



Royal Academy
of Engineering

Inclusive Leadership Programme

Awardee Guidance Document



Awardee Guidance: Inclusive Leadership Programme (pilot stage)

Introduction

From the Academy's previous research into inclusive cultures, we know that the engineering industry is not sufficiently inclusive. It is well understood that an organisation's leadership has an instrumental role to play in its culture and that widespread inclusive leadership is a key part of addressing the inclusion deficit in engineering.¹ This exciting new programme offers you and your organisation the opportunity to lead the engineering profession towards a more inclusive future.

In 2022, the Academy conducted an in-depth six-month period of [scoping and consultation](#) to explore what an impactful inclusive leadership programme would look like in an engineering context. Following the scoping, in Spring 2023 the Academy launched an ambitious multi-year pilot programme to test the effectiveness of our approach and confirm what works. Following the pilot, the Academy seeks to refine and scale the initiative from 2026 onwards to support more engineering leaders and maximise our impact across the engineering profession.

If you are currently working in the engineering industry and think you've got the leadership qualities or leadership potential to lead the engineering industry towards greater inclusion, then this opportunity is for you.

This awardee guidance document contains the information required for you to apply for this unique opportunity. Cohort 2 of the pilot phase applications will open in **November 2023**.



Cohort 1 of the Inclusive Leadership Programme

¹ You can find our 2017 inclusive cultures research online [here](#). In April 2023, we will launch our new 2023 inclusive cultures research, which will be hosted [here](#).

Programme overview

In this second cohort of this pilot programme, the Academy will support teams of four awardees in 10 different engineering organisations in the industry. The teams will be made up of people at different levels of seniority across an engineering business. They include a mid-career leader, a senior leader, an early-career leader and a human resources leader.

The design of this programme champions ongoing and supported learning because our scoping showed that inclusive habits and behaviours are built up over time through the actions we take. As such, the programme is broken down into two phases: the Learn phase and the Act phase.

- **Learn phase** - In the Learn phase, each engineering leader in your team will receive high-quality, engaging inclusive leadership training to develop their own understanding of inclusion and how to embed it in the workplace. This training will be tailored to different seniorities of leaders.
- **Act phase** - During the Act phase the teams are supported by an external expert EDI provider to design, deliver and evaluate an inclusion-focussed project, bespoke to the needs of their engineering organisation, over a 12-month period. The project will support them to gain valuable experience in delivering an initiative to increase the inclusivity of their organisation's culture or the products/services their organisation delivers.

During this time, all awardees will have access to one or more of the following support mechanisms to ensure strong support whilst embedding their learning through the delivery of their EDI project:

- **reciprocal mentoring** with a colleague in their own awardee team (when two mentors, typically one more senior than the other, enter an equal partnership with one another to exchange perspectives and guidance)
- **inclusive leadership training** delivered by our partnered training provider *Included over a series of group workshops.*
- **sponsorship** from the senior leader within their awardee team (when a senior leader advocates for a more junior leader, to raise their profile in ways that they wouldn't be able to do by themselves and creates opportunities for them to influence)
- **top-quality coaching** with professional psychologists (to support participants have some 1:1 time to secure their learning and explore emotive or challenging concepts in a safe space)
- **peer-to-peer** workshops (to connect with peers and embed learning through discussion, sharing of ideas and constructive challenge).

There will also be many opportunities for the teams to meet with other awardee teams to discuss challenges, share learnings and support each other. This is a fantastic opportunity to build professional networks both inside and outside of their organisation.

As Awardees progress through the programme, the Academy and our partners will support them and their fellow awardees to build their profile as role models of inclusive leadership within the engineering industry. This may take the form of

support with producing thought pieces or blogs, accessing speaker opportunities, or networking at events where you can meet with influential Academy Fellows and other stakeholders.

Our Impact

The awardees and their professional development are the key focus of this initiative. The Academy is investing a huge amount in supporting individuals and their team to develop the knowledge and skills they need to be able to lead the engineering industry towards greater inclusion.

We expect this programme to make a significant impact on awardees and their organisation, and it will provide the opportunity for their teams to be the catalyst for systemic change in the wider engineering ecosystem.



Cohort 1 launch day and inclusive leadership training workshop

At an individual level, the programme will create a group of engineering leaders who:

- have gained experience and confidence in their abilities to role-model inclusive leadership.
- have adjusted their leadership behaviours to champion inclusion, both within their company and externally
- are convinced of the benefits of inclusive leadership.

At a team and organisational level, the programme will:

- transform their organisation's understanding and awareness of the organisational structures and leadership behaviours that create inclusive cultures and engineering outcomes.
- introduce innovative behavioural or structural changes towards inclusion and evidence their impact.

At an ecosystem level, the awardees and their organisations will:

- get the opportunity to shape and join an exclusive alumni group of confident inclusive leader role models and champions.
- access support from the Academy to take collective action to trigger wider systemic change on inclusion within the engineering profession (for example, campaigning to embed inclusion in regulations, engineering education and continued professional development).

Programme Partners

Within the 18-month programme, each team will work with the Academy and three adjoined external training providers to create a tailored EDI plan specific to their business. Included, HONNE and The Social Innovation Partnership have collaborated to create an extensive, training, coaching and evaluative partnership to assist the Academy in the execution and implementation of this programme.

- **Included** is a global, impact-led D&I consultancy. Their services bring together smart people who care to build inclusive
- **HONNE** are a team of value-led business psychologists who are on a mission to put the human back at the heart of business
- **The Social Innovation Partnership (TSIP)** partner with organisations to understand and deepen their own social impact through consultancy.



Who is this opportunity for?

This programme is aimed at engineers with leadership qualities operating at all levels (early-career, mid-career and senior leaders) in the engineering industry in organisations of scale-up size and above. The Academy is seeking to support leaders with a genuine interest in increasing the inclusivity of the culture in the engineering industry and the inclusivity of work delivered by engineers. You can be at any stage of your own EDI journey, but you must bring an open mind to this programme and a willingness to learn.

The opportunity is open to engineering leaders operating at all levels in your organisation (early-career, mid-career, or senior leaders). Applicants must co-write an application together and submit one bid on behalf of the team. To bid in for this opportunity, your team must consist of four applicants as defined below. All applicants in your team must be from the same organisation.

Your team must consist of a:

- **mid-career leader** – you should be an aspiring senior leader who is on track to progress into a senior leadership position in the next five years. You will likely have significant people management responsibilities or be in an influential position within the organisation.
- **senior leader** - you are at the top of the organisation's structure sitting on the Senior Leadership Team (or equivalent) or Trustee Board of the organisation.
- **early-career leader** - you should be in the beginning stages of your career and should be demonstrating leadership qualities or potential. You may be in a leadership role of some sort in your personal or professional life; however, this is not a requirement.
- **human resources leader** – you should be someone in the organisation with personnel responsibilities who controls organisational structures such as policies, procedures, and staff learning and development.

If you are the mid-career leader, you will be the Project Lead and the key point of contact for the Academy throughout this programme. You will receive the

greatest level of support through this programme.² You will lead on creation of your applicant team and coordinate the drafting and submitting of your team's application.

The Academy's scoping and consultation phase found that i) there is overdependence on under-represented groups to deliver action and this work is not recognised or rewarded fairly and ii) majority allies are critical in driving forward change. As such, the Academy will look for sufficient diversity within your applicant team to ensure this work is being delivered by individuals from within both underrepresented and majority groups.

We appreciate that this four-person team requirement may be more difficult for organisations with low employee numbers. We are keen to learn if this model should be adapted to suit micro-organisations and welcome your suggestions on this during the pilot.



Inclusive leadership training workshop with mid-career leaders

Cost

We are delighted to launch this exciting opportunity and to be able to offer such a significant investment in the development of engineering leaders who will lead the profession towards greater inclusion in the future.

This opportunity is fully funded for awardees, however, your organisation will need to provide in-kind support for example, the time commitment from all members of your awardee team and any expenses you incur, for example, travel expenses to the in-person training sessions at the Academy's offices and surrounding locations in London.

The opportunity is extremely limited as we will be supporting a maximum of 12 companies per 18-month cohort. The cost of pilot delivery (excluding Academy overheads and staff time) is £425,000, which will support a maximum of 22 companies to test our approach over a three-year period.

² You can read more about our rationale for making mid-career leaders the Project Lead in our [Scoping and consultation summary report](#) (pp. 32 – 34).

This is a significant financial investment from the Academy and equates to an investment of over £20,000 per company or £4,000 per awardee assuming you have four team members in your applicant team. Because of this, at a minimum, we ask that you and your fellow awardees commit to attending the full course of the pilot programme and proactively support the Academy to monitor and evaluate the pilot on an ongoing basis so we can draw solid conclusions and create the most impactful programme possible in future years.

To ensure we select the right people for this opportunity, the Academy will take the approach that if your team does not complete at least 80% of the pilot programme activities allocated to them, awardees will be required to contribute to costs incurred. There may be exceptions to this in extenuating circumstances, however, the Academy will assess this on a case-by-case basis.

Expectations of awardees

In exchange for this funded opportunity, you are expected to enter this pilot in the spirit of partnership and collaboration. You will be expected to act as a 'critical friend' to support the Academy to assess and refine its approach to delivery to make the programme as impactful as possible and add challenges where needed.

To do this, you will be required to fully commit to actively participating in all pilot activities allocated to you and must support all elements of the ongoing monitoring and evaluation. In the longer term, you will be expected to support the Academy's next steps to scale and expand the programme post-pilot and programme alumni will be expected to advocate for improved inclusion across the engineering profession throughout their career and will be supported by the Academy on an ongoing basis.

Indicative time commitment

Awardees will be expected to commit a maximum of three days per month over an 18-month period. Cohort 1 will run from July 2023 – November 2024. Within this time frame, there will be a mixture of in-person and online sessions to attend.

Cohort 2 will run from April 2024 – October 2025. You are applying to be part of Cohort 2.

If you are the mid-career leader, you will likely have more contact time with the Included due to your Project Lead role and therefore a slightly higher time commitment than the early-career leader, senior leader and human resources leader, however, all engineering leaders will need to commit to the approximate 2-day time commitment in the first instance. As we progress through the pilot, we will also gather regular insights on what this programme looks like in practice for you and the other awardees so we can adapt our approach as necessary to ensure the programme is workable.

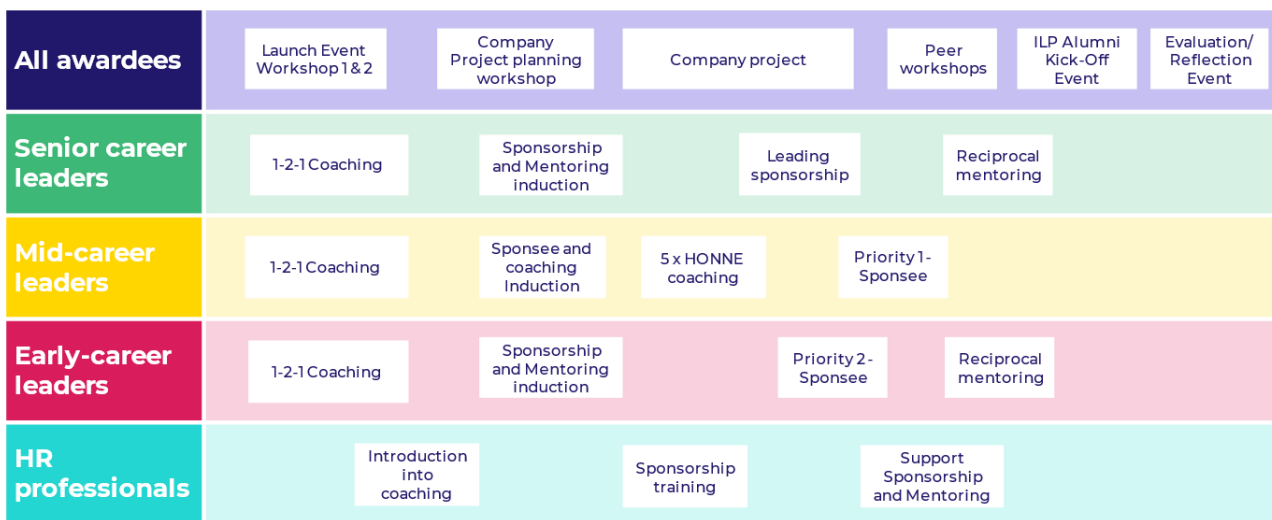
All applicants will benefit from their participation in this programme, however different team members will receive varying levels of support and will take on different roles and responsibilities during the programme. It is expected that the HR leader will play a key role during the application, selection and onboarding stages, and EDI project planning and delivery, but will be less involved in the

inclusive leadership training, which is primarily aimed at engineers. Full commitment to the programme is required from all team members and this will be assessed as part of the awardee recruitment process.

Awardee Team Journey

Below is a visual representation of the awardee's journey. There are a range of whole team and singular activities based on if you are an ECL/MCL/SCL/HR Leader. The graphic below is in chronological order of events within the 18 months pilot.

Inclusive Leadership Awardee Journey



Inclusive Leadership Awardee Journey

Delivery timetable Cohort 2

Timeframe	Activity
28 November 2023	Awardee applications launched and distributed through Academy networks
7 December 2023 and 11 December	Online question and answer session for potential applicants.
Tuesday 16 January 10 am	Deadline for applications
January/February 2024	Awardee shortlisting and interviews
April 2024	Offers made, awardee onboarding and awardee induction event held
April - June 2024	'Learn' phase - awardees attend inclusive leadership training
July 2024 – September 2025	'Act' phase - Awardees plan and deliver an EDI project and are supported to continue embedding their learning

	through access to coaching, reciprocal mentoring, sponsorship, or peer-to-peer workshops
November 2025	Awardee showcase event and alumni programme launch

Benefits to awardees

We expect there to be many benefits to yourself and your fellow awardees partaking in this pilot programme. Some examples of the benefits we expect to see are as follows:

- Hugely improved understanding of EDI and inclusive leadership in an engineering context
- Increased experience in designing and delivering an internal EDI project
- Expanded cross-company network and increased knowledge sharing
- Expanded internal networks within the organisation at all levels
- Stronger influence over organisational decision-making on EDI
- Strengthened relationship with Academy and its high-profile stakeholders
- Stronger internal and external profile as a role model of inclusive leadership in the engineering industry.

How to apply

Applications for Cohort 2 open on 28th November 2023. If you have any queries about the programme or eligibility questions about the application process, please contact diversityteam@raeng.org.uk and begin the subject with INCLUSIVE LEADERSHIP to enable the relevant team member to support you.

Mid-career leaders may submit one application only. Organisations can submit multiple applications (up to a maximum of five), however, please note that only one awardee team per organisation will be selected to ensure diversity within our awardee cohort. As this is a pilot, we will be refining the application process from year to year. We welcome your feedback on the application process to help us continuously improve as this programme develops.

Application Process:

- Complete **one** team application (questions outlined below)
- Each team member must complete an **individual diversity monitoring form**.

Approach to the application process and selection

For the first cohort, this opportunity was shared through the Academy's extensive networks of engineers. All applications were reviewed, scored and shortlisted for interview by a panel of Academy stakeholders with EDI and/or engineering expertise. The applications were considered amongst all those received, and the awardee cohort was selected to ensure diversity across a number of variables, for example, organisation size, sector, and diversity characteristics of applicants, to enable us to explore and test what elements of our approach work in different environments. The same approach will be taken for cohort 2 recruitment.

Interview dates

Cohort 2 interviews will take place online in February 2024

Application questions

The questions contained on the online application form are included below for your information and to help you and your team members to prepare your responses offline. All responses to the below questions will be capped at 150 words per answer, so we encourage you to please be as succinct as possible and answer the questions as fully as you can within this limit.

There is also a diversity data collection form which All four members of the team must complete. Information regarding the individuals within the applicant team is collected to support analysis of the impact of the programme across the diversity of the workforce.

This section is about the individual so that we can understand their background and evaluate the inclusivity and diversity of our programme. We're limiting the number of things we ask you about because we're conscious of limiting the time it takes to complete this survey. Please note your personal data will not be shared externally in any way and will be stored in alignment with the Academy's privacy policy. All data will be aggregated and anonymised, and we will only report against categories where at least five people identify themselves. Your response to these questions is optional.



Cohort 1 awardees participating within workshops.

As all team members will need to reflect and write answers to their own questions before coming together to submit one group application, we recommend that you draft your application in a shared document for your group. You and then copy your final submission into the online application form.

Eligibility check	
Question	Answer
Are you a mid-career engineer currently working in the UK engineering industry?	Yes/No
Do all members of your team commit to supporting all elements of this pilot programme as set out in the detailed awardee guidance notes??	Yes/No

Is your organisation committed to supporting the expected in-kind contributions of staff time and expenses (for example, travel) associated with programme delivery?	Yes/No
Does your team have buy in from your Human Resources Director (or equivalent) or a member of your Senior Leadership Team (or equivalent) to commit approximately two days per month to this programme over an 18-month period?	Yes/No
Do you and your team commit to providing insights to the Academy and our programme provider that will support us to refine and scale the inclusive leadership programme in an impactful way?	Yes/No
Do you and your team commit to providing insights to the Academy and our programme provider that will support us to create an alumni programme associated with this inclusive leadership pilot programme?	Yes/No
To improve the chances of success, we ask that line managers take an active interest in understanding the impact of this programme and how they might support you and your team to maximise the benefit of this opportunity. Are the line managers of all awardees in your team aware of and supportive of your application?	Yes/No

Organisation details	
1. Organisation name	EXAMPLE: <i>Royal Academy of Engineering</i>
2. Organisation size	<i>Small (51 - 250 employees)</i>
3. Organisation type	<i>Non-profit</i>
4. What sector or industry does your organisation work in?	<i>Energy - oil and gas</i>
5. What engineering discipline does your organisation specialise in?	<i>Chemical engineering</i>
6. On a scale from 0 – 5 how would you rate your organisation's EDI understanding and capability?	<i>3 - Good</i>
7. Website URL	<i>www.raeng.org.uk/inclusive-leadership</i>

Project Lead details	
Item	Example
1. Title	<i>Ms</i>
2. Name	<i>Dianne</i>
3. Surname	<i>Versity</i>
4. Job title	<i>Programme Manager</i>
5. Work email address	
6. What UK region are you based in?	<i>North East (England)</i>

Mid-career leader application questions (Only the mid-career leader will answer these questions)

1. On a scale from 0 – 5 how would you rate your own EDI understanding and capability?
2. Tell us about your knowledge of equality, diversity and inclusion (EDI) and your experience of embedding EDI at work. Please note that we are seeking to engage engineering leaders at all stages of their EDI journey to create diversity within the cohort in this area. Please be transparent in your response - a lower level of EDI understanding and/or experience will not stand against you at selection stage.
3. What is your motivation for applying into this programme?
4. What impact would you like this programme to have on yourself and your organisation? Please make reference to specific programme activities where relevant.
5. Tell us about your leadership and influencing potential in an engineering context. Why are you well positioned to bring about widespread change on inclusion internally and/or externally across the profession?
6. What would you like to achieve through this programme in the short and long term?
7. Is there anything additional you would like to share about your own experience of inclusion in the engineering industry that you think is relevant to your application and this programme?
8. Please could you provide a quote that you are happy for us to use for future marketing purposes about why you were interested in being part of this programme

Early Career Leader details	
Item	
1.	Title
2.	Name
3.	Surname
4.	Job title
5.	Work email address

Early-career leader application questions (Only the early-career leader will answer these questions)

1. What is your motivation for applying into this programme?

2. Tell us about your leadership and influencing potential in an engineering context. Why are you well positioned to bring about widespread change on inclusion internally and/or externally across the profession?
3. What impact would you like this programme to have on yourself and your organisation? Please make reference to specific programme activities where relevant.
4. Is there anything additional you would like to share about your own experience of inclusion in engineering industry that you think is relevant to your application and this programme?
5. Please could you provide a quote that you are happy for us to use for future marketing purposes about why you were interested in being part of this programme

Senior Career Leader details	
Item	
1.	Title
2.	Name
3.	Surname
4.	Job title
5.	Work email address

Senior leader application questions (Only the senior-career leader will answer these questions)

1. What is your motivation for applying into this programme?
2. Tell us about your leadership and influencing potential in an engineering context. Why are you well positioned to bring about widespread change on inclusion internally and/or externally across the profession?
3. What impact would you like this programme to have on yourself and your organisation? Please make reference to specific programme activities where relevant.
4. Is there anything additional you would like to share about your own experience of inclusion in engineering industry that you think is relevant to your application and this programme?
5. Please could you provide a quote that you are happy for us to use for future marketing purposes about why you were interested in being part of this programme

HR Leader details	
Item	
1.	Title
2.	Name
3.	Surname
4.	Job title
5.	Work email address

HR leader application questions (Only the HR leader will answer these questions)

1. What is your motivation for applying into this programme?
2. Tell us about your leadership and influencing potential in an engineering context. Why are you well positioned to bring about widespread change on inclusion internally and/or externally across the profession?
3. What impact would you like this programme to have on yourself and your organisation? Please make reference to specific programme activities where relevant.
4. Is there anything additional you would like to share about your own experience of inclusion in engineering industry that you think is relevant to your application and this programme?
5. Please paint a picture of your organisation's EDI maturity – do you currently have any EDI-related programmes or activities in place and how are you measuring the impact of this work?
6. Please could you provide a quote that you are happy for us to use for future marketing purposes about why you were interested in being part of this programme

Full team application questions (You should draft your answer to these questions as a team)

1. Please tell us how you selected your applicant team and why you think you will make an effective and complementary team on this programme?
2. What vision does your team have for the future of engineering with regards to inclusion?
3. How can you convince us of your team's commitment to this pilot programme and its goals?
4. Does your team foresee any potential barriers to your full and successful engagement in this pilot programme, which we may need to factor into our delivery?

5. Does your team have an initial idea on a suitable EDI project that would improve the inclusivity of your internal culture or the engineering your organisation delivers? Please link ideas to data wherever possible.
6. Does your team have ideas for how pilot programme awardees and alumni can work together to bring about a wider systemic shift to improve inclusion across the engineering profession?
7. What should we have asked in this survey that we haven't, and what else could you tell us that might help?

Companies Current D&I Status (primarily aimed at your HR leader)

1. Please select all that apply, and add as you wish, and describe them in the "Other" box:
 - We currently have initiatives that address racial underrepresentation
 - We currently have initiatives that address gender underrepresentation
 - We currently have initiatives that address disability underrepresentation
 - We currently have initiatives that address socio-economic underrepresentation
 - We currently have initiatives that address age discrimination
 - We currently have initiatives that address intersectional identities
 - We currently have initiatives that specifically focus on inclusive outcomes for all regardless of diversity dimensions
2. What data do you collect? Select all that apply
 - Statistics on diversity dimensions of staff
 - Statistics on diversity dimensions of contractors
 - Statistics on diversity dimensions of fans
 - Statistics on diversity dimensions of supply chain
 - Statistics on diversity dimensions of other stakeholders
 - Narratives on inclusion from staff
 - Narratives on inclusion from contractors
 - Narratives on inclusion from fans
 - Narratives on inclusion from supply chain
 - Narratives on inclusion from other stakeholders
3. If you collect statistics on diversity dimensions, which of the below do you include? Select all that apply
 - Age
 - Disability
 - Race/Ethnicity
 - Faith/religion
 - Nationality
 - Gender identity
 - Sexuality
 - Caring responsibilities
 - Socio-economic background
 - Education level

4. Is it illegal to collect any of this information in any of the countries your team is based in? If so, please state which country, and what you cannot collect in the 'Other' box.

- Yes
- No
- I don't know

Statements of support

Senior stakeholders within the organisation - Our scoping showed that without senior buy in, initiatives like this can often fail. Please submit your statement of support signed by either your Human Resources Director (or equivalent) or a member of your Senior Leadership Team (or equivalent) to demonstrate organisational commitment to this pilot programme and buy in at the highest level.

Annexes

Annex A: About the Academy

We are a charity delivering public benefit, a National Academy providing progressive leadership, and a Fellowship bringing together an unrivalled community of leaders from every part of engineering and technology. Our overarching goal for 2025 is to harness the power of engineering to build a sustainable society and an inclusive economy that works for everyone. In collaboration with our Fellows and partners, we're growing talent and developing skills for the future, driving innovation and building global partnerships, and influencing policy and engaging the public. You can read the Academy's full strategy [on our website](#).

Annex B: Additional pilot programme resources

All reports produced through our Scoping and consultation phase, along with full details on how to apply for this opportunity are available [on the Academy's website](#). Scoping and consultation phase resources include the following:

- Scoping and consultation phase summary report
- Logic model and theory of change narrative
- Participatory systems mapping to explore the role of leadership in making the engineering industry more inclusive report
- Literature review on the impacts of different interventions on increasing inclusive practice and behaviours of leaders in organisations.