



The Prince's
Responsible
Business Network



RACE AT WORK CHARTER REPORT

2020



**Leadership,
Transparency,
Advocacy &
Accountability**



Three years on from my Race in the workplace Review in 2017 it is great to see momentum increasing with employers signing the Race at Work Charter – more than 500 employers.

The five principle calls for action have never been more important. It is great to see the themes of leadership, advocacy, transparency and accountability for action in many organisations who have completed the 2020 survey, as the right tone being set from the top is vital.

I am also very pleased to see a positive increase of employers setting ethnicity targets. I said it in the 2019 report, and I am saying it again. Let's see more employers publishing their ethnicity pay gap reports and ensuring that they are collecting data on pay by census categories to ensure any pay disparities are not hidden or masked by reporting all the figures together.

Transparency on pay and reward and representation at different levels within an organisation is one of the ways to help employers to target its resources, to improve outcomes and deliver results. And this will also contribute to the potential economic boost of £24bn annually that my review spotlighted is ours to gain if we tackle the racial disparities that exist in the UK labour market.

**Baroness Ruby McGregor-Smith CBE, Author of
McGregor-Smith Review: Race in the workplace, and
President of the British Chambers of Commerce**



FOREWORD

2020 will go down in the history books as one of the most challenging years for the entire world. We have all been exposed to the realities of two pandemics. COVID-19 and racism. The devastating impact on black, Asian, and ethnic minority people, employees, communities, and enterprises has been highlighted in many stories of its debilitating impact.

This has disrupted governments, businesses, people, employees, and communities in the UK and around the world and the disparities the pandemic has laid bare has forged a more urgent conversation on the need for honesty, integrity and transparency in consultation and decision making.

I am delighted to see these trends emerging in the examples of action in the Race at Work Charter 2020 report. The themes of leadership, advocacy, allyship, transparency and accountability were repeated as employers describe their imperative actions.

I have spoken to a number of CEOs and executive teams in recent months and have heard them say to their workforces as they unveiled new race action plans, black action plans and ethnicity plans – we are holding ourselves accountable for action and progress and we want you to do the same.

The time has come for these to be promises that leaders make and keep.

Kicking things into the long grass, and hoping that this all goes away, are no longer behaviours that employees are going to stay silent on if they see this occurring. Their business leaders and permanent secretaries and most senior executives are asking them to call it out if that appears to be what is happening.

True leadership is being willing to listen, be challenged and act on evidence and insight to forge a better future which delivers better outcomes, something we all need if we are going to truly build back better and build back responsibly.

£24bn annually to boost our economy¹ and more can be realised if we can tackle racial disparities and truly be in this together. Also 36% better financial returns² and better decisions will be the outcomes of diversity and inclusion of ethnicity and gender in senior teams and the differences in perspectives and lived experience this brings to the important conversations.

Thank you to all the organisations who participated in the survey for 2020. The Race at Work Charter has now passed the 500-employer milestone and my hope is that employers will be motivated and inspired by this report to add their signature and act within their organisations too.

Sandra Kerr CBE
Race Equality Director
Business in the Community

¹ McGregor-Smith Review: Race in the workplace 2017

² McKinsey Report: Diversity Wins - how inclusion matters 2020

INTRODUCTION

114 employers completed the 2020 Race at Work Charter Survey, which asked organisations to share their actions on supporting equality in the workplace. This is an increase on the 108 employers who participated in 2019. The Race at Work Charter has seen a significant increase of more than 300 new employers from July to October. The current total stands at more than 500 employers.

This report has five key sections aligned to the Race at Work Charter priorities and includes quotes and case studies submitted by employers. Our '**Examples of actions employers are taking**' sections share insight from the broader selection of employer submissions.

We added some questions about COVID-19 in the survey in May. The employers that responded were planning to monitor employees furloughed and ensure that there was an impact assessment on ethnicity should downsizing occur.

Following the brutal killing of George Floyd, and resulting anti-racism protests around the world – employers were asked to take action on leadership, allyship, employees and communities.

We received many quotes from leaders and have included a number of Chief Executive quotes within this report.

NOTES

Base for data in this 2020 report: All (n=114), Private (n=71), Public (n=37) and Third sector (n=6) unless otherwise stated. Base for 2019 data: All (n=108), Private (n=56), Public (n=43). Third sector not featured due to low representation.



The BITC Race Equality Leadership Team commitment on these issues has never been more of a priority. We are all committed as employers around that table to ensure that as business leaders we are walking the talk within our own organisations and teams and using our voices to influence progressive change, share our perspectives with government and inspire the business community more widely. I think the themes of sponsorship of black talent, coaching, mentorship and allyship are a vital component to any employer's action plan. It is also important for employers to ensure the feelings of inclusion, belonging and having a voice are felt by all employees to maximise the opportunity for progression of black, Asian and ethnic minority talent in organisations across the UK.

Richard Iferenta
Partner and Vice Chairman, KPMG
and Chair, Business in the Community
Race Equality Leadership Team



2020 RACE AT WORK CHARTER SURVEY PARTICIPANTS

Accenture	Essentra plc
Ageas	Eversheds Sutherland
Arup	Experian
Assura plc	FCDO Services
AVIVA plc	Fidelity International
Avon and Somerset Constabulary	Financial Ombudsman Service
AWE	Food Standards Agency
Barclays	Foster & Partners
Baringa Partners	Freshfields Bruckhaus Deringer
BlackRock	Fujitsu
BP	Goldman Sachs International
British Army	Government Legal Department
British Land	Grant Thornton UK LLP
Cabinet Office	Greater London Authority
Canada Life	Highways England
Christian Action (Enfield) Housing Association Ltd	HM Land Registry
Costain Group	HM Treasury
Crown Prosecution Service	HML
Deloitte LLP	Hogan Lovells International LLP
Dentsu Aegis Network	HomeServe Membership Limited
Department for Business, Energy & Industrial Strategy (BEIS)	House of Commons
Department for Culture Media and Sport (DCMS)	House of Lords
Department for Education	Hoxby
Department for Transport	Institute of Osteopathy
Department for Work & Pensions	Intellectual Property Office
Driver and Vehicle Standards Agency	Ipsos MORI
DSTL	Jaguar Land Rover
Dŵr Cymru Welsh Water	KPMG
East Midlands Railway	Lambeth Council
European Bank for Reconstruction and Development (EBRD)	Leicestershire Police
Enterprise Rent-A-Car	London Borough of Tower Hamlets
	Mars Inc.
	Mills & Reeve Solicitors

Ministry for Housing, Communities and Local Government (MHCLG)
Mitie Group plc
Morgan Stanley International
Mott MacDonald
MVF Global
National Grid
Nationwide
NatWest Group
North East Ambulance Service
Norton Rose Fulbright
Ofcom
Ofsted
Pearson
Pertemps Ltd
Philip Morris Limited
Post Office
Public Health England
PwC
Royal Mail Group Ltd
Royal Navy
Sainsbury's
Santander UK
Science in Sport plc
Scotiabank
Shawbrook Bank
Sheffcare Ltd
Shell UK
Sky
Sport England
St Mungo's
Standard Life Aberdeen
Teach First

Teesside University
Tesco
The Christie NHS Foundation Trust
The Co-operative
The Fiser Group
The Guardian
The Gym Group
TSB Bank plc
UK Government Investments
Unilever
University of St Andrews
Unum
Victim Support & Witness Service
Virgin Money UK plc
Vitality
Vodafone UK
Watson, Farley & Williams LLP
Zurich Insurance UK

PARTICIPANT PROFILE

- **114** UK employers took part in the survey.
- **62%** from the private sector, **33%** public sector and **5%** from the third sector.
- These employers collectively employ **1.4 million** people in the UK.
- **97** case studies and **96** quotes received.

Diversity and inclusion are both critical in order for us to deliver for customers and clients today. They help our business address society's big concerns and better respond to the needs of our customers – as well as making Standard Life Aberdeen a great place to be, where people are valued for who they are. Diversity for us means all the ways we are different, but we have a specific focus on improving our gender balance and ethnic minority representation and opening up routes for those from different social backgrounds to join us. As part of our commitment to take action on race, we were proud to be one of the initial signatories to the Race at Work Charter in 2018.

Stephen Bird
CEO, Standard Life Aberdeen

KEY TRENDS AGAINST THE 5 CALLS TO ACTION

1. Appoint an Executive Sponsor for race

95% of employers have an executive sponsor for race but only 46% have targets to increase the race diversity on their boards.

2. Capture ethnicity data and publicise progress

60% of employers monitor data on pay and ethnicity but only 30% publish the data.

3. Commit at board level to zero tolerance of harassment and bullying

99% of employers encourage employees to call out bullying and harassment but only 38% have commissioned a review into bullying and harassment.

4. Make it clear that supporting equality in the workplace is the responsibility of all leaders and managers

46% of employers ensure action on race is included in the performance objectives of their board and senior team, but only 20% of managers have diversity performance objectives to facilitate the development and progression of their ethnic minority talent.

5. Take action that supports ethnic minority career progression

72% of board members and executives are engaged in the reverse mentoring of ethnic minority employees. 46% of board members or senior teams sponsor talented ethnic minority employees.

PRINCIPLE ONE



RACE AT WORK CHARTER: PRINCIPLE ONE

Appoint an Executive Sponsor for Race

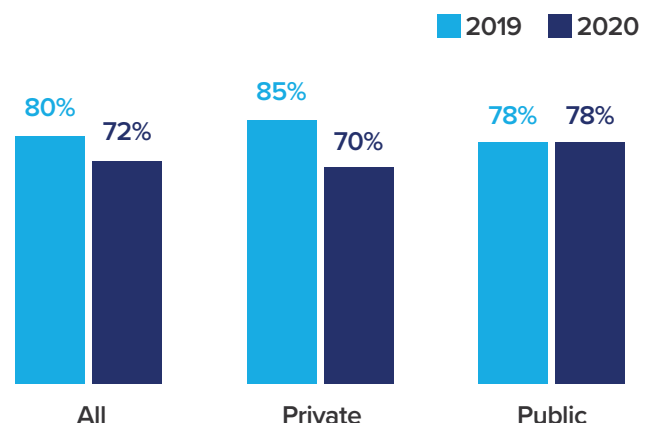
Executive Sponsors for Race provide visible leadership on race and ethnicity in their organisation and can drive key actions such as setting targets for ethnic minority representation, briefing recruitment agencies and supporting mentoring and sponsorship.

“Improving the diversity of our global workforce and building an inclusive environment where our people can reach their full potential has long been a major strategic priority for Goldman Sachs. This effort not only makes good business sense; it is simply the right thing to do.”

Richard Gnodde
CEO, Goldman Sachs International

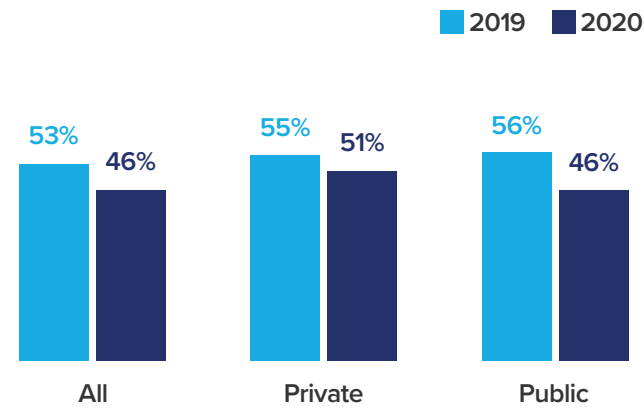
The themes of leadership, advocacy, allyship, transparency and accountability were repeated as employers described their imperative actions. Many employers have created race action plans, black action plans and ethnicity plans which demonstrate a commitment to targeted action. These actions ensure black employee inclusion and progression is tracked within the organisation. Leaders are being accountable for the plans, delivery on the goals and targets contained within it. We have also seen some great examples of employer action on allyship. These examples are noted under **Allyship: Examples of actions employers are taking**. Reverse mentoring remains high on the action list for all employers. However, there has been a decrease in this activity in the private sector from 85% in 2019 to 70% in 2020. See *Figure 1*.

Figure 1: Survey Q6.2 – Do any of your Board members or senior teams mentor and/or reverse mentor ethnic minority employees?



It is important that leadership action on sponsorship continues. The recently published Race at Work Black Voices Report found that 31% of black employees desire a sponsor compared to 12% of white employees. Employers need to encourage sponsorship of black talent within their organisation especially in the rooms and at the key decision-making tables where there are no black employees present. See *Figure 2*.

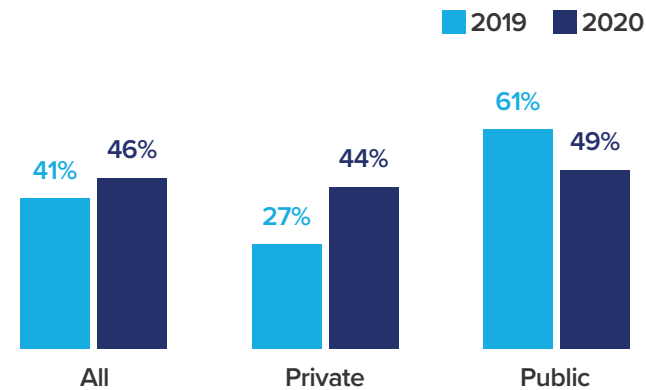
Figure 2: Survey Q6.3 – Do any of your Board members or senior teams sponsor talented ethnic minority employees?



The survey showed a positive increase in the number of employers who are now setting targets to increase racial diversity at Board level and in Senior Teams – rising from an overall 41% in 2019 to 46% in 2020. See *Figure 3*. This movement has taken place mainly in the private sector where we have seen a huge increase from 27% doing this in 2019, to 44% of employers in 2020. This has occurred less so in the public sector where just under half (49%) of employers were setting targets compared to 61% in 2019.

These actions are expected to trend upward as FTSE employers are challenged to increase the ethnicity of their boards and executive teams

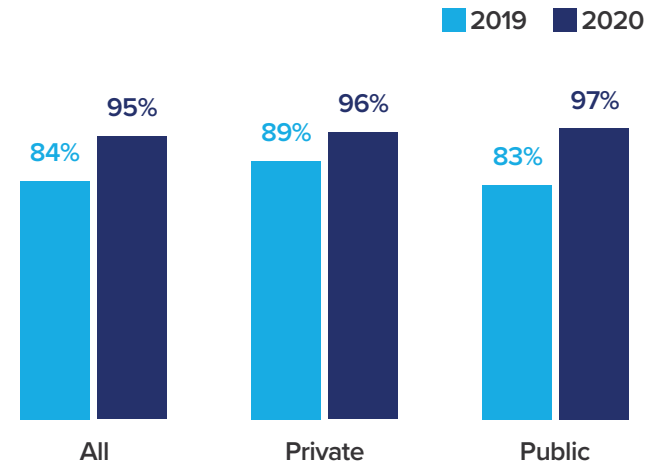
Figure 3: Survey Q2.4 – Do you have targets (internal and public) to increase the racial diversity of your board and senior executive teams?



with the Parker Review and CBI Change the Race Ratio.

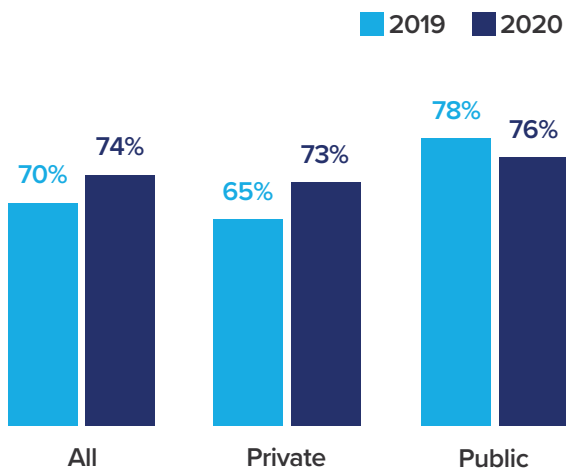
The increase in setting targets for leadership positions may be partly driven by the impressive increase in the number of employers who have now appointed a senior leader as race champion or executive sponsor. Overall, 95% of employers have established this compared to 84% of all employers in 2019. See *Figure 4*.

Figure 4: Survey Q2.2 – Do you have a senior race champion or executive sponsor?



There has been a steady progression in the number of employers now including action on race in their organisation's strategic objectives, overall, 74% in 2020 compared to 70% in 2019. The private sector has seen a significant leap from 65% in 2019 to 73% in 2020. See *Figure 5*.

Figure 5: Survey Q2.3 – Is action on race in leadership, progression and recruitment included in your organisation's strategic objectives?

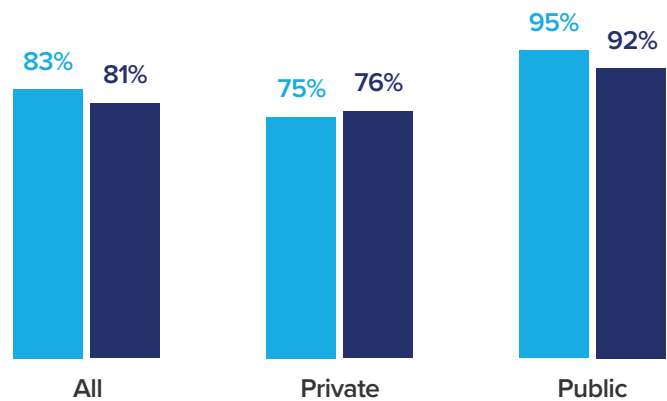


It is important to monitor the representation of black, Asian and ethnic minority employees at every level of your organisation. This provides useful context for monitoring ethnicity pay by demographic group and it is good to see more than 80% of employers continuing to do this. See *Figure 6*.

Inclusivity is critical to the success of our business. By creating an environment where people bring their whole selves to work, we help them to be more productive.

Chris Grigg
CEO, British Land

Figure 6: Survey Q3.2 – Do you monitor your workforce by ethnic group at each management level in the organisation?



CASE STUDY

DEPT FOR CULTURE MEDIA AND SPORT (DCMS)

DCMS action on racial disparities

DCMS has dedicated two Senior Civil Servant champions to support work on removing racial barriers and bias within the department. A BAME non-executive director has been appointed to the DCMS Departmental Board and BAME network chairs have standing membership on the People and Operations Committee. This ensures racial disadvantage is considered amongst senior decision makers in the DCMS and a review is currently underway to ensure that all Executive Board and Shadow Board committees have BAME representation to inform corporate and operational decision-making. A specific workstream was also established to address racial disparities in DCMS and improve the employee experience for BAME colleagues supported by a dedicated team helped by a working group with broad membership across the department to ensure lasting outcomes. A reverse mentoring scheme has been established matching senior leaders with BAME colleagues to increase networking opportunities and broaden thinking across the department. A review of the existing performance management system is also underway with the view to replace it with one that supports all colleagues to perform at their best.

CASE STUDY

NATIONWIDE **Sponsorship Programme**

To address barriers faced by underrepresented groups, mentoring circles were established via the ethnicity network. A sponsorship programme was also established, allowing sponsors to advocate for the employees they support. This helps introduce those involved in the programme to new opportunities and raise their profile. A bespoke approach was taken, tailoring the programme to each business area in terms of size and scope. This was achieved through:

- Human-centred design to ensure minority voices were integral to our research, design, and testing, and insights from colleagues and external research to inform our approach.
- A Test & Learn approach across two business areas before the wider roll out to enable a review of the employee experience and outcomes.
- Careful matching to ensure participants were matched to a leader who had the right sphere of influence to impact their individual career goals.
- Quarterly check-ins to ensure that the relationship was productive in meeting the participant's needs and the programme design continued to be embedded.
- HR ownership of the programme to ensure consistency, with the business areas responsible for delivering the programme and regular development for participants.
- Since launching in December 2019, 80 colleagues have benefited from the sponsorship of a Nationwide Leader with a target of 100 being involved by November 2020.

CASE STUDY

GRANT THORNTON UK LLP **Ambassador for change**

Robert Hannah is a member of the Strategic Leadership Team and the Executive Sponsor for Race which is part of the Ethnicity Board. The Board meets quarterly and has a broad range of members from partner to employees across the firm, it aims to: review and challenge progress against targets and the action plan, manage budgets and communicate progress to the Leadership Team. A series of listening sessions were held with BAME colleagues and a firm-wide group created to work closely with the leadership team to develop actions. An Ethnicity Network was established which now has 459 members of all levels, and an Ethnicity action group of volunteers who help drive the firm's activity. Following the death of George Floyd, Robert held the firm's first Let's Talk About Race virtual session with the Ethnicity Network and wider firm, attended by 250+ colleagues including the Head of People and Culture, Perry Burton, and CEO, Dave Dunkley. This will be followed up by Let's Talk about Race sessions departmentally. Robert also established the Cultural Awareness guide which has been rolled out to all new starters as part of their orientation process. Robert is also part of Grant Thornton's Reverse Mentoring programme which launched in 2019.

CASE STUDY

BARINGA PARTNERS

Over the past 12 months, Baringa has made key strides in accelerating our D&I agenda and addressing the charter principles

Baringa Partners are committed to continuously improving diversity within their business while ensuring an increased focus on creating a truly inclusive environment. As part of the efforts to achieve this, a Partner Sponsor was appointed for the Ethnic Diversity Network (EDN), which aims to foster an inclusive culture at Baringa where everyone feels like they belong and can thrive regardless of their background. Recently the EDN, supported by the Partner Sponsor, successfully gained commitment from the business on 10 key actions aimed at enabling racial diversity and inclusion. These actions include:

- Renewing commitment to achieving 20% BAME representation at all levels of the business by 2023.
- Focusing recruitment efforts to attract more black candidates to improve black representation at senior management levels.
- Developing a future leader's programme aimed at supporting career advancement for BAME colleagues.
- Attaining leadership engagement and advocacy by having all Partners engaged in reverse mentoring over the next 18 months.

Essentra is built on diversity. Of parts, products and services. Of customers, partners and markets. Of people, perspectives and ideas. As Chief Executive, my ambition is for everyone to feel safe, respected, valued and able to thrive as part of a winning, engaged and diverse team.

Paul Forman
Chief Executive, Essentra

CASE STUDY

SHELL UK

Shell introduces a quarterly Diversity and Inclusion Day to start conversations about race and encourage ethnicity disclosure

Shell recognised that the BAME community was underrepresented in their UK workforce. To address this a quarterly D&I day was held in 2019 focused on starting a conversation about race at work and a campaign to increase ethnicity disclosure to publish an ethnicity pay gap in 2020. The UK HR Vice President communicated with 1000+ line managers with the expectation to hold a discussion on race. Over 5,000 UK employees received a message outlining the weeks activities and a video from senior leaders explaining the importance of disclosing ethnicity data. A panel discussion was facilitated by one of Shell's ethnicity sponsors attended by over 100 employees, with the theme #EmbraceTheDifference discussing progression of people from BAME backgrounds. There was a significant increase in ethnicity disclosure from 52.6% to 58%. In 2019 Shell's annual employee survey score for D&I across BAME colleagues showed a 2-point increase. The campaign to increase ethnicity disclosure continued into 2020, with a HR system generated action sent to all employees reminding them to share their ethnicity. At the end of Q1 2020, the ethnicity declaration rate had increased to 80%, providing meaningful data to publish an ethnicity pay gap and better monitor and evaluate progress.

LEADERSHIP: EXAMPLES OF ACTIONS EMPLOYERS ARE TAKING

- **Tasking all partners with embedding an inclusive culture** in their teams and encouraging them to actively think about inclusion in their behaviours and actions.
- **Committing to the Race at Work Charter** and developing subsequent action plan to support the commitment.
- **Holding leaders to account** by linking to performance outcomes that drive leadership pay.
- **Driving incentive by embedding inclusion** into key performance measures for the Executive Management Team.
- **Creating a BAME taskforce to drive action**, ensuring that all plans take in to account the disproportionate impact of COVID-19 on black, Asian and ethnic minority staff and community.
- **Devising a Race Action Plan** which commits the organisation to a set of concrete actions and targets to change their performance on racial inclusion.
- **Introducing dedicated resources** to work on Black inclusion full-time, directly supported by the Chair, and Head of People. This includes the appointment of a full-time director.
- **Dedicating two senior champions** to support work on removing racial barriers and bias within the department.
- **Establishing governance and accountability structures** that focus on D&I, including an Inclusion and Diversity Committee featuring the Executive Sponsor for Race and international CEO.
- **Appointing a BAME non-executive director** to the board and allowing BAME network chairs to have standing membership on the People and Operations Committee to ensure racial disadvantage is at the heart of the conversations and decision making at senior level.

ALLYSHIP: EXAMPLES OF ACTIONS EMPLOYERS ARE TAKING

- **Introducing a new allies programme** to help all colleagues support each other and act as role model sponsors of black talent. Recognising that the task of increasing collective understanding of racial inequalities and adapting individual behaviours and actions is the responsibility of each individual and subsequently providing resources and material for colleagues to better understand historic and workplace inequities.
- **Ensuring the implementation of an allies programme** through quarterly meetings with Black Heritage Working Groups and senior partners who report on progress.
- **Building communities of diverse allies** championed by a senior leader who leads inclusive initiatives across the practice.
- **Working alongside and supporting employee cultural networks** by allowing them to inform key decisions and wider organisational strategies.
- **Developing an active safe-space channel** on Slack or other platforms to talk about race, as well as a public channel where all employees can engage in conversation about equality in all its forms.

PRINCIPLE TWO



RACE AT WORK CHARTER: PRINCIPLE TWO

Capture ethnicity data and publicise progress

Capturing ethnicity data is important to establishing a baseline and measuring progress. It is also a crucial step towards an organisation being able to report on their ethnicity pay gap.

“Equality of opportunity is fundamental to our culture at PwC and I believe it’s important to be open about both our progress and the challenges we face. Equality and diversity is in everyone’s best interests, so we believe a holistic approach to improving ethnic diversity in the workforce. By taking a range of actions from voluntarily publishing our ethnicity pay gap, to opening a new centre in Bradford, or partnering with UKBlackTech, we are hoping to drive positive change for our employees, potential recruits, clients and the communities in which we work. There is still a lot of work to be done by all businesses to support equality, diversity and inclusion so listening to employees, setting clear targets and being transparent on progress against these are important in helping us improve.”

Kevin Ellis, Chairman and Senior Partner, PwC UK

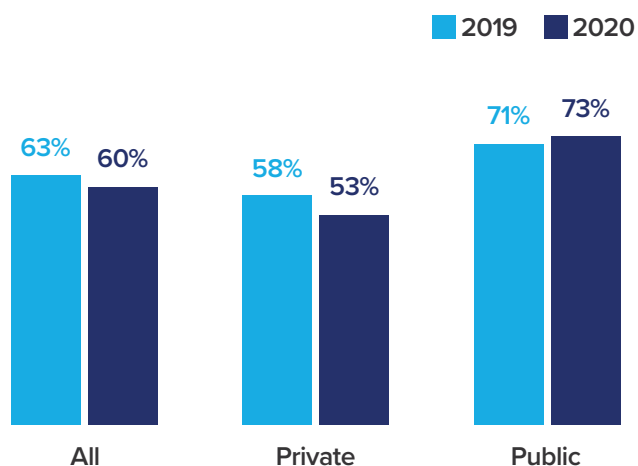
It is great to see employers capturing ethnicity data. What is also notable is that there has only been a small decline in organisations who have said that they have not published their ethnicity pay gap. The government allowed employers to not publish their gender pay gaps in 2020 because of the pandemic.

We need ethnicity pay gap reporting to become more than a voluntary request if we are going to begin to see real transparency on pay and reward for ethnic minority employees in the UK. The Race at Work Black Voices report found that only 36% of black employees believed that their pay was at the right amount. Increased transparency within organisations will help to spotlight where this is indeed true or otherwise. It will also help organisations to focus on some of the internal structural issues that may be contributing to any pay disparities found.

It is also great to see a growing number of employers setting ethnicity targets, goals and levels of ambition. These targets include the representation, recruitment, retention, progression and promotion of black talent alongside other ethnicity groups. This coupled with the increase of action plans and advisory groups to ensure progress is tracked. Senior accountability for action and outcomes, provide key drivers for improvements and tangible results.

In 2020, the public sector continues to lead the way when it comes to monitoring data on pay and ethnicity. See *Figure 7*. While overall 60% of all employers now do this, the activity has increased in the public sector from 71% in 2019 to 73% in 2020.

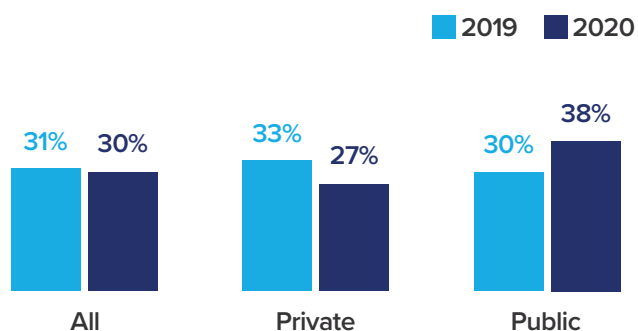
Figure 7: Survey Q3.3 – Do you monitor data on pay and ethnicity?



There has been a drop in the private sector from 58% to 53%.

The public sector is also way ahead on publishing data on pay and ethnicity – 38% of the public sector is now doing this compared to 30% in 2019. See *Figure 8*. A recent open letter from business leaders to the Prime Minister amplifies that the commitment to do this is strong.

Figure 8: Survey Q3.4 – Do you publish data on pay and ethnicity?



CASE STUDY

NATWEST GROUP

Data monitoring and transparency

Data is collected via several sources including bank wide employee sentiment surveys, HR systems and discussion groups. To improve disclosure rates, all colleagues were encouraged to complete their personal information through the confidential HR system. Information was posted on internal social media channels and an Inclusion campaign advocated by senior leaders. Since signing the Charter, NatWest Group have encouraged disclosure through an annual bank wide mandatory eLearning module on Inclusion which included a specific prompt for those who wish to disclose. NatWest Group has also published in annual reports progress against ethnicity goals as well as an ethnicity pay gap for the first time. The Employee-Led Multicultural Network helped to thread disclosure through events and publications as frequently as possible to their members. These activities have helped NatWest Group better understand progress against the bank wide ethnicity positive action plan with disclosure rates improving from 82% to 86% and a BAME taskforce established to drive action. The coming year will see analysis on the ethnicity pay gap, a drive to reach the 2025 target and a commitment that all plans will take in to account the disproportionate impact of COVID-19 on BAME communities.

CASE STUDY

MOTT MACDONALD

Reporting on our ethnicity pay gap

Mott MacDonald voluntarily reported its UK ethnicity pay gap for the first time due to the recognised positive impact of gender pay gap reporting. There has been a self-declaration campaign in recent years encouraging employees to complete their ethnicity data in the HR platform (with the pay gap data based on an 87.3% declaration rate). Advancing Race and Culture (ARC) staff champion network has supported to implement an action plan which includes:

- Targeting graduate recruitment with ethnically diverse universities on an annual workshop to support BAME students through CV workshops, mock interviews etc.
- Running a reverse mentoring scheme.
- Increasing transparency around promotion and progression and introducing a balanced scorecard for senior promotions.
- Participating in BITC's cross-organisational mentoring circles.
- Monitoring ethnicity trends in recruitment, progression, retention, and turnover.
- Cross-analysing employee engagement survey findings using ethnicity data to identify areas to focus on in the action plan.
- Removing CVs from the application process for early careers roles.

Transparency of data has put a focus on race equality, BAME representation at board level and has also seen the doubling in the number of senior leaders applying for the reverse mentoring scheme in 2020 compared to 2019.

CASE STUDY

EVERSHEDS SUTHERLAND

CEO Led Launch of UK Ethnicity Targets

Evaluating progress is one of the key aspects of Eversheds Sutherland's D&I strategy and approach; and it allows for an understanding of where they are against where they would like to be. The aim is to be transparent and use data effectively as a key way of ensuring that focus is on point, and activities are having an impact. Reporting on progress is crucial to delivering on objectives and building trust with clients, employees, and the communities in which Eversheds Sutherland operates. With the launch of Eversheds Sutherland's UK BAME targets in September 2019, there was a public commitment to reporting voluntarily on ethnicity pay data alongside the next gender pay report. This is not currently a legal requirement, but it was decided to voluntarily publish the data to bring further transparency and accountability. Furthermore Eversheds Sutherland has also collaborated with the Confederation of British Industry (CBI) on its Bridge the Gap guide, urging firms not to wait for the government to make ethnicity pay gap reporting mandatory and providing practical guidance for employers on how to close their pay gaps.

Our firm welcomes difference and celebrates diversity. The talented people who work for KPMG bring a variety of skills, attributes and ideas to our firm. Together, they form teams that deliver high-quality work for our clients, and our communities, every single day. At KPMG, we do not want gender, ethnicity, identity, background or beliefs to be a barrier to anyone's career. That's why we're taking action to reduce our pay gaps and we're creating a firm where everyone can thrive.

Bill Michael
Chairman, KPMG UK

CASE STUDY

ZURICH INSURANCE UK

Zurich publish ethnicity pay gap

Zurich Insurance have run a number of campaigns to explain to employees that they wanted relevant employee data to identify under-representation or unfairness in the treatment of their employees when it came to recruitment, promotion, performance management and inclusion. This has resulted in an 86% declaration rate. Zurich continue to work to improve that rate – with their Cultural Awareness Network asking them to expand the questions to cover nationality, place of birth, ethnicity, and religion so that people feel that they can capture their 'whole selves' in the process. In June 2020 Zurich published the number of black, Asian and minority ethnic employees as well as their ethnicity pay gap. This was done using the same methodology the Government requires for the gender pay gap. In 2020 their mean ethnicity pay gap was 9.8% and 7% of their employees are BAME. They are currently doing a drains-up analysis of all their people data to identify the areas which prevent applicants and employees of colour being appointed to, and progressing at, the organisation. In the future, Zurich plans to do further analysis of their pay gap to separate data for black employees by gender and by business area.

Canada Life is firmly committed to providing our employees with opportunities to grow, develop and build long term careers with us. We want to create a high performance culture that is collaborative, inclusive and most of all empowering for all our people. We continue to push ourselves to achieve more, evidenced by our voluntary analysis and publication of our ethnicity and bonus gap data for 2019. Our Executive Board is committed to identifying and implementing actions to reduce the gaps that certain demographic groups of our population experience. We are also enhancing our Talent management processes with an Inclusion lens, ensuring we identify potential from within our BAME community and developing the skills of those employees with the intention of progression into senior management roles. As Executive lead for The Ethnicity Network at Canada Life, I believe that as an organisation we must continue to build our understanding of BAME employee experiences and, armed with this knowledge, challenge ourselves to implement and develop processes and interventions that provide fair opportunities for this population on pay, progression and development.

Richard Priestley
MD and Executive Director, Insurance
Division, Canada Life UK and Executive
Sponsor for The Ethnicity Network (TEN),
Canada Life

ETHNICITY DATA: EXAMPLES OF ACTIONS EMPLOYERS ARE TAKING

- **Setting up a Diversity Dashboard** to report on key employee lifecycle management information against each minority group, including overall representation, recruitment, appraisals, promotions, job family and turnover.
- **Setting targets** to ensure 95% of the workforce record their diversity data on the HR system. Publicise progress against high-level ambitions and targets internally and highlighting current representation rates externally as well.
- **Establishing a Race Equality Working Group.** This group will examine the ethnicity pay gap data in detail to establish the underlying causes of the mean ethnicity pay gap and consider what actions can be taken to address these causes.
- **Producing a BAME data-pack** which includes information on representation rates by grade, group and location; performance outturns and promotion rates. Publishing the data pack quarterly to all staff.
- **Using data to set group wide targets** and individual targets for business units, based on attraction, development, promotion, and retention. Devise and agree a plan to meet these targets.
- **Releasing a Diversity and Inclusion Annual Report** to publish employer diversity data to the wider public.
- **CEO allocates ethnicity targets with monthly scorecards** produced for each country. These scorecards are discussed at Board and global levels to ensure accountability.

At Hogan Lovells, the recruitment, retention and progression of our BAME talent forms part of our UK D&I strategy. We have a strong track record in hiring diverse lawyers, with 31% of those recruited during 2018/19 from BAME backgrounds. Over the last year, we have focussed on actions to support our BAME colleagues in progressing their careers with us, to improve race fluency across the Firm and launched our newest employee network REAHL (Race and Ethnicity at Hogan Lovells). I am committed to nurturing an inclusive environment where all of our people can be themselves and feel empowered to succeed; this is critical if we are to attract the best talent, drive innovation and deliver excellence for our clients.

Susan Bright
Managing Partner for the UK and Global Managing Partner
for Diversity & Inclusion and Responsible Business,
Hogan Lovells

PRINCIPLE THREE



RACE AT WORK CHARTER: PRINCIPLE THREE

Commit at Board level to zero tolerance of harassment and bullying

The Race at Work Survey revealed that 1 in 4 ethnic minority employees reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.

“There is an intense debate about race and equality taking place both in the US and here in the UK and, it is right that this debate should happen in the GLD and across the Civil Service. In GLD we strive to be a place that stands up for equality and fairness, and calls out racism and race inequality in all its forms. I, and my Strategic Leadership Group, are more committed than ever to improve the lived experience and representation of our Black, Asian and Minority Ethnic (BAME) colleagues both here at GLD and in our working with civil servants in other departments and agencies.”

Sir Jonathan Jones KCB QC (Hon)
Permanent Secretary HM Procurator
General & Treasury Solicitor,
Government Legal Department (GLD)

Employers want their employees to enjoy working in their organisations and taking a strong stand against inappropriate behaviours is key to ensuring an environment within teams that contributes to creativity and innovative thinking.

As many organisations move to remote working and in some cases working under severe pressure it is more important now than ever to ensure that employee wellbeing is at the forefront of managers minds.

The Race at Work Black Voices Report found that 2% of white employees said they had experienced racial harassment from contractors, with 4% saying that they had witnessed this happening to someone else. 6% of black employees said they had experienced racial harassment from contractors with 10% saying that they had witnessed this happening to someone else.

It is important that employer policies on racial harassment and bullying seeks to eradicate this behaviour. This should be extended to client and supply chain relationships too.

All new signatories to the Race at Work Charter receive a link to the BITC Tackling Racial Harassment and Bullying toolkit.

99% of employers encourage their employees to call out bullying and harassment if it is observed in the workplace. See *Figure 9*. This is very good news. However, there has been a decrease in employers conducting or commissioning a review into harassment and bullying, falling from 45% in 2019 to just 38% in 2020. See *Figure 10*. This exercise is more robust in the public sector where 62% of employers are doing this compared to just 27% of private sector employers.

Figure 9: Survey Q4.3 – Do you encourage your employees to call out bullying and harassment if it is observed in the workplace?

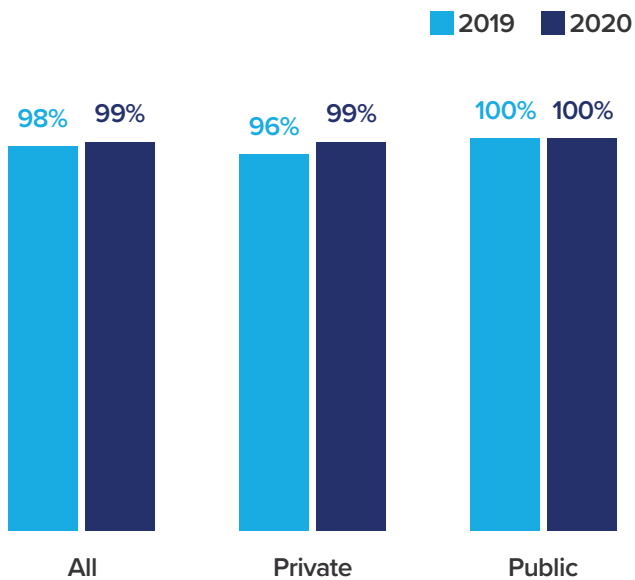
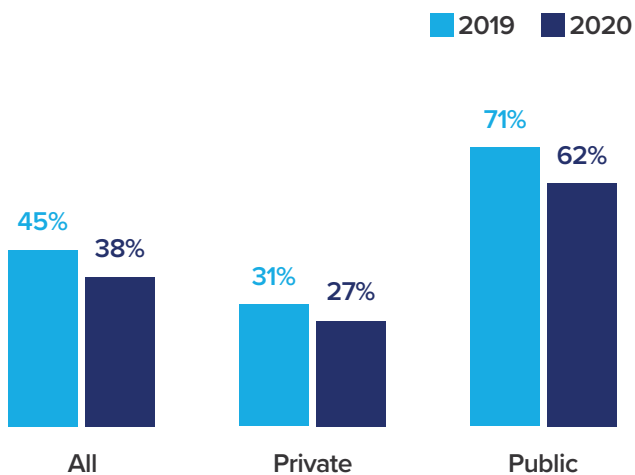


Figure 10: Survey Q4.5 – Has your Board conducted or commissioned a review into harassment and bullying?



CASE STUDY

FUJITSU

Leading from the front: How leaders and managers are taking action to achieve racial justice and equality

Fujitsu's Cultural Diversity Network (CDN) collaborated with headquarters in Japan to publicly affirm Fujitsu's commitment to racial justice in the wake of George Floyd's death. CDN accelerated its actions for equality in the workplace by hosting employee Roundtables, engaging the CEO and senior leadership team and encouraging BAME colleagues to speak about their experiences.

To date, more than 40 BAME employees have shared their experiences with senior leaders. The CEO took immediate action placing personal responsibility on all leaders and sent an email to all employees highlighting everyone's role to support equality in the workplace. Senior leaders invited CDN to discuss racial justice on their regular business calls with the HR Director educating 300+ managers about their responsibility. Over 150 leaders, managers and employees attending webinars and speaker events on allies in the workplace, language, and micro aggressions, recruiting and retaining diverse talent, and cultural awareness. The CEO, leadership and CDN have established the framework for creating and sustaining equality to foster a more inclusive environment for better business.

CASE STUDY

ST MUNGO'S

Leadership commitment to embedding anti-racism

To revitalise St Mungo's approach to race, the board and the Executive Team established a Race Action Plan. The Steering group is made up of members of the Leadership Team, operational leads from HR, Resourcing, Communications, Learning and Development and the BAME Network. A feature of the Race Action Plan is to create safe spaces for staff and clients to be able to discuss and tackle racism, leading to actions to help prevent and respond to bullying and harassment.

This has included conducting a roadshow of manager's meetings, with over 90 managers so far receiving an hour-long workshop on: responding to discriminatory language and behaviour; creating a comprehensive, interactive Equality, Diversity and Inclusion Toolkit and launching it through several forums and events; delivering workshops at a forum attended by all managers; and a Diversity and Inclusion Allies Forum on Dismantling Racism. St Mungo's also developed and launched a new 'In my Shoes' Diversity Mentoring scheme, where all members of their Leadership Team are matched with BAME Mentors to gain insight into BAME colleagues' experiences of race – both in and outside of work. Peer support and reflective practice sessions are being hosted for BAME colleagues to feel supported around experiences of racism. St Mungo's are also reviewing the sources of support available to ensure they are responsive to experiences of racism including their Trauma Pathway, EAP Service and Workplace Supporters Scheme.

CASE STUDY

INTELLECTUAL PROPERTY OFFICE

Respect at work

The Intellectual Property Office (IPO) participates in the annual Civil Service People Survey, which in 2017 highlighted areas of concern around discrimination, bullying and harassment. The Board wrote a statement of intent making it clear that the IPO does not tolerate this. An Anti-Bullying and Harassment Working Group, with representatives from business areas and Trade Unions, was established. They created a toolkit for tackling bullying and harassment for staff which includes manager training, guidance, bystander training and what to do if you feel you are being bullied. Activities to maintain momentum were organised and training sessions which included a boardgame designed to encourage debate and discussion on difficult scenarios. The IPO board zero-tolerance approach to bullying and harassment is communicated to suppliers from tender process, employees, and contractors from new starter induction stage onwards. It continues to be part of the Corporate plan. IPO continues to focus attention in this area as the 2019 People Survey shows that there is some progress still to make despite more engagement.

It goes without saying the Post Office does not tolerate racism. But we cannot be complacent in this stance. As an organisation, we have a responsibility to do all that we can to overcome racism and bias. And we have a responsibility to keep learning and educating ourselves around this issue.

Nick Read
Group CEO, Post Office

BULLYING AND HARASSMENT: EXAMPLES OF ACTIONS EMPLOYERS ARE TAKING

- **Communicating the Board's zero-tolerance approach** to bullying and harassment to suppliers in the tender process, employees and contractors from new starter induction stage onwards. This continues to be part of the Corporate plan.
- **Recognising that equality in the workplace is everyone's responsibility**, listening actively to colleagues with empathy and without judgement. Educating the workforce about racism and our part in it. Calling out inappropriate behaviour.
- **Taking a clear zero tolerance approach** against harassment and bullying of any form. This is communicated through policies and procedures, induction and onboarding programmes, and through role expectations and behavioural standards.
- **Developing a short pause for thought guide** talking about Race at Work with our ethnicity and multiculturalism employee network. This focuses on providing practical examples of changes colleagues can make to feel more confident talking about race and ethnicity. Use of the conversation guide continues, helping to build a more inclusive culture around race and ethnicity.
- **Developing a five-year strategy** outlining a zero-tolerance policy of discrimination, bullying, harassment and racial inequality. Helping all staff understand the right behaviours to eliminate race inequality in the workforce.
- **Setting up a working group, led by the Chief Executive Officer**, drives actions to create a culture of inclusivity.

Deloitte, our shared value of inclusion and taking care of each other has been, and will continue to be, at the heart of our business. We continue to work hard to ensure that our people are diverse, our environment is truly inclusive, and we reflect the make-up of today's society. This year we have listened, learned and started an important journey with people across the firm and with our black colleagues in response to the Black Lives Matter movement. I want to personally thank my colleagues who have shared their stories so courageously and provided honest feedback. I have been humbled, saddened and shocked by what I've heard. We are deeply committed to our Black Action Plan and the wider commitment by the firm that we can, and will, make a change.

Dimple Agarwal
Deputy CEO and Managing Partner People & Purpose, Deloitte NSE

PRINCIPLE FOUR



RACE AT WORK CHARTER: PRINCIPLE FOUR

Make clear that supporting equality in the workplace is the responsibility of all leaders and managers

Actions can include ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.

“Ofcom is proud to be a signatory to the Race at Work Charter. We want to recruit, retain and nurture talented people from a range of backgrounds and bring their diverse experience to our regulatory work for people across the UK. This is an important part of Ofcom’s culture, and our senior leaders are held personally accountable for ensuring diversity and inclusion within their teams. We have managed to achieve a 100% response rate for our ethnicity data; so together with our published ethnicity pay information, we have a clear picture of where we need to target our efforts.”

Melanie Dawes, Chief Executive, Ofcom

In 2019 there was very little evidence of action against this commitment in comparison to the other Charter principles, which is borne out in the lack of progress demonstrated in the report trends for 2020.

With that said, there is focus being given to the role of line managers which can be seen in the case studies in this report.

The Race at Work Black Voices report found that while 71% of white employees feel like they can be themselves at work, only 66% of black employees feel the same. Managers have a key role to play to ensure that all team members can be themselves and contribute to the team effectively.

It is important that accountability in the organisation is not only at the top table, but cascaded and embedded with managers at every level.

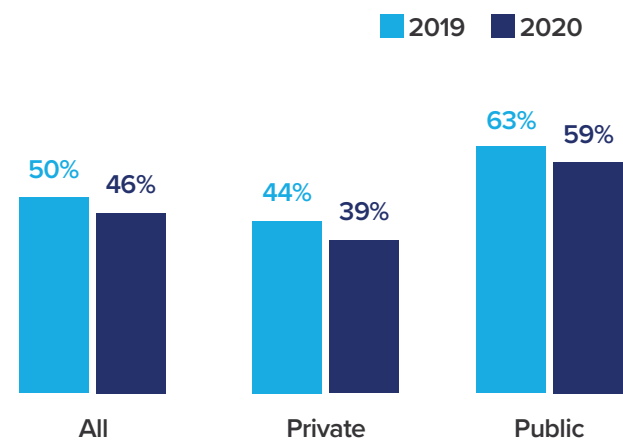
The Race at Work 2018 Scorecard Report highlighted managers objectives as the red score in the scorecard, demonstrating that the percentage of managers with performance objectives to promote equality had declined from 2015 to 2018.

The 2015 and 2018 surveys found that black, Asian and ethnic minority managers were more likely to have a performance objective to promote equality than white managers.

The 2020 survey shows that there is less leadership from Boards and Senior teams on having personal performance objectives on diversity and inclusion that include action on race. Overall, 46% of employers have set objectives on race – lower than 2019 when half of all employers (50%) had personal

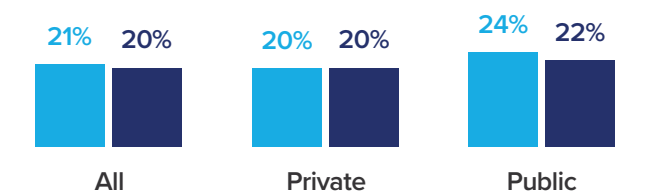
performance objectives. See *Figure 11*. A sector comparison shows that employers in the public sector are far better at setting these objectives (59%) as opposed to the private sector (39%).

Figure 11: Survey Q5.2 – Does your Board and senior team have personal performance objectives on diversity that include action on race?



It will be interesting to see how all the messages from leaders promising to be accountable and asking to be held to account by their employees, will be delivered in practice. Leadership comes from the top, so it is no surprise to also see alongside a decline in board members with performance objectives, there is a decline in the number of line-managers with performance objectives to facilitate the development and progression of BAME talent in their teams. Only 20% of all employers surveyed did this. See *Figure 12*.

Figure 12: Survey Q5.3 – Do your line managers have diversity performance objectives to take action to facilitate the development and progression of diverse BAME talent within their teams?



CASE STUDY

HIGHWAYS ENGLAND Inclusive Leadership

Highways England believes creating an inclusive culture requires inclusion to be embedded into the everyday actions of leadership. Their Values & Behaviours detail the expectation of people managers, providing a clear outline of their responsibilities, behaviours and actions. This was followed by launching the Management Development Programme (MDP), a mandatory 3-day course for new and existing people managers. MDP equips them with the skills and techniques to manage their teams successfully and fairly, through Performance Management and 1:2:1 conversation. In 2019 the CEO, Jim O'Sullivan, was appointed as Executive Sponsor for the newly created BAME Employee Network where he has championed initiatives to raise awareness of inequalities and challenges that BAME colleagues face. The progress of EDI initiatives, incorporating focus on ethnic diversity, is also a standing item in the Quarterly People Update that is submitted to the Board. This drives an accountable approach for people managers to provide management information that supports the work they say they are committing to in creating diverse teams.

CASE STUDY

MORGAN STANLEY INTERNATIONAL **Let's Talk About Race**

Morgan Stanley has recognised the importance of managers in determining their colleagues' everyday experience and has launched the Let's Talk About Race (LTAR) series to empower, equip, and enable managers to have meaningful conversations about race. With support from the European Operating Committee, the mandatory LTAR programme educates on the impacts of race at work, compels targeted discussion, and commits managers to act within their teams. LTAR is designed for ongoing engagement by providing learning resources, having personalised race-inclusion commitments, and group learning where participants share progress and hold each other accountable on their commitments. 72 managers from three key divisions attended the 2-hour interactive LTAR pilot in January 2020, which was hosted by the Race at Work Charter Executive Sponsor. Since the pilot, we have facilitated two follow-up calls with participants and held four discussion rounds led by managing directors to check in on progress, review race-inclusion commitments, and discuss the current social climate. Following COVID-19, LTAR was converted to a virtual workshop which is mandatory for all employees, with 162 participants so far.

CASE STUDY

SKY **Fresh Perspectives: BAME Shadowing & Sponsoring Programme**

Sky launched a BAME Shadowing & Sponsorship programme called "Fresh Perspectives" in August 2019. This programme is designed to encourage people from under-represented groups to develop a career at Sky. The programme was gradually rolled out business-wide to anyone from a BAME background. Participants were matched with senior leaders, joining them on 5 occasions to learn more about leadership at Sky and to offer a fresh perspective. Leaders then introduced their match to people in their network, to explore further the opportunity for career development. To support further, Sky offered Business Performance Coaching for participants currently in senior Manager and Head of level positions. Monthly check-in calls were set up with the participants to help improve the programme, collect feedback on individual progress, create community and to learn and share amongst the group. Pulse surveys were used to track engagement and include progress tracking in the quarterly Diversity Report, which is shared with the UK management team and beyond. Since taking part in the programme, three participants have been promoted to a 'Head of' level and three participants have had other role moves. Most of the participants report gaining confidence, valuable learnings, and new connections to help support their future career progression.

ENGAGING MANAGERS: EXAMPLES OF ACTIONS EMPLOYERS ARE TAKING

- **Launching Inclusive Leadership workshops** which are being delivered to our partnership and senior leaders throughout the UK and other international locations. The workshops look at what being an inclusive leader means, explore how unconscious bias can impact behaviours and decision making, and provide practical guidance and ideas to help foster an inclusive and respectful work culture.
- **Producing learning materials** for line managers, supporting conversations with their teams on race equality, and tips on how to be a good ally.
- **Publishing blogs** from BAME colleagues sharing their experiences of race inequality.
- **Focusing on line-management capability** and inclusive leadership, supporting managers to role model inclusive behaviours and feel comfortable talking about race.
- **Working with the leaders from each department** to develop unique Diversity & Inclusion Action plans aligned to their specific Diversity problem statements.
- **Introducing an anti-racism training programme** to address any racial prejudice which may exist.
- **Holding an allyship panel** with workplace leaders and external speakers to provide practical advice on how employees can play a role in supporting ethnic minority colleagues and direct reports. Providing employees with resources to upskill themselves and close the knowledge gap regarding racial equality.
- **Setting up working parties** to co-create solutions around how to advance diverse talent, how BAME colleagues have a voice, how to actively celebrate more religious and cultural events and how to foster a sense of responsibility among all employees.

While the Black Lives Matter protests may have become less widespread or certainly less widely reported, I remain passionately and personally committed to advancing race equality in the Cabinet Office, and that work continues to ensure that we make progress in the department on race. We began this work upon my appointment as Race Champion in October 2019, but the BLM protests and PHE report brought this into even sharper focus. Some of the immediate actions that the Cabinet Office have committed to include relaunching the Senior Sponsorship scheme with all Director Generals being paired with a sponsee from an ethnic minority background. Additionally, all Director Generals have been paired with a reverse mentor. These are just two ways of ensuring that we are developing our talent pipeline of future minority ethnic leaders, as well as ensuring current senior leaders gain a better understanding of the experiences of ethnic minority colleagues and the systemic barriers that they face. I have also established a Race Board, that I chair as Race Champion, through which we will drive the necessary strategic and systemic change. Our staff networks are a critical part of that, as are allies, who we have engaged as part of the board. We have also introduced Let's Talk About Race sessions, to ensure that race and the barriers faced by our ethnic minority colleagues are brought to the surface. We are looking to supplement these sessions in coming months with Race Allies training. I am also engaging with the department's Senior Leadership Group to ensure that we continue to address race at the most senior levels of the organisation and commit to making changes.

Simon Tse

Cabinet Office Race Champion and member of BITC Race Equality Leadership Team

PRINCIPLE FIVE



RACE AT WORK CHARTER: PRINCIPLE FIVE

Take action that supports ethnic minority career progression

Actions can include embedding mentoring, reverse mentoring and sponsorship in their organisations.

“Here at HomeServe we're committed to being actively and consciously inclusive in our approach to attract, develop, progress and retain the best People from all walks of life and backgrounds. Our culture is one based on transparency, inclusion and equality where our People are respected, supported, treated fairly and differences are valued and celebrated. By ensuring we are as diverse as the Customers and communities we serve and through a collaborative approach with our partners, we will help to drive a strong and sustainable business for tomorrow.”

Greg Reed
CEO, HomeServe Membership Limited

Race at the Top Revisted 2020 and the infographic issued for Windrush Day, 22 June 2020 has brought into sharp focus the underrepresentation of black people in business, education, judiciary, policing and the Civil Service.

Our Race at Work Black Voices Report also found that 31% of black employees feel they have been overlooked for a promotion compared to 23% of white employees. In response to the statement ‘managers in my organisation treat all people equally with regards to career progression’, only 33% of black employees agreed, compared to 44% white, Asian and mixed/multiple ethnic group employees. Black employees are the most likely to feel that they need to leave their organisation to progress at 55%.

Black employees are the most likely to have to wait for three years or more for a promotion – 31% compared to 23% of white employees. Only 38% of black employees feel that that career has met their expectations in contrast to 47% of all other respondents.

Thirty-four per cent of black employees have never received a promotion compared to 24% of white employees.

In the 2020 survey, only a third, 33%, of all employers surveyed are using national and local demographic data to set targets/KPIs for recruitment to ensure the applications received are reflective of the talent pool, with the public sector (35%) slightly ahead of private sector (33%). See *Figure 13*.

It is encouraging to see that more than half, (55%) of employers are briefing recruiters and head-hunters to produce ethnically diverse shortlists using national and local demographic data. There has been a significant increase in the number of private sector organisations establishing this practice 63% in 2020 compared to 48% in 2019. However, this seems to have happened less so in the public sector where it has decreased from 56% to 46%. See *Figure 14*.

The Race at Work Black Voices Report found that 33% of black employees believe that their ethnicity will be a barrier to their next career move in stark contrast to 1% of white employees. Black employee representation on selection panels can only help to reduce this perception. We have heard first-hand from employers that have ensured they have ethnically diverse selection panels that this had resulted in a better representation of black, Asian and minority ethnic candidates getting through the selection process.

Figure 13: Survey Q2.9 – Do you set targets or KPIs for recruitment using national and local demographic data to ensure that your applications reflect the talent pool?

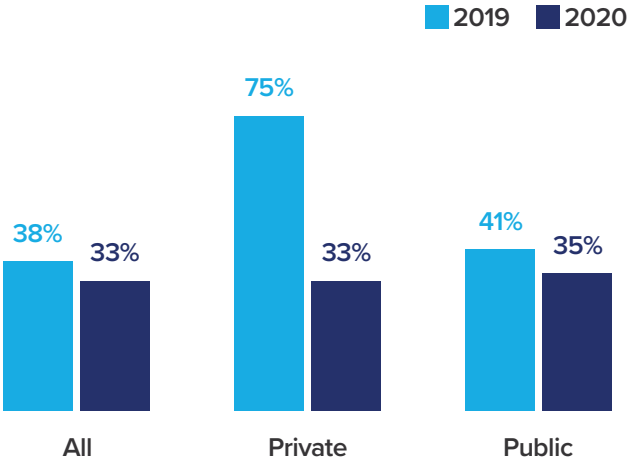


Figure 14: Survey Q2.5 – Do you brief your recruiters and head-hunters to produce an ethnically diverse shortlist using national and local demographic data?

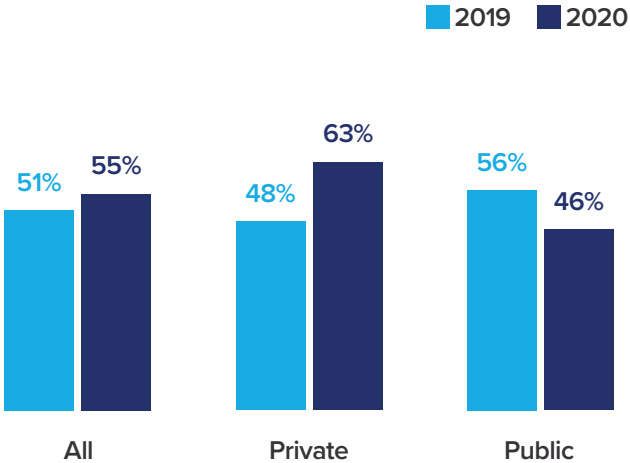


Figure 15: Survey Q2.6 – Do you ensure there is racial diversity on your interview panels?

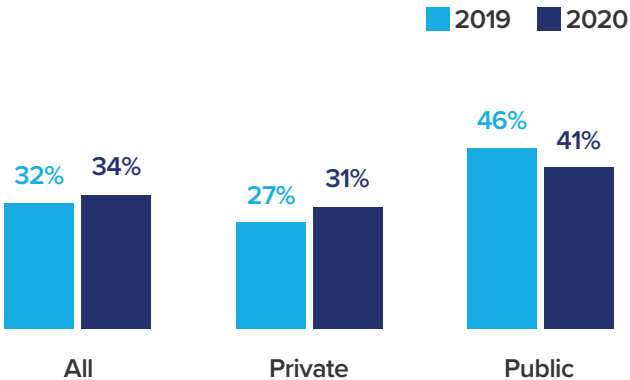
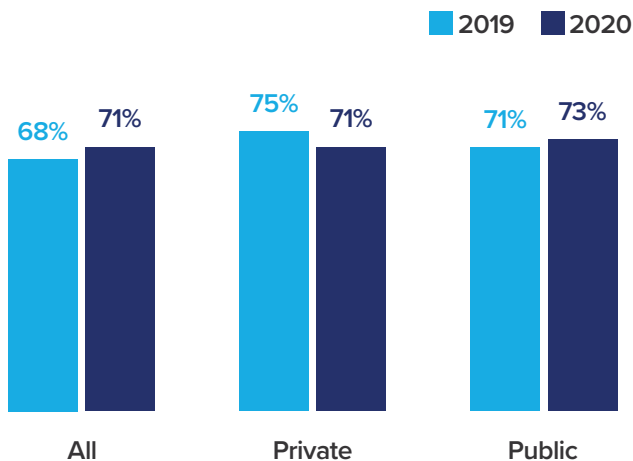
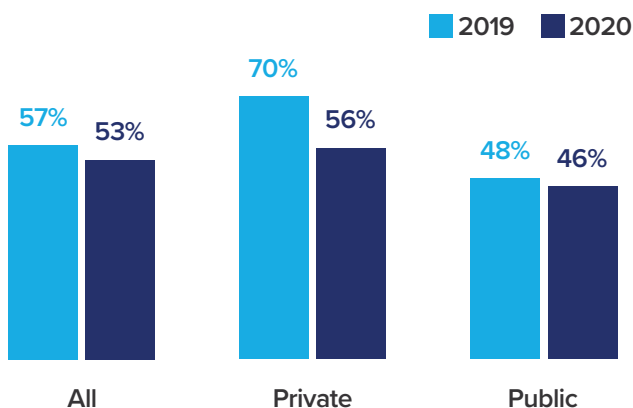


Figure 16: Survey Q2.8 – In your recruitment outreach activities do you include employees from different levels/grades that are from BAME backgrounds?



The survey shows an overall decrease in the number of employers who are checking for ethnic minority talent in their senior succession planning lists, 53% of employers in 2020 compared to 57% in 2019. See *Figure 17*. There is a big drop in the number of private sector employers carrying out this activity, just 56% in 2020 compared to a significant 70% in 2019.

Figure 17: Survey Q6.4 – Do you check for ethnic minority talent in your senior succession planning lists?



There has been an increase in the overall percentage of employers reviewing their promotion lists by ethnic group. See *Figure 18*. The percentage of organisations who ensure diverse representation on promotion panels remains low with only 16% of employers saying yes to this. See *Figure 19*.

Figure 18: Survey Q6.8 – Do you review your promotion shortlist by ethnic group?

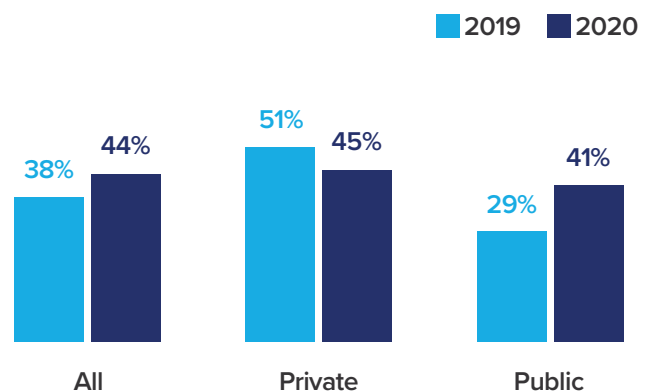
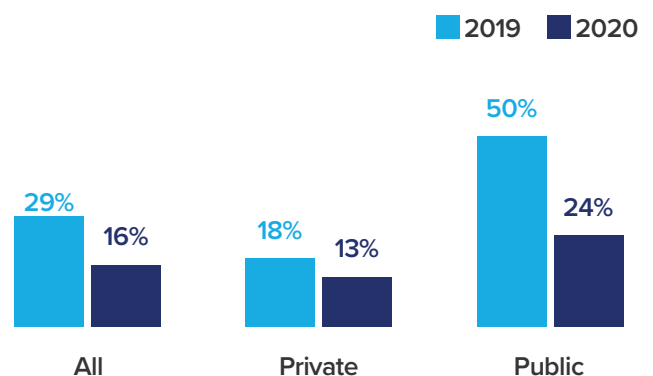


Figure 19: Survey Q6.11 – Do you consistently have racially diverse panels for promotion interview?



CASE STUDY

NORTON ROSE FULBRIGHT

Career Strategy Programme: Driving BAME career progression

In 2019 Norton Rose Fulbright launched the first annual Career Strategies Programme BAME, to help address the progression and retention barriers for BAME professionals. Team leaders played their role by selecting participants for the programme via a talent management process, where individual developmental needs are identified. These included mentoring and sponsorship, the provision of stretch opportunities, overseas or client assignments, and competency development. Senior endorsement also allowed participants to take nearly 30 otherwise chargeable hours out to participate fully in the programme, and for partners to engage and volunteer their time as speakers and sponsors. The programme content covers proactive career management; situational leadership; confidence and conquering fear; self-awareness for leadership success; personal branding; mentoring, sponsorship, and coaching; finance; and business development. Participants each work with an executive coach, over six sessions, and have access to senior partners at various networking and panel events. This includes an event where BAME partners share their experiences of progression.

CASE STUDY

ENTERPRISE RENT-A-CAR

Achieving race equality

Enterprise's diversity recruitment strategy is shaped and developed by senior directors in the business and then driven tactically by the regional recruiting teams.

- Over 1,200 students are hired into early talent programmes.
- 95% of employees enter the business at entry-level.
- A Promote-from-within culture exists.

Therefore, to achieve race equality, BAME talent must be hired into entry-level positions as they will be senior managers in the future. The recruitment goal is to hire at 26% BAME. Enterprise Rent-A-Car are unique in the fact that they hire from 100+ universities, ensuring a broad recruitment approach is maintained and to attract a diverse pool of talent. They meet with their university partners regularly to share data and help them shape their diversity/ employability strategies. They build and run bespoke events with their university partners, ensuring they have relatable role models present. Current data shows that 32.4% of Graduate Management Trainees identify as BAME. BAME representation in the UK and Ireland is 22.5% overall, with 21.8% in management.

CASE STUDY

ACCENTURE

Accenture BAME Strategy

At Accenture it was recognised that black people were underrepresented in the employee headcount and at leadership level. Accenture created the Accelerate programme, aiming to increase engagement, reduce attrition, and drive greater representation of black talent. The African-Caribbean Network (AACN), HR teams, and Global Inclusion & Diversity Centre of Expertise devised high-impact activities. These included leadership training through cultural lenses, personal development webcasts, and mentoring programmes. They overhauled their assessment process using AI to reduce bias. Accenture uplifted non-Russell Group universities on their target list from 36% (2017) to 55% (2019) and hold 60% of university recruitment events at non-Russell Group universities. The AACN developed a 20-strong committee with clear roles in sponsorship, training, events, communications, and stakeholder management as well as appointing Executive Sponsors. An Ethnicity Steering Committee was also formed to create Ethnicity Leadership Workshops. Accenture's CEO and CHRO allocated ethnicity targets and monthly scorecards for each country were produced and discussed at board and global levels to ensure accountability. Now more than 500 black employees have participated in Accelerate with a positive yield at all career levels, including five new managing director promotions. Headcount growth continues with a 43% black headcount increase over the last five years and black representation rising in all career levels.

CASE STUDY

BRITISH ARMY

Army BAME Network Mentoring Programme

The Army BAME Network Mentoring Programme aims to improve ethnic minority career progression and retention whilst developing an improved understanding of the challenges faced by ethnic minority soldiers and officers within the Army. Statistics for BAME inflow, representation and progression are published bi-annually and are publicly available so that progress can be monitored and improved. It draws on feedback from annual staff surveys and a detailed Lived Experience Study conducted by Defence Science and Technology Laboratories. The mentoring programme aims to allow mentees to learn from the experience of others, gain practical advice, encouragement and support, develop communication and interpersonal skills, increase self-confidence, develop strategies for dealing with both personal and workplace issues, and increase the feeling of value of individuals to the organisation. The programme also gives mentors an opportunity to experience new perspectives and insights into the organisation, gain a better understanding of the lived experience of ethnic minorities, opportunities for self-reflection and personal satisfaction, development of mentoring and coaching skills along with personal fulfilment and satisfaction from seeing junior staff progress. The value of retaining service personnel who may have undergone extensive and expensive training to develop skills underlines the business advantages from this programme.

SANTANDER

Delivering career progression support

In 2019 Santander approved a target to increase ethnic minority senior leadership representation to 14% by 2025, with a review of progress in 2021. An ethnic minority advisory group comprising of colleagues at all levels was established to provide counsel and to support actions. The advisory group highlighted that supporting career development should be a priority area. This led to the establishment of a future talent pipeline and career development support to middle management, with two key programmes. The first was a three-part programme to enhance confidence, networking and personal branding. It was led by the Ethnicity@Work Network and reached 60 colleagues. The network also provides the opportunity for mid-level seniority and above BAME role models to mentor colleagues from junior levels based on individual development needs. This sits alongside our continuous work with external I&D Partners to deliver cross-company mentoring opportunities for BAME Colleagues, including the selection of mentors who will also professionally benefit. The advisory group also led ten of BITC Let's Talk About Race sessions with more planned. Qualitative insight has been gained from both the strategic working group and the Let's Talk About Race sessions to enable plans around ethnicity to be developed further.

RECRUITMENT AND PROGRESSION: EXAMPLES OF ACTIONS EMPLOYERS ARE TAKING

- **Ensuring people from diverse backgrounds have career-enhancing roles.** Working with resourcing teams to drive fair work allocation and reporting quarterly to senior leaders to ensure fair representation.
- **Proactively monitoring** BAME and underrepresented employee retention and promotion through personal one to one support.
- **Bringing together BAME colleagues** to explore their experiences and review every step of the employee lifecycle – from how an organisation attracts and recruits new colleagues, through to promotion and pay processes.
- **Initiating talent conversations with senior management** for each business area on a quarterly basis to bring focus to the discussion about BAME talent pipelines and progression.
- **Developing programmes tailored** to the needs of employees at all stages of their career. Recognising the support that may be needed by one person (or group of individuals) may be different to that required by another and that the support required may differ at various stages throughout a career.
- **Introducing “panel matching”:** aiming to have diverse interviewers on each panel when interviewing for promotions.
- **Developing functional skills courses** and apprenticeships aimed at the lower pay grades which have high rates of BAME representation.
- **Launching a BAME programme** to help address the barriers that get in the way of the progression and retention of BAME professionals and to inspire them to aim for promotion to partner and develop the knowledge and skills to be effective in the role. This includes spotting and managing high potential employees, identification of senior roles, succession planning and talent mapping.

CALL TO ACTION

We have not seen much of a shift from the education sector, but it has been good to see a Race Charter Mark introduced for schools and Academies that uses the principles of the Race at Work Charter as part of its framework for assessment. The Race at Work Charter has 500 signatories and is excellent progress since 2019 – more than double. But we need

to move faster and some industries such as construction and technology are virtually absent. We want all of the governments strategic suppliers to have signed up to the Race at Work Charter and be creating action plans to support inclusion of black enterprise and ethnic minority employees and communities through their supply chains.

THREE THEMES OF FOCUS FOR NOW AND IN 2021-22 ARE:

Leadership and advocacy

We need more senior executives to become involved in two-way mentoring and sponsorship. The head-hunting and recruitment community largest organisations need to sign up to the Race at Work Charter too.

It is great to see more employers setting ethnicity targets. We need more employers to publish their ethnicity pay gaps to increase pay transparency.

Allyship, inclusion, belonging and voice

Build a movement of allies and create a culture of inclusion: continue to encourage a speak up culture where there are safe spaces for people to call out issues early and seek resolution.

Ensure inclusive behaviours as part of management capability. Provide support for managers on key areas where there needs to be more evidence of managers engagement, especially in the light of the disproportionate impact of COVID-19 on many of the black, Asian and ethnic minority workforce.

Employees: Progression and recruitment

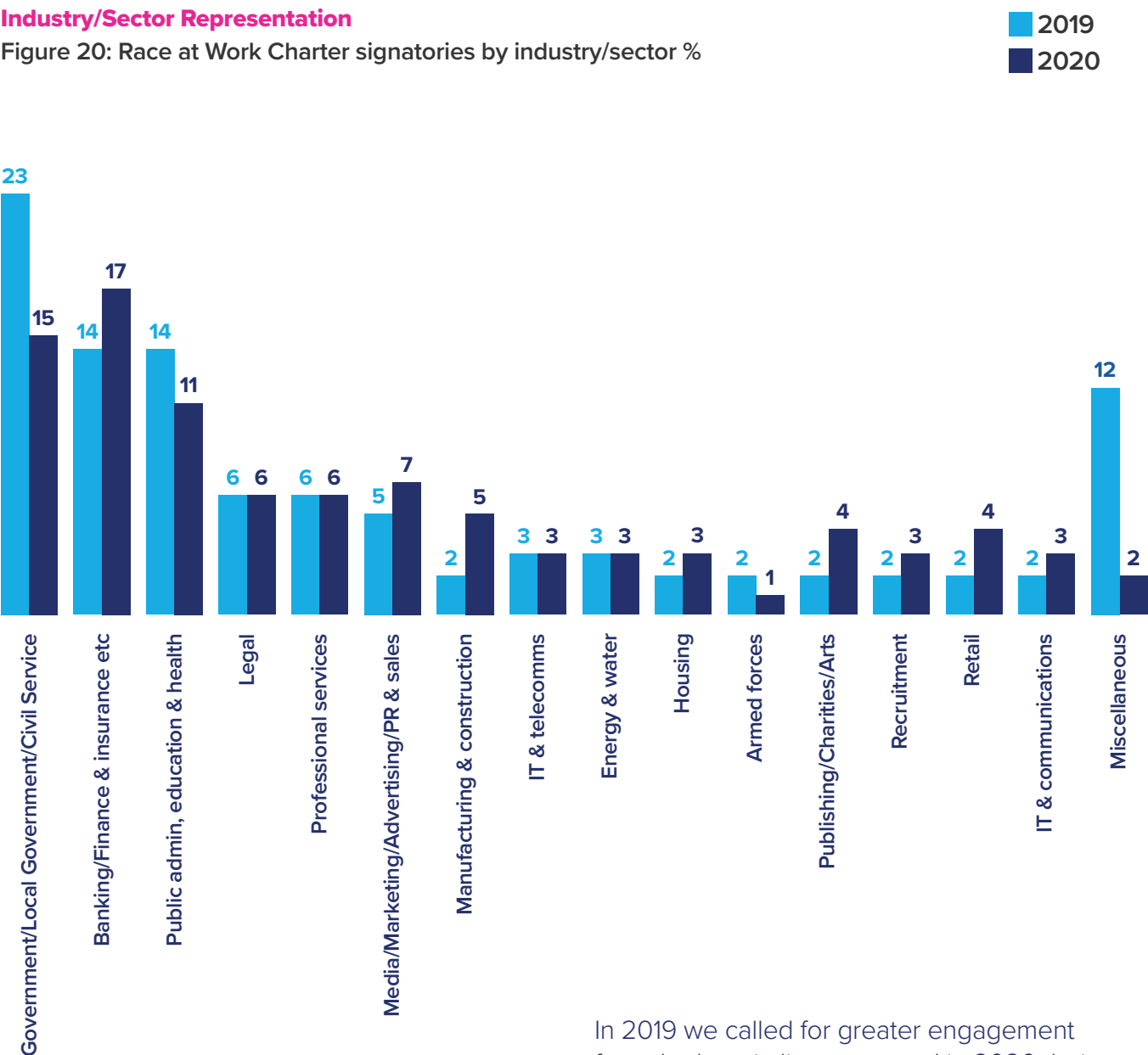
Recruit and progress black, Asian and ethnic minority talent: including ensuring black and ethnic minority representation on selection panels for recruitment and progression is a priority. Ensure fair allocation of good work and stretch assignments and projects so that skills and capabilities can be demonstrated. The Race at Work Black Voices Report found that only 49% of black employees said that they received credit for their work, in contrast to 57% saying this across all other ethnicity groups. Employers need to ensure that the contributions of ideas and insights to inform key projects and initiatives from their black employees are accurately attributed to them.

RACE AT WORK CHARTER SIGNATORIES

More than 500 online signatories as of October 2020

Industry/Sector Representation

Figure 20: Race at Work Charter signatories by industry/sector %



In 2019 we called for greater engagement from the hospitality sector and in 2020 their signing of the Race at Work Charter has been outstanding. Similarly, there has been large scale signing of employers from the insurance and long-term savings sector.

CONCLUSION

In 2021, we want to run the seminal Race at Work survey originally run in 2015 with 24,457 responses, repeated in 2018 with 24,310 responses. We will use this to listen to, and hear the employee voice on these issues and track employer progress against the McGregor-Smith Review recommendations three years on from the scorecard launched in 2018. Everyone agrees that measuring the impact of initiatives and actions that are being taken by employers for their effectiveness is key, and the Race at Work 2021 survey will give us some insight into this.

Thank you to all the employers who have demonstrated their commitment to action and transparency by contributing to the survey results for this Race at Work Charter 2020 report.



Thank you to all the organisations who participated in the survey for 2020. The Race at Work Charter has now passed the 500-employer milestone and my hope is that employers will be motivated and inspired by this report to add their signature and act within their organisations too.



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