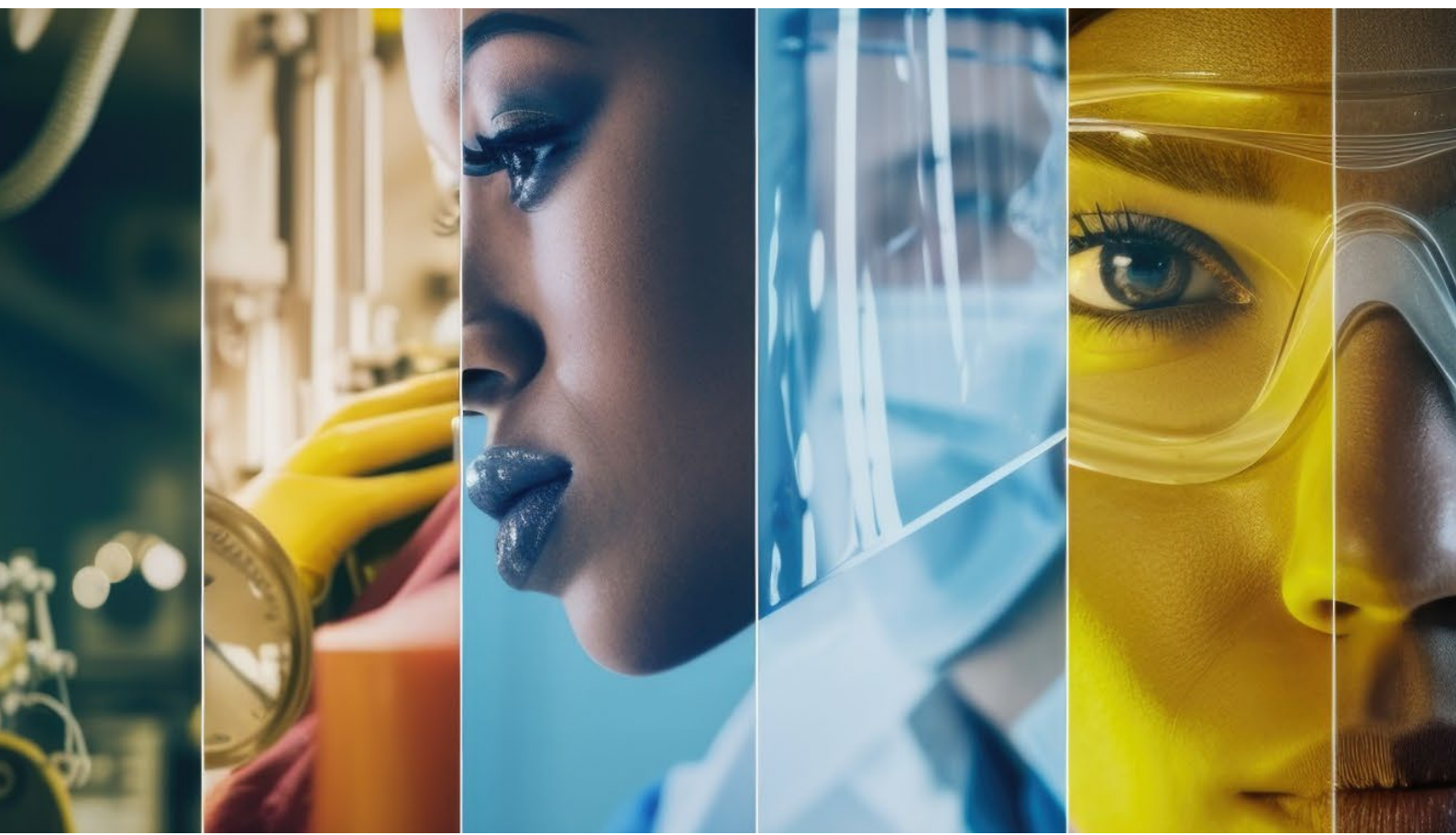


The case for equality, diversity, and inclusion in the Industrial Strategy and Sector Plans

DISCUSSION PAPER



About this discussion paper

This document was drafted by the Policy and Research Working Group of the Women in Manufacturing UK initiative, in collaboration with organisations across the eight growth-driving sectors identified in the UK's *Modern Industrial Strategy*: advanced manufacturing, clean energy, creative industries, defence, digital and technology, financial services, life sciences, and professional and business services. The views and opinions expressed herein are solely those of the authors and contributors and do not necessarily reflect the positions of any organisations, institutions, or affiliated bodies. This document is a discussion paper, and it aims to inform the case for equality and inclusion in the UK Industrial Strategy and Sector Plans, and to provide examples of equality, diversity, and inclusion initiatives.

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Key messages

The under-representation of women and other socio-demographic groups across industries leads to the underdevelopment, underutilisation, and misallocation of valuable talent, negatively impacting innovation, productivity, and economic growth.

We estimate that reducing gender gaps in the labour market and across industries could boost the UK economy by at least £125 billion by 2035:

- Increasing women's participation in the labour market from 71.8% to 80% by 2035 could contribute an additional 1.15 percentage points to GDP growth, equating to approximately £34 billion in 2035.
- Closing the gender representation gap in the UK's 20 highest-productivity industries could add approximately £39 billion to the economy. Gender disparities are closely linked to regional imbalances. Some of the largest gender gaps in women's representation in high-productivity sectors, such as manufacturing, are found in some of the UK's lowest-productivity regions and nations.
- Increasing public spending on care infrastructure would enable more parents and carers to participate in the labour market, potentially adding at least £52 billion to the UK economy. This investment is essential for narrowing gender gaps and preventing the costs associated with underinvestment in this sector.

As part of the development of the UK Industrial Strategy and accompanying Sector Plans, a workshop was held on 2 May 2025 with representatives from 16 organisations.¹ to explore how equality, diversity and inclusion (EDI) considerations can be embedded across the Industrial Strategy's growth-driving sectors. The workshop was organised by the Department for Business and Trade, in collaboration with the Women in Manufacturing initiative.

Key themes discussed included:

- The important role of government in providing coordinated leadership to ensure coherence across EDI initiatives, including signalling commitment via clear targets and goals.
- The need to shift organisational culture to attract and retain individuals from under-represented groups.
- The relevance of raising awareness that EDI is not just a moral imperative but also a key driver of innovation, resilience, and economic growth, supported by evidence on what constitutes effective practice.
- The importance of adopting an intersectional approach that recognises how different aspects of identity interact to shape individuals' experiences in the workplace.
- The strong commitment demonstrated by EDI leads across sectors, and the potential value of their ongoing advisory role in supporting the implementation of EDI commitments.

¹ Association for the British Pharmaceutical Industry, Association of British Insurers, Bioindustry Association, Creative UK, Department for Business and Trade, Energy UK, HVM Catapult, Innovate UK, Institute for Manufacturing (University of Cambridge), Institute of Directors, Institution of Engineering and Technology, Make UK, Office for Equality and Opportunity, Society of Motor Manufacturers and Traders, Tech UK, and TheCityUK.

Against this background, we welcome the recognition in the UK's *Modern Industrial Strategy*, published in June 2025, that workforce diversity and inclusion are critical to driving business performance and economic growth. Sector plans, such as the *Advanced Manufacturing Sector Plan*, have embedded this priority through concrete commitments and measurable targets to improve diversity and inclusion across the workforce.

In response to these developments, we make three key recommendations:

- **Advancing Equality in Growth-Driving Sectors.** An initiative led by the government in collaboration with industry and EDI organisations to promote inclusion across the eight growth-driving sectors identified in the UK's *Modern Industrial Strategy*. It would involve companies and trade associations sharing their diversity, equality, and inclusion commitments and progress with coordination support from the UK government. Following the Women in Manufacturing's framework for diversity and inclusion, it could cover four key areas:
 - i. Championing inclusive leadership
 - ii. Assessing, tracking and reporting progress
 - iii. Fostering an inclusive culture
 - iv. Promoting inclusive recruitment, retention and promotion.

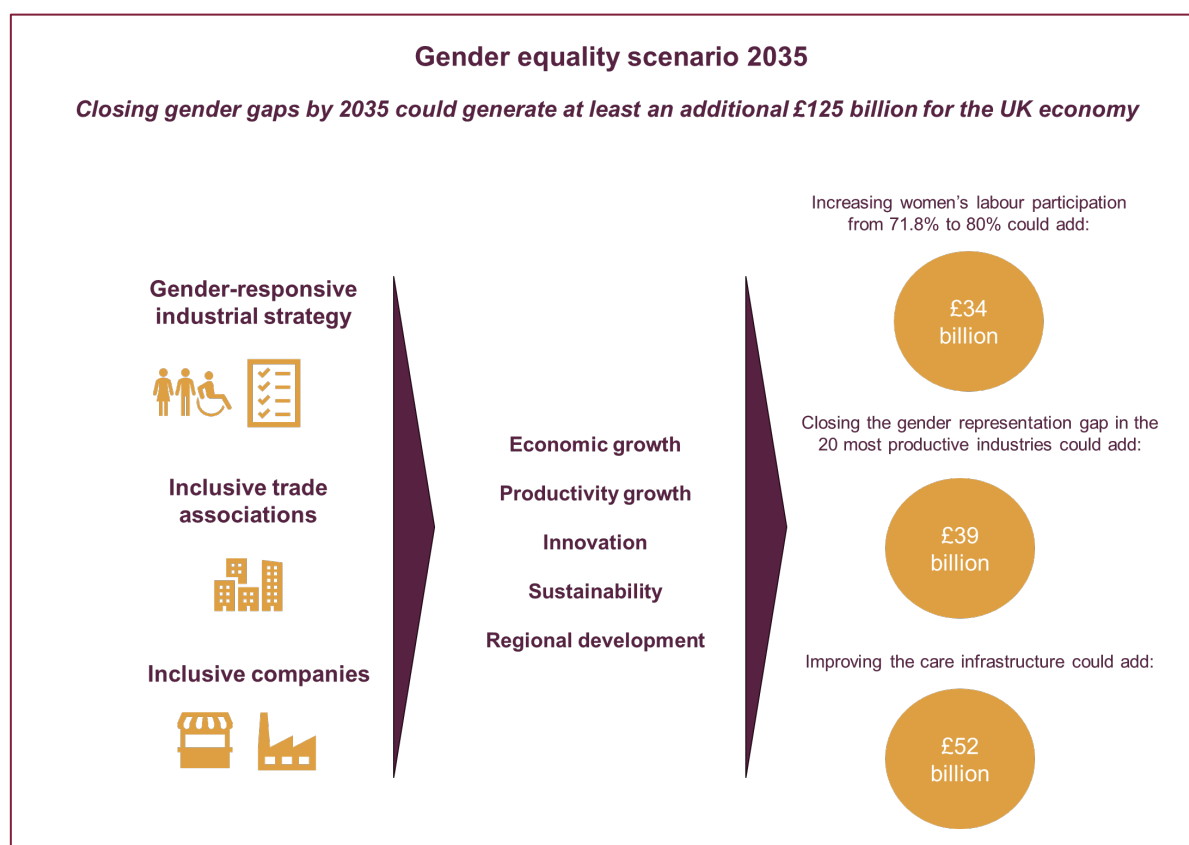
Previous experience has underscored the importance of meaningful stakeholder engagement, the value of flexible charter frameworks that can be adapted to organisational contexts, and the relevance of a combined approach, linking quantitative targets with qualitative efforts to shift organisational culture. Regular reviews and anonymous data collection have also been shown to increase compliance with reporting requirements.

- **Future Pathways.** A forward-thinking initiative aimed at inspiring and preparing the next generation for careers in the UK's growth-driving sectors. The aim of this campaign would be to raise awareness of opportunities in industries critical to the nation's economic growth and innovation. By collaborating with schools, universities, career advisers, and industry leaders, the initiative would introduce young people to these key sectors. With an emphasis on diversity and inclusion, Future Pathways would highlight diverse role models across industries, fostering an environment where all young people feel empowered to pursue their future careers.
- **Inclusion-responsive programmes and projects.** This approach would help to reduce existing disparities and prevent the creation of new inequalities as programmes and projects evolve. This may involve setting equality targets (gender, ethnicity, disability, etc.), embedding equality considerations into funding criteria, developing programme streams targeted at under-represented groups, supporting the involvement of under-represented groups in decision-making roles, collecting gender-, ethnicity, and disability-disaggregated data, and assessing the potential and actual impacts of programmes on equality outcomes.

1. The case for equality, diversity, and inclusion in the Industrial Strategy and Sector Plans

The under-representation of women and other socio-demographic groups across industries leads to the underdevelopment, underutilisation, and misallocation of valuable talent, negatively impacting innovation, productivity, and economic growth (Figure 1).² We estimate that reducing gender gaps in the labour market and across industries could boost the UK economy by at least £125 billion by 2035.

FIGURE 1. THE CASE FOR GENDER EQUALITY, DIVERSITY, AND INCLUSION IN UK INDUSTRIES



Note: Methodology explained in Box 1.

Source: Women in Manufacturing UK (2025).

Increasing women's participation in the labour market

Although women's participation in the labour force has increased steadily since the 1970s, it remains lower than that of men, with some setbacks seen during the pandemic.³ Estimates from the International Labour Organization (ILO) indicate that a 1% increase in women's employment

² International Monetary Fund (2024). *Interim Guidance Note on Mainstreaming Gender at the IMF*.

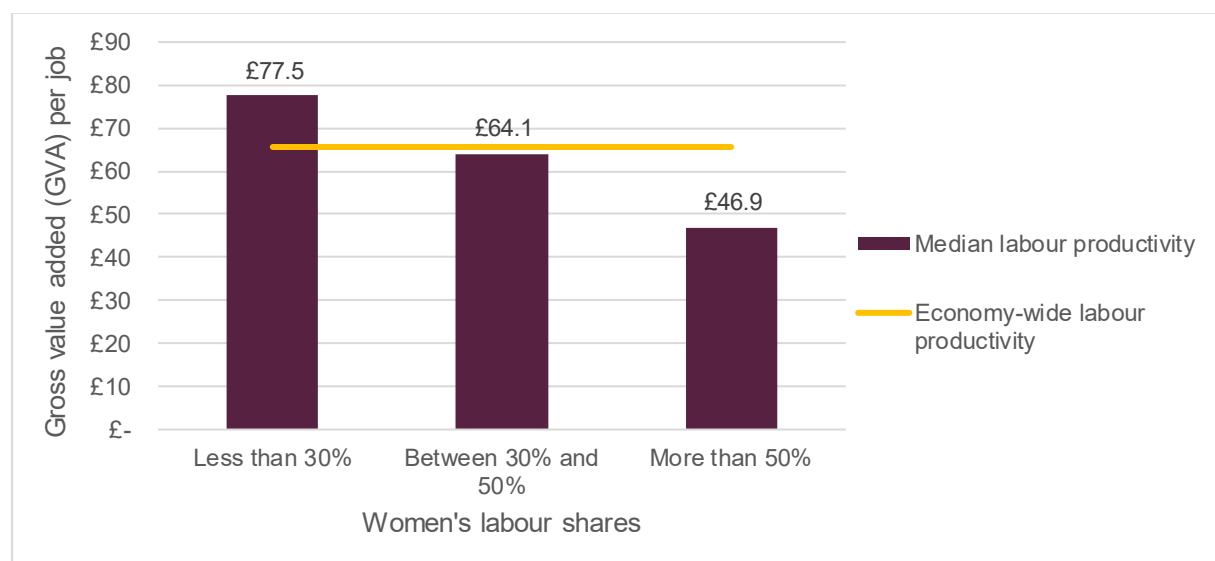
³ Office for National Statistics (2025). Female and male employment rate (aged 16–64, seasonally adjusted): %.

in the UK is associated with a 0.14% annual growth in GDP..⁴ According to these estimates, increasing women's labour market participation from 71.8% to levels similar to those seen for men in 2019 (80%) could contribute an additional 1.15 percentage points of GDP growth in the UK. Based on projected baseline GDP levels for 2035..⁵ this could amount to approximately £34 billion.

Closing gender representation gaps across industries

Beyond labour market participation, gender disparities persist across industries and occupational roles. As Figure 2 illustrates, women's representation in the workforce is often lower in the most productive industries. Addressing the barriers that limit women's participation – particularly in leadership positions – would enhance diversity, drive innovation, and strengthen financial performance across industries..^{6,7}

FIGURE 2. WOMEN'S REPRESENTATION IN THE WORKFORCE BY INDUSTRY PRODUCTIVITY LEVEL, 2023



Note: 82 industries analysed.

Source: Women in Manufacturing UK (2025) based on ONS data, JOBS04 Self-employment Jobs by Industry (not seasonally adjusted); JOBS03 Employee Jobs by Industry (not seasonally adjusted); GDP output approach, low level aggregates, UK.

⁴ International Labour Organization (2019). *The business case for change*.

⁵ Women in Manufacturing UK's estimates based on ILO (2019). *The business case for change*; House of Commons Library (2025). *Gross domestic product*; Office for Budget Responsibility (2024). *Economic and fiscal outlook – October 2024*; and Deloitte (2024). *Growth 35: A vision for the UK economy by 2035*.

⁶ Azzam, A. (2022). Board gender diversity and innovation activities: Evidence from R&D investments in the UK. *Cogent Business & Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2154056>

⁷ Brahma S., Nwafor C. and Boateng A. (2021). Board gender diversity and firm performance: The UK evidence. *International Journal of Finance & Economics*, 26: 5704–5719. <https://doi.org/10.1002/ijfe.2089>

Although the impact of EDI initiatives is not always measured, a global survey conducted by the ILO,⁸ covering nearly 13,000 enterprises, found that 57% reported improvements in business outcomes from such initiatives. These benefits include: increased profitability and productivity; increased ability to attract and retain talent; enhanced company reputation; greater creativity, innovation and openness; and better ability to gauge consumer interest and demand.

Addressing skills shortages

Demographic shifts, technological advancements, and the green transition are changing the skills demanded by the labour market. As businesses struggle to fill their vacancies, greater diversity and inclusion can also help to attract and retain the skilled talent needed to drive competitiveness and innovation. Demand for roles in science, technology, engineering, and mathematics (STEM) is expected to rise significantly over the next decade.⁹ Universities UK estimates that the UK will need over 1.9 million STEM professionals by 2035.¹⁰

To illustrate the economic benefits of closing gender representation gaps across industries, Table 1 shows the productivity gains from increasing women's participation to 50% in the UK's 20 highest-productivity sectors, where female representation is currently among the lowest.¹¹ Assuming these sectors will grow at least as fast as the economy-wide baseline projection set out in *The Skills Imperative 2035: Occupational Outlook* report,¹² closing this gender gap could add approximately £39 billion to the UK economy.

In the 2035 gender equality scenario, increasing women's representation benefits industries with both high and low women's representation. For example, in the pharmaceutical sector, even a relatively small rise in women's participation – from 40.1% to 50% – could yield some of the most significant productivity gains. While improved gender representation would positively impact all sectors, the benefits would be particularly significant in high-value-added industries.

Bridging regional inequalities

Gender disparities are closely linked to regional imbalances. Some of the largest gender gaps in women's representation in high-productivity sectors, such as manufacturing, are found in some of the UK's lowest-productivity regions and nations,¹³ including Wales, the North East of England, the East and West Midlands, and Yorkshire and the Humber.¹⁴ Women-led businesses are also less prevalent in these regions.¹⁵ A wider gender gap presents a greater economic

⁸ International Labour Organization, ILO (2019). *The business case for change*. Geneva.

⁹ Wilson, R., Bosworth, D., Bosworth, L., Cardenas-Rubio, J., Day, R., Patel, S., Bui, H., Lin, X., Seymour, D. and Thong, C. (2022). *The Skills Imperative 2035: Occupational Outlook – Long-run employment prospects for the UK, Baseline Projections*. Working Paper 2a. Slough: NFER.

¹⁰ Universities UK (2023). *Jobs of the future*.

¹¹ Excluding those closely related to fossil fuels.

¹² Wilson, R., Bosworth, D., Bosworth, L., Cardenas-Rubio, J., Day, R., Patel, S., Bui, H., Lin, X., Seymour, D. and Thong, C. (2022). *The Skills Imperative 2035: Occupational Outlook – Long-run employment prospects for the UK, Baseline Projections*. Working Paper 2a. Slough: NFER.

¹³ Cambridge Industrial Innovation Policy (2023). *UK Innovation Report 2023*. IfM Engage. Institute for Manufacturing, University of Cambridge.

¹⁴ Women in Manufacturing UK (2024). *Women in UK Manufacturing 2024: addressing labour shortages and bridging the gender gap*. IfM Engage. Institute for Manufacturing, University of Cambridge.

¹⁵ Mahmood, S., Asghar, N. and Kousha, K. (2024) "Investigation disparities in SME digitalisation" ERC Research Paper 111, Enterprise Research Centre.

opportunity, highlighting the significant benefits of achieving gender equality across UK regions and nations.

Increasing public spending in care infrastructure

Investing in the care infrastructure is crucial to narrowing gender gaps in the labour market. In the UK, women spend 50% more time on unpaid childcare, adult care, and household work than men, a pattern that has not changed in recent years..¹⁶ This traditional gender-based division of unpaid work makes women more likely to work fewer hours than men, contributing to the pay gap and preventing the UK productive structure of key skills and labour force. A 2019 report found that, after childbirth, most women working full-time either left the workforce or shifted to part-time roles. Only 44% returned to full-time work within 3 years, and the share fell to 31% after 5 years..¹⁷ Increasing public spending in care infrastructure would enable more parents and carers to participate in the labour market and could contribute an additional £52 billion to the UK economy..^{18,19} This estimate does not account for the cost of underinvesting in this sector..²⁰

¹⁶ ONS (2024). *Online Time-Use Survey (OTUS)*.

¹⁷ Harkness, S. et al. (2019). *Employment pathways and occupational change after childbirth*.

¹⁸ De Henau et al. (2016). *Investing in the care economy. A gender analysis of employment stimulus in seven OECD countries*. International Trade Union Confederation.

¹⁹ Women in manufacturing UK initiative estimates based on House of Commons Library (2025). *Gross domestic product*; Office for Budget Responsibility (2024). *Economic and fiscal outlook – October 2024*; and Deloitte (2024). *Growth 35: A vision for the UK economy by 2035*.

²⁰ See, for example, Women Budget Group (2024). *Adult Social Care Reform: The Cost of Inaction*.

TABLE 1. PRODUCTIVITY GAINS FROM CLOSING GENDER REPRESENTATION GAPS IN HIGH-PRODUCTIVITY INDUSTRIES

SIC code	Industry	2023			2035 gender equality scenario			
		Women's labour share	Total jobs (thousands)	GVA ^{2/} per job (thousand £)	Women's labour share	Total jobs (thousands)	GVA per job thousand £)	Productivity gain ^{1/} (£millions)
60	Programming and broadcasting activities	42.9%	58.3	116.0	50%	60.7	130.8	243.9
59	Motion picture, video, and television; sound and music recording	41.9%	183.8	80.1	50%	191.4	90.2	251.9
63	Information service activities	40.6%	88.8	121.4	50%	92.4	136.8	548.0
21	Manufacture of basic pharmaceutical products	40.1%	50.5	399.0	50%	52.6	449.7	1,956.3
50	Water transport	39.0%	14.8	344.7	50%	15.4	388.5	532.2
20	Manufacture of chemicals and chemical products	31.4%	104.3	104.9	50%	108.6	118.2	892.2
11–12	Manufacture of beverages and tobacco	29.8%	53.8	177.7	50%	56.0	200.2	1,430.1
35	Electricity, gas, steam, and air conditioning supply	29.6%	126.0	272.4	50%	131.2	307.0	6,249.6
61	Telecommunications	29.1%	227.8	151.0	50%	237.2	170.2	4,771.8
36	Water collection, treatment, and supply	28.0%	50.0	176.9	50%	52.1	199.3	1,436.0
77	Rental and leasing activities	26.9%	175.5	158.9	50%	182.8	179.1	4,434.9
26	Manufacture of computer, electronic, and optical products	26.7%	132.8	110.3	50%	138.2	124.3	1,620.0
37	Sewerage	23.6%	27.5	312.4	50%	28.6	352.1	2,100.1
17	Manufacture of paper and paper products	22.0%	50	78.4	50%	52.1	88.4	210.5
42	Civil engineering	18.8%	250.8	108.4	50%	261.1	122.2	3,924.6
28	Manufacture of machinery and equipment n.e.c.	17.7%	181.0	95.2	50%	188.5	107.3	2,029.1
30	Manufacture of other transport equipment	15.2%	136.3	101.0	50%	141.9	113.9	1,969.5
07–08	Mining of metal ores; other mining and quarrying	15.0%	20.0	99.3	50%	20.8	111.9	276.2

SIC code	Industry	2023			2035 gender equality scenario			
		Women's labour share	Total jobs (thousands)	GVA ^{2/} per job (thousand £)	Women's labour share	Total jobs (thousands)	GVA per job thousand £)	Productivity gain ^{1/} (£millions)
29	Manufacture of motor vehicles, trailers, and semi-trailers	15.0%	142.0	137.5	50%	147.9	155.0	4,196.1
09	Mining support service activities	14.3%	19.3	90.0	50%	20.0	101.4	196.4

Note: ^{1/} Against 2023 women's labour shares and projected aggregate labour productivity in 2035. ^{2/} Gross value added (GVA).

Source: Women in Manufacturing UK (2025) based on ONS data, JOBS04 Self-employment Jobs by Industry (not seasonally adjusted); JOBS03 Employee Jobs by Industry (not seasonally adjusted); GDP output approach, low level aggregates, UK; and Wilson, R. et al. (2022). *The Skills Imperative 2035: Occupational Outlook – Long-run employment prospects for the UK, Baseline Projections*. Working Paper 2a. Slough: NFER.

Box 1. Methodology note

We estimated the economic benefits of gender equality and the related theory of change in the labour market following best practices from relevant literature, including:

- De Henau et al. (2016). *Investing in the care economy. A gender analysis of employment stimulus in seven OECD countries.*
- EIGE (2017). *Economic benefits of gender equality in the European Union. Literature review: existing evidence and methodological approaches.*
- International Labour Organization (2019). *The business case for change.*
- International Monetary Fund (2024). *Interim Guidance Note on Mainstreaming Gender at the IMF.*
- Kögel, C. et al. (2023). *Gender Diversity in Senior Management and Firm Productivity: Evidence from nine OECD Countries.*
- Make UK (2023). *Industrial Strategy: A Manufacturing Ambition.*
- MGI (2019). *The future of women at work in the United Kingdom.*
- Ostry et al. (2018). *Economic Gains from Gender Inclusion: New Mechanisms, New Evidence.*
- Petterson, B., Mariscal, R. and Ishi, K. (2017). *Women Are Key for Future Growth: Evidence from Canada.*

Increasing women's labour participation from 71.8% to 80%

This estimate is calculated using the ILO (2019) projected growth rate of 0.14% for every 1% increase in women's employment. GDP growth is forecasted until 2035, with the additional growth derived under the assumption of a gradual increase in women's participation until the 8.2% gap is fully closed. GDP forecasts are based on Office for Budget Responsibility's *Economic and fiscal outlook – October 2024* and Deloitte's *Growth 35: A vision for the UK economy by 2035*.

Closing the gender representation gap in the 20 most productive industries

This estimate is calculated for the 20 highest productivity industries, excluding those closely related to fossil fuels. It assumes that these industries will grow at least in line with the economy-wide baseline projections outlined in *The Skills Imperative 2035: Occupational Outlook*. The additional value added is measured by comparing a scenario in which women make up 50% of the workforce in these industries with their 2023 share, factoring in the difference between industry-specific productivity levels and the projected aggregate labour productivity in 2025.

Investment in care infrastructure

This figure is based on De Henau et al.'s (2016) estimates of the economic impact of increasing public investment in the care economy to 2% of UK GDP. The additional annual growth rate of 1.6% is applied to projected baseline GDP levels for 2035, assuming the 2% of GDP target is reached only in 2035.

2. Equality, diversity, and inclusion across the eight growth-driving sectors

Promoting equality, diversity, and inclusion (EDI) is essential to ensuring that the UK's economy is both globally competitive and socially inclusive. Persistent disparities in representation, pay, and progression continue to affect women, ethnic minority groups, disabled people, and individuals from lower socio-economic backgrounds across a wide range of sectors. These gaps are particularly evident in leadership positions, technical roles, and growth-focused occupations.

This section explores EDI challenges and showcases initiatives across the eight growth-driving sectors identified in the UK's *Modern Industrial Strategy*: advanced manufacturing, clean energy, creative industries, defence, digital and technology, financial services, life sciences, and professional and business services. While not a comprehensive review, it highlights the key opportunities identified by participants in the EDI workshop held on 2 May 2025 at the High Value Manufacturing Catapult.

Although the nature and scale of EDI challenges differ across sectors, from unequal access to finance in the creative industries, to high attrition rates among women in technology and manufacturing, and persistent barriers to senior leadership and pay equity in financial services and manufacturing, there is growing momentum for change, supported by a range of sector-specific and cross-sectoral efforts.

Examples of EDI initiatives include industry-led charters, frameworks, and toolkits designed to embed EDI into leadership, recruitment, progression and workplace culture. Increasingly, these are supported by structured approaches to data collection, target setting, and accountability. Cross-sectoral efforts, such as international standards and gender-responsive policy frameworks, further demonstrate the value of coordinated action and shared learning.

2.1 Advanced manufacturing

Key EDI gaps

- Despite women making up approximately half of the UK's working population, they represent only 26.1% of the manufacturing workforce..²¹ Across manufacturing industries, the lowest representation of women is found in motor vehicles (12.6%), basic metals (15.6%), the repair and installation of machinery and equipment (16.1%), fabricated metal products, excluding machinery and equipment (16.9%), and other transport equipment (17.5%)..²²
- In 2023 less than 10% of women working in manufacturing were from a non-White ethnic group..²³ Similarly, women with disabilities, as defined in the Equality Act 2010, represented 4.7% of the overall manufacturing workforce and 19.4% of the women in the sector..²⁴

²¹ Office for National Statistics, ONS (2024). *Workforce jobs by industry (SIC 2007) and sex – unadjusted*.

²² ILOSTAT. Employees by sex and economic activity – ISIC level 2.

²³ ONS (2024). *Annual Population Survey, January–December, 2023* [data collection]. UK Data Service. SN: 9248, DOI: <http://doi.org/10.5255/UKDA-SN-9248-1>

²⁴ Ibid.

- Women's participation in professional occupations, such as engineering, IT, marketing, and finance professionals, fell by 4.4 percentage points in 2023; and in process, plant, and machine operative roles, it decreased by 1.9 percentage points..²⁵
- In 2023, women in the manufacturing sector earned 15.9% less than men, an improvement from the 16.7% gender pay gap seen in 2022..²⁶ This value, however, is higher than the 14.3% gender pay gap across the entire UK economy.
- Women's participation rates in manufacturing tend to decline after their 30s..²⁷ when they also encounter wider gender pay gaps..²⁸

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
Framework for equality, diversity and inclusion in manufacturing (2024)	Women in Manufacturing UK initiative	Framework	<p>Five steps:</p> <ul style="list-style-type: none"> • Securing commitment from leaders • Assessing the current state of workforce diversity and inclusion • Defining the organisation's EDI vision and targets through participation • Identifying key initiatives and engaging employees • Monitoring progress and reviewing strategies. <p>Principles for companies:</p> <ul style="list-style-type: none"> • Principle 1. Champion equality, diversity, and inclusion in leadership • Principle 2. Assess, track and report progress on equality, diversity and inclusion. • Principle 3. Foster an inclusive culture within the company and throughout the supply chain • Principle 4. Promote a diverse talent pool and inclusive recruitment • Principle 5. Adopt an inclusive approach to retention and promotion. <p>Principles for industry associations:</p> <ul style="list-style-type: none"> • Principle 1. Promote diversity and inclusion on boards • Principle 2. Assess, track, and report on the industry's progress on equality, diversity and inclusion. • Principle 3. Promote and champion EDI best practices • Principle 4. Promote a diverse and inclusive image of manufacturing. <p>Recommendations for a gender-responsive industrial strategy:</p> <ul style="list-style-type: none"> • Recommendation 1. Embed gender analysis and inclusive consultations in policy development • Recommendation 2. Set gender equality targets and allocate adequate resources • Recommendation 3. Incorporate a gender perspective throughout all programmes and projects

²⁵ Ibid.

²⁶ Difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime), based on median values.

²⁷ ONS (2024). *Census 2021*.

²⁸ ONS (2024). *Annual Survey of Hours and Earnings*.

Name	Organisation	Type of resource	Highlights
			<ul style="list-style-type: none"> Recommendation 4. Monitor and evaluate progress and review initiatives Recommendation 5. Collaborate with other ministries and agencies to address gender disparities.
<u>The UK Automotive Diversity and Inclusion Charter (2022)</u>	Automotive Council UK	Charter	<ul style="list-style-type: none"> Create a respectful and inclusive company culture for all colleagues. Embed DE&I policies into company values and ensure they are reflected in all communications. Improve recruitment practices and targeting to remove bias, encourage diversity of applicants, and increase the diversity of talent pipelines at every level. Create a flexible working environment for all, with a focus on delivery. Support career opportunities and progression for every employee, through training, talent management, mentoring, and sponsorship programmes. Appoint a board-level DE&I champion to lead change from the top and implement line-manager training. Engage and collaborate with our suppliers and the wider automotive sector to champion diversity, equity, and inclusion and share best practice. Collect DE&I data, and report and publish progress annually to the Automotive Council.
<u>Driving towards inclusion: Sector report (2024)</u>	Institute of the Motor Industry	Recommendations	<ul style="list-style-type: none"> Targeted recruitment and outreach Inclusive workplace cultures and policies Enhanced visibility and mentorship Flexible working arrangements Support for career advancement Improving accessibility of apprenticeships Regular monitoring and reporting Employee resource groups Leverage technology for inclusivity
<u>UK manufacturing diversity & inclusion guide (2021)</u>	Made Smarter Innovation Network	Recommendations	<p>Practical steps on how to:</p> <ul style="list-style-type: none"> improve diversity in the manufacturing workforce ensure technologies developed by – and adopted in – manufacturing are inclusive consider the unintended effects of technology on workforce diversity.
<u>Manufacturing our recovery through inclusion (2021)</u>	Make UK	Guiding principles	<ul style="list-style-type: none"> Define your EDI ambition and publish this through an EDI statement owned and championed by senior leaders in our business. Create a truly inclusive culture by building a workforce reflective of the working population and your local community. Share best practices with your peers and learn from those who have made positive change. Adapt and review your EDI work by embedding a culture of learning throughout your business.
<u>The EDI Engine. Evidencing the business benefits of equality, diversity and inclusion (EDI) in</u>	Royal Academy of Engineering	Recommendations	<ul style="list-style-type: none"> Collect data to evaluate your company's EDI practices. Leverage external resources and expertise to guide your efforts. Adopt a leadership-driven, strategic approach.

Name	Organisation	Type of resource	Highlights
engineering (2024)			<ul style="list-style-type: none"> Set ambitious yet realistic goals tailored to your company's needs, resources and capabilities. Cultivate a culture that embeds EDI.
Women in Aviation and Aerospace Charter (2018)	Women in Aviation and Aerospace Charter	Charter	<ul style="list-style-type: none"> Have one member of the senior executive team who is responsible and accountable for gender diversity and inclusion. Set internal targets, where appropriate, for gender diversity in senior management. Publish progress annually against any targets in reports on their website. Try to ensure that the pay of the senior executive team is linked to delivery against any internal targets on gender diversity and inclusion.
Manufacturing Institute's Women MAKE America 35x30 Campaign (2022)	Manufacturing Institute's Women MAKE America, Deloitte (USA)	Recommendations	<ul style="list-style-type: none"> Evidence to support the Women MAKE America 35x30 campaign, which aims to increase the percentage of women in manufacturing from 29% to 35% by 2030
Careers of the Future	Next Generation Manufacturing (Canada)	Initiative	<ul style="list-style-type: none"> Careers of the Future is an initiative that aims to empower and inform young Canadians about the advanced manufacturing sector. It showcases young and inspirational individuals who are actively contributing to the manufacturing sector in its "Meet the Changemakers" series. For those aged 15–18 who are preparing for post-secondary education, and who aspire to join the advanced manufacturing field, the initiative hosts the "Manufacturing the Future Contest", an essay contest encouraging young people to articulate their desire to pursue a career in the sector.

Relevant gender and EDI studies

- Women in Manufacturing UK initiative (2024). [Women in UK Manufacturing 2024: Addressing labour shortages and bridging the gender gap. A review of best practices for diversity and inclusion](#). University of Cambridge. And Annex 1: [International review of best practices and frameworks](#).

2.2 Clean energy industries

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
Catapult Network's Inclusivity in Innovation Charter (2022)	Catapult Network	Charter	<p>The Charter calls for key EDI actions such as:</p> <ul style="list-style-type: none"> having a strategy, policy and roadmap document collecting and reporting data setting up and monitoring targets identifying a member of the senior executive team responsible and accountable for reporting monitoring at board level creating local EDI champions.

Name	Organisation	Type of resource	Highlights
Global Women in Energy Workplace Charter (2024)	United States Energy Association	Charter	<ul style="list-style-type: none"> • Ensure professional development of women with capacity and skill development initiatives to support career advancement of women in our workplace. • Enable work-life balance to provide flexibility and an enabling environment for balancing both work and personal life for women in our organisation. • Create safe and secure environment for women and girls in their homes, workplace, and communities to ensure physical and mental safety. • Raise awareness and expand commitment to women's leadership and representation by establishing leadership initiatives to ensure equal representation of women and decision-making at every level while reducing bias. • Measure progress in women's leadership commitment by defining indicators and targets to ensure the promotion of gender equity, as well as transparency and accountability of leaderships' commitment. • Engage girls and women's STEM programmes to establish and implement programmes and initiatives to increase the number of girls (learning about) and women (working) in the energy sector, with a focus on science, technology, engineering, and mathematics (STEM), and to ensure equal opportunities for young women.

2.3 Creative industries

Key EDI gaps

- Unequal access to finance continues to disadvantage businesses led by women and individuals from ethnic minority backgrounds..²⁹
- Working-class representation in the creative industries workforce is at its lowest level in a decade, with ongoing under-representation of women, ethnic minorities, and disabled people..³⁰
- Engagement with the cultural sector remains disproportionately low among working-class, ethnic minority, and disabled audiences..³¹
- Persistent skills shortages reflect missed opportunities to tap into a broader and more diverse talent pool..³²

²⁹ Bakhshi, H. et al. (2025). *Unleashing creativity. Fixing the finance gap in the creative industries*.

³⁰ Carey, H. et al. (2025). *Getting in and getting on Class, participation and job quality in the UK Creative Industries*.

³¹ Ibid.

³² Carey, H., Florisson, R. and Giles, L. (2019). *Skills, talent and diversity in the creative industries: critical issues and evidence gaps. Multiple: Creative Industries Policy and Evidence Centre and Work Advance*.

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
<u>SG Women in Tech (SGWIT) Corporate Pledge</u> (2021)	Infocomm Media Development Authority (IMDA) in partnership with the tech industry (Singapore)	Initiative/pledge	<ul style="list-style-type: none"> A flexible pledge and commitment by companies to create a conducive environment for women tech professionals
<u>Beyond Brontes</u> (2024)	Screen Yorkshire	Training programme	<ul style="list-style-type: none"> Skills Connect course funded by the Mayor of West Yorkshire, Tracy Brabin, and the West Yorkshire Combined Authority Aims to tackle barriers to entry to the TV and film industry for young people from under-represented groups Training, industry masterclasses, CV and interview workshops, mentorships, one-to-one support, careers information, internships, work experience placements with TV and film producers
<u>The XR stories and SIGN (Screen Industries Growth Network) diversity and inclusion policy</u> (2024)	Screen Industries Growth Network (SIGN)	Policy	<ul style="list-style-type: none"> Informing and shaping all the activities funded by XR Stories and the SIGN by the values of equality, diversity, and inclusivity Implementing and meeting targets through embedding EDI into funding criteria, setting and adopting targets for representation of minority groups Providing support through training, business development, research, and evaluation
<u>Bristol + Bath Creative R+D</u> (2023)	Bristol City Council	Programme	<ul style="list-style-type: none"> Multi-layer and multi-partner strategy Place-based approach and sectoral focus Aiming for long-term impact adopting a dashboard monitoring approach Publications, including papers and reports <i>Container</i> magazine
<u>The F-List Directory of UK Female + Musicians</u>	F-List	Bottom-up and peer-to-peer support network	<ul style="list-style-type: none"> Member directory Sharing of creative works by members Career toolkit Policy engagement Research conferences Providing funding for projects

Relevant gender and EDI studies

- Bakhshi, H., Siepel, J., Carmona, L. and Tarr, A. (2025). *Unleashing creativity. Fixing the finance gap in the creative industries.*
- Carey, H., Florisson, R., O'Brien, D. and Lee, N. (2025). *Getting in and getting on Class, participation and job quality in the UK Creative Industries.*
- Carey, H., Giles, L., O'Connor, K., Sissons, P. and Gowin, E.S. (2024) Beyond growth: promoting inclusive development of creative clusters in the UK. Creative Industries Policy and Evidence Centre (Creative PEC). doi: 10.5281/zenodo.12795943. This research identifies nearly 50 examples of inspiring practice, from 15 different countries across the globe.

- Carey, H., Florisson, R. and Giles, L. (2019) Skills, talent and diversity in the creative industries: critical issues and evidence gaps. Multiple: Creative Industries Policy and Evidence Centre and Work Advance. Available from: <https://pec.ac.uk/discussion-papers/skills-talent-and-diversity-in-the-creative-industries>

2.4 Defence

Key EDI gaps

- Women make up only about 15% of the workforce in the defence industry, with even lower figures (around 9%) in technical roles such as engineering..³³
- Individuals from Black, Asian, and minority ethnic (BAME) backgrounds and with disabilities remain significantly under-represented, particularly in leadership roles..³⁴
- The defence sector is often perceived as rigid, hierarchical, and exclusive, deterring diverse talent. Despite some policy progress, both overt and latent discriminatory behaviours against women and other minorities remain..³⁵

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
Women in Defence Charter (2024)	Women in Defence	Charter	<ul style="list-style-type: none"> • Having one member of our senior executive team who is responsible and accountable for gender inclusion and diversity setting internal targets, where appropriate, for gender diversity in our senior management • Publishing progress annually against any targets in reports on our website • Having an intention to ensure the pay or the objectives of the senior executive team are linked to delivery of any internal targets on gender inclusion and diversity

2.5 Digital and technologies

Key EDI gaps

- Women remain significantly under-represented in the UK tech workforce, comprising only around 20% of employees.
- Over the past 5 years, the number of men working in the information and communication sector has grown by approximately 11.5%, while the number of women has declined by around 7%. In 2024 women left the sector at more than twice the rate of men.

³³ Copello (2025). *How can we improve diversity and inclusion within the UK defence sector?*

³⁴ Ministry of Defence (2018). *A Force for Inclusion Defence Diversity and Inclusion Strategy 2018–2030*.

³⁵ Defence Human Capability Science and Technology Centre (2020). *IN 2.101 Defence Inclusivity Phase 2: The Lived Experience*.

- The tech industry loses an estimated £2 billion–3.5 billion annually as the result of a broken career framework that disproportionately drives out women and under-represented talent.
- The primary reasons cited for leaving include limited opportunities for advancement, lack of recognition, inadequate pay, unsupportive workplace cultures, and the absence of visible role models or professional networks..³⁶

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
Catapult Network's Inclusivity in Innovation Charter (2022)	Catapult Network	Charter	<p>The Charter calls for key EDI actions such as:</p> <ul style="list-style-type: none"> • having a strategy, policy, and roadmap document • collecting and reporting data • setting up and monitoring targets • identifying a member of the senior executive team responsible and accountable for reporting • monitoring at board level • creating local EDI champions.
SG Women in Tech (SGWIT) Corporate Pledge (2021)	Infocomm Media Development Authority (IMDA) in partnership with the tech industry (Singapore)	Initiative/pledge	<ul style="list-style-type: none"> • A flexible pledge and commitment by companies to create a conducive environment for women tech professionals
UK manufacturing diversity & inclusion guide (2021)	Made Smarter Innovation Network	Recommendations	<p>Practical steps on how to:</p> <ul style="list-style-type: none"> • improve diversity in the manufacturing workforce • ensure technologies developed by – and adopted in – manufacturing are inclusive • consider the unintended effects of technology on workforce diversity.

Relevant gender and EDI studies

- Mahmood, S., Asghar, N. and Kousha, K. (2024) [Investigation disparities in SME digitalisation](#), ERC Research Paper 111, Enterprise Research Centre.
- O'Neill, D., Blake, K., Vally, V. and Iovita, I. (2025). [Lovelace Report](#).

2.6 Financial services

Key EDI gaps

- Since the launch of the HM Treasury Women in Finance Charter in 2016, the average representation of women across the cohort of signatories has increased by approximately 1 percentage point per year, reaching 36% in 2024. The exception was during the

³⁶ O'Neill et al. (2025). [2025 Lovelace Report](#).

pandemic, when representation in 2021 remained unchanged from 2020, followed by a 2-percentage-point rise in 2022..³⁷

- In private equity and venture capital, as of 2023, 27% of investment professionals were women and 18% were individuals from ethnic minority backgrounds. However, only 15% of senior investment roles were held by women and 13% by individuals from ethnic minority backgrounds..³⁸
- The financial and insurance sector shows among the largest gender pay gaps in the UK economy, with a median pay gap of 29.8% and a mean pay gap of 30.5% in 2024..³⁹

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
Women in Finance Charter (2016)	HM Treasury	Charter	<ul style="list-style-type: none"> • Having one member of our senior executive team who is responsible and accountable for gender diversity and inclusion • Setting internal targets for gender diversity in our senior management • Publishing progress annually against these targets in reports on our website • Having an intention to ensure the pay of the senior executive team is linked to delivery against these internal targets on gender diversity

2.7 Life sciences

Key EDI gaps

- Data analysis from the UK Bioindustry Association (BIA) demonstrates relatively strong inclusivity and a reasonable level of diversity of talent at the early-stage career level in the sector. However, the report also reveals significant diversity gaps across disciplines, senior management levels, and demographic traits, which require action at both company and sector level..⁴⁰
- Analysis undertaken over 10 years shows there are now significant numbers of women in the UK in CEO roles; however, since 2020, women CEOs seem to have grown with the market but not changed as a percentage of representation. Data showed that the percentage capital raised by women surpasses their percentage representation, but as large rounds kick in, in a riskier environment, companies run by female CEOs have trailed. Surveys also revealed that, for women CEOs, external stakeholder bias from investors and funders, and/or board bias, are the most prevalent challenges faced..⁴¹

³⁷ HM Treasury (2025). *Women in Finance Charter: Focus on Acceleration*.

³⁸ BVCA (2025). *Diversity in UK Private Equity and Venture Capital 2025 Report*.

³⁹ Office for National Statistics (2025). *Annual Survey of Hours and Earnings (ASHE) for gender pay gap tables*.

⁴⁰ BIA (2023). *Diversity and Inclusion in UK Biotech*.

⁴¹ BIA (2023). *Women in biotech leadership: Representation at C-suite*.

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
Diversity and Inclusion in UK Biotech (2023)	UK BioIndustry Association	Recommendations	<ul style="list-style-type: none"> Collect and benchmark diversity and inclusion data Leaders champion action Inclusive recruiting and hiring practices Career mentoring and sponsorship <p>The BIA has a strong Women in Biotech network and, since launching its complementary mentoring programme for member companies, more than 130 female mentees have benefited from access to incredible leaders and innovators in the field supporting their career development.</p>
Women in biotech leadership: Representation at C-suite (2025)	UK BioIndustry Association	Recommendations	<ul style="list-style-type: none"> Collaborate with investment communities, executive search firms, and grant providers to ensure equitable access to the board table, CEO roles and funding. Promote women leadership across the sector and continue to advocate for board diversity.

2.8 Professional and business services

Examples of EDI initiatives

Name	Organisation	Type of resource	Highlights
The Wise Gender Equality Framework (2024)	Wise	Framework	<ul style="list-style-type: none"> The framework consists of five pillars that encompass all aspects of workplace diversity and inclusion: data, attraction, progression, retention, and engagement. Specific EDI topics are grouped together within these pillars, to represent an overall approach to EDI management and development for both corporate organisations and academic institutions.

2.9 Cross-sectoral

Examples of EDI initiatives

Name	Organisation	Type of resource	Overview	Highlights
<u>BS ISO 538000 2024-05 Guidelines for the promotion and implementation of gender equality and women's empowerment (2024)</u>	British Standards – International Organisation for Standardisation	Standard	<p>A six-step methodology to adapt and implement gender equality:</p> <ol style="list-style-type: none"> Analyse the organisation's status. Identify stakeholders. Identify relevant gender equality issues and their potential impact. Prioritise gender equality issues. Draw up the gender equality action plan. Engage external stakeholders. 	<ul style="list-style-type: none"> Detailed list of relevant information and indicators needed to assess the organisation's status on gender equality Governance guidelines, including appointing gender adviser(s) and/or gender focal point(s) Guidelines for providing gender-responsive goods and services and gender-responsive budgeting Guidelines for gender-inclusive internal and external communication Guidelines for developing a grievance mechanism to prevent, detect, and respond to gender-based violence
<u>Women's Empowerment Principles (WEPs) (2010)</u>	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), UN Compact	Principles/ guidelines	<p>Seven key principles for businesses on how to empower women in the workplace, marketplace, and community:</p> <ol style="list-style-type: none"> Establish high-level corporate leadership for gender equality. Treat all women and men fairly at work – respect and support human rights and non-discrimination. Ensure the health, safety, and wellbeing of all women and men workers. Promote education, training, and professional development for women. Implement enterprise development, supply chain, and marketing practices that empower women. Promote equality through community initiatives and advocacy. Measure and publicly report on progress to achieve gender equality. 	<ul style="list-style-type: none"> Applicable to businesses of all sizes and sectors, providing flexibility in implementation according to specific needs and contexts. Companies that sign the WEPs publicly commit to advancing gender equality and can showcase their efforts on the WEPs platform. Access to tools, case studies, and resources to help companies effectively implement the principles and track their progress. Roadmap for companies to address workplace challenges and promote gender equality across their value chain, from products and services to marketing and community engagement.

Name	Organisation	Type of resource	Overview	Highlights
<u>Economic Dividends for Gender Equality Certification (EDGE)</u> (2011)	EDGE Certified Foundation	Certification	<p>A global certification for gender equality, evaluating corporate practices and providing a benchmark for improvement. It measures gender equality performance in companies, focusing on four pillars:</p> <ol style="list-style-type: none"> Representation at all levels of the organisation Pay equity Effectiveness of policies and practices Inclusiveness of the culture. 	<ul style="list-style-type: none"> The certification process provides organisations with a clear roadmap for improvement, including specific recommendations for advancing gender equality in the workplace. The certification process includes data analysis of gender pay gaps and employee surveys on gender equality. It offers three certification levels valid for up to 2 years, based on gender equality implementation.
<u>UNDP Gender Equality Seal for Public and Private Enterprises</u> (2015)	United Nations Development Programme (UNDP)	Certification	<p>Certification recognising organisations for their efforts and achievements in promoting gender equality and women's empowerment. It provides a benchmark for assessing gender equality performance and promotes best practices in eight dimensions:</p> <ol style="list-style-type: none"> Governance and strategy Remuneration Professional development Work-life balance and care Recruitment and selection Gender-based violence, sexual and sex-based harassment prevention and management Marketing and communication Supply chain management. 	<ul style="list-style-type: none"> To implement the Gender Equality Management System, companies conduct a self-assessment, develop gender-sensitive capacities, adopt a gender equality policy, and execute an action plan to eliminate inequalities in the workplace. Certification is awarded after third-party verification, with a Gender Equality Seal granted by national governments and partners. Companies are recognised with a bronze, silver, or gold seal based on their achievement level.
<u>UN Women Private Sector Accountability Framework (UNW-PSAF)</u> (2015)	UN Women	Framework/ toolkit	<p>A framework for private-sector companies to enhance accountability and transparency in their gender equality efforts. A self-assessment tool providing key performance indications and a reporting mechanism for companies to demonstrate their commitment to gender equality.</p>	<ul style="list-style-type: none"> The tool includes 35 indicators presented as questions in areas such as: <ol style="list-style-type: none"> WEPs commitment gender wage gap policies women's board representation grievance mechanisms for discrimination and harassment, and procurement from women-owned businesses.

Name	Organisation	Type of resource	Overview	Highlights
<u>Empowering Women at Work: Company Policies and Practices for Gender Equality (2020)</u> <u>Empowering Women at Work Policies and Practices for Gender Equality in Supply Chains (2020)</u>	International Labour Organisation, UN Women	Guidelines	<p>Practical recommendations for companies and their supply chains to implement, focusing on six key areas:</p> <ol style="list-style-type: none"> Equal opportunity in employment and occupation Equal pay Prevention of violence and harassment Work–life balance and equal share of care responsibilities Women in leadership Future of work. 	<ul style="list-style-type: none"> Case studies of companies successfully implementing gender equality initiatives across these six key areas, including real-world examples of promoting gender equality in their supply chains Comprehensive guiding principles provided for each of the key areas and specific guidelines tailored to addressing gender equality within supply chains Tools and frameworks for assessing current practices and implementing improvements
<u>Women's Empowerment in Global Value Chains: A Framework for Business Action to Advance Women's Health, Rights, and Wellbeing (2016)</u>	Business for Social Responsibility (BSR)	Framework/ guidance	<p>A holistic approach to women's empowerment focusing on the structural underlying factors that hinder women's progress, based on eight building blocks:</p> <ul style="list-style-type: none"> Access to safe and equitable employment opportunities Access to and control over economic resources and opportunities Education and training Social protection and childcare Access to, and control over, reproductive health and family formation Freedom from the risk of violence Voice in society and policy influence Freedom of movement. 	<ul style="list-style-type: none"> Establish business case: understand impact and benefits, determine value creation, consider socio-economic context. Set priorities: tailor criteria, engage stakeholders, assess value chain stages, explore synergies. Identify action opportunities: assess current performance, consider feasibility, nurture partnerships. Integrate and implement: set goals and targets, foster inclusion, measure and report outcomes.
<u>Uplifting women in the workforce (2021)</u>	Singapore Business Federation (Singapore)	Recommendations	12 recommendations for businesses, government, and other stakeholders to enhance women's participation and advancement in the Singaporean workforce	<ul style="list-style-type: none"> Company-level recommendations include: <ol style="list-style-type: none"> ensuring senior management buy-in adopting the relevant Tripartite Standards recalibrating processes and communicating extensively. Ecosystem-level recommendations include:

Name	Organisation	Type of resource	Overview	Highlights
				<ul style="list-style-type: none"> iv. pilot clustered returnship programmes v. augmenting targeted peer support networks for returnees vi. establishing networks to support and mentor women entrepreneurs. • National-level recommendations include: <ul style="list-style-type: none"> vii. embedding inclusive terms within support policies viii. increasing support for family care leave ix. fostering a supportive environment for women's enterprise programmes. • Individual-level recommendations: <ul style="list-style-type: none"> x. being receptive to new opportunities and pathways xi. embracing continuous learning. • Communicate and manage expectations pre-emptively.

2.10 Supplementary materials

Name	Organisation	Type of resource	Overview	Highlights
Framework for equality, diversity and inclusion in manufacturing (2024)	Women in Manufacturing UK initiative	Framework	A framework for driving an inclusive manufacturing industry with equal opportunities and a diverse workforce	<p>Recommendations for a gender-responsive industrial strategy:</p> <ul style="list-style-type: none"> • Recommendation 1. Embed gender analysis and inclusive consultations in policy development • Recommendation 2. Set gender equality targets and allocate adequate resources • Recommendation 3. Incorporate a gender perspective throughout all programmes and projects • Recommendation 4. Monitor and evaluate progress and review initiatives • Recommendation 5. Collaborate with other ministries and agencies to address gender disparities.
European Institute for Gender Mainstreaming Toolkits - Gender Impact Assessment Toolkit (2017)	European Institute for Gender Mainstreaming (EIGE)	Toolkit	A framework for conducting a Gender Impact Assessment to ensure policy and legislative interventions promote gender equality, analysing the potential impact of policies on women and men	<ul style="list-style-type: none"> • Includes five steps: <ul style="list-style-type: none"> i. Defining the policy purpose ii. Checking gender relevance iii. Gender-sensitive analysis iv. Weighing the gender impact v. Findings and proposals for improvement. • Encourages engagement with various stakeholders, including civil society organisations with gender expertise.
OECD' Toolkit for Mainstreaming and Implementing Gender Equality 2023 (2023)	Organisation for Economic Co-operation and Development (OECD)	Toolkit	Practical guidance for governments, parliaments, and judiciaries to implement the OECD Recommendation on Gender Equality in Public Life	<ul style="list-style-type: none"> • Offers self-assessment tools, best practices, and recommendations for integrating gender equality across government functions • Emphasises institutionalising gender equality, developing gender mainstreaming capacity, and establishing inclusive accountability structures • Additional focus areas include gender-responsive budgeting, public procurement, and infrastructure development • Features numerous case studies and examples from OECD member countries that have successfully implemented gender equality measures
UNIDO Guide to Gender Analysis and Gender	United Nations Industrial Development	Guide	Provides guidance, entry points, and practical recommendations to facilitate the effective and efficient	<ul style="list-style-type: none"> • Describes gender mainstreaming and provides examples • Provides examples of gender-responsive indicators and sex-disaggregated data • Explains what gender analysis is, and when and how to conduct it

Name	Organisation	Type of resource	Overview	Highlights
Mainstreaming the Project Cycle	Organization (UNIDO)		integration of gender considerations throughout the entire project/ programme cycle, with a focus on gender analysis tools	<ul style="list-style-type: none"> Offers guidance on gender-responsive monitoring, reporting, and evaluation
Gender-based Analysis Plus (GBA Plus) (2011)	Government of Canada (Canada)	Toolkit/ Methodology	An intersectional analytical tool to assess how women, men, and gender-diverse people experience government policies, programmes, and initiatives	<ul style="list-style-type: none"> Considers multiple factors (race, ethnicity, age, disability, etc.) to understand systemic inequalities. Key questions: <ul style="list-style-type: none"> i. Do I believe the issues I work on are gender-neutral? Or culturally neutral? Ability neutral? Is this based solely on my own experience? ii. Is it possible that my assumptions prevent me from asking questions and hearing or understanding answers that are outside my own experience? iii. How might attitudes and norms – my own, those of my organisation, and those of the institutions and society surrounding me – limit the range of policy options I consider and propose? Key elements of the GBA Plus process: <ul style="list-style-type: none"> i. Identifying and addressing the needs of diverse groups through analysis and direct consultation ii. Assessing and mitigating potential effects on non-targeted individuals by consulting stakeholders and identifying unintended outcomes iii. Ensuring data is disaggregated by relevant identity factors for thorough analysis. Sets baseline indicators, measures outcomes, and identifies any gaps or barriers in service access.

3. Charting the way forward: key recommendations

As part of the development of the UK Industrial Strategy and accompanying Sector Plans, a workshop was held on 2 May 2025 with representatives from 16 organisations⁴² to explore how equality, diversity, and inclusion (EDI) considerations can be embedded across the Industrial Strategy's growth-driving sectors. The workshop was organised by the Department for Business and Trade, in collaboration with the Women in Manufacturing initiative.

Key themes discussed included:

- The important role of government in providing coordinated leadership to ensure coherence across EDI initiatives, including signalling commitment via clear targets and goals.
- The need to shift organisational culture to attract and retain individuals from under-represented groups.
- The relevance of raising awareness that EDI is not just a moral imperative but also a key driver of innovation, resilience and economic growth, supported by evidence on what constitutes effective practice.
- The importance of adopting an intersectional approach that recognises how different aspects of identity interact to shape individuals' experiences in the workplace.
- The strong commitment demonstrated by EDI leads across sectors, and the potential value of their ongoing advisory role in supporting the implementation of EDI commitments.

Against this background, we welcome the recognition in the UK's *Modern Industrial Strategy*, published in June 2025, that workforce diversity and inclusion are critical to driving business performance and economic growth. Sector plans, such as the *Advanced Manufacturing Sector Plan*, embed this priority through concrete commitments and measurable targets to improve diversity and inclusion across the workforce, including the Equality Charter and the "35 by 35" target. The aim is to increase women's representation in the UK manufacturing workforce to 35% by 2035, an ambition aligned with the Women in Manufacturing UK initiative.

In response to these developments, and to realise the gender equality scenario by 2035, we provide three key recommendations:

- **Advancing Equality in Growth-Driving Sectors.** An initiative led by the government in collaboration with industry and EDI organisations to promote inclusion across the eight growth-driving sectors identified in the UK's *Modern Industrial Strategy*. It would involve companies and trade associations sharing their diversity, equality, and inclusion commitments and progress with coordination support from the UK government. Following the Women in Manufacturing's framework for diversity and inclusion, it could cover four key areas:
 - i. Championing inclusive leadership

⁴² Association for the British Pharmaceutical Industry, Association of British Insurers, Bioindustry Association, Creative UK, Department for Business and Trade, Energy UK, HVM Catapult, Innovate UK, Institute for Manufacturing (University of Cambridge), Institute of Directors, Institution of Engineering and Technology, Make UK, Office for Equality and Opportunity, Society of Motor Manufacturers and Traders, Tech UK, and TheCityUK.

- ii. Assessing, tracking and reporting progress
- iii. Fostering an inclusive culture
- iv. Promoting inclusive recruitment, retention, and promotion.

Previous experience has underscored the importance of meaningful stakeholder engagement, the value of flexible charter frameworks that can be adapted to organisational contexts, and the relevance of a combined approach, linking quantitative targets with qualitative efforts to shift organisational culture. Regular reviews and anonymous data collection have also been shown to increase compliance with reporting requirements.

- **Future Pathways.** A forward-thinking initiative aimed at inspiring and preparing the next generation for careers in the UK's growth-driving sectors. The aim of this campaign would be to raise awareness of opportunities in industries critical to the nation's economic growth and innovation. By collaborating with schools, universities, career advisers, and industry leaders, the initiative would introduce young people to these key sectors. With an emphasis on diversity and inclusion, Future Pathways would highlight diverse role models across industries, fostering an environment where all young people feel empowered to pursue their future careers.
- **Inclusion-responsive programmes and projects.** This approach would help to reduce existing disparities and prevent the creation of new inequalities as programmes and projects evolve. This may involve setting equality targets (gender, ethnicity, disability, etc.), embedding equality considerations into funding criteria, developing programme streams targeted at under-represented groups, supporting the involvement of under-represented groups in decision-making roles, collecting gender-, ethnicity, and disability-disaggregated data, and assessing the potential and actual impacts of programmes on equality outcomes.