EFCA DUBLIN 2019

INCLUSION AND DIVERSITY AS FUTURE TRENDS FOR THE ENGINEERING CONSULTING SECTOR



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INCLUSION AND DIVERSITY AS SUSTAINABLE DEVELOPMENT DRIVERS

1. Inclusion and diversity as **sustainable development drivers**
2. **How** inclusion and diversity **will improve the future** of our consulting firms
3. **Awareness** as first step: recognize the gap
4. Main **challenges** to face in the near future
5. **How attract** more women **and increase** inclusion and diversity initiatives
6. Progress made to date in Europe: **“the good news”**
7. The **FIDIC Inclusion & Diversity Task Force**

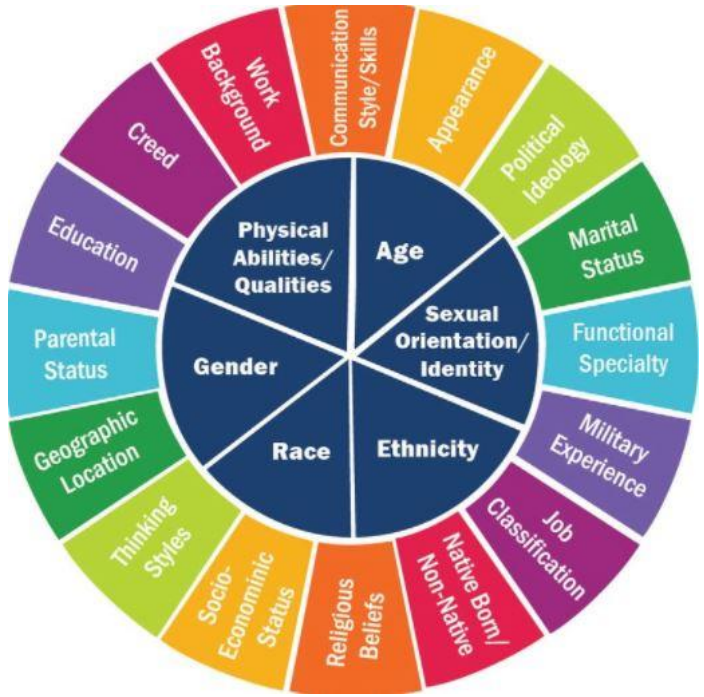


INCLUSION AND DIVERSITY AS SUSTAINABLE DEVELOPMENT DRIVERS

Diversity refers to the **variety of similarities and differences among people.**

Inclusion is a **dynamic state of operating in which diversity is leveraged** to create a fair, healthy, and high-performing organization.

An **inclusive environment ensures equitable access to resources and opportunities for all**. It enables individuals and groups to **feel safe, respected, engaged, motivated, and valued**, for who they are and for their contributions toward organizational goals.



INCLUSION AND DIVERSITY AS SUSTAINABLE DEVELOPMENT DRIVERS

"Diversity is the mix,
and inclusion is making the mix work"
(Andres Tapia, global D&I strategist)

Diversity does not work without inclusion. An organization can reflect great diversity in its workforce and still not have an inclusive culture.



INCLUSION AND DIVERSITY AS SUSTAINABLE DEVELOPMENT DRIVERS

The SDGs explicitly **call on companies** to **connect business strategies with global priorities** by addressing negative impacts and investing, creating, employing, and innovating to solve the world's greatest sustainable development challenges. Successful implementation of the SDGs also has **benefits to business**.

Diversity and inclusion are seen as key to **SDGs successful implementation and business success**.



There is a "global call" on companies to become inclusive.

SUSTAINABLE DEVELOPMENT GOALS

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HOW INCLUSION AND DIVERSITY WILL IMPROVE THE FUTURE OF OUR FIRMS

Inclusive recruitment and training	can give businesses a **competitive advantage** by expanding the pool of job candidates and ensuring that women are part of the "talent pipeline."
Hiring diverse candidates	can ensure that a company's workforce is representative of its customer base and can provide **greater insights into consumer preferences**.
Employing more women	can **enhance a company's relations** with the local community and with other business partners, **enhancing their business activities**.
Higher levels of diversity	**can drive up productivity and innovation**, by introducing new perspectives and ways of working, strengthening team dynamics and improving decision-making processes.

HOW INCLUSION AND DIVERSITY WILL IMPROVE THE FUTURE OF OUR FIRMS

Companies with diverse workforces are: **22% more productive, have 27% higher profitability** and **39% higher customer satisfaction** *(Source: Cumulative Gallup Workplace Studies, 2019*)

Also, companies that are highly ranked on D&I reported: **45% improvement in market share** and **70% more success in new markets**.
(Source: Centre for Talent Innovation, "Innovation, Diversity & Market Growth", 2013)

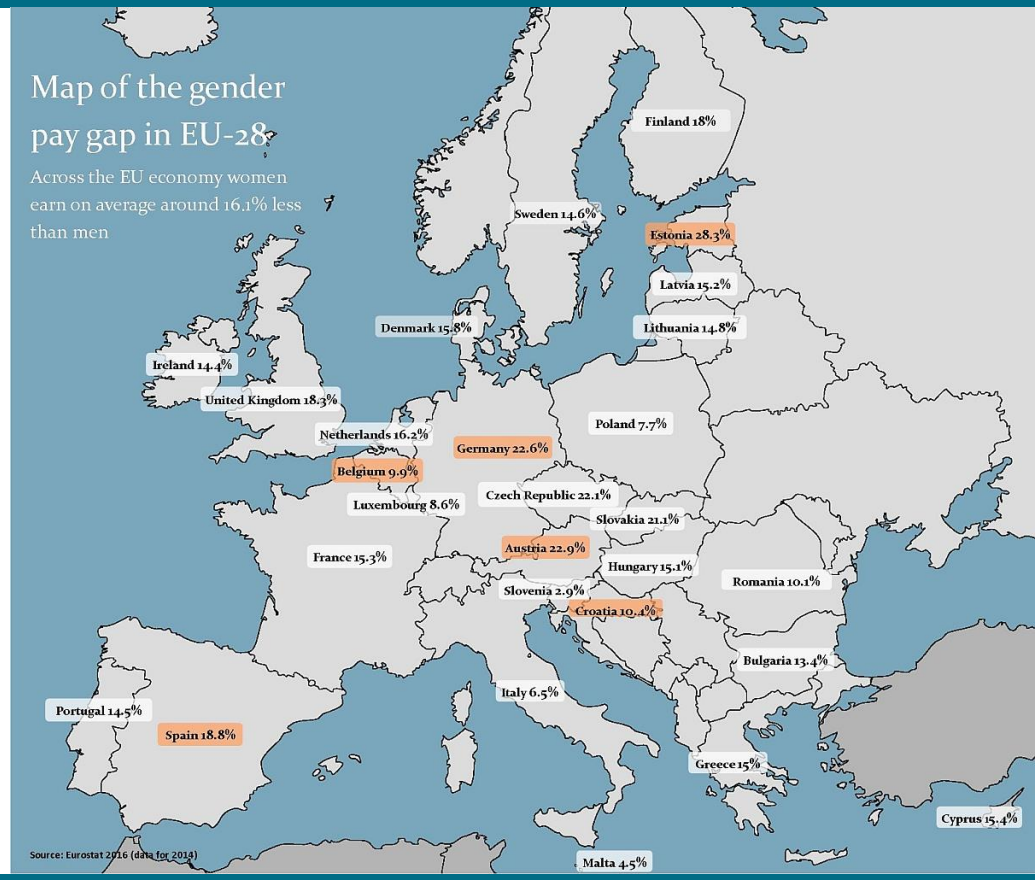


Productivity per worker could rise by up to 40% by eliminating all forms of discrimination against female workers and managers. *(Source: World Bank, 2019)*

AWARENESS AS FIRST STEP: RECOGNIZE THE GAP

1. Gender employment gap in Europe is wide and persistent, with the full-time equivalent (FTE) employment rate of **40 % for women and 56 % for men** (only **11%** of architects and engineers are women).
Source: EIGE, 2018

2. Gender **pay gap in Europe is stagnant**: the difference between average gross hourly earnings of male and female employees expressed as a percentage is **16%.**
Source: EUROSTAT, 2017



AWARENESS AS FIRST STEP: RECOGNIZE THE GAP

3. Gap in leadership roles is not encouraging: just 6.3% of CEOs in large **EU-based publicly-listed companies** are women.

The "glass ceiling" is still an invisible barrier preventing women from reaching the top and the lack of women in senior jobs maintains consulting gender pay gap.

Source: EUROSTAT, 2018

Traditional decision making process



HOW ATTRACT MORE WOMEN AND INCREASE INCLUSION & DIVERSITY INITIATIVES

- **Designing solutions for everyone,** setting up **terms and conditions of employment** that benefit both women and men, such as work-life balance policies.
- **Setting up and making available employees' data infrastructure.**
- **Reviewing HR policies and systems to ensure clear commitment** to women and men as employees **and to identify existing gaps** in policy and practices.
- **Attracting women into non-traditional roles and sectors** (and keeping them in the engineering business) providing skills development and training, improving career pathways to senior roles, setting numerical targets for change.
- **Creating women/family-friendly working conditions,** as company-sponsored parental leave, predictable shift patterns.



HOW ATTRACT MORE WOMEN AND INCREASE INCLUSION & DIVERSITY INITIATIVES

- Setting **clear targets on gender**, supported with identified improvements.
- **Ensuring inclusive attraction and recruitment processes**, with training on inclusive recruitment practices and on unconscious bias for all hiring managers.
- **Engaging more senior sponsors** who are visibly taking action by **sponsoring women**.
- **Offering development programs** to ensure there is a **pipeline of talent** for leadership roles.
- **Creating a supportive management culture** ensuring a representative proportion of women in management positions and shifting mindsets on diversity.
- **Sharing of best practice and learning lessons** from sectors that are performing well on inclusion.
- **Training leaders** to be inclusive leaders.



PROGRESS MADE TO DATE IN EUROPE: "THE GOOD NEWS"



- **More than 50 business leaders** of some of Europe's largest companies (**European Round Table of Industrialists)** have today signed up to the first **pan-European commitment to promote inclusion and diversity in the workplace.**
- The Royal Academy of Engineering created a **Diversity in Engineering Programme.**
- A **"Diversity and inclusion in engineering survey report 2015 - Diversity Leadership Group (DLG)"** has been sponsored by the Diversity in Engineering Programme and funded by the Department for Business Innovation and Skills (BIS) to increase diversity and inclusion across engineering employment.
- **Gender Pay Gap Reporting** is already underway in the UK, beginning in Ireland next year and inevitably coming to Europe.

PROGRESS MADE TO DATE IN EUROPE: "THE GOOD NEWS"



- In 2010 **UN Global Compact and UN Women** developed the **7 Women's Empowerment Principles - *Equality Means Business***, to guide business on empowering women and advancing gender equality in the workplace.
- In 2016 kicked off the European Commission's **Strategic engagement for gender equality 2016-2019.**
- In 2018 the **European Union, UN Women and ILO** (International Labour Organization) kicked off the **three-year WE EMPOWER programme** to support sustainable, inclusive and equitable economic growth by focusing on women's economic empowerment in the changing world of work.
- To date, **over 1,800 CEOs** from around the world have signed the **CEO Statement of Support** and have committed to continuous leadership and improvement on inclusion and diversity.
- In 2019 the **FIDIC Inclusion and Diversity Task Force** is born.

THE FIDIC INCLUSION & DIVERSITY TASK FORCE

In **2019**, the international engineering federation **FIDIC has set up a new inclusion and diversity task force** to actively support representation and inclusion from more diverse groups so they can become leaders and influencers in the consulting engineering sector.

"Our task force aims to actively support representation and inclusion from more diverse groups and support our members ***by showing why diversity and inclusion matters to business****, what the benefits are and the most effective,* ***practical measures*** *to enhance diversity and inclusion."*
(Michele Kruger, Chair of the task force)

Dr Nelson Ogunshakin, Chief executive of FIDIC, said: "*FIDIC is keenly aware of the* ***importance of diversity and inclusion (D&I) as a business imperative***".

THE FIDIC INCLUSION & DIVERSITY TASK FORCE

The task force will launch during the next months (to hopefully present the preliminary results during the FIDIC Conference in Mexico) **a major survey of FIDIC's 102 international member associations and also company representatives.**

The goal of the survey is **to gain feedback** on global trends on current diversity management practices, diversity regulations or targets being used, additional statistics on the current status quo, success stories and potential pitfalls to look out for.

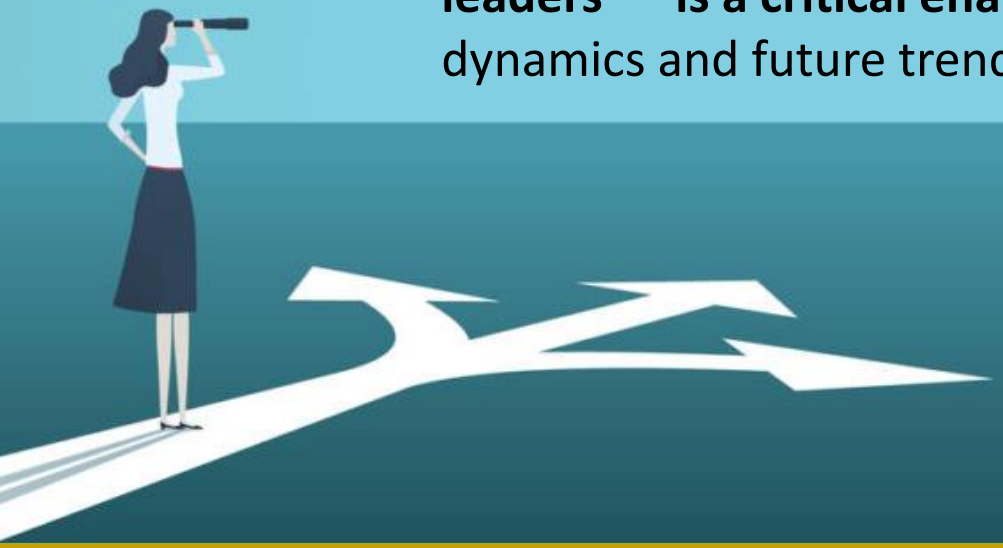


INCLUSION AND DIVERSITY AS FUTURE TRENDS FOR THE ENGINEERING CONSULTING SECTOR

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The **evolution of technology**, globalization and demographics is upending business and organizational models, changing customer and citizen behaviors and transforming the competitive landscape.

To thrive in this transformative age, an **agile and diverse workforce — guided by inclusive leaders — is a critical enabler** to remain **competitive and adapt** to rapidly shifting market dynamics and future trends.



"A company can not design for a diverse world without being a diverse company".
(Kevin Rudden, EFCA President)

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