

# Diversity & Inclusion – marginal or mandatory?



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# Diversity & Inclusion – marginal or mandatory?



**Dr Nelson Ogunshakin OBE**  
President & CEO, ACE

Companies no longer have any excuses not to implement a diverse and inclusive culture in today's modern work environment. Our industry can, and must, embed a diverse as well as an inclusive culture for positive, sustainable change within our workforce. Otherwise the industry will falter under the magnitude of challenges ahead.

Recently, we have seen the publication of a wide range of reports on diversity and inclusion, with most shining a high level of scrutiny into the current state of affairs. This scrutiny has led the industry to develop an awareness of the positive business case that is essential to the prioritisation of diversity and inclusion, particularly the positive correlation between diverse teams and increased productivity, as well as retention. Upcoming challenges such as the skills gap, low retention, and an ageing workforce forms an imperative for the potential pool of recruits to be expanded, to satisfy not just an HR need but to foster a forward looking business strategy.

While the level of awareness has been raised, many companies have now started or are contemplating the implementation of a business strategy that fosters diversity and inclusion. Yet, many are caught at a crossroad, wanting to make a difference, but not knowing what actions to take.

The current report set out by the Association for Consultancy and Engineering (ACE) intends to provide the consultancy and engineering sector with tangible recommendations that can be incorporated in full, or in part, by all companies regardless of size. These recommendations are derived from one-on-one interviews conducted with over 30 leaders in the field. They explore different experiences within the industry in order to isolate those trends and initiatives that achieve targets for diversity and inclusion most effectively, and those we can learn from.

This report will focus upon 10 tangible and realistic strategies that could be adopted to foster diversity and inclusion through topics such as benchmarking, the implementation of best practice, upcoming procurement needs, ACE actions, and the 10 key strategies.

Amongst the best practices examined are those of transformational leadership, business foundations, staff wide knowledge, flexible work parameters, as well as sourcing recruitment and nurturing career progression.

The strategic insights and subsequent 10 strategies recommended are a result of feedback from individuals and companies who participated in one-on-one interviews, for which ACE is incredibly grateful. I am honoured that these 30+ leaders from micro-businesses to corporates, realise the need for industry-wide guidance, as well as the importance of best practice sharing in order to develop this report.

I invite all within our industry to start their journey towards better diversity and inclusion in partnership with ACE, because all of us have positive contributions that can be made, and results that can be achieved to move the agenda on.



<sup>1 2</sup> Engtech Now & ACE (2015) The Retention Gap: What it is and how to tackle it. <sup>3</sup> McKinsey (2014) Why Diversity Matters Report. <sup>4</sup> Robinson, M., C., & Buccigrossi, J. (2003) Business Case for Diversity with Inclusion

# Benchmarking

'Like any business strategy there are three stages. The first stage is to develop awareness, the second stage is to develop an acceptance that this is an issue, and the third stage is to actually take actions on these issues. We, as an industry, are at the first stage of awareness.'

**Keith Howells, Group Chairman, Mott McDonald**

Many assume that their company and industry are diverse as well as inclusive until numbers to the contrary are presented. Until the Autumn of 2015 there was no available engineering specific benchmark against which to measure.

The Royal Academy of Engineering's Diversity Leadership Group made significant strides in November 2015 by creating a benchmarking tool to provide measurable insights on diversity within engineering; as well as producing 2015 analysis across the engineering sector. With a template now available to all, this allows a comparison of efforts within the engineering industry as a whole; revealing if efforts are below, on par with, or exceeding industry norms.

Collecting and tracking data on a regular basis is essential, no matter what tool is used, as long as it is used consistently. Only through regular tracking and target fulfilment can inclusive corporate strategy and diversity initiatives be developed.

Targets are vital in order to increase diversity within any workforce. They are important as a business catered mechanism over the long term that tracks improved leadership initiatives and also the standards upheld or corporate goals achieved.

'A more diverse workforce is a business imperative. We have to explore and find innovative solutions to inspire, recruit, retain and motivate the best talent from across the entire population. Through encouraging our industry and sharing good practice, we will be able to move together towards a more diverse and inclusive future.'

**Allan Cook CBE, Chairman, Atkins**

Participants gave the following target setting tips for increasing diversity:

- 1) Be realistic about what is achievable with current resources and staff turnover. For small companies with lower staff turnover less year on year progress is possible, while for large organisations targets can be met. The most common target seen for large corporations is a 2% diversity increase per year.
- 2) Diversity targets should be set for shortlisted recruits, and those hired. While there is a correlation between the two, a target for the presence of diverse individuals on the shortlist helps in the medium term to counteract unconscious bias.
- 3) Ensure leaders know, embrace and spread word of targets to all employees. To become embedded into company culture, all management levels need to believe in and help disseminate information on company targets. The biggest risk for neglecting the importance of these targets lies with middle management, who may not be engaged with the process.

*"In my experience, explicit targets and tracking against those targets is key to delivering any kind of step-change in an organisation's performance. Diversity is no exception."*

**Isabel Dedring, Mayor of London's Deputy Mayor for Transport**



Photograph credited to Royal Academy of Engineering

## ACE Recommends:

- Establish yearly targets for improvement in at least one area, including but not limited to: diversity of shortlisted and new recruits; staff resources; employee retention; flexible working or staff satisfaction.
- Company targets and efforts to achieve these should be known company-wide, disseminated by engaged senior leadership, and regularly raised by all management.
- Conduct a regular anonymous survey for staff satisfaction, covering topics such as manager satisfaction, likes and dislikes of current position, as this may reveal issues in establishing inclusive culture – namely employee retention and manager disconnect.
- Use external tools, such as the Royal Academy of Engineering toolkit, to track progress.

# Best Practice - Transformational leadership

While company initiatives vary with availability of resources, the incorporation of diversity and inclusion in business strategy is chiefly a leadership prerogative. Without leaders fully believing in the need for a diverse and inclusive workplace, the objective will not be achieved.

*'I don't think this is a resource issue. It is a leadership issue. The values of a good business are at the heart of good D&I and those values need to be addressed at the very top of the business. If any business is not delivering D&I then the leadership team needs to act.'*

**Graham Nicholson,**  
**Executive Managing Director, Tony Gee**

A true leader must believe in, inspire and build the abilities of those around them to achieve a common goal such as diversity and inclusion.

*'We face a real crisis of talent and capability and diversity makes perfect business sense and is a real challenge which requires leadership.'*

**David Waboso, Director of Engineering,**  
**London Underground**

A group of company leaders are, themselves, instrumental to fostering diversity and inclusion, as role models for the workforce. Without such role models, many may not believe the company's views on diversity and inclusion are more than just talk.

Company leadership must tap into the enthusiasm of other key individuals throughout the company that are able to support efforts for the senior leadership's diversity and inclusion plans. Many companies have diversity or inclusivity champions to increase support from the middle or lower levels of the company hierarchy. Interviewees for this report identified such individuals as **'vital'**.

Participants identified the midlevel within corporate structure as the largest risk for not relaying strategy. Ensuring all managers are capable of embodying corporate decisions regarding diversity and inclusion is absolutely fundamental, as only then will employees believe in the objectives set.

*'People are our business' cornerstone. While our entrepreneurial culture attracts top talent, we equally strive to support all employees through flexible working, mentoring, training, and providing resources. Senior leadership must lead by example, and we recognise diversity isn't just an end in itself, but a part of how our business helps future industry leaders.'*

**Mark Naysmith, Chief Operating Officer &**  
**Managing Director in the UK, WSP | Parsons**  
**Brinckerhoff**



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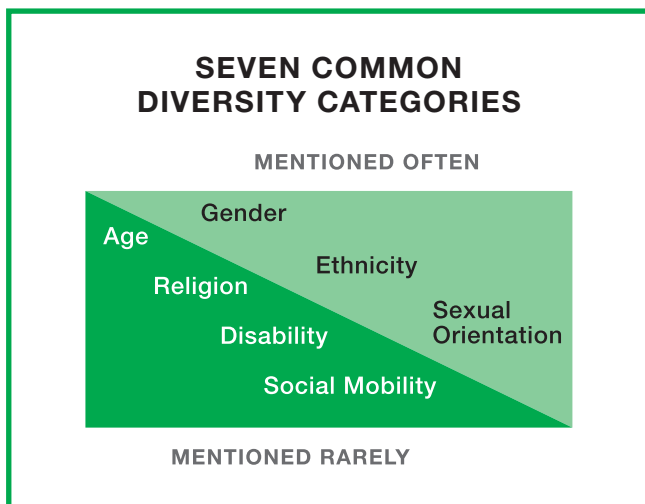
## ACE Recommends:

- All diversity & inclusion strategy should be spearheaded by senior leaders. Any senior leadership group should be reflective of the workplace as a whole, leading by example.
- All management levels should be appropriately prepared to manage employees as people, not just for their work output, but also fostering employee strengths.
- Develop mentorships, not just vertically but also horizontally, so new employees receive support from both leaders and peers.
- Confidence building training for employees was found to correlate with companies that have underrepresented groups at management level and above.
- Follow a principle of transformational leadership, fostering others to be leaders, as well as embedding diversity and inclusion throughout all levels of the company by ensuring all managers understand its importance.
- Gather "D & I Leaders" to drive forward the call to action, aiming to increase an industry-wide best practice for diversity & inclusion.

# Best Practice - Build a foundation for both diversity & inclusion

Industry wide, the emphasis is to achieve gender balance. 'Solving' gender imbalance may yield tools to increase other forms of diversity, yet isolating any one protected characteristic may be self-defeating for diversity or inclusivity overall.

Addressing the needs of a specific protected group, there is a fine line between recognising need and creating animosity amongst the remaining workforce. If done incorrectly, individuals within protected groups can feel patronised, discouraged due to perceived tokenism resulting in the remaining workforce becoming potentially discontent. A balance is needed between a group receiving particular attention, and inclusivity being cultivated.



While organisations may have employee support systems for protected groups in place, this may risk dividing the workforce, with many not receiving the attention of a support group, as they are not considered 'diverse'. Without a general support group for employees, dividing the workforce is a risk.

A company strategy based on inclusion tends to focus on developing the whole person, building every individuals' strengths, whilst putting initiatives in place to foster a trusting team.

'As a small company, creating a personal development path alongside our career development path is effective at fostering staff satisfaction, fairness and improving retention. Particularly as an SME it is about willingness in developing and maintaining the whole persona, and not necessarily monetary resource'

**Nick Langdon, Company Chairman & Director of CGL, Card Geotechnics (CGL)**

A link exists between isolating protected characteristics and developing a company strategy based on diversity. Likewise, addressing all employees together is linked with a company strategy based on 'inclusion'.

Use of diversity or inclusivity within corporate strategy varies with the company size, location, leadership, and current diversity levels. Diversity strategy, centred on year-to-year improvement is more common in large companies with allocated resources, and a high staff turnover. Inclusivity strategy, is centred more on staff satisfaction, teamwork and workplace appeal, and is more common in SMEs with limited resources and low staff turnover.

'It is no more challenging for small businesses to create an inclusive environment than it is for large businesses.'

**Ben Pritchard, Consultant, Inventt**



## ACE Recommends:

- Given the correlations above, companies should examine, based on headcount, turnover, location, and resources, if the business strategy should contain diversity and/ or inclusivity approaches.
- As a minimum, companies should foster inclusivity that supports varied needs.
- Those companies that focus on diversity without also fostering inclusivity should consider the risks mentioned above and look to incorporate inclusivity within current initiatives.

# Best Practice - Staff knowledge of support available

As with all forms of business strategy, employees' sentiment depends upon an understanding of company actions.

Medium to large size firms identified raising staff awareness of company views or actions as particularly challenging. Without this awareness, distrust or disconnect between team members and managers will rise. Honesty and reassurance are essential; even if the solution has not yet been decided, employees are reassured that their managers are aware of the issues.

In management strategy, it is vital to be aware, sensitive, and communicative about a situation, without creating fear, or hypersensitivity, which only serves to make the issue worse. All those who lead or manage employees, should try to anticipate all possible issues for staff.

*'In a people-based business that creates, designs and delivers projects in communities we need to have teams that reflect those communities. So having a diverse and inclusive workforce is vital, and leaders need to ensure this is always at the top of their agenda.'*

**John Turzynski, Director, Arup**

To maintain staff awareness, many medium to large companies have developed an online portal where staff can access company resources on a variety of topics. While this may be less feasible for small companies, it is strongly encouraged that any company resource is made readily accessible, even if this is only available externally. Also, common in medium to large companies is a confidential mechanism for reporting an issue, while in small companies a more informal and open complaint mechanism is more prevalent.

All companies need contingency plans for potential situations, in order to ensure the appropriate responses, and resources are available in a timely manner. When unknown situations occur, it is vital that employees are included appropriately in the knowledge sharing or support that occurs, managed in a way respectful to all.

If a manager does not deal with a situation appropriately, the company must immediately respond, as not intervening can negatively impact the team.

*'Support and resources are available for all, raising awareness while reminding staff and clients that we value people. We also have no tolerance for inappropriate management responses.'*

**Michele Dix, Managing Director, Crossrail 2**



Photograph credited to Royal Academy of Engineering



## ACE Recommends:

- Ensure the entire workforce is aware of diversity & inclusion policies or initiatives, company-wide pride is key to changing daily culture.
- The message of diversity & inclusion should come from senior leadership.
- All managers must be equipped to further disseminate the message and appropriately handle negative situations.
- Make diversity and inclusion values known to potential recruits, clients and make them public.

# Best Practice - Flexibility for work parameters

'Modern employers need to show that they care about the whole well-being of their employees, to increase job satisfaction and output.'

**Catherine Schefer, Managing Director, MWH Global**

Currently, there is a mixture of beliefs about 'proper' work practice, which has changed to match employee preferences. Traditional offices may not believe an employee is working unless present at a physical desk during set hours, while modern offices deem an employee as working if deadlines are met to the desired quality level, no matter where or when.

This change in what an employee desires from a workplace is more significant especially considering the accruing skills shortage, ageing workforce, and retention gap. Employers must be adaptable with their work parameters, allow flexible or remote working, as well as understand that all employees may have times when more flexibility is needed.

Flexible working is key for companies to accommodate the needs of employees and enable retention. This was found to be a fundamental way that a small or medium size employer can ensure both employee needs and company output are prioritised.

'Flexible working is key for SMEs to accommodate different needs, which is particularly important during periods of life transition, like physical limitations or a spouse's job requiring family relocation. Staff brain power is vital to a company, so when possible to retain staff through flexible working, a company should do it.'

**Mike Brown, Business Development Director, Geo-Environmental Services Limited**

Increasing flexible working does have challenges, particularly in company-wide communications. Practices such as job share, alternative hours, and remote working makes it difficult to ensure diversity and inclusion messages are received by all staff.

To address this challenge, interviewees had a similar solution; team/departmental meetings occur on alternating days of the week, in addition to a 'call in' option for those working remotely, allowing regular meetings to accommodate the different work schedules present.



Photograph credited to Royal Academy of Engineering



## ACE Recommends:

- Companies to allow all employees, for which job responsibilities are appropriately suited, to have the option of flexible working.
- Companies should pursue the availability of flexible shifts or remote working as a way to accommodate staff needs, foster job satisfaction as well as include diverse individuals who would not be in the workforce otherwise.



# Best Practice - Recruitment & promotion opportunities

When sourcing candidates, it is important to consider whether or not these 'sources' are diverse. While company size and location will impact the exact ways sourcing can be done, those who recruit from only certain universities such as the Russell Group or only advertise in specific newspapers risk limiting their pool of applicants. Particularly when a company wishes to increase diversity and inclusion, ensure outreach to a diverse range of universities, wide geographical or socio-economic groups, and also include those from a variety of training platforms, such as apprentices.

The sourcing of higher level jobs should also be considered internally, as expanding or creating a call for high level positions may yield qualified candidates not considered, as well as increase the general staff appreciation of the opportunity.

Consider not only where you place the call for a new employee, but the wording that may impact the diversity of applicants. Two interviewees noted a jump in diversity figures after incorporating being an 'inclusive workplace' on promotional materials, websites, and job ads. For those with low budgets for attracting diversity, this is a simple and possible action.

Companies should take a risk on individuals due to their potential, not circumstances. To overcome the hurdles of skills and retention, employers should consider those who enter into engineering from non-traditional paths, as these individuals perform equally as well as colleagues from traditional routes.

Many of those interviewed have recently undergone, or implemented for interview or promotion panels, unconscious bias training. While not the only training or solution to address the issue at hand, interviewees expressed that this has contributed to a more equal level of opportunity for all candidates, whether or not the current workforce is diverse in age, socio-economic background, ethnicity, disability, sexual orientation or gender when compared to the majority of candidates.

'Socio-economic background is sometimes overlooked when discussing diversity. This is important to address as recruiting from across the socio-economic spectrum makes a company more likely to hire women or people from different ethnic groups. Engaging thoughtfully and with understanding for all types of circumstances will create more inclusive workplaces.'

**Roma Agrawal, Author 'Building Storeys' (2017)**



Photograph credited to Royal Academy of Engineering



## ACE Recommends:

- Apprenticeships are key to meeting the workforce challenges ahead, whilst also fostering diversity. As seen through recognised high standards of the Technician Apprenticeship Consortium (TAC), apprentices for SMEs and corporates alike are a source of highly skilled and capable individuals.
- Non-traditional paths should be embraced by companies as a viable source of high quality candidates that are driven to succeed within this sector.
- Companies should evaluate sourcing methods for recruitment, including advertisement placement, wording, and establishing diverse interview panels.
- Companies should not wait for staff to ask for promotions, but ask those with promotion potential if they are interested, particularly since many protected groups will not ask.

# Procurement

The procurement process will in the future increasingly differentiate between companies that are committed to diversity and inclusion and those that are not. Businesses need to prepare for this reality. This is a staged evolution of the procurement process through which over time bids for tender will incorporate more factors of importance to clients, of which diversity and inclusivity will be highly valued.

Successful incorporation of diversity and inclusion within the procurement process was utilised by the London Olympic Delivery Agency (ODA), as a way to both ensure quality output as well as engage the local community in the delivery of the London 2012 Olympic and Paralympic Games.

ACE is an advocate of diversity & inclusion parameters within the procurement process, as a way to encourage companies to reflect upon business strategy to ensure that opportunities for diversity growth and inclusivity are not consciously or unconsciously bypassed.

This is the next area of business critical concentration for increasing diversity and inclusion within the workplace.

Currently one of the challenges is that every procurement process varies in requirements for diversity and inclusion information. As such ACE urges all in the industry to become engaged in discussing procurement, and in helping to establish a form of standardisation for diversity and inclusion requirements within procurement.

It is only through such engagement, along with the tangible actions within this report, that the industry will overcome the challenges related to the increased need to deliver diversity and inclusion practices in business.



## London Olympic Delivery Authority

### Bid for tender evaluation criteria

*The Olympic Delivery Authority utilised an open and balanced approach to procurement. The process utilised a 'balanced scorecard' to evaluate bids for tender that balances cost, time and quality, as well as five principle components of the bidder's corporate values and objectives. This process was utilised for all ODA procurements, though each criterion is given different weighing dependent upon what is being procured.*



# What is ACE doing?

## ACE Core Agenda

### Technician Apprenticeships Consortium (TAC)

ACE advocates the positive benefits of apprenticeships through the Technician Apprenticeship Consortium, which has served 1000 apprentices over five years of existence, and has been recognised for high standards of skill development. The success of this model is the result of industry collaboration for the setting of skills standards, and is thus able to tap into a diverse talent pool that may have otherwise been overlooked.

### Code of Practice

In May 2015, ACE members approved a change to ACE's Code of Business Practice to incorporate beliefs regarding diversity and inclusion, following a Board recommendation. ACE's Code of Business Practice now contains an affirmation of a member's responsibility to understand, as well as promote the need for greater diversity and inclusion within the industry. This is applicable to all protected characteristics including gender, race, ethnicity, religion, age, sexual orientation or disability.

### D & I Hub

ACE is launching in conjunction with this report a resource hub for diversity and inclusion, to provide members with more resources on the topic. We encourage companies, particularly those who cannot provide such resources, to allow all staff access to this resource hub available at [acenet.co.uk/d&i](http://acenet.co.uk/d&i).

### Leaders Group

As a result of this report, ACE will gather leaders in a "D & I Leaders Group" in order to drive forward the present call to action, through advocating the 10 strategies within the present report.

### Benchmarking

ACE will pursue the potential of diversity and inclusion being incorporated into the European Benchmarking Survey in order to develop industry wide annual data.

## Industry Wide Agenda

### WISE

ACE is a member of and supports the actions identified by the WISE Ten Steps, as these can drive company performance and secure the competitive advantage for an organisation. Companies must provide an enabling environment so that underrepresented groups are attracted, developed, supported and retained within our sector.



[wisecampaign.org.uk/consultancy/industry-led-ten-steps](http://wisecampaign.org.uk/consultancy/industry-led-ten-steps)

### Your Life

ACE is a signatory to the Your Life action pledge, to encourage more young people to pursue careers in engineering. Your Life strives, through positive exposure and experiences, to allow young people to see engineering as a creative and desirable field of study.



[yourlife.org.uk](http://yourlife.org.uk)

### Royal Academy of Engineering

Since February 2014, ACE has been an active member of Subgroup 2 of the Diversity Leadership Group (DLG) of the Royal Academy of Engineering (the Academy), which aims to build inclusive cultures in engineering organisations. Participating in both the development of a benchmarking tool as well as a collection of case studies, ACE remains a firm advocate of these resources, and seeks to build upon this work through the current report.



[raeng.org.uk/policy/diversity-and-inclusion-toolkit](http://raeng.org.uk/policy/diversity-and-inclusion-toolkit)



Photograph credited to Royal Academy of Engineering

# 10 Strategies for a diverse & inclusive workforce



**Foster Leadership & Good Management** – Senior leaders should look to transform employees into leaders by inspiring and building the abilities of others, as well as truly believing in the importance of diversity and inclusion. Companies must develop the ability of managers to be leaders who foster diversity and inclusion messages. Confidence training as well as vertical & horizontal mentoring are integral to fostering leadership in underrepresented groups.

Photograph credited to Royal Academy of Engineering



**Be Open About Diversity & Inclusivity Values** – Including such values externally can not only increase one's chances within the procurement process to clients who view this as important, but also increase a company's attractiveness to potential recruits.

Photograph credited to Royal Academy of Engineering



**Benchmarking & Targets** – Critically evaluate the current levels of diversity and inclusion. Set a reasonable target for at least one area impacted by diversity and inclusion, with consideration to available resources as well as average staff turnover. Ensure that benchmarking is done at least once per year, to track any changes. Benchmarking should also include a staff survey to track satisfaction.



**Build Foundations for Both Diversity & Inclusivity** - Nurturing inclusivity, alongside initiatives for particular diversity groups is ideal, yet inclusivity practices should be the minimum standard as this addresses the varied needs currently present. It is discouraging to focus on particular diversity groups without an overarching inclusivity approach.

Photograph credited to Royal Academy of Engineering



**Staff Communication of Strategies & Initiatives** – This is important throughout employment. The message regarding the importance of diversity and inclusion should come from senior leadership, with support and understanding shown from all management. Establishing diversity & inclusion champions also helps in ensuring this is disseminated throughout the company.

**Sourcing & Promoting Employees** – Regularly review where the company advertises for vacant positions, as this often corresponds to the diversity profile present for potential applicants. When searching for higher level positions, placing a call for applicants internally will likely give you a wider pool of qualified candidates as well as increase staff satisfaction. When looking to promote a well deserving employee, do not wait for them to ask, as many groups under-represented in management are hesitant to put themselves forward.

Photograph credited to Royal Academy of Engineering



**Promote Flexible Working** – Whether it is alternative hours or remote working, the various flexible options represent the most accessible ways for all companies, particularly SMEs, to accommodate employee needs



**Utilise Internal & External Resources** – While many businesses believe that they cannot support diversity and inclusion due to limited resources, they forget that there are a range of expert external resources available. Being able to point employees in the direction of these resources is a way to facilitate this specialist support.



**Participate in Outreach** – The future of your business lies not within your walls, but within the walls of schoolrooms in the UK and beyond. As such, businesses are urged to participate in outreach efforts to young people that can expose the future workforce to engineering as a potential career. Outreach is most successful with younger students such as those at primary school age, as by secondary school many may have already ruled out engineering.

Photograph credited to Royal Academy of Engineering



**Encourage Open Dialogue** - Policies and programmes cannot stand alone – it's about culture and work environment. It is important to ensure staff know they can discuss diversity and inclusion openly, as the company regards these conversations as beneficial. Practices and procedures must be supported by training and robust internal systems.

Photograph credited to Royal Academy of Engineering



# Conclusion

A progressive diversity and inclusion agenda is undeniably imperative to the long term sustainability of the consultancy and engineering sector. This drive for diversity and inclusion within business strategy is particularly seen when one considers ongoing challenges such as the skills gap and ageing workforce, in conjunction with the increasing demand for billions of pounds worth of social and economic infrastructure UK wide.

ACE has an obligation to ensure that it represents as well as works to improve that which is in the best interest of members. With its members employing 250,000 professionals worldwide and engineering consultants contributing £15 billion to the national economy, and the wider construction market contributing a further £90 billion, ACE is challenging industry leadership to ensure that the need for diversity and inclusion is fully understood. It is within the best interest of all members that there are realistic strategies identified for implementation within company business plans, as a proactive solution to address the current and upcoming challenges.

ACE's 10 strategy recommendations within the current report will help all companies overcome challenges to improve diversity and inclusion within their organisations.

While the government and other industries, such as law and accounting, have appeared largely to have already embraced the initiative there has been no significant evidence of a major improvement within our industry.

In our sector, the senior level acknowledgement and discussion of diversity and inclusion needs to transform into actions through organisations. This can be done through the incorporation of ACE's 10 strategy recommendations at every business level, and also the adoption of regular benchmarking, such as the Royal Academy of Engineering's Diversity Leadership Group's benchmarking and tool kit.

ACE leads the drive for industry wide business strategy change by example, with its new Code of Business Practice for members, as well as both board and business operatives engendering diversity and inclusion.

All within our industry have a role to play to improve diversity and inclusion across the sector. ACE strongly encourages members, as well as industry leaders to support ACE's call to action, through the implementation of effective diversity and inclusion initiatives, in order to secure the future sustainability of our workforce.



[acenet.co.uk/d&i](https://acenet.co.uk/d&i)

**Association for Consultancy and Engineering (ACE) would like to thank all individuals who voluntarily contributed their time to the creation of this report, sharing insights and personal experiences concerning diversity as well as inclusion within our sector.**

Robert Adnitt, Director, Adnitt Acoustics

Roma Agrawal, Author of 'Building Storeys' (2017)

Mike Brown, Business Development Director, Geo-Environmental Services Limited

Lucy Carraz, Business Unit Leader - Asset Management, Buildings + Places, AECOM

Richard Chapman-Harris, Equality, Diversity and Inclusion Manager, Mott MacDonald

Allan Cook, Chairman, Atkins

Isabel Deding, Mayor of London's Deputy Mayor for Transport

Michelle Dix, Managing Director, Crossrail 2

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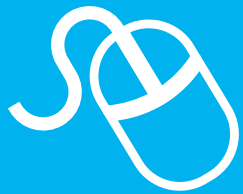
Valerie Todd, Talent and Resource Director, Crossrail

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