



Advisory Plus

A Practical Guide to Improving Diversity

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Local Authority Plant & Vehicles

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Hosted by



About your speaker – Ruth Waring FCILT

- ❖ Passionate about inspiring the transport industry to embrace compliance and diversity!
- ❖ 1989 – 2020: thirty years in transport
 - ❖ Managed 50 HGV drivers aged 23
 - ❖ Worked in retail, automotive and publishing (but always transport!)
 - ❖ Self employed transport consultant at Labyrinth for 17 years
 - ❖ Safety and Compliance expert
 - ❖ Worked with Heathrow Airport, Transport for London, AECOM, recycling collection services
 - ❖ Developed an award-winning compliance app for transport operators
- ❖ Founded Women in Logistics UK in 2008, CILT (UK) Fellow and former Board Member
- ❖ Sold Labyrinth to BigChange in 2019



Find Ruth on LinkedIn and Twitter and connect!

What we will discuss

- ❖ Why do we need diversity?
 - ❖ Good economic sense
 - ❖ Avoidance of Groupthink
- ❖ Are current recruitment policies hindering diversity?
- ❖ What is it **really** like to work for you?
- ❖ Push and pull factors – how you can really attract and retain a more diverse workforce

Diversity: better for business

Diversity can improve innovation, decision-making, corporate governance, risk aversion, reputation, attractiveness to investors and to talent pool ...but what about the hard cash?

Author	Size of study	Area of study	Benefits
Catalyst	524 companies (Fortune 500 = world's largest)	≥3 women board directors in 4 out of 5 years (versus zero women directors)	Return on sales +84% Return on Invested Capital +60% Return on Equity +46%
Gallup	>800 business units in two US companies	Gender-diverse business units (versus mainly one gender)	Higher average comparable revenue Retail +14% Hospitality +19%
McKinsey	>1000 companies in 12 countries	Companies in top quartile for ethnic/cultural diversity in executive teams	+33% more likely to have industry-leading profitability

Avoidance of “Groupthink”

- ❖ Move away from “groupthink” which is one of the main contributors to economic crashes (2008) and war (Bay and Pigs, Pearl Harbour)
- ❖ Groupthink requires individuals to avoid raising controversial issues or alternative solutions, and there is loss of individual creativity, uniqueness and independent thinking. The dysfunctional group dynamics of the "ingroup" produces an "illusion of invulnerability" (an inflated certainty that the right decision has been made). Thus the "ingroup" significantly overrates its own abilities in decision-making and significantly underrates the abilities of its opponents (the "outgroup"). Furthermore, groupthink can produce dehumanizing actions against the "outgroup"
- ❖ <https://theunboundedspirit.com/what-causes-groupthink/>
- ❖ <https://en.wikipedia.org/wiki/Groupthink>

Let's look at some recruitment “policies”

- ❖ Advertising using pictures of existing staff
- ❖ Word of mouth methods
- ❖ Promoting drivers to Traffic Office staff
- ❖ Talking about “he” before the role has even been advertised
- ❖ Lads of Dads – roles appear when someone's son reaches 18

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- **Integrity** — Be proud of our profession and support others.
- **Respect** — Demonstrate and encourage the TMAA.
- **Responsibility** — My making it the most important priority in all.
- **Teamwork** — For myself and for others and the role they play.
- **Professionalism** — Provide trucking's essential, honest & reliable service.
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What is it REALLY like to work for you?

- ❖ The Women in Logistics conference “reaction”
- ❖ Just because it doesn't affect you doesn't mean it's OK
- ❖ Put yourself in another person's shoes
 - ❖ The black manager who is perceived to be a security guard
 - ❖ The female boss who is constantly assumed to be the PA of some non-existent man
- ❖ How do “outliers” dress? Are they forced to conform?
- ❖ What pictures are in reception? Rugby shirts? Flowers?
- ❖ What are your toilets like for women? Free Tampons?
- ❖ Girlie Calendars? Bacon sandwiches? “Banter”?
- ❖ Do pay rises go to those who **make the most noise**?

What practical steps can you take?

- ❖ Avoid bias e.g. language in ads, pictures in ads
- ❖ Draw pics of diverse candidate types to avoid the risk of just recruiting “in my image”
- ❖ Use anonymised CV and diverse interview panels
- ❖ Interview for **competence** not confidence or agreeability
- ❖ Benchmark wages and roles
- ❖ Have pay grades based on merit and progress rather than those who shout the loudest

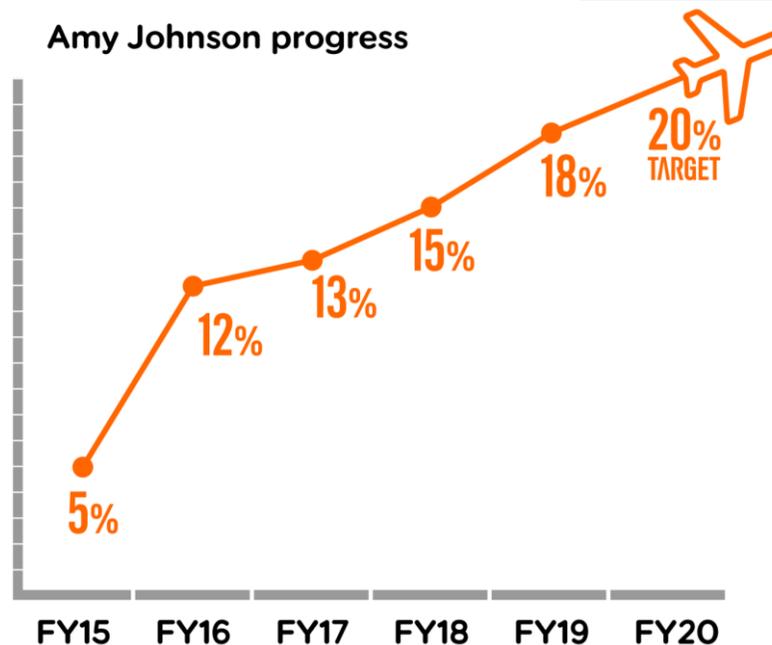
What more can be done?

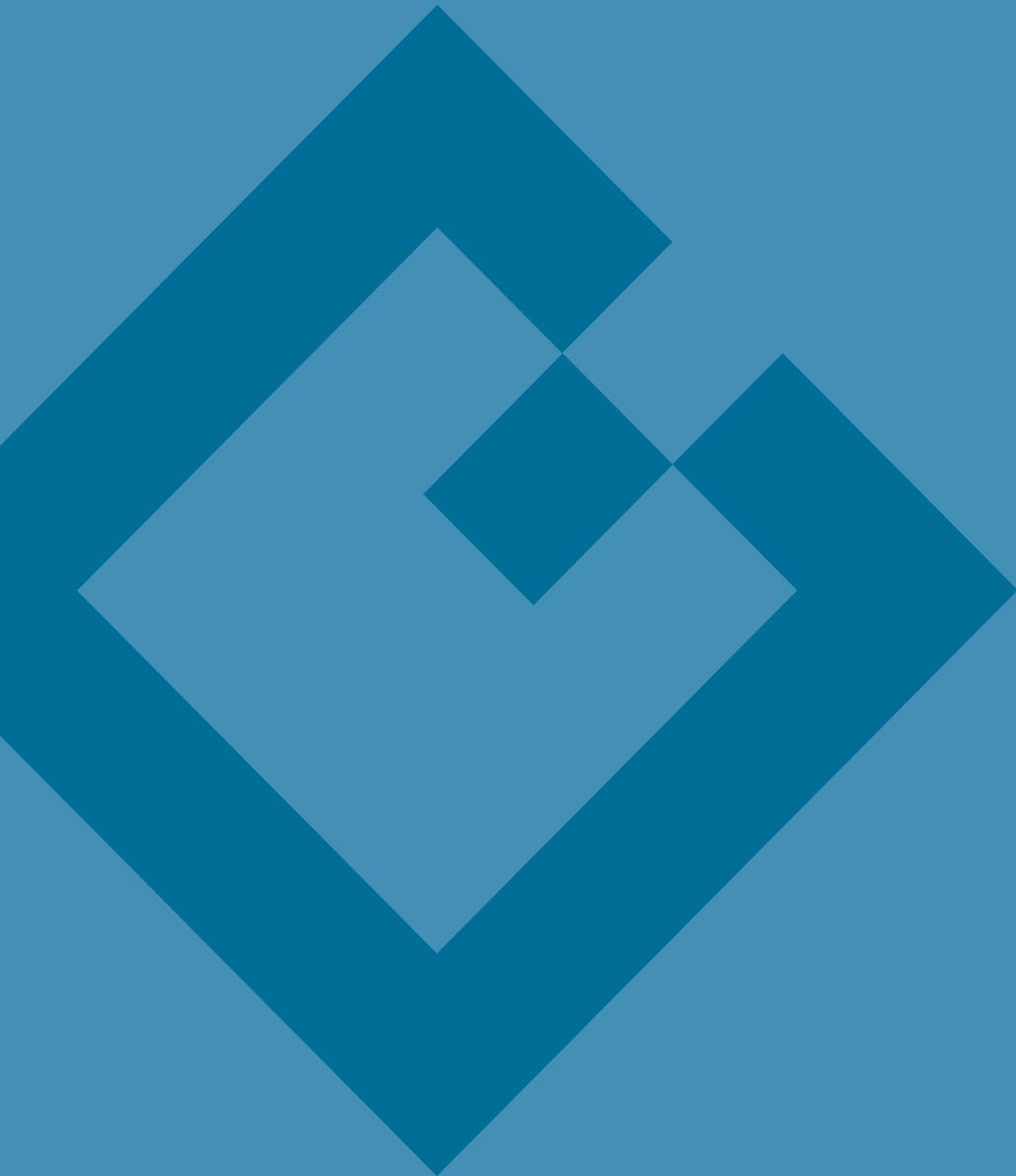
- ❖ Formalise mentoring activities - don't rely on informal chats as these tend to be “comfortable” chats between men (football teams) and/or in the pub
- ❖ Define promotion and bonus evaluation
- ❖ Monitor gender pay gaps and diversity KPIs
- ❖ Challenge everything you do that influences recruitment and retention
- ❖ Walk through the organisation and imagine being a woman or a black person or a disabled person...make practical changes to make it more welcoming; ask outliers what they don't like about the culture and change it!
- ❖ Teach men to talk in a **professional way** to women!

Concrete results

- ❖ **Focused recruitment programmes** - easyJet's 'Amy Johnson' initiative to increase its number of women pilots - 15% of easyJet new entrant pilot were female in 2018
- ❖ **Promoting both female and male role models** - a recruitment microsite and proactively using social media to do this for Martin Brower's new DC led to +6% female hire rate
- ❖ **Specific training for senior roles** – the MD of Hull Trains was promoted to her first MD role while on FirstGroup's Women's Career Development Programme

Amy Johnson progress





Thank you!

Any questions?

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