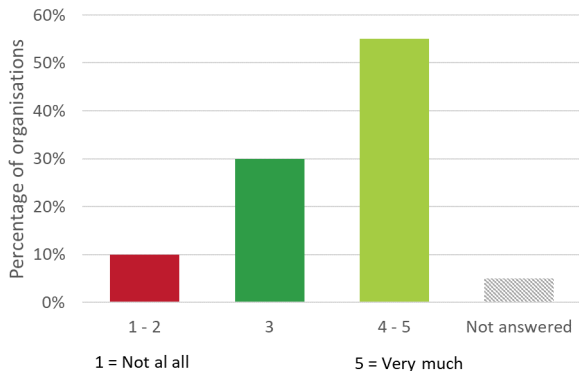


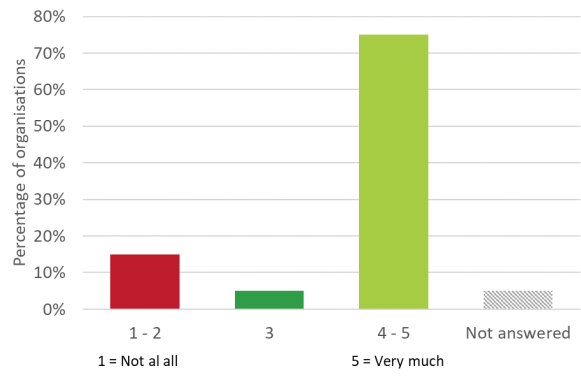
Figure 7 Response distribution for the “Leadership” section

Responses show that 55% of organisation have leaders who demonstrate strong understanding of the need for EDI (i.e. responses of 4 or 5), and 75% have leaders who role model inclusive leadership. Over half (55%) of organisation have provided leaders with inclusive leadership training supporting these capabilities. Similarly, over half of organisations have leaders who sponsor EDI topic areas. For example, they take responsibility for programmes or initiatives relating to Women, the LGBTQ+ community, Disability, Ethnicity, Socio-economic class or other topics. Sponsorship of topic areas was found to have an additional 15% of organisations planning this for future.

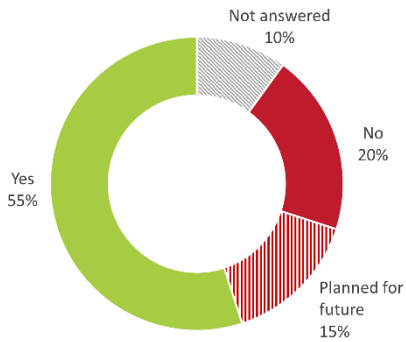
60% of organisations responded that their leaders are held accountable for EDI actions and/or targets.



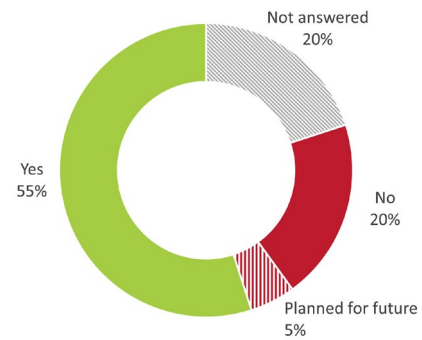
a. Leaders in my organisation understand the EDI business case for our business



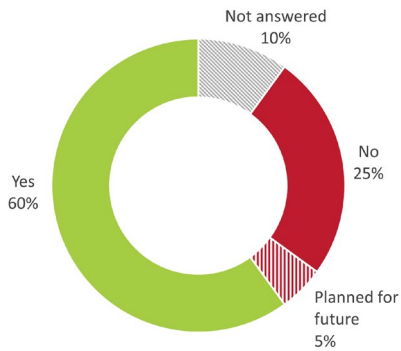
b. Leaders in my organisation role model and demonstrate inclusive leadership



c. Leaders in my organisation sponsor Equality, Diversity, and Inclusion topic areas



d. Leaders in my organisation have received training or coaching for inclusive leadership



e. Leaders in my organisation are held accountable for EDI actions and / or targets

Figure 8 Response distributions for each of the "Leadership" questions





Equitable Employee Experience

Employee experience spans from candidacy through the career journey, including all touchpoints of employees with the company. It includes their daily experience of inclusive environment, support for individual needs e.g. through flexibility, wellbeing and other policies, to their experiences with talent processes including performance reviews, training and promotion. This section explores the interventions designed to ensure those experiences are equitable and inclusive for all employees. Interventions listed were:

- Employees receive training about EDI
- The organisation offers flexible working options
- The organisation offers support for employee wellbeing
- The organisation ensures inclusive and accessible recruitment practices
- Talent management practices consider EDI (e.g. training, promotion, succession planning)
- Policies are screened for equality

This section gained the highest number of positive responses of all sections, with an average of 5 of the 6 listed interventions implemented by organisations. 11 firms (55%) report that they have implemented interventions addressing all questions. However, comments indicate that while broad coverage has been achieved, these interventions are newly in place and there is more planned for future.

5/6

Average number of interventions implemented

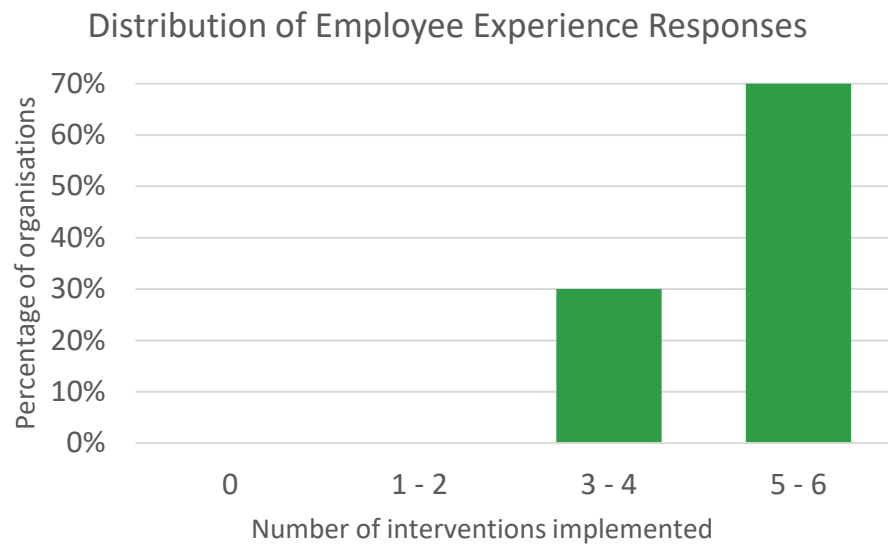
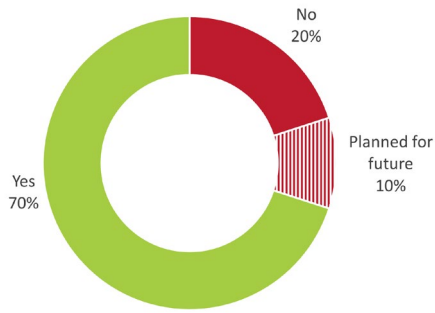


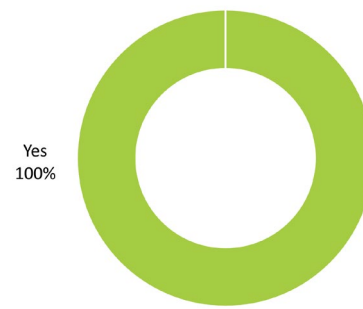
Figure 9 Response distribution for the “Employee Experience” section

“...it’s a relatively recent move to put in active focus here, so there is still some catching up to do.”

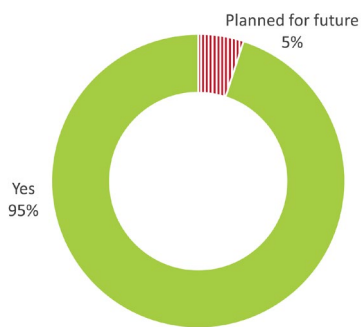




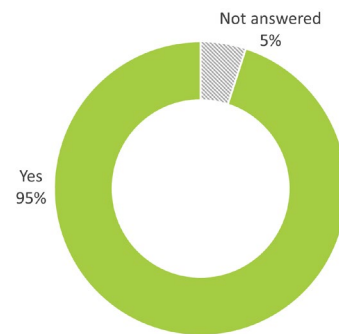
a. *Employees in my organisation receive training about Equality, Diversity and Inclusion*



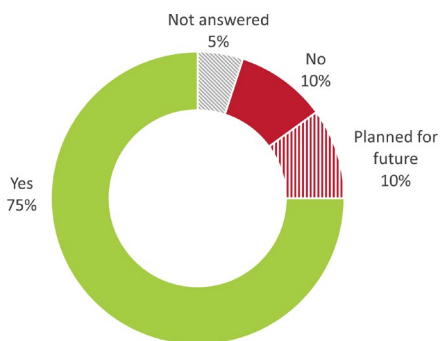
b. *My organisation offers flexible working options*



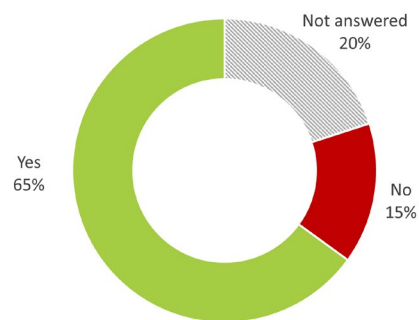
c. *My organisation offers support for employee wellbeing*



d. *My organisation ensures that recruitment is inclusive and accessible*



e. *My organisation has established talent management practices that consider EDI (i.e. promotion, succession planning, training, etc)*



f. *My organisation screens its policies for equality*

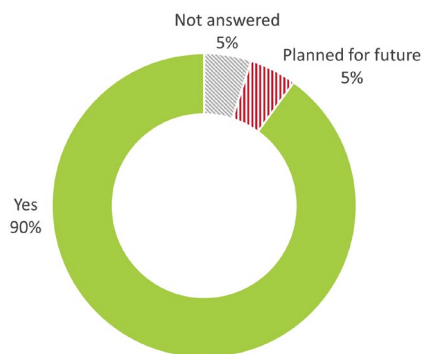
Figure 10 Response distributions for each of the “Employee Experience” questions

Innovation

The generic business case for EDI has evolved beyond solely financial measures over recent years, with the promise of greater innovation standing out as a significant gain for firms that embrace a diverse workforce⁵. But simply attracting more diversity is insufficient. To realise the benefits of diverse backgrounds, experiences and ideas, employees must be fully included, engaged and empowered to contribute. Particularly for the Foundation Industries at the current time, with increasing costs, labour shortages, digitisation and imperative for decarbonisation, the need for innovation is keenly felt.

The innovation section comprised a single question: My organisation has structures in place for employees to raise innovative ideas for the organisation. 90% of organisations responded affirmatively that they have such structures in place.

“It’s important to recognise that our backgrounds affect our thinking. This is too often overlooked in 'traditional' UK management culture. Different backgrounds bring different insights and that shines a light on new opportunities. We do not aim to clone a particular style of employee or manager, we try to make sure we have a mix.”



a. My organisation has structures in place for employees to raise innovative ideas for the organisation

Figure 11 Response distributions for the “Innovation” question

⁵ <https://hbr.org/2020/11/getting-serious-about-diversity-enough-already-with-the-business-case>



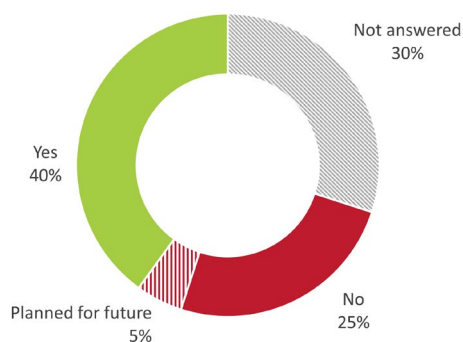


Supply Chain

Beyond the bounds of the organisation, considering diversity and inclusion in the supply chain can also bring benefits of innovation, increased resilience and positive socio-economic impact^{6,7}.

The survey asked about a single intervention regarding this topic: My organisation encourages diverse-led businesses in its supply chain. Only 40% of organisations responded positively to this question, 25% said “No” and 30% made no response. A few comments indicate that supply chain practices were not within the awareness of the person answering the survey, so they were unable to answer. This response set shows that implementation of EDI supply chain initiatives may be less developed than other EDI areas, and may also indicate this as an area where EDI practices are not yet well integrated across business.

“I'm only interested in the timely and cost effect of my goods inward. I'd only exclude a supplier if I was aware of issues and not its policies or lack of them.”



e. My organisation encourages diverse-led businesses in its supply chain

Figure 12 Response distributions for the “Supply Chain” question

⁶ <https://www.forbes.com/sites/forbesbusinesscouncil/2021/08/06/why-diverse-and-inclusive-supply-chains-are-needed-and-three-tips-to-make-it-happen/>

⁷ <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/sourcing-diverse-suppliers>

Data and Insights

Capturing data about equity, diversity, and inclusion can bring deepened insights for organisations, enabling understanding of the current state, what is working, and where action needs to be taken. Data may be both quantitative and qualitative, and used in conjunction with a storytelling approach can reinforce key messages, adding extra impetus for change.

The EDI survey asked about 8 interventions regarding data and insights:

- The organisation tracks diversity figures
- It tracks by type of role
- It tracks by level of seniority
- It tracks diversity figures of job applicants
- The organisation monitors workplace experience by demographic groups
- It can demonstrate progress over time on one or more of its EDI measures
- The organisation measures and reports its gender pay gap
- The organisation measures and reports its ethnicity pay gap

The average number of interventions implemented was 3.7, making this the one of the lower scoring sections, but with a wide range of responses. 25% of organisations reported a high 7 or 8 interventions, while 20% of organisations reported none.

“I worry that we focus on the 'easy' measurable factors in EDI but don't know about wider inclusion”





3.7/8

Average number of interventions implemented

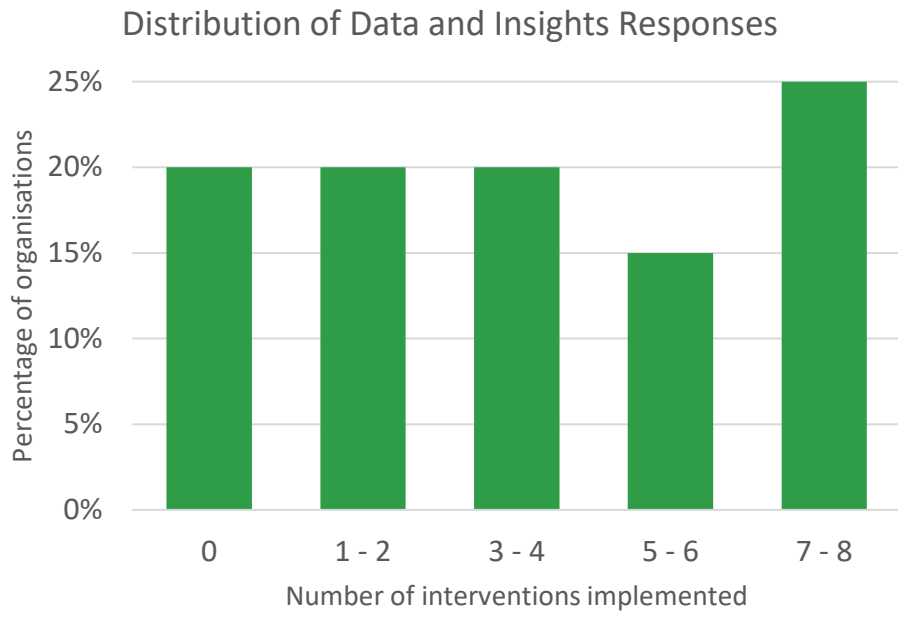


Figure 13 Response distribution for the “Data and insights” section

“We have to be wary on the statistics of small numbers”.

Smaller organisations particularly commented that working effectively with EDI data is hard to achieve, with too few employees and minority groups being too small in size for statistical analysis. For micro- (under 10 employees), small (up to 50 employees) and even medium sized organisations (up to 250 employees), single figures of women or people from other minoritized groups are likely. Alternative approaches to gaining insights, for example sector or sub-sector wide data, are more likely to be helpful for these organisations, and important for the Foundation Industries overall with 98% micro, small, and medium sized organisations⁸.

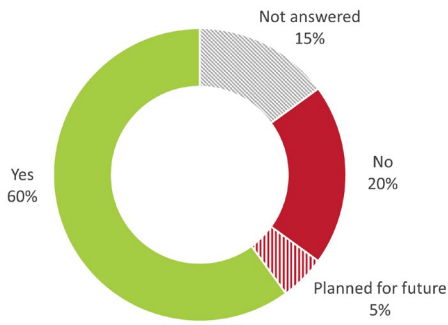
Comments indicate that while representation may be relatively straightforward to measure, capturing inclusion is also noted as important, but there is less confidence in how this is achieved.

“We have policy and reporting, I don't know whether the performance improvement is formally traced to the implementation of specific practices.”

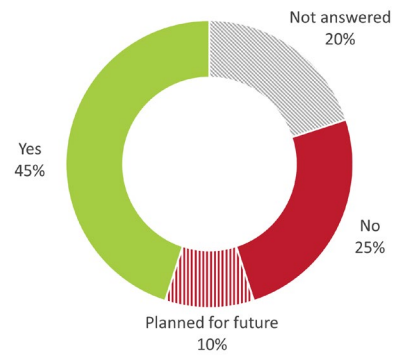
Tracing interventions through to measuring their impact was also commented as a challenge. Industry-wide aggregated data may again be beneficial particularly for smaller organisations in this regard.

⁸ ERC Research Report: Equality, Diversity and Inclusion in the UK Foundation Industries. Published 18th June 2021. <https://www.enterpriseresearch.ac.uk/publications/equality-diversity-and-inclusion-in-uk-foundation-industries/>

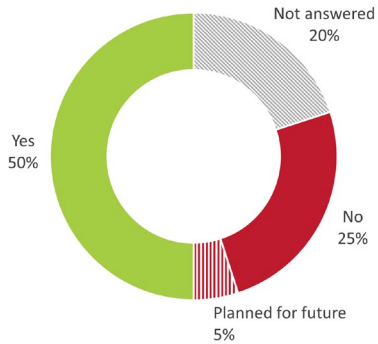




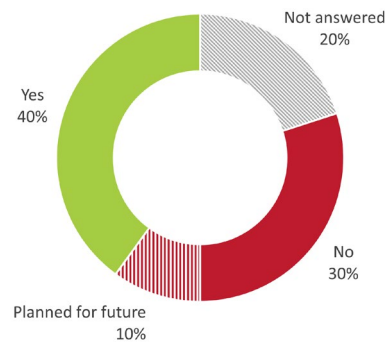
a. My organisation tracks diversity figures



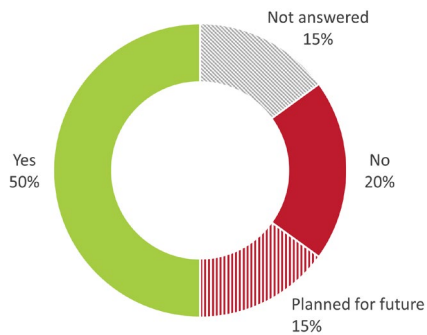
b. My organisation tracks diversity figures by type of role



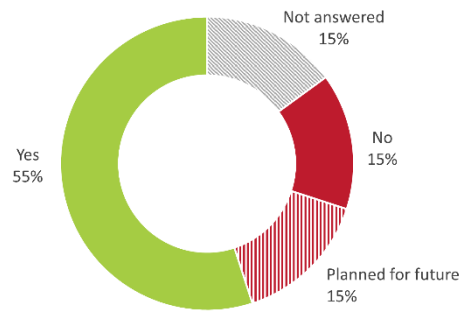
c. My organisation tracks diversity figures by level of seniority



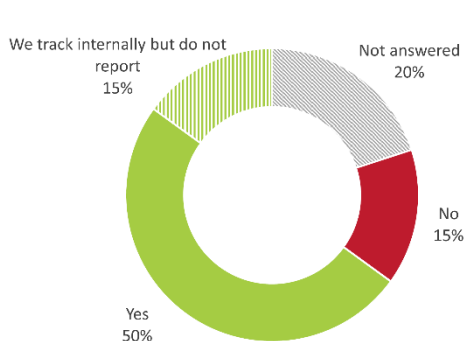
d. My organisation tracks diversity figures of job applicants



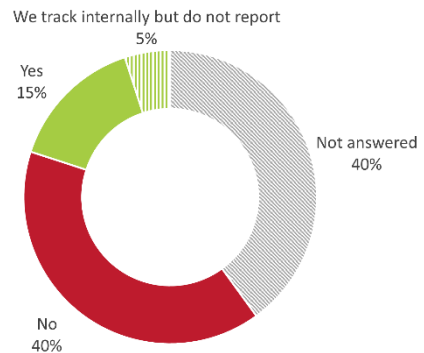
e. My organisation monitors workplace experience by demographic groups



f. My organisation can demonstrate progress over time on one or more of its EDI measures



g. My organisation measures and reports its gender pay gap



h. My organisation measures and reports its ethnicity pay gap

Figure 14 Response distributions for each of the "Data and Insights" questions

Public Commitment

Having examined internal EDI governance and practices, this final section relates to the commitment to EDI that organisations demonstrate publicly. There were four interventions listed in this section:

- The organisation shares information about EDI on its website
- It shares facts about its diversity figures publicly
- It shares its EDI policy publicly
- Is signatory to one or more EDI related charters

Charters provide a voluntary means, and often a helpful framework, for an organisation to visibly commit to providing equal opportunities in the workplace.

40% of organisations report having implemented 3 or 4 of these interventions, but 35% have implemented none. While 60% do share EDI information on the website, becoming signatory to a charter was the least adopted intervention at 20%.

Despite the findings that organisations have implemented many internal interventions, the commitment demonstrated publicly appears to lag. However, showcasing this information may bring additional benefit to organisations. Company values and inclusive culture are found to be important to attract candidates, particularly in younger generations, who increasingly seek this information when searching for their next role⁹.

⁹ <https://www2.deloitte.com/us/en/pages/consumer-business/articles/understanding-generation-z-in-the-workplace.html>





1.8/4
Average number of interventions implemented

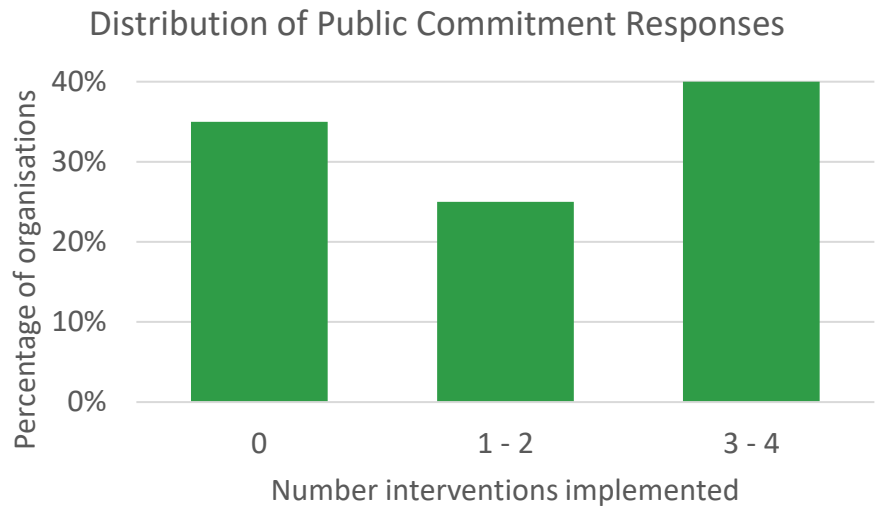


Figure 15 Response distribution for the “Public Commitment” section

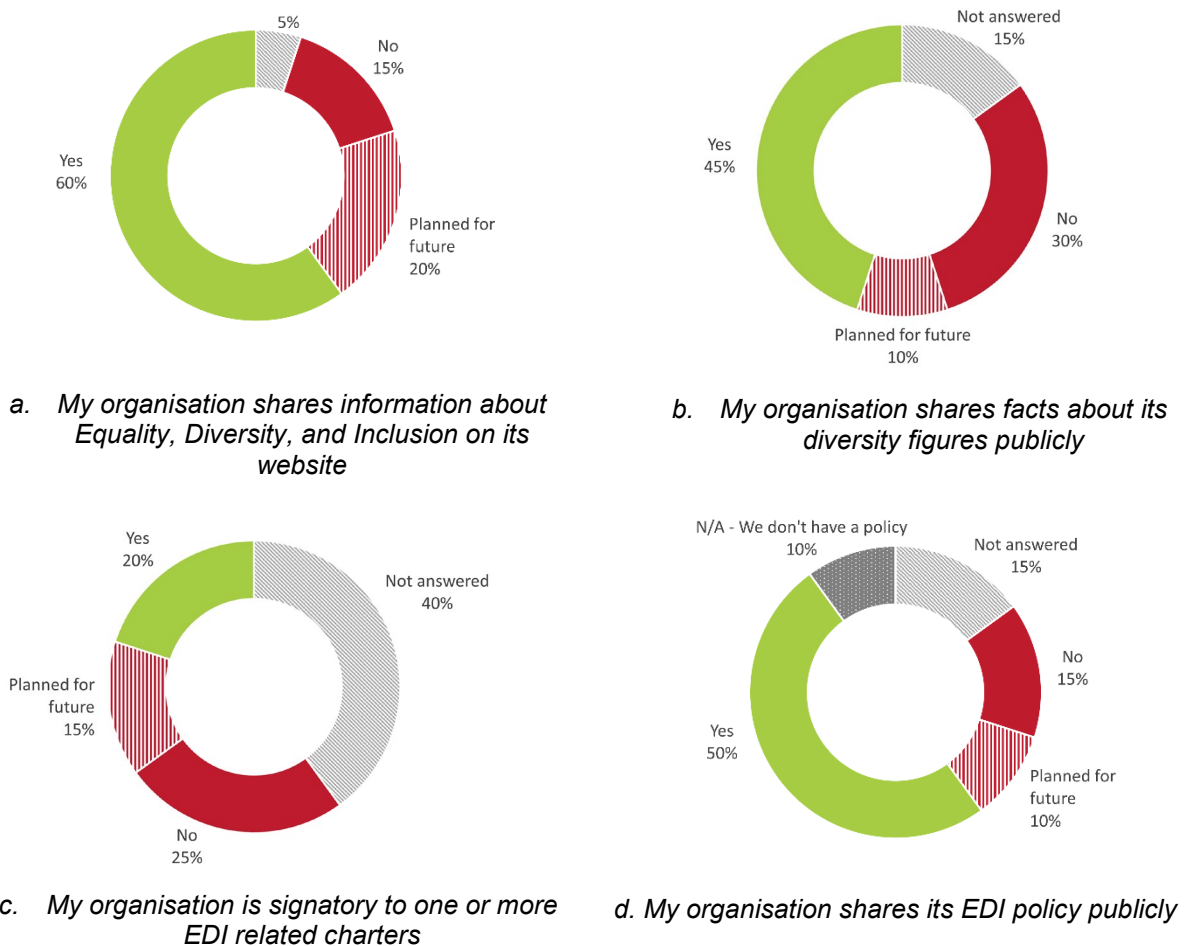


Figure 16 Response distributions for each of the “Public Commitment” questions

Additional Comments and Outcomes

The survey gave opportunity for final free text comments to add clarification or any extra information to the response. Some additional themes beyond the structured survey questions emerged from these comments.

Some reflected that the most mature EDI capability was regarding women, and consideration of “true” diversity in its broadest sense is much more recent. One organisation commented that in this regard, “nearly all momentum [has been gained] in the last 12-18 months”. Another commented that the organisation has “recently [made] significant progress in this area and does recognise how a diverse, listened to and respected workforce does make positive contributions to the business.”

One organisation succinctly captured that the hardest work lies in *how* to address some of the identified challenges, particularly in organisations with a smaller workforce:

“What is tricky is how to go the extra mile to make a workplace welcoming to newcomers when there is not already a significant group with shared background.”

Beyond the workplace, inclusion in the local community is also likely to be important to candidates and new recruits.

What’s needed from TransFIRe

We asked, “How can TransFIRe as a group help you to support and progress EDI in your organisation, or more broadly in the Foundation Industries?”

A selection of responses are shared below. Sharing good practice, tools and examples from other FI organisations and related sectors were common requests. Some organisations are confident in their own EDI programmes. We see TransFIRe’s role to facilitate organisations with established practices to share their learning with those newer to EDI.





“Through sharing best practice examples across the FIs.”

“Sharing of good practice from other sectors”

“EDI in recruitment is wasted if workplace does not feel as comfortable as it should. This is where [TransFIRe] can help.”

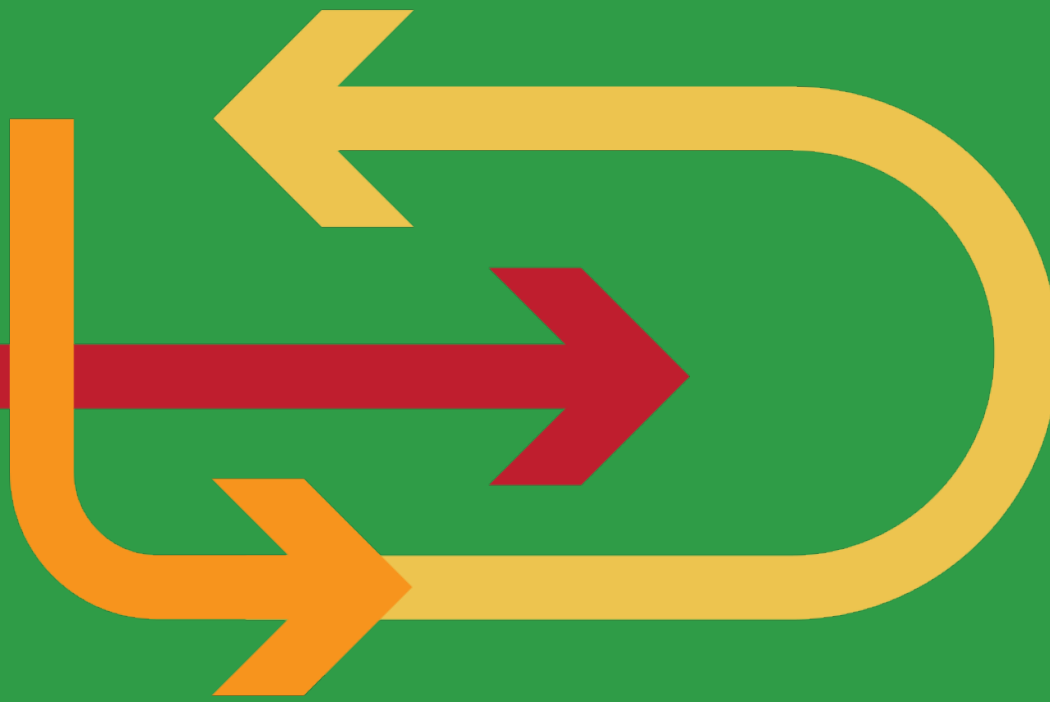
“Proving best practice tools, practices and exemplars, especially ones that show business benefit.”

Although not specifically requested of TransFIRe, the data and insights questions reveal an unfilled capability gap regarding data. This particularly affects smaller organisations, but also those who have not yet established methods to assess concepts that can seem less tangible like inclusion. Sharing of best practices may provide support here, and where TransFIRe may play a role.

TransFIRe EDI Working Group

The survey concluded with an option to leave details to join TransFIRe’s EDI Working Group. The EDI working group is responsible to identify opportunities for learning and collaboration, and supports delivery of TransFIRe’s strategic action plan for EDI. A key deliverable of this working group is a Foundation Industries EDI Playbook; a set of resources for EDI best practices and case studies to support organisations to create inclusive cultures, and attract, develop and retain diverse talent.

Five out of the 20 organisations that participated in the survey elected to join the EDI Working Group, joining other founding member organisations. This brings opportunities to share their learning via EDI visits and capturing case studies, to achieve deeper insights through collaboration with other FI organisations, and to guide the direction of the TransFIRe EDI research and playbook.



Conclusions





Conclusions

The TransFIRe EDI survey set out to measure a baseline of the EDI capabilities of organisations in the Foundation Industries in 2022. The response rate to the survey was low, at around 20% of those invited to take part, and unlike the distribution of organisations comprising these industries, the participating organisations were predominantly large, with over 250 employees.

Although intended as a survey to discover the range of EDI maturity across the Foundation Industries, the profile of organisations that have responded, and pattern of their responses, suggests this sample is likely to represent the organisations with greatest EDI engagement and capabilities. Despite not meeting the original aim, the results from the survey nevertheless provide new insight into the EDI landscape of the Foundation Industries, and highlight organisations that are demonstrating strong leadership in this area.

Key findings are:

- On average, participating organisations have implemented 58% (19) of the interventions included in the survey, with one organisation having implemented 91% (30) of the interventions. This result shows that there are Foundation Industry organisations that have made significant commitment and demonstrate a number of good practices towards improving EDI in their business
- 85% of participating organisations have an EDI policy, and all take a zero tolerance approach to harassment and bullying. Formalised governance, accountability and strategy for EDI actions have lower adoption, and are the areas found to be most planned for future
- Over 50% of organisations report their leaders to have understanding of the EDI business case, to have received EDI training, and to sponsor EDI topics.

- Interventions towards ensuring an equitable employee experience, from candidacy, through workplace support and talent development processes, have the highest implementation rates. The average number of these interventions was 5 out of the 6 listed.
- 95% of organisations have structures in place to encourage employees to raise innovative ideas
- Comments indicate that some interventions are only seen as suitable for larger organisations, and not possible in smaller businesses due to low numbers of people. Forming employee resource groups and the ability to gain insights from EDI data are particularly challenging for smaller organisations
- Responses for interventions regarding EDI data and insights were most mixed, and comments suggesting this area, along with EDI considerations for the supply chain, are least well understood
- The commitment that organisations demonstrate publicly towards EDI, for example sharing policy and disclosing diversity data on the website, appears to lag the internal capabilities. There may be opportunity for organisations to increase impact of their EDI work by greater sharing of information

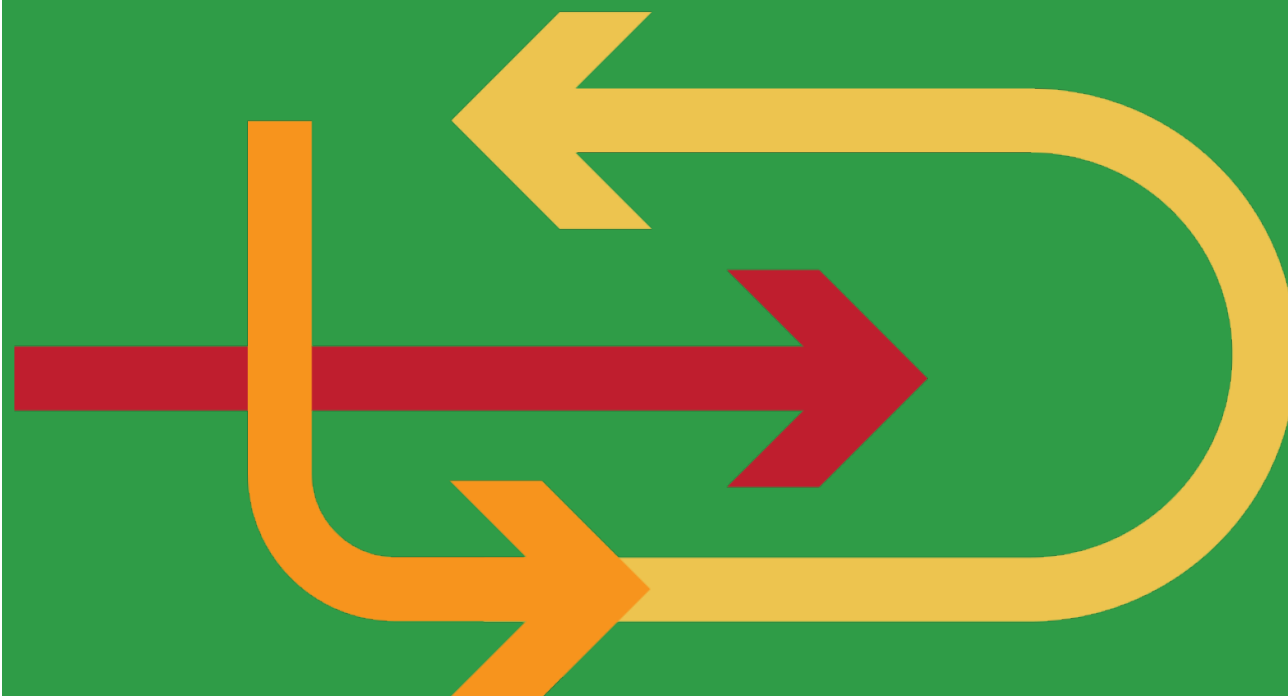
The results showcase the EDI capabilities particularly of larger organisations. Fewer responses were gained from small organisations, and those that took part indicated that several of the interventions appear less relevant or achievable to them. More work is needed to understand what works in small organisations, and how to adapt interventions for smaller businesses. This is particularly important as the Foundations Industries comprise 98% of organisations that are micro, small or medium sized.





A follow-on survey is planned in 2024, as the TransFIRE programme reaches completion. TransFIRE's EDI programme aims to increase engagement with EDI amongst the Foundation Industries, and an aim is that this be reflected in a greater participation rate for the next survey. While numbers of interventions implemented by the current participating organisations may be expected to increase, the average number may decrease, as new organisations with less mature EDI practices begin to engage and implement early interventions.

As a result of the survey, five organisations have joined TransFIRE's EDI Working Group. The survey provides a broad view of which types of interventions are used, and the Working Group brings opportunity to gain greater depth of insights, capture needs and emerging good practices through visits with Working Group member organisations and documenting case studies in the Foundation Industry EDI Playbook. This scope of work is in alignment with the requests from participating organisation for TransFIRE to facilitate sharing of EDI tools, experience and exemplars.



Appendix





The Survey

Organisation Name

Industry

Organisation type

Size - number of employees

Turnover

National / international operation

My organisation has an Equality, Diversity, and Inclusion Policy

My organisation takes a zero tolerance approach to harassment and bullying

My organisation has a dedicated Equality, Diversity, and Inclusion leader

My organisation has an established governance structure for EDI

My organisation considers EDI topics beyond gender (e.g. LGBTQ+, Disability, Ethnicity, Socio-economic class)

My organisation has one or more employee resource groups. These are employee-led groups, formally supported by the organisation, to bring together people with shared characteristics or experience

My organisation has an EDI Strategy

My organisation sets targets related to EDI

I would like to add comments about my organisation's structure for EDI (for example clarifications on answers above, recent achievements, or current priorities):

Leaders in my organisation understand the EDI business case for our business

Leaders in my organisation role model and demonstrate inclusive leadership

Leaders in my organisation sponsor Equality, Diversity, and Inclusion topic areas, e.g. They take responsibility for programmes or initiatives relating to Women, LGBTQ+, Disability, Ethnicity, Socio-economic class or others

Leaders in my organisation have received training or coaching for inclusive leadership

Leaders in my organisation are held accountable for EDI actions and/or targets

I would like to add comments about leaders capabilities

My organisation shares information about Equality, Diversity, and Inclusion on its website

My organisation shares facts about its diversity figures publicly

My organisation is signatory to one or more EDI related charters, e.g. Race at Work, UN Women's Empowerment Principles, Stonewall Diversity Champions, Disability Confident

My organisation shares its EDI policy publicly

I would like to add comments about my organisation's public commitment to EDI (for example clarifications on answers above, recent achievements, or current priorities):

My organisation encourages diverse-led businesses in its supply chain

I would like to add comments about EDI in the organisation's supply chain (for example clarifications on answers above, recent achievements, or current priorities):

Employees in my organisation receive training about Equality, Diversity and Inclusion

My organisation offers flexible working options

My organisation offers support for employee wellbeing

My organisation ensures that recruitment is inclusive and accessible

My organisation has established talent management practices that consider EDI (i.e. promotion, succession planning, training, etc)

My organisation screens its policies for equality

I would like to add comments about talent management and employee experience (for example clarifications on answers above, recent achievements, or current priorities):

My organisation has structures in place for employees to raise innovative ideas for the organisation

I would like to add comments about the role of EDI in innovation at my organisation (for example clarifications on answers above, recent achievements, or current priorities):





My organisation tracks diversity figures

My organisation tracks diversity figures by type of role

My organisation tracks diversity figures by level of seniority

My organisation tracks diversity figures of job applicants

My organisation monitors workplace experience by demographic groups (e.g. through an engagement survey or EDI survey)

My organisation can demonstrate progress over time on one or more of its EDI measures

My organisation measures and reports its gender pay gap

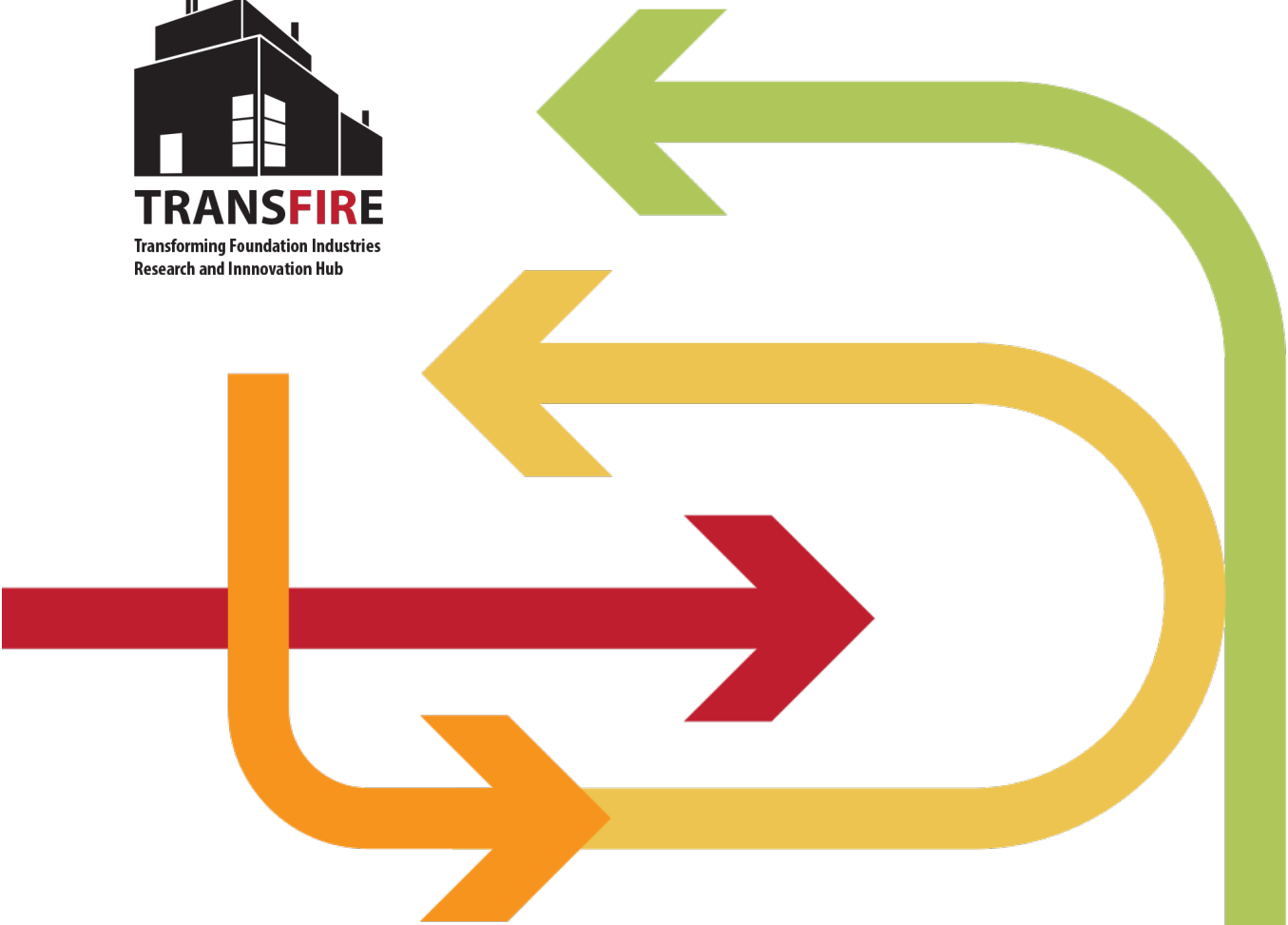
My organisation measures and reports its ethnicity pay gap

I would like to add comments about EDI measures and tracking change (for example clarifications on answers above, recent achievements, or current priorities):

Is there anything else you'd like to tell us about EDI in your company?

How can TransFIRe as a group help you to support and progress EDI in your organisation, or more broadly in the Foundation Industries?

If you would like to become part of the TransFIRe EDI working group, please share your name and email address below



**Transforming foundation Industries
Research and Innovation Hub**