

DIVERSITY & INCLUSION

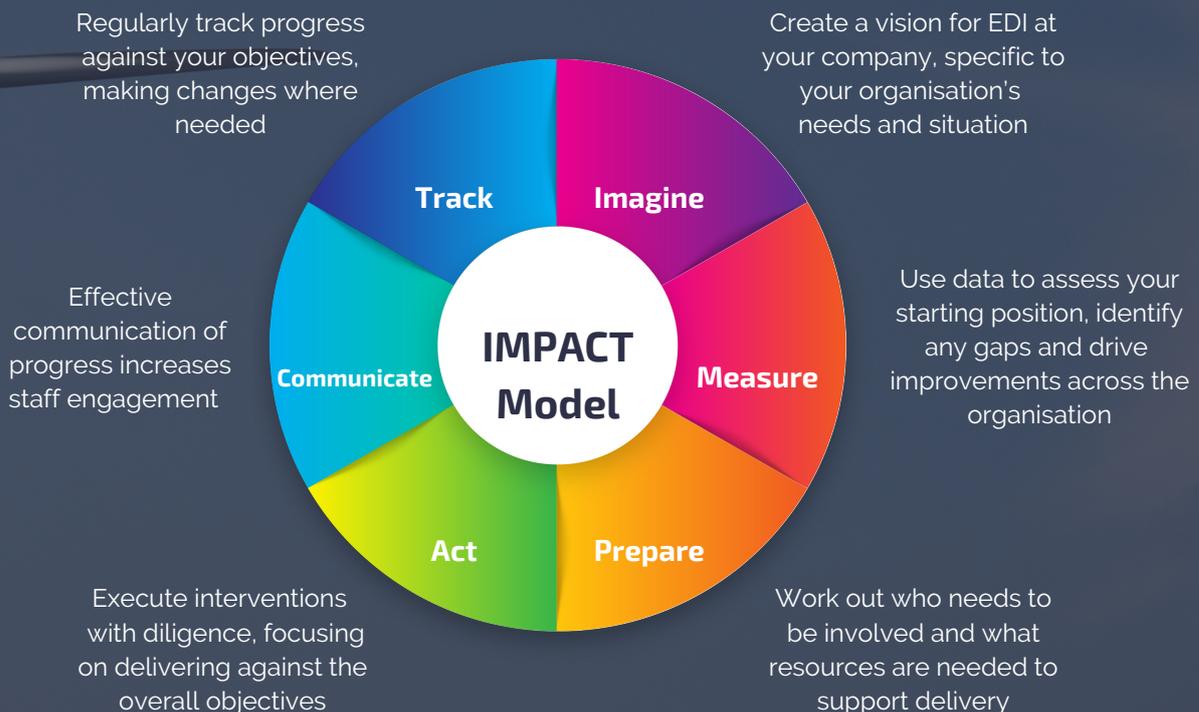
FOCUSING ON GENDER AND ETHNICITY IN THE OFFSHORE WIND SECTOR

This guide has been put together to provide guidance to companies operating within the offshore wind industry, with a view to helping these companies to improve their practices in relation to equality, diversity and inclusion (EDI). EDI can be a complex endeavour, but when done in the right way EDI can significantly improve an organisation's outputs and deliver a competitive advantage in the attraction, retention, innovation and productivity of staff. Additionally, investing in EDI is the right thing to do.

Having worked with a number of organisations, we typically see mistakes made in relation to EDI, with organisations unable to implement holistic EDI approaches that result in meaningful change. With this in mind, it is worth providing our tried and tested framework for embedding effective EDI strategies.

The Equal Group's IMPACT framework has been used by a number of organisations to make consistent and measurable changes in EDI outcomes.

As you will see from the IMPACT framework, data is crucially important to ensure that gaps in representation and experience are identified in a holistic way. The use of data to identify gaps will also ensure that any improvement or deterioration can be measured and attributed to specific interventions. Equally important is having the ability to understand whether some interventions that you are engaged in are proving ineffective at resolving your most significant issues.



The collection of both qualitative and quantitative data is important to be able to pinpoint challenges and identify specific gaps within your department, your organisation and indeed the industry.

The sector understands the importance of collecting EDI data and has introduced a workforce and skills model developed by the National Skills Academy for Rail (NSAR) to track and report on workforce data. Quantitative data allows us to understand who is in the organisation, what protected characteristic they might have and where our gaps might be in terms of representation.

Qualitative data is necessary to understand the experiences of different people, from different backgrounds working in different environments. Aiming for greater representation in terms of gender and/or ethnicity will be redundant if the experiences that people have in the workplace are different depending on their gender, ethnicity or any other protected characteristic. This demonstrates the importance of being able to align quantitative and qualitative data in order to build up a robust picture of what is going on within your organisation from an EDI perspective.

In the context of the vision that the offshore wind sector has for diversity and inclusion, time and effort spent trying to improve EDI will be wasted if there is no ability to pinpoint issues of representation and inclusion that might be leading to an inability to attract, retain and progress diverse talent.

In order to collect and analyse EDI data, it is important that organisations consider how to categorise their data. A general approach should be taken to allow people to self-describe, where possible. This approach is more inclusive and acknowledges that some people might not be comfortable with any of the options that you may otherwise have provided.

CATEGORISING GENDER DATA

Generally, most organisations provide selection of male and female categories. The addition of non-binary and a means for respondents to self-describe will be beneficial for those that do not consider themselves in relation to the male and female categories. A non-binary person might consider themselves to be neither male or female, or to be both male and female, or to be sometimes male and sometimes female. Please note: the use of the term 'other' can sometimes be sensitive, so please be mindful of the language used to incorporate those that do not consider themselves in relation to any of the categories provided for selection. For guidance on capturing gender identity data that is inclusive, visit [this resource](#) by Stonewall.

CATEGORISING ETHNICITY DATA

Ethnicity can be a nuanced area when it comes to describing and categorising data. There are 18 ethnic categories recommended for use by the UK government when categorising ethnicity. These categories are then grouped into 5 ethnic groupings (see next page). Be aware of the limitations of using these categories if you have employees who come from backgrounds not represented in these categories - for example Latin / South / Central American. Additional categories may be required.

FUNDAMENTALS

Fundamentals to Achieve Diversity & Inclusion – Flowchart

ENGAGEMENT & ATTRACTION

- Consider outreach
- Create inclusive employee branding
- Widen recruitment channels
- De-bias job descriptions
- Make it easier to enter/lower barriers to entry

RECRUITMENT

- Require diverse shortlists. For women: aim for balanced shortlists
- De-bias selection criteria
- Level the playing field
- Remove bias in the selection process
- Introduce diverse interview panels

RETENTION

- Combat discrimination, harassment and bullying of all forms
- Create a welcoming and fully inclusive environment
- Provide for diverse needs/needs of women/ BAME groups

PROGRESSION

- Track relevant progression data by demographic group
- Create transparent and clear pathways for progression and pay rises
- Remove bias in talent management processes
- Ensure diverse talent is sponsored

LEADERSHIP

- Educate all leaders on the importance of EDI, what it means and how it aligns with company objectives
- Encourage leaders to be visible in their support for EDI activities
- Equip leaders to 'walk the talk' and demonstrate real progress over time

CULTURE

- Monitor engagement surveys and analyse responses across diversity characteristics
- Encourage a speak up culture and conduct exit interviews
- Make managers accountable for diversity through objectives and 360 degree feedback
- Make diversity and inclusion a core part of your induction training

INTERSECTIONALITY

- Promote an intersectional approach to employee wellbeing
- Ensure existing policies reflect the specific needs of intersecting groups
- Disaggregate and monitor data in an intersectional way
- Ensure interventions take into account intersectionality
- Provide opportunities for intersectional discussions and learnings

KEY STEPS

Key steps to achieve diversity & inclusion

There is significant crossover of key steps to achieve diversity and inclusion for both gender and ethnicity considerations. We present those that have the most significant impact in each of the areas.

ETHNICITY

GENDER

ENGAGEMENT & ATTRACTION

- Partner with organisations and networks
- Be proactive in using specialist recruitment organisations
- Ensure internships and work experience are fair and open for all

- Use language and content that is gender inclusive
- Build personal connections with women and people who identify as other genders
- Retrain and upskill current employees

RECRUITMENT

- Look for culture add rather than culture fit
- Provide ways to prepare and educate candidates
- Be mindful of how your recruitment process is viewed by candidates
- Provide meaningful feedback

- Introduce structured interviews
- Measure competencies rather than years of experience

PROGRESSION

- Provide access to internal or external mentoring
- Provide leadership training and development programmes

- Expect diverse shortlists for all levels
- Share progression and performance data by demographic group with line managers
- Enable progression for part-time workers

RETENTION

- Ensure exit interviews are conducted
- Promote and connect people with role models
- Create safe spaces; staff networks & Employee Resource Groups (ERGs)

- Integrate simple actions into on boarding
- Review employee benefits and upgrade to best in class

LEADERSHIP

- Introduce reverse mentoring
- Use shadow boards to improve representation and innovation at leadership level
- Have an executive sponsor for race equality

- Appoint a woman on the board and/or executive team
- Ask for results of gender-related initiatives, also from individual (senior) managers

CULTURE

- Encourage conversations around race
- Provide awareness about micro-aggressions

- Create awareness campaigns
- Offer inclusive leadership training

DATA

True progress on all of these measures will be seen in the quantitative and qualitative data that companies can obtain. Over time data will demonstrate the impact of any changes made and enable companies to amend their processes to deliver the outputs that they would like to see.