



CIWM

Together, we stand for a world beyond waste



The CIWM Equality, Diversity & Inclusion Strategy 2022-2024



ciwm.co.uk



As the Institution's first female CEO, I feel particularly honoured to be introducing you to our new EDI Strategy.

Equality, Diversity and Inclusion are core to CIWM's Corporate Social Responsibility commitments and values, and our overall strategy. We want to be open and inclusive to all, regardless of background, ability, ethnicity, gender or sexual orientation. More than that, we want opportunities and support to be fair and equal, too – both within CIWM and our membership, and across the whole sector.

Our first step towards this goal was to set up an EDI Working Group early in 2021. They engaged with wider groups through surveys and focus groups with members – and the wider community – and took on board advice and guidance from other professional bodies and EDI experts as we developed this strategy.

This is initially a three-year project, but we've already started making changes within the Institution: striving for more widely representative speakers and panellists at events, for instance. As in all things, it is important to get our own house in order first, embedding our EDI vision throughout all our operations, processes, policies and how we guide our members. But our aim is to position CIWM as a champion of EDI, and to inform, encourage and collaborate with the sector so they are inspired to do so too.

CIWM's purpose is to move the world beyond waste. It's a big ambition, and we need an inclusive community with a wide diversity of voices, skills, knowledge and perspectives in order to achieve it. Enabling EDI will enrich our industry and bring benefits to us all – and we believe it is our responsibility to lead the way, as you will see from our EDI vision, purpose and mission.

CIWM is here to represent you. Whoever you are and wherever you come from, we welcome you.



A stylized, handwritten signature in black ink, appearing to read 'S Poulter'.

Sarah Poulter
CEO, CIWM

Inspiring and
enabling change,
to create a more
inclusive sector

> OUR EDI VISION

Together, we will inspire and enable transformational change to create a more inclusive sector that reflects the communities we serve.

OUR EDI PURPOSE

Promoting and supporting **diversity** within our membership and the sector is important to CIWM. It's about **valuing everyone** in the organisation as an individual.

To **reap the benefits** of a diverse environment, it is vital for us to have an **inclusive environment**, where everyone feels **able to participate and achieve their potential**.

While UK legislation covers protected characteristics including age, disability, race, religion, sex and sexual orientation, an **effective diversity and inclusion strategy** goes beyond legal compliance and seeks to **add value** to an organisation, contributing to **members' well-being and engagement**.

OUR EDI MISSION

- To **represent the communities and industries we serve** by engaging and **working with them** in an **open and transparent way**
- To ensure an **inclusive and safe environment** for our members by creating a culture of **respect, curiosity and diversity** which **encourages discussion and challenge**
- To **promote, recognise and enable good EDI practice** within our **membership and the wider sector**, through **education, networks and resources**
- To make the resources and waste **industry attractive to a diverse workforce** to ensure that we have a **thriving and sustainable sector** and **institution for the future**

OUR APPROACH

The concept behind our EDI strategy is really quite simple. It's about putting words into affirmative action. We don't make assumptions, and we don't just talk about Equality, Diversity and Inclusion. We provide ways to make it happen.

Equality, Equity, Justice

Our first aim in this strategy is to achieve equality but we want to move towards justice in all that we do and support our members and the sector to do the same.

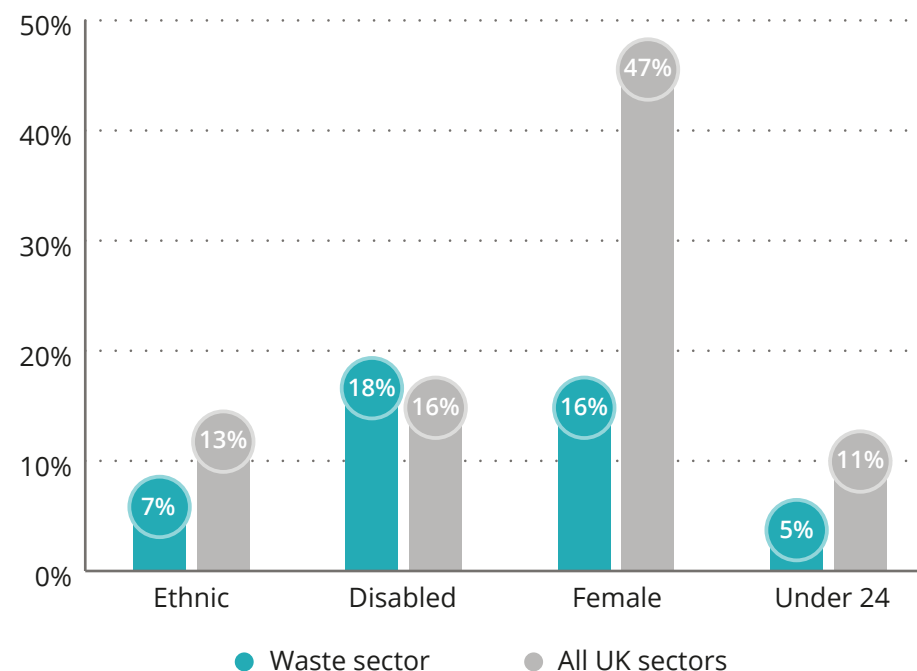


> OUR EDI JOURNEY

THE STARTING POINT

EDI: how the industry was performing

UK waste sector demographic data from the Business Register and Employment Survey, ONS & NISRA, Nov 2020

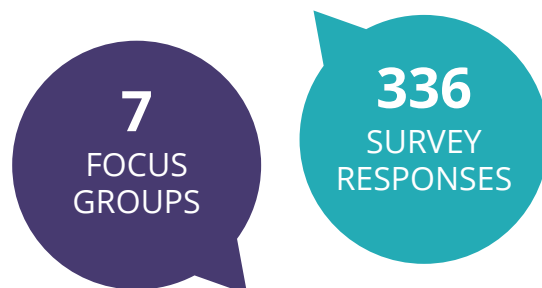


When we started looking at EDI the data supported the anecdotal evidence that our sector is not as diverse as others, and in some areas lags behind significantly. It is time for change, and as the leading professional membership body for the sector, defining, enabling and implementing that change is our responsibility.

CONSULTATION AND RESEARCH

In February 2021 we established a broadly representative member-led Working Group to share our experiences and thinking on EDI.

This group reached out to our membership, and beyond, with focus groups and a survey, to better understand where we were and what we could do about it.



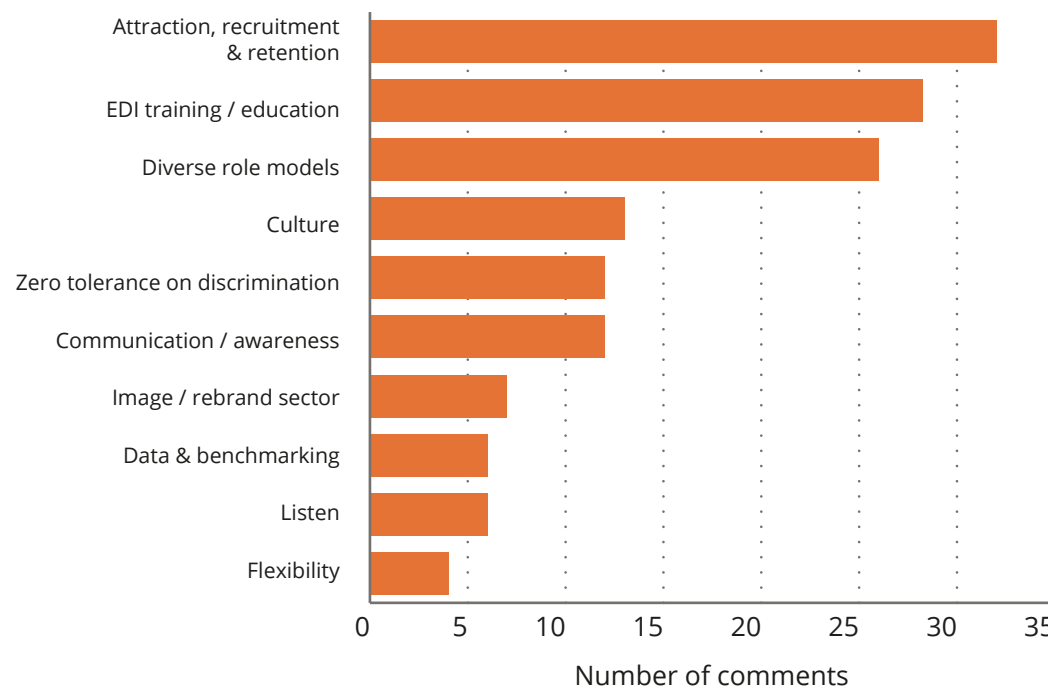
Our focus groups highlighted several key themes, including:

- **EDI training and education** – developing EDI knowledge across the sector
- **Policies and processes** – enabling change by ensuring they are fair and inclusive
- **Cultural and legacy issues** – addressing what is deemed ‘banter,’ for instance
- **Events** – ensuring participants are diverse and events inclusive

The groups also felt that having a clear and comprehensive EDI strategy will make our sector more attractive and bring in new people across the board. That’s of significant benefit to us all.

These findings helped us develop our EDI Survey, which went to our membership and related groups.

One of our questions was ‘If you could do one thing towards improving EDI in the sector, what would you do?’



Response data like this has helped us shape our strategy, as has the guidance of the EDI Research Report produced by Research by Design for Salesforce, which helped us identify areas where we can take action.

WHERE WE'RE GOING

Framing our EDI Strategy Principles



Starting from the inside out, we will focus on building an inclusive culture internally.

We are committed to fostering inclusion within our organisational culture, across the membership, and creating positive change for the sector.

HOW WE'RE GOING TO GET THERE

Focus areas for action

INFLUENCING & ENGAGING

Helping our members and the wider sector understand their roles in creating an inclusive sector and the benefits of diversity in our workforce



BELONGING & WELCOMING

Creating the right infrastructure and culture so that everyone can be themselves



ATTRACTING & RETAINING

Ensuring that the resources and waste sector is inclusive and attracts and retains diverse talent



COMMITTING & COMPLYING

Ensuring everyone takes personal accountability and governance is in place



MEASURING & REPORTING

Using data and benchmarking to measure progress



DEVELOPING & GROWING

Supporting education and development, professional career paths and inclusive membership progression

Together, we will inspire and enable transformational change, to create a more inclusive sector, that reflects the communities we serve.



> EDI IS GOOD FOR *EVERYONE*

GOOD FOR BUSINESS

More diverse companies experience more innovation and more profitability.

+19%

in innovation revenue for companies that reported above average diversity on their management teams

How Diverse Leadership Teams Boost Innovation, BCG, 2018

25%

more likely to have above average profitability for companies with an executive team in the top quartile for gender diversity

Diversity wins: How inclusion matters, McKinsey & Company, 2020

36%

more likely to have above average profitability for companies with an executive team in the top quartile for ethnic diversity

Diversity wins: How inclusion matters, McKinsey & Company, 2020

More inclusive teams deliver better performance.

An increase in employees' feelings of inclusion translates into an increase in perceived:



17% ↑ Team performance



20% ↑ Decision making quality

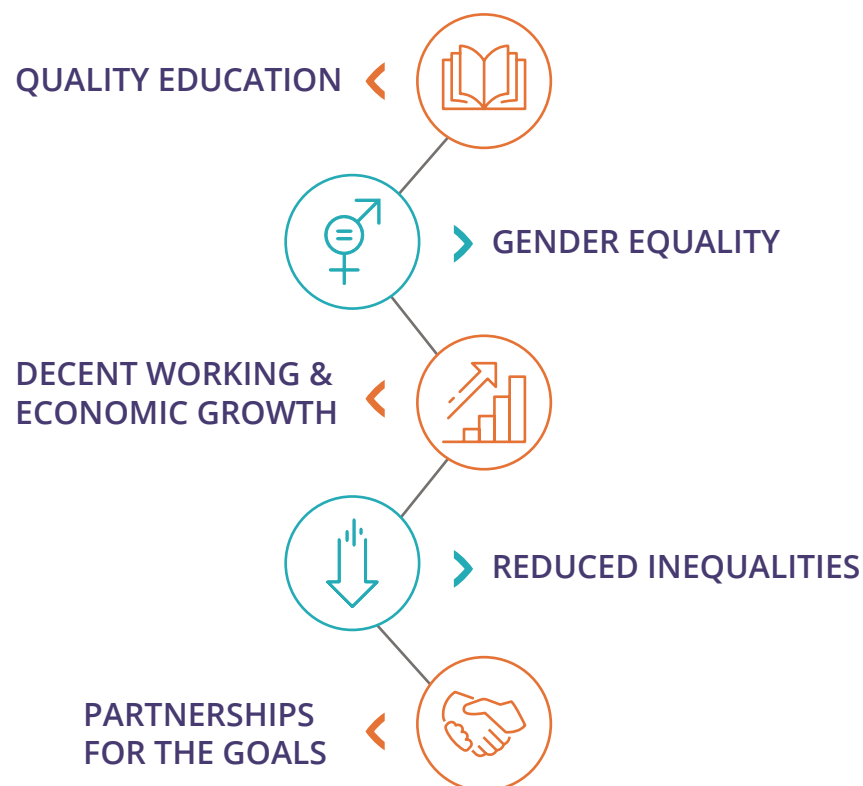


29% ↑ Team collaboration

The Diversity & Inclusion revolution, Deloitte, 2018

GOOD FOR SUSTAINABILITY

EDI links to FIVE of the UN Sustainable Development Goals, which aim to mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring no one is left behind.



GOOD FOR PROFESSIONAL BODIES



ORGANISATIONS

- More members
- Improved member engagement
- Better representation
- More persuasive power



THE PROFESSION

- Attract the best talent
- Ensure a sustainable workforce
- Improved well-being
- Increased innovation
- Diversity of thought and critical thinking.



SOCIETY AS A WHOLE

- It's simply 'the right thing to do'.

It certainly is...and we're committed to doing it.

A photograph of two women in an office setting. One woman, with dark curly hair and wearing a striped shirt, is smiling and looking towards the other woman. The second woman, with long blonde hair, is seated in a wheelchair and is looking at a laptop screen. The background shows a modern office interior with a lamp and a window.

> WHAT COMES NEXT

Setting up our Sector Inclusion Forum

A new EDI Sector Inclusion Forum will be created to act as a steering group. They will be responsible for...

- Ensuring delivery of our EDI strategy
- Acting as an advisor on deliverables of the plan, including the code of conduct
- Providing links into other parts of the sector who can drive sector change
- Setting up task and finish groups to deliver specific activities and member EDI communities to bring in wider member input
- Endorsing the work of the EDI strategy, promoting good practice in the sector, creating places to position the importance of EDI in the sector

The members of the forum will be chosen based on their ability to represent an area of the sector, such as CIWM members, employers of various sizes and CIWM staff – or for their expertise in delivering EDI initiatives or ability to influence change in the sector.

> IMPLEMENTATION

We have begun to set out an action plan, taking in each of the segments outlined on page 6 and covering...

Developing & Growing

- EDI education and up-skilling
- Agreed ways of EDI working
- Inclusive recruitment, entry and training of members

Attracting & Retaining

- Outreach to schools, colleges and universities
- Inclusive recruitment and induction processes

Influencing & Engaging

- A more inclusive approach to managing and hosting events, including accessibility
- A planned communication strategy to ensure EDI is live and regularly on the agenda

Belonging & Welcoming

- Linking CIWM to other organisations' commitments and pledges
- Facilitating the sharing of great EDI practice across the organisation and sector
- Progressing towards more diversity in leadership teams

- Investing and developing a proposal for active EDI engagement groups
- Enabling conversation about EDI
- Flexible working and wellbeing

Committing & Complying

- Funding a new EDI role, combining EDI Management and outreach
- Clear EDI policies and code of conduct

Measuring & Reporting

- Agreeing what success looks like and measuring progress
- Measuring baseline EDI data

Many of these actions have already begun but we are committed to changing our plan to respond to our evolving understanding of EDI and the priorities of our members and the sector. The implementation plan will continue to be rolled out during 2022 and over the next two years, taking us to 2024.

> WHERE DO WE WANT TO GET TO?

EDI is a key element of the CIWM's five-year strategy, 'Leading the Way to a World Beyond Waste'. We believe that everyone has an equal place on that journey and, through the use of assertive and positive action, our EDI strategy aims to ensure that there are no barriers to prevent them.

This CIWM EDI Strategy is for an initial 3-year period, and it will continue to evolve in and beyond that period as we understand more about its role in the sector. It will take time to implement change and we will constantly monitor our progress as it is evidenced by data. We anticipate that, by 2024, we will have developed a new strategy based on what we are learning, to what extent we have been able to effect change and where and how we need to do more.

EDI. It's the right thing to do...and we're not only doing it, we're helping others do it too – throughout the world of resource and waste management, and beyond.



For more information and to get involved, please visit ciwm.co.uk/edi or join in the discussion on CIWM Connect.

REFERENCES

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<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/businessregisterandemploymentsurveybrespvisionalresults/provisionalresults2020>

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Equality, Diversity and Inclusion: Progressing the Agenda in Professional Membership Associations, accessible at:

<https://www.salesforce.org/blog/advancing-dei-professional-membership-associations/>

This document has been designed in consideration of the British Dyslexia Association's Dyslexia Style Guide 2018

THANK YOU.

We would like to thank the members of our EDI Working Group, as well as those who participated in our focus groups and survey, for the valuable contribution they have made to our strategy.

We recognise the value of a diversity of voices and perspectives in all areas of our work, and we therefore invite as many people as possible to input into shaping how we implement our strategy, so that we can achieve our vision of inspiring and enabling transformational change to create a more inclusive sector that reflects the communities we serve.



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