Calendar of Events

Date	Event	Details	OPEN TO:
Tues 29th OCTOBER 10:30 – 13:30 Bristol	**KNOWLEDGE SHARING EVENT** "Setting up a STEM Returners Programme"	Find out more about the possibilities for companies to recruit, develop and retain the best available talent, and enable highly qualified and experienced candidates to re-start their career. *** REGISTRATION OPEN NOW ***	FREE CORE, PREMUM, STRATEGIC
Thurs 7th NOVEMBER 18:00 – 23:00 London	**WISE AWARDS 2018** 8 Northumberland Avenue	A special opportunity to recognise organisations and individuals actively addressing the core concerns of WISE: promoting science, technology, engineering and mathematics to girls and women. *** DISCOUNTED MEMBER TICKETS AVAILABLE ***	TICKETED EVENT ALL MEMBERS
Thurs 23rd JANUARY Sheffield	**KNOWLEDGE SHARING EVENT** "What can Industry learn from Athena-SWAN?"	Hear from our academic partners about the Athena-SWAN programme which has done so much to promote and reward diversity and inclusion strategies in universities.	FREE CORE, PREMUM, STRATEGIC

Measuring Progress with the Ten Steps 2019

10 STEPS

- Understand the starting point so you can monitor progress
- Educate your leaders, give them accountability for change
- Change mindsets by challenging bias and sexism
- Be creative in job design
- Make flexible working a reality for all
- Increase transparency of opportunities for progression
- Sponsor female talent to the same extent as male talent
- Demonstrate to women that you want to retain and develop them
- Approach this like any other business improvement project
- Share learning and good practice

WISE

campaign for gender balance in science, technology & engineering

Agenda

09:30	**Registration & refreshments**
10:00	**Welcome from WISE**
10:05	**2019 Ten Steps diagnostic results and themes**
10:25	**Sharing good practice – TSP Projects**
10:50	**Sharing good practice – Siemens**
11:15	**Developing Mentoring Partnerships with WISE**
11:25	**Refreshments & Networking**
11:40	**Sharing best practice – Open Discussion**
12:10	**Focusing on the Ten Steps**
12:40	**Developing the Ten Steps – Looking ahead to 2020**
12:50	**Close**
13:00	**Buffet lunch**

Welcome

Dimitra Christakou

Partnerships Director, WISE

10 STEPS

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campaign for gender balance in science, technology & engineering

Women as a percentage of the STEM workforce

Women in Core STEM Occupations

2017: 864,278 | 2018: 908,318

2017: 23% | 2018: 22%

Women as a percentage of Core STEM workforce
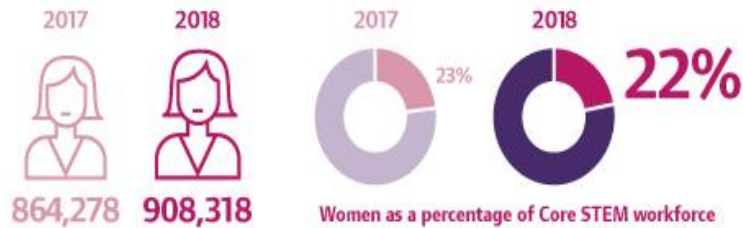
Women in IT Professional Occupations

2017: 172,411 | 2018: 178,548

2017: 17% | 2018: 16%

Women as a percentage of IT Professionals
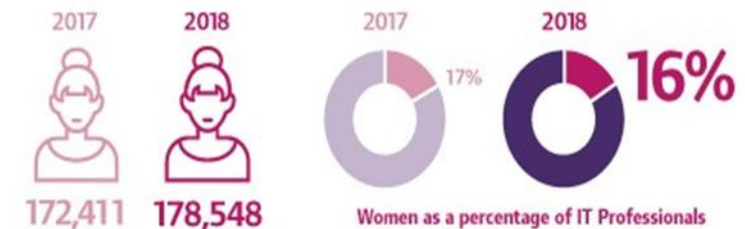
Women in Engineering Professional Occupations

2017: 48,449 | 2018: 57,788

2017: 11% | 2018: 12%

Women as a percentage of Engineering Professionals
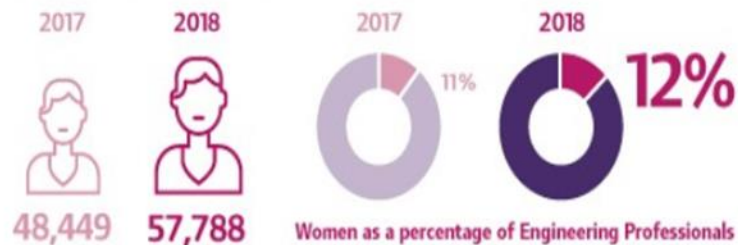
Women in Management

2017: 97,630 | 2018: 93,684

2017: 15% | 2018: 13%

Women as a percentage of STEM Managers

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New Ten Steps Signatories – 2018-19

Ten Steps Results

Dr Clair Collins

Senior Products & Services Manager, WISE

A Reminder of the Ten Steps

Understand the starting point so you can monitor progress

Educate your leaders, give them accountability for change

Change mindsets by challenging bias and sexism

Be creative in job design

Make flexible working a reality for all

Increase transparency of opportunities for progression

Sponsor female talent to the same extent as male talent

Demonstrate to women that you want to retain and develop them

Approach this like any other business improvement project

Share learning and good practice

10 STEPS

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Diagnostic Results

- Thank you for providing us with your completed diagnostics.

- 32 diagnostics received.

- 43 attendees from 32 different companies.

The 10 STEPS:
- Understand the starting point so you can monitor progress
- Educate your leaders, give them accountability for change
- Change mindsets by challenging bias and sexism
- Be creative in job design
- Make flexible working a reality for all
- Increase transparency of opportunities for progression
- Sponsor female talent to the same extent as male talent
- Demonstrate to women that you want to retain and develop them
- Approach this like any other business improvement project
- Share learning and good practice

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Performance on each of the Ten Steps - 2019

| Step	Ranking	2019	2018	2017
Make flexible working a reality for all		1	2	3
Change mindsets by challenging bias and sexism		2	3	2
Approach this like any other business improvement project		3	1	1
Understand the starting point so you can monitor progress		4	4	4
Be creative in job design		5	8	6
Share learning and good practice		6	5	5
Demonstrate to women that you want to retain and develop them		7	7	7
Educate your leaders, give them accountability for change		8	10	10
Sponsor female talent to the same extent as male talent		9	6	9
Increase transparency of opportunities for progression		10	9	8

WISE

Performance on each of the Ten Steps - 2019

- For the first time in 4 years, 'Approach this like any other business improvement project' has been overtaken as the highest ranked step.
- The 4 highest scoring steps remain consistent with previous years.
- After a drop in its ranking last year, 'Be creative in job design' has leapt up to 5th, whereas 'Sponsor female talent…' has dropped down to 9th.

Step	Ranking 2019	2018	2017
Make flexible working a reality for all	1	2	3
Change mindsets by challenging bias and sexism	2	3	2
Approach this like any other business improvement project	3	1	1
Understand the starting point so you can monitor progress	4	4	4
Be creative in job design	5	8	6
Share learning and good practice	6	5	5
Demonstrate to women that you want to retain and develop them	7	7	7
Educate your leaders, give them accountability for change	8	10	10
Sponsor female talent to the same extent as male talent	9	6	9
Increase transparency of opportunities for progression	10	9	8

Mean total score:
2019: 67.0
2018: 66.6
2017: 65.8

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Collective Responses
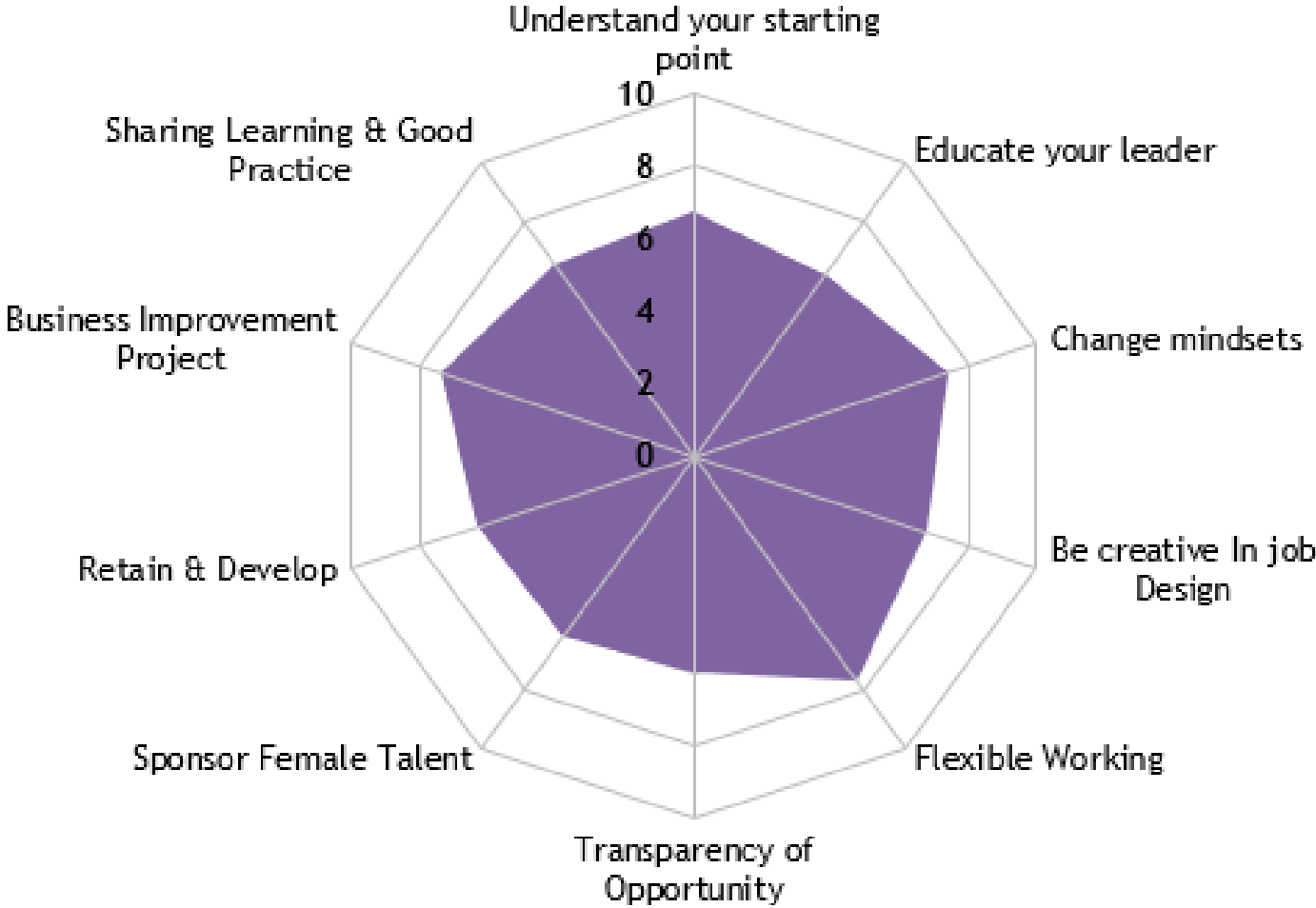
An overall Picture of the 2019 Cohort

Starting Point	Educate Leaders	Change Mindset	Creative Job Design	Flexible Working	Transp'cy Opport'ty	Sponsor Women	Retain Develop	Business Project	Share Success
10	10	9	10	10	9	9	7	10	10
8	9	9	8	10	8	10	6	8	9
8	8	10	8	10	5	9	7	10	9
10	9	7	7	8	8	9	7	10	8
8	6	9	10	8	8	9	8	9	7
8	8	9	8	8	7	7	8	10	9
9	5	8	8	9	8	8	10	7	7
8	7	8	8	7	5	8	9	9	8
8	6	7	8	8	8	6	7	10	7
7	7	7	6	8	6	7	7	9	7
8	10	7	8	8	9	5	6	9	3
7	7	7	8	9	7	7	8	7	6
8	8	7	6	8	7	7	7	7	8
9	7	8	7	9	5	4	5	10	7
7	8	8	7	9	5	8	5	5	8
6	4	7	7	9	8	7	5	8	9
9	5	7	7	9	5	4	7	10	6
6	8	7	5	7	6	6	8	10	4
7	6	7	7	6	5	4	6	9	10
7	6	7	6	8	6	7	7	6	6
8	5	7	9	5	5	5	4	8	9
7	5	7	5	7	7	8	5	5	6
3	5	7	6	8	5	7	8	7	3
5	6	7	5	8	5	5	5	6	6
7	4	9	1	7	6	4	7	5	7
3	7	8	6	8	6	5	6	5	4
3	7	7	6	7	4	5	5	3	4
5	5	7	5	5	4	3	6	5	5
6	3	6	3	7	3	5	5	6	6
6	3	7	5	6	3	5	5	5	4
3	4	6	5	5	6	4	4	4	4
3	2	5	3	6	2	3	2	4	2

- Clear which steps organisations struggle with immediately:

  - Educating Leaders
  - Starting Point
  - Creative Job Design
  - Sponsoring Women
  - Transparency of Opportunity
  - Sharing Success

- Even top ranking signatories struggle in some of these areas

- Business led steps are always ranked at the bottom

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Reviewing Responses

- Majority of companies are increasing their average score year on year.

- New signatories show a positive start to their Ten Steps journeys.

- Some organisations have decreased in score. This could be due to different people/parts of the organisation completing the diagnostic.

- Where organisations have scores compiled from multiple employees, responses are lower than most derived from one manager completing the diagnostic.

- Some previous high scorers have not attended the event.

Reviewing Responses

- 12 companies submitting for the first time.
  - Scored an average of 60.
- 20 companies who have submitted before.
  - Scored an average of 71.
  - 55% reported an increase since 2018.
  - 25% reported a decrease since 2018
  - Average (mean) difference in score is +2, the median is +5, and the range is 45.

Questions for Discussion
  - What has your company done that you think has pushed an improvement?
  - Why have some companies reported a decrease? Economic Climate? Re-organisation? Take over? Shift in Priorities?

Are the Ten Steps having an effect?

Average Scores 2018 - 2019
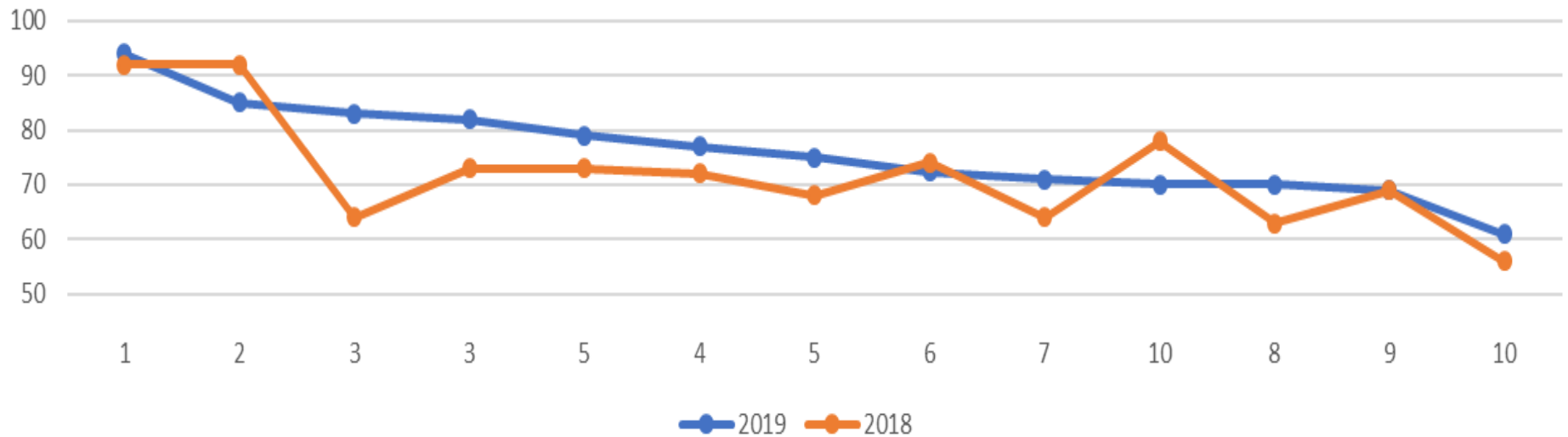
Average Diagnostic Score per Sector
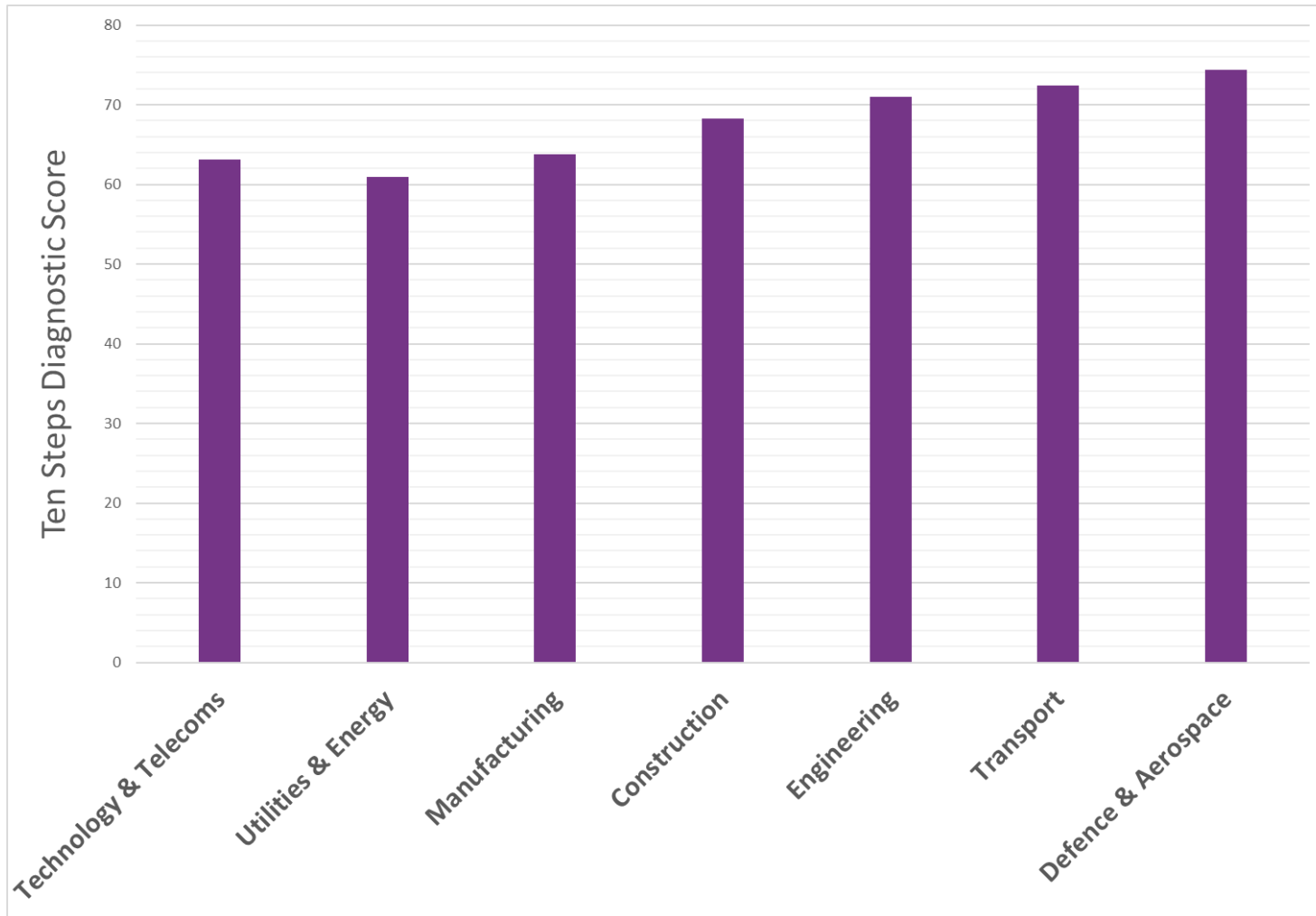
Notes:
Minimum of 3 companies per sector analysis. Some companies appear in multiple sectors

Which sectors do well in which step?

	Best Step(s)		Worst Step(s)	
Technology & Telecoms	Flexible Working	7.8	Educating Leaders	4.9
Utilities & Energy	Changing Mindsets	7.3	Transparency of Opportunity	5
Manufacturing	Changing Mindsets	7.4	Educating Leaders	5.6
Construction	Business Project	7.6	Transparency of Opportunity	5.7
Engineering	Flexible Working	8	Transparency of Opportunity	5.9
Transport	Business Project	8.5	Educating Leaders	5.9
Defence & Aerospace	Starting Point / Business Project / Flexible Working	8.7	Share Success / Sponsor Women	5.7

Performance on each of the Ten Steps - 2019

Step	Ranking	2019	2018	2017
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Some Caution Required …

	2019	2018
Do you monitor, by gender, who gets promoted within your organisation?	1.27	1.10
Do you give space and time to enable the development of career plans?	1.48	1.45
Do you have gender balanced promotion boards/panels?	0.52	0.46
Are the promotion, internal job application process and special project opportunities, transparent to all?	1.31	1.27
Do you proactively engage men and women to encourage them to consider promotion opportunities?	1.38	1.32

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Female Employment – Averages From Cohort

Bar chart:
- % Female Employees: 36%
- % Total employees in STEM roles - female: 19%
- % Total employees reporting to CEO - female: 31%
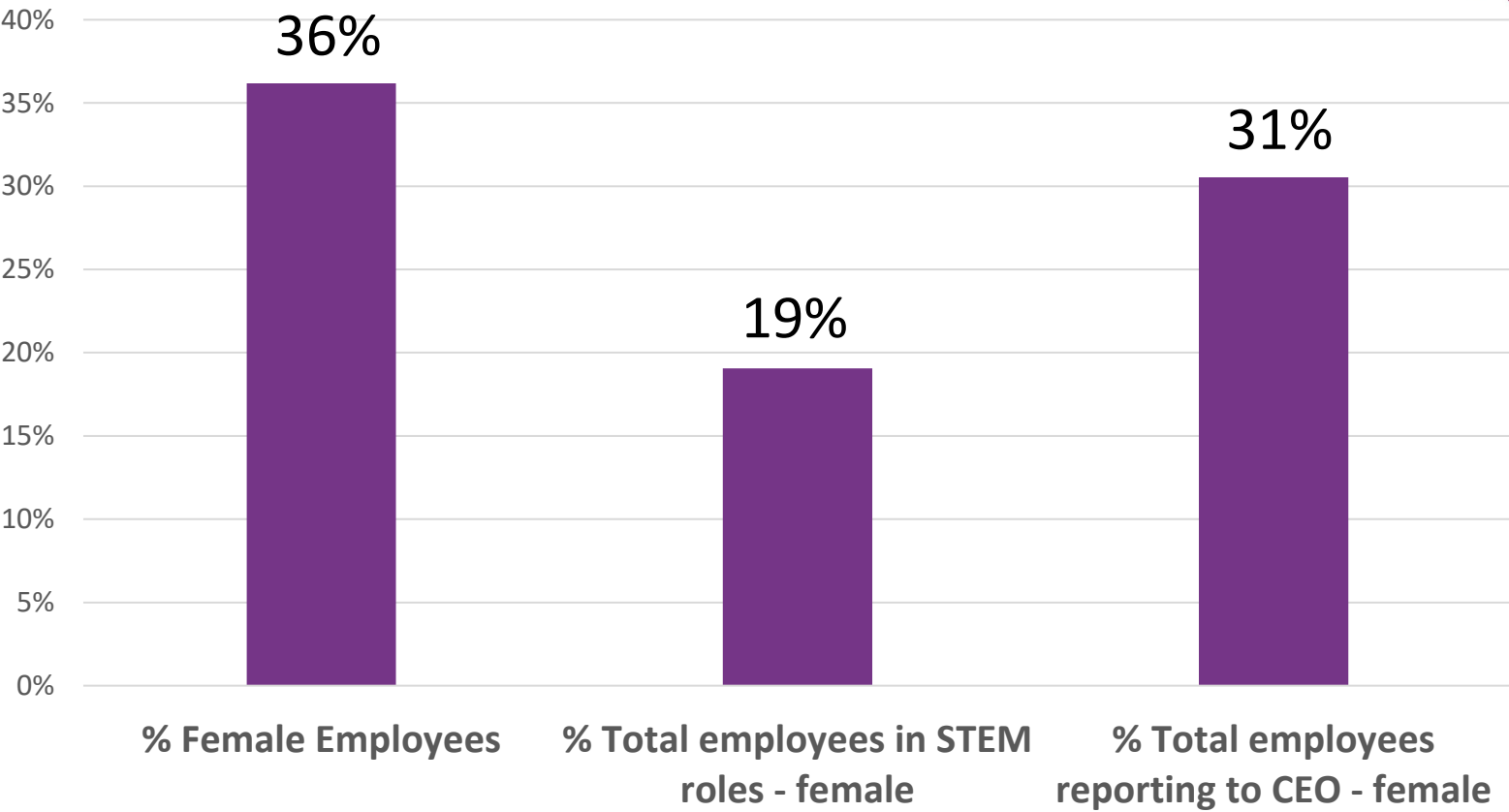
Female Employment – Averages From Responses

Bar chart showing:
- % Female Employees - WISE Ten Steps signatories: **36%**
- % Female Employees - STEM companies: **27.5%**
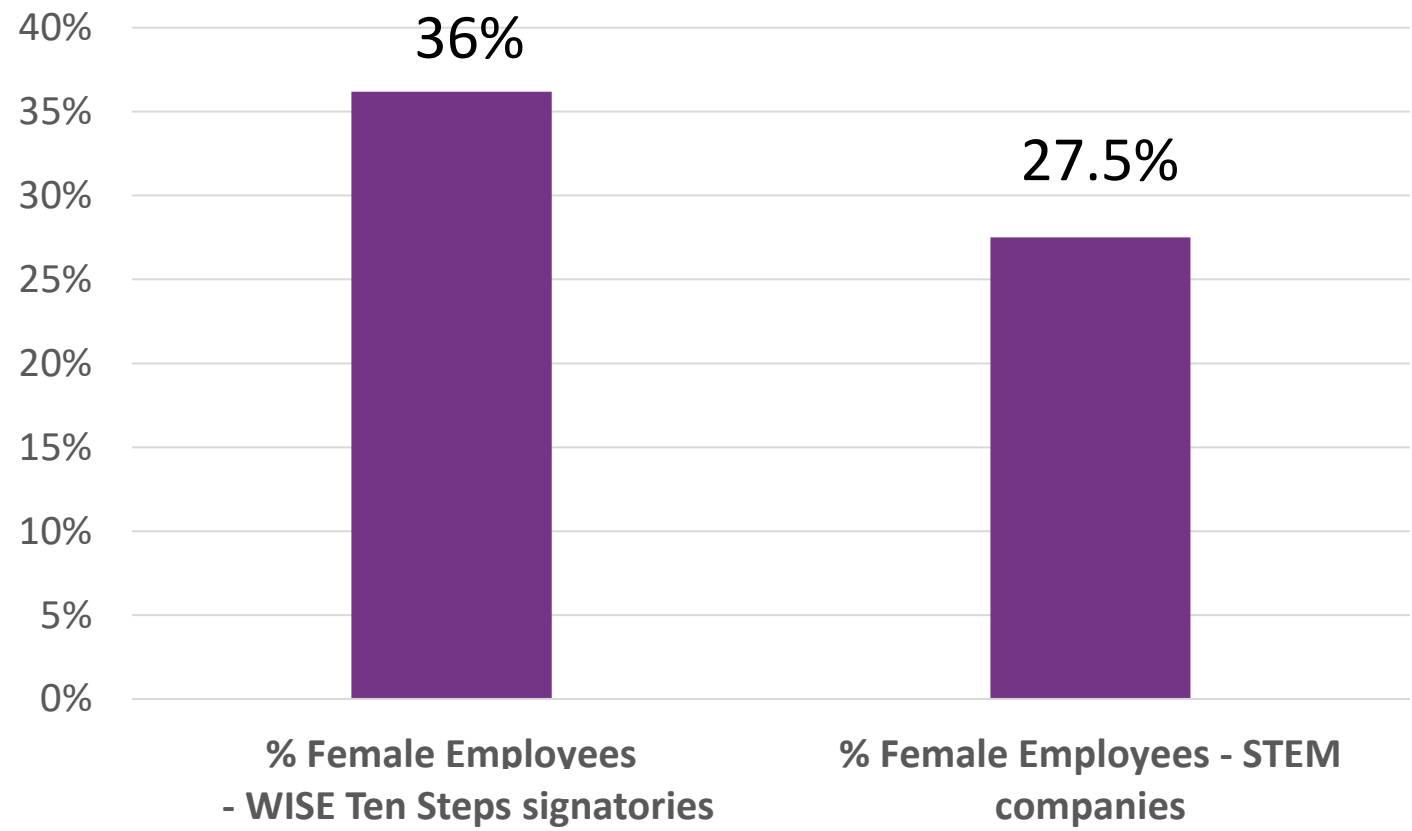
Does the Gender Pay Gap Reflect Diversity Efforts?

- Gender Pay Gap is directly affected by:
    - Recruitment issues
    - Training / promotion constraints
    - Work & Tasks
    - Numbers of senior women

- Can be skewed by companies that employ lots of women in traditionally lower paid roles (the Tesco's effect)

- Not always a reliable measure of the effect / effort or progress of diversity and inclusion strategies

Question for Discussion

- What are the biggest constraints to improving the number of senior women in your organisation?

"Advancing Gender Pay Gap" Report in conjunction with RSC - now available on member webpages

Does the Gender Pay Gap Reflect the Ten Steps Results?
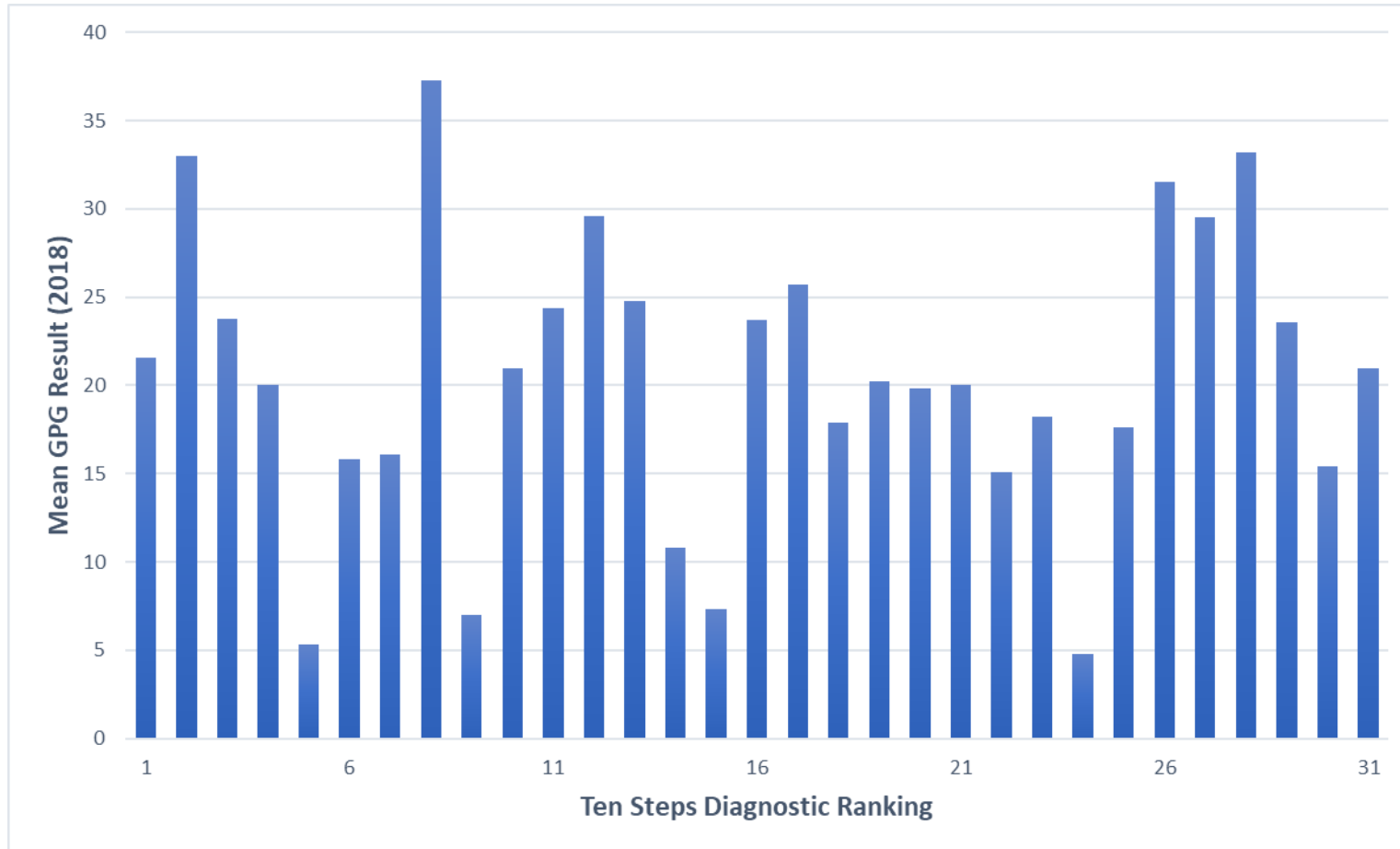
What happens when we add in Median GPG?
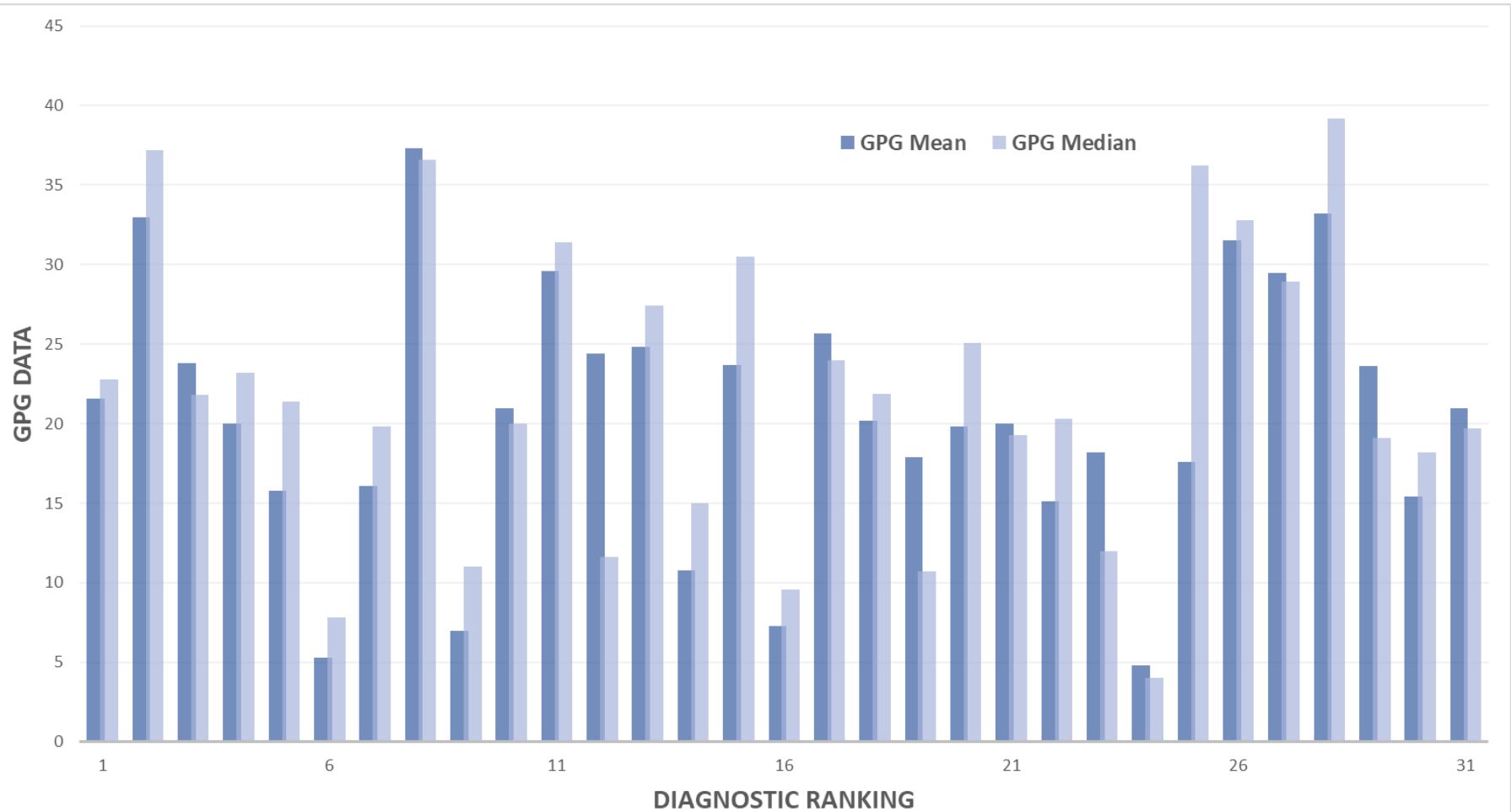
How does the sector affect the Gender Pay Gap?

Bar chart showing Average Mean GPG per sector:
- Transport: ~14
- Technology: ~19
- Manufacturing: ~13.5
- Engineering: ~22.5
- Construction: ~27
- Energy & Utilities: ~16

Average Mean GPG per sector
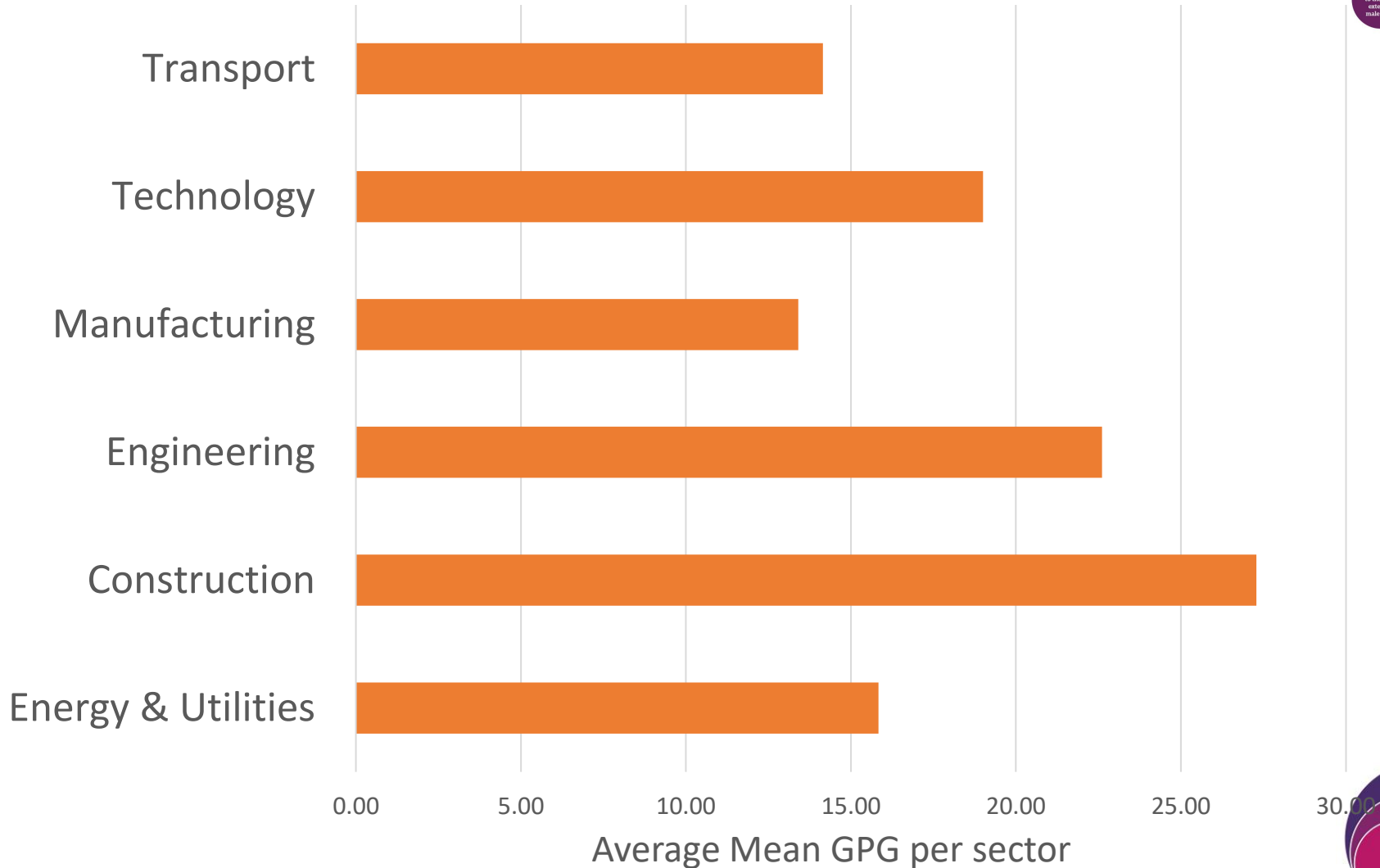
How is sector affected by median GPG?

Mean / Median GPG by Sector
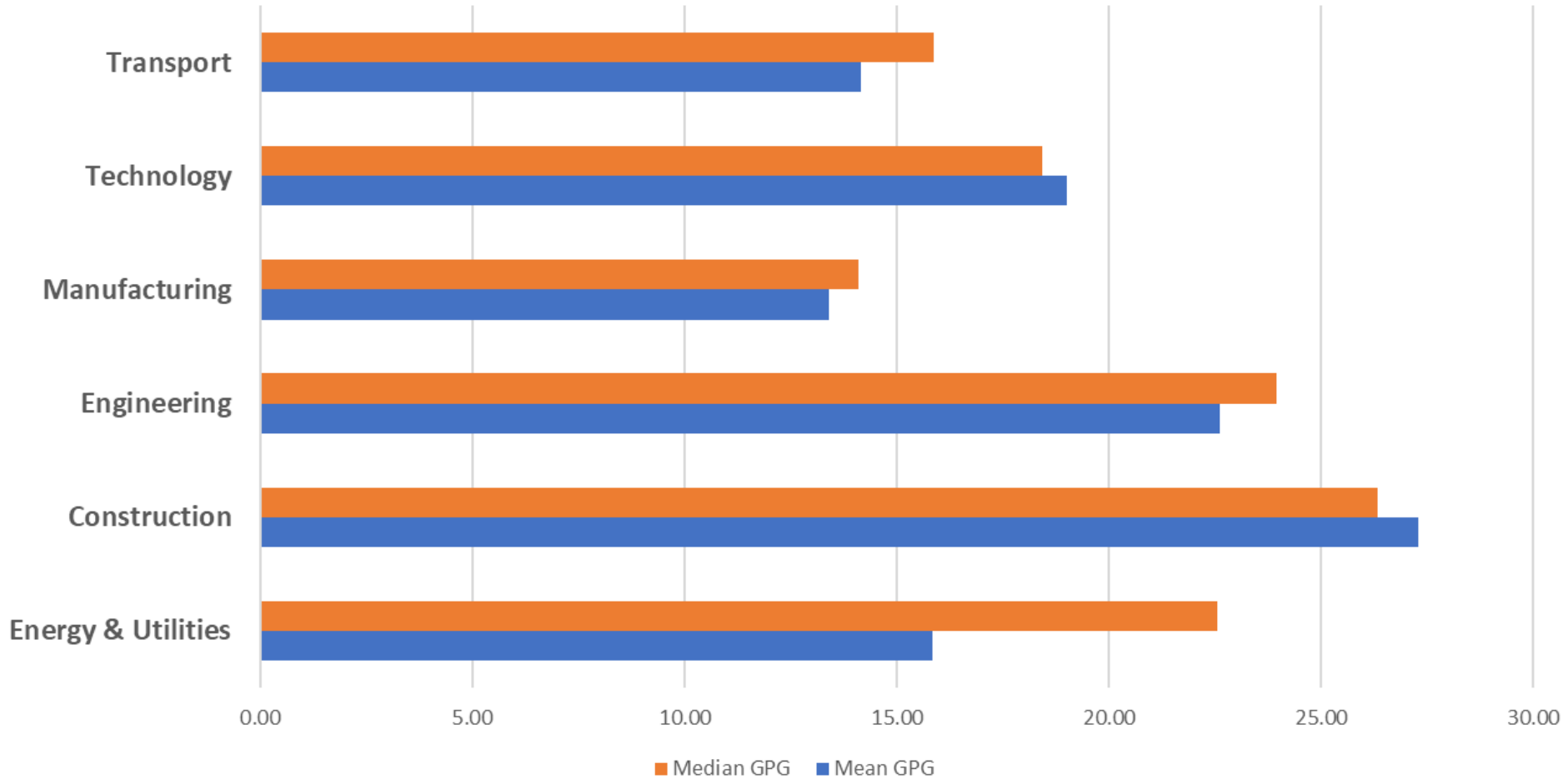
New Best Practice / Case Studies

WISE campaign for gender balance in science, technology & engineering

amazon.com

Making a Difference – why women [in ST]EM become innovators

Produced by WISE
[Marc]h 2019

WISE campaign for gender balance in science, technology & engineering

Women in Innovation Knowledge Sharing Event

3. Encourage role models to beco[me] organisation in order to attra[ct] and technology roles

The lack of role models was identified as a substantial issue causing many women to doubt their ability to succeed in specific operational areas. Media representation was also identified as an issue as was unconscious bias in the recruitment process (particularly for older generation employees who have a set mindset and distinct ideas 'on how things should be run'). The drawbacks of an inflexible culture around the issue of women wishing to have both a career and a family was also noted. Complacency and simply accepting the status quo among middle and senior management was also discussed.

Of particular interest was the fact that many of these issues do not simply affect women – dated mindsets about men leaving early for school plays, to help with parental leave, or covering childcare issues – mean that many men see taking time off work for family or personal reasons as something that is easier for a female to achieve. This results in women often bearing the brunt of childcare which can severely affect their career prospects – especially when weighted against old-fashioned promotional mindsets or managers that do not appreciate the complex issues often surrounding a request for more flexible working hours.

A severe lack of high-quality career advice was particularly seen as a problem to getting more females to consider a STEM career. This was highlighted as a national issue, with poor quality advice being given in schools and many youngsters being discouraged from a STEM career (both male and female). The importance of dispelling myths and improving access to and visibility of positive career role models of all ages was highlighted as a critical necessity to improve conditions.

WISE campaign for gender balance in science, technology & engineering

ROYAL SOCIETY OF CHEMISTRY

Knowledge Sharing Event Advancing Gender Pay Gap

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2. What support is missing in the Gender Pay Gap Analysis?

Attendees confirmed that the mandated GPG reports were unclear – there is often confusion as to what data needs to be collected – guidance documents are long and complicated, companies have to allocate significant resources to produce their reports and many companies do the absolute minimum required.

Collection of data is complicated by non-conformant software which makes data collection more difficult than it should be. Data is also easily skewed by:

- **Bonuses** – will change year on year depending on financial performance – base salaries offer a better comparison.
- **Financial climate** – pay gaps increase in years of good performance due to performance related pay and bonuses.
- **UK-only reporting** – struggle to engage global partners in the issue in multinational companies.
- **Consistency of approach** – relies on integrity of company to report the same stats.

Pressure externally can create the temptation to skew reporting with data that offers a quick fix or reports that try to justify results but do not ultimately address the underlying issues. Advocates at senior level are crucial to success and having a diverse and inclusive senior board will offer both role models and advocates that are personally involved and keen to change the company from the top. Education and communication about what GPG reporting entails and the specific issues and problems surrounding the GPG were also recognised as crucial to the success of any interventions.

It is also key to recognise that without an inclusive culture that supports and nourishes female talent, retention will remain low and the GPG will not improve – cultural changes are critical to ensure the retention of women.

Positive support required if GPG reporting is to be taken seriously

- **Make GPG reporting easy to achieve.**
  - Look into software that could gather data automatically.
  - Ensure that the correct data is collected on a regular basis, even if not reported.
  - Be clear about what data you are gathering and why.
- **Be honest and clear about the data you are publishing.**
  - Do not be tempted to change the data to get better results.
  - Create action plans to fix the underlying issues.
- **Engage staff on the problem of GPG:**
  - Report data clearly, concisely and honestly.
  - Do not make the GPG a 'blame game' – be clear about the actions required.
  - Have advocates at senior board level.
- **Communication is key to success:**
  - Educate everyone from board level to shop floor about what the GPG is, the implications to business are and why it is so important to address it.
  - Be clear about the differences between equal pay and equality.
- **To truly address the problems underlying the GPG, action plans need to be set in place that:**
  - Improve the attraction, promotion and retention of women.
  - Attract more women into STEM roles.
  - Improve the number of women in senior roles.

"Changing government reporting will not change anything until companies make action."

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More Data = Better Results

- 81% (26/32) companies provided data on the number of (female) employees.

- 50% (16/32) companies provided data on number of (female) employees within STEM roles.

- More data would mean:
  - more robust findings
  - better recommendations
  - ..and more effective actions for our members!

Sharing Best Practice

Suzanne Walker
HR Director
TSP Projects

10 STEPS

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TSP Projects

Technical Solutions in Partnership

Diversity & Inclusion –
Our Journey So Far

October 2019

The TSP Projects Journey

- Some History

- Initial Observations

- What was our Starting Point?

- Our Aim & Commitment

- Developing the Plan

- Where are we now?

- Reflections

TSP Projects

TSP Projects

Technical Solutions in Partnership

TSP Projects - A Systra Business

October 2019

Some History

- There had been a desire at TSP to become more Diverse & Inclusive for many years

- This desire gained momentum and started to move from aspiration to focussed action from about 2017

- Whilst TSP recognised the importance of addressing the broader Diversity & Inclusion agenda, particular interest was taken to focus on the lack of woman across the business and within our industry

- One of the key factors influencing this was the keen interest shown by the CEO – Craig Scott. He was clear that as a business we needed to increase the number of woman in our business if we were to be successful moving forward

- The Woman In Business (previously Woman In Engineering) group had been in place since 2017

TSP Projects

Initial Observations from 2018

- On joining TSP in 2018 I was struck by the desire and intent to make a difference in terms of increasing the number of woman in our business

- I was also intrigued! There appeared to be high levels of investment in a range of activities but the purpose of this and the output gained from it was not clear

- I went into fact finding mode, these were my observations:
    - There didn't seem to be any understanding of the current position or where we were starting from
    - There was a lack of clarity in terms of what we wanted to achieve
    - There was a lot of passion, ambition and drive but it was all a bit out of control
    - There was a lot of frustration at the lack of progress - there seemed to be a lot of discussion about what <u>wasn't</u> being done!
    - Some of the fundamentals seemed to be lacking – there was no D&I Policy in place

- The next step was to drill into a number of areas to try and flush out what our strategy, commitment and plan should be

TSP Projects

What Was Our Starting Point?

- As part of my fact finding exercise I repeatedly came up against comments such as:
    - "We're not doing enough to address this situation"
    - "# 9% is not enough"
    - "We're diluting the issue by focussing on all woman and not just woman in Engineering"

- When I asked questions like:
    - "What is our actual gender ratio at TSP?"
    - "What is the % of woman holding management or senior roles?"
    - "How much investment are we actually making?"

    I was generally faced with the same answer - **"We don't know"**

- I concluded the review in July 2018, and had established:
    - Our overall gender ratio was 24%, this was split as follows:
        - Non Technical – 58% female
        - Technical – 16% female
            - Engineering – 14% female
            - Project Management – 15% female
            - Architecture – 31% female
    - 15% of our Managers were female
    - We had no central controls in place in terms of approving spend or effort

TSP Projects

Our Aim & Commitment

- Having gained insight into our starting position, the next step was to establish what we wanted to achieve and what our commitment was to support this

- A broad statement of intent was developed in conjunction with the CEO and the Exec team:

  At TSP Projects we are committed to the promotion of equality of opportunity for all. We want to attract talented people, to do this we encourage a culture that values and celebrates the diversity of our employees. Our priority is to increase the number of women across our workforce and particularly in senior positions.

- A commitment to achieve the following targets was made:
    - Overall Female % of workforce - 35% over 3 years
    - Technical Female % of workforce - 20% over 3 years
    - Raise the profile of woman in the business – with a target of 25% of our management roles to be held by woman

- It was agreed that the Woman In Business group were to play a pivotal role in developing and supporting the implementation of the plan

TSP Projects

Developing The Plan

- If the Woman In Business group were to be instrumental in developing the plan, some fundamental issues had to be addressed before being able to meaningfully support this activity

- The main issues were:
  - The group spent most of their time arguing about what they should be called, who should be doing what, who made decisions……. and the list goes on!
  - There was no governance in place in terms of meeting protocol, reporting, budget, authority to commit, etc.
  - There was a general lack of clarity in terms of what the purpose of the group was

- The first priority was to ensure WIB was operating in an effective and purposeful way
  - I took over the position of Chair of WIB (from Craig)
  - The Committee structure, mandate and authority to commit were clearly set out
  - A plan of all activity which had been committed to or discussed was presented to the group to review, validate and build on

- It was agreed that a workshop should take place to validate the draft plan and to reference this against the WISE 10 Steps. This took place in August 2018 and the 3 Pillar Action Plan was the output.

TSP Projects

The TSP Diversity Action Plan: Three Pillars

Effective Branding	Support & Growth	Attracting Talent
❏ Review our employer brand to ensure we are positioning ourselves effectively*	❏ Mentoring Programme introduced, including reverse mentoring*(not to overlap the existing professional development sub groups)	❏ Review and update all recruitment activity & documents to ensure gender bias/language is addressed*
❏ Determine the right external events to attend and ensure appropriate individual attendance to gain insight and raise exposure	❏ WIB members to provide support if mentoring or coaching highlights an individual need	❏ Attraction strategy to be reviewed to ensure all channels are being fully exploited including targeted campaigns*
❏ Co-ordinated process and approval mechanism for attending external events. Link with the SPARK activities	❏ Management Development Programme to include diversity objectives and diversity upskilling*	❏ Understand where the candidate pools are and who, what, where qualifications are being studied*
❏ TSP to establish partnerships and sponsorships with groups/bodies who will help support/achieve our diversity objectives, being clear on cost/benefits*	❏ Review of Policies* • Flexible Working – more visibility and empowerment • Maternity Leave/Returnship Schemes • Family Friendly • CSR and Sustainability	❏ Internal recruitment approach* ❏ Training and development for recruiting managers e.g. unconscious bias*
❏ Cultural change to embody and drive diversity objectives*	❏ Talent Management Frameworks Introduced to ensure robust processes are in place in terms of progression/succession/ secondments*	
❏ Separate WIB brand identity supported by the WIB SharePoint site	❏ Defined career paths that work vertically as well as horizontally*	
❏ WIB group to provide insight or a sounding board for any actions owned by HR or Comms	❏ Develop a competency framework aligned to cultural change* ❏ Informal internal networking/support groups ❏ Understand the requirements for women which may be different to men*	

MEASUREMENT

Objectives & Targets Communicated
Monthly review of MI: Female recruits/leavers/promotions/ratio of shortlisted candidates
Employee Opinion Survey – Output Reviewed and Action Plan Developed

CULTURAL CHANGE

TSP Projects

★ Directly Aligns to the WISE 10 Steps

* Denotes actions already in the People Plan
* Denotes Comms actions
Remaining actions to be owned by the WIB group

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What Were The Main Break Through Moments?

- The 2018/19 and 2019/20 Strategic Objectives for the business included :
  - **Growth – Focus on addressing gender imbalance**

- This was cascaded to each Executive member & all of management through their annual objectives:
  - **Contribute to the delivery of the TSP strategic objective to ensure equality, diversity and inclusion in everything you do, with particular focus placed on improving gender balance**

- Implementation of a new HR system resulted in a significant improvement in HR's ability to report people data in a meaningful and accurate manner

- Quarterly slot at Board to update on progress and track achievement against targets

- WISE participation in our Business Excellence Awards – thank you Karen!

- Enhancements to Key Policies
  - Family Friendly Policy
  - Flexible Working Policy
  - CSR & Sustainability Policy

TSP Projects

Where Are We Now?

- The 3 Pillar Plan is being further reviewed – a follow up workshop with WIB is scheduled for 16th October 2019

- Current KPI's are tracking as follows:
    - Overall Female % of workforce - 27% (compared to 24% in July 2018)
    - Technical Female % of workforce - 16% (compared to 16% in July 2018)
    - Raise the profile of woman in the business – 19% of management roles held by women (compared to 15% in July 2018)

- Management Development Programme – Roll Out November 2019, with key focus on diversity throughout

- The WIB group is thriving – monthly new joiners bringing fresh energy and focus

- We now need to maximise the value of being part of Systra – the early signs look good!

TSP Projects

Reflections

- We're pleased with the progress we've made but there's still a lot more to do

- Celebrate each success story – we have a lot but we haven't shouted about them enough

- We haven't done enough to showcase our fantastic Early Careers commitment. This is a key talent pipeline and we need to do more to re-balance the gender intake year on year

- The action plan was powerful and effective but some areas didn't make the expected progress due to BAU activity getting in the way – e.g. Recruitment!

- I've found that in a smaller, independently run business I was more able to implement new initiatives quicker and the impact of these were evident more quickly

TSP Projects

TSP Projects

Technical Solutions in Partnership

Thank You

Questions?

Sharing Best Practice

Harriet Padina
Siemens

10 STEPS

Understand the starting point so you can monitor progress

Educate your leaders, give them accountability for change

Change mindsets by challenging bias and sexism

Be creative in job design

Make flexible working a reality for all

Increase transparency of opportunities for progression

Sponsor female talent to the same extent as male talent

Demonstrate to women that you want to retain and develop them

Approach this like any other business improvement project

Share learning and good practice

WISE

campaign for gender balance in science, technology & engineering

Reverse Mentoring

- An opportunity for a senior manager to gain insight from a mentor with a different perspective

- Junior, different gender and background

- A personal commitment to learning and development

- Works best with a clear framework and agreement

WISE

WISE Young Professionals' Board
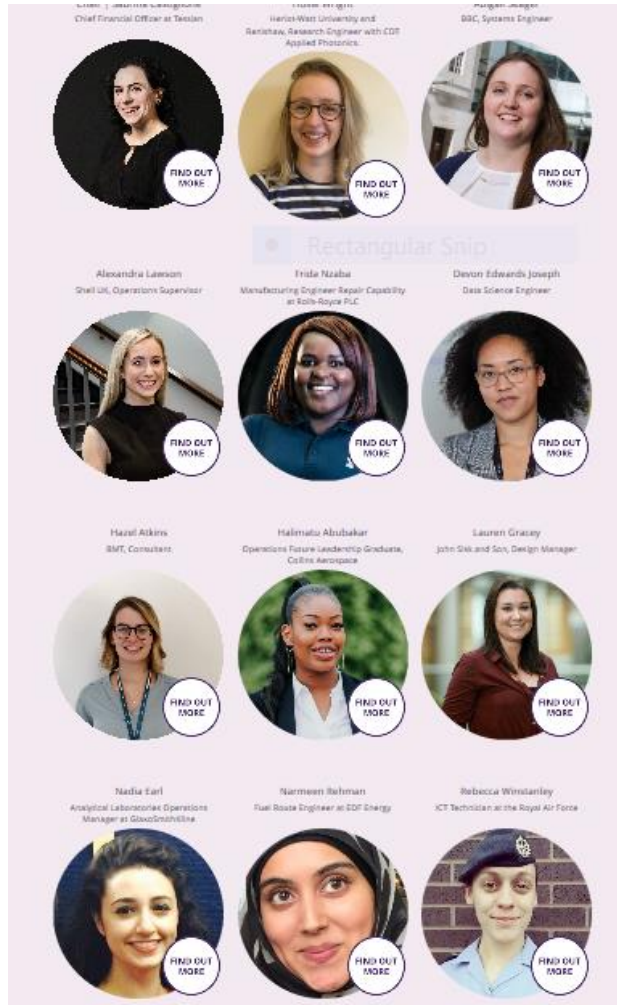
"We want to see which WISE member companies have senior management who would find an impartial, external, young professional mentor helpful for their own development."

WISE Awards 2019

REFRESHMENT BREAK

10 STEPS

- Understand the starting point so you can monitor progress
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Calendar of Events

Date	Event	Details	OPEN TO:
Tues 29th OCTOBER 10:30 – 13:30 **Bristol**	**KNOWLEDGE SHARING EVENT** "Setting up a STEM Returners Programme"	Find out more about the possibilities for companies to recruit, develop and retain the best available talent, and enable highly qualified and experienced candidates to re-start their career. *** REGISTRATION OPEN NOW ***	**FREE** **CORE, PREMUM, STRATEGIC**
Thurs 7th NOVEMBER 18:00 – 23:00 **London**	**WISE AWARDS 2018** 8 Northumberland Avenue	A special opportunity to recognise organisations and individuals actively addressing the core concerns of WISE: promoting science, technology, engineering and mathematics to girls and women. *** DISCOUNTED MEMBER TICKETS AVAILABLE ***	**TICKETED EVENT** **ALL MEMBERS**
Thurs 23rd JANUARY **Sheffield**	**KNOWLEDGE SHARING EVENT** "What can Industry learn from Athena-SWAN?"	Hear from our academic partners about the Athena-SWAN programme which has done so much to promote and reward diversity and inclusion strategies in universities.	**FREE** **CORE, PREMUM, STRATEGIC**

Open Discussion

10 STEPS

- Understand the starting point so you can monitor progress
- Educate your leaders, give them accountability for change
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Open Discussion

Open Discussion

- Chatham House Rules

- All attendees are members / signatories

- Please share experiences and learning

- Tell us how you are using the Ten Steps
  - What has gone well?
  - What would you like to see improve next year?
  - Which step do you want to focus on next?
  - Are there any barriers to your efforts?
  - What effect is the economic climate having?

Dissecting the Ten Steps

10 STEPS

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Share your Experiences

- Split into groups.
- 6 Discussion points
- Move around the room

For each step:

- Why is this step difficult for your organisation?
- What have you done to improve?
- What are the specific challenges?
- What do you need help with?
- What do you want to improve?
- What are others doing in your field / sector?

Facilitators will be on hand to help guide the discussion

Chatham House Rules
World Café Style

Ten Steps Results - 2019

Step	Description	Number	Lead
	Make flexible working a reality for all	1	Business-led
	Change mindsets by challenging bias and sexism	2	HR / Diversity-led
	Approach this like any other business improvement project	3	Business-led
	Understand the starting point so you can monitor progress	4	Business-led
	Be creative in job design	5	HR / Diversity-led
	Share learning and good practice	6	HR / Diversity-led
	Demonstrate to women that you want to retain and develop them	7	Business-led
	Educate your leaders, give them accountability for change	8	Business-led
	Sponsor female talent to the same extent as male talent	9	Business-led
	Increase transparency of opportunities for progression	10	Business -led

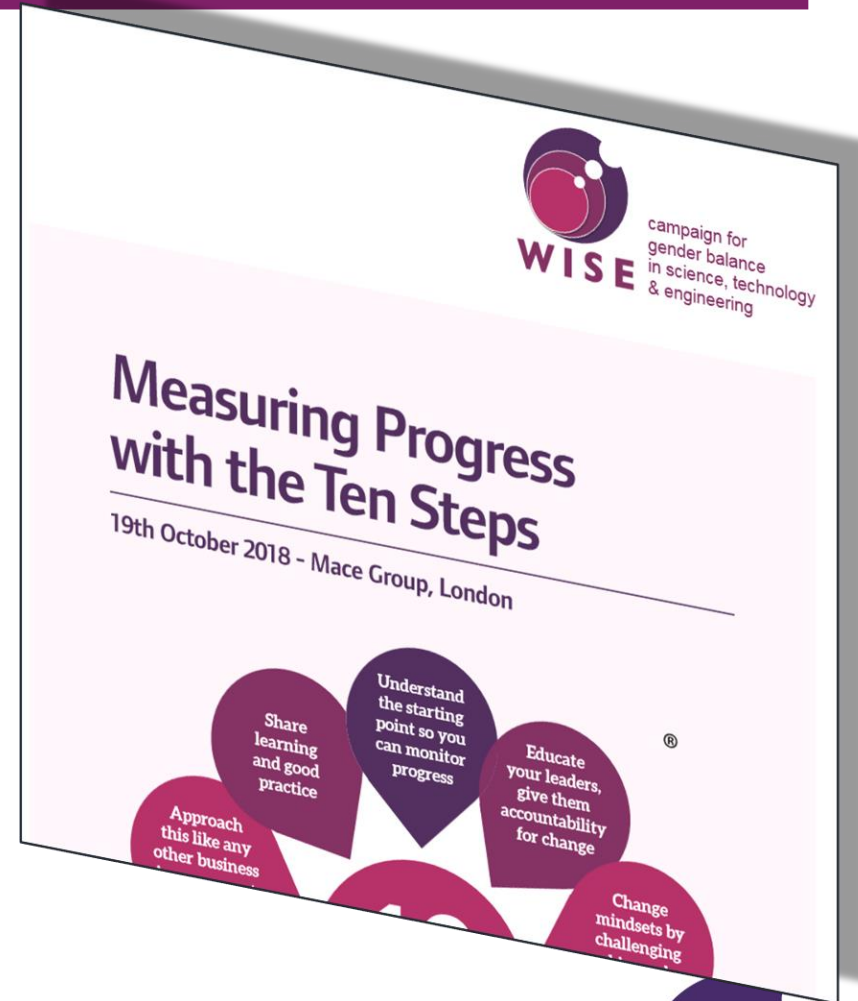WISE

Looking forward to 2020 with the Ten Steps

10 STEPS

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Ten Steps developments

- **Increased number of best practices and case studies**

- **Update of diagnostic tool to streamline answers**

- **Development of tools for returners and retraining**

Close

A report will be disseminated to all attendees after this event

Thank you for your time and efforts!

WISE – Ten Steps

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WISE Awards 2019