



What if you could be part of a better working world?



Introduction



Morna Dason-Barber,
People Director

Dear colleague,

I'm excited to welcome you to the latest version of our People Strategy which will take us to 2027, building on great work already delivered as part of our 2022 – 2024 people strategy, and reflecting our ongoing commitment to creating a fantastic workplace for you and all our colleagues.

We understand that delivering our strategic aims of growing our impact as an exemplar professional engineering institution (PEI), ensuring financial sustainability over the longer term, and ensuring we're a fit for purpose organisation, are best delivered within a culture where we are all curious to learn, where we collaborate as one team, and where our members and customers are at the heart of everything we do.

And we know that our success depends on us having passionate and motivated people with the right skills, knowledge, and capabilities to ensure we're able to better serve society, our members, customers and stakeholders, now and well into the future.

Having the right knowledge, skills and capabilities is only part of the story, though. We believe that making our world a better place starts by creating a better place for our people, ensuring you have all the resources you need to deliver great work within a modern, digital workplace.

We want you to feel that the work you do has real meaning and impact, helping you to grow professionally and personally, with the freedom and support you need to achieve your ambitions. We want to build an organisation that people aspire to join and are excited about, and where they are proud to make a positive contribution.

Our People Strategy aims to continually develop our organisation and focuses on six areas that we believe, in combination, will help us to create a world of better opportunities and a working environment we all want to be a part of.





Our six people pillars



Creating a world of better opportunities means...



1. Culture

Building a culture where we are all curious to learn, collaborate as one team, and place our mission, members and customers at the heart of everything we do.



2. People development

Developing skills and capabilities that enable career progression and high performance that delivers the best outcomes for our members and customers.



3. Leadership and management

Ensuring inclusive, trust-based and empowering leadership that supports and enables colleagues to deliver the best outcomes for our members and customers.



4. Talent attraction and recruitment

Ensuring we are an inclusive employer of choice for all those with the capabilities to enhance our team and contribute positively to our culture and performance.



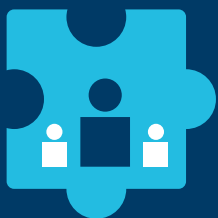
5. Reward

Providing colleagues with an attractive reward offering that incentivises and fairly recognises individual contribution and team collaboration in delivery of continuous improvement and aligned objectives.



6. Equity, Diversity and Inclusivity (EDI)

Creating an inclusive culture that inspires, engages and celebrates the diversity of our colleagues. We want everyone to fulfil their potential and feel they belong at the IET.



1. Culture

We're striving to create a culture where we are all curious to learn, where we collaborate as one team, and where our members and customers are at the heart of everything we do. We strongly believe that we all benefit from working within an organisation that **engages and celebrates diversity, and ensures everyone can fulfil their potential and feel they belong at the IET.**

Our culture is defined by our values and brought to life through our behaviours and the interactions we have daily with each other, and our members, customers and volunteers.

Where we are today: we have...

- A strong understanding of our existing culture and the key features we need to create to deliver our cultural ambition.
- Clear behaviours that colleagues understand and that help create an organisation we all aspire to be a part of.
- A breadth of leadership and development programmes, built upon a strength-based philosophy, and coaching, designed to enable colleagues to fulfil their potential.
- Continued investment in systems and technology so colleagues have greater access to collaboration tools and smart technology.
- Achieved continued accreditation to the National Workplace Wellbeing Charter.
- Continued commitment to EDI which is core to our values and in line with our organisational behaviours.
- A wellbeing agenda that reflects our commitment to all colleagues to feel safe, well and supported.
- Signed-up to the Menopause Workplace Pledge.
- Implemented a performance methodology that places equal emphasis on the *what* and *how* behind colleagues doing their best work, as well as recognising and rewarding them for their achievements.
- Invested across our workplaces to provide inspiring environments to help colleagues perform at their best and reflect a culture of openness, inclusion and collaboration.
- Implemented a reward philosophy and approach built on motivating and rewarding individual contributions and team collaboration in pursuit of delivering the IET's current and future aims and ambitions.
- Aligned our organisation's operating model to better serve our members, customers and volunteers.
- Embraced hybrid working to ensure as many colleagues as possible can benefit from a greater work-life balance.
- Have engaged colleagues through active networks and training including Mental Health First Aid, women's and men's health, support for working parents, and a social committee, to name a few.



1. Culture



Where we need to be: we will...

- Become a learning organisation that values and creates opportunities to learn and continually improve.
- Adopt a 'member and customer first' mindset, where members, customers and stakeholders have seamless experiences and are delivered solutions in one, shared voice.
- Embed our coaching and strength-based approach to leading people.
- Work as one team, operating with high levels of cross organisation collaboration and knowledge sharing so that we maximise the contribution of all colleagues and the collective power of 'one IET'.
- Be a data-centric organisation that values and uses data to make the best decisions.
- Make the best use of a modern digital workplace, embracing the opportunities that advancements in technology bring.

What we're going to do by 2027:

- Continue support for colleagues adapting to change and transition brought about by new ways of working, automation and customer experience.
- Put members and customers at the heart of everything we do by providing appropriate support and interventions.
- Focus on developing a coaching style leadership and management to drive a more trust-based culture that values innovation, accountability and learning.
- Invest further in technology to support colleagues in embracing a modern, technology-enabled workplace, enhancing collaboration and helping us achieve our carbon net-zero goals.
- Support the embedding of our new organisational model by ensuring our colleagues have a common understanding of each team's role and how that contributes to our success as 'one IET'.
- Combine efforts to increase diversity and inclusion and continue our commitment to drive forward our ongoing commitments to colleague wellbeing.
- Ensure our colleagues understand our direction, priorities and metrics over the medium-term to enable better decisions around key activities and their development.



2. People development

With Developing skills and capabilities that enable career progression and high performance that delivers the best outcomes for our members and customers means developing the right skills and capabilities that will ensure we achieve our current and strategic goals.

The success of the IET is built on the strong foundations of our teams of talented colleagues and volunteers, and the key to our future is ensuring we can attract and retain great people to work for us.



Where we are today: we have...

- Delivered a core learning and development offering that is relevant, using the format of learning weeks to maximise our impact.
- Improved our performance management approach by introducing conversations around colleague aspirations and future focus.
- Women's Leadership Programmes which have helped unlock the potential and progression of women across the organisation.
- Launched an IET-wide mentoring programme.
- Provided colleagues with relevant programmes to support them through change.
- Implemented an onboarding portal for new joiners, and launched a refreshed corporate induction and toolkit for colleagues returning to work from long term leave or absence.
- Demonstrated increased opportunities to develop careers at the IET as a result of our increased focus on potential, with over 40% of our roles now filled internally.



2. People development

Where we need to be: we will...

- Ensure the approach to people development is integrated, owned by the business and focused on the long-term.
- Make sure our development offering is inclusive of all colleagues, no matter their role or location, and is on a self-service model so it's accessible at the point of need.
- Embed our strengths and coaching-based conversations in our day-to-day interactions at work, ensuring colleagues benefit from regular performance discussions that enable them to achieve their potential.
- Be in a working world where all colleagues view learning as all around them and continually seek out opportunities to grow and learn.
- Focus our structured development on areas of priority at an organisation-wide level as highlighted through our strategic resource planning.
- Give new colleagues an intuitive, welcoming onboarding experience so they can quickly become capable in their roles.
- Ensure feedback is viewed by all as useful and ensure it is actively sought.
- Provide colleagues with targeted development to help them to feel confident in using technology and data in ways that are consistent with a modern, digital workplace.
- Achieve greater equity of progression into senior roles.

What we're going to do by 2027:

- Continue to offer a relevant and impactful core skills programme, ensuring all colleagues are aware and empowered to take part.
- All colleagues to have a meaningful and actionable development plan, drawing on a broad range of both formal and informal development opportunities.
- Continue to embed our mentoring programme to help support colleagues to develop knowledge and skills, and build networks across the organisation.
- Implement our integrated approach to talent management, succession planning and strategic resource planning.
- Continue to run our Women's Leadership Development Programme.



3.

Leadership and management

Ensuring inclusive, trust-based and empowering leadership that supports and enables colleagues to deliver the best outcomes for our members and customers means we will develop our leaders to have the right skills and capabilities to Inspire, lead, support and coach all our colleagues.

We'll only deliver our strategic goals by creating an organisation-wide culture that is also inspiring, inclusive and trust-based, by ensuring all colleagues are excellently led and clear on our vision and their role within it; that they are engaged and empowered to contribute their best work, and learn from their experiences without being fearful of making mistakes.



Where we are today: we have...

- Executed our Leadership Development Programme, encompassing a strength-based and coaching approach, for all of our Executive and senior leadership teams.
- Developed the coaching capability of all our line managers.
- Implemented a New Manager Development Programme for new people managers, so they have the skills and support needed to be successful.
- Launched development programmes for managers including leading through change, and managing wellbeing.
- Launched our Leadership Charter and 'three hats' approach to leadership.
- Implemented targeted team effectiveness development for our senior leaders and their teams.



3. Leadership and management

Where we need to be: we will...

- Need inclusive, supportive and collaborative leaders and people managers who have the confidence and skills needed to lead our organisation's evolution, and who are capable of getting the best out of their teams and embedding our new ways of working.
- Have leaders who create the right conditions to innovate, to deliver excellent member, customer and volunteer experiences, and who enable the use of data in our decision-making.
- Empower leaders who embrace coaching and support our journey towards becoming a learning organisation by facilitating opportunities to stretch, learn and grow whilst ensuring colleagues are empowered to take responsibility for their own learning.

What we're going to do by 2027:

- Refresh our Leadership Development Programme to reflect our desired culture for all our people leaders.
- Continue to support our senior leaders and their teams with the ongoing rollout of team effectiveness development.
- Embed our coaching approach by offering continual professional development and master-classes to our line manager population.
- Through our core learning and development offer, continue to provide learning weeks focused on topics of importance to managers, especially continual improvement and trust-based leadership.
- Upskill managers in how to give and receive feedback.
- Review, refresh and implement our Leadership Charter, so that managers are clear about the expectations placed upon them within the IET and their role in building our desired culture.



4.

Talent attraction and recruitment

Being an inclusive employer of choice for all those with the capabilities to enhance our team and contribute positively to our culture and performance means having passionate and motivated people with the right skills, knowledge, and capabilities to ensure we're able to better serve society, our members, our customers and our stakeholders now, and well into the future.

We know that our success depends on us having passionate and motivated people with the right skills, knowledge, and capabilities to ensure we're able to better serve society, our members, our customers and our stakeholders now, and well into the future.



Where we are today: we have...

- A strong employer brand, employee value proposition and compelling careers site to attract future talent.
- Further enhanced our digital recruitment and on-boarding experience for candidates, hiring managers and new joiners.
- Embedded our inclusive recruitment processes, readily incorporating reasonable adjustments, gender diversity at interview, and ongoing training and support to managers and candidates alike.
- Ensured we are recruiting for our future skills and capabilities as well as today's needs.
- Maintained our Disability Confident Employer accreditation and used data and insight to focus on attracting the widest diversity of candidates.
- Piloted our first apprenticeship programme.
- Continued to promote internal opportunities and ensured that over 40% of our vacancies are filled internally.
- Continued to develop and enhance a customer-centric and personalised approach to how we support both hiring managers and candidates, and which also prioritises and promotes our employer value proposition.



4. Talent attraction and recruitment

Where we need to be: we will...

- Deliver a modern, digital and data-driven recruitment and on-boarding experience for all.
- Provide early career opportunities through the provision of apprenticeships, internships and graduate placements.
- Adopt procedures that ensure we maximise the transferable skills and capabilities of all colleagues
- Enable and deliver greater diversity at all levels through targeted interventions.

What we're going to do by 2027:

- Launch our re-orientation tool-kit designed to support managers and colleagues who have been on extended leave, ensuring they resettle into the organisation and can quickly become productive again in their roles.
- Continue to evolve our apprenticeship and graduate focused opportunities.
- Implement a seamless and integrated applicant tracking system providing an enhanced candidate and hiring manager experience, consistent with us being a modern, digital workplace.
- Leverage the use of technology to provide greater data and insights, enabling us to make more informed recruitment decisions and recommendations.
- Recruit the relevant skills, capabilities and experiences needed to deliver our strategic goals.



5. Reward

Providing colleagues with an attractive reward offering that incentivises and fairly recognises individual contribution and team collaboration in delivery of continuous improvement and aligned objectives means we will continually review and ensure our reward methodology attracts and motivates colleagues who believe in our mission, and who want to deliver a high level of performance in the pursuit of our aims and objectives.



Where we are today: we have...

- Implemented our reward philosophy and methodology, enabling us to have a fair and consistent approach to rewarding colleagues as we strive to become a median payer.
- An integrated performance and reward approach that takes account of both what is delivered and how things are done.
- Clearly communicated our reward approach to colleagues.
- Implemented clear and robust bonus and share in success schemes, so all colleagues understand how their work contributes to our success.
- Introduced a wide range of flexible benefits and continue to provide colleagues with an engaging online perks portal, ensuring they have greater awareness and accessibility of their benefits (including their Total Reward Statement).
- Reduced our gender bonus gap by 13.8% when compared with 2022.
- Implemented a robust job evaluation process in line with our new reward structure.



5. Reward

Where we need to be: we will...

- Embed our reward philosophy and methodology, enabling our organisation culture to become more collaborative in pursuit of our strategic aims.
- Continue to drive greater awareness and uptake of our benefits, so that colleagues can take advantage of the wide range of benefits on offer.
- Close our gender pay and gender bonus gap.

What we're going to do by 2027:

- Implement commission schemes that support cross-organisation collaboration and which are aligned to our 'one IET' approach.
- We will continue to communicate our reward philosophy, strategy and pay position.
- We will continue to review our benefits offering, ensuring colleagues have access to flexible and valued benefits, reflective of a modern, progressive, purpose-led organisation that are relevant to their individual needs.
- We will continue to make data-driven reward decisions ensuring we remain competitive with other organisations of a comparable size and complexity.
- We will implement a clear and consistent recognition and appreciation scheme that reinforces the organisations cultural aims.
- We will continuously review the provision of our non-monetary benefits consistent with the ambition of us becoming a UK best workplace in the charity and not-for profit sector.
- Ensure that colleagues have access to appropriate products and services in support of their financial health.



6.

Equity, Diversity and Inclusivity (EDI)

Creating an inclusive culture that inspires, engages and celebrates the diversity of our colleagues. We want everyone to fulfil their potential and feel they belong at the IET means that Equity, diversity and inclusion (EDI) are central to our values and beliefs and are core to delivering our strategy. We know that it is important that we create an environment where all colleagues feel valued, can be themselves and succeed.

Equity, diversity and inclusion (EDI) are central to our values and beliefs and are core to delivering our strategy. It is important that we create an environment where all colleagues feel valued, can be themselves and succeed.



Where we are today: we have...

- Implemented and embedded a clear EDI strategy that reflects our progress, organisational changes, the engineering and technology sector, the EDI landscape and society as a whole.
- Regularly report on our activities to communicate our commitment, review and monitor our progress and report on achievements.
- We're a Disability Confident Employer, have signed the Menopause Workplace Pledge, and achieved Workplace Wellbeing Chartership through Health@work.
- We've increased our societal reach and EDI capability through the acquisition of WISE, an organisation leading gender equity in STEM.
- Established a Trustee led EDI board to support and guide our EDI strategy.
- We regularly gather diversity data to understand and monitor how diverse and inclusive we are as an organisation.
- We have colleague-led groups and networks that bring together individuals to create a safe and welcoming space for everybody.
- Continued to partner with a number of organisations which help to inform our EDI action plan, including, the Royal Academy of Engineering and Science Council's Progressions Framework to monitor our performance.
- We regularly run awareness and development sessions in EDI for all colleagues.



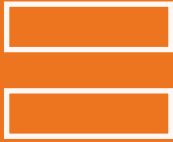
6. Equity, Diversity and Inclusivity (EDI)

Where we need to be: we will...

- Be a fully inclusive employer with all colleagues feeling valued.
- Continue understanding how diverse and inclusive we are with access to meaningful, clear and accurate data so we can make informed, evidence-based decisions.
- Ensure all colleagues are clear on our commitment to EDI and feel the organisation is progressing in the right direction.

What we're going to do by 2027:

- Continue to access meaningful self-reported data to monitor and understand EDI throughout the employee lifecycle.
- Maintain our Disability Confident Employer status.
- Reduce our gender pay gap to at least 20% or less, by fostering diversity at all levels and unlocking potential and developing talent across the organisation.
- Assess our progress against other STEM organisation's using the WISE Gender Equity Framework.
- Improve awareness of flexible working and our understanding of its extent.
- Conduct an ethnicity pay gap analysis.
- Report on and implement our menopause action plan in line with legal obligations.
- Achieve our measures of success as defined by our EDI strategy and action plan.



10 ways to measure our success

1. We will have maintained our Disability Confident Employer status.
2. We will have maintained our Workplace Wellbeing Accreditation.
3. Our employee engagement and enablement score will be > 78%.
4. Our Employee Net Promoter Score will be at least +15.
5. New colleagues and those returning from extended leave will have an intuitive and welcoming onboarding experience, enabling them to quickly become capable in their roles.
6. Our gender pay gap (reported in 2028) will be equal to or less than 20%.
7. 50% of women will make up the senior team and 45% upper quartile pay will be made up by women.
8. Our voluntary turnover will be <10%.
9. More than 40% of our vacancies will be filled internally.
10. We will have been certified by Great Place to Work as being one of the Best Workplaces in the Charity and Not-for-profit sector.

For more information please visit the intranet



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Creating a world of better opportunities

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