

21 March 2025

PAPER CLASSIFICATION: PRIVATE AND CONFIDENTIAL

**Minutes of the Meeting of the
Board of Trustees
held on Thursday, 20 March 2025 at 17:00
held virtually**

Present: Sir Warren East (President) (Chair)
Professor Timothy Dafforn
Mrs Katy Deacon
Ms Anni Feng
Mr Mark Goudie
Dr Simon Hart
Ms Samantha Hubbard
Dr Gopichand Katragadda
Mr Ian MacGillivray
Dr Carol Marsh
Professor Ronjon Nag
Professor Paul Needham
Ms Dawn Ohlson (Minutes 1-8)
Ms Mamta Singhal

In attendance: Mrs Toni Allen (Chief Engagement and Growth Officer) (Minutes 1-14)
Mr Ed Almond (Chief Executive and Secretary) (Minutes 1-14)
Mrs Morna Dason-Barber (People Director) (Minutes 1-14)
Ms Fiona Dew (Governance Manager - Engagement) (Minutes 1-14)
Ms Sandra Godman (Governance Manager - Compliance) (Minutes 1-14)
Mr Zaheed Hussein (General Counsel) (Minutes 1-14)
Ms Sara Killingworth (Portfolio and Product Management Director)
(Minutes 1-14)
Mr Christopher Knibb (Governance and External Engagement Director)
(Minutes 1-14)
Ms Laura Norton (Head of EDI) (Minute 7 only)
Ms Sara Sharman (Interim Operations Director) (Minutes 1-14)
Mr Simon White (Chief Finance Officer) (Minutes 1-14)

1. Apologies for Absence

Apologies for absence were received from Yewande Akinola and Andy Rogers.

2. Conflicts of Interest

No conflicts of interest were declared.

3. Minutes

The Minutes of the meeting held on 10 February 2025 T(25)M1, were approved and signed as a correct record.

4. Matters Arising

- 4.1. Sandra Godman introduced and the Board noted a report on actions taken or outstanding since the previous meeting of the Board (T(25)16).
- 4.2. Items due for this meeting are either complete (presentation of governance review research) or on the agenda to be discussed (annual cycle of strategy and planning).

5. CONFIDENTIAL MINUTE

6. CONFIDENTIAL MINUTE

7. Equity, Diversity and Inclusion (EDI) Report and Strategy

- 7.1. Laura Norton joined the meeting and Christopher Knibb introduced a report on the IET's EDI activity during 2024 T(25)20. Christopher expressed gratitude to Laura for delivery on the EDI initiatives in the last year and recognised the input from WISE, which has been most valuable.
- 7.2. The Board received a presentation on the revised EDI Strategy T(25)21, noting that the revised strategy – produce by a working party of the EDIB – is an update rather than a major change, including an updated action plan. Updates include the change in name, which recognises the importance of *equity* which has become a strong thread of the work within the IET. Intersectionality is a new theme which will allow expansion into emerging areas in future, although the primary focus will remain with gender and disability to build on the good work so far and drive real impact.
- 7.3. The recommendation is to change the name of the Equality, Diversity and Inclusion Board to reflect the change in the strategy – making it the Equity, Diversity and Inclusion Board.
- 7.4. The Board discussed the presentation, commenting that there has been a positive change in disability in the past 18 months and that collaboration is key to this. However, other threads (eg LGBTQ) appear to be missing. Laura responded that there is collaboration in these areas, but it may not be clearly articulated as a priority in the strategy.
- 7.5. The Board discussed a new risk that may be emerging from a change in direction in the United States and noted that members are already experiencing impacts from this. It was noted that the EDI Team are already talking to other bodies and watching the issue very carefully. Current feedback is that members are not removing themselves from the community and the plan is therefore to maintain our momentum.
- 7.6. It was observed that this could present an opportunity to step in and support where other organisations are closing their networks. The Board noted the importance of remaining true to its plans whilst maintaining a close eye on emerging issues.
- 7.7. The Board commended and approved the change of name to the Equity, Diversity and Inclusion Board.
- 7.8. The Board noted the Year in Review, and that it will be published in April in line with the Gender Pay Gap Report. Laura Norton left the meeting.

8. People Strategy and Engagement Update

- 8.1. Morna Dason-Barber presented on the journey and vision, strategy and initiatives for people and engagement, paper T(25)22, inviting Board feedback.
- 8.2. The People Strategy was launched in 2019, when the key themes were lack of leadership capability, inconsistency in reward, lack of internal development and career opportunity, and siloed working. Since then, the refurbishment has improved the working environment, and the launch of the People Strategy created a vision for change, focused on how that would deliver organisational success.
- 8.3. Since the launch, highlights have been:
- Rolling out a significant programme of support development, focused on strengths.
 - Benchmarking the reward programme and redesigning to make it consistent.
 - A re-brand in recruitment to focus on the IET as purpose-led.
 - Launch of a 'Perks Portal.
 - Women's Leadership Programme.
 - Leadership through the pandemic – from which launched mental health first aid and other supportive working practices.
 - Coaching and mentoring programmes.
- 8.4. Of these, the most significant outcomes have been in leadership development, performance management, the recent significant organisational design changes (to remove silos and duplication, and create efficiencies), and improving the working environment. For the 28 employees who have been through the Women's Leadership Development Programme there has been clear success in promotions and moves.
- 8.5. Turnover has now returned to below 10% (8.7%); internal mobility moved from 18% to 56%; and EDI engagement has improved. The employee advocacy measure has not yet been re-run, but this is planned. The IET remains a 'disability confident employer' and retains its commitment to the Workplace Wellbeing Charter.
- 8.6. The Board commended the report, the Executive and the wider leadership team's visible delivery of the plan. Thanks were extended to the People Team for their hard work. The Board is keen to see this work continue, found it beneficial to have activities presented in this way, and would like to see further presentations of this nature within the extended meetings (June and November).
- 8.7. The Board asked how many of the '10 ways to measure our success' had been achieved. Morna reported that nine have been achieved, with the gender pay gap being the one remaining.
- 8.8. The Board noted the revised strategy, including elements on embedding the new organisation model and culture – specifically the ethos of customer focused and collaboration – and the continued focus on reward, gender pay gap diversity, engagement, and onboarding. It recognised the aim to become one of the UK's best workplaces in the charity and non-profit sector.

9. CONFIDENTIAL MINUTE

10. CONFIDENTIAL MINUTE

11. Appointment of Directors

11.1. Zaheed Hussein presented paper T(25)25 regarding the appointment of Mahadevan Srinivasan to IET Services (India) Private Limited and IET Solutions (India) Private Limited. Questions regarding the appointment had been made prior to the meeting, noting the need for a local national to strengthen the two boards.

11.2. The Board approved the appointment.

12. Matters for Information

12.1. The Board noted:

12.1.1. The Gender Pay Gap Report – previously approved by the Remuneration Committee and to be published on the website on 24 March 2025. The Board noted the report, it's upcoming publication and the continued efforts in this regard.

12.1.2. CONFIDENTIAL MINUTE

12.1.3. Amalgamation of the Executive Succession Planning Committee into the Remuneration Committee – approved by Board action on 12 March.

13. Feedback on the meeting

13.1. The Board commented that the meeting had been very tightly run, sticking to the agenda, with a lot of essential reading content. The material provided in advance had been very appropriate.

13.1.1. A Member of the Board reflected that the Board meeting following meetings of the Main Boards and Council made for a very long day. It was understood why this was needed when the meetings are held in person, but when held virtually they might be better spaced out. It was noted that the programme was set last year, but this will be looked at for future meetings, noting that meetings later in the day works well for those in some industries.

14. Any Other Business

14.1. A member of the Board raised a question about the current state of local and technical networks and whether there could be a measure of the minimum level of volunteers required to deliver operational activities, including a measure of engagement or satisfaction. The Chair of the Volunteer Engagement Board (VEB) noted that work is currently underway on this within the staff team, under the purview of the VEB. Whilst recognising this, it was requested that this be reviewed by the Board at a future meeting.

14.2. A Board member also requested that financial metrics related to the application of fundraising revenue to activities in a sustainable way be brought to the Board at a future meeting.

14.3. The Board discussed whether the IET is sufficiently inclusive of those wider professionals within STEM but perhaps not already covered by our existing activities. It was noted that, whilst it is always possible to do more, there is an issue of dilution of resources.

14.4. CONFIDENTIAL MINUTE

15. Date of Next Meeting

Future meetings of the Board of Trustees have been scheduled as follows:

12 May 2025 (virtual)

20 June 2025 (Austin Court, Birmingham)

1 September 2025 (Savoy Place, London)