Equality Diversity & Inclusion: Future-Proofing Your Workforce

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Project Team & Partners

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Project Aims

1. **Surfacing and tackling barriers** – reducing age and gender barriers which prevent the creation of diverse high value jobs and local economic growth (UKRI strategy 2022-2027)

2. **Hearts and minds** - discovering shared language and understanding about EDI, employee engagement, co-design

3. **EDI Learning and development for FI management**: Improving internal capabilities to deliver diversity strategies (ERC policy recommendation), optimizing RoI for business

4. **Creating a compelling narrative about the future of the sector** - (ERC policy recommendation): perspective changing, making the FIs more attractive to new and diverse talent

5. **Bespoke approach to EDI learning and development** – acknowledging the complexity of EDI, specificity of business context, co-designing outcome measures
Creative Methodologies for Culture Change

1. SERVICE DESIGN
   Co-designing with employees a bespoke roadmap for change; connecting grassroots with leadership & company EDI strategy

2. LEADERSHIP EQUITY COACHING
   Helps leaders identify solutions for EDI challenges and supports them through the process of implementing change

3. PARTICIPATORY FILM
   Captures employee voices around challenges and good practice; co-producing narratives about the future, an internal training asset
EQUITY LEADERSHIP COACHING

1. THE COACHING PROGRAMME
   Co-designed programme, unique to the business; 4 x 90-minute 1:1 sessions; expert EDI coach; sharing of research expertise

2. PIVOTAL ROLE OF LEADERS
   Leaders are pivotal to the success of an organisation’s strategy & its implementation (Stansfield, 2023); leaders use their influence to be more visible allies & leverage their advocacy

3. PROFESSIONAL DEVELOPMENT
   Psychologically safe thinking space, outside pressures of day-to-day job; identification of goals and gaps; increased self-belief & motivation to make decisions/lead on EDI change; reflections on personal legacy

4. ADVOCATING FOR & DELIVERING CHANGE
   Leaders design their roadmaps for change with support of coach; better equipped to deal with nuance and complexity; clearer accountability frameworks; EDI embedded in business culture

5. BENEFITS TO BUSINESS
   Accelerated progress; diversity dividends; positive impacts on recruitment and retention; change happens more efficiently, quickly, deeply
COACHING OUTCOMES

ACCELERATED RATE OF PROGRESS (BUSINESS AND LEADER) IN EDI WORK

INCREASED LEADERS’ CAPABILITIES TO INFLUENCE EDI BUSINESS DECISIONS

LEADER GAINED CLARITY IN DECISION-MAKING ABOUT EDI

CREATED A SUPPORTIVE ENVIRONMENT TO TEST & CHALLENGE LEADERS’ THINKING ABOUT EDI

INCREASED MOTIVATION FOR LEADERS TO DELIVER EDI CHANGE

LEADERSHIP DEVELOPMENT OPPORTUNITY TO OPTIMISE PERFORMANCE

LEADERS GAINED NEW EDI RESEARCH INSIGHTS FROM EDI COACH

IN THE EVALUATION OF THE COACHING STRAND, THE FOLLOWING STATEMENT RECEIVED THE HIGHEST SCORE:

“AS A SENIOR LEADER, I HAVE BENEFITTED FROM BESPOKE SUPPORT THROUGH COACHING FOR MY OWN EDI-FOCUSED LEARNING AND DEVELOPMENT”
**SERVICE DESIGN**

1. **PRINCIPLES**
   - Employees involved in delivering a ‘service’ collaboratively design solutions and optimise delivery.

2. **WORKSHOPS**
   - 4-hour workshop for each business engaged with employees from diverse backgrounds & different areas of the business/job families/levels of seniority.

3. **AIMS OF WORKSHOPS**
   - Explore the lived experience of working in the business; understand culture & challenges; encourage debate about positive change; create a shared language of values around EDI; identify problems and co-create solutions.

4. **OUTPUTS**
   - A co-designed roadmap for change
     - An action plan
     - A call for action to leadership (reverse mentoring)

5. **OUTCOMES**
   - EDI is no longer confined to HR/the ethics office; EDI is not just regulatory practice; instead, EDI is positioned as participatory, responsible conduct.
HELPED PRIORITISE AND SEQUENCE EDI ACTIONS

SURFACED NEW EDI LEARNING FOR THE BUSINESSES

IDENTIFIED BLANK SPOTS IN EXISTING EDI PLANS

CREATED AN EVIDENCE BASE FOR LEADERS TO VALIDATE WORK UNDERWAY OR PLANNED EDI FOR THE FUTURE

SD WORKSHOP OUTCOMES

VALIDATES THE EMPLOYEE VOICE

MODELLED INCLUSIVE PARTICIPATORY PRACTICE

“I HOPE THAT SOMETHING POSITIVE WILL COME OUT OF THE WORKSHOP, AND AS A GROUP WE MAY HAVE HAD AN IMPACT ON THE COMPANY’S FUTURE.”

PROMOTED EMPLOYEE ENGAGEMENT & EMPOWERMENT
PARTICIPATORY FILM

1. PRINCIPLES
   Centres the perspectives & experiences of participants in shaping the narrative content of the film; fundamentally a collaborative, co-design practice where the meanings of the film emerge through the exploratory process.

2. OUTPUTS
   1 short documentary film produced for each business engaged; exploring employee experiences of EDI in the workplace & surfacing ideas about opportunities to create a more positive future for women & young people in the FIs.

3. USES
   Films will be used as internal learning & development resources; securing mandates for action; usefulness in benchmarking progress;

4. OUTCOMES
   Personal & professional development for participants, making sense of their own stories and histories; surfacing underrepresented experiences; celebrating good practice around inclusive cultures; creating an evidence base for action

5. FUTURE IMPACTS
   Helping address issues such as ‘banter’; potential usefulness in inducting contractors; presenting compelling narratives & arresting visual images about the commitment of FI businesses to EDI change & existing good practice; thereby impacting positively on the future of the sector
## Project Evaluation (Mixed methods data collection)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Surfacing and tackling barriers</strong></td>
<td>The project has helped us formulate a plan to deliver EDI change in our business.</td>
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<td>We have had the support to reflect meaningfully on the relationship between EDI, recruitment, and retention within our business.</td>
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<td><strong>Hearts and minds</strong></td>
<td>I have been able to share my learning from the project with others in our business.</td>
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<td>The project’s employee engagement activities have given leadership an improved understanding of what the workforce think about EDI – its challenges and opportunities.</td>
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<td><strong>EDI learning and development for managers</strong></td>
<td>My knowledge of EDI has grown as a result of being involved in the project.</td>
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<td><strong>Creating a compelling narrative about the future of the sector</strong></td>
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<tr>
<td><strong>Bespoke approach to EDI learning and development</strong></td>
<td>As a senior leader, I have benefitted from bespoke support through coaching for my own EDI-focused learning and development.</td>
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<td></td>
<td>As a business, we have benefitted from the bespoke support we needed to deliver EDI change.</td>
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# KEY PROJECT OUTCOMES: SUMMARY

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<tr>
<th>BESPOKE APPROACH TO EDI</th>
<th>CO-DESIGN</th>
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<tr>
<td>• Combined strands of project enabled leaders to make progress on specific EDI goals relevant to their learning and development needs</td>
<td>• Plans have been shaped by the business, for the business</td>
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<td>• Project surfaced insights and new thinking pertinent to driving EDI progress in the business</td>
<td>• Employee voice informs strategy, thinking, planning</td>
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<td>• Creation of qualitative evidence base that is bespoke to the business</td>
<td>• Planning and thinking informed by evidence base (through service design workshops and film)</td>
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<td>• Psychologically safe places to discuss EDI</td>
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<td>• A more inclusive approach to doing EDI; sense of ownership/empowerment</td>
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<tr>
<th>SEEDING THE GROUNDWORK</th>
<th>EXPERTISE, LANGUAGE &amp; TERMINOLOGY</th>
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<td>• Project helped lay the foundations for future EDI work</td>
<td>• Leaders have greater familiarity with language and terminology of EDI</td>
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<td>• Vertical and horizontal progress/planning</td>
<td>• Leaders have access to the latest research, insights and scholarship via team of academic experts</td>
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## KEY PROJECT IMPACTS: SUMMARY

<table>
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<th>Impact</th>
<th>Details</th>
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<tr>
<td><strong>Acceleration</strong> of progress in EDI work that returned value to the business (time-saving).</td>
<td>Supported a <strong>pivot</strong> away from EDI as a bolt-on and towards seeing EDI as <strong>culture change</strong> programme with ethical dimension as well as business opportunity (dividends of EDI)</td>
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<td><strong>Empowered</strong> leaders to be visible allies in EDI change; leverage their influence to advocate for EDI and lead strategic initiatives.</td>
<td>Shift away from EDI as ‘owned’ by HR and instead seeing EDI as an <strong>educational programme (or change management process)</strong> which affects everyone. <strong>It’s everyone’s business</strong> (including contractors, leaders, shop floor, managers, operatives, office workers)</td>
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<td>Created spaces for <strong>self-reflection</strong> for business and leaders using <strong>inclusive methodologies</strong> that can be <strong>re-purposed</strong> in other contexts for the business (interest in using our methods &amp; approaches for other business functions)</td>
<td><strong>Employee engagement and empowerment</strong>: engaged employees in EDI discussions that usually wouldn’t be included in discussions about EDI strategy and interventions (film &amp; SD)</td>
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<td>Given the complexity of 6 month action research pilot - significant impact with multiple strands in short time with <strong>meaningful long-term change (not a ‘tick-box’ exercise)</strong></td>
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Creative Methodologies in Manufacturing & Engineering Contexts

A ‘LEAP OF FAITH’
For business to partner with us given that our methods & practices are not commonly used in the FI sector for EDI learning and development (coaching, service design & filmmaking).

CREATIVE TOOLS
Including storytelling, mapping & reflective thinking - leveraged to shape inclusive learning environments where employees could imagine their workplace differently.

SURFACING VALUES & MOTIVATIONS
Of leaders & employees through creative practice, scaffolding shared accountability for EDI innovation & empowerment.

SHARED MEANING MAKING & LANGUAGE
Discovered new terminology and thinking by working with EDI experts; growing confidence and sense of collective ownership & understanding.
## Unanticipated learning / outcomes

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<th>Co-design/co-creation approach facilitated <strong>two-way learning</strong> which <strong>nuanced existing sector intelligence</strong> (eg UKRI report). We focused on gender and age, but learned that <strong>other factors</strong> like history of the business, location, demographics of the workforce, family structures and affective dimensions of work played a critical role in shaping EDI objectives.</th>
<th>The project was <strong>more than transactional</strong>. It required <strong>brokering high trust relationships</strong> - contracting openly with partners about the use of data and designing a robust ethics process. We had to talk through anxieties around reputational risks for EDI work, for example. The <strong>affective aspects of the project meant we needed more time</strong> than a transactional, off-the-shelf model - something we hadn’t fully anticipated. Need to review timelines going forwards (and associated costs).</th>
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<td>The <strong>two-way learning process</strong> helped to nuance some of the EDI challenges for large FI businesses which are not currently represented in the research literature.</td>
<td>Our hypothesis was that the <strong>films</strong> would be used as external facing resources to challenge perceptions of the sector. Instead, they will be used as internal learning and development tools which capture the complexity, the dissensus, hope, challenge and optimism towards EDI.</td>
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Next steps (businesses)

**COMMITMENT**
EDI is ongoing work and a long-term commitment; it is never “finished”; the importance of academic/soecialist expertise to inform thinking.

**ASPIRATIONS**
There are aspirations to flourish over the next three years; desire to continue with a bespoke approach to learning and development around EDI.

**LEADERSHIP LEGACY**
EDI change as a legacy of leadership; personal investment & achievement; delivering culture change & making a difference.

**STAYING THE COURSE**
Challenges of staying the course and maintaining focus & resilience over the longer term; the importance of employee engagement sustainability.
Next steps (project)

**LONGITUDINAL IMPACTS**
How can we resource and deliver a longitudinal impact evaluation framework for the businesses engaged? For future businesses? The challenge of evaluating sectoral impact.

**SCALABILITY**
How can we scale up our project to engage more businesses and deliver sectoral change? How do we resource this? Business models?

**SUSTAINABILITY**
Thinking about the sustainability of the bespoke/co-design/co-creation approach (and costs entailed), how does it translate to micro businesses, SMEs and start-ups? How can we create a flow of benefits?

**FUTURE RESEARCH ON EDI IN FI’S**
How do geographies and families impact on EDI in the foundation industries?

How could an inclusive economy approach inform future work around EDI?
Thank You

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