

Making Progress with the Ten Steps



Get involved!

- Call to action – recruit additional members from your supply chain to support the WISE campaign
- Encourage colleagues to join WISE as individual members
- 3 November - closing date for WYWB nominations
- *New* STEM workforce stats available on WISE website
- 2 November - Returners Programme, Epsom
- 9 November - WISE Awards, London
- 30 November - People Like Me Training for individuals, Slough
- 9 May - Hold the date, WISE conference, Manchester
- Share your best practices

The Ten Steps Three Years On...



In Rank Order.....

1. (1) Approach like a business improvement project
2. (2) Change mindsets by challenging bias & sexism
3. (3) Make flexible working a reality for all
4. (4) Understand the starting point
5. (5) Share learning & good practice
6. (9) Be creative in job design
7. (6) Demonstrate you want to retain and develop
8. (7) Increase transparency of opportunities
9. (8) Sponsor female talent
10. (10) Educate leaders

Key Themes

- Mean scores increased for all steps except Sponsor Women and Retain & Develop.
- Overall cohort score slightly increased.
- Top three remain the same Treat Like A Business Improvement Project, Change Mindsets and Flexible Working.
- Be Creative in Job Design has jumped up the list suggesting you are all doing more to address this
- Sponsoring Women and Retain & Develop seem to be slipping.
- Educate Leaders remains the steps that continues to challenge most companies

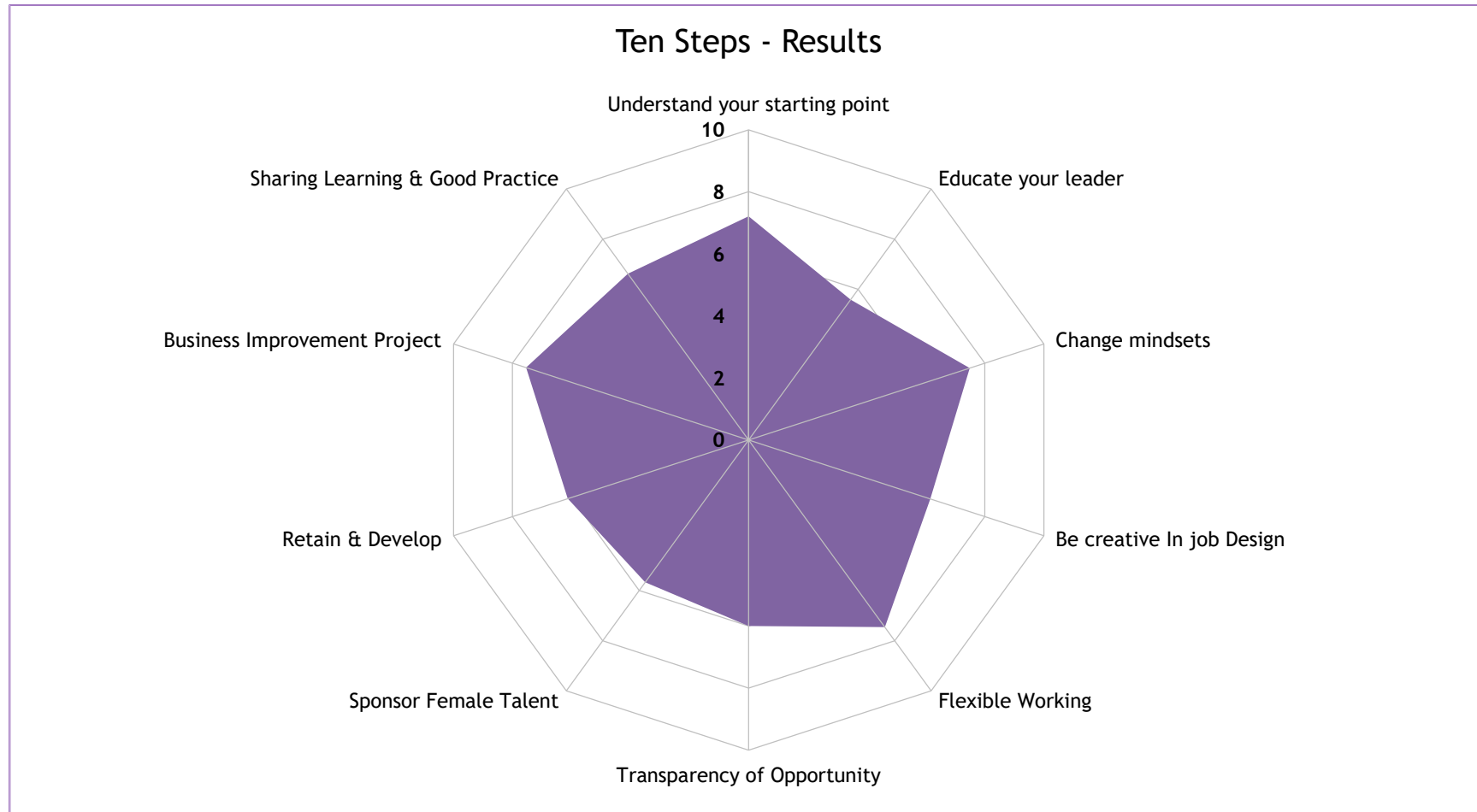
Educate Your Leaders and Give them Accountability for change.

- Do Leaders understand and articulate the business case for D&I?
70%
- Have your leaders been trained in Unconscious Bias? 56%
- Do Leaders have performance targets related to D&I? 28%
- Do you leaders act as sponsors and mentors to women in the organisation?
67%
- Do they lead by example to raise the profile of diversity issues?
58%

Third year responses

- Some companies scores have stayed the same or decreased possibly due to a better understanding of what is really happening.
- Scores compiled from multiple employee responses are lower than most derived from one manager completing the diagnostic.
- Third year on most companies have been more self critical and realistic and involved more people.
- Consolidated cohort.
- Some high scorers have not attended.

Collective Results



Making Progress with the Ten Steps



SIEMENS

Developing and sponsoring high potential women ...our journey

- **Julie Holyland: Learning and Talent Development Lead**
- **Danielle Leyland: Learning and Talent Development Partner**

Siemens is a leading global engineering and technology company, employing 350,000 people across 200 countries.

Siemens has had a significant presence in the UK since 1870s, now employing 15,000 people, 5,000 of which are in the engineering/manufacturing/technology fields.



Vision:

We are an **inclusive** organisation where everyone feels **valued**

Strategic Priority 1:

Promote data based decisions

Strategic Priority 2:

Develop an inclusive mindset

Strategic Priority 3:

Drive greater gender balance at
Siemens UK



EDI: equality, diversity and inclusion

Vision:
We are an **inclusive** organisation where
everyone feels **valued**

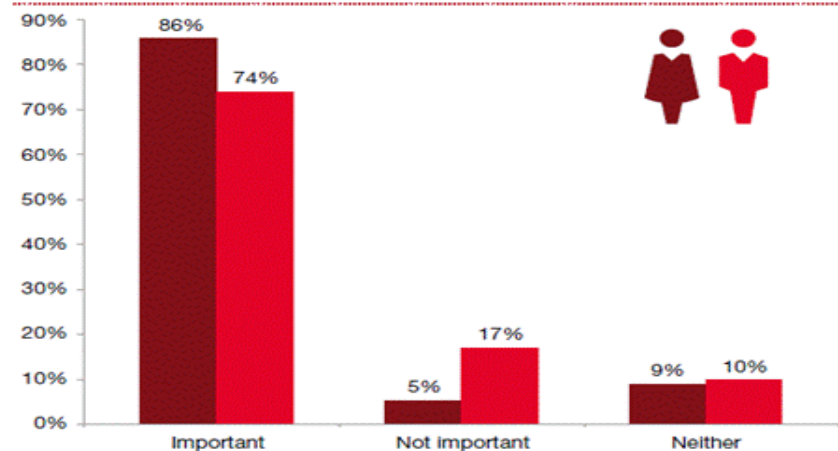
Strategic Priority 1:
Promote data based decisions

Strategic Priority 2:
Develop an inclusive mindset

Strategic Priority 3:
Drive greater gender balance at
Siemens UK

Priority areas?

How important is an employer's policy on diversity, equality and workforce inclusion when you decide whether or not you should work for them?



PWC 2015 – The Female Millennial

85%

of CEOs whose organisations have a diversity and inclusiveness strategy say it's enhanced performance

PWC Global CEO survey

2020: recommended scope increased to include all FTSE 350 and raising the target to 33% of women on boards

Oct 2015: the FTSE 100 see an increase to 26.1% in senior women... But not consistently

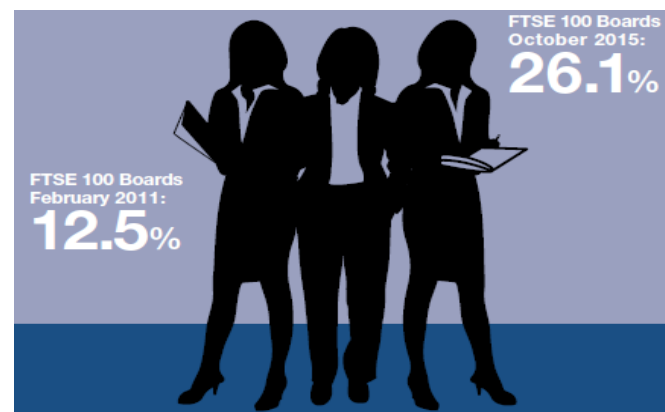
FT – “There really is a business case for diversity”

2011: guidelines set Women on Boards (Davies Report)

Key measures set 2011 - Women on Boards (Davies Report) :

Target 25% women on boards FTSE 100 by 2015.

Measures to support women and grow talent pipeline



Women on Boards, Davies Report
Department of Business, Skills and Innovation, 2015

Key figures

80%	Improvement in business performance among those with high diversity levels
24m	2040 shortfall in European workforce if women's employment rate stays as it is
50%	Employees who believe their CEO is committed to gender diversity

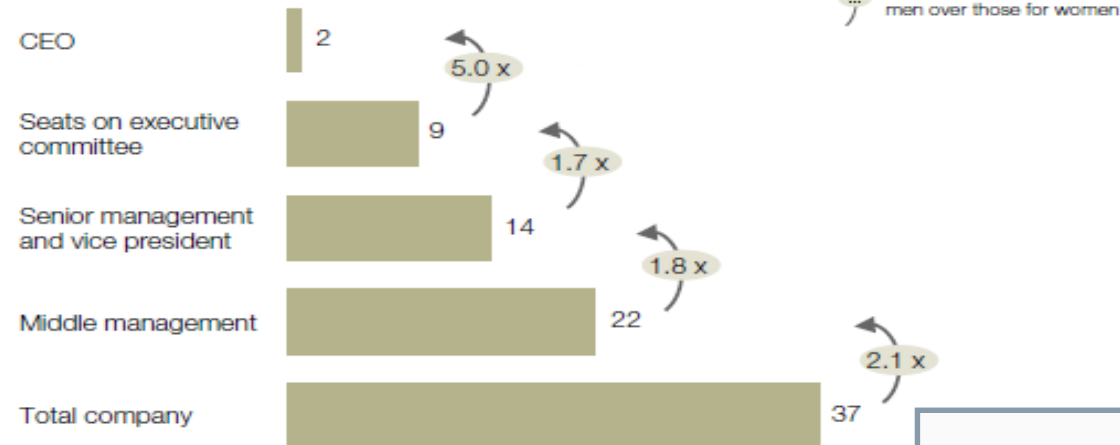
Gender Diversity erosion

- not a glass ceiling but a 'leaky' pipeline

International trends show erosion of gender diversity with seniority

Average percentage of women at various organizational levels

Number of companies = 130¹



¹ Companies with more than 10,000 employees and/or revenues greater than €1 billion, and that provided data
SOURCE: Women Matter 2012; McKinsey

...and Siemens follows the same pattern

Research shows a number of factors,
including...

Unconscious bias...
and
Conscious bias

Expectations

Male 'codes of behaviour'

Lack of role models

Limited opportunities
for flexible working

Confidence and
Self Belief

Focus of our proposal

Aim:

To retain, engage and support the progression of high potential women; improve gender diversity within senior roles; build our internal and external employee value proposition

Target group:

Women identified with mid-term potential for senior roles, currently PL5 or next step PL5

Approach:

- Provide high impact, coaching-led interventions to build engagement and performance
- Blend of tailored topics, group and 1:1 coaching and networking opportunities
- Active involvement from managers
- Engage senior sponsors and Exec Board members

Measures:

- Review short term feedback and impact (Participants and Managers)
- Monitor progress of group long-term
- Following roll-out - Increase % of women in leadership roles to reflect the Siemens UK gender ratios

Women into Leadership Programme

Pre-work for sessions

Evening Launch Event
Includes:
Coaching skills, team building

Group
coaching

Authentic
Leadership

Group
coaching

Self-Belief &
Confidence

Group
coaching

Politics &
Networking

Group
coaching

Presence & Gravitas

Closing
webinar

The next
Chapter....

1 to 1 Coaching Sessions with professional coach

Mentoring and sponsorship

Buddy coaching and coaching actions

Manager
Briefing

Manager & Participant
Goal-Setting

Manager and Participant Check-ins after
each Group/Coaching session

Manager &
Participant
Review

Closing
webinar

Manager
debrief

Programme Early Impact

Taken a different approach to usual in a challenging situation

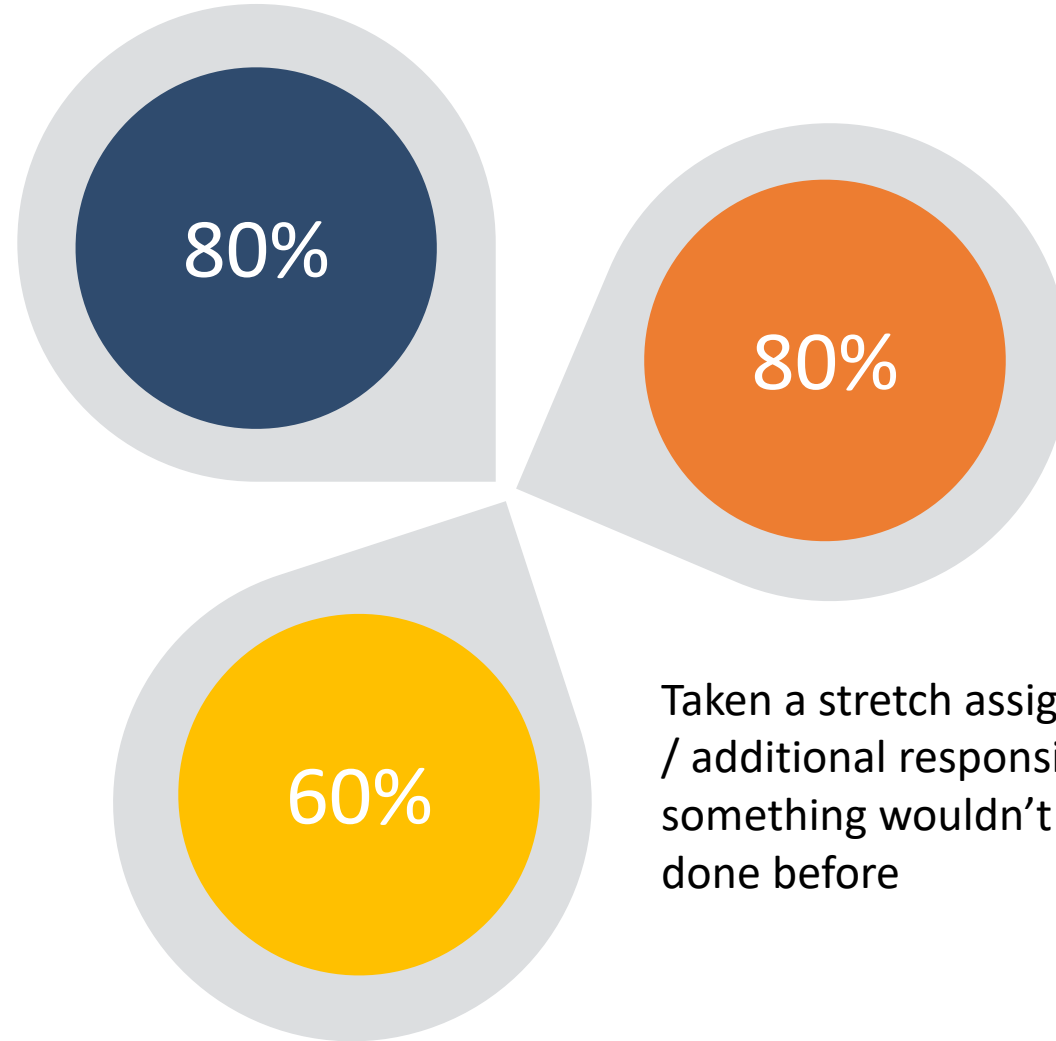
80%

Gained more confidence as a result of the programme

80%

60%

Taken a stretch assignment / additional responsibility / something wouldn't have done before



Self and Manager Rating Analysis

% change from before to after programme

Topic	Participants' Percentage Increase	Managers' Percentage Increase
Strategic Networking	50%	36%
Positive Self Belief & Confidence	46%	41%
Building & Communicating My Brand	40%	55%
Being Politically Savvy	31%	16%
Strong Presence & Impact	28%	21%
Having Challenging Conversations	16%	11%
Managing My Wellbeing	16%	15%
Coaching Others	13%	16%

Engaging senior stakeholders

Strong sponsorship of programme by senior figures

Engage senior managers and provide networking opportunities

Senior managers as mentors... leading to sponsorship

Cascade and multiply through the business, via participants with manager support

Let the women be your ambassadors

Keep talking about it and share successes

Strategies to address wider business context

Inclusion Strategy in place for each Division

Champions Community in place to support best practice sharing

Effective networks for target groups

Gender balance: commitment to pipeline women for all PL5 and above roles in the UK

Continue work on Unconscious Bias Training and resources, follow up enquiry work

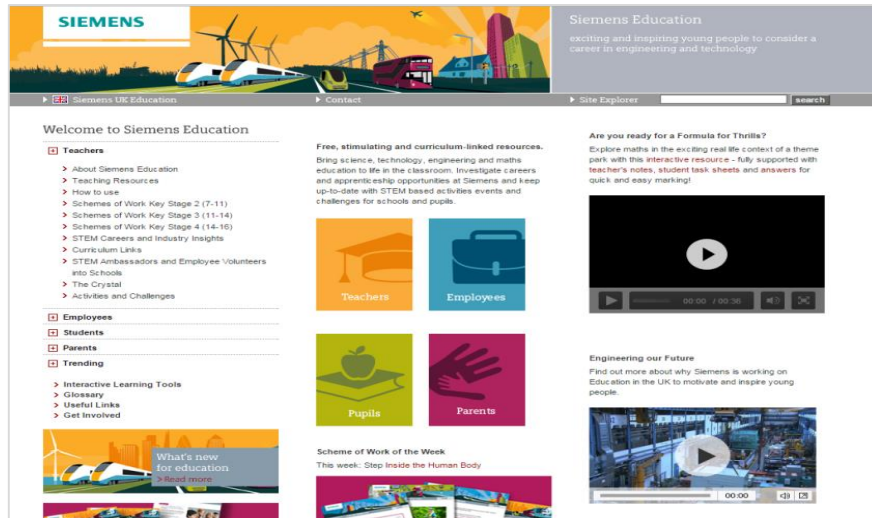
Engage with and use support from key partners to collect data externally. (WISE, NES, CBI).

Embed inclusion into key people processes

Establish baseline for protected characteristics and other target groups

Start young...

Encouraging girls into STEM



- Siemens has launched an education project to inspire and motivate young girls to pursue STEM careers and challenge gender stereotypes.
- The 'SeeWomen' project developed in collaboration with the Girls School Association, created a stage show, now moving into classroom-ready workshops, for girls and young women to learn more about careers in STEM.
- Currently, only 9% of the engineering workforce overall in the UK is female



Top Tips

Find the imperative for your business

Gain sponsors and supporters – including both senior men and women

Look at the culture – it's not about fixing the women!

Track progress, but don't be impatient, it's long term commitment

Support D&I in recruitment, entry level and earlier

Sharing Good Practice



Sharing good practice: Bechtel – Educate your leaders

- Unconscious Bias Training for all Supervisors
- SMART targets linked to bonuses
- Visibility and promotion of success

Sharing good practice: Shell – Change mindsets

- **Clear Code of Conduct**
 - Explicitly talks about the importance of diversity, and our values under the code of conduct, to ensure inclusion not exclusion of both genders, ethnicity, sexual orientation etc.
- **Global helpline for anonymous cases and, clear local guidelines on grievances**
 - Available to anyone, anywhere in the world.

Sharing good practice: Shell - Change mindsets

- **Changing systems – Recruitment Processes**
 - Job Descriptions
 - Flexible Working
 - Gender Balanced Assessment Panels
 - Independent Internal Assessors
 - Un-bias salary setting

Sharing good practice: Shell - Change mindsets

- **Working toward policy for all - Equal choice**
 - Our policies are written for people not men or women, exception where law requires i.e. Maternity specifically.
- **Annual Shell People Survey**
 - Compare results by Ethnicity, Gender, Age, tenure
 - Look at multiple factors incl D&I metrics i.e. Feel Free to speak my mind, workplace free from harassment, bullying etc.

Sharing good practice: Sky - Show you want to retain and develop

- Women in Leadership programme to support top female talent
- Mentoring, Sponsorship & Pay it Forward
- Flexible learning, career support
- Unconscious bias training (face to face) for all major hiring managers across sites (100+)
- Women in Technology Roadshows – visiting key Sky Tech sites across the UK
- Flexible working, career breaks, free emergency care, parents@sky, webinars
- Get into Tech for career returners or change in careers

Sharing good practice: **Wood** - Make flexible working accessible for all

- Technical shift – Improved collaboration tools affording more flexibility in how and where we can connect to work
- Catalyst for cultural shift in perceptions – Our work around Diversity and Inclusion has significantly increased the recognition of the benefits of looking at the world of work in a less constrained way, these conversations have begun significantly changing perceptions about what is practical and acceptable
- Leaders in the business – A growing number of senior leaders in the business work part time as part of child care/ care-giving roles. Again this helps to send the message to all line managers that is normal and part of everyday working practices in the business.

Making Progress with the Ten Steps



Using the WISE Ten Steps Model

Diversity and Inclusion – British Sugar



Catharine Uglow
Director of Organisational Effectiveness

Associated British Foods (ABF) Group at a glance

AB Sugar is part of the ABF Group:

GROCERY	SUGAR	AGRICULTURE	INGREDIENTS	RETAIL
				
Hot beverages, sugar and sweeteners, meat, vegetable oils, bread, baked goods and cereals and world foods, with manufacturing facilities in Europe, the Americas and Australasia.	A leading multinational in the expanding international markets for sugar and sugar-derived co-products, with operations in the UK, Spain, southern Africa and China.	AB Agri supplies products and services to farmers, feed and food manufacturers, processors and retailers. It also buys grain from farmers and supplies crop inputs through its joint venture, Frontier Agriculture.	Yeast and bakery ingredients and speciality ingredients supplying plant and artisanal bakers, food service and wholesale channels, as well as high-value ingredients for food, feed, pharmaceutical and industrial applications.	Primark, a major retail group offering customers quality, up-to-the-minute fashion at value-for-money prices, with over 320 stores in the UK, Ireland, Spain, Portugal, Germany, the Netherlands, Belgium, Austria, France, Italy and north eastern USA.

ABF Leading Brands



British Sugar at a glance

- Four advanced manufacturing plants processing sugar beet in the UK
 - Bury, Cantley, Newark and Wissington and head office in Peterborough
 - Around 3,500 growers
 - Lowest cost sugar processor in the EU
- A major contributor to UK economy, especially in East Midlands and East Anglia
 - In 2015 farmers received ~£320m in receipts from British Sugar
 - Total spend on goods and services was in excess of £600m
 - Paid more than £200m in corporation tax in past five years
 - Around 1,400 skilled workforce and support a further 9,500 jobs in the UK economy
- More than simply sugar
 - Power generation for a city the size of Peterborough
 - Fuel ethanol, animal feed, topsoil, pharmaceuticals, betaine...
- A valuable part of UK agriculture
 - Profitable, reliable part of arable rotation
 - Aids soil health, pest and weed control
 - Positive sustainability story



Supporting British Agriculture

- Working in partnership with our growers we have increased sugar beet yields in the UK by more than 25% in the past ten years and by 50% in the past three decades
- UK beet production occupies over 100,000 hectares of UK farmland
- Eight million tonnes of sugar beet is supplied to British Sugar factories annually
- The beet sugar supply chain is concentrated in rural areas and directly involves 7,000 different businesses including 3,500 farming businesses
- Research and education in sugar beet by the British Beet Research Organisation (BBRO), jointly funded by British Sugar and the growers, with over £2m of investment per annum
- We negotiate annual prices and seek to work in partnership with the National Farmers Union through NFU Sugar



'UK Beet yields are consistently ranked in the EU top quartile and have been rising faster than those of any other UK arable crop since 1980'

We have worked in partnership with WISE since 2013



PEOPLE LIKE me

A RESOURCE PACK FOR SCHOOLS

Explore how girls are happy and successful at work

inspiring the future

WISE helps girls to find great careers in science, technology and engineering.
Find out more at www.wisecampaign.org.uk/gosaidlikeme

Supported by

BRIGHT CROP



ROBYN ARTER
Entrepreneur, Trainer and Supporter



What kind of person is Robyn?
Robyn describes herself as a curvy, very logical and practical, which I find diplomatic person: she likes work.

What is Robyn's job?
Robyn is a Process Manager for IT. As a Process Manager, she is responsible for how much money is spent on IT. She is earning £28,000 on a graduate scale.

How did she get that job?
As a child, Robyn always wanted to be a scientist. She decided she was more interested in Chemical Engineering, which meant she was perfectly suited to it.

Why is Robyn the 'Enti'?
Robyn has to work with a lot of different people. She has to understand how the whole company works, so the Trainer type at there are loads of different STEM jobs.

What kind of person is Gemma?
Gemma describes herself as a very logical and patient person who loves to solve problems! She's upfront, honest and takes a friendly approach to life. Gemma is very inquisitive and likes to explore and experiment with new ideas and different ways of approaching situations.

What is Gemma's job?
Gemma is a Control Engineer for British Sugar, a very large company that supplies—you guessed it—sugar to the UK food industry. Control Engineers help monitor and improve the performance of systems, processes and machines. Gemma's role is vital in making sure all the hardware and software that goes into supplying sugar is running smoothly and efficiently. Her starting salary as an apprentice was £11,000 a year but that increased to £27,000 once she was fully qualified. That's above average for a graduate job!

How did she get that job?
Gemma never really thought a lot about what career she might want. She liked the idea of becoming a teacher, but she also really enjoyed IT subjects and using computers. She did an NVQ Level 2 and 3 in Engineering, followed by a BTEC National Certificate in Engineering and finally a BTEC Higher National Certificate in Engineering; she was on her way to becoming an engineer!

a the 'Regulator' type?
Robyn has to monitor and analyse a lot of data about how well systems are performing and make sure it is as safe as it should be. This makes her a great example of the Regulator type because it's up to her to get the most important information, decide how to analyse it and then choose what to do with those results. Like Me had existed back when she was at school to help her figure out what career to get into.

GEMMA SAINTY
Regulator, Service provider and Explorer

“The best thing about my role is that it is different every day: there is always a new challenge and different problems to solve.”

Gemma Sainty, Control Engineer, British Sugar



WISE promoting female talent in science, engineering and technology from classroom to boardroom



AB Sugar

Workshop included the European businesses



How we are doing against the WISE Ten Steps

	Azucarea 76	British Sugar 54.6	Germaines 63	Vivergo 41	AB Sugar 48
Starting Point					
Educate Leader					
Change Mindsets					
Creative Job Design					
Flexible Working					
Transparency					
Sponsor Women					
Retain & Develop					
Project					
Share					

Positive Indicators

- Flexible Working was the highest scoring area showing that effort is being put into this important area.
- Some high scores at Azucarea showing there is good learning to be shared.
- Many amber areas which could be addressed to yield immediate improvement.
- Good progress on sponsoring women which can be expanded across the organisation

Negative Indicators

- Educate your leaders and give them accountability for change was lowest overall score.
- Better equipping leaders at all levels would create greater momentum.
- Understanding your starting point better would enable progress to be built on a good basis.
- Having a more structured and visible plan would help everyone get on board and understand their role.
- Align other activities with the plan. e.g. Creative Job Design.
- Get out there and learn from others!

Workshop Reflections for British Sugar



- We have had a huge amount of organisational change
- This has resulted in significant people change – particularly leadership/management
- A need to revisit/educate regarding our journey/next steps
- Include a wider group in calibrating the results
- Address the 'red's straight away
- Agree a prioritised plan
- Launch of work on values and behaviours which firmly anchors the behaviours which support this agenda

Actions Post Workshop



- British Sugar Board – Update on WISE results plus debate on our journey and agreement on our prioritised plan
- Engagement session with our extended Leadership Team (as above)
- Follow up conference call post workshop with all businesses updating on their plans and progress to date
- Noticeable increase in sharing of best practice/posting of articles/requests for help via our post workshop community of practice (AB Sugar have a CoP site)
- Trialling of a ‘unconscious bias’ interactive game to enhance work already done across British Sugar

Our 2017 – 18 Activity

Where are we going?

No Barriers to Talent

We need to have the best people in BS and our role is to help them flourish, generate value & contribute to our overall success

At British Sugar we believe in confronting the realities of our business and doing something about it

What are we going to do?

Help Individuals Develop:

Career development programme (women)

Parental support (leave/coaching)

Mentoring

Career Conversations

Build Support for Line Managers:

Unconscious Bias Workshop

MFP/Leadership Training

Making it important - objectives

Reward & Recognition

Making Progress:

Communication – Talking about it

Metrics Tracking Progress

Diversity Taskforce/Talent Review

Ways of Working:

Recruitment & Selection

HR Policies and ways of working

Excellent Talent Development

Board & Leadership Team - Active Support and Role Modelling

Why are we doing this?

Because we want to improve our business performance

Because we value our people

Because it is the right thing to do

Our commitment to diversity and inclusion

“Respecting and valuing the diversity of our people is central to our vision and values. By recognising the strength of our different backgrounds, life experiences and perspectives, we will create an inclusive environment making us a stronger and more enjoyable business.”

We will deliver on our commitment in three ways;

Awareness and understanding

- Business Case – why it matters
- Awareness and role modelling as leaders
- Awareness for all employees

Make it happen

- Integrate it with our values and strategy
- Weave it into everything we do
- Support and encourage line managers and leaders

Holding ourselves to account

- Measure and report progress
- Call out behaviours and decisions that are not consistent with an inclusive culture
- Recognise and celebrate success

And our work on values and behaviours, people promises and leadership principles



Making Progress with the Ten Steps



Next Steps for the Ten Steps

- Ten Steps is here to stay – WISE will use Ten Steps framework to share products and services via a new website in 2018
- More on-line information, services, guidelines etc aligned to each Ten Step
- Benchmarking and tracking facilitated by on-line tool
- Ten Steps is only available for WISE members to enable closer support and measured impact
- Ten Steps for SMEs is currently in development
- Ten Steps workshops are available for deep dive into diagnostics to help build your Action Plan



Additional Support from WISE

- Sponsor Female Talent & Retain and Develop
 - Career Development Courses for Women
 - Returners Course
 - Mentoring Refresh
 - Reverse Mentoring
 - WISE Sponsorships, Scholarships & Fellowships
- Educate leaders
 - Ten Steps Workshops
 - Unconscious Bias Training
 - WISE Exec Events

What can you do?

- Reaffirm your commitment!
- Tell us what impact it is having
- Use the Ten Steps to make your commitment visible within your organisation.
- Extend the conversation using the Ten Steps into your supply chain
- Feedback Please?

Making Progress with the Ten Steps



Get involved!

- Call to action – recruit additional members from your supply chain to support the WISE campaign
- Encourage colleagues to join WISE as individual members
- 3 November - closing date for WYWB nominations
- *New* STEM workforce stats available on WISE website
- 2 November - Returners Programme, Epsom
- 9 November - WISE Awards, London
- 30 November - People Like Me Training for individuals, Slough
- 9 May - Hold the date, WISE conference, Manchester
- Share your best practices