

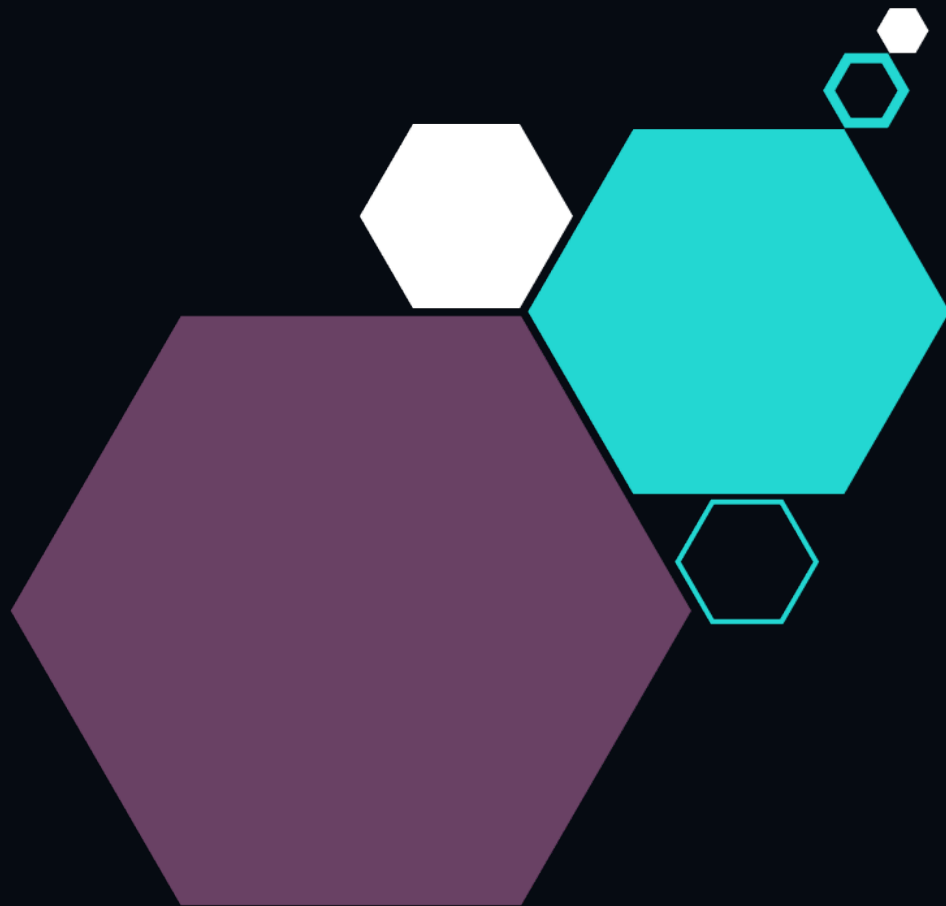


Royal Academy
of Engineering

Culture+

Culture+

Building inclusive
and innovative
cultures from the
very start



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The platform

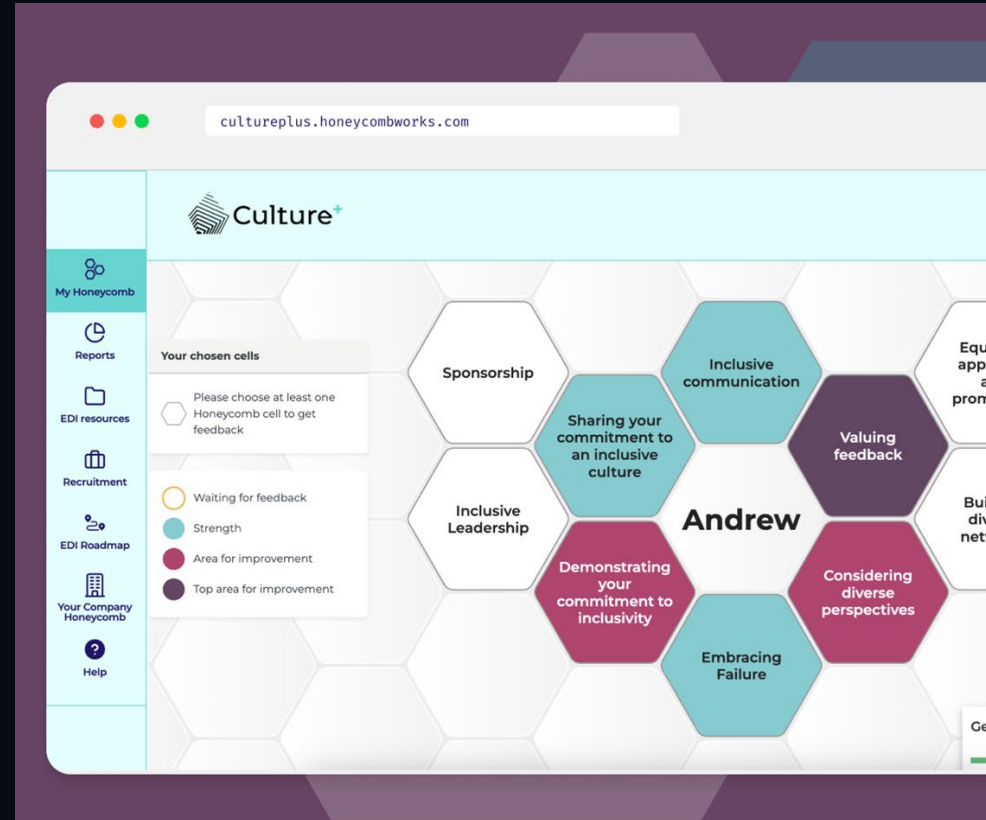
An overview of the Royal Academy
of Engineering's Culture⁺



Culture+

Culture+ provides engineering startups with the tools they need to **foster inclusive company cultures** that support their long-term business success.

The platform is designed to help you **remove barriers to an inclusive workplace**. By making inclusivity an important component of your culture from the start, your engineering startup can **become more innovative and successful**.



With Culture⁺ you will:

Get specific actions: to put into practice a core set of the most essential behaviours and a checklist of actions critical at every stage of your growth

Get personal development support for everyone in your organisation: an affordable, scalable way to help your people develop critical skills

Simplify implementation with equity, diversity and inclusion (EDI) resources: access a set of templates and action plans to take the complexity out of culture

Track your progress: celebrate success and be confident you are on the right path

How Culture+ works



Research-focused cells

Cells (skill areas) cover the most important topics in manageable pieces



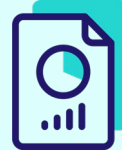
Habits that make a difference

Develop specific, observable, repeatable habits that create great culture



Self-directed 360° feedback

Unlimited anonymous feedback that develops self-awareness and measures progress



Feedback reports

Detailed and summarised feedback that helps turn behaviours into habits



Progress tracking

Track your progress over time
– celebrate success and identify risk areas



Impact measurement

Bringing how you think about culture in line with everything else
– action based on data with measurable impact

Resources designed for engineering startups



Bite-sized content

Tips and actionable insights on how to put habits into practice



Digital learning content

Access to a library of learning resources (including articles, podcasts, and infographics)



Resources for equity, diversity and inclusion

Policies, checklists, and an EDI roadmap so you can be sure you have what is needed, when it is needed



Inclusive recruitment action lists

Specific resources to support inclusive recruitment action lists to guide you step by step through a process that will deliver positive results

02

Why we created Culture+

How Culture+ was developed



Why we built Culture+

Startups are often at different stages of growth – you need support that's relevant to where you are

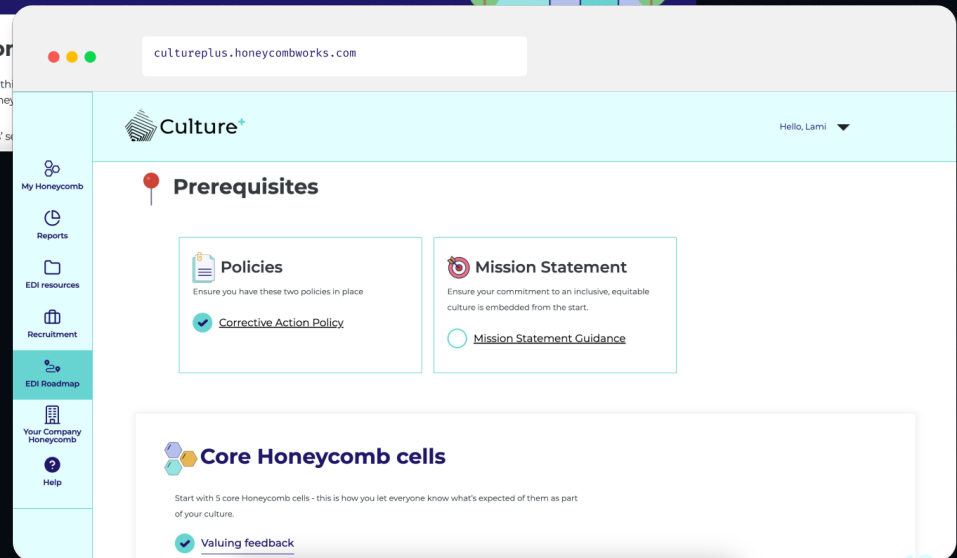
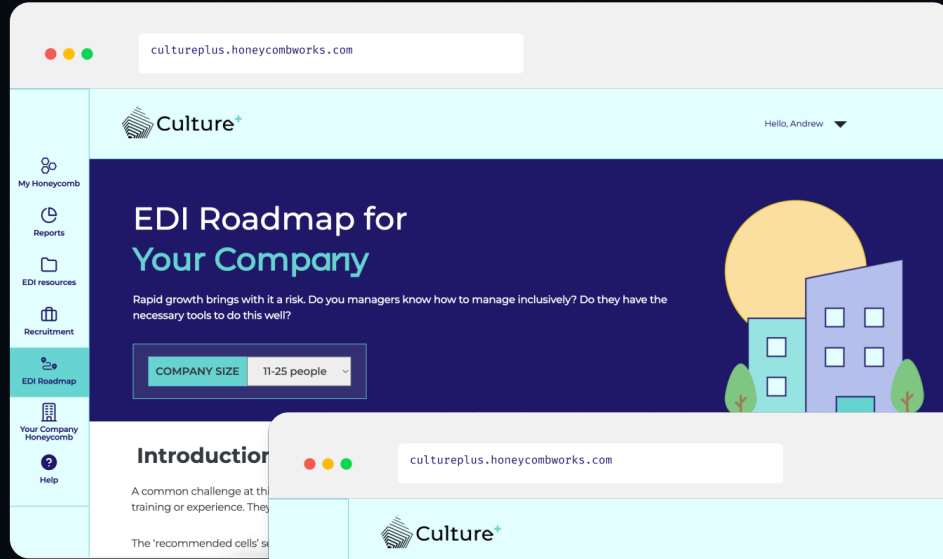
When you are a startup, a scaleup or an SME, resources are tight and pressures are high. You need to support your people and build a culture that promotes inclusion and innovation and is woven into your day-to-day.





Culture+ gives you a specialised roadmap to guide you on exactly what you need to do at the stage you are at.

It's pragmatic – but as ambitious as you are.



Why we built Culture+

Culture needs to be as evidence and data-driven – just like everything else you do

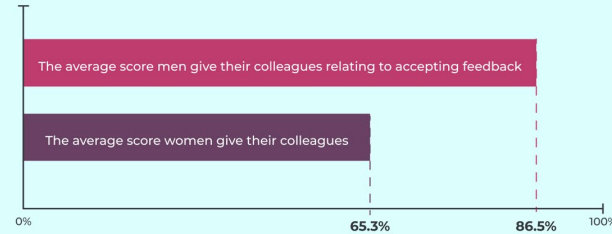
As engineers you don't bet on feelings – you gather data, generate hypotheses, and gather more data. Your culture needs to be built on the same solid foundation – supported by data that delivers actionable insights.





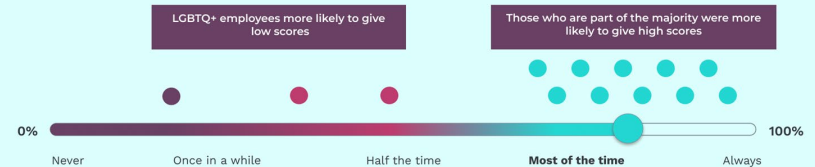
Culture+ will gather data on the specific behaviours present (or not) in your organisation, identifying your biggest areas of risk and also highlighting inequitable treatment while protecting anonymity.

It might seem like you have a great feedback culture. But on closer inspection, women are giving their colleagues lower scores than men. Women's experiences of giving their colleagues feedback are less positive. This is something you can act on to have a big impact.



Now you know you've an issue with people responding to feedback differently when it comes from different people. You can make everyone aware of it and take steps to correct it.

When asked how often their colleagues challenged biased communication, there was a significant difference in scores from members of the LGBTQ+ community and those who were not part of this community.



This indicates an area of concern. There's a disconnect between the behaviours LGBTQ+ employees are witnessing and those the majority group are witnessing. This may require further research and training but it's a clear area to focus on.

Why we built Culture+

Cultures are created habit by habit, person by person

It's the things people do on a daily basis that create a culture. What is tolerated, what is rewarded and what is unacceptable tells people how they should act. It only takes 25% of a group to shift a cultural norm. If one person out of four calls out a biased comment or makes space for someone who has been ignored to speak, it changes expectations.





Every behaviour in Culture+ is based on evidence – the daily habits **proven** to create inclusive and innovative cultures.

Behaviours are **observable** and **simple** – they can be done every day without being overwhelming.

Feedback is **specific**, helping people to understand exactly what they need to change to be better.

Did you know that underrepresented groups are often not chosen for stretch assignments?

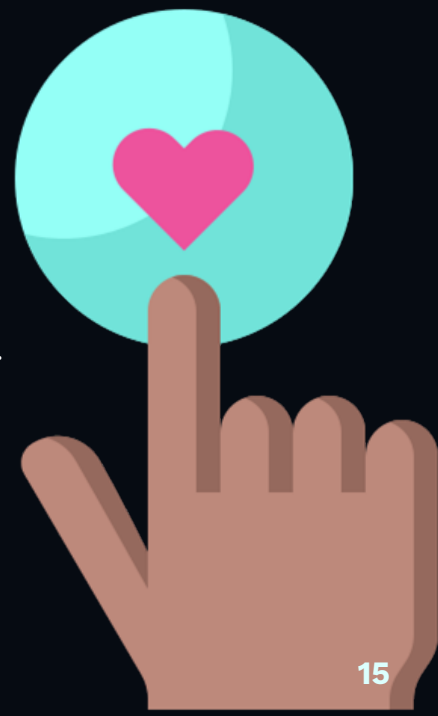
“I give everyone equal opportunities to develop and improve.”

Many managers make assumptions without realising they are doing it or sometimes because they are trying to be nice.

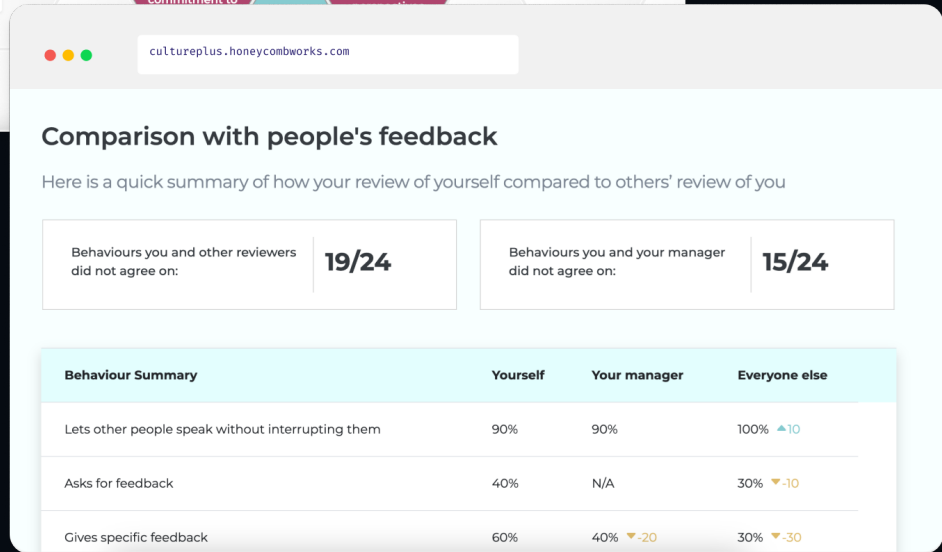
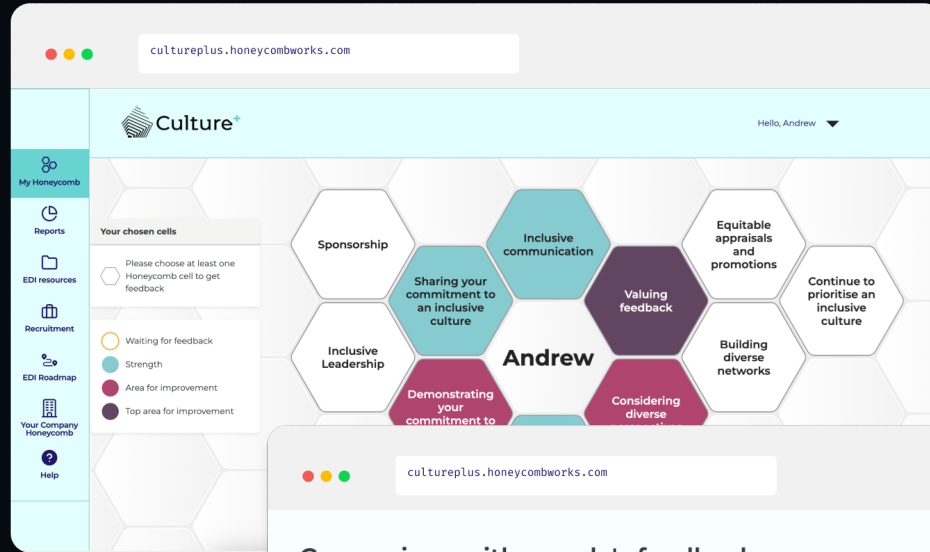
Why we built Culture+

Your people need personal development support that is impactful and affordable

When you are small but growing, it's tough to support people's personal development. There may not be many opportunities for promotion and training is expensive (and often not very effective).



Culture+ is designed to prioritise personal development, delivering value to every one of your employees by supporting them to work on what is important to them in a way that will have measurable impact.



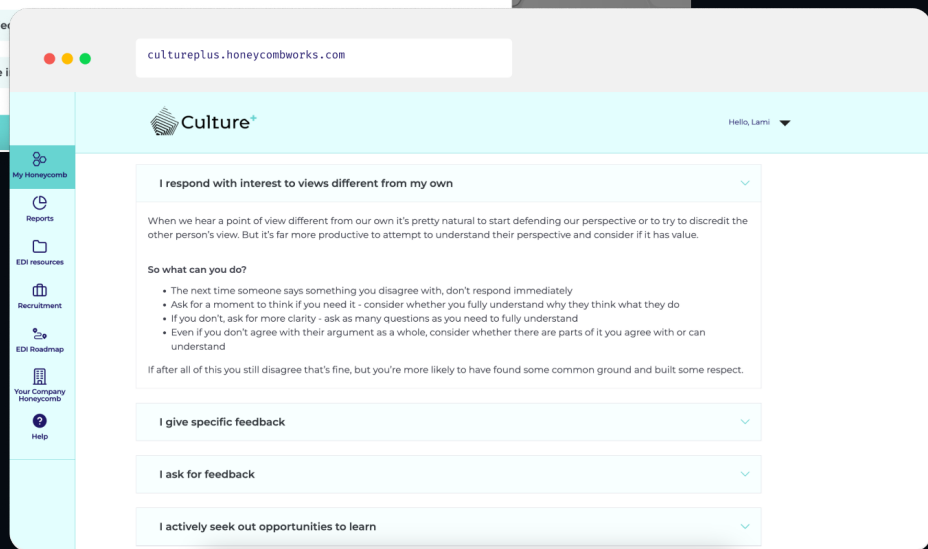
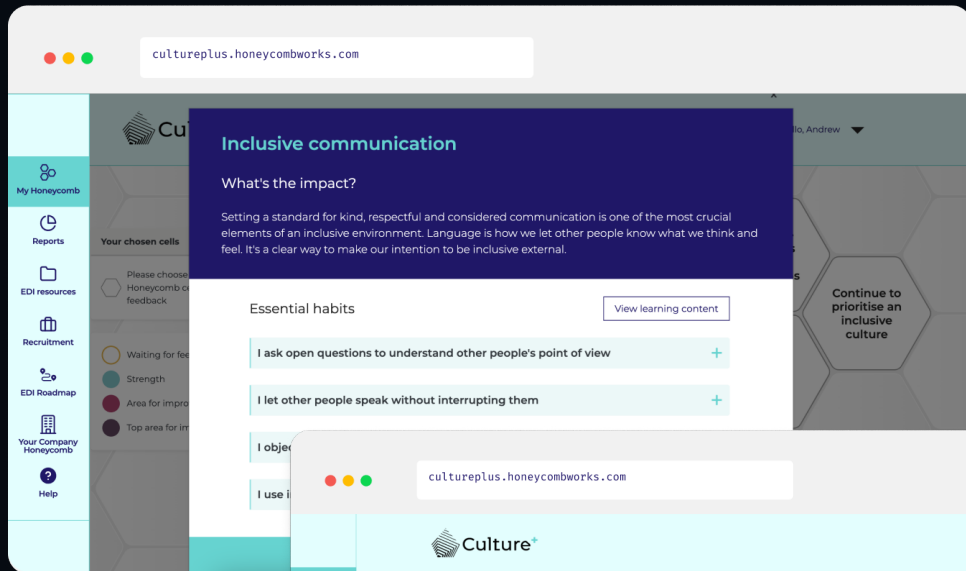
Why we built Culture+

Inclusion needs to be a lens through which you look at everything

Inclusion should not be a separate siloed initiative. If you want to create innovations that will go global, do good, and don't unintentionally hurt people, inclusion needs to be the lens through which you assess everything.



Culture+ identifies the behaviours that are critical to building a culture where everyone can thrive and bring their best. These positive behaviours, when **applied equally**, will lead to a place where diverse perspectives are valued and breakthroughs happen as a result.



The research

How did we test and build Culture+?*



49

Research
participants



27+

Hours of interviews,
focus groups and
user testing



18

Participating
organisations



1

Detailed theory
of change

** We will share a report detailing our findings soon, so keep your eyes peeled for that!*

03

Case study microfluidix

A UK based startup/scaleup anticipating rapid growth in the near future.



Who are they?

- **15-20 employees**
- UK-based cell and gene therapy manufacturer
- **Product validation stage**
- Anticipating rapid growth in the near future
- **Strong feedback culture** but lacking structure to focus this feedback on inclusive behaviours

microfluidx

What was the key challenge Culture+ addressed?

The need to
gather accurate
**data around how
people are
behaving and
feeling.**

**Establish
expectations** of
culture before
growth.

Ensure the existing
**feedback culture is
as effective** as
possible.

Ensure the
process is time
efficient and
**valuable for
individual
organisation
members.**

What did we do?

- We integrated the platform into their existing feedback culture.
- 15 employees got **individual feedback reports**, allowed them to consider their areas of strength and development.
- 15 employees gave feedback to their colleagues.
- **A data report detailing organisational areas of strengths and development** was delivered to the CEO/culture lead.
- **We delivered a workshop** to support areas of development.
- We delivered a **survey and report on culture and belonging**.

“

*As a senior member of staff, I talk to a lot more people from a variety of backgrounds. **Most of my past experience in work has been dealing with straight, white males and I believe the session today addressed many important aspects, many of which I had not considered or come across in my career so far.***

Feedback received from a workshop delivered to support areas of development

What is the benefit to MicrofluidX?



Risk areas identified:

Women not observing the same behaviours as their male colleagues in certain areas

Need to continue to build a psychologically safe environment where people feel safe to give and receive critical feedback



Individual development:

Increased self-awareness around the behaviours which are key to inclusive cultures

Workshops targeting the particular areas of concern identified



Primary benefit

The platform allowed MicrofluidX to **gather the data needed to identify key areas of risk**. Their commitment to **maintaining and sustaining an inclusive culture** is crucial as they begin to expand.

It's not over yet...

Building and sustaining an inclusive culture doesn't have an end point so here are the next steps for MicrofluidX:

- **Repeat Honeycomb use** – behaviour change needs consistent engagement with feedback to track progress.
- **Collaborative workshops** with MicrofluidX to provide support and shared understanding. These will be available to all organisations who engage with the platform.
- As MicrofluidX begins to **recruit more, Culture+ will provide support at each step plus clear onboarding** for new employees so they understand the expectations of an inclusive culture.

04

User quotes and testimonials

What others have to say about the Culture+ platform



What I think is a core feature of the platform is **the self-awareness** part. A lot of times people don't have that level of self-awareness of where they are with certain competencies... It's been very interesting for the team to see **how they rate themselves** and seeing **what their colleagues and managers rate them**.

And seeing that **information displayed in a simple way is impactful**. We've had a lot of people within the organisation saying how **they've enjoyed using the tool** and how **simple and straightforward** it is.

James Kusena

VP Operations, MicrofluidX



As a really early-stage startup we thought it's really important to embed this inclusive culture right from the start so that it's something we can maintain and nurture as we need to grow and scale-up.

We've also been using the EDI Roadmap. A really good thing about the roadmap is that it's tailored to your company size.

Using the inclusive recruitment checklist has really helped us make sure we're incorporating EDI practices and hiring inclusively.

Emma Priestley

Head of Product, ACT Medical



User Quotes

*A lot of what I'm seeing here really **aligns to our values** ... the behaviours that come underneath it, like **embracing failure and feedback**, they're all things that lead into our values.*

—
Culture+ user

*We used this **a lot** when we were **hiring**... We'll definitely refer back to this again.*

*It was **really helpful** because it **highlighted things that we hadn't thought of**, like making sure that you tell people what's actually going to be included in the interview beforehand. **We didn't know that that was something that is beneficial**. So, there was stuff we weren't aware of, and **we then implemented** from reading this.*

—
Culture+ user

User Quotes

*I genuinely, after reading some of this feedback did think about, **okay in meetings I need to make sure** and go around the room on every point and ensure everybody gets a chance to be heard. And **I did actually action that**. In meetings now we actually do that.*

—
Culture+ user

It made me a bit more aware and [I've been trying] to encourage people to share their opinions. I think it just sort of makes me review everything a bit more critically. I'm [also] trying to experiment, with what works and what doesn't work [for my team].

—
Culture+ user

[I found the platform] quite simple, especially from a user perspective.

The questions themselves are actually quite simple...it's phrased quite nicely so you kind of know exactly what you need to do. The platform isn't overwhelming, which I think is always good, especially when you're dealing with something new.

—
Culture+ user

05

About The Honeycomb Works

A little information about who we are
and what we do



About us

We are **The Honeycomb Works**.

We are focused on helping people develop in line with their personal motivation.

We care about helping you meet your goals.

Our mission is **for everyone at work to feel like they belong and are free to invent at work.**



“We transform teams, habit by habit, person by person, at scale so that individuals can thrive and organisations can succeed.”

Melissa Sabella, CEO