



ROYAL  
ACADEMY OF  
**ENGINEERING**



**Diversity and Inclusion**

# Progression Framework

for professional bodies



**A FRAMEWORK FOR PLANNING AND ASSESSING PROGRESS**





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# Diversity and Inclusion (D&I) Progression Framework Overview

The D&I Progression Framework was developed in a collaboration between the **Royal Academy of Engineering (Academy)** and the **Science Council** to progress diversity and inclusion (D&I) across 63 engineering and science professional bodies.

It builds on the *Engineering Diversity Concordat* and the Science Council *Declaration on Diversity, Equality and Inclusion* with the aim of helping professional bodies track and plan progress on D&I.

The framework asks professional bodies about progress on D&I in the eight areas listed below, by setting out four levels of good practice for each.

- 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



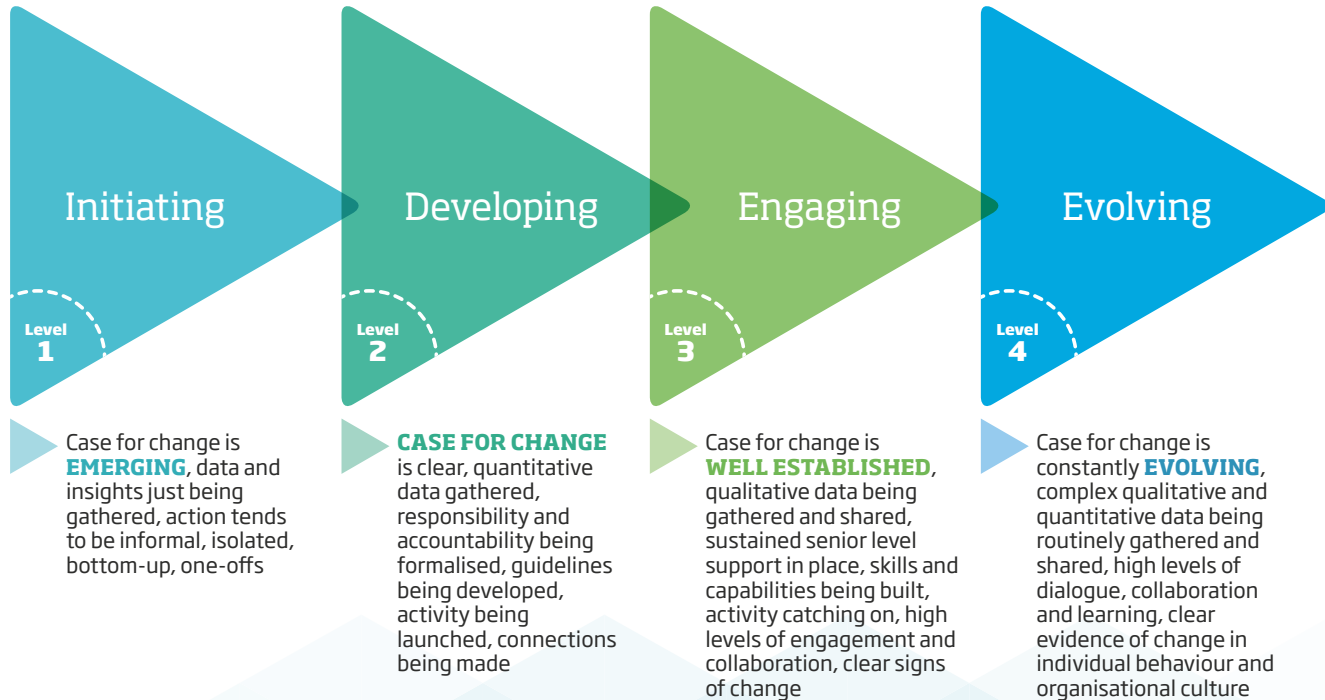
**“The framework certainly encouraged people to think about this subject when maybe they wouldn’t previously have done, or think differently.”**

- BCS, The Chartered Institute for IT





# A four-level maturity model

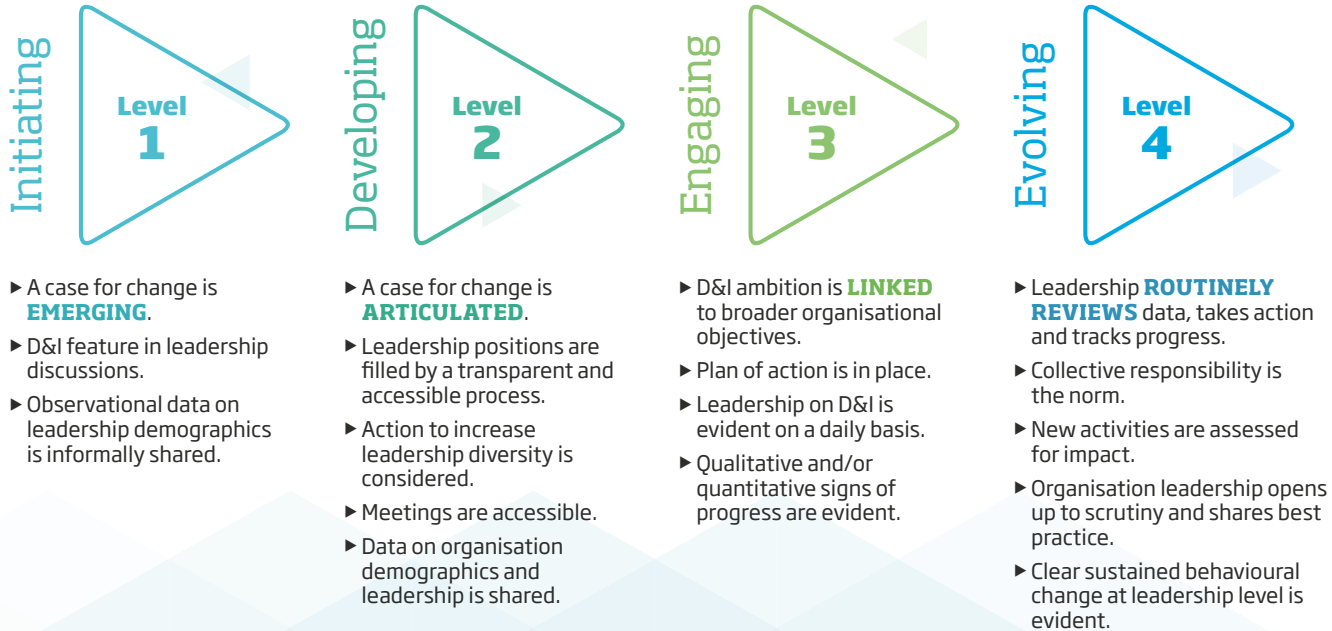


The next few pages give a summary of best practice in each of the eight areas against the four-level maturity model.

For a full version of the framework, contact [diversityteam@raeng.org.uk](mailto:diversityteam@raeng.org.uk) or [diversity@sciencecouncil.org](mailto:diversity@sciencecouncil.org).

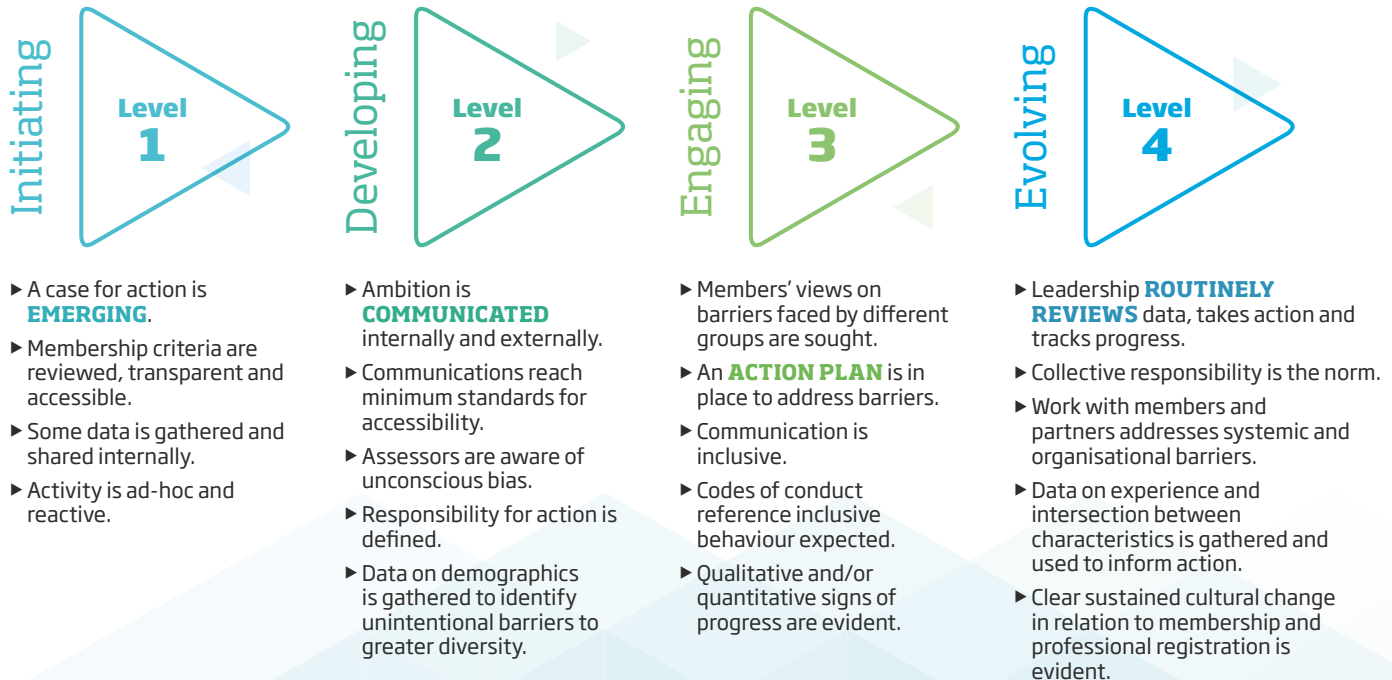
# Framework descriptors for professional bodies

## 1 Governance and leadership Summary





## 2 Membership and professional registration Summary



# 3

## Meetings, conferences and events Summary

Initiating



- ▶ Discussion on increasing diversity of **SPEAKERS** has begun.
- ▶ Venue accessibility is considered and potential participants are asked about needs.
- ▶ Observational data about speaker diversity and accessibility is shared internally.

Developing



- ▶ Ambition to increase diversity of speakers and inclusion of **ATTENDEES** is clearly stated.
- ▶ People responsible are made aware and are supported to achieve ambition.
- ▶ Organisational policies and guidelines are reviewed for unintentional barriers.
- ▶ Materials are reviewed to support positive messaging.
- ▶ Feedback from speakers and delegates is used to inform progress.

Engaging



- ▶ A plan of action is in place.
- ▶ **MEETING CHAIRS** actively seek to increase D&I.
- ▶ Qualitative and/or quantitative signs of progress are evident.

Evolving

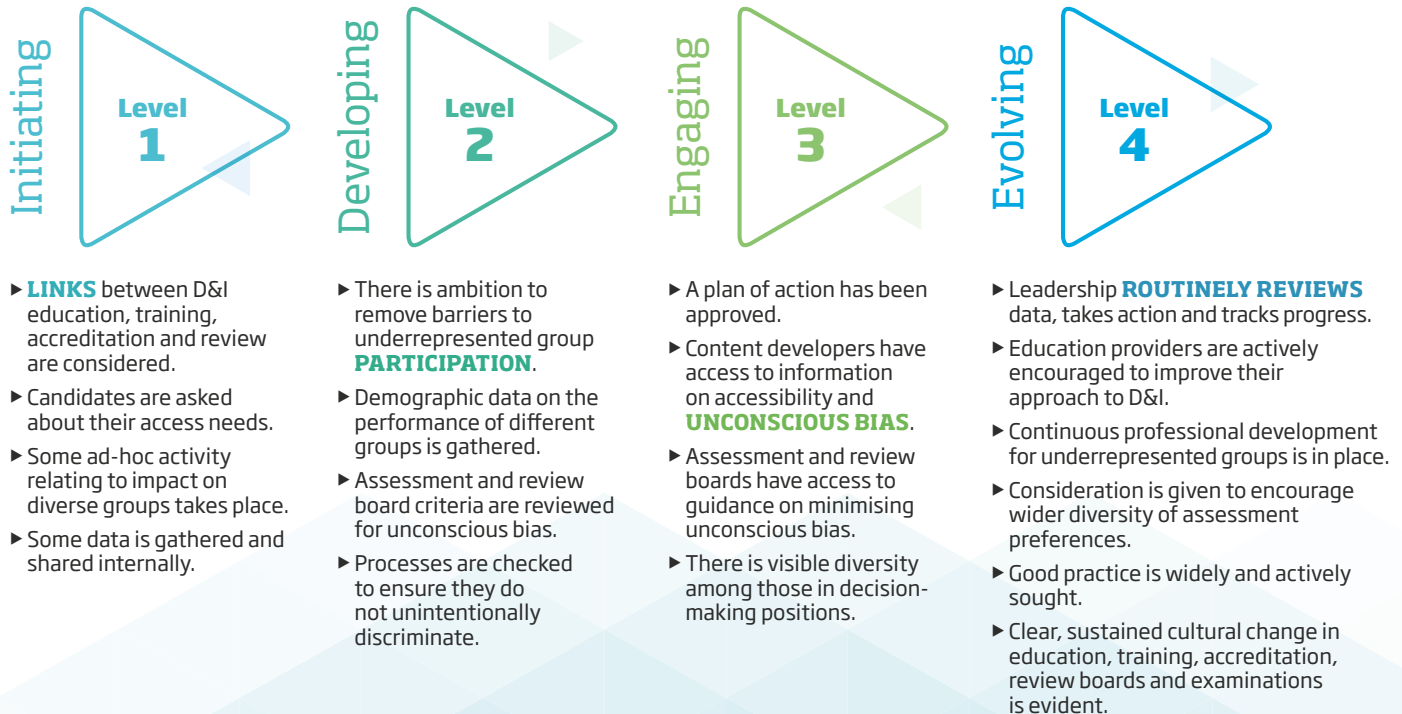


- ▶ **DIVERSITY** of speakers is visible.
- ▶ Attendee access needs are anticipated.
- ▶ Good practice is learnt and feedback from speakers used to improve D&I.
- ▶ Clear, sustained cultural change in relation to meetings conferences and events is evident.





## 4 Education and training, accreditation and examinations Summary



# 5

## Prizes, awards and grants Summary

Initiating



- ▶ D&I in prizes, awards and grants is discussed.
- ▶ Assessment criteria and processes are **TRANSPARENT** and freely available.
- ▶ Observational data is shared internally.

Developing



- ▶ There is clearly stated ambition to improve.
- ▶ Criteria and processes have been reviewed for unintentional barriers.
- ▶ A named person has responsibility and effort is made to ensure **DIVERSE JUDGING/REVIEW** panels.
- ▶ Data is gathered and shared internally.

Engaging



- ▶ Leadership has approved a plan of action.
- ▶ Effort is made to generate nominations/submissions from **UNDERREPRESENTED GROUPS**.
- ▶ Judging and review panels have access to information on unconscious bias.
- ▶ Qualitative and/or quantitative signs of progress are evident.

Evolving



- ▶ Leadership **ROUTINELY REVIEWS** data, takes action and tracks progress.
- ▶ Data and feedback from successful/unsuccessful nominees/applicants on the process is acted on where possible.
- ▶ Winners from different backgrounds are featured to celebrate the diversity of the profession.
- ▶ Reputational risk and learning from public debate in other sectors is considered.
- ▶ Clear, sustained cultural change in education, training, accreditation, review boards and examinations is evident.



## 6 Communications, marketing, outreach and engagement Summary



# 7

## Employment Summary

Initiating



- ▶ Discussion on increasing D&I is taking place.
- ▶ There is some **GOOD PRACTICE** on equality, D&I.
- ▶ Other activity is in response to immediate issues.
- ▶ The organisation complies with relevant legal duties.

Developing



- ▶ A case for increasing D&I in employment is agreed and ambition is clearly communicated.
- ▶ **FLEXIBLE WORKING** policy is in place but take up is limited.
- ▶ Employment practices are under review along with the experiences of underrepresented groups.
- ▶ All decision-makers are given access to information on **UNCONSCIOUS** bias.
- ▶ Data is gathered and shared internally.

Engaging



- ▶ Leadership has approved a plan of action.
- ▶ The organisation is using **INSIGHTS** from staff and good practice guidance to create a more diverse and inclusive workforce.
- ▶ Demographic data is gathered and shared internally.
- ▶ Qualitative and/or quantitative signs of progress are evident.

Evolving



- ▶ Leadership **ROUTINELY REVIEWS** data, takes action and tracks progress.
- ▶ Collective responsibility is the norm.
- ▶ Collaboration with external partners to exchange good practice is in place.
- ▶ Data on demographics and experiences of different groups is routinely gathered and shared.
- ▶ Data on underrepresented groups is **BENCHMARKED** internally and externally.
- ▶ Clear, sustained cultural change in communications, marketing, outreach and engagement is evident.



## 8 Monitoring and measuring Summary



- ▶ A case for measuring and monitoring is developing.
- ▶ **OBSERVATIONAL** data is noted and shared internally.



- ▶ The **STARTING POINT** for D&I is established.
- ▶ Leadership has articulated ambitions against which D&I is measured.
- ▶ One or more people are responsible for measuring.
- ▶ Data is gathered and shared internally.



- ▶ Key **QUALITATIVE** and **QUANTITATIVE** performance indicators are agreed.
- ▶ Demographic data, progress, strengths and areas for development are shared internally and used to inform action.
- ▶ Requests for data get high response rates.
- ▶ Qualitative and/or quantitative signs of progress on D&I are evident.



- ▶ Leadership **ROUTINELY REVIEWS** progress against performance indicators.
- ▶ There is collective responsibility for measuring progress.
- ▶ Progress is routinely incorporated into overall external organisational reporting.
- ▶ Data on progress is benchmarked internally and externally and used to drive action.
- ▶ Data on more complex demographics is shared internally.
- ▶ Clear, measurable sustained cultural change in relation to D&I is evident.

# Self-assessment, reporting and benchmarking

The framework can be used by professional bodies as an internal tool at any time, in order to:

- ▶ **STRUCTURE** conversations about performance and progress on D&I
- ▶ **IDENTIFY** strengths and areas for development
- ▶ **REPORT** on performance to leadership teams or boards
- ▶ **PLAN** next steps in making progress on D&I

When used in this way the completed framework is for the organisation's purposes only; it does not have to be submitted to the Academy or the Science Council for review.

## Collective benchmarking

On a periodic basis, the Science Council and the Academy will invite professional bodies to take part in a collective benchmarking exercise, when professional bodies in science and engineering will be asked to complete and submit a self-assessment against the framework.

- ▶ All the information provided for assessing progress and benchmarking will be **treated confidentially** and seen only by named contacts at the Academy and/or the Science Council.
- ▶ The purpose of this collective exercise is not to create a 'league table' but instead to gather **examples of good practice, the successes, challenges and priorities** on D&I for professional bodies in engineering and science, as well as more quantitative indicators of progress.
- ▶ In addition to an overall report, participating organisations will receive an **individual report** summarising their progress and proposing a small number of next steps towards progress on D&I. Each individual self-assessment will lead to the generation of a spider graph - see right.
- ▶ During the reporting stage of the collective benchmarking exercise, a spider graph will be generated representing engineering and science performance. Organisations who wish to can use this to **benchmark their performance against their peers**.



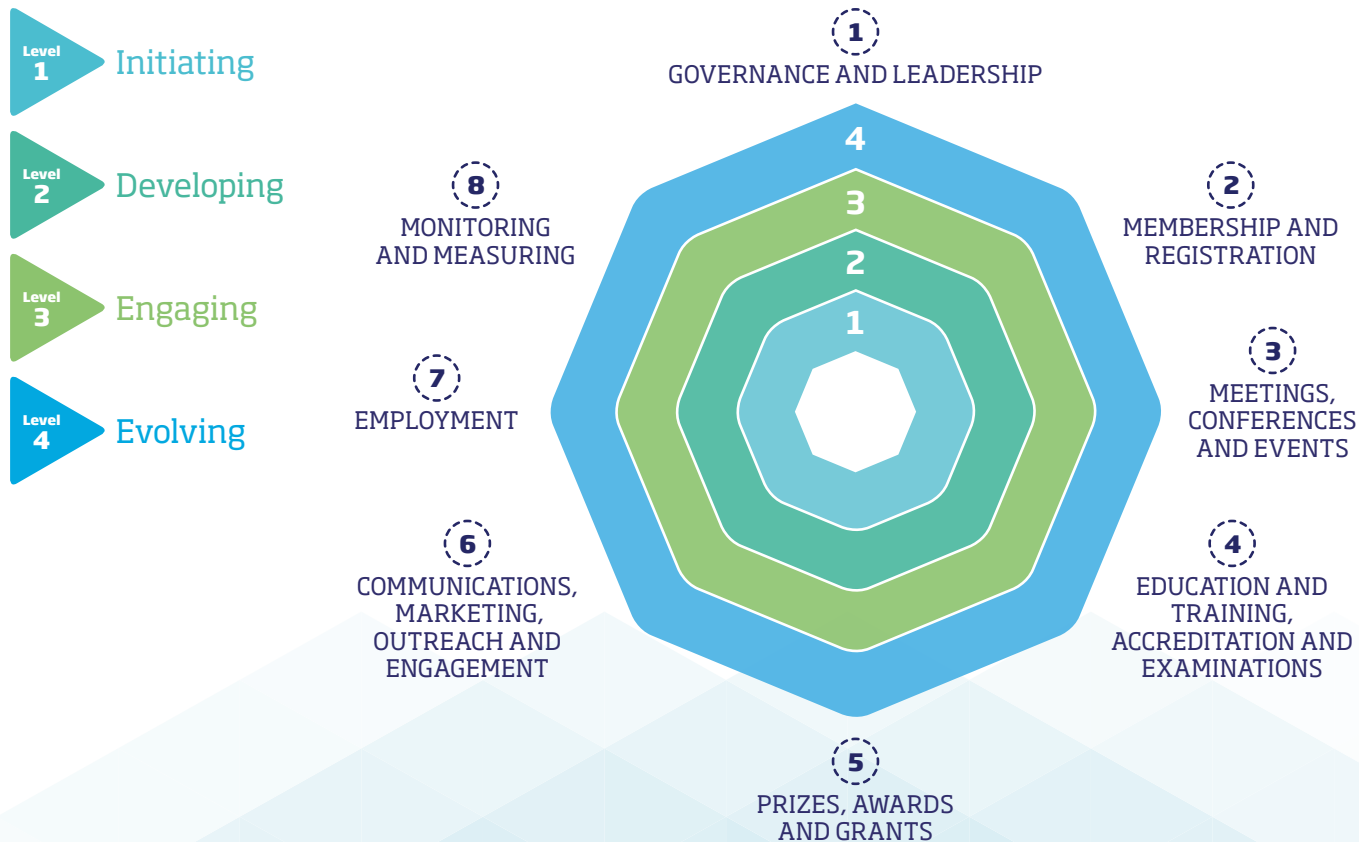
//  
**Very useful format. Excellent tool for tracking and moving forward diversity plans. Highly recommended that this be rolled out."**

- Nuclear Institute (NI)





# Level summary diagram



## Next steps

The first collective benchmarking exercise will take place in 2017.

This will commence with a workshop giving all institutions an opportunity to find out more and discuss the process, in advance of submitting completed frameworks to the Academy and/or Science Council later on in the year.

**For more information, contact [diversityteam@raeng.org.uk](mailto:diversityteam@raeng.org.uk)  
or [diversity@sciencecouncil.org](mailto:diversity@sciencecouncil.org)**



**//**  
There is going to be a huge benefit to our organisation in using this framework to help guide us in identifying the next practical steps in each of the areas described, so it's hugely useful, thank you!"

- Institute of Engineering Designers (IED)







# Background

Engineering and science professional bodies -  
a case for collaboration

**There are many factors driving collaboration between the Academy and the Science Council on D&I:**

- ▶ **THE NEED TO BUILD** on the work of *Engineering Diversity Concordat* and *Declaration on Diversity Equality and Inclusion* to encourage and support planning and measurement - see over page.

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- ▶ **POTENTIAL TO SIGNIFICANTLY IMPACT** on increasing D&I across science technology engineering and maths (STEM).

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- ▶ **AVOIDANCE OF DUPLICATION** given a number of Science Council members are also professional engineering institutions.

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- ▶ **ECONOMIES OF SCALE** in developing strategies and approaches for addressing D&I in STEM.

**As leaders in engineering and science, both the Academy and the Science Council commit to demonstrating good practice on D&I in relation to their own employees, registrants, members and Fellows.**



“

**It helped to focus our minds on DEI and raise its profile at our council meetings and enabled us to consider its implication in the wider context of our organisation.”**

- Society for Cardiological Science and Technology (SCST)



# Professional engineering institution *Diversity Concordat*

**In 2011, the then Department for Business Innovation and Skills, funded an Academy-led programme to increase diversity across the engineering profession.**

Over the last six years, this programme developed and expanded to include a focus on inclusion; ethnicity, sexual orientation, age, disability, social disadvantage and of course gender.

The programme is focused internally and externally; partnering and collaborating with stakeholders in engineering employment, professional bodies and third-sector organisations with the aim of challenging the status quo and driving change through visible and innovative interventions.

A report on the first five years of the programme can be found on the Academy's diversity webpages [www.raeng.org.uk/policy/diversity-in-engineering](http://www.raeng.org.uk/policy/diversity-in-engineering).

In 2012, the Academy worked with representatives from a number of professional engineering institutions (PEI) to develop an *Engineering Diversity Concordat* - a voluntary agreement to support joint working on D&I. All 35 PEIs were invited to sign up to the concordat; as a result, 30 including the Engineering Council and the Academy have become signatories.

**The Concordat commits signatories to work together to communicate commitment to D&I, take action to promote and increase it, and monitor and measure progress.**

Over the last three years, PEIs have reported progress against these objectives and many have developed their activities as a result. This has included putting in place diversity monitoring, developing networks for members from underrepresented groups, and considering what more can be done to retain women in membership after career breaks.

Towards the end of 2015, it became evident that there was appetite for increased rigour in planning, measuring progress and benchmarking.

In addition, an independent evaluation of the programme highlighted that:

- ▶ some signatory institutions of the Concordat have **not been active** nor made contributions, and there is little accountability
- ▶ there is **some ambiguity** among Concordat members around what 'success' looks like
- ▶ a **standardised tracking** tool/dashboard should be shared with institutions to track plans and encourage increased commitment and ongoing progress.



**“ It gave a sense of achievement where we are doing quite well, inspiration to do more. Reminder of areas where we are not yet making progress, inspiration to tackle these next.”**

- Institute of Physics and Engineering in Medicine (IPEM)





## Science Council Declaration on Diversity, Equality and Inclusion

**In 2014, the Science Council developed a document to facilitate buy-in from its membership of professional bodies in the promotion of equality, diversity and inclusion (EDI).**

The aim is to create greater opportunity for all individuals to fulfil their scientific potential, irrespective of background or circumstances.

The Science Council sets the standards for professional scientists through registration. It also helps science to better serve society by attracting the widest possible talent to the science workforce and fostering a greater diversity of scientific ideas, research and technology.

The Science Council is committed to widening participation in science education and the workplace. To this end, the Science Council and its member bodies have declared a commitment to promote EDI throughout their communities and challenge prejudice and discrimination.

As a leading voice in science and the application of science, the Science Council seeks every opportunity to be proactive in promoting and communicating this vision to educators, employers, policymakers, opinion formers and other publics.

**Through the Declaration on Diversity, Equality and Inclusion, the Science Council proactively promotes a culture of EDI through its membership by asking them to:**

- i appoint** a board-level diversity champion who, in partnership with the senior executive staff member, will advocate the importance of EDI, and be accountable for improving practice and communicating strategies to staff, membership and other stakeholders
- ii plan and implement** a programme of work to embed the principles of EDI into current organisational policies, practices and behaviours, and enhance the equality of opportunity in activities as an employer and professional/learned body
- iii measuring, assessing and reflecting** on progress annually
- iv share outcomes** with the Science Council and supporting the collective progress of Science Council member bodies through joint learning and sharing good practice.



**“ A good starting point to begin the conversation and increased confidence that we are all moving in the same direction in the same way.”**

- Operational Research Society (ORS)

## Royal Academy of Engineering

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