

Equality Diversity & Inclusion: Future-Proofing Your Workforce

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Project Team & Partners



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Project Aims

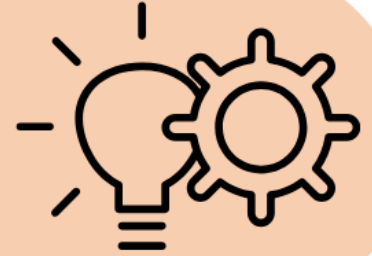
1. **Surfacing and tackling barriers** – reducing age and gender barriers which prevent the creation of diverse high value jobs and local economic growth (UKRI strategy 2022-2027)
2. **Hearts and minds** - discovering shared language and understanding about EDI, employee engagement, co-design
3. **EDI 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



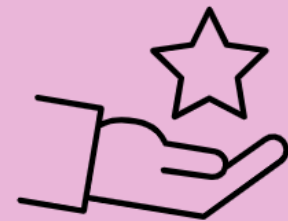
2. LEADERSHIP EQUITY COACHING

Helps leaders identify solutions for EDI challenges and supports them through the process of implementing change

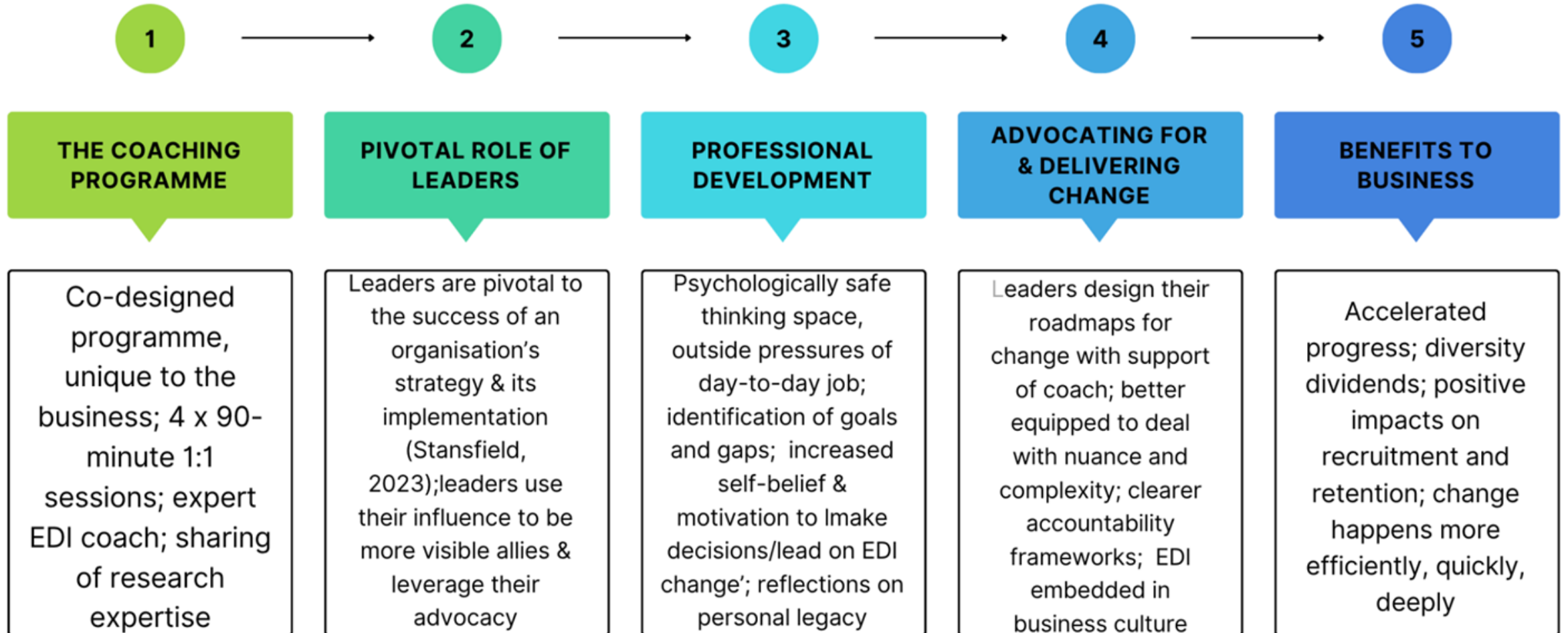


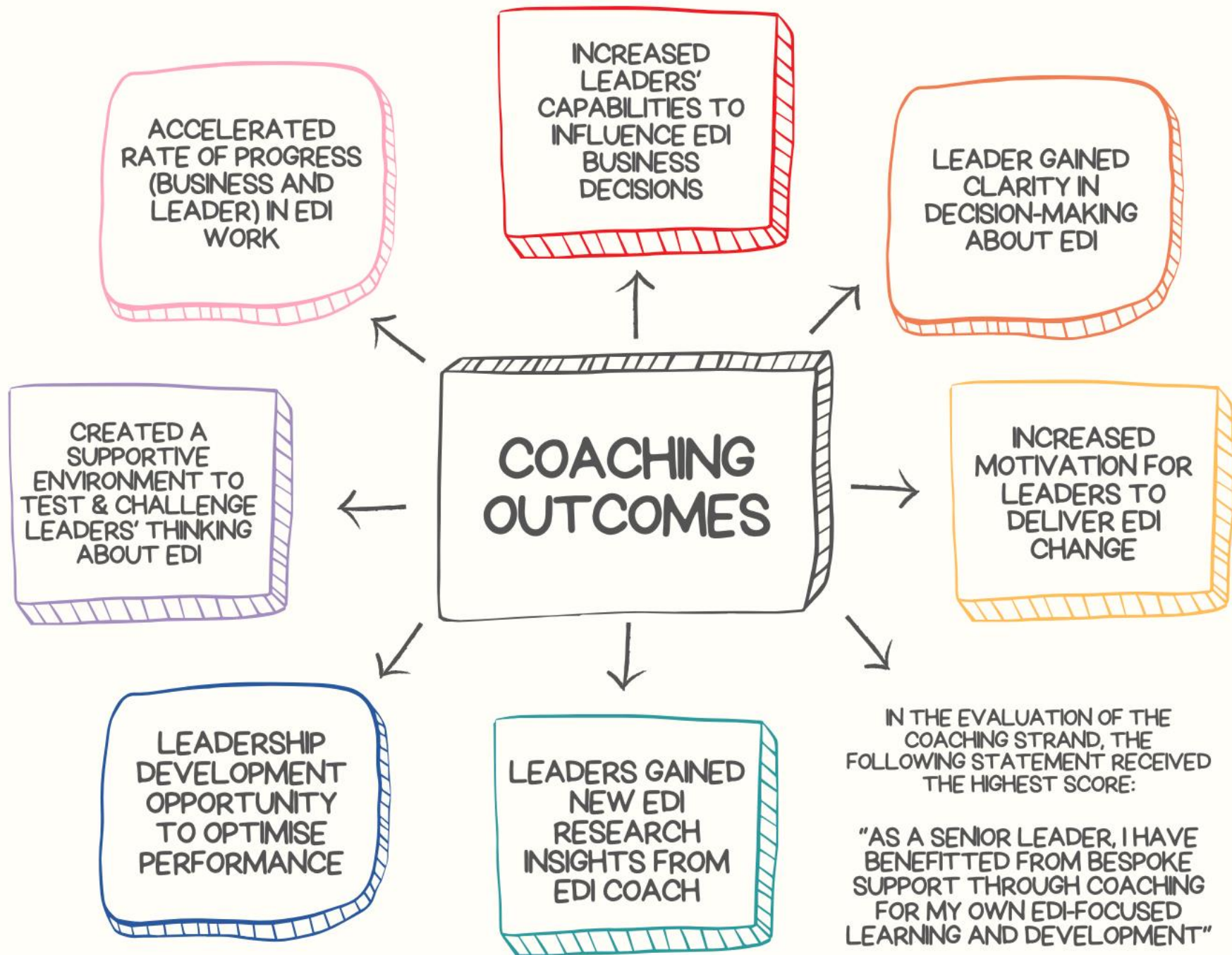
3. PARTICIPATORY FILM

Captures employee voices around challenges and good practice; co-producing narratives about the future, an internal training asset



EQUITY LEADERSHIP COACHING





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

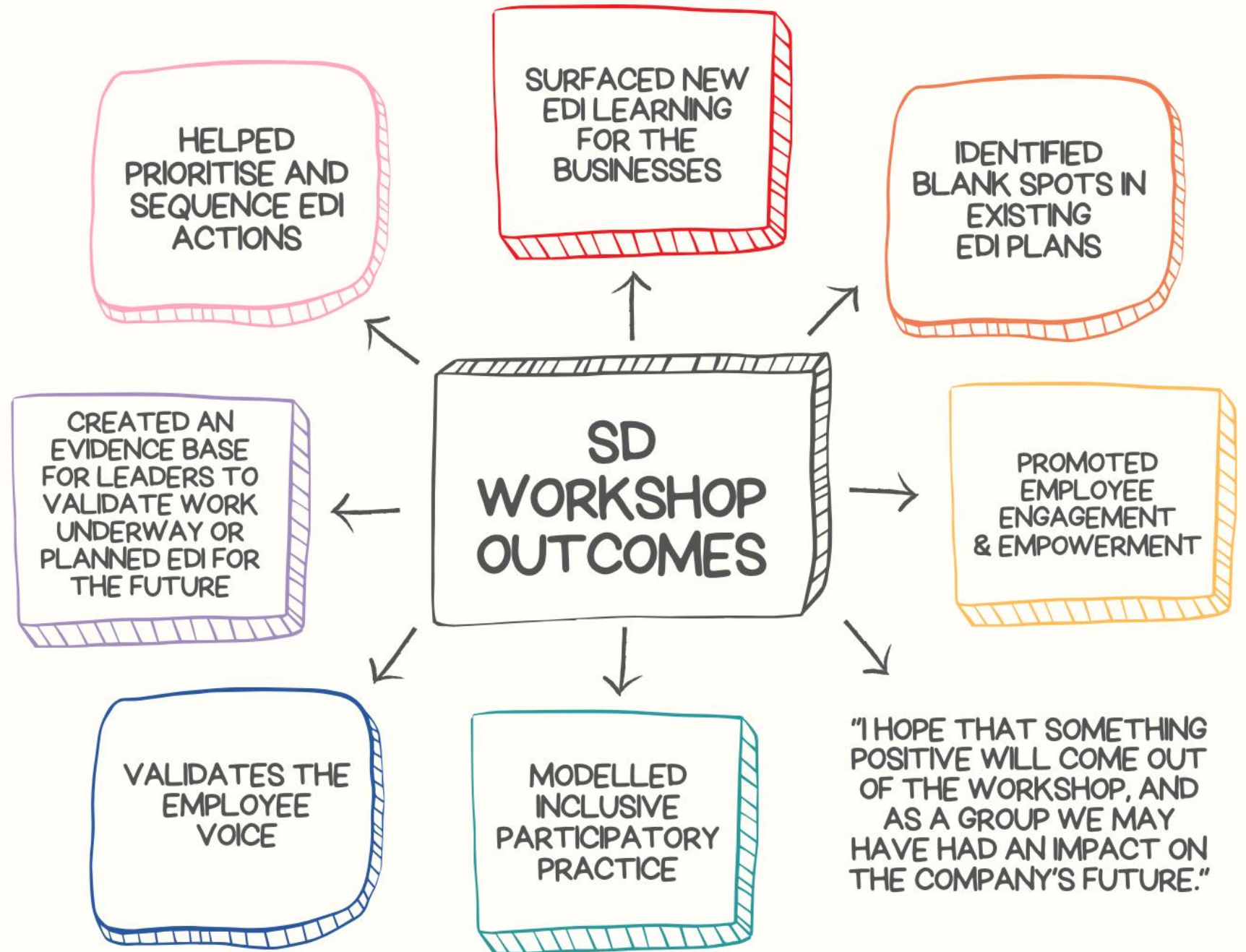
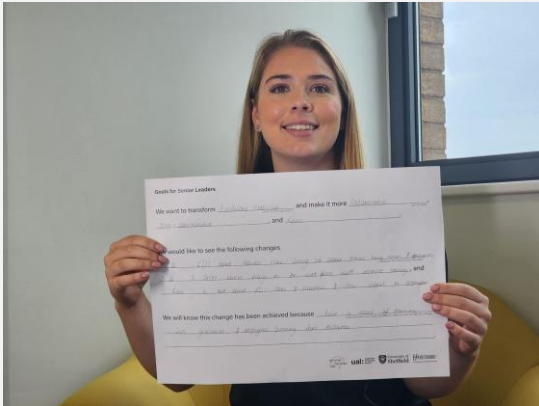
An action plan

A call for action to leadership (reverse mentoring)

5

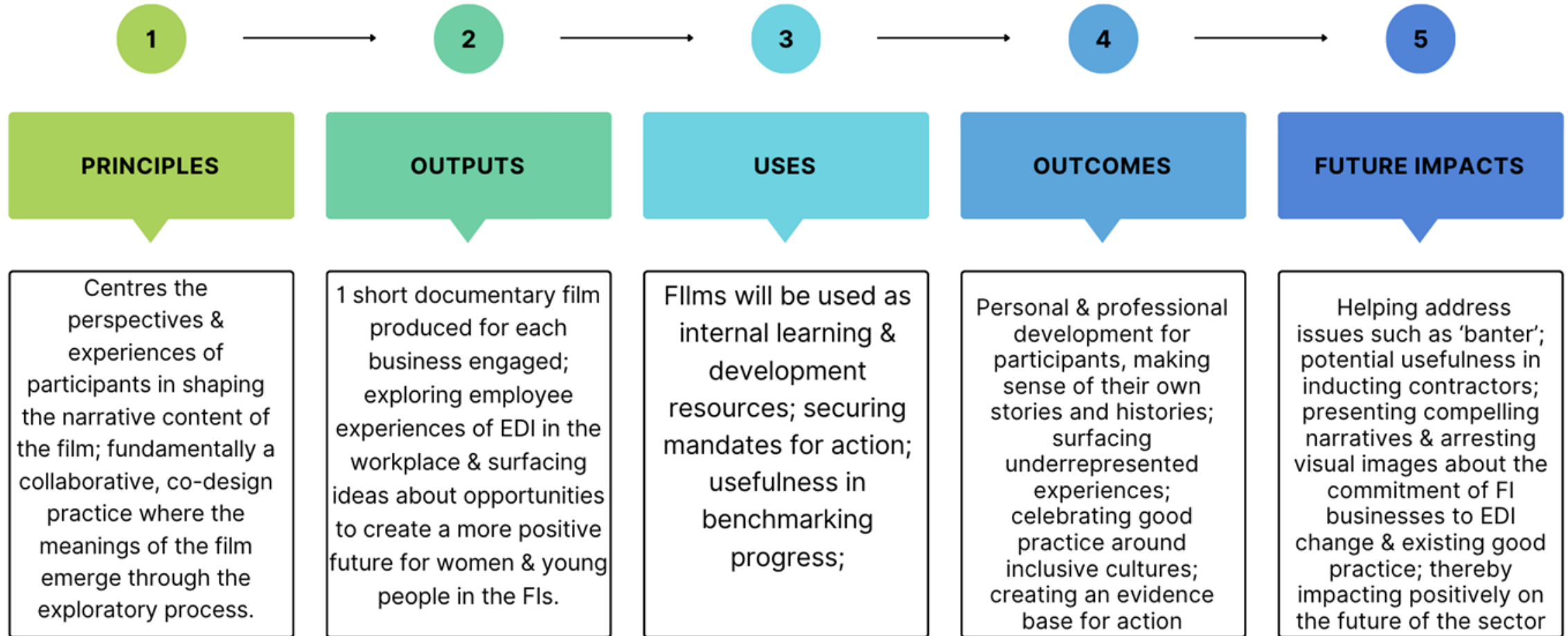
OUTCOMES

EDI is no longer confined to HR/the ethics office; EDI is not just regulatory practice; instead, EDI is positioned as participatory, responsible conduct



"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."

PARTICIPATORY FILM



Project Evaluation (Mixed methods data collection)

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

KEY PROJECT OUTCOMES: SUMMARY

<p>BESPOKE APPROACH TO EDI</p> <ul style="list-style-type: none">• Combined strands of project enabled leaders to make progress on specific EDI goals relevant to their learning and development needs• Project surfaced insights and new thinking pertinent to driving EDI progress in the business• Creation of qualitative evidence base that is bespoke to the business	<p>CO-DESIGN</p> <ul style="list-style-type: none">• Plans have been shaped by the business, for the business• Employee voice informs strategy, thinking, planning• Planning and thinking informed by evidence base (through service design workshops and film)• Psychologically safe places to discuss EDI• A more inclusive approach to doing EDI; sense of ownership/empowerment
<p>SEEDING THE GROUNDWORK</p> <ul style="list-style-type: none">• Project helped lay the foundations for future EDI work• Vertical and horizontal progress/planning	<p>EXPERTISE, LANGUAGE & TERMINOLOGY</p> <ul style="list-style-type: none">• Leaders have greater familiarity with language and terminology of EDI• Leaders have access to the latest research, insights and scholarship via team of academic experts

KEY PROJECT IMPACTS: SUMMARY

<ul style="list-style-type: none">• Acceleration of progress in EDI work that returned value to the business (time-saving).	<ul style="list-style-type: none">• Supported a pivot away from EDI as a bolt-on and towards seeing EDI as culture change programme with ethical dimension as well as business opportunity (dividends of EDI)
<ul style="list-style-type: none">• Empowered leaders to be visible allies in EDI change; leverage their influence to advocate for EDI and lead strategic initiatives.	<ul style="list-style-type: none">• Shift away from EDI as 'owned' by HR and instead seeing EDI as an educational programme (or change management process) which affects everyone. It's everyone's business (including contractors, leaders, shop floor, managers, operatives, office workers)
<ul style="list-style-type: none">• Created spaces for self-reflection for business and leaders using inclusive methodologies that can be re-purposed in other contexts for the business (interest in using our methods & approaches for other business functions)	<ul style="list-style-type: none">• Employee engagement and empowerment: engaged employees in EDI discussions that usually wouldn't be included in discussions about EDI strategy and interventions (film & SD)
<ul style="list-style-type: none">• Given the complexity of 6 month action research pilot - significant impact with multiple strands in short time with meaningful long-term change (not a 'tick-box' exercise)	

Creative Methodologies in Manufacturing & Engineering Contexts

01

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).

02

CREATIVE TOOLS

INCLUDING STORYTELLING, MAPPING & REFLECTIVE THINKING - LEVERAGED TO SHAPE INCLUSIVE LEARNING ENVIRONMENTS WHERE EMPLOYEES COULD IMAGINE THEIR WORKPLACE DIFFERENTLY.

03

SURFACING VALUES & MOTIVATIONS

OF LEADERS & EMPLOYEES THROUGH CREATIVE PRACTICE, SCAFFOLDING SHARED ACCOUNTABILITY FOR EDI INNOVATION & EMPOWERMENT.

04

SHARED MEANING MAKING & LANGUAGE

DISCOVERING NEW TERMINOLOGY AND THINKING BY WORKING WITH EDI EXPERTS; GROWING CONFIDENCE AND SENSE OF COLLECTIVE OWNERSHIP & UNDERSTANDING

Unanticipated learning / outcomes

Co-design/co-creation approach facilitated **two-way learning** which **nuanced existing sector intelligence** (eg UKRI report). We focused on gender and age, but learned that **other factors** 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.

The project was **more than transactional**. It required **brokering high trust relationships** - 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 **affective aspects of the project meant we needed more time** than a transactional, off-the-shelf model - something we hadn't fully anticipated. Need to review timelines going forwards (and associated costs).

The **two-way learning process** helped to nuance some of the EDI challenges for large FI businesses which are not currently represented in the research literature.

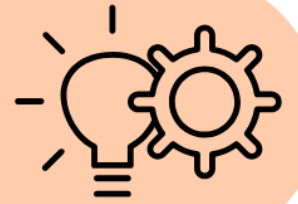
Our hypothesis was that the **films** would be used as external facing resources to challenge perceptions of the sector. Instead, they will be used as internal learning and development tools which capture the complexity, the dissensus, hope, challenge and optimism towards EDI.

Next steps (businesses)



COMMITMENT

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



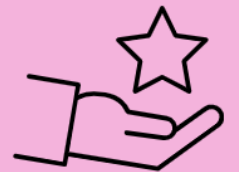
ASPIRATIONS

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

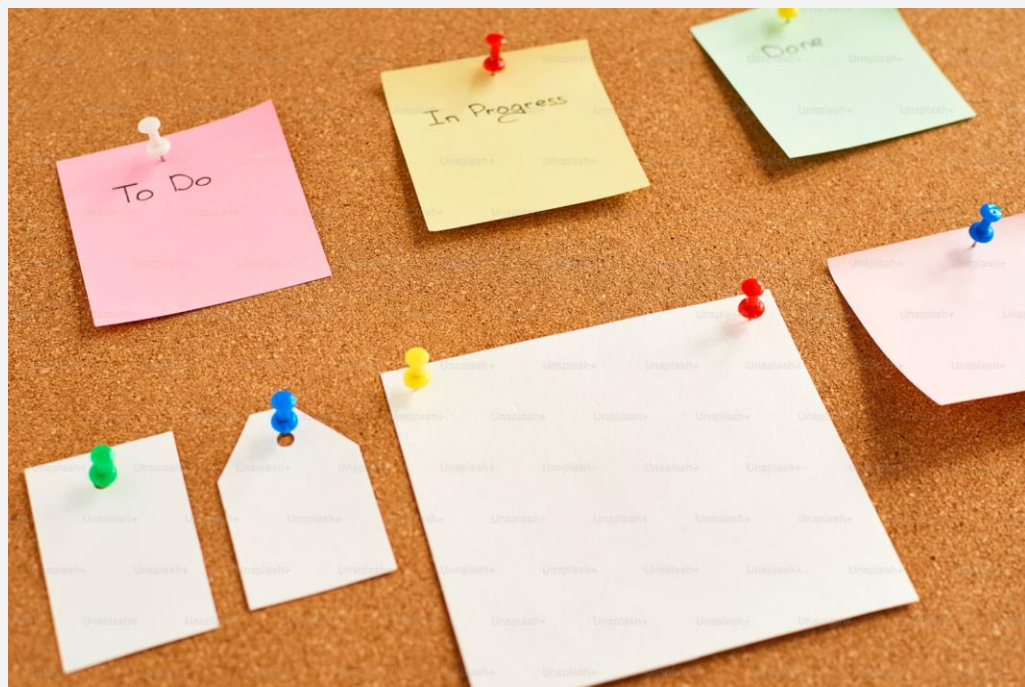


STAYING THE COURSE

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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