



MOVING FROM UNCONSCIOUS BIAS TO CONSCIOUS INCLUSION

RWE

MAKING DIVERSITY PART OF THE NORMAL

Diversity and inclusion within RWE is part of its daily business, not a separate department. For several years, unconscious bias/debiasing training has been in place for managers and Board members across RWE.

The training was initially developed so that employees could understand how biases can impact business decisions, but more recently it has been expanded. It is hoped that this will support the drive to address the gender imbalance within the organisation: by merging both business and people decisions the intention is to drive a longer-term culture change.

Within RWE Supply and Trading, training has been given to the HR team focusing on unconscious bias in recruitment, performance management, and in general business, enabling them to support managers to ensure there is no bias within these processes. This training is also being delivered to other recruiting teams across RWE next year.

POWERFUL WOMEN

Diversity and inclusion initiatives across the business include an annual Diversity Day, which was held virtually this year with a series of interactive webinars across three days, on various topics. The most popular webinar was a debiasing session with positive feedback from attendees.

To support their diversity vision, the RWE Generation UK business senior leaders recently spent the day focusing on unconscious bias – why it influences behaviour and what they could all do to avoid those influences impacting business decisions.

Alison Chappell, UK Diversity & Inclusion Programme Lead, explains how the training was designed to examine different types of bias:



“The training was planned to help us ‘unpick’ how some automatic thinking can result in us making poor decisions about people. For example, we learned that when assigning team members to important projects, the Availability Bias can result in the same people being picked every time, whilst others then miss out on development opportunities. Similarly, the First Impression Bias means we may jump to conclusions about the first piece of work delivered by a new starter.”



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Tackling unconscious bias through inclusive leadership

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To avoid this, RWE has ensured its interview and coaching processes are more structured and fair for all employees. Special attention is also paid to the language used in job adverts and on meeting agendas to be more open and inclusive as this can be subconsciously written in a biased way.

Each leader took away their own personal action plans. Peter Fitzpatrick, Production Manager at Staythorpe Power Station, commented;

“One simple change we can all make is to use someone outside of our immediate teams as a sounding board during recruitment processes or when establishing a project team.



This can bring refreshing perspectives on plans and decisions.”



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