



CIWM

Together, we stand for a world beyond waste



CIWM Equality Diversity and Inclusion Survey 2021

Results and Analysis



ciwm.co.uk

WELCOME TO OUR EQUALITY DIVERSITY AND INCLUSION (EDI) SURVEY REPORT

“ It’s only when we all understand the benefits of an inclusive and diverse sector that we’ll be able to deliver real change. ”

As the membership body for the waste and resource sector, we aim to provide a voice for all of our members. When we embarked on the creation of our Equality Diversity and Inclusion (EDI) strategy last year, we knew that we needed to reach as broad, diverse and inclusive a group as possible for their input.

To achieve this, we created a working group made up of members from a variety of backgrounds, ran focus groups to invite members to share their views and undertook an EDI survey, open to the whole sector. As well as gathering input into the EDI Strategy, one of our aims was to collect data on the make up of the sector and the experiences of those who work in it.

Thank you to all of you who shared your information and your experiences with us and to those individuals and organisations who shared links to the survey with their networks.

The information gathered in the survey has allowed us to gain a much broader insight into the experiences of those in the sector than we could have achieved simply through the focus groups and individual conversations we had last year. Those experiences have influenced our strategy and have shown that the benefits of addressing EDI in the sector go beyond those areas many would expect.

Addressing the issues and concerns that you all shared will allow us to achieve our wider goals of attracting new skills into the sector and creating the diversity of thought that will allow us to move the world beyond waste.

Our main aim from the survey was to gather input into the EDI strategy, but we also hoped to gather baseline data on the diversity of those working in the sector. We know that the data we’ve collected doesn’t reflect the makeup of the sector: for instance, the male/female balance of respondents is not aligned with the gender split of professionals working in the sector. In discussing our findings with other professional bodies, organisations and specialists working to address equality, diversity and inclusion, we know that often it is those who feel most impacted by EDI issues that respond to surveys on the topic. So, as part of the strategy, we need to ensure we are engaging with a broader group. It’s only when we all understand the benefits of an inclusive and diverse sector that we’ll be able to deliver real change.

Poor EDI practices have a negative impact on all of us. They reduce the pool of talent we can recruit from, make our industry less attractive, reduce input from a variety of voices and make us less successful as a sector generally. As shared in our EDI strategy document, research shows that companies with diverse teams are more successful.

I hope you find this information useful. Please visit ciwm.co.uk/edi to read about our EDI work and to see our EDI strategy – if you’re a CIWM member, you can join the conversation at [CIWM Connect](#). Your voice and your views are important to us.

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

Sarah Poulter
CEO, CIWM

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A photograph showing the backs of two people, a man and a woman, holding hands and raising them in the air. They are wearing blue t-shirts. The background is a blurred outdoor scene with trees and sunlight.

SECTION ONE



> About our survey

PURPOSE

When the CIWM EDI Working Group was set up in February 2021, it became clear that there was very little demographic data on the make up of the waste and resource sector workforce – and even less formal information about how it feels to work within the sector.

It was felt that an anonymous survey, open to anyone in the sector, would provide a “safe space” to share views, comments and experiences on EDI.

The survey was designed primarily to help the working group formulate an **EDI strategy** for CIWM. It therefore gave an option for participants to prioritise the EDI activities that they wanted to see initiated by CIWM, and for them to outline the current EDI issues and challenges they had witnessed or experienced.

We also wanted to build a baseline data set for the sector from which we could measure future progress.



METHODOLOGY

36 questions were developed to capture both demographic data and experiential information. The intention was to create a survey which would take less than 10 mins to complete and to provide CIWM with both qualitative and quantitative data to analyse. The survey was run from late September to mid November 2021.

Questions were phrased using a variety of sources such as the 2021 Census and some of the latest EDI terminology. We also gave an option to self-describe, so we could learn about the terminology our participants prefer to use about themselves.

All responses were completely anonymous. We asked participants to answer openly and give as much detail as they were comfortable in the free text comment boxes. We also advised them not to include any identifying information. We have taken care to remove any such identifiers, such as individual or organisation names, when sharing the results.



REACH

The survey was shared via a number of methods; social media, including LinkedIn and Twitter, emails both from CIWM and others, including Local Authority Recycling Advisory Committee (LARAC) and Environmental Services Association (ESA), and through the EDI working group.



DATA PRESENTATION

Due to the way some questions were structured the percentage splits may not always add up to 100%: for example, where participants were given the option to choose more than one answer. The graphs are representative only and therefore not to scale.



USING THIS REPORT

Please ensure that any information you use from this report appropriately references CIWM as the creator. Where we have used other data sources these are referenced appropriately. Due to the response rate and the demographic make up of the respondents we cannot say that the views or information shared here is representative of the sector.





RESPONSE

There were a total of 336 responses to the survey over the 5 week period. All questions were optional and not all 336 respondents completed all questions.

The overall number of responses was lower than anticipated based on previous average survey response rates of CIWM.

Potential reasons for this are: timing and promotion of the survey, length of time it was open, concerns regarding anonymity and individuals feeling that the survey was not relevant to them due to the subject matter. In planning for future data collection these areas will be considered. We are also considering collecting EDI data as part of other surveys and at other data collections points, for example at membership renewal points and when individuals register for events.



SKIPPED QUESTIONS

For the early demographic questions, on average 16 respondents skipped answering.

From education level onwards, 50 respondents on average did not answer most of the questions. This may indicate that some respondents may only have completed the demographic questions and not the experiential ones.



ANALYSIS

Where possible we have included comparison to other data sets available at time of analysis (late 2021 to early 2022). These include ONS data, CENSUS 2011 data (Census 2021 data was not available in time for the collation of this report), data analysed by Energy & Utility Skills, Family Resources Survey, Wikipedia and Government information. Where we refer to ethnic minority groups this refers to those respondents who chose to describe their ethnic group or background as any group except white, white Irish and white other.

A man and a woman, both wearing high-visibility safety vests, are smiling and looking at a tablet held by the woman. The man is on the left, and the woman is on the right. They appear to be in a construction or industrial setting.

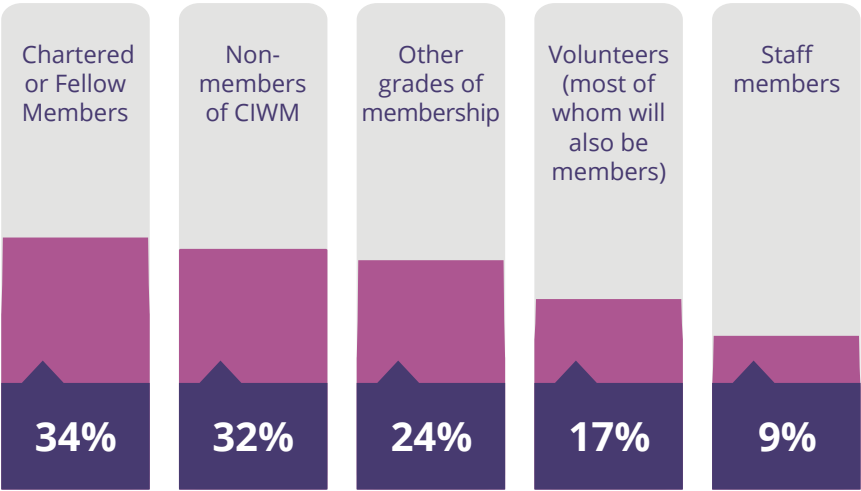
SECTION TWO



➤ About our respondents demographics

As stated previously, we are aware that the level and nature of respondents does not accurately reflect the demographics of our sector. However, the response we did receive has offered some interesting and pertinent insights.

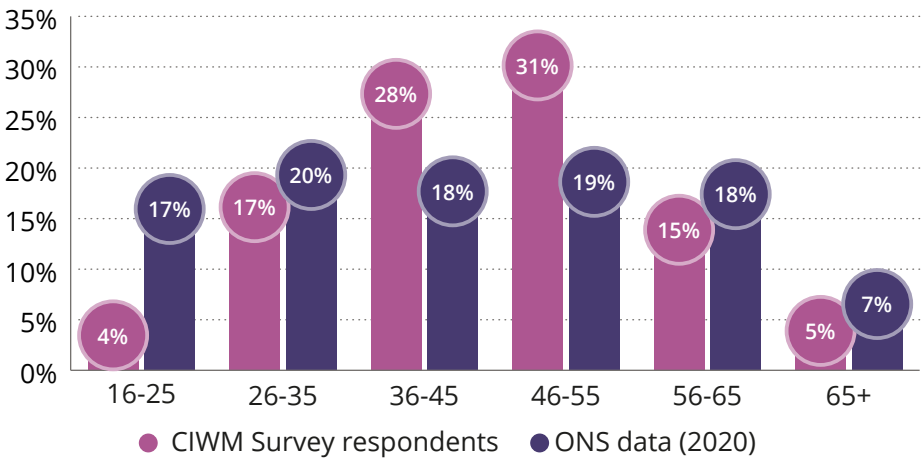
01. Status



	%	Quantity
Member – Chartered or Fellow	34%	111
Member – All other grades	24%	78
Non-Member	32%	106
Centre Councillor, including Members Council Representative	14%	47
Committee Member e.g. Trustee, Audit Committee Member etc	3%	10
Member of staff	9%	30

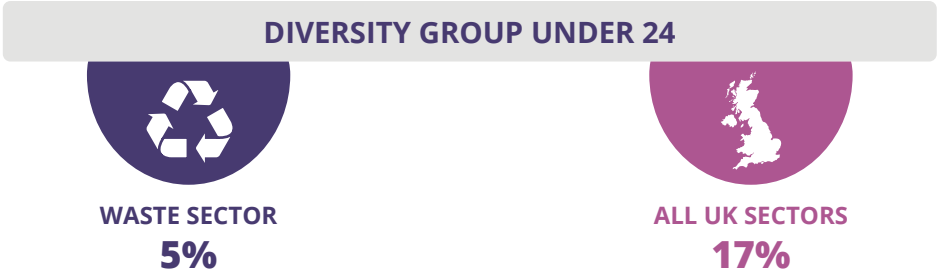
02. Age

The chart below shows the age profile of the survey respondents versus the age profile of the UK population (Population estimates for UK 2020 (ONS)).



Over **59%** of respondents were between the ages of **36 and 55**, compared to **37%** of the UK population representing the same age group.

Please note: Previous ONS data has already identified that the number of employees under the age of 24 in the waste sector is lower than the national average (Business Register and Employment Survey, ONS & NISRA in Nov 2020) and is inline with our survey results.



03. Gender



Survey	56%	43%	0.3%	0.3%
Sector	16%	84%	-	-
UK total	51%	49%	-	-

INSIGHTS

The **majority** of respondents are **female** – 56%.

This does not reflect other survey data. The data from Business Register and Employment Survey, ONS & NISRA in Nov 2020 shows the following:

DIVERSITY GROUP FEMALE



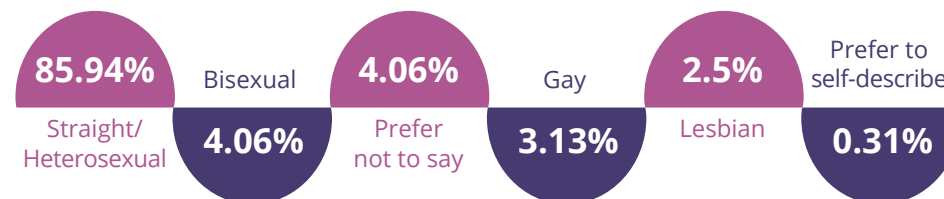
WASTE SECTOR
16%



ALL UK SECTORS
47%

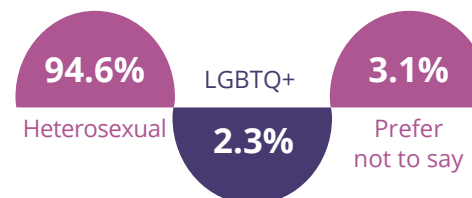
- The female respondent % of the survey was much more reflective of the UK gender split than the split in the sector.
- There is no recent accurate data on the % of the UK who consider themselves Non-Binary
- Stonewall estimate that 1% of the population “might identify as trans, including people who identify as non-binary.”

04. Sexual orientation

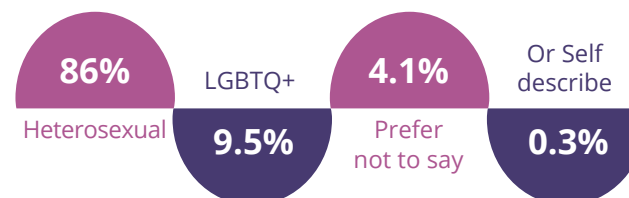


INSIGHTS

The only comparable UK data was ONS data from 2018 which grouped the data as follows:



If we group the above survey respondent data in the same way:



So if those survey respondents who identified as Bisexual, Gay and Lesbian are grouped together as LGBTQ+, this equates to **9.5%** of respondents. (Census 2021 will provide some more up to date national LGBTQ+ data)

We believe the data captured is too small to analyse further.

05. Ethnicity

The options for this question were categorised using Census 2021 descriptions. Participants were asked to choose the option which best describes their ethnic group or background.

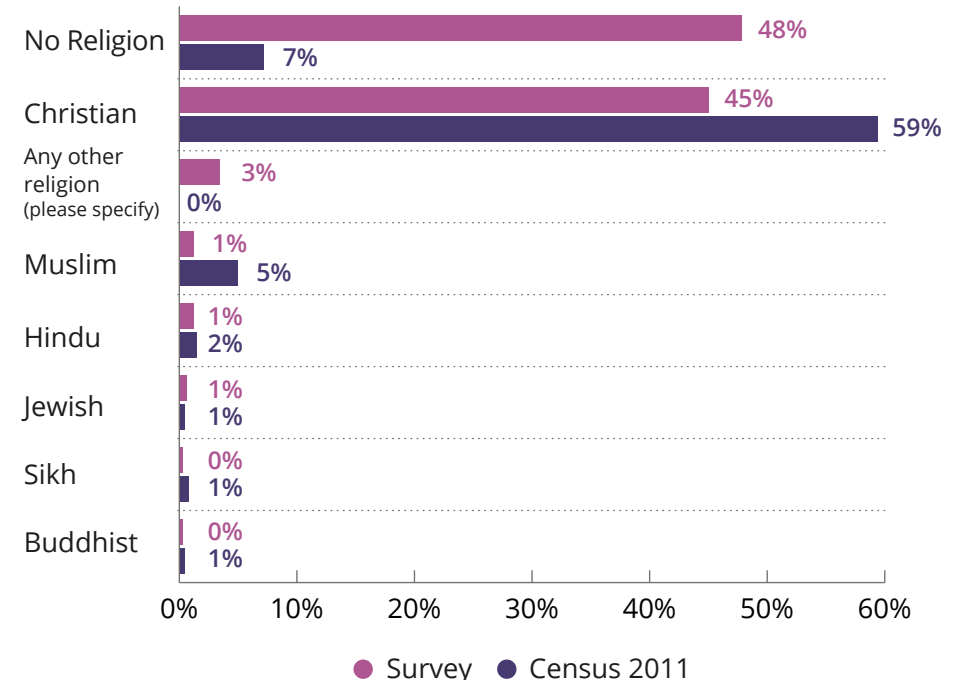
This table has been sorted in descending order based on the percentage of respondents in each ethnic group.

	Survey	Census 2011
White British	76	81
White Other	5	4
White Irish	4	1
Black African	3	2
Mixed Other	2	1
Indian	2	3
Other	2	1
Black Caribbean	1	1
Black Other	1	1
Mixed White/Black Caribbean	1	1
Asian Other	1	2
Mixed White/Asian	1	1
Bangladeshi	1	1
Chinese	0	1
Pakistani	0	2
Mixed White/Black African	0	0
White Gypsy/Traveller	0	0
Arab	0	0
Any other	0	1

INSIGHTS

This shows that the ethnicity of respondents was roughly in line with Census 2011 data.

06. Religion



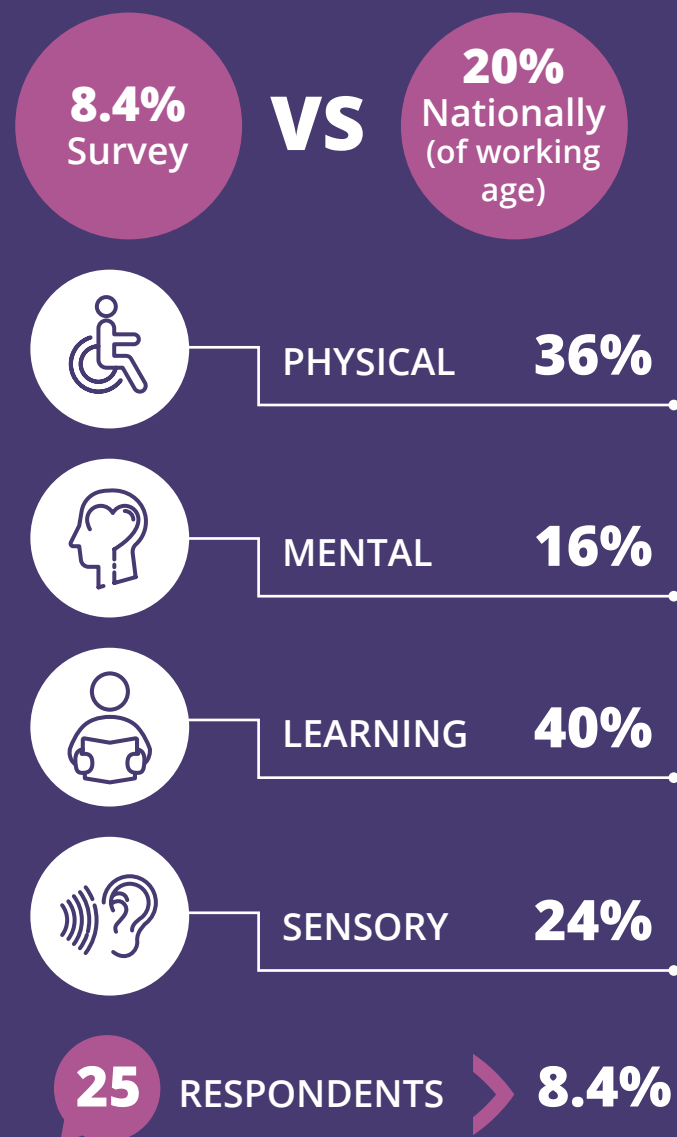
INSIGHTS

The number of people stating no religion is a significant variance to the last available census data.

Those who chose to specify stated they were:

- Agnostic
- Believe in God
- Christian background / ethics non practising
- Like Christian but without the Jesus worship
- Humanist
- New Age Cathar
- Pagan
- Quaker
- Zoroastrian

07. Disability



INSIGHTS

The **25** respondents that considered themselves disabled equates to **8.4%** of survey respondents versus an estimated **20%** of the working age population in the Family Resources Survey 2020.

However, the **April 2022 data** for the sector states that **19%** of the waste industry workforce identify as disabled.

- The most frequently cited description of Disability from respondents was Learning (40%) and Physical (36%).
- The 3 respondents who chose “prefer to self-describe” used the following descriptions:
 - Diabetes, could affect brain, kidneys, eyes, mobility etc.
 - Chronic condition: asthma; plus previous cancer treatment
 - Long term effects of cancer treatment – reduced stamina, sensitivity to stress.

Disability type	%	Number of respondents
Developmental condition, (for example Autism Spectrum Disorder (ASD), which includes Asperger syndrome, Attention Deficit Hyperactivity Disorder (ADHD))	4	1
Genetic condition, (for example Down’s syndrome and cystic fibrosis)	8	2
Learning impairment (for example dyslexia or processing issues)	40	10
Mental health or emotional disability (for example depression, anxiety, obsessive compulsive behaviour, eating disorders)	16	4
Physical disability (for example chronic pain, arthritis, cerebral palsy, dystrophy)	36	9
Sensory disability (for example sight or hearing loss)	24	6
Prefer not to say	4	1

08. Carers – do you look after / care for children, family members, friends or others?



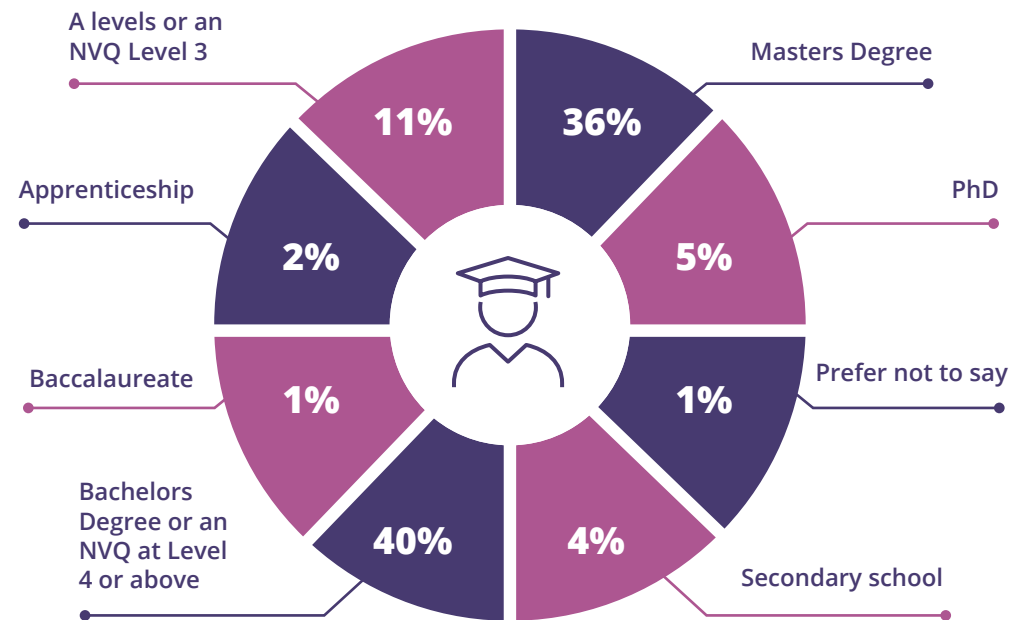
INSIGHTS

This question had the lowest response rate with **only 25 participants** answering. Of those who did respond, 10 people do provide care (40%) and 15 (60%) don't. Due to the low sample size we have been unable to make any specific observations or draw any conclusions.

Data from the Family Resources Survey (2021) estimated that in 2019/20 around 7% of the UK population were providing unpaid care. Since 2009/10, around 60% of informal carers are women.



09. Education – what is the highest level of education you have completed?

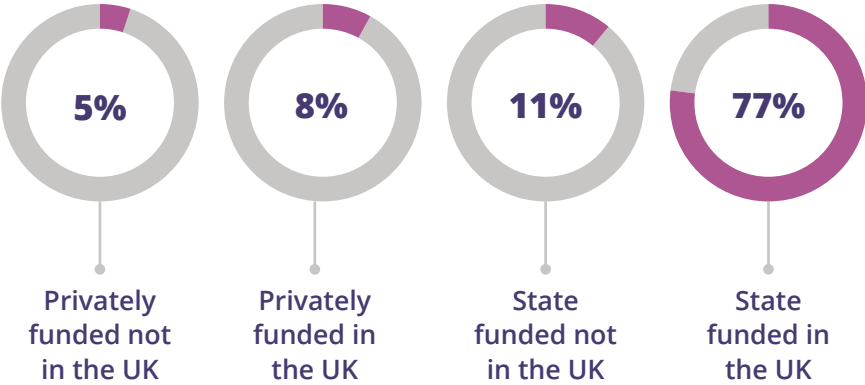


INSIGHTS

80% of respondents had a Bachelors degree or higher qualification such as a Masters or PhD.

Although this data is limited, it could indicate that further work needs to be done to encourage the take up of apprenticeships in the sector.

10. How would you describe the secondary schooling you received?



INSIGHTS

Funded schools

13% of respondents attended a privately funded school.
The current independent school representation in the UK is 6%

State schools

The vast majority of respondents attended a state school either in the UK or elsewhere – 87% compared to the UK data [linked here](#), which shows 94% pupils currently attending a state school.

11. What geographical region do you live in?

	%
South West	15%
East Midlands	13%
West Midlands	11%
North West	10%
South East	10%
London	8%
East of England	7%
Scotland	7%
Non-UK or Ireland	5%
Yorkshire	5%
Wales	4%
Republic of Ireland	3%
North East	2%

INSIGHTS

- 15% of respondents didn't specify what region they were in.
- South West was the **highest** region with 13% and North East was the **lowest** with 2%.

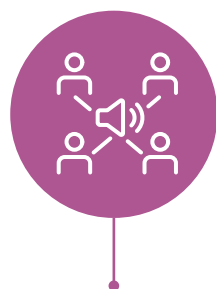
Please note: an error in the question meant that Northern Ireland was missing from the options.

12. Work – please indicate which part of the waste and resource sector you work in currently

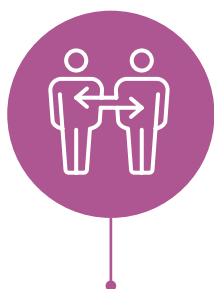
	%
Consultancy	22%
Local Authority	21%
Other (please specify)	18%
Waste/resource disposal/treatment	16%
Not currently working in the sector	7%
Waste Producer	6%
Resources/Wastes Collector	6%
Regulator	4%
Repair or re-use	1%

INSIGHTS

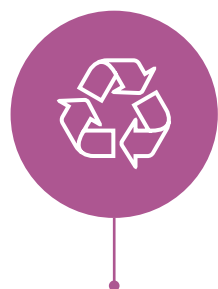
The highest groups of respondents work within...



Consultancy
22%



Local
Authority
21%



Waste/Resource
Disposal/
Treatment
16%

Of the 50 respondents who Answered “Other – please specify”...

14

were from a Membership or professional body **(4.9% of total respondents)**

10

were from a Not for Profit / Charity **(3.5%)**

03

were from Nuclear **(1%)**

02

respondents were from Legal

All other responses were singular roles



SECTION THREE

> About our respondents' experiences

Data and Analysis of the “Experiential” Survey Questions.

DISAGGREGATION

As well as the overall data, these questions were disaggregated to remove any skipped or blank responses and to evaluate the respondents using the following demographic groups:

- Female
- Male
- Ethnic minority groups
- Disabled
- LGBT

We were unable to disaggregate any further due to the sample size.

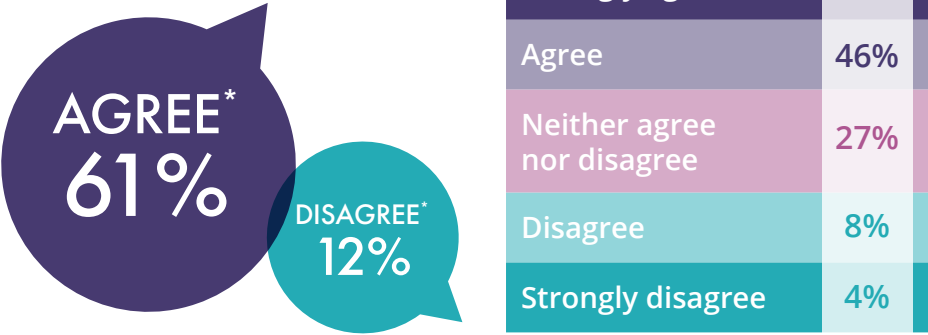
AGREE AND DISAGREE

Throughout this report, when we refer to responses that agree*, this is a combination of both the strongly agree and agree responses.

Any reference to disagree* includes both the disagree and strongly disagree responses.

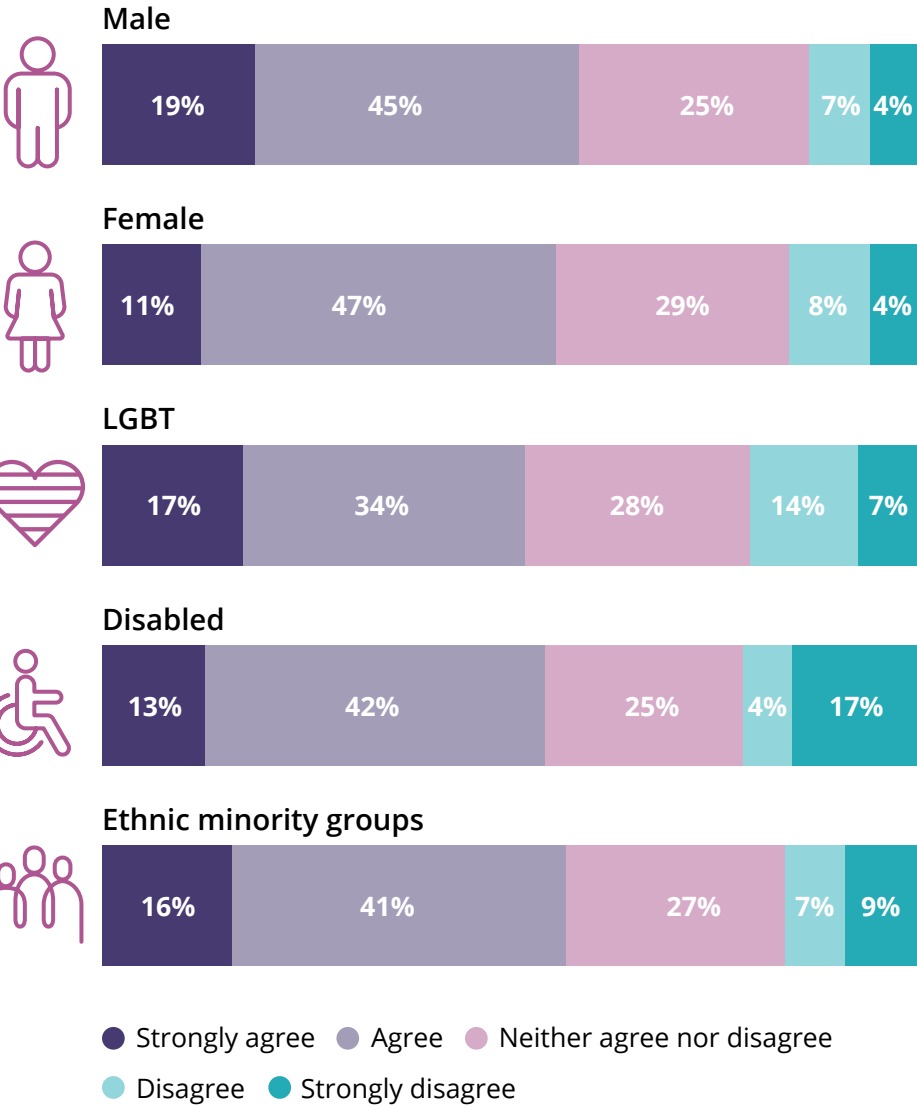
13. The waste and resource sector provides an environment which encourages the free and open expression of ideas opinions and beliefs

OVERALL



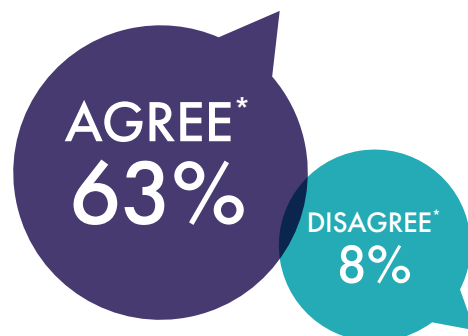
INSIGHTS

- The **agree*** score overall at **61%** meant that the majority felt that the sector does provide an environment which encourages the free and open expression of ideas, opinions and beliefs.
- **27%** of respondents **neither agreed or disagreed** and **12%** of respondents (1 in 8) **disagreed*** with this statement.
- When split down further the **LGBT** respondents had the **lowest agree* rate**.



14. The waste and resource sector provides an environment which when I speak up my contribution is valued

OVERALL



Strongly agree	11%
Agree	52%
Neither agree nor disagree	29%
Disagree	5%
Strongly disagree	3%

INSIGHTS

- The overall **disagree*** (disagree and strongly disagree) score here was given by 22 respondents – 8% (1 in 13 people).
- The overall agree score dropped most significantly from **disabled respondents** where only 56% of respondents agreed* with the statement “my opinion is valued when I speak up”.
- This was also reflected in the **female** and respondents from **ethnic minority groups** where only 58% agreed* that they feel their opinion is valued.

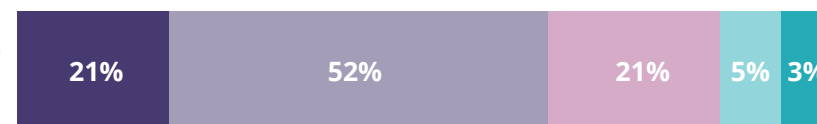
Male



Female



LGBT



Disabled



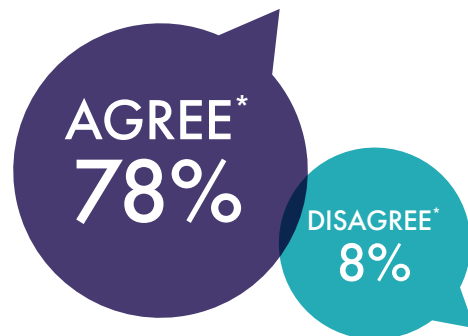
Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

15. I have a strong sense of belonging to MY ORGANISATION

OVERALL



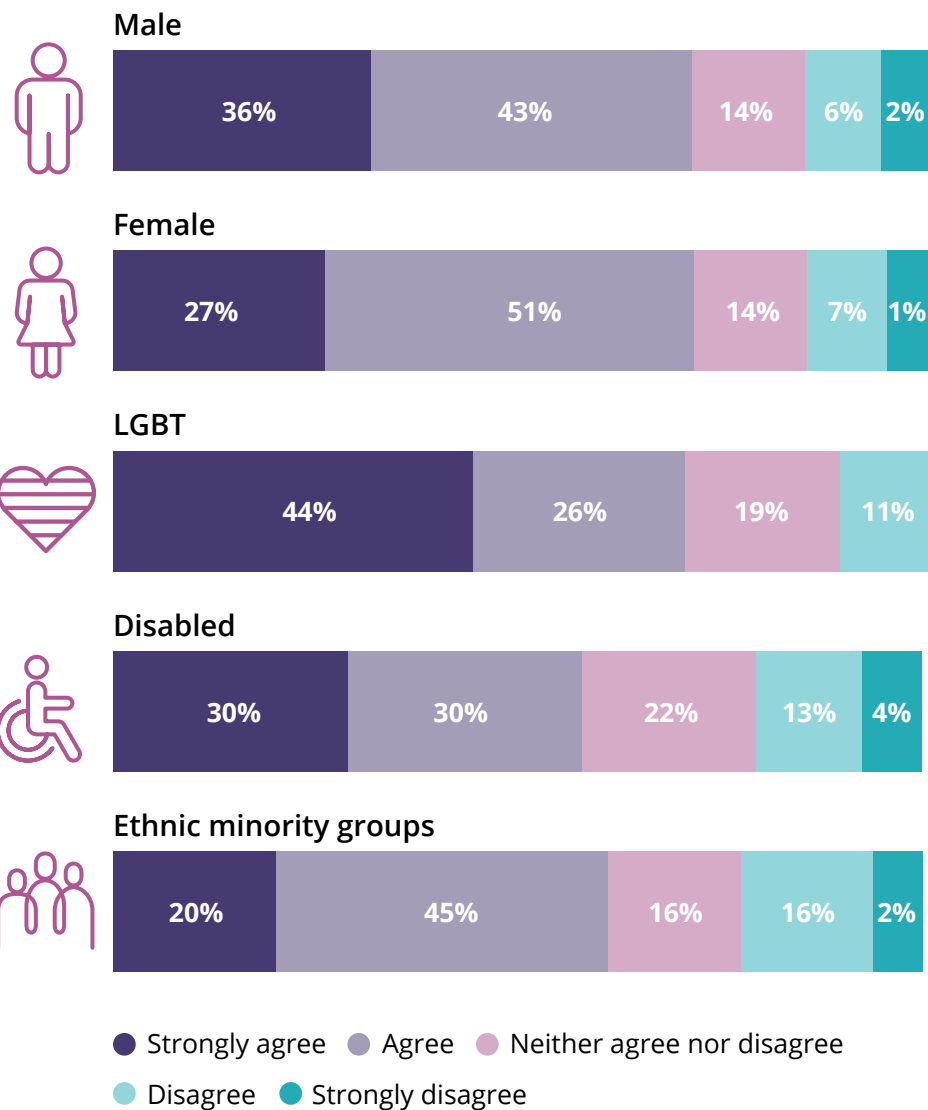
Strongly agree	31%
Agree	47%
Neither agree nor disagree	14%
Disagree	7%
Strongly disagree	1%

INSIGHTS

This question scored highly from the total respondents with **78% agreeing** with the statement.

When further split by **demographic group** this response is still **mainly positive**.

Disabled	LGBT	Ethnic minority groups	Male	Female
60%	70%	65%	79%	78%



16. I have a strong sense of belonging to CIWM

OVERALL



Strongly agree	19%
Agree	36%
Neither agree nor disagree	32%
Disagree	11%
Strongly disagree	2%

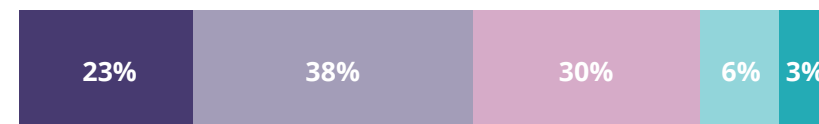
This was an overall lower score from the total respondents. **55% agreed*** with the statement 'I have a strong sense of belonging to CIWM'.

INSIGHTS

When the question 'I have a strong sense of belonging to CIWM' was split by **demographic group** the scores that agreed* compared to the **overall respondents score of 55%** was:

LGBT	Disabled	Female	Male	Ethnic minority groups
52%	44%	50%	61%	63%

Male



Female



LGBT



Disabled

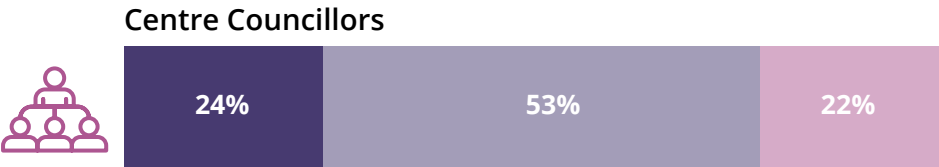
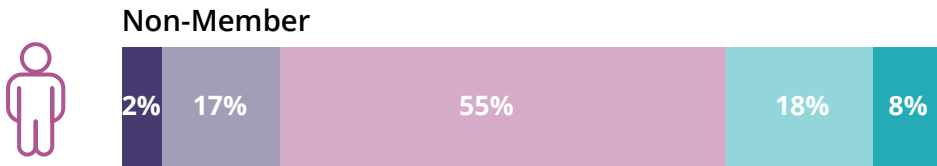
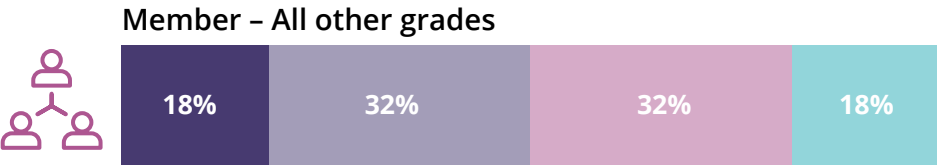
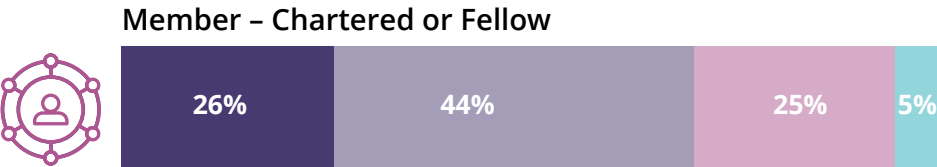


Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

Member types and non-members



77% of Centre Councillors and 78% of Committee Members also agreed* with the statement I have a strong sense of belonging to CIWM.

INSIGHTS

- The data indicates that there is a **significant difference** in the sense of belonging between Members and Non-Members:
 - 70% of Chartered or Fellow Members agreed
 - 50% of Members (All other grades) agreed
 - 19% of Non-Members agreed
- There is no surprise in the drop-off in sense of belonging for Non-Members, but it is interesting to note how much more those Members who are Chartered or Fellow feel a sense of belonging. (43% of Members are Chartered or Fellow as of June 2022).

● Strongly agree ● Agree ● Neither agree nor disagree
● Disagree ● Strongly disagree



17. I have a strong sense of belonging to MY SECTOR

OVERALL

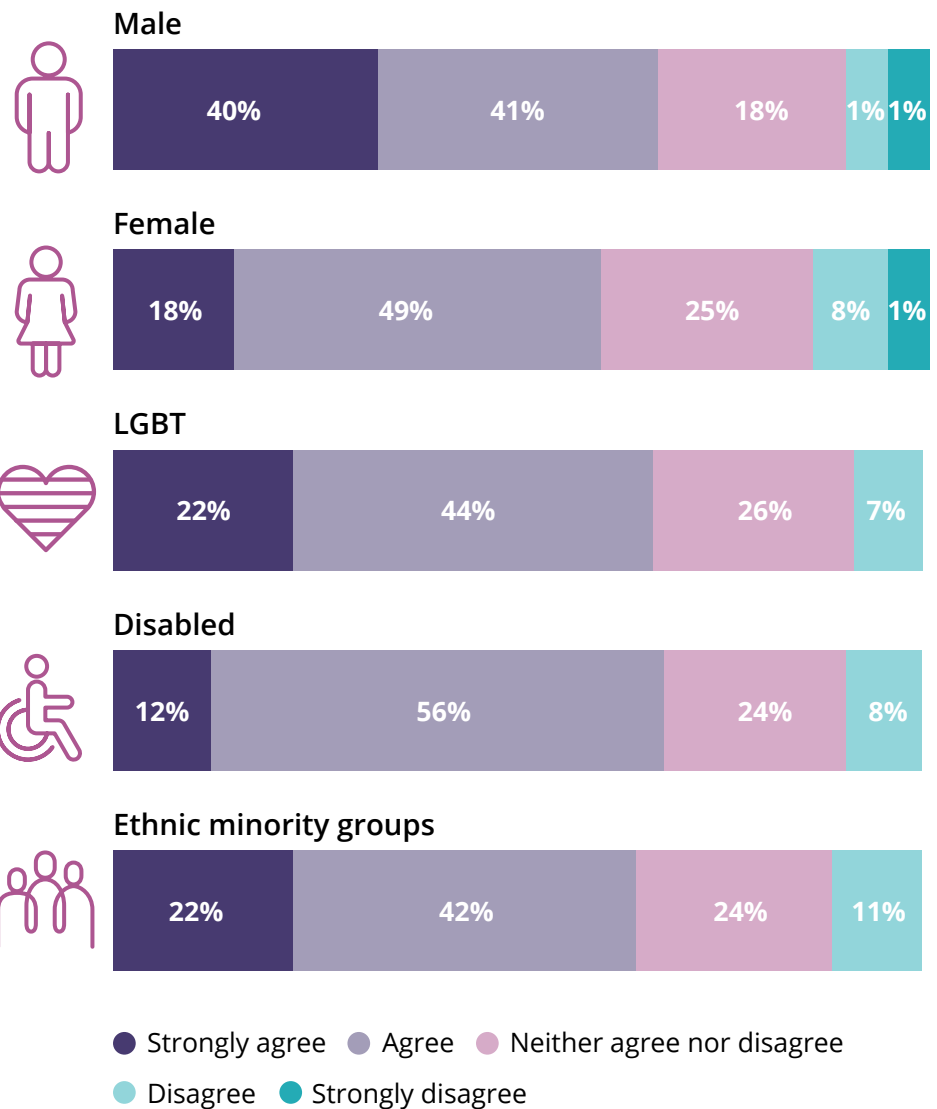


INSIGHTS

A high level of total respondents – **73%** – **agreed*** with the statement “I have a strong sense of belonging to the **sector**”. This is however lower than the 76% who felt like this about their **organisation**.

When split by demographic group the results are still positive.

LGBT	Female	Disabled	Ethnic minority groups	Male
66%	67%	68%	64%	81%



18. I can voice a contrary view to others without fear of negative consequence in



MY ORGANISATION

OVERALL



A high score again from the total respondents.

73% agree* with the statement "I can voice a contrary view to others without fear of negative consequence in my organisation".

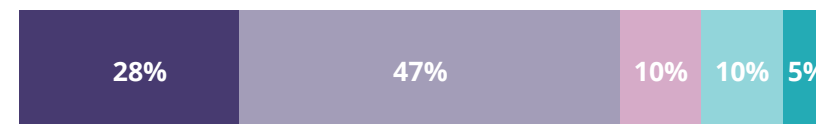
INSIGHTS

When split by demographic group the range of responses is however quite disparate.

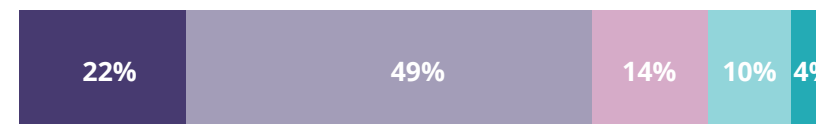
Disabled	Ethnic minority groups	Female	Male	LGBT
50%	71%	71%	75%	85%



Male



Female



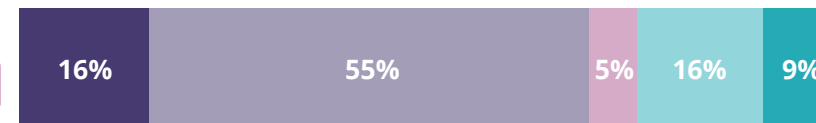
LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

19. I can voice a contrary view to others without fear of negative consequence in



CIWM

OVERALL



A lower score for CIWM from the total respondents compared to the respondents' organisation.

56% agree* with the statement "I can voice a contrary view to others without fear of negative consequence in CIWM".

INSIGHTS

When split by **demographic** group the range of responses is interesting and quite **different** to the **organisation** responses to the question.

Disabled	Female	LGBT	Male	Ethnic minority groups
48%	52%	55%	60%	63%

The highest score for agree* at 63% was from the **Ethnic minority groups** respondents.

There is a difference in the **gender** responses here. Only 52% of **females** agree* that they can voice a contrary view to others without fear of negative consequence in CIWM compared to 60% of **males**.

This will lead CIWM to further explore how to develop an environment where all Members and Non-Members feel they can express a contrary view, in order to enable diversity of thinking and new perspectives and innovation.



Male



Female



LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

20. I can voice a contrary view to others without fear of negative consequence in



MY SECTOR

OVERALL



The score drops significantly when talking about the Sector. Just **58% agreed*** with the statement “I can voice a contrary view to others without fear of negative consequence in my sector”, compared to total respondents when talking about their own organisation – where **72% agreed***.

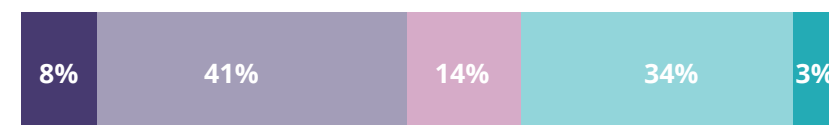
LGBT	Female	Disabled	Ethnic minority groups	Male
48%	49%	56%	58%	70%



Male



Female



LGBT



Disabled



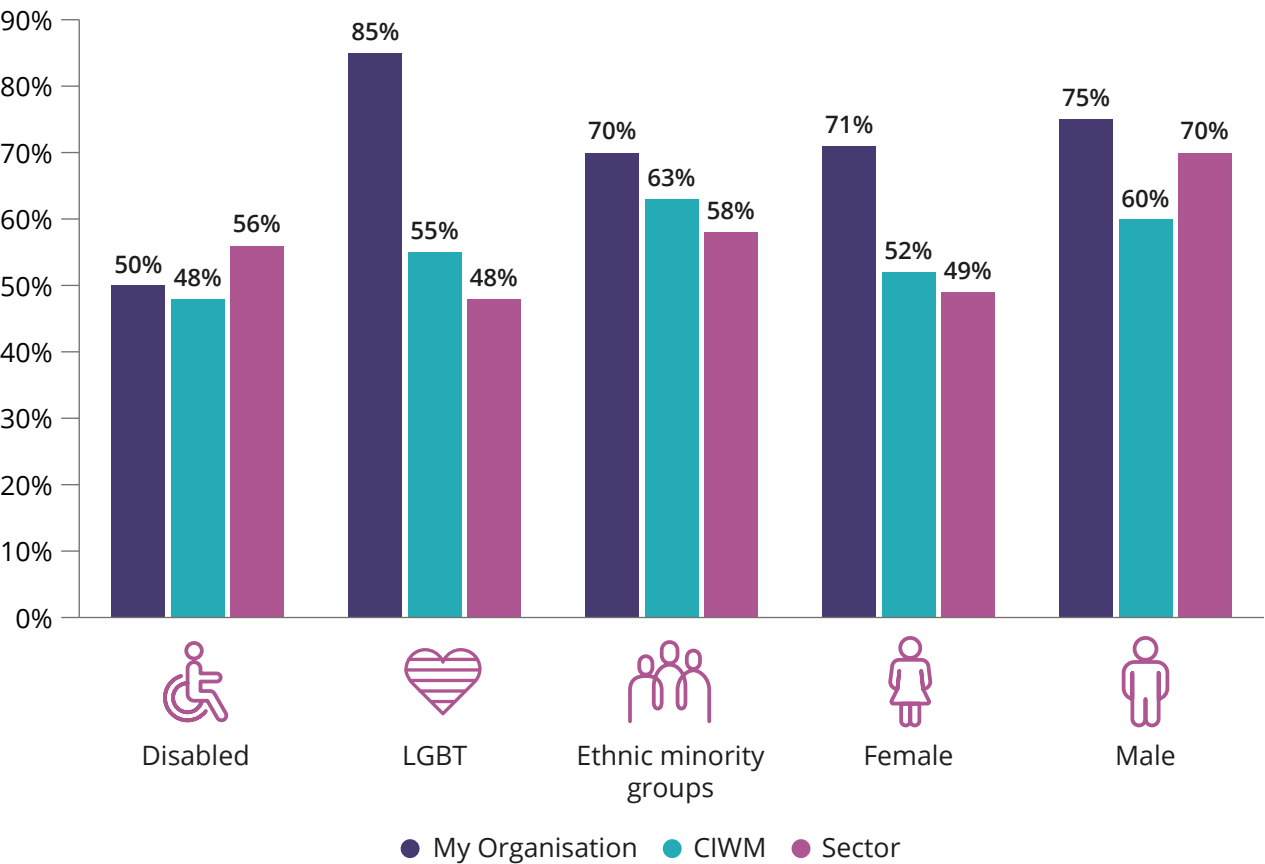
Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

Comparison across the 3 Questions

This table shows the variation between the agree* scores across the different demographic groups for the 3 variations of the question.



INSIGHTS

The most significant drop in scores from My Organisation to Sector came from **LGBT** – 37% and **females** – 22%. Only those who identified as disabled showed an increased belonging from organisation to sector at +6%.



21. There are policies and procedures to promote diversity and inclusion in



MY ORGANISATION

OVERALL



A really high score from the total respondents. **82% agreed*** with the statement "There are policies and procedures to promote diversity and inclusion in my organisation".

When split by demographic group the range of responses is within 7% of the overall score.

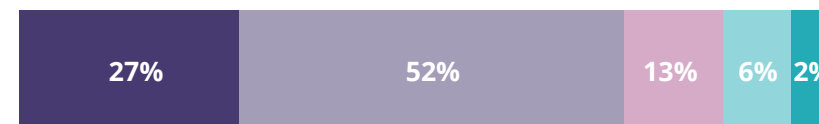
Ethnic minority groups	Female	Male	LGBT	Disabled
75%	79%	84%	82%	83%



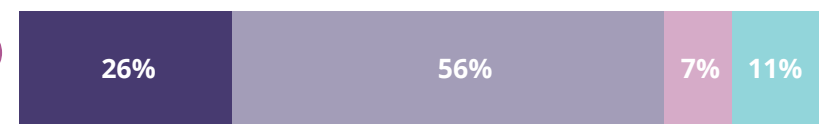
Male



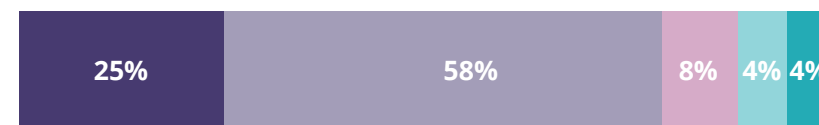
Female



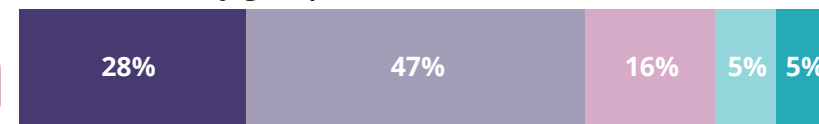
LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

22. There are policies and procedures to promote diversity and inclusion in



CIWM

OVERALL



The CIWM score is **much lower** from the total respondents. **57% agreed*** with the statement compared to **81%** when answering for my **Organisation**.

Female	Disabled	LGBT	Ethnic minority groups	Male
52%	53%	65%	62%	64%

INSIGHTS

The overall score being almost **30%** lower than the Organisation question indicates that all groups see less policies and procedures to promote diversity and inclusion from CIWM.

This has led to an action to review and promote all CIWM EDI policies as part of the CIWM **EDI Strategy**.



Male



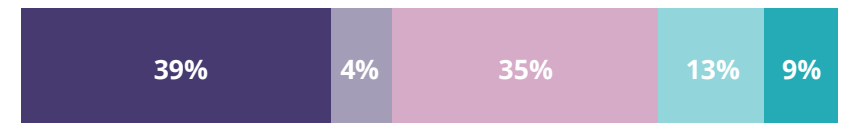
Female



LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

23. There are policies and procedures to promote diversity and inclusion in



MY SECTOR

OVERALL



The score **drops dramatically** from the total respondents when asked about the sector from **81%** – my organisation – to **38%** for the sector.

When split by demographic group:

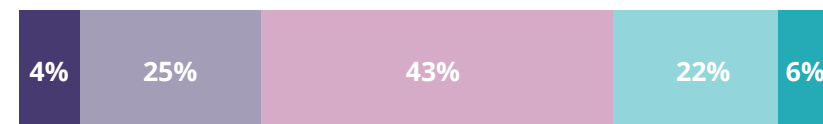
	My org	The sector	Variance
Ethnic minority groups	75%	47%	-28%
Female	79%	29%	-50%
Male	84%	50%	-34%
LGBT	82%	33%	-49%
Disabled	83%	46%	-37%



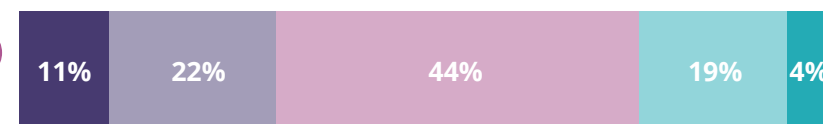
Male



Female



LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

24. I believe that appropriate action will be taken in response to allegations of discrimination in



MY ORGANISATION

OVERALL



Strongly agree	37%
Agree	40%
Neither agree nor disagree	9%
Disagree	6%
Strongly disagree	2%
N/A	5%

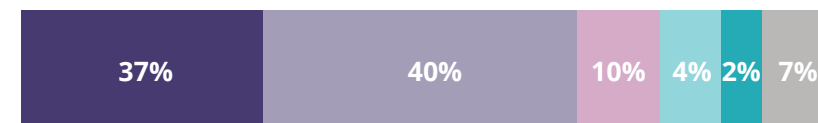
A very high score again from the total respondents. **77% agreed*** with the statement "I believe that appropriate action will be taken in response to allegations of discrimination in my organisation".

This is pretty consistent across the demographic groups

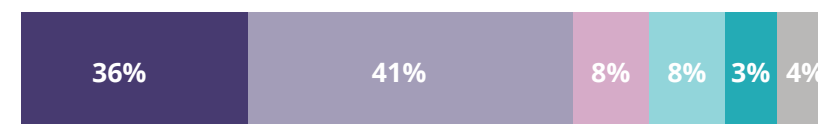
Disabled	LGBT	Ethnic minority groups	Male	Female
68%	73%	73%	77%	77%



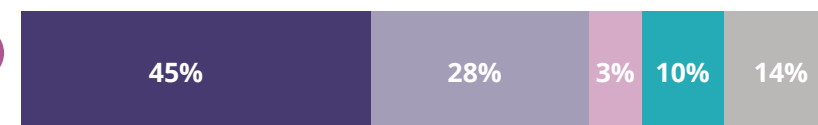
Male



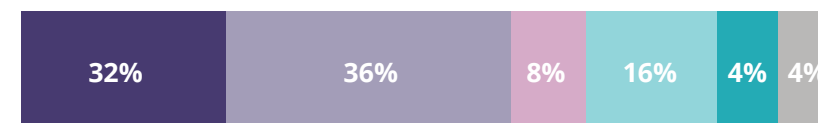
Female



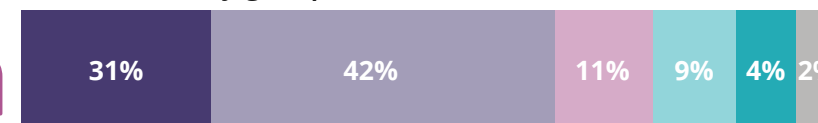
LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree
 ● N/A

25. I believe that appropriate action will be taken in response to allegations of discrimination in



CIWM

OVERALL



Strongly agree	17%
Agree	42%
Neither agree nor disagree	25%
Disagree	3%
Strongly disagree	2%
N/A	11%

59% agree* with this statement about CIWM. That’s a -18% drop in the score off from the equivalent for my organisation.

Across the demographic groups this ranges from 57% females to 65% LGBT.

Female	Male	Disabled	Ethnic minority groups	LGBT
57%	61%	64%	64%	65%



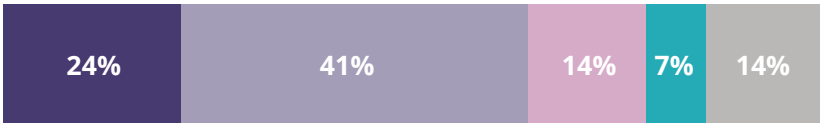
Male



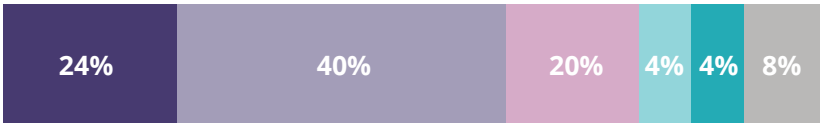
Female



LGBT



Disabled



Ethnic minority groups



● Strongly agree ● Agree ● Neither agree nor disagree
● Disagree ● Strongly disagree ● N/A

26. I believe that appropriate action will be taken in response to allegations of discrimination in



MY SECTOR

OVERALL



Strongly agree	7%
Agree	29%
Neither agree nor disagree	44%
Disagree	13%
Strongly disagree	4%
N/A	3%

Again a much lower score when respondents talk about the **sector**. It drops from **77% agreed*** for **my organisation** to **36% agreed*** for **my sector**.

The drop was significant across all the demographic groups.

	My org	The sector	Variance
Male	77%	46%	-31%
Ethnic minority groups	73%	40%	-33%
Disabled	68%	32%	-36%
LGBT	73%	34%	-39%
Female	77%	29%	-48%

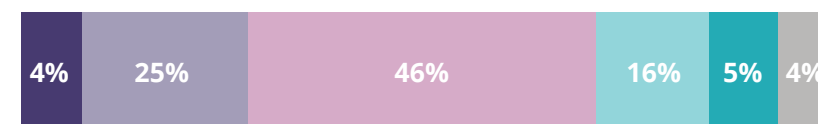
The biggest drop off in score was from **females (-48%)**, with the lowest scores from **disabled respondents (32% agreed*)** and **females (29% agreed)**.



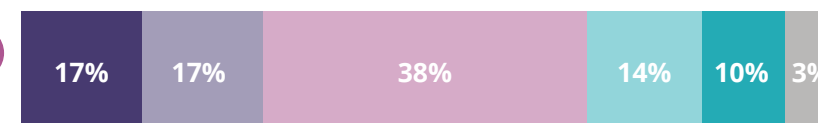
Male



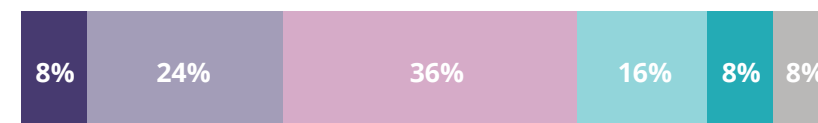
Female



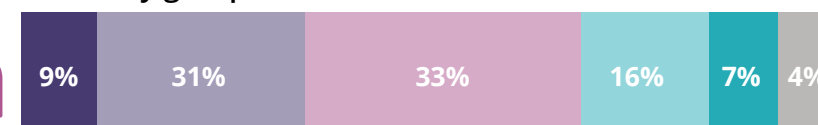
LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree
 ● N/A

27. There is a good level of diverse representation at senior management level in



MY ORGANISATION

OVERALL



Strongly agree	9%
Agree	24%
Neither agree nor disagree	17%
Disagree	31%
Strongly disagree	14%
N/A	6%

A much lower score this time from the total respondents with **33% agreeing*** "There is a good level of diverse representation at senior management level in my organisation".

This remains low across all the demographic groups.

LGBT	Female	Male	Disabled	Ethnic minority groups
17%	30%	36%	33%	47%

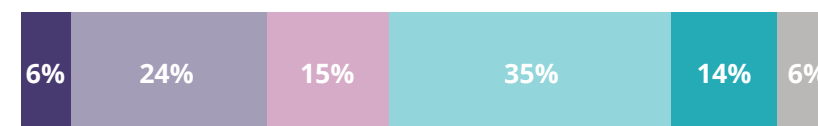
The lowest scoring group was **LGBT -13% lower** than the next group (**females**), which could indicate that there are very few LGBT senior leaders in Organisations in the sector or few leaders who have declared themselves as LGBT.



Male



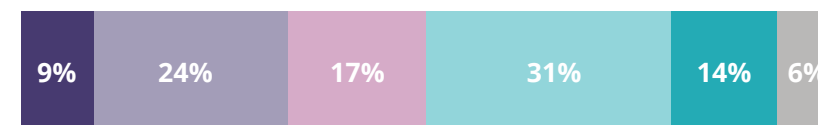
Female



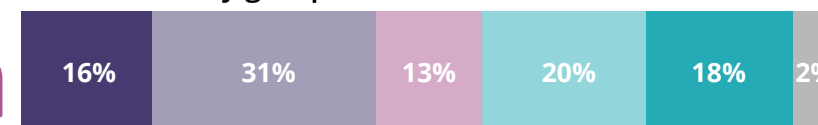
LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree
 ● N/A

28. There is a good level of diverse representation at senior management level in



CIWM

OVERALL



Strongly agree	5%
Agree	18%
Neither agree nor disagree	36%
Disagree	20%
Strongly disagree	5%
N/A	14%

LGBT	Female	Disabled	Male	Ethnic minority groups
20%	21%	21%	27%	32%

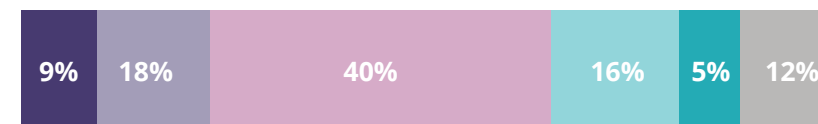
The lowest scoring group being **LGBT** – the same as for **my organisation**.

INSIGHTS

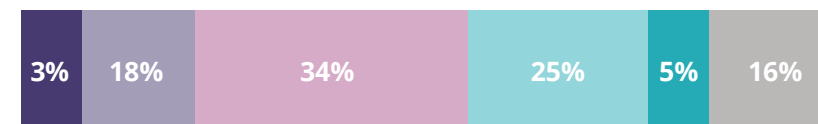
These scores influenced the inclusion of activity in the EDI strategy designed to attract more diversity in the senior management levels of CIWM, including staff and trustees.



Male



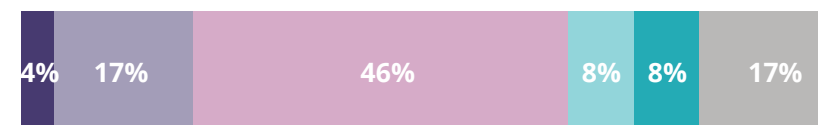
Female



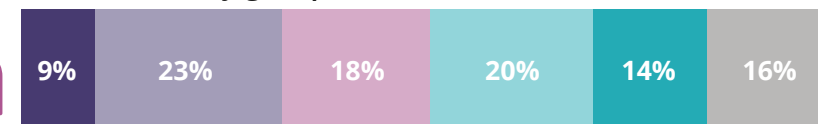
LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree
 ● N/A

29. There is a good level of diverse representation at senior management level in



MY SECTOR

OVERALL



Strongly agree	5%
Agree	10%
Neither agree nor disagree	30%
Disagree	34%
Strongly disagree	16%
N/A	4%

Positive responses **drop** again from 33% agreed* for my organisation to **only 15%** agreeing when talking about my sector.

Across the demographic groups, all scores dropped apart from LGBT.

	My org	The sector	Variance
LGBT	17%	21%	+4%
Male	36%	21%	-15%
Female	30%	11%	-19%
Disabled	33%	20%	-13%
Ethnic minority groups	47%	27%	-20%

The lowest scoring group now **female**, dropping from 30% to 11%, the biggest drop off in score being 20% from **Ethnic minority groups** respondents.



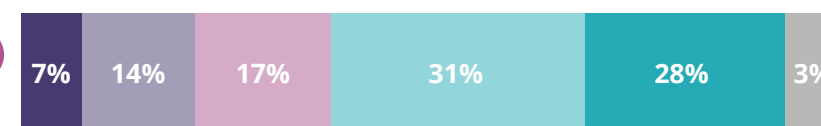
Male



Female



LGBT



Disabled



Ethnic minority groups



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree
 ● N/A

30/31/32. Have you seen, heard or experienced comments or behaviour that have made you feel uncomfortable in the last 12 months. Please click all that apply.



Bullying and harassment or inappropriate behaviour aimed at me



Bullying and harassment or inappropriate behaviour aimed at others



Micro-aggressions aimed at me



Micro-aggressions aimed at others



Not seen, heard or experienced this type of behaviour or comments

Respondents were asked to answer what they'd seen in their organisation, CIWM and the sector.

When reviewing the respondents who answered that they "had not seen, heard or experienced this type of behaviour or comments" or responded "N/A", the following results applied.

- **40%** of respondents have seen, heard or witnessed comments or behaviour that has made them uncomfortable in the last 12 months in their organisation.
- **14.4%** of respondents have seen heard or witnessed comments or behaviour that has made them uncomfortable in the last 12 months in CIWM.
- **27.7%** of respondents (slightly more than 1 in 4) have seen heard or witnessed comments or behaviour that has made them uncomfortable in the last 12 months in the sector.

The results have been split down by demographic group for **My Organisation**.

B&H in my org	Number of respondents	B&H at me	B&H at others	Micro-agressions at me	Micro-agressions at others
Female	179	6%	14%	15%	23%
Male	139	6%	14%	12%	18%
LGBT	31	10%	16%	10%	32%
Ethnic minority groups	48	13%	19%	25%	23%
Disabled	27	11%	33%	26%	37%

"Bullying and Harassment at me" – Ethnic minority groups was the highest scoring at 13% (1 in 7).

"Microaggressions at Me" – disabled respondents scored highest at 26% (1 in 4).

In terms of the absolute numbers – the demographic groups responded as follows

B&H in my org	Number of respondents	B&H at me	B&H at others	Micro-aggressions at me	Micro-aggressions at others
Female	179	10	25	26	42
Male	139	9	19	16	25
LGBT	31	3	5	3	10
Ethnic minority groups	48	6	9	12	11
Disabled	27	3	9	7	10

This data is limited in use due to the sample size but will be asked again in follow up EDI surveys to measure any progress.

The totals show that

- **31 respondents** agreed* that they had experienced **“Bullying and harassment or inappropriate behaviour aimed at me”**.
- **67 respondents** agreed* that they had experienced **“Bullying and harassment or inappropriate behaviour aimed at others”**.
- **64 respondents** agreed* that they had experienced **“Micro-aggressions aimed at me”**.
- **98 respondents** agreed* that they had experienced **“Micro-aggressions aimed at others”**.



33. The waste and resources sector is one in which there are good opportunities

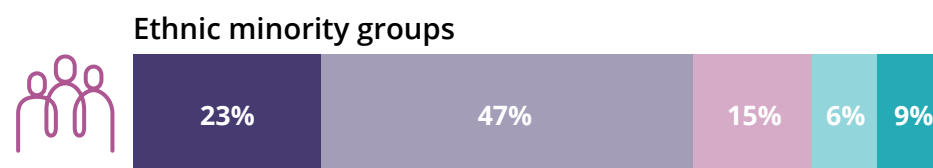
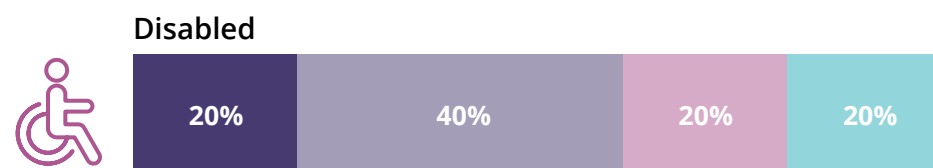
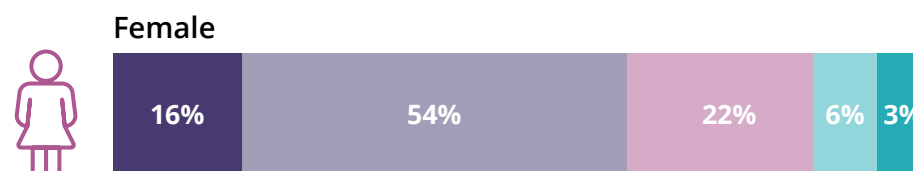
OVERALL



A good overall score here, with **76% agreeing*** with the statement “The waste and resources sector is one in which there are good opportunities for people like me to grow and succeed”.

This demonstrates confidence across all the demographic groups.

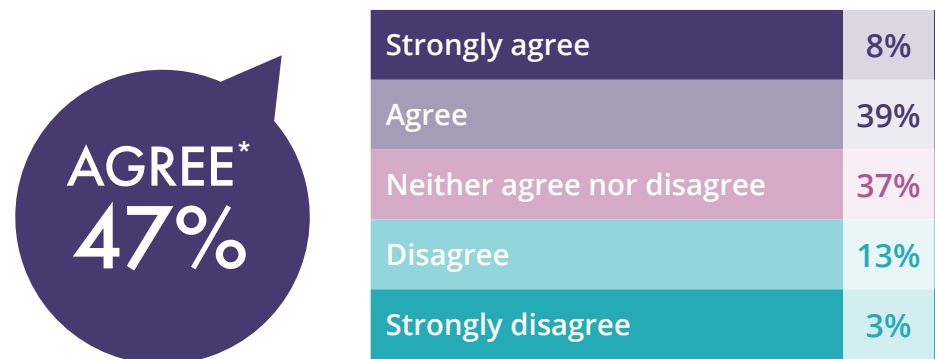
Male	Ethnic minority groups	Female	LGBT	Disabled
84%	70%	70%	72%	60%



● Strongly agree
 ● Agree
 ● Neither agree nor disagree
 ● Disagree
 ● Strongly disagree

34. I believe that the sector is on track to make meaningful progress in creating a more diverse and inclusive environment in the next 2 years

OVERALL



This appeared a quite **pessimistic** score from the total respondents, with just **47% agreed*** with this statement.

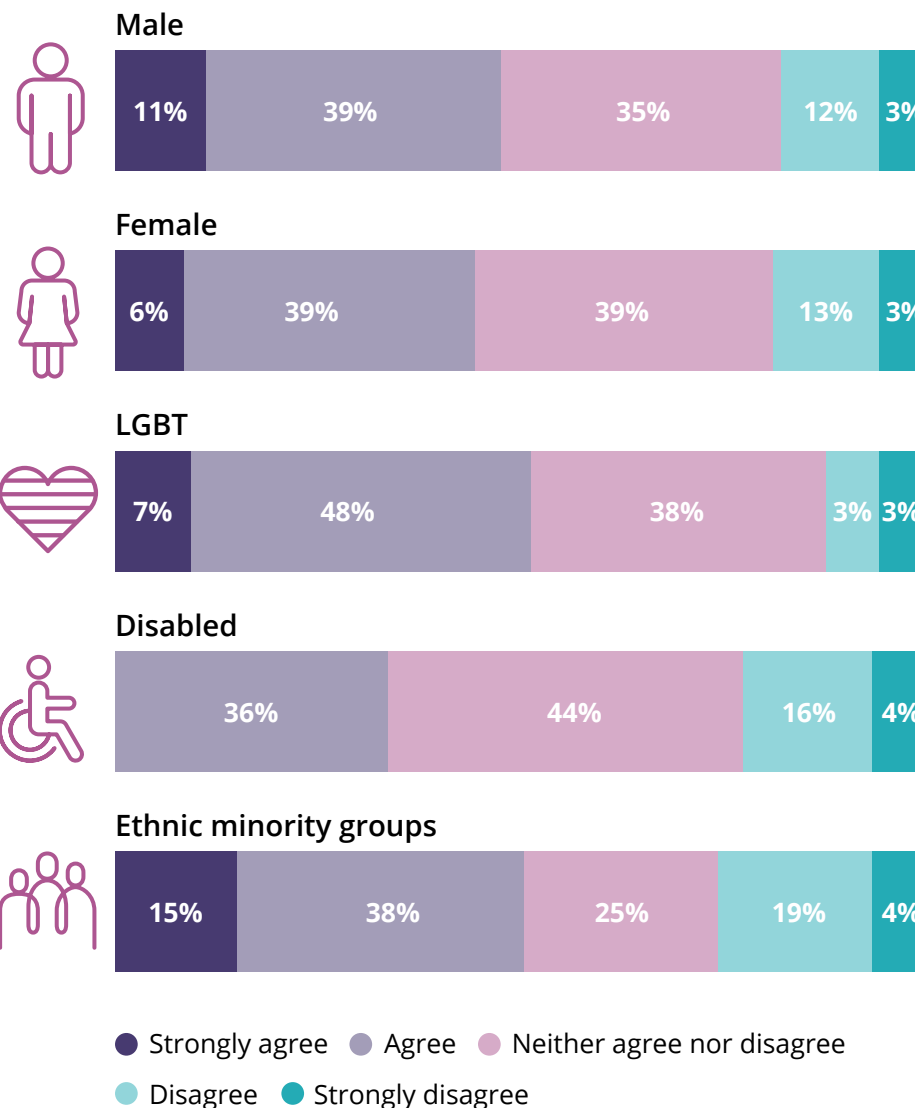
Some of the comments suggested that 2 years may be an ambitious target to make “meaningful progress”.

There were mixed confidence levels across all the demographic groups.

Ethnic minority groups	LGBT	Male	Female	Disabled
53%	55%	50%	45%	36%

The most optimistic scoring group was LGBT respondents at **55%** and the lowest **disabled** at **36%**.

There were 20 free text comments on this question, which can all be found in Appendix 1.



35. In seeking to improve Equality, Diversity and Inclusion in the waste and resource sector, what should we prioritise looking at? (Please rank your top 5 – give each a score in terms of importance in making progress in this area with 1 being of low importance and 5 being high importance).

	Survey %	Number of respondents who selected this option
Education for all on EDI e.g., Unconscious Bias up-skilling	60%	173
Diverse Role Models (e.g., Speaking events)	54%	153
Organisational Culture	50%	142
Outreach programmes to schools and colleges	46%	132
Recruitment and Induction processes	41%	118
Setting up networks or resource groups	31%	90
EDI training for Managers	31%	88
Celebrating and recognising different backgrounds and religions	27%	77
Bursaries to support under-represented groups	26%	73
Robust EDI organisational policies	24%	68
Forums and Listening groups	23%	65
Data gathering and surveys	22%	58
Employee retention	21%	59
Reverse Mentoring	19%	53
Other (please specify)	6%	17

INSIGHTS

This question has been really helpful for the CIWM working group to understand what activities and initiatives both Members and Non-Members would like to see CIWM get involved in through the EDI Strategy.

THE TOP 5 PRIORITIES



36. If you could do one thing towards improving EDI in the waste and resource sector, what would you do?

151
RESPONDENTS

POSTED
COMMENTS
TO THIS
QUESTION

The comments broadly fell under the following themes:

- Education and Training
- Attraction, Recruitment and Retention
- Communication
- Data
- Diverse Role models
- Flexibility
- Addressing discrimination / bias
- Image and branding of the sector
- Culture

You will find all their comments in Appendix 2.

How the survey is influencing our EDI Strategy

Although the survey results did not allow us to gather sufficient data to provide a baseline for the sector, the information gathered has allowed us to gain a much broader insight into the experiences of those in the sector than we could have achieved through the focus groups and individual conversations alone.

These experiences, which were inline with the feedback from the focus groups, have influenced our strategy and have shown that the benefits of addressing EDI in the sector go beyond those areas many would expect. The views of respondents were that addressing the EDI issues and concerns shared are essential to achieving our wider goals of attracting new skills into the sector and creating the diversity of thought that will allow us to move towards a world beyond waste.

It has also enabled us to identify some immediate actions required, as detailed in this report, for instance, that further work needs to be done to encourage more senior leaders in the sector, and it has also prompted us to review and promote all CIWM EDI policies as part of the CIWM **EDI Strategy**.

The response to our questions about prioritising improvements in EDI in the sector has, as noted, enabled us to identify the top five suggestions:

1. Education for all on EDI
2. Diverse role models (e.g Speakers at events)
3. Organisational Culture
4. Outreach programmes to schools and colleges
5. Recruitment and Induction processes

All five areas have been included in the **EDI strategy** and many of the other suggestions have also been grouped into the strategy as sub sections.

There is much work to be done: this journey has only just begun. Please visit ciwm.co.uk/edi to read about our EDI work and to see our EDI strategy – and join the conversation at CIWM Connect.

Appendix 1

Unless comments identified a specific person or organisation, comments are provided unedited and in full below. These comments do not represent views of CIWM.

Free text answers from – I believe that the sector is on track to make meaningful progress in creating a more diverse and inclusive environment in the next 2 years.

- 2 years is probably a bit optimistic, but it depends on the definition of "meaningful progress".
- But hopefully not at the expense of positive discrimination.
- Changing very slowly – look at your trainers, speakers, board all male dominated.
- Describe meaningful. We are a long way off those inclusive sectors such as banking and healthcare.
- How can anyone answer this accurately? What happens if an organisation in the sector does nothing? Until we address culture we won't make progress as a sector, individuals may do some good work but that isn't the sector is it?
- I agree, but it is not a good thing.
- I don't think it's on track to make meaningful progress but I believe it could make it if it really wanted to.
- I suppose it is, but it is not a good thing. Mediocrity is replacing excellence. Straight white men are being forced out. Social cohesion is being destroyed.
- I think 2 years is an ambitious timetable to attract a more diverse workforce and provide additional visibility – laudable but very ambitious!
- I'm concerned that insurance companies will hinder development.
- It will help with government help and legislation.
- It's starting I'm just not sure if its 2 years.
- Jury is out.
- Led by the CIWM EDI initiatives.
- Not sure.
- Perhaps CIWM but unsure if this is being replicated across the sector. Creating that environment means the actions you've taken forward are embedded in the culture of the organisation. It's a journey not a race and I'm not sure where the rest of the sector sits in that journey.
- The waste sector needs to dismantle decades of sexism, racism and classism. In my opinion 2 years is an unrealistic deadline for any meaningful change.
- There is a lot of talk and there needs to be more action. More implementation of policies, more enthusiasm to promote the changes, more ways to look at how to promote how good this sector can be to work in for anyone.
- Unsure what actions are happening.
- Watch this space – there's been little done thus far, so it will be interesting to see if any progress is made.
- Would need to review plans in place and be provided with more details prior to making an assumption.

Appendix 2

Unless comments identified a specific person or organisation, comments are provided unedited and in full below. These comments do not represent views of CIWM.

Free text answers from – If you could do one thing towards improving EDI in the waste and resource sector, what would you do?

- I personally have not come up against any issues in the waste sector. I think that the perception of many is that the waste and resources sector just deals with the operational emptying of bins and it has not necessarily engaged sufficiently with schools, colleges and universities to showcase the diverse careers that are available. This then has a knock-on impact on the people that apply for roles and that again means the workforce is not as diverse as it could be. I think the sector needs to sell itself using the passionate people to show there is a role there for everyone.
- Speak to secondary school students.
- Target poorly represented groups i.e. women and BAME community. Waste industry still heavily White middle-aged Male dominated.
- Employ more ethnically diverse people obviously.
- Advertising the waste and resource as a diverse industry within school's colleges.
- Our organisation is in a heavy white area of the UK. Vacancies need to be advertised wider than our area to gain inclusion of ethnic groups.
- Look at improving the attractiveness of waste as a career pathway – promote the benefits and potential of a successful career in waste making it a choice that school leavers or graduates want to pursue.
- Allow more work placements and transparency.
- Increase awareness of different job roles within the sector to schools.
- Full salary transparency across the sector.
- Eliminating bias in recruitment and career progression opportunities.
- Increase opportunities for women.
- Encourage more non-white / non-male / non-straight / non-cis-gendered individuals into the sector, through diversification of recruitment.
- Outreach Programme to the communities, schools and media awareness of what we do and what we represent. Thanks!
- Get rid of EDI, ensure equality of opportunity, and only ever recruit on merit and ability. Of course this won't happen, and we are going to hell in a handcart.
- BE honest about where we are now, think about why we what a more diverse CIWM what will it achieve, Ask the question why are less represented groups not working in the industry. Consider how we recruit what we actually do and explain the range of opportunities. Take opportunity to be seen as part of the solution to environmental improvements not the cause.
- Making more people aware of the organisation when people study at university. I hadn't heard anything about it until I was looking for jobs saying you had to be member. If I knew at university of course I would have joined up to do extra work while at university enhancing my experience and skills, potential helping me get the job I wanted. Also perhaps it would have helped me understand the work I was doing and it could have improved my results.
- It starts in schools and universities – young people are the future so the sector needs to be made more attractive for them. Outreach to minority areas/groups could be a great help.
- Promote more ethnics.

Unless comments identified a specific person or organisation, comments are provided unedited and in full below. These comments do not represent views of CIWM.

- Shown young people the opportunities that exist at all levels in the sector and highlight in particular its evolving professionalism and need for trained and skilled staff.
- Actively recruit and upskill under-represented groups within the sector.
- Publicise careers an opportunity at school high level particularly in minority areas.
- Get rid of every single EDI post and diversity fascist. Sack all those who were only recruited for the colour of their skin or gender/sexuality. Immediately return to equality of opportunity, and recruitment and promotion on merit only.
- Encourage blind recruitment – no names and no universities on CVs. Top UK Consultancies have shown this reduces unconscious bias.
- Partly by showing a range of people working in these roles and by educating people on unconscious bias and making people aware of the range of opportunities available in the sector, regardless of background/gender/race etc.
- Encourage younger people to join the sector and create a space for them to learn where they don't feel overwhelmed by experienced people.
- Promote the sector more.
- In my view, the issue isn't that underrepresented groups don't have opportunities in the sector, but that as a sector we're bad at promoting ourselves to talented individuals, regardless of their background, etc.
- Encourage a more diverse recruitment.
- I honestly don't know – maybe looking at how people find the sector to work in aka choose to work in the sector.
- Get young women into entry level jobs so that they can see what an interesting sector it is.
- Increase awareness of the sector, make it mainstream (i.e. equivalent socially to going into the finance sector or IT sector) and promote it as a career path to school/college/university leavers. EDI will be improved by making the workforce in the sector more diverse so it starts with attracting new entrants, notably those embarking on their careers (or looking for a major career change).
- Promote EDI issues.
- Make more noise about it – on platforms and in publications.
- Communication.
- Create awareness about it.
- Continue the messaging that should be common sense.
- Awareness.
- Collaborate.
- Keep shining a light on the work that the EDI group is doing, to keep the conversation going. It should be at the top of every agenda.
- Keep going you'll get there. The institution needs to lead the way!
- Share information.
- Promotion and lobbying legislators to regulate changes that recognise environmental practitioners as a stand-alone profession.
- Don't be swayed by public attention or media hype of acceptable levels of EDI. Talk and value everyone within the organisation belonging and making a difference is inclusion.
- Needs to be a focus on breaking down the stigma of women in the sector. There is to some degree somewhat of an old boys club feel in the sector, although it is changing. There are some older white males who I believe aren't comfortable with the change and potentially feel annoyed or threatened by it. I appreciate I here to am making gross generalisations! There does need to be more done for all in the sector to fully appreciate and understand the benefits to all of us of inclusion and diversity. For those in a position of privilege that they're not aware of, there needs to be help to enable a shift in empathy and recognition of the factors which influence unconscious bias and create real and

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lived barriers for so many.

- Encourage open minded thinking – we are all simply human beings.
- Ensure all are free to express an honest opinion without any kind of hairy fairy backlash, due to having a difference of opinion.
- Be true to your commitments.
- Be more inclusive in waste related matters.
- Lead by example and speak up when required.
- Challenge the misogynistic culture.
- Tackle organisational culture in businesses. This is what leads to embedded, unseen and unchallenged discrimination.
- Short of changing human nature ...
- Awareness raising to experienced members of the sector (for example, from personal experience, machine operators on landfills/HWRCs), that some of the behaviours they see as normal can be intimidating for lone females (and probably other minorities) entering a typically male dominated environment, even if they're actually intending to be friendly.
- Make it less about having policy statements and more about valuing everyone regardless of their background.
- Value the workforce.
- Include on WAMITAB and inductions to foster greater respect as well as ensure laddish culture and some consultancies is removed. Less formal culture of shirt and tie nonsense – removes barriers between sexes and different levels in organisations.
- Benchmarking and public reporting of EDI achievements by organisations across the sector, like Women on FTSE Boards.
- Produce a survey about where we are now in terms of EDI. Publish an Action Plan with binding targets to where we want to get to, (i.e. better

than the national average and in line with the percentage occurrence of all types of people in society) by 2030. Report annually on progress and actions to hitting these targets. with a binding commitment from all businesses in the sector to participate.

- Set out the current position(s) of inequality so that people understand and realise the current situation/ what's actually going on in the workplace, give examples of best practice including desired objectives, e.g., we want to achieve 50/50 balance in gender balance for conference speakers etc.
- Enforce annual publication of diversity data.
- This survey
- Be better educated as to why the sector is still predominantly white male (although there are increasing numbers of females) and what I can do to help.
- Ensure that all applicants for committee places have the best possible opportunity to be considered and helped with feedback if unsuccessful.
- Strongly encourage all event platforms to look at the EDI mix of their chairs, speakers and panellists with a view to becoming more representative.
- Work on improving the profile of the people in the sector to be more relatable. Amazon do it through their advertising campaign.
- Let's hear more from the people on the coalface – I hear too many managers and senior managers speaking. I want to hear from the bin men (and ladies – I have never seen one but I guess they must exist).
- Celebrate the success of those from diverse backgrounds within the industry.
- Promoting more the career to woman to create more diversity
- Increase the diversity of speakers at events and on webinars, particularly in regards to ethnicity and then gender – and the intersection of the two such as more women of colour and not just more women (which I would like to see more of anyway!)

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- Have more representation from people of minority ethnic groups at strategic and higher-level management.
- Put people from all walks of life on the board and decision-making process.
- Actively engage those from minority backgrounds who have reached higher levels in their career to become more visible and act as role models for others following them. Similarly, try to put the “old boys club” into the past – having the same speakers turning up at all events.
- Organise one conference with an all-woman speaker list, but not advertise it as that.
- Actively encourage people with specific characteristics to develop careers within the sector.
- Talk to persons from different backgrounds and views, encourage such persons to be more involved in this sector.
- Increase EDI at senior and lower management level.
- Have more diverse managers.
- Show the diversity within the sector – promote the gains and benefits for the waste and resource sector from having a diverse workforce.
- We need a major push to encourage diversity in frontline roles. We have a driver shortage yet hardly any of our drivers are female as a result we are missing out on 1/2 the available workforce which is crazy.
- Share my knowledge and experience of both work and life skills to encourage people to join this sector. It's amazing to make a difference every day, even without a degree.
- Raise awareness about how important diversity is in the work environment. Make a point that women should be equally recognised and offered opportunities for a career development within the sector.
- Promote diversity at high level management positions / board level – to lead by example.
- Case studies of women, disabled people, LGBT+ people and minority ethnic people working successfully in the industry. Feature on the front cover of the magazine? Interviews.
- Stop always having the same faces and voices, predominantly white males who have dominated the sector for decades. Engage more with people from outside the typical jobs in the sector e.g. large waste Co's. Our sector is diverse but you often wouldn't think it!
- Visible diversity – when I started it was almost unknown to see a woman presenting or speaking at sector training events or conferences (I was one of the first to do so for training events).
- Promote stories of positive role models.
- Encourage more Asians to get involved in the sector by utilising the Asians we have to represent effectively the industry to break down the cultural bias present in the sector.
- Use main stream and social media platforms to publish good news stories featuring those members of staff who actively promote and embrace the ethos of EDI in their everyday lives.
- More visibility of diverse role models.
- Ease of equipment and resource – set up by Gov.
- More flexible working for parents, and carers.
- Part time working needs to be supported across the board so that it's normal for parents to not get stuck if they choose or need to work part time.
- We need more flexible working so that those that can't work the standard 9-5 don't get passed over. Not everyone has a wife at home doing everything else for them.
- Make it more appealing e.g. rebranding it to 'resource management', and insist that people use better terminology rather than 'binman', 'dump', 'tip', etc. OH and include NORTHERN IRELAND AS A REGION (which it's not in question number 10!)
- Try to show that it is a vibrant and interesting sector to work in and develop a career.

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- Try to change the negative connotations around working in waste and recycling. I think some perceive this as not an impressive or valuable place to work, merely because of working with 'waste'.
 - Celebrate and promote the equality, diversity and inclusion that does exist – start changing the image, prove that the sector is moving on and progressing.
 - Making it better working conditions/hours within a better environment to attract the young towards apprenticeships within this industry which would also attract more women.
 - Recycling.
 - Change the name. The name shouts laggard. It shouts smelly and dirty, yet it's about sustainable development – everything produces waste if it's permitted to. Eradicating waste is low carbon, economic and sustainable. I appreciate for CIWM it may not be possible but our sector is an enabling sector not the last thing people think about. Turning that thought process on its head will then enable us to attract more women and a more diverse workforce.
 - Listen/talk to the people on the shop floor so to speak, senior managements don't always understand and only communicate with middle management, so always get a nice picture and not the really facts.
 - Find out why minorities are so under-represented in senior management (research, surveys, etc.), then strategise on how to address the barriers.
 - Listen and learn from minority groups and individuals, from those we are seeking to include.
 - Reach out to BME communities and young people generally.
 - Zero tolerance on discrimination.
- Raise awareness about unconscious bias within the sector. A big problem IMO.
 - Unconscious bias training.
 - Enable misogyny and other forms of bullying/discrimination to be called out particularly in the private sector.
 - Companies/organisations to invest more into promoting the reporting and punishing of bullying and harassment. We are only seeing the tip of the iceberg because most people working in waste don't report these incidents as they know nothing will be done (due to the 'banter culture'). This in turn promotes a cycle of bullying and harassment going unpunished, making it acceptable at the workplace and consequently adapting it in one's private life too.
 - For me it's about leading by example and doing not just saying. So we need to call out inappropriate behaviour, we need to ensure the sector is accessible to all, we need to challenge our views and those around us. It's also not just about % of gender split or unrepresented groups it's about changing the behaviour, there is a dominance of white male behaviour, I'm a woman but I have progressed by using traditionally aggressive male behaviour, we need to celebrate all skills and behaviours regardless of skin colour, sex, gender or beliefs.
 - Education on micro aggressions and removal of banter.
 - Challenge inappropriate behaviour when encountered or seen shown to others.
 - Eliminate unconscious bias.
 - Need to rid the lad culture.
 - Speak up if there are issues.
 - Encourage companies to seek out and address micro aggressions.
 - Impose policies aimed at obliging institutions and companies to employ people from different ethnic backgrounds and different sexual/gender identities.
 - Talk to some of the directors of organisations within this sector as the changes need to come from higher up.

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- Serious buy in and leadership at senior levels.
- Try to study ways to insert bubbles of air inside plastic bottles helping the flotation,... or design new materials for bottles and boxes with low density than pure water. This will mean (at last for some time) the possibility to recover it in the surface of oceans, rivers and the rest of aquifers.
- Promote trade union membership.
- Writing or documentation as a means of communication.
- Apply my acquired knowledge and implement policy based on government and industrial regulations.
- Make sure it gets a fair hearing but not ahead of individual merit.
- I'm not sure – try to understand more about it – learn more about it.
- More education
- Educate the old boys club that a woman, including a disabled woman, can have intelligent useful input, and that it's OK for her to do that on a part-time basis to allow for childcare.
- Introduce a new component to the qualification process for corporate/ full chartered membership where each candidate is required to complete one of a choice of tasks, which could include EDI outreach, educational outreach, speaking at a 3rd party event (not an internal event), job swap/job shadowing. By including a specific EDI component in there would ensure there is always someone helping to promote in the sector.
- Educate everyone from top to bottom.
- I would make your training accessible so those from poorer economic backgrounds prioritising those in under represented groups first, can access your training at a reduced and appropriate cost. You have fantastic resources and can provide access to amazing networks that could genuinely help grow some of tomorrow's leaders!
- Educate people on EDI and how to talk to and manage people.
- Bringing awareness of the issue to light and challenging where needed.
- Set the scene from day 1 in the sector through induction, education and organisational policy's.
- Inclusive Leadership Training.
- Mentor and share my lived experience.
- Help people realise it's not something to be scared of & that even though it can be uncomfortable confronting your own biases & privileges that by building a more equitable, inclusive & diverse sector /organisation /CIWM /society we all benefit.
- Education to all.
- Participate in EDI Training with colleagues and peers.
- Train a more diverse workforce in waste and recycling. Too many 50 plus white males.
- Mentoring & support others.
- Educate local authorities.
- Reverse mentoring with those from under-represented groups.
- Educate all staff, at all levels, about EDI and unconscious bias, team working and managing differences.
- Awareness training on unconscious bias.
- Provide more education and training opportunities to develop a diverse workforce in the sector.
- Apply more common sense.
- Retraining management.
- Education programmes starting in primary schools showing the importance of waste management and its direct connection to sustainability and climate change.
- Educate the people in sector on the benefits of diversity in the work place.



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