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Institution of Civil Engineers

ICE Diversity and Inclusivity Action Plan

Contents

This Document

This document is the ICE Diversity and Inclusivity Action Plan. The Action Plan is the product of ICE Council discussions around 'Disruptive Diversity' in late-2015.[1]

Background

Despite almost 25 years since the launch of the Equality and Diversity (E&D) campaign by Her Majesty's Government, most companies have not radically altered their business models to allow for greater inclusivity or diversity. The most egregious example is diversity where every noble ambition has been side-lined through misinterpreting or wilful ignoring of good science.

Many business leaders publicly herald diversity, in particular, though not exclusively, to have more women represented at senior levels. Businesses which increase diversity without also creating a climate of inclusivity, perform worse than if they had remained homogenous; in short, diversity without inclusivity does business harm.

Neurology suggests that the part of the brain that is affected when a human is rejected or 'left out' is the same part of the brain that is affected when we are physically hit (anterior cingulated cortex); the effect is both psychological and physical. Increasing diversity through women's networks, lesbian gay bisexual and trans (LGBT) groups and other 'protected categories' helpfully highlighted the issues but also reinforced 'in-groups' and 'out-groups' along precisely those lines that most needed to be blurred. If a human feels that they are on the outside, they perform worse, become ill more regularly and as a self-defence mechanism will remove themselves from the situation as quickly as possible.

Perhaps the way to build an inclusive environment is not by making people feel self-conscious or less capable as individuals, or by reinforcing division, but by ICE acting inclusively. D C Chesler in his 2010 report *Diversity and Inclusivity in Biomedical Engineering* cited 62% of employees quoted as having to 'bend themselves out of shape to fit in at work' (including 45% white heterosexual males), there are no victims or persecutors when it comes to diversity and inclusion; everyone can feel the pain of exclusion even whilst inflicting it on their colleagues. Perhaps one way forward might be to encourage ICE staff and members to think: I am not different from you. I am different like you.

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[1] ICE Council Meeting 8 December 2015

Introduction

At the 8 December 2015 Council Meeting, ICE considered both the report and recommendations of Dawn Bonfield, a Fellow of ICE and charged with producing an ICE Presidential report on *Disruptive Diversity*. Dawn's report was submitted to the Council as a Part 1 paper and her video log provided a neat summary of her findings and some of her key recommendations.

Bonfield's overarching recommendation is that ICE should apply an *inclusivity lens* to every aspect of work undertaken. This lens will gradually train members and those associated with the Institution to consider diversity issues when undertaking activity in their professional lives. Bonfield acknowledged that much work is currently underway within the ICE to recognise areas where diversity remains an issue and how we might as a professional institution take an industry lead in developing inclusivity policy and, where necessary, being seen to deliver it. Following a short session on unconscious bias training for the Council, the issues formed part of the day's workshops.

The workshop was convened through six syndicate groups (see annex A), with ideas and observations presented back to Council as a whole in a plenary session (see annexes B, C and D).

Key Principles

The Vice President Membership & Diversity, Director Membership, and the Fairness Inclusion Respect (FIR) Committee must direct:

- Activity:
  - The priority for engaging with diversity issues identified.
  - Produce an Action Plan for review by Executive Board.
  - The Action Plan is predicated on empiric evidence but will take into account anecdotal evidence – this will allow both qualitative and quantitative approaches to be developed.

- Collaboration:
  - We need to work with others. We cannot solve the challenge alone.
  - We should recognise market leading policy and not seek to create new policy
  - We should pursue a policy of avoiding inertia due to the scale of the problem and instead start with the issue closest to the Institution and start soon.

- International Perspective:
  - Recognise that one size does not fit all.
  - Recognise that ICE is an international organisation and as such must be measured in what we expect to be delivered *in our name* in societies that differ from ours.
  - We want to inspire our current membership and the next generation and as such will need to use media channels for a national and global reach.

- *'Walking the Talk'*:
  - Council and Institution must be seen to adopt its own recommendations.
  - Engagement can begin nationally with our Regions acting as catalysts.
  - We should use a Business to Business (B2B) model to engage with our employers– we need to move beyond recognising E&D legislation as being the ICE metric and instead become a sector leader.
  - Some of the syndicate recommendations will challenge Council but momentum must be maintained.

- Messaging:
  - Deliver clear and simple messages.
  - We need to understand what motivates different audiences and age groups.
  - We must be smart about how we promote 'inclusivity' and when we promote 'diversity'.
  - We must show that civil engineering is a fair and inclusive industry and that nothing exists as a bar to career success and job satisfaction.

- Inclusivity:
  - We want our membership to be more representative of the communities we serve.
  - It isn't just about 'gender'. Inclusivity incorporates the full panoply of the ICE community :

MICE	Graduates	Students	Fellows	Associates
Male	Female	Transgender	Lesbian/Gay/Bisexual	Ethnicity
Disability	Age	Religion	Special Learning Difficulties	Carers Parents
Employers	Clients	Industry	Academia	Society
Eng Tech	IEng	CEng	Executive Board	Council

Table 1

- Benchmarking:
  - We must assess how we compare in our efforts as an employer alongside other comparable organisations. Comparable organisations might include similarly sized groups; other membership organisations; industry partners and feeder organisations including academia and apprenticeship schemes.

- Internal Challenge:
  - ICE must constantly challenge itself in what is seeks to achieve:
    - Inclusivity must become the norm in the same way as Health and Safety (H&S) and Ethics have been introduced into every aspect of our work.
    - Why would any of the groups in Table 1 want to be engaged?
    - What does ICE want to be seen as?
    - What can ICE actually do?
    - What can ICE influence?
    - Importantly, what can ICE **not** do?
    - What can others do for us?[2]
    - What can we achieve in partnership with others?[3]

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[2] *Inclusion: The New Competitive Business Advantage*- Shirley Engelmeier CEO of InclusionINC states that some 85% of CEOs recognize positive business benefits to embracing inclusivity policies in the workplace.
[3] ICE is already developing a collaborative approach to working with ACE.

Action Plan

The WISE Ten Step Plan promoted by the Royal Academy of Engineering Diversity Concordat, which ICE are signatories of, and discussed by two of the syndicates provides a path on which we are already progressing and which can structure further actions. The FIR Committee should objectively review where we are now and set out actions against the Ten Step Plan, including defining KPIs to measure progress.

Adopting the WISE 10 Step Plan as the basis of the ICE Action Plan meets a number of needs. It maps against a recognised leader in this sector and demonstrates to industry the Institution's commitment to change. The WISE 10 Step Plan is widely recognised as a measured and comprehensive approach to meeting Diversity needs. The specific actions and timeline for each step are presented at Annex F.

WISE Step 1

By way of establishing the 'start point' against which progress can be assessed, ICE to undertake a benchmark survey. Furthermore, ICE to establish KPIs across ICE[4].

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[4] Benchmarking to include: Segmentation around gender, ethnicity, sexual orientation and ICE grade.

WISE Step 2

For ICE to be able to state complete 'buy-in', all committees to be briefed in detail on the WISE requirements; the FIR Committee is well-placed to deliver the briefing to regional committees. All panel chairs to receive formal training thereby making them accountable for change.

In addition, the Bonfield Report makes it clear that efforts are already being made within ICE to move the Diversity agenda forward. ICE should now conduct a review of the governance of diversity and raise the profile of the FIR Committee. In the same way as every project is reviewed through the H&S lens, so too must every policy or programme be subjected to review with the inclusivity lens applied.

WISE Step 3

Review mechanisms for Bias and Sexism training across the ICE. This training will need to be comprehensive and extend beyond the portals of OGGS. Many of the regional committees have already grasped the issue and include E&D officers as part of the committee – these representatives need formal training and an awareness of where the ICE is heading.

WISE Step 4

HR to consider inclusivity as part of the job design for potential ICE employees; this will require liaison with those agencies charged with providing candidates for vacancies. Future posts could include a set number of female (and other underrepresented group) applicants. To become self-generating, ICE must also include representation in governance roles.

WISE Step 5

If ICE is to be truly representative of society and importantly if it seeks to take a lead in developing inclusivity, introducing agile working patterns within ICE must be considered. Truly agile working patterns would see a greater retention of all employees and a greater ICE attractiveness to everyone, who are likely to be challenged in adopting conventional working patterns. Internally, we might begin by ensuring that meeting timings within the ICE reflect the reality for all members.

WISE Step 6

Proactively engage with those underrepresented groups identified at Step 1, that we wish to see better represented. ICE Staff to be directed to engage with those listed at Table 1 in order to drive up representation on ICE committees. Staff to encourage participation. Facilitate that participation through novel delivery mechanisms – virtual meeting forums, peripatetic venues and so on. The ICE must also consider advertising committee

opportunities more widely as well as looking at non-ICE representation on those committees (perhaps from allied professions, from those within the built environment or other membership organisations).

WISE Step 7

ICE to sponsor underrepresented talent in reaching their potential within the Institution. In order to provide parity of opportunity, special provision may be required in order to allow everyone to progress (specifically provisions regarding domestic circumstance or returning to work post-maternity career gap). We should encourage employers to do the same but are likely to find that employers are some way ahead of the ICE in this regard.

WISE Step 8

Identify leakage points on the career continuum and build on current returners' initiative to demonstrate that we want to retain them within the ICE and want also to develop them to reach their potential.

WISE Step 9

Build Diversity & Inclusion into the ICE Business Plan. As well as articulating the need, the Plan needs also to allocate responsibility for action and importantly attract sufficient resource to convert aspiration into reality – there may be a case for a VP Diversity and Inclusivity role to be established. The next opportunity for D&I to be included in the ICE BP is 2017.

WISE Step 10

The culmination of all we deliver. This stage provides the opportunity to share best practice and benchmarking within the ICE and out with it. This stage will provide visibility of how we have changed the diversity makeup of Exec and Council. It will allow us to assess the utility and effectiveness of the 'Nomination Committee'. At this stage the ICE might consider providing Industry Awards for progress and seek to establish itself as an industry lead in this area. [5]

Further opportunities

Some within ICE propose one-off opportunities to inspire the next generation – electing a [future] female or underrepresented group President will not be achieved unless we ensure that candidates' names are brought forward and shortlisted. A 50:50 female/male representation on the Executive Board might be achievable and would ensure that the

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[5] Consideration should be given to including 'Diversity and Inclusivity' awareness as part of the Professional Review process along with a *Professional Reviewers Toolkit*.

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Presidential Selection Panel is appropriately balanced – KPMG's D&I policy states that board representation must reflect organisation makeup – if the gender split is 70:30 male-to-female then the application pool must reflect that ratio as a minimum.

Next Steps

The Director Membership and Vice President Membership will review the outputs of the Council workshop session. They will ensure that the key principles identified are incorporated in to the 2016 Business Plan programme and working closely with the FIR Committee, look at options for prioritising and resourcing any special projects and initiatives suggested as quick wins. An update will be provided as a Part 2 paper to Council in April 2016.

Specific actions will include:

- Further analysis of Bonfield recommendations applicability.

- Programme meetings with UK Regional Affairs Committee (UKRAC), Knowledge, Graduates and Students Network (GS Net) and other main committees to engage them in the debate and identify actions.

- Engage with Royal Academy of Engineering, WISE, ACE (Association for Consultancy and Engineering), CECA (Civil Engineering Contractors Association), in order to extend joint working on common objectives.

- Empower FIR Committee, review its governance and make it responsible for Action Plan monitoring.

ANNEX A – Record of Initial Syndicate Groups

Syndicate No.	Council Members	Syndicate No.	Council Members
ONE	*Adrian Coy Lead VP* 1. Richard Burleigh 2. Jenny Cooke 3. Ed McCann 4. Mike Chater 5. Peter Hallsworth 6. Jeffrey Ashurst	**FOUR**	*Zara Lamont Lead VP* 1. Ronnie Hunter 2. Gareth Walker 3. Zakiyya Adam 4. Hylton Macdonald 5. Richard Dew
TWO	*Steve Fox Lead VP* 1. Richard Giffen 2. David Porter 3. Alan Bromage 4. Anusha Shah 5. Emily Bonner 6. Frank Marples	**FIVE**	*Tim Broyd Lead VP* 1. Stephen Hague 2. Yvonne Murphy 3. Steve Balliston 4. EmerMurnaghan 5. Gary Cutts 6. David Balmforth
THREE	*Keith Clarke Lead VP* 1. Tim Warren 2. Claire Gott 3. Ken Smith 4. Rachel Skinner 5. David Johns 6. Neil Sandberg	**SIX**	*Andrew Wyllie Lead VP* 1. Geoff Ogden 2. Denise Bower 3. Stephen Orr 4.CM Lee 5. Kyle Clough

ANNEX B – Question 1

Employers – How do we encourage good practice and monitor improvement?

1. Messaging

Prepare and disseminate the answer to the question "How do we encourage good practice and monitor improvement?"

2. How to support employers

Awards

-   ICE could do more to celebrate good practice, giving diversity awards with the same energy as existing high profile events – e.g. ICE London Awards. This could simply be an extension of existing awards events.

-   Should involve production of videos about nominations, publicising the awards through ICE's digital channels, using One Great George Street to host a high profile awards event

-   Need to be careful not to duplicate existing diversity events that engineering employers may already participate and make this award unique and specific to our sector.

Survey

-   The group reflected on the presentation from Gillian Arnold, showing some US data about the correlation between diversity and corporate performance. Not aware this has been done for engineering sector in UK. Could be very helpful for highlighting the benefits of good diversity practice (if the results do bear out the theory!)

-   Survey could also highlight extent of good practice between

    -   Engineering and other sectors (need comparable questions).

    -   Small v. medium v. large employers

    -   Contractors v. consultants v. public sector

-   The group also discussed surveys of employers and employees and compared responses.

Event

-   Could be organised to publicise the survey, and / or awards. Could also be run with an Innovation & Productivity focus as part of ICE's knowledge campaigns. Could there be an online learning module that we create as part of CPD portfolio?

Professional Review process

-   A simple way of embedding diversity is to make it more than a single attribute and question as part of the professional review process. Should candidates be expected to

provide further evidence of their learning and behaviour and awareness? This may in turn encourage employers to provide this as a core part of staff training.

Lead by example

- ICE could use itself as a case study and be very transparent about the process we (are about to?) go through. For example, anonymising CVs as part of the interview process, providing training to staff, return to work schemes, agile working, etc., and then seeking evidence for the benefits to ICE as an organisation – e.g. staff surveys?

- Through this case study we could lead by example and provide tips for other small / medium employers. This may include putting together an "Employer Diversity Kit".

Quick Wins

- Engage UKRAC and seek evidence of any diversity awards in the regions

- Seek out, recognise and disseminate good practice within ICE

- Use Chartered Institution of Highways &Transportation's employer survey as a source of good practice initiatives externally

- Revisit previous work on the 'roll-up' of regional awards into a national event with higher profile

- Professional Reviews Panel to consider probing diversity in review process in the same way as we explore ethics

ANNEX C–Question 2

How do we apply the lens of inclusivity (centrally, regionally, and internationally); how do we take affirmative action; how do we apply Wise 10 steps?

Messaging

Prepare and disseminate the answer to the question "How **do we apply the lens of inclusivity**"

How to support employers

Composition

- Council is visible to Members mostly during elections – otherwise routinely 'invisible'.

- ICE senior team are highly visible to Members (especially Director General).

- President is highly visible.

- Council is the ICE leadership body.

- Focus on visible group and actions to demonstrate leadership e.g. Council.

- [the group debated merits of targets / quotas]

- Focus on inclusivity and representation and not 'tokenism'.

Nomination Committee

- Amend the voting system - Establish a Nomination Committee.

- Improve promotion of best practice e.g. Ben Fund, Returners' package – increase visibility of ICE leadership and industry best practice.

- Focus on what members will see – do not assume.

Senior Leadership Team

- Consider the visibility and inclusivity of ICE's senior leadership team.

Council Diversity

- Council should be inclusive and representative of diverse 'groups'.

- Council should have targets to better represent industry 'groups',to be inclusive (e.g. Technicians) – i.e. not purely a gender focus.

Council should better represent the International members – if 30% of membership is overseas, perhaps Council should be better aligned.

Quick Wins

See above

ANNEX D – Question 3

Clients – how do we engage them to drive improvement through procurement?

Messaging

Prepare and disseminate the answer to the question "**How do we engage them to drive improvement through procurement?**"

How to support employers

- Provide a trigger for greater inclusivity - Demand diversity statistics in pre-qualification tender documentation.

- Clients to prioritise diversity record similar to other issues, e.g. H&S record, QA compliant etc.

- Clients can force the industry to change, c.f. CDM regulations & BIM. We need something similar to drive improvement through procurement.

- Auditing / engaging with the regulators would be a prerequisite.

- Do not specify percentage rates for underrepresented groups. Instead, include fairness, quality and the right people.

- Include Diversity KPIs as part of NEC contracts.

- Ensure Apprenticeships (Eng Tech) reflect local communities.

- Audit Clients (either ICE or regulators) to ensure compliance.

- Demonstrate why it is worthwhile –

    o Anti-discriminatory legislation

    o Templated approach

    o Build *Unconscious Bias* questionnaire into New Civil Engineer (NCE) magazine

- Follow-up story on ICE leadership

Quick Wins

- Review client procurement advice products- Chris Gibson to review potential for NEC levers

- Identify and highlight client good practice (TfL, Birmingham City Council etc)

- Work with RAE and CIHT who have done good work in this area

- Actively promote our work with WISE/Ben Fund re return to work support

ANNEX E – Summary of Recommendations

Employers – how do we encourage good practice and monitor improvement?

1. Provision of Industry Awards
2. Use of Survey to highlight good practice
3. Events in order to support diversity CPD
4. Professional Review Process – demonstrating diversity criteria
5. Lead by example – anonymising CVs and use of Diversity Toolkit (an online resource designed for organisations keen to build diverse teams).

ICE - How do we apply the lens of inclusivity (centrally, regionally, and internationally); how do we take affirmative action; how do we apply Wise 10 steps?

1. Set a target for Council composition
2. Establish a Nomination Committee ('NomCo' for Council)
3. Senior ICE Leadership Team – Target Diversity
4. Council to nominate more diverse candidates (for Vice Presidents, Council etc.)
5. Promulgate ICE Returners' Best Practice

Clients – how do we engage them to drive improvement through procurement?

1. Need to show clients why it is worth their while (provide evidence of economic benefit of inclusivity)
2. Remind clients of anti-discriminatory legislation
3. Provide a templated approach (to make the process consistent and ease of use)
4. Demonstrate how /why the ICE is walking the talk (this starts with us so we need to get our own house in order for credibility on this issue).
5. Build unconscious bias into the next version of NEC (recognise the contract is widely used internationally and we are currently discussing the diversity issue from a UK perspective).
6. Lead through a cadre of ICE strong leaders.

ANNEX F – Key Actions and Rollout Schedule

ICE Diversity & Inclusion Action Plan

	Q1 2016			Q2 2016			Q3 2016			Q4 2016			Q1 2017			Q2 2017			Q3 2017			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct

Step 1
- Develop Framework of D&I KPIs
- Establish baseline from MEMSYS & other data sources
- Undertake surveys to fill gaps in baseline position
- Collation and Reporting of D&I KPIs — Continuing Reporting & Continual Improvement

Step 2
- Main ICE Committees to discuss Action Plan & cascade to panels
- Unconscious Bias Training for Directors and Committee/Panel Chairs
- Directors to review processes for applying "Lens of Diversity"
- Exec Board to review governance of D&I and VP leadership
- Action Plan briefing for Committee Chairs (at Exec Board)

Step 3
- Identify good practice in regional FIR Cttees and roll out across ICE
- Roll out Bias & Sexism Training to ICE staff and key volunteer groups — Continuing Culture Change

Step 4
- HR to consider inclusivity as part of job design
- Cttee Chairs to consider inclusivity for cttee/panel roles
- Recruit to vacant committee positions using revised role descriptions

Step 5
- HR report on flexible working and other D&I initiatives for ICE staff
- Use new relationship with NCE to promote D&I for Council elections
- Cttee Chairs to consider flexibility of meetings etc to remove D&I barriers
- Develop and Introduce revised ToRs encouraging improved D&I
- Advertise Committee Vacancies encouraging diverse applicant

Step 6
- Engage under represented groups: "How could ICE be better?"
- Seek out D&I good practice from employers and PEIs

Step 7
- Review all web images & publications to project D&I externally
- Establish & publish guidance & controls to embed D&I in all MarComm's
- Work with ICE Preferred Employers (incl. clients) to disseminate D&I good practice — Continuing Engagement and Dissemination of Good Practise

Step 8
- Analyse leakage of females from the career continuum
- Seek out specific good practice from employers & PEIs re female retention
- Work with ICE Preferred Employers to disseminate retention good practice — Continuing Engagement and Dissemination of Good Practise

Step 9
- Embed D&I Action Plan & continuing culture change prog. into ICE Plan 2017
- Programme of Improvement Actions to establish ICE as most diverse PEI — Programme of Improvement Actions

Step 10
- Review & extend intitial KPI framework and define targets for ICE Plan
- Work with Regions to develop regional D&I Awards rolling into National Award
- New National D&I Award as part of relaunced ICE Awards Gala Dinner

Key Meeting Dates

	Jan	Feb	Mar	Apr	May	Jun	Jul
FIR Committee	20th		16th			21st	
Executive Board		23rd	22nd		24th	21st	
Council				19th			19th
Membership				26th			

Key actions in the ICE Diversity & Inclusion Action Plan

Step 1
Develop Framework of D&I KPIs
Establish baseline from MEMSYS & other data sources
Undertake surveys to fill gaps in baseline position
Collation and Reporting of D&I KPIs

Step 2
Main ICE Committees to discuss Action Plan & cascade to panels
Unconscious Bias Training for Directors and Committee/Panel Chairs
Directors to review processes for applying "Lens of Diversity"
FIR Cttee to set targets for panels and other bodies within ICE
Exec Board to review governance of D&I and VP leadership
Action Plan briefing for Committee Chairs (at Exec Board)

Step 3
Identify good practice in regional FIR Cttees and roll out across ICE.
Roll out Bias & Sexism Training to ICE staff and key volunteer groups.

Step 4
HR to consider inclusivity as part of job design for both employees and volunteers
Cttee Chairs to consider inclusivity for cttee/panel roles.
Recruit to vacant committee positions using revised role descriptions.

Step 5
HR report on agile working and other D&I initiatives for ICE staff.
Use new relationship with NCE to promote D&I for Council elections.
Cttee Chairs to consider flexibility of meetings etc to remove D&I barriers.
Develop and Introduce revised ToRs encouraging improved D&I.
Advertise Committee Vacancies encouraging diverse applicant.

Step 6
Engage, internally, those underrepresented groups: "How could ICE be better?"
Seek out D&I good practice from employers and PEIs
Discuss with industry the business benefits of D&I workforce
Establish industry's ambitions and measures used to combat the lack of diversity in the profession
Promote diversity and pay gap reporting in the industry.

Step 7
Review all web images & publications to project D&I externally
Establish & publish guidance & controls to embed D&I in all MarComm's
Work with ICE Preferred Employers (clients) to disseminate D&I good practice
Visibility of ICE action is key if we are to lead industry. Demonstrate activity beyond BAU
Comment by President and VPs in wider-press as well as NCE
Produce a formal ICE Policy or Think Piece and hold a press conference

Step 8
Analyse leakage of females from the career continuum.
Seek out specific good practice from employers & PEIs re female retention.
Work with ICE Preferred Employers to disseminate retention good practice.

Step 9
Embed D&I Action Plan & continuing culture change programme into BP 17-19.

Programme of Improvement Actions to establish ICE as most diverse PEI.

Step 10

Review & extend initial KPI framework and define targets for ICE Plan.

Work with Regions to develop regional D&I Awards rolling into National Award.

New National D&I Award as part of re-launched ICE Awards Gala Dinner.

Reference Material

PDF
Disruptive Diversity
V9.pdf

PDF
increasing-diversity-
and-inclusion-in-engir

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Institution of Civil Engineers

Our vision

Civil engineers at the heart of society, delivering sustainable development through knowledge, skills and professional expertise.

Core purpose

- To develop and qualify professionals engaged in civil engineering
- To exchange knowledge and best practice for the creation of a sustainable and built environment
- To promote our contribution to society worldwide