

Concrete Ways to Build an Inclusive Workplace (RSE 2019)

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Interacting with others

- Provide a platform or create space and opportunity for quieter people to speak in meetings.
- Amplify quieter people by restating ideas that may have been overlooked and give them credit for their points.
- Try to make people feel included.
- If you see someone is upset, ask them why in a 1:1 setting. Offer to listen and help.
- Listen carefully to the person speaking until they feel understood.
- If you have a strong reaction to someone, ask yourself why?
- "No question is a bad question", but it is equally important to think about the effect of one's questions
- Tell people they are the sort of people you would want to hire to help boost confidence so that people don't self-select themselves out of the process

Be an Ally

- Speak out against issues; even when they don't affect you directly or in the face of retaliation.
- Create choices for people, but don't make decisions for them.
- Give meaningful, actionable feedback.
 - Women tend to get more communication/soft-skills related feedback that is not actionable, and even if actioned on, not measurable. Men tend to get more technical feedback which is both actionable and measurable.
- Every time a minority is criticised for behavioural aspects of their work, make sure a non-minority is too.
- Every time a non-minority's technical ability is lauded, make sure that a minority's skills are lauded too.

Inclusive Leadership

- Think explicitly about why you are promoting someone (or not)?
 - It is more common to promote men for future potential, but promote women based on experience. Call out instances of this happening when you see them. It is important to be aware.
- Be as transparent as you can be, especially when dealing with pay, promotions and evaluation.
 - The more visible these processes are, the more awareness we can have around the unconscious biases in these processes and more actions can be taken to fix them.
- Mention opportunities to everyone, not just those you think may be interested.
- Not enough minorities putting themselves forward for promotions/bigger roles. Managers can proactively find people who they think should apply and encourage them to apply.

Flexible working

- Remote working can be possible if employers support it.
- Even when employers support it, asking may be needed if employers don't advertise it. Culture to retain people. Welfare of staff above commercial aims.
- Working from home successfully relies on trust from manager and colleagues.
- Culture should be aimed at retaining people.

Thinking about mentorship and sponsorship

- No such thing as self-made. Everyone has at some point got some help behind the scenes.
- Mentors should be
 - Someone you trust
 - Someone who understands you
 - Someone who can be honest with you
- You can have different mentors for different areas of your job. Mentor does not have to be like you.
- Consider reverse mentoring – more junior minority mentoring senior non-minority manager.
 - Even if these meetings start off as plain conversations, getting a very different perspective will allow for some truly unconventional ideas to be considered.
- Find a group that you can share experiences comfortably with (organised or informal).
- Sponsor: Someone willing to put you forward for something you wouldn't normally do.