



INFRASTRUCTURE

MINING & METALS

NUCLEAR, SECURITY & ENVIRONMENTAL

OIL, GAS & CHEMICALS

PRESENTATION

The Gender Pay Gap

12 October 2016



Models of Change

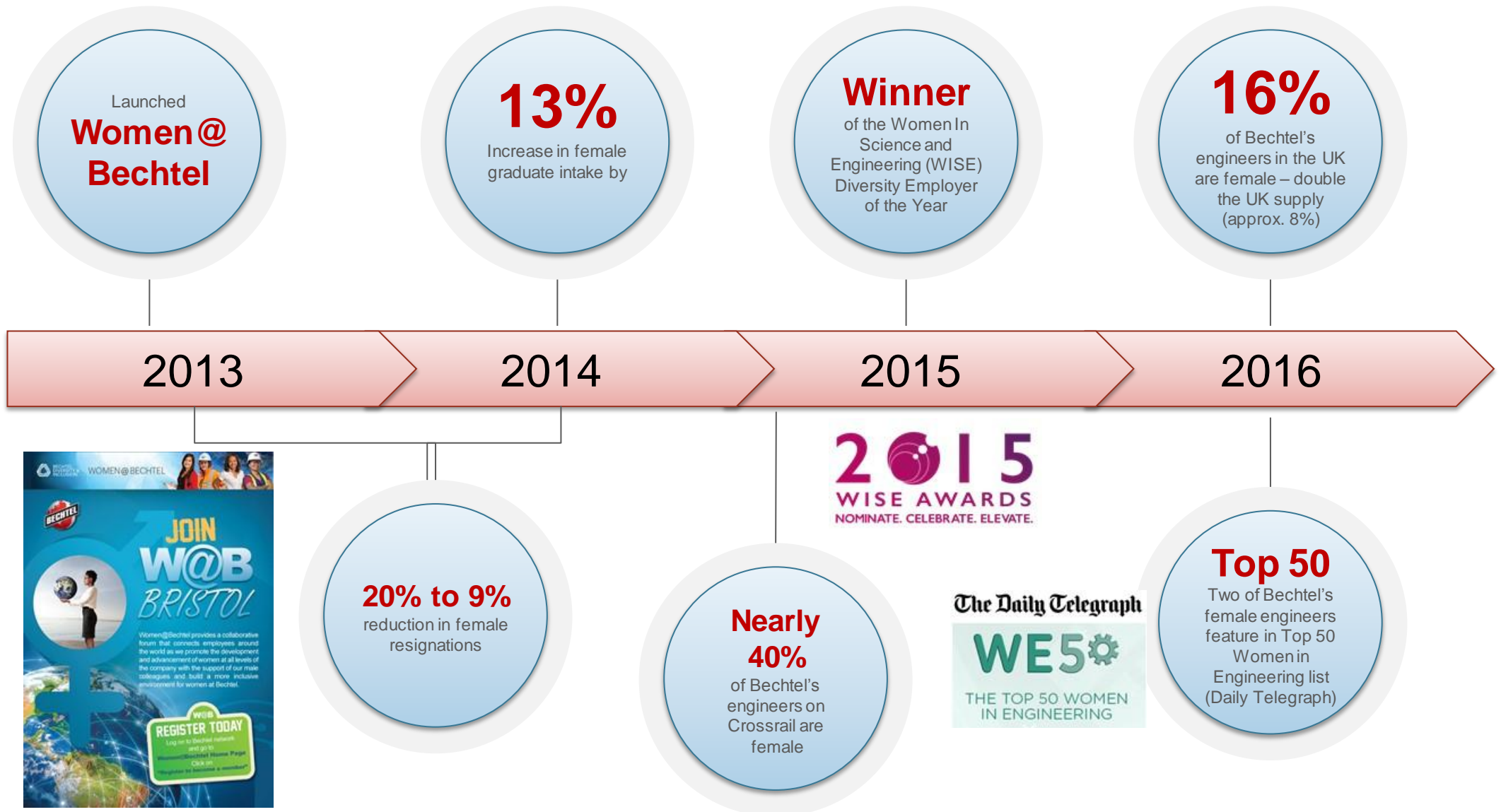
case studies

How new ways of working
can ensure your
organisation retains and
promotes the best



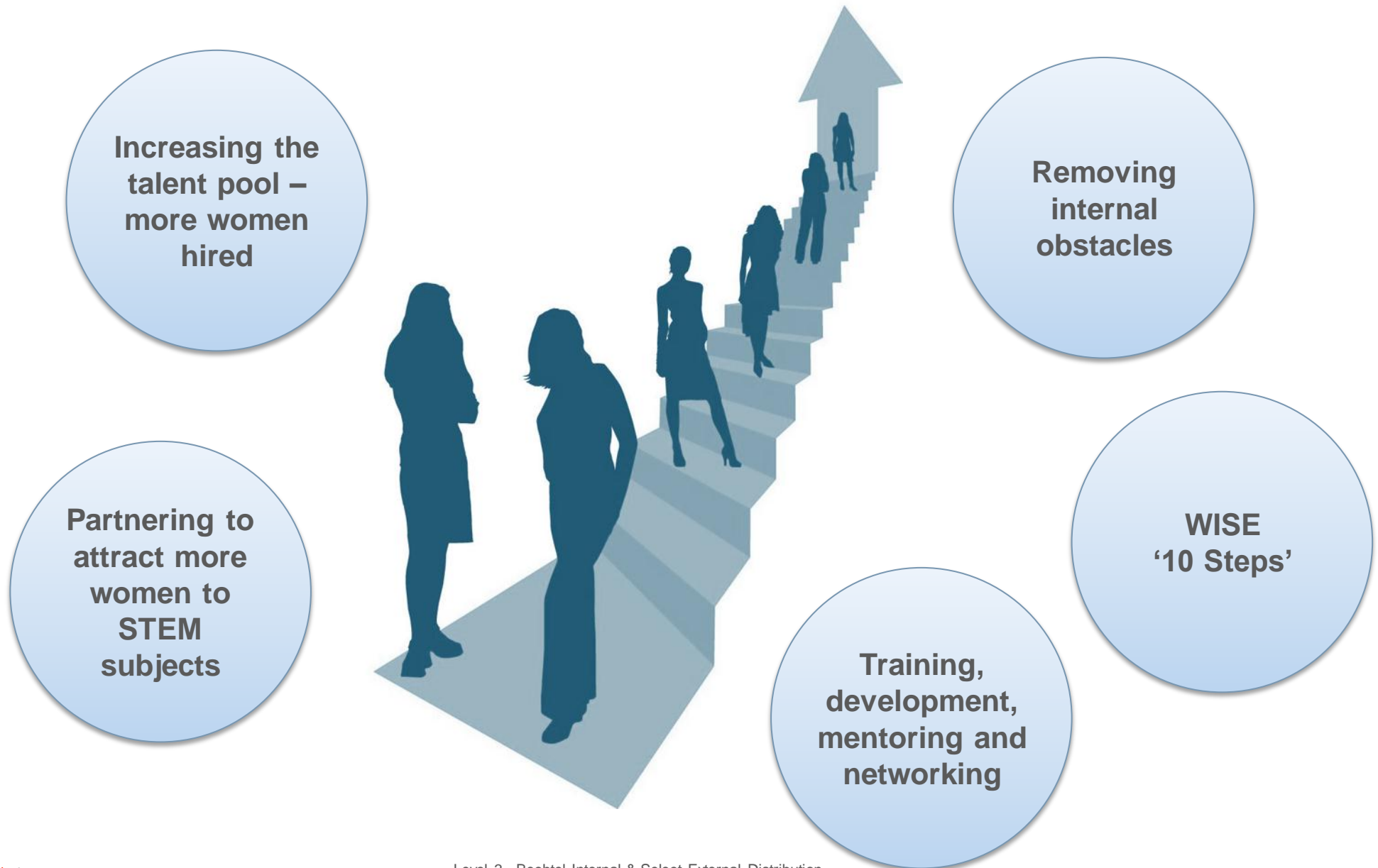


Bechtel's UK Diversity Highlights





How to reach greater number of women in leading roles?





Employment Barriers & Enablers



**Diversity friendly
or unfriendly
organizational
culture, policies &
practices**

**Invisibility /
visibility of
diversity**

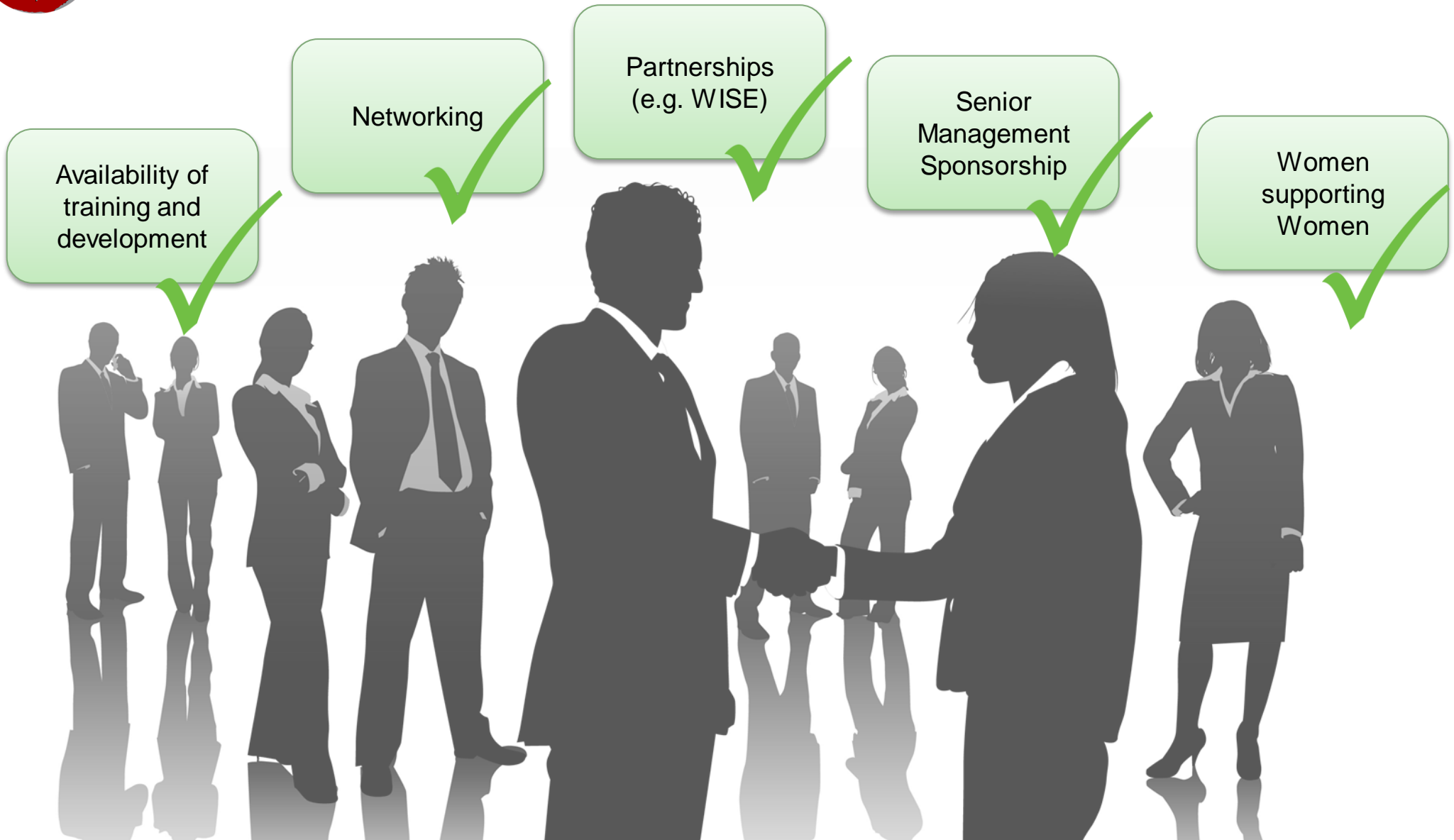
**Diversify mind-set
of leaders**

Under
The Radar:





Employment Barriers & Enablers



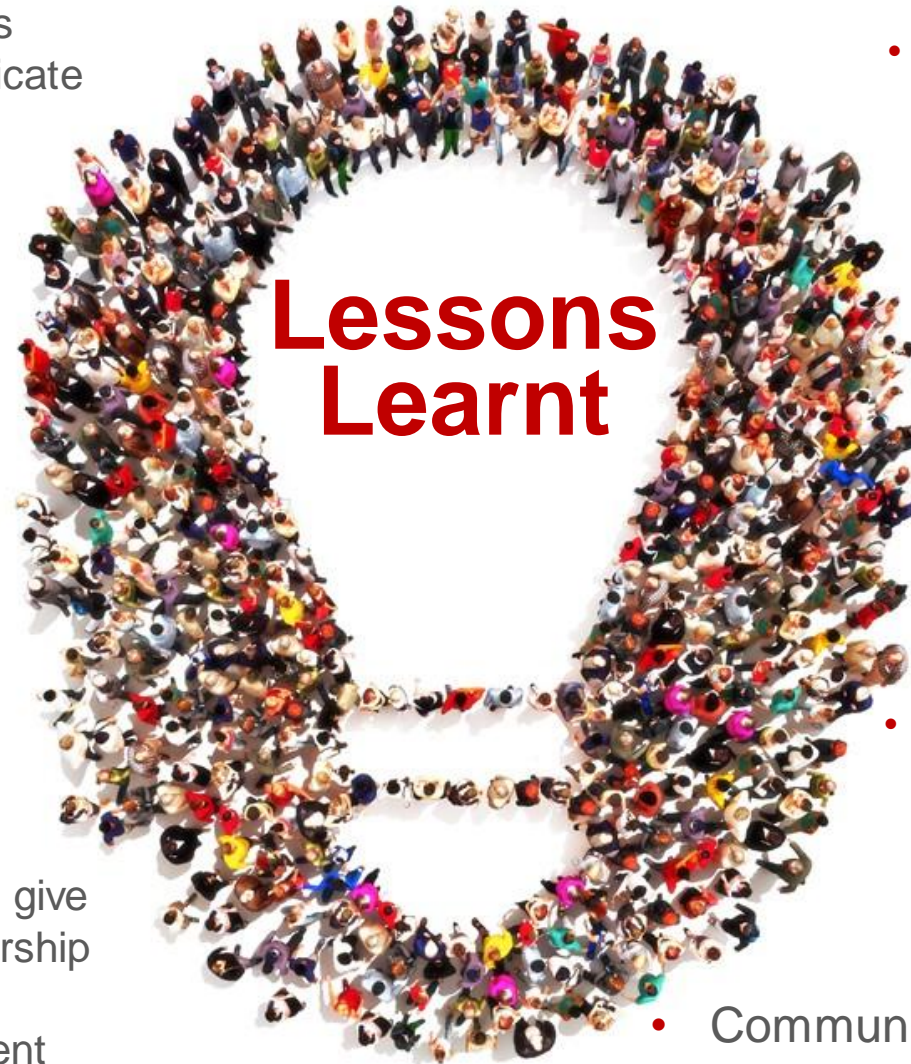


Challenges we faced



	ISSUE 1	ISSUE 2	ISSUE 3
CHALLENGE	The main concern of employees is whether the right people are being promoted into the right roles.	Recruitment practices which hinder diversity	Ensuring women are not overlooked in promotion opportunities
SOLUTION	<p>Communicate the criticality of an inclusive environment to underpin true meritocracy.</p> <p>✓</p>	<p>Development of a recruitment strategy including formal measures in the recruitment process to reduce unconscious-bias and to introduce diversity sensitive practices.</p> <p>Language used in JDs has been under continuous review. This in turn influenced the talent pool.</p> <p>✓</p>	<ul style="list-style-type: none">• Having mandatory unconscious-bias awareness training for all managers (and recruitment supervisors).• Having an employee resource group connected to the business e.g. Women@Bechtel• Promotions based on competency and performance not presentism. <p>✓</p>

- Set up metrics to look at where the gaps need closing and to monitor progress



- Develop a Business Case and communicate it to management
- Develop and implement a D&I Strategy
- Develop KPIs related to D&I and make management accountable
- Publicise the D&I goals, give them leadership sponsorship and include them in the performance management process
- Empower employees to make a change through employee resource groups, e.g. Women@Bechtel
- Link inclusivity to meritocracy
- Engage with external stakeholders and diversity groups e.g. WISE
- Engage middle management and incentivise them by setting the diversity goals against which they are assessed
- Communicate, communicate, **communicate...**