

# Foundation Industries Forum

An interactive programme of events to share insights and learning across Foundation Industries to support progression towards transformation.



## Foundation Industries Forum - **Workshop One:** **Transforming Industries from Within - our EDI approach**

May 11, 2022

How do we become truly transformative within our industries? How can we become more inclusive and diverse in our workforces? What are some of the changes that we are making. This will be an opportunity to share your experiences and develop good practice guidelines for the industry.

■ Synchronous ■ Activity ■ Input/Briefing ■ break ■ Presentation

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
10:00 5m	<b>S1: Introduction and Welcome</b>	Overview of the Session	<u>Chat as people arrive - Christine</u> <b>High Level Welcome - Sue Black</b> <b>Zoom etiquette for this session:</b> <ul style="list-style-type: none"><li>• Chat - all functions are open, share</li><li>• Reactions - raised hand - and gone away button/thumbs up/other icons</li><li>• Closed captions - subtitling - turn it off if it is distracting.</li><li>• Close self view</li></ul>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
10:05 15m	<b>S2: Foundation Industries Sharing Experiences</b>	An opportunity to meet other attendees from Foundation industries and your experiences of ED&I progress/ambitions.	<p><b>Breakout #1: Christine to introduce : 10 mins</b></p> <p>Short fire introductory round to get people warmed up - 2 mins each</p> <ol style="list-style-type: none"> <li>1. Where are you? who are you? -</li> <li>2. ED&amp;I progress in my industry is like...</li> <li>3. Something I would like to get from today to support our ED&amp;I efforts is....</li> </ol> <p><b>Formal Introduction - Jo Stansfield and Sue Black</b></p> <ul style="list-style-type: none"> <li>• Who we are? Our roles in Transfire</li> <li>• The journey so far</li> <li>• What we want to do today</li> </ul> <p><b>Plan for the Session and Background of how we got here - Jo and Sue: 5 mins</b></p> <ol style="list-style-type: none"> <li>1. Introductions and update</li> <li>2. Building EDI Initiatives to become a structure</li> <li>3. Devising our EDI Playbook</li> <li>4. Practical focus</li> </ol> <p>(jo to create a slide with photos)</p>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
10:20 15m	<b>S3: Developing our ED&amp;I approach in Foundation Industries</b>	A summary of the ED&I work that is already happening including the recent workshop in March and the key outputs from this	<p><b>Christine</b></p> <p>Thanks to Sue and Jo for the overview, introduce <b>John Bolton</b></p> <p><i>John - has spent his career within the Steel industry, with over 15 years of board level responsibilities. He is chair of the stakeholder steering group of Transfire and trustee of the Engineering Development Trust (EDT) encouraging young people to consider a career in STEM related industries.</i></p> <p><b>Sue</b> - takes over and chats with John about the work that has already been taking place and the outputs from the workshop in March</p> <p><b>Possible questions</b></p> <ul style="list-style-type: none"> <li>• How would you describe the ED&amp;I challenge facing foundation industries?</li> <li>• What has given you hope over the last few years - signs of progress?</li> <li>• What were some insights from the event in March?</li> <li>• What would you describe as the challenges ahead?</li> </ul> <p><b>Christine</b> - will monitor chat/spotlight and keep timer on and will be added to the spotlight with 3 minutes to go to add in anything relevant from chat and to keep the fireside chat to time</p>
10:35 50m	<b>S4: How can we further build on EDI initiatives in our industries?</b>	An opportunity to identify regulations and structures we could introduce that would significantly support Equality, Diversity and Inclusion within the Foundation Industries	<p><b>Preparation for Breakout #2: 5 mins - Christine</b></p> <ol style="list-style-type: none"> <li>1. <b>Set scene for the sabotaging of ED&amp;I progress-</b> there are some people who benefit from things staying how they are, who resist change and who put blockers in place</li> <li>2. <b>Set task: Stand in the shoes of these people</b> and imagine you have the power to undermine all our efforts to create more equality, diversity and inclusion in our industries</li> <li>3. <b>What might "you" do</b> to undermine your current progress on EDI in Foundation Industry? <ul style="list-style-type: none"> <li>• Think about the policies and regulations that you would hold on to eg One size fits all for PPE/clothing</li> <li>• What changes do you want to stop happening and how you might block progress...</li> <li>• How can you subtly undermine all ED&amp;I efforts?</li> </ul> </li> </ol> <p><u><i>Share Menti slide (and sub questions in chat)</i></u></p>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
			<p><b>Breakout #2: Design a "Sabotage" activity : 10 mins</b></p> <ul style="list-style-type: none"> <li>• What might you do to undermine your current progress on EDI in Foundation Industry?</li> <li>• Share your ideas and post to Menti</li> </ul> <p><b>Reflection Whole Group:</b> Sue to lead - 10 mins - finish by 11.00</p> <p><b>Menti screen</b> will show the ideas shared and Sue will use this to support the reflection</p> <ul style="list-style-type: none"> <li>• How much of this is happening in reality? <i>(there is a voting option in the Menti slides)</i></li> <li>• What are we doing that will create an environment that supports EDI initiatives?</li> <li>• What are the practical steps we can take - what might a Foundation Industries ED&amp;I Playbook look like?</li> </ul> <p><b>Breakout #3 - (11.00) - Christine to outline</b></p> <p><b>imagine a future where we have made progress on this : 15 mins</b></p> <ul style="list-style-type: none"> <li>• What are the regulations, the policies, the reporting that we need to put in place to speed our progress to ED&amp;I and a transformation of our industries?</li> <li>• Add to the Menti - sharing ideas of what needs to happen</li> </ul> <p><b>Plenary: 10 mins : Sue</b></p> <ul style="list-style-type: none"> <li>• Review the Menti</li> <li>• Opportunity for participants to share useful insights in chat or using "Raised Hand" function</li> </ul>
11:25 10m	<b>Break</b>	Opportunity for informal networking using the breakout rooms	<p>Breakout rooms open in break for informal networking</p> <p>As we return from the break Christine will introduce the panel session moderated by Sue which will inspire us and provide some practical relevant tips to help develop the Playbook concept</p>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
11:35 40m	<b>S5: Panel Session: How do we actually implement this: creating our Playbook</b>	Our informal panel discussion explore ways we can transform participation and engagement in our industry. The session will provide helpful tips towards creating a Foundations Industries ED&I Playbook	<p><b>Introduction of Panel - Sue - 5 mins</b></p> <p>Invite each panellist to provide a <b>one minute</b> introduction:</p> <p>Name/role/involvement in ED&amp;I</p> <p><b>Questions : ~25 mins</b></p> <p>Sue to explore the pre-set questions with the panellists</p> <ol style="list-style-type: none"> <li>1. Helen Rose - Integrated Business Planning Manager - Encirc (glass manufacturing)</li> <li>2. Prof. Susan Bernal - Professor of Structural Materials at Leeds University</li> <li>3. Debbie Forster MBE - CEO Tech Talent Charter</li> <li>4. Donna Herdsman - Managing Director Diversity, Equity and Inclusion</li> <li>5. Jo Stansfield -Director, Inclusioneering Ltd</li> </ol> <ul style="list-style-type: none"> <li>• What are the key challenges that you see in your work? What are the top priority actions you have seen? How does this relate to the broader transformation What is the role of leadership The first steps in constructing a Playbook</li> </ul> <p><b>Questions from Group - by 12.05</b></p> <p>Christine will share questions from the chat (and Menti)</p>
12:15 15m	<b>S6: Summary of Session and Open Networking</b>	Final comments and next steps  Opportunity to continue with informal networking using the breakout rooms	<p><b>Christine:</b> we are now into the wrap up and there is an opportunity to stay on at the end and join others in breakout rooms so if you want to chat with someone just send them a direct message in the chat and arrange to go to one of the rooms at the close of this session</p> <p><b>Jo and Sue</b> - next steps, events and follow up to this event including newsletter/blog</p> <p><b>Final Statement - Christine</b></p> <p><b>Open Microphone/Chat</b> - what will we do - ideas you are taking from today</p> <p><b>Sue/Jo</b> thank for attending</p> <p><b>Christine</b> - breakout rooms available if you want to move into these for informal chats for next 30 mins - tell them in private chat</p>

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
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12:30

TOTAL LENGTH: 2h 30m

# What might you do to undermine your current progress on ED&I in Foundation Industries

Continue to insist on supplying ALL PPE/clothing in ONE SIZE fits all

Hold meetings at 8:30 in the morning or 5:30 in the evening

I would continue to recruit people who are the same as me as I know they will be able to do the role

Hire with bias

Not speaking about ED&I enough

Act as if you are doing everything possible for EDI already.

I might not anonymise CV's for recruitment, to make things fair

I would state that women can't work on the shop floor because they are not strong enough.

Mention that the industry is not suitable for everyone, that are certain requirements



# What might you do to undermine your current progress on ED&I in Foundation Industries

Make a joke if it - have heard it so many times when it is suggested that men need to do something, too, rather than women being responsible for changing things.

Not considering EDI practise when running events/conferences/panel sessions etc.

Language used by leaders - e.g. using 'gents' as a collective term when there are women present / on emails

Insist on a set of hiring requirements which are allegedly around performance but actually select from a single set of people.

Refuse to do job share or flexible working hours.

"I'm concerned about you being involved in EDI projects as you may get burnout"

Trivialise EDI discussion

ED&I is very important to us as we are a EMB company to make sure our employees happy in the work space.

Don't care about EDI ( assume it attacked there own power ) and so do not invest time / energy in understanding



# What might you do to undermine your current progress on ED&I in Foundation Industries

no women on shop floor because it will start romance or gossiping

Lack of fair evaluations and promotions, bias, unwillingness to change the culture

Bullying. When someone from under represented protected characteristics finds it hard to report bullying, if the actions are subtle but still damaging. Feels typical in academia.

Estates not having a budget to fit lifts to help with accessibility

Don't talk about it.

Access to toilet facilities to different genders

Not having enough gender balanced facilities in every building or department

Blaming everything on manual handling requirements

Non diverse to recruitment panels

# What might you do to undermine your current progress on ED&I in Foundation Industries

Promoting / hiring solely based on skills and results and not on personality and character

Industry can appear to be more progressive than academia. Sometimes ED&I can be as subtle as not being inclusive. Someone can be in a meeting but not helped to join into the discussion, or not listening to them, so their contribution feels limited

Having very rigid definitions of success may limit recruitment

Thinking that everything is fine as it is

Invalidating people's experience and perception of their work environment

No job share opportunities

EDI championing is women job

Just not listening to people can make people feel like they are not included

Refuse to redesign a process to make it doable by anyone (regardless of strength/disability etc)



# What might you do to undermine your current progress on ED&I in Foundation Industries

Avoiding difficult conversations about EDI beyond gender

Stick to your own views and what you are familiar with.

Believing that women won't want to work heavy machinery/  
be on a shop floor

Traditional view and perception of FI's is dirty, macho - need to take steps to publicise what we could be, not reinforcing image we'd like to show

Say "that there aren't any suitable candidates out there, we are wasting our time"

Performance indicators can be manipulated to help the institution but not so helpful for the individual

Shortlists invite tokenism, and recruitment should be on merit only (and this limits pool of applicants)

Continue to use the same approaches that we always have without any thought to the wider implications

Promote prejudice and misconceptions

# What might you do to undermine your current progress on ED&I in Foundation Industries

Passing the 'buck' - not owning the problem

Talking over people in meetings

Undermining efforts to improve the situation

Not considering religious requirements (eg wading feet, praying etc)

Making fun of EDI - making snide/sarcastic comments

lack of understanding and lack of willingness to understand

Saying that we're already doing enough to support EDI

Not to challenge current systems and attitudes

Include only the people in a team/conversation who share your views.



# What might you do to undermine your current progress on ED&I in Foundation Industries

Industry can be guilty of deprioritising ED&I when there are 'more important' issues such as; health and safety, process, profits etc

People can be set up to fail by not giving them the support they need, regardless of their characteristics

tackle pay gap

Access to early career support for people changing industries - reskilling

lack of time allowed for education, forcing outside of working hours

The opinion that roles are filled using unfavourable bias or tokenism.

Supressing discussion and debate

Find the topic embarrassing or awkward

Use language that is not inclusive

# What might you do to undermine your current progress on ED&I in Foundation Industries

Refuse to use sanctions against inappropriate behaviour

Refuse to discipline bad behaviour because it's just what is expected

Having very standard HR policies for woman

Inconsistent kpis- profit focussed for males, admin/organisation for females

Being sarcastic about any rule or change supporting ED and I efforts. Do not intentionally participate in gatherings or meetings that support ED and I progress and comment against them.

Resource edi projects with people with 'day jobs' rather than a focussed role

More work needs to be done to change the mindset of the people

Need to 'serve your time' before getting a senior role in the company (regardless of talent)

It depends up the position of each individual right up to board level. Unconscious bias, and changing the corporate culture is key. This is about hearts and minds internally



# What might you do to undermine your current progress on ED&I in Foundation Industries

They would refuse women, black, Asian, and minority ethnicities' participation. They would mock their participation.

Turn a blind eye to non inclusive behaviour.

Create an attractive workplace even if it is far away from the city, relocation benefits.

make sure that women make decisions for themselves, or at least get involved. A failure could be like the 25 white men who voted to ban abortion in Alabama

support for capex to make blue collar jobs accessible to more diversity

# How open is your industry to ED&I initiatives?



1

Already making massive changes



16

In theory but in practice...patchy



9

Open and genuinely trying

0

Resistant to any significant changes

0

Only where regulations and law require...





# What are the regulations, policies and reporting that we need to put in place to take ED&I further forward?

Having to publically report data - such as salaries etc. but on lots of areas of diversity.

Don't necessarily realise there's a problem until you report on it - so need more requirements for this

More comprehensive ED&I strategy that goes beyond gender.

training for all to go along side the regulations and policies

Non gendered language in recruitment

More flexibility in working styles

Having to display information on EDI statistics to employees and visitors

A lot of regulations and policies already exist and no one read them. It should be part of the training in any workplace to familiarise people with best practices

National level strategy.

# What are the regulations, policies and reporting that we need to put in place to take ED&I further forward?

Make the regular easy and clean for anyone.

Transparent policies

Career progression based on contribution and talent rather than 'time served/age'

Make those policies open to everyone

ED&I training to go alongside GDPR and IT training at organisations.

Flexible working practices, promotion of policies and training

There are many policies that already exist and many organisations recognize that they need to introduce and implement them, but we are skeptical that these will have the potential to override the culture.

Flexibility of working practice. Choosing hours of work, facilitating job share or working from home to be supported as a matter of policy

Appointing ED&I champions.



# What are the regulations, policies and reporting that we need to put in place to take ED&I further forward?

Facilitate and encourage EDI issues reporting at all time by created safe ways to do so (e.g. anonymous reporting)

Need ways to report any issues anonymously

Depends on the industry, no simply answer. But we need active legislation instead of just passive action.

Better information about EDI to make the case for policies and regulations.

Remove school / university education details from CVs (or refuse to to accept applications that include that information).

Employee reporting on business leaver to pick up trends/ issues, eg male and female, ethnicity, nationality etc

Please don't make it like Information freedom campaign...

Minimum accessibility requirement at workplaces for all disabilities

Regular meetings with BAME and women staff to participate in the formulation of policies and regulations.

# What are the regulations, policies and reporting that we need to put in place to take ED&I further forward?

EDI dashboards to be discussed regularly

Accredit positive EDI behaviour. .

Transparent policies

Ensure policies are inclusive and cover multiple aspects and issues, also to avoid trade-offs.

Education and engagement with policies

Targeted conversations with underrepresented voices.

Train the managers to allow talent to be realised through unconventional means (don't manage in your own image)

Driving transparency to get the right data to influence change

Great examples of tracking reasons for job changes within and away from businesses



# What are the regulations, policies and reporting that we need to put in place to take ED&I further forward?

Mandate specific gender policies eg Menopause Policy

Support on Capex to allow more diversity in shop floor

Normalising open discussions with managers and teams about barriers and culture

How to make EDI as part of all policies not just a separate policy - it becomes part of all policies (where relevant) such as a EDI section in recruitment policies

Management training to train managers to manage in an open way, understanding different work styles and measurement based on performance not on the process of how they do it

Make EDI gaps (gender balance, pay etc.) visible to all employees

Some colleagues have raised the potential of active legislation. It will be useful to think this through with a relevant case study (problem now, how solved, targeting what, and more importantly, who enforces the legislation and how

EDI should be part of your sustainability strategy. Reinforcing triple bottom line and make EDI another "Net Zero"

Make commitment to EDI one of the criteria taken into account for internal career progression.

# What are the regulations, policies and reporting that we need to put in place to take ED&I further forward?

EDI is not only about women but also poor background and/or disability

Place a legal structure around EDI. Mandate an awareness programme.