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everyone

# SAFETY & RELIABILITY SOCIETY AND WSP

## INCLUSIVE CULTURES AND PSYCHOLOGICAL SAFETY: PRACTICAL STRATEGIES FOR SUCCESS

BY  
ERIK TOMLIN, ROYAL ACADEMY OF  
ENGINEERING

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- Introduction
- Presentation and discussion by Erik Tomlin
- SaRS Information
- Feedback

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Royal Academy  
of Engineering

Culture<sup>+</sup>

# Inclusive Cultures and Psychological Safety: Practical Strategies for Success

Safety and Reliability Society

Facilitators:

Erik Tomlin, EDI Platform Manager, Royal Academy of Engineering

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## Agenda

Introduction / Objectives / Ground Rules

The Importance of Psychological Safety  
and Inclusive Cultures

Four Strategies to Foster Psychological  
Safety

Pledge to Commit to Action

Wrap Up / Questions

# The Royal Academy of Engineering

## Charity

We deliver public benefit from engineering excellence and technology innovation.

## National Academy

We provide progressive leadership for engineering and technology, and independent expert advice to government, in the UK and beyond.

## Fellowship

We bring together an unrivalled community of leading business people, entrepreneurs, innovators and academics from every part of engineering and technology.

## Session Objectives

1

Understand importance of psychological safety and the business benefits they bring to engineering project groups.

2

Learn key strategies to create and maintain psychological safety.

3

Gain practical, actionable tips to implement these strategies in day-to-day work.

4

Be inspired to seek out opportunities to address the lack of diversity in engineering by promoting inclusion.

5

Commit to taking concrete steps to enhance inclusivity within their own teams and organisations.

## Notes for Participation



Engage and share  
your thoughts



Be curious and ask  
questions



Respect everyone's  
participation



# The Importance of Psychological Safety and Inclusive Cultures

## What Is Psychological Safety?



## What Is Psychological Safety?

- Feeling of belonging





## What Is Psychological Safety?

- Feeling of belonging
- Environment where contributions are valued





## What Is Psychological Safety?

- Feeling of belonging
- Environment where contributions are valued
- Ability to speak up, share ideas, and take risks



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- Mistakes are seen as learning opportunities



## What Is Psychological Safety?

- Feeling of belonging
- Environment where contributions are valued
- Ability to speak up, share ideas, and take risks
- Mistakes are seen as learning opportunities
- Varies for different people

# The business benefits of psychological safety and inclusion

Scan the QR code to access the Academy's latest research report: The EDI Engine





# The business benefits of psychological safety and inclusion



**People:** Inclusive teams  
create a better employee  
experience

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# The business benefits of psychological safety and inclusion



**People:** Inclusive teams create a better employee experience



**Products & Services:** Diverse teams innovate and make your solutions more inclusive

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# The business benefits of psychological safety and inclusion



**People:** Inclusive teams create a better employee experience



**Partners:** Engagement with EDI can attract investment and enhance reputation



**Products & Services:** Diverse teams innovate and make your solutions more inclusive

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# The business benefits of psychological safety and inclusion



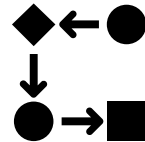
**People:** Inclusive teams create a better employee experience



**Partners:** Engagement with EDI can attract investment and enhance reputation



**Products & Services:** Diverse teams innovate and make your solutions more inclusive



**Processes:** Addressing EDI can mitigate legal, reputational, and safety risks)

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## A brief sidebar: the challenge of diversity and inclusion

Representation in the engineering workforce compared with wider workforce

Demographic		Engineering	Workforce
Gender	Women	15.7%	47.7%
Ethnicity	Black, Asian, Mixed or other ethnic group	11.4%	28.2%
Disability	Disabled people	11%	15%
Age	< 25 years old	8.1%	11.4%
	> 65 years old	3.7%	5.2%

Source: [Engineering UK](#) & [EDI Engine](#), Royal Academy of Engineering

## Collective action is necessary

Consider the following:



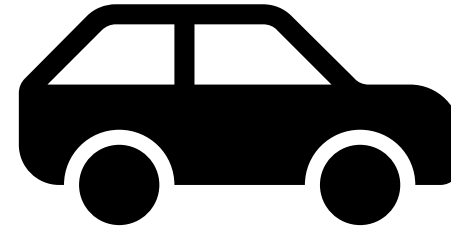
Safety in the Workplace

## Collective action is necessary

Consider the following:



Safety in the Workplace



Defensive Driving

# Four Strategies to Foster Psychological Safety



## 4 Strategies to Build Inclusive Cultures

### 1. Inclusive Communication



## 4 Strategies to Build Inclusive Cultures

### 1. Inclusive Communication

- I let other people speak without interrupting them



## 4 Strategies to Build Inclusive Cultures

### 1. Inclusive Communication

- I let other people speak without interrupting them
- I use inclusive and respectful language



## 4 Strategies to Build Inclusive Cultures

### 1. Inclusive Communication

- I let other people speak without interrupting them
- I use inclusive and respectful language
- I speak up and object to any unkind or unfair communication I witness



## 4 Strategies to Build Inclusive Cultures

### 1. Inclusive Communication

- I let other people speak without interrupting them
- I use inclusive and respectful language
- I speak up and object to any unkind or unfair communication I witness
- I ask open questions to understand other people's point of view





## Spot the Shut Down

‘We’ve tried that before and it didn’t work.’

How could the manager have responded in a more inclusive way?

Raise your hand and contribute or type it in the chat if you’re online and I’ll read some of them out.





## Spot the Shut Down

- ✗ ‘We’ve tried that before and it didn’t work.’
- ✓ “Interesting—what made you think of that?”
- ✓ “Let’s explore how it might work differently this time.”
- ✓ “What would success look like if we tried it again?”
- ✓ “I’m not sure—can you walk us through your thinking?”

## 4 Strategies to Build Inclusive Cultures

### 2. Valuing Feedback



## 4 Strategies to Build Inclusive Cultures

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- I respond with interest to views different from my own



## 4 Strategies to Build Inclusive Cultures

### 2. Valuing Feedback

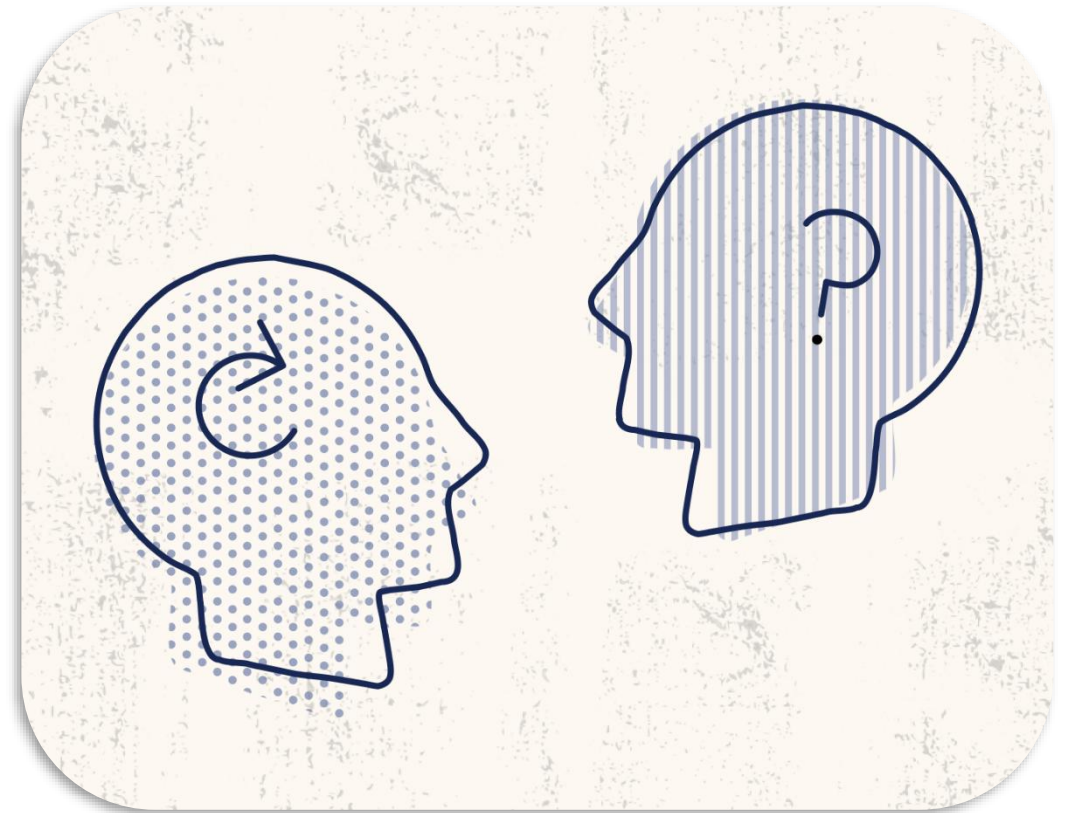
- I respond with interest to views different from my own
- I actively seek out opportunities to learn



## 4 Strategies to Build Inclusive Cultures

### 2. Valuing Feedback

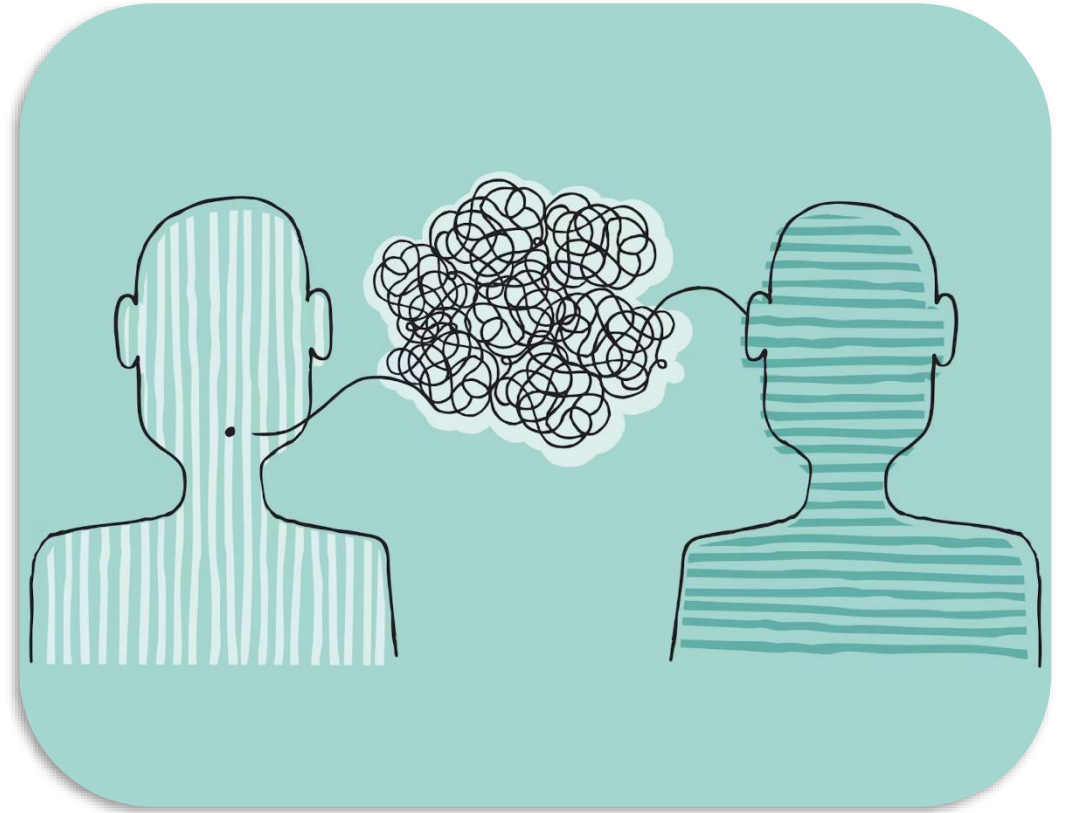
- I respond with interest to views different from my own
- I actively seek out opportunities to learn
- I ask for feedback



## 4 Strategies to Build Inclusive Cultures

### 2. Valuing Feedback

- I respond with interest to views different from my own
- I actively seek out opportunities to learn
- I ask for feedback
- I give specific feedback





## Feedback Fixer

Let's think of ways to fix this  
unhelpful feedback:

1. "That meeting was a mess."



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## Feedback Fixer

Let's think of ways to fix this unhelpful feedback:

1. "That meeting was a mess."
2. "You need to be more professional."
3. "Great job."
4. "That didn't land well."



## 4 Strategies to Build Inclusive Cultures

### 3. Considering Diverse Perspectives



## 4 Strategies to Build Inclusive Cultures

### 3. Considering Diverse Perspectives

- I invite a diverse group of people to meetings



## 4 Strategies to Build Inclusive Cultures

### 3. Considering Diverse Perspectives

- I invite a diverse group of people to meetings
- I seek out different viewpoints in decision-making

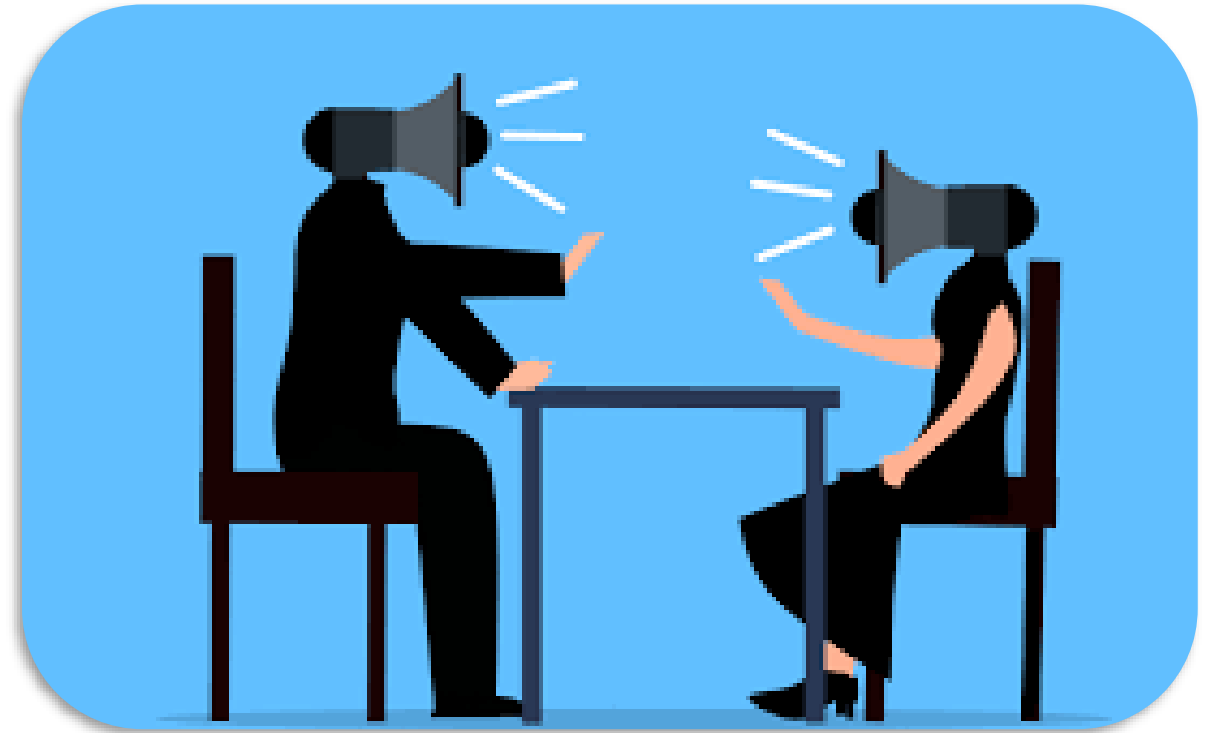




## 4 Strategies to Build Inclusive Cultures

### 3. Considering Diverse Perspectives

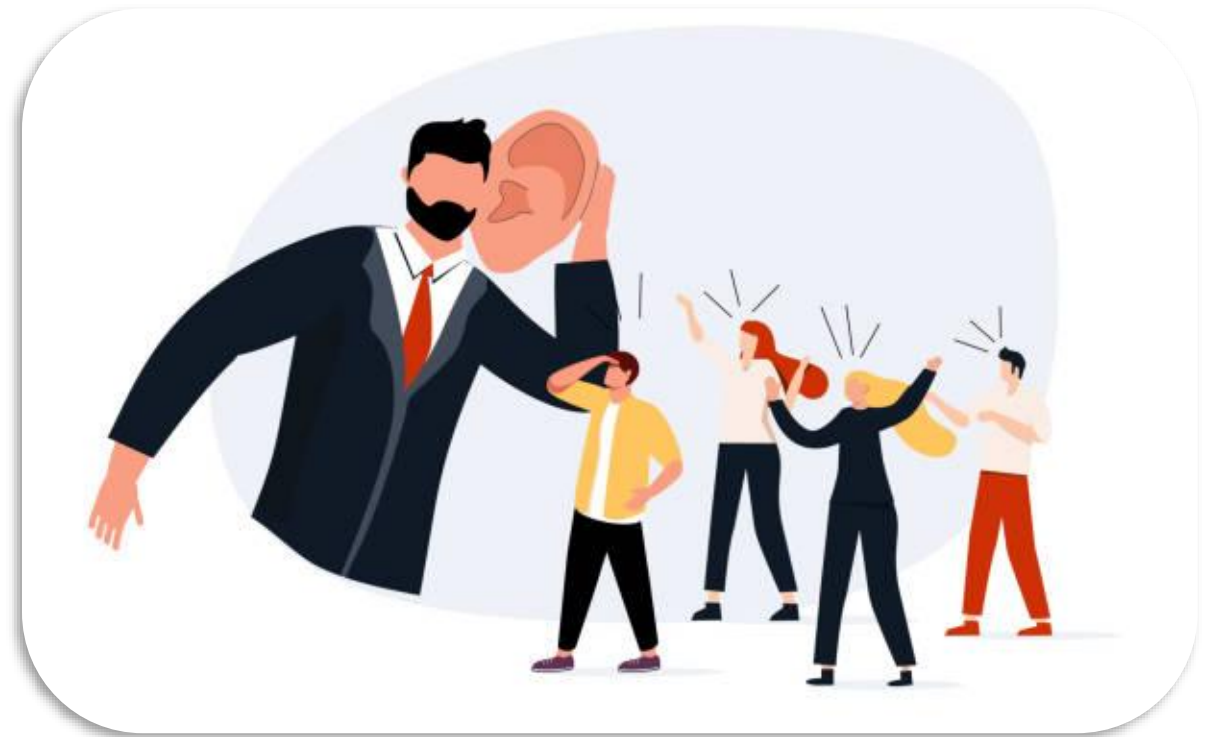
- I invite a diverse group of people to meetings
- I seek out different viewpoints in decision-making
- I object if someone is prevented from contributing their ideas



## 4 Strategies to Build Inclusive Cultures

### 3. Considering Diverse Perspectives

- I invite a diverse group of people to meetings
- I seek out different viewpoints in decision-making
- I object if someone is prevented from contributing their ideas
- I listen to other people's views



## 4 Strategies to Build Inclusive Cultures

### 4. Embracing Failure



## 4 Strategies to Build Inclusive Cultures

### 4. Embracing Failure

- I respond positively when people take considered risks



## 4 Strategies to Build Inclusive Cultures

### 4. Embracing Failure

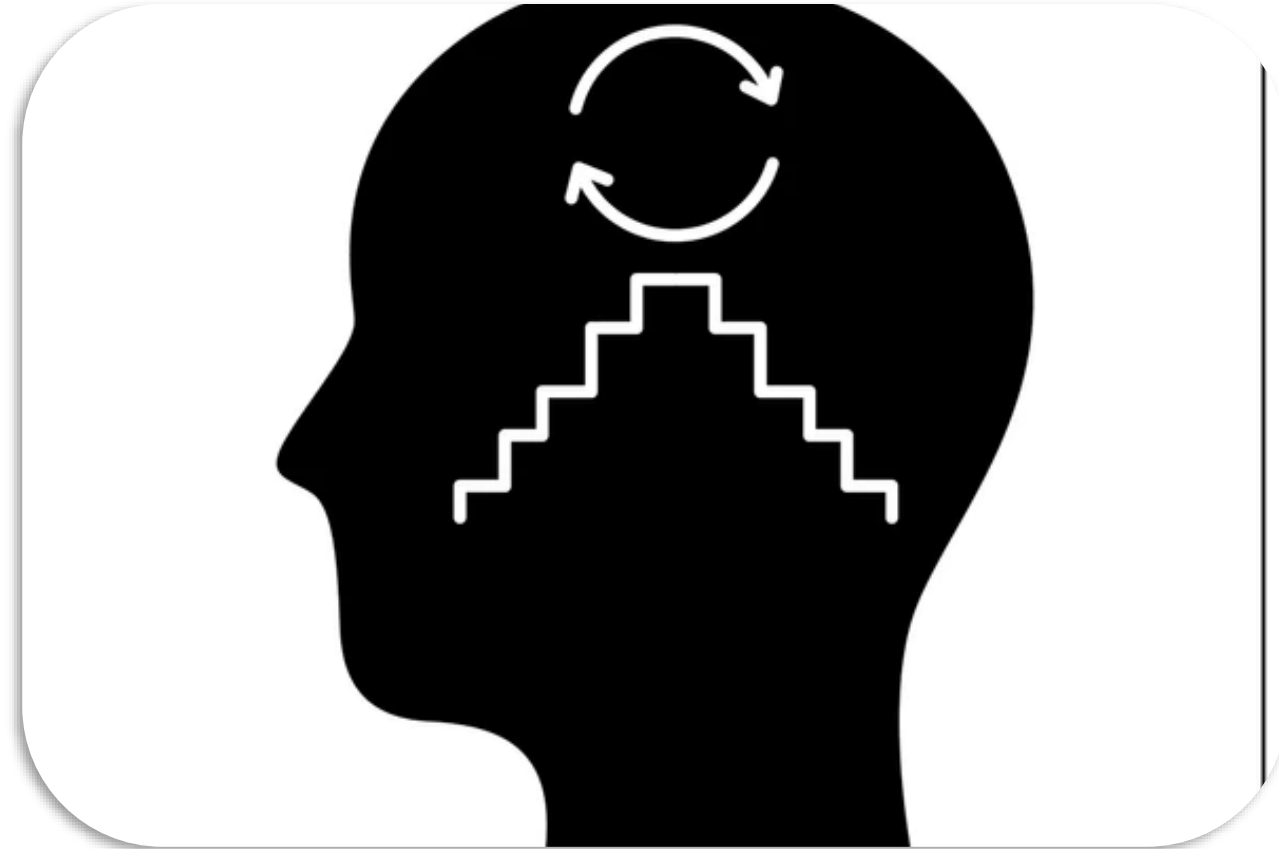
- I respond positively when people take considered risks
- I encourage colleagues to share work in progress



## 4 Strategies to Build Inclusive Cultures

### 4. Embracing Failure

- I respond positively when people take considered risks
- I encourage colleagues to share work in progress
- I change my behaviour by learning from my mistakes



## 4 Strategies to Build Inclusive Cultures

### 4. Embracing Failure

- I respond positively when people take considered risks
- I encourage colleagues to share work in progress
- I change my behaviour by learning from my mistakes
- I acknowledge the things I don't know





## 4 Strategies to Build Inclusive Cultures

### 4. Embracing Failure

Poll: Which of these Embracing Failure habits do you find most challenging in your day-to-day work?

- A. I respond positively when people take considered risks
- B. I encourage colleagues to share work in progress
- C. I change my behaviour by learning from my mistakes
- D. I acknowledge the things I don't know.

# Commit to Action

## Pledge to Commit to Action

Keep the momentum going

- What do you want to take away?
- What behaviours do you want to work on?
- How will you hold yourself accountable?



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## Overview

- Psychological Safety is crucial to realising the many business benefits of an inclusive culture
- We can actively contribute to an inclusive culture by focusing on behaviours that facilitate:

Inclusive Communication

Valuing Feedback

Considering Diverse Perspectives

Embracing Failure

- We must commit to action and hold each other to account

A platform designed for small and growing companies to build everyday habits that are essential to create inclusive cultures.



## How can Culture<sup>+</sup> help you build a world class team?

- **Inclusive Hiring:** Attract top talent with equitable recruitment
- **Boost Employee Growth:** Develop skills with personalised, bite-sized learning.
- **Expert Policy Guidance:** Create fair, effective workplace policies.
- **Measure Impact:** Show ROI with quarterly reports.
- **Create a Sense of Belonging:** Foster a culture of psychological safety.
- **Leadership Transformation:** Equip leaders with the tools for inclusive behaviours.



<https://enterprisehub.raeng.org.uk/culture-plus#sign-up>

# Inclusive Cultures and Psychological Safety: Practical Strategies for Success

Safety and Reliability Society

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- SaRS members can access this archive as a member benefit:
  - You can join as a full member, or
  - The simplified **“Associate of the Society”** grade which gives you access to all the SaRS resources including the webinars.
  - See [www.sars.org.uk](http://www.sars.org.uk)
- This webinar recording will be available in a couple of days so keep an eye out if you want to see it again

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- Thank you very much for attending