



EQUALITY, DIVERSITY AND INCLUSIVITY:
HAVEN'T WE DONE ENOUGH ALREADY,
AND WHY DOES THIS MATTER TO THE
UK MICROELECTRONICS INDUSTRY?

ANNE VANHOESTENBERGHE

ASPIRE CENTRE FOR REHABILITATION ENGINEERING AND ASSISTIVE TECHNOLOGY (CREATE)
UNIVERSITY COLLEGE LONDON

VERSION OF MARCH 22, 2021

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THE
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CASE FOR
EDI

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BELONGING

MESSAGE: IF EDI IS GOOD, WHY IS OUR WORKFORCE NOT REPRESENTATIVE OF OUR DIVERSE POPULATION?

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EDI IS THE NEW NAME OF FEMINISM

- Equality Act 2010
 - ▶ Legally protects people from discrimination in the workplace and in wider society.
 - ▶ Protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- Diversity is broader than gender.
- The composition of our workforce should be representative of the UK population, at every level.

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- Erhardt et al: Ethnic and gender diversity at executive board or director level is positively correlated with return on investment and return on assets.
- Carter et al: Organisations with > 1 ethnic minority board members performed better than those without any.
- Herring: Gender and race diversity associated with increased sales revenue, more customers, greater market share, and greater relative profits.
- FOR A COMPREHENSIVE ANALYSIS, SEE MCKYNSEY'S 2020 REPORT: DIVERSITY WINS: HOW INCLUSION MATTERS

If BME talent is fully utilised, the economy could receive a £24 billion boost.

McGregor Smith 2017

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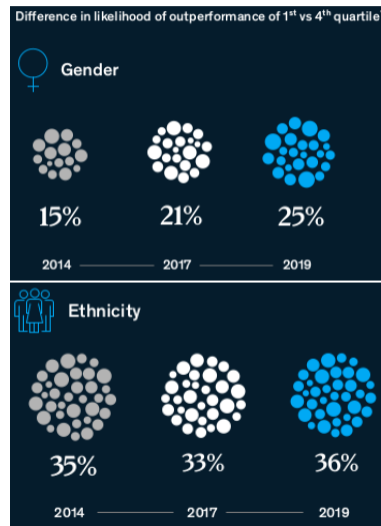
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McKinsey 2020

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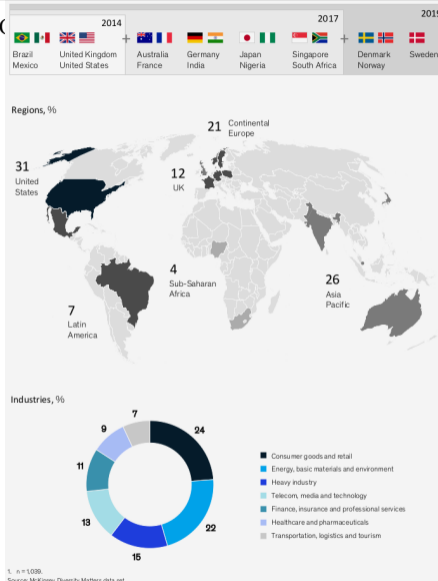
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VARIOUS THEORIES

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- Diverse group
 - ▶ Diverse approaches to problem solving: a situation requires problem solving when the established practices fail, so alternative thought processes are desirable
 - ▶ Less fear of standing out, more creative, more daring
 - ▶ Better conflict management: staff comfortable with differences of opinions; conflict identified early + staff more amenable to compromise: faster resolution
 - ▶ Improved perception of equality and opportunities: higher engagement, commitment
- Company
 - ▶ Widening the talent pool
 - ▶ More diverse companies appear less reliant on “stars”, roles are shared more evenly, increasing adaptability [Williams and Multhaup 2018]
 - ▶ Retaining and growing the customer base, and reputation

UNLIKELY TO BE A SINGLE DEFINITIVE ANSWER.

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A commitment to our people

What's the power of diversity? Discover how our commitment to more than 500,000 people from a variety of cultures, beliefs and backgrounds makes us more innovative.

Gender equality

We believe the future workforce is an equal one. That's why we're committed to a gender-balanced workforce by 2025.

[LEARN MORE →](#)

Persons with disabilities

Companies that embrace best practices for including more persons with disabilities in their workforce outperform their peers.

[LEARN MORE →](#)

Supporting our LGBTQ+ community

We embrace authenticity at work—including sexual orientation, gender identity and gender expression.

[LEARN MORE →](#)

Ethnic and racial diversity in the workplace

We support people from diverse backgrounds to advance and thrive in the workplace.

[LEARN MORE →](#)

Prioritizing mental health & wellness



Accenture CEO Julie Sweet talks about a culture of equality

Learn how Julie Sweet creates a culture of equality for all and how it helps Accenture be, together, greater than ever.

[View Transcript](#)

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- People are generally positive
 - ▶ EDI matters
 - ▶ EDI works
- Why are the ratio in the workplace not yet representative of the UK population?
- Is it a question of supply, demand, or something else?

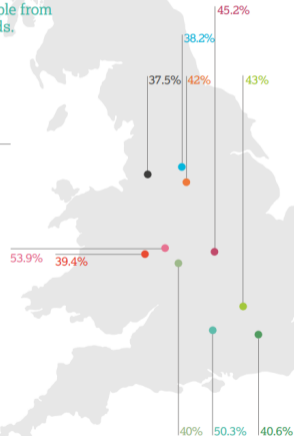
BME working age population by city

The map highlights the top ten cities in the UK with the highest proportion of working age people from BME backgrounds.

A full breakdown is in Annex F
📄 Page 84 for more information

Top 10 cities

- Walsall
- Slough
- Leicester
- Luton
- Oldham
- London
- Birmingham
- West Bromwich
- Bradford
- Blackburn

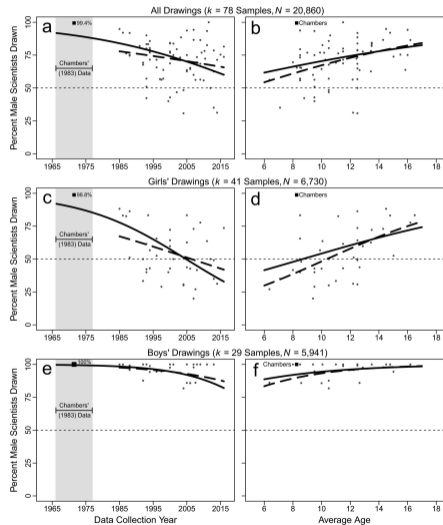


Data has been reweighted in line with the July 2010 ONS population estimates.

McGregor Smith 2017

COMMON MISCONCEPTION 2

- No within group predisposition
 - ▶ Social stereotypes and peer pressure
 - ▶ This biases the supply of engineers
- Engineers in the UK are predominantly white and male
 - ▶ IMAPS-UK membership: $\approx 10\%$ women
 - ▶ IEEE CAS membership (March 2021): 86% male, 7% female, and 8% unknown
 - ▶ Engineering students (UK) 50 to 80% male
 - ▶ Gender balance mostly in biomedical or chemical fields
- Even allowing for this, the workforce is not representative of the supply



Miller et al 2018

COMMON MISCONCEPTION 2

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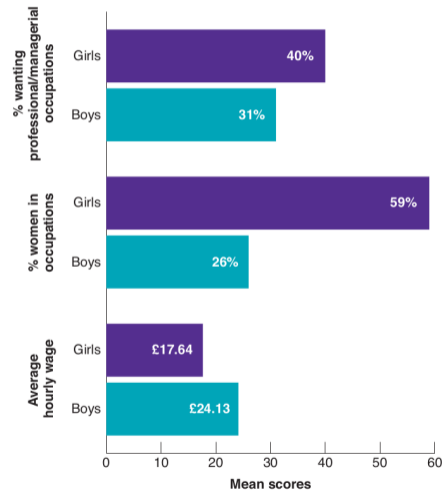
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Occupation aspirations by gender



Centre for Longitudinal Studies, 2017

IS RECRUITMENT BIASED, OR IS THE ISSUE WITH RETENTION?

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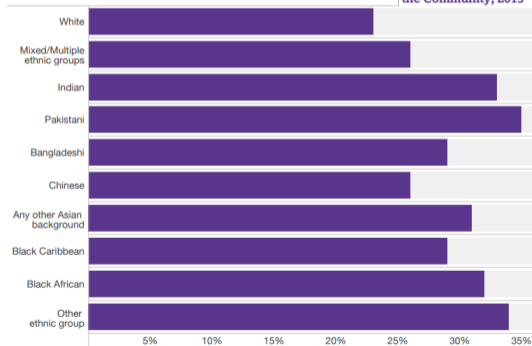
SUPPLY

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BELONGING

- Do we have equal treatment?
 - ▶ Data suggests otherwise
 - ▶ Black workers with degrees earn 23.1 % less than White workers (Equality and Human Rights Commission, 2016)
 - ▶ Unfair rejections in jobs, pay rise, promotion: 33 % BAME , 20 % White (TUC, 2021)
- Is equal treatment the same as equal opportunities?

Graph 9: Percentage of employees reporting that they have been overlooked for promotion by ethnic group⁶¹.
Source: Business in the Community, 2015⁶²



McGregor Smith 2017

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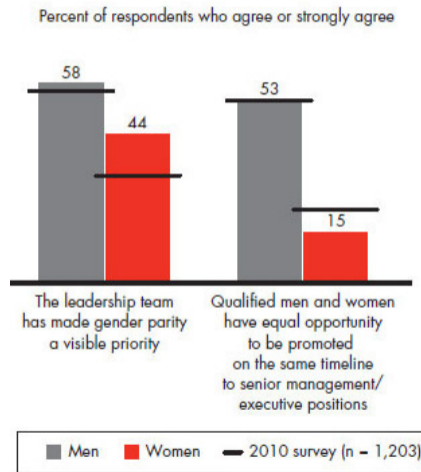
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Source: Bain/Chief Executive Women 2011 gender parity survey (n = 842)

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SOMETHING ELSE?

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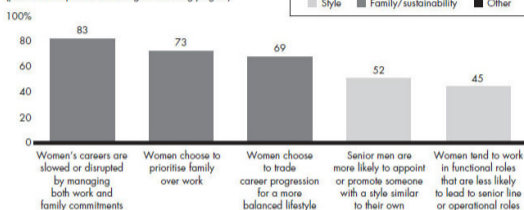
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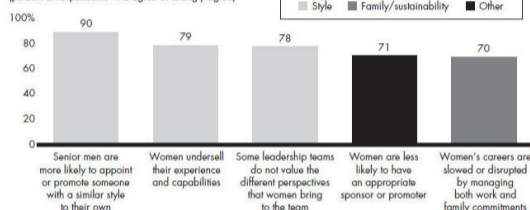
Factors contributing to the lower number of women than men in senior leadership roles (percent of respondents who agree or strongly agree)



- **41%** of the total respondents but **61%** of male respondents
- Male respondents in this group are more likely to be:
 - Working in 'line' (P&I) roles
 - Working for larger companies
- Only **22%** of women respondents are in this group and tend to be:
 - More junior
 - Slightly younger

Source: Bain/Chief Executive Women 2011 gender parity survey (n = 842)

Factors contributing to the lower number of women than men in senior leadership roles (percent of respondents who agree or strongly agree)



- **59%** of the total respondents but **78%** of female respondents
- Female respondents in this group are more likely to be:
 - Working in senior leadership roles
- **39%** of male respondents are in this group and tend to be:
 - Board directors or working in general management
 - Working for smaller companies

Source: Bain/Chief Executive Women 2011 gender parity survey (n = 842)

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- Are the people who influence the culture and make decisions representative of the outsiders?
- If they are not, how can they know what the barriers are?
- Beware of stereotypes, do not assume you know the limits, preferences, aspirations, of others.

My Disability Does Not Define Me

Rock and Roll Defines Me

The Disability Experiment

THOMAS SCHELLING'S NOBEL PRIZE

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- Individual biases, or “preferences”, can result in large collective inequalities
- A generally positive but passive attitude does not help enough (change is too slow)
 - ▶ Aspiration: a diverse community
 - ▶ Indifferent: everyone like me
 - ▶ Dislike: being in a minority (I will look for external opportunities if $> 70\%$ staff is “not like me”)
- See the interactive online demonstrations by Hart and Case in the Parable of the Polygons (<https://ncase.me/polygons>).

→ Visibly demand more.

OLD HABITS DIE HARD

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- Focus on vigorous, constructive, activism and allyship
- Let's loose bad habits, but let's not loose track of the bigger picture
- Target issues identified by the outsider communities, not by the insiders
- There are many reports filled with recommendations, see for example the McGregor-Smith 2017 report.

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THANK YOU FOR YOUR ATTENTION

REMEMBER:

[HTTPS://NCASE.ME/POLYGONS/](https://ncase.me/polygons/)

A.VANHOEST@UCL.AC.UK