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Bridge the gap

Actions your business can take to close the ethnicity pay gap

February 2020

A practical guide exclusively for members

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Foreword CBI

Get started

Jump straight to a section of our practical guide and get started:

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Closing the ethnicity pay gap is about making society fairer and overcoming inequalities. And it's not only the right thing to do: the business case for it is watertight. Diverse companies are better companies. And building a more diverse workforce will open up everyone's ability to contribute to the UK economy and increase productivity. The McGregor-Smith review finds that the potential benefit to the UK economy from race equality, through improved participation and progression, is estimated to be **£24 billion a year, which represents 1.3% of UK GDP.**

In addition to that, the government is likely to introduce ethnicity pay gap legislation in the next few years. Just as with gender pay gap legislation it will help shine a light on the barriers that people from ethnic minority backgrounds face at work and focus minds on actions to close the gap. But firms already know that embracing a wide range of talent represents a real competitive advantage and should not wait until legislation is introduced to improve how they attract, hire and promote employees from ethnic minority backgrounds.

With or without legislation, the gap won't be closed overnight. It will require long-term commitment from businesses and acknowledgement of the challenges. Companies will have to get better at speaking about race at work; developing campaigns to encourage employees to declare their ethnicity; and creating strategies to improve Black, Asian and Minority Ethnic (BAME) representation from entry level to boardroom. The objective of this practical guide is to help companies to do just that.

The case studies in this guide provide food for thought for any UK firm. It will help your business to address challenges including attraction and recruitment of BAME talent, sustainable progression routes into leadership positions, and developing and retaining BAME employees at all levels.

Business can be a real force for good. But to build a fairer society and demonstrate the positive social impact of business, we need to get this right. The CBI is committed to help companies learn from peers and take action – until the UK is filled with workplaces where everyone feels like they belong.



Lord Karan Bilimoria CBE DL
Vice President, CBI



Foreword Eversheds Sutherland

In this guide, you'll find inspirational initiatives from business of all sizes, sectors and regions, but with one thing in common – a desire to eliminate the ethnicity pay gap once and for all. Eversheds Sutherland shares this ambition.

We want Eversheds Sutherland to be a global legal practice which reflects the world in which we live and work, and where opportunity is available to the many and not the few. Data from the Solicitors Regulation Authority has shown the challenge we face across the whole legal sector to be ethnically diverse. Each firm has an individual role to play, but making a wholesale shift will require us to work together across the sector.

Recognising the challenges often faced by the BAME community, in 2019 we set ethnic diversity targets for our UK practice to bring accountability and transparency to the success of our programme to build a more ethnically diverse workforce. We aim to achieve 14% BAME representation across our workforce by 2022. We also want to increase the number of our UK BAME partners to 10% by 2025. As signatories to the Race at Work Charter, we will also be publishing our ethnicity pay data on a voluntary basis in 2020.

We will continue to appoint the best people for all our roles, but want to ensure we have removed any barriers which could discourage BAME candidates from applying or being successful. By challenging our UK practice to focus on this important issue, we hope to see real and meaningful change – in our own practice and across the industry. We are delighted to be sponsors of this guide with the CBI, and we hope that you can use it to take your business' next step towards equality.



Diane Gilhooley

Partner and Global Head of Employment,
Labour and Pensions, Eversheds Sutherland



Naeema Choudry

Partner in Employment,
Labour and Pensions Practice, Eversheds Sutherland



What is the ethnicity pay gap?

The ethnicity pay gap is the difference between average hourly pay rates for Black, Asian and Minority Ethnic (BAME) employees compared to White colleagues. They are presented as a percentage of White employees' earnings.

How closing the ethnicity pay gap will help your business

Closing the ethnicity pay gap is not only the right thing to do as it makes society fairer but it also offers huge benefits to both the UK economy and to your business' profitability and employee engagement.

 **£24bn INCREASE**
Race equality across the UK labour market would result in a **£24 bn uplift to the economy per year**: which represents 1.3% of UK GDP¹


 **33%**
Companies with the most ethnically and culturally diverse executive teams are **33% more likely** to outperform their peers on profitability²

 **83%**
Diverse and inclusive workplaces are associated with higher individual performance

o Employees are **better able to innovate (+83%)** and are **more engaged (+101%)**³

Diversity boosts:

- Performance
- Innovation
- UK economic productivity

 **72%**
Address the skills shortage: for **72% of business leaders** the main current threat to the UK's labour market competitiveness is access to skills.⁴

This practical guide will help you to close your firm's ethnicity pay gap

It can be difficult to know where to start – or what your next step should be – when tackling your firm's ethnicity pay gap. That's why we've created this practical guide: to offer you tried-and-tested approaches, backed by business.

Multiple businesses, across different sizes and sectors, have shared their experiences and the actions they've taken to close their ethnicity pay gap.

Draw ideas from these case studies, be inspired by their stories and take actions away to implement in your own organisation.

1. Race in the workplace: The Ruby McGregor-Smith Review, 2017

2. McKinsey & Company, 2018. Delivering through diversity

3. Timewise/Joseph Rowntree Foundation, 2016. How Flexible Hiring could improve business performance and living standards

4. CBI, 2019. Employment Trends Survey, Prioritising people



Most BAME employees still face a glass ceiling

In 2019, the Office for National Statistics (ONS) published its first report on the ethnicity pay gap. It is estimated that London has the largest ethnicity pay gap with 21.7%. But within the ethnic minority groups there are also significant differences – with some being paid more than their White colleagues and others being paid less.⁵

The reasons for the ethnicity pay gap are multi-faceted. BAME employees still face significant barriers in the workplace – from recruitment and progression to reaching leadership positions. While the number of students from ethnic minority backgrounds in Russell Group universities has doubled from 9% in 1995 to 18% today, and there are more BAME people in the workforce than ever before, BAME individuals are under-represented at all levels of UK organisations.⁶ And representation decreases with higher levels of seniority.

- **In January 2020, only 178 of the 2,625 FTSE 350 directors were from a BAME background**
- **Across the FTSE 350 companies** that supplied sufficient data to the Parker Review **59% did not meet the target of having at least one person from an ethnic minority background on their board.**⁷
- **1 in 4 BAME employees** reported in 2018 that they had witnessed or experienced racist harassment or bullying from managers in the last two years⁸
- **52% of BAME employees** believe that they will have to leave their current organisation to progress in their career, compared to just 38% of White employees⁹

Better diversity and inclusion at every level of business is a simple matter of fairness and, while a lot of the reasons for the ethnicity pay gap and the lack of representation are based on societal issues, there are actions that businesses like yours can take.

What does the term BAME mean?

The term BAME stands for Black, Asian and Minority Ethnic. According to the Office of National Statistics (ONS) and the census categories used in 2011, this also includes 'mixed ethnicity' and 'other ethnicity'. BAME is a term used in the UK. It is important to note that disadvantaged ethnic groups vary by region and there is no universally adopted classification system. The term has been criticised as being too general, trying to combine very different groups of ethnic minorities in one category, masking that some groups are more disadvantaged than others. But it has also been widely used – for example in government documents and communications.

5. According to the ONS, in 2018, the pay gaps for Pakistani and Bangladeshi ethnic groups stood at 16.9% and 20.2% respectively, whereas the Indian and Chinese ethnic groups have been paid 12% and 30% more than their White colleagues

6. Policy Exchange, 2016. Bittersweet success? Glass ceilings for Britain's ethnic minorities at the top of business and the professions.

7. Parker Review, 2020. Ethnic Diversity Enriching Business leadership

8. BITC, 2018. Race at Work Survey – the McGregor-Smith review one year on

9. BITC, 2018. Race at Work Survey – the McGregor-Smith review one year on

The legal side of ethnicity pay gap reporting: what you need to know

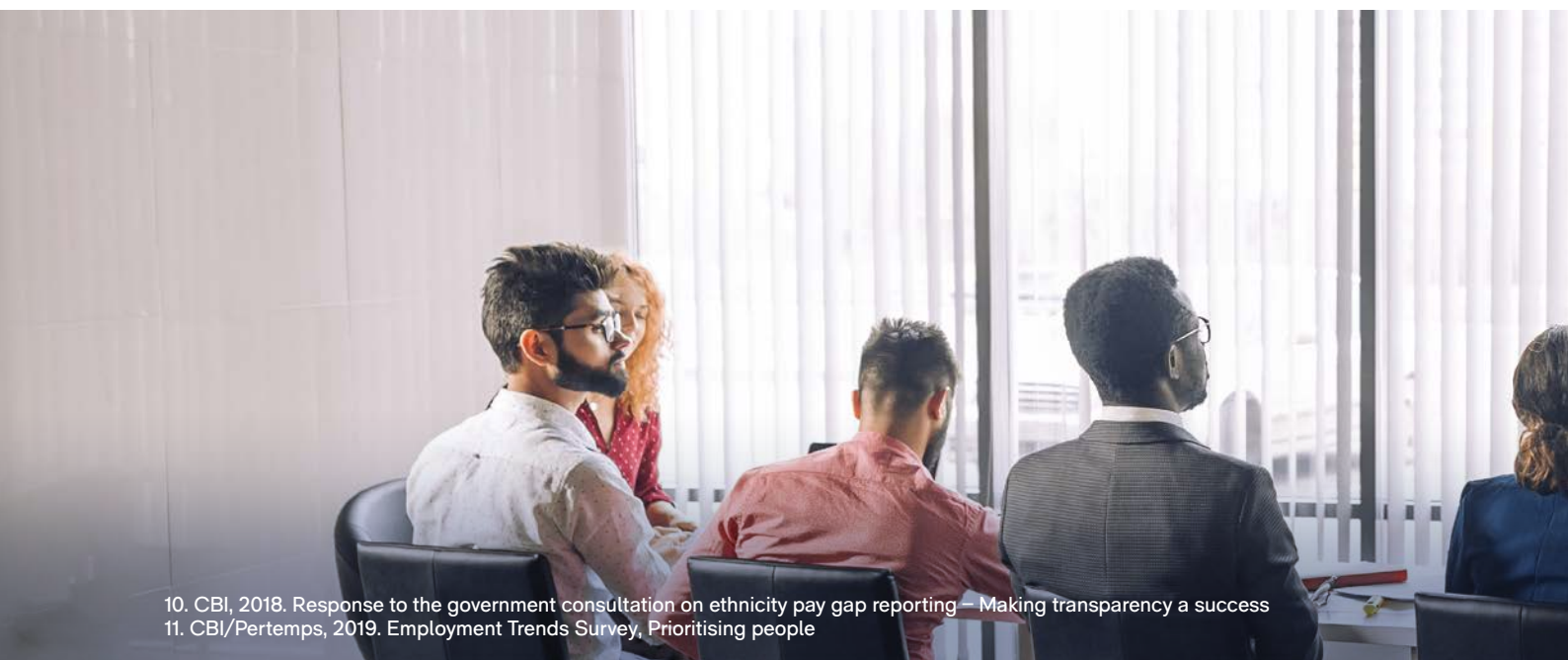
In 2018, the government published a consultation on how ethnicity pay gap reporting could be introduced. Businesses have supported the introduction of reporting similar to that used for the gender pay gap.¹⁰

It's likely that, in the next 1-2 years, there will be a legal requirement for UK employers to report ethnicity pay gap data. Though there is no current legal obligation to report, many employers already do and are also taking steps to close their pay gap. According to the CBI/Pertemps' 2019 Employment Trends Survey, 65% of respondents have taken steps to improve ethnic diversity and reduce ethnicity pay gaps.¹¹

But businesses will also have to overcome challenges once reporting on ethnicity pay becomes mandatory.

- In order to accurately report their ethnicity pay gap, companies will need their employees to disclose their ethnicity first.
- Businesses have voiced concerns regarding the regional impact. Access to BAME talent in each region and nation differs – some regions like London have a large BAME population that companies can recruit, whereas others have a smaller BAME talent pool.
- And how small can a sample size become before reporting on it compromises the anonymity of BAME employees?

It's important to consider your business' approach to these challenges before mandatory reporting comes into force.



10. CBI, 2018. Response to the government consultation on ethnicity pay gap reporting – Making transparency a success
11. CBI/Pertemps, 2019. Employment Trends Survey, Prioritising people

3 ways that companies can improve ethnic diversity and narrow the ethnicity pay gap

There is no one size fits all approach to closing the ethnicity pay gap, but there are three general interventions that you can implement to help bridge the gap:



- 1. Establish a culture of trust where employees feel they can disclose their ethnicity**



- 2. Champion diversity and inclusion from the top and embed it in your company's attraction, recruitment and progression practices**



- 3. Create a culture of inclusion by starting a conversation about race at work**

To learn more about each intervention, explore our advice and the initiatives other businesses have implemented in the following chapters.



1. Establish a culture of trust where employees feel they can disclose their ethnicity



Your firm needs data on diversity within your organisation to understand the specific barriers and challenges that ethnic minorities face in your business. You can then use this data to inform where you need to direct resources to improve the issues, and to track progress. But in order to collect the data, you'll need your employees to declare their ethnicity first.

If your business doesn't hold the required data on ethnicity, you will have to develop campaigns and targeted communications encouraging employees to disclose. For new joiners, this can be done during the on-boarding process: you can request them to declare their ethnicity before starting their new job. For existing employees, gathering this information can be more challenging. You'll need to create trust by explaining why this information is needed, how you will handle this sensitive data, and how it can help the company close pay gaps and create transparency and fairness.

In addition to using the most widely accepted ONS classifications for ethnic groups companies also need to allow employees to not declare their ethnicity by offering a 'prefer not to say' option.¹² The reasons to not declare are various, including that employees may feel that they don't identify with any category listed. It might also be helpful to include a free text field for employees to explain why they prefer not to disclose. This will help your business to better understand the reasons behind a lack of disclosure and find solutions to overcome them.

Based on the experience of firms that have successfully gathered data on ethnicity and achieved high disclosure rates, these communication campaigns cannot be a one-off effort: they must be continuous, with the messaging assessed and refreshed at regular intervals.

What can your business do?

Santander focused on making its disclosure rate campaign as targeted as possible by holding workshops with employees to understand what is holding them back from disclosing their ethnicity. Shell has centred its campaign around their diversity and inclusion day – during which they organise discussions on ethnicity and share videos of senior leaders explaining why sharing information about ethnicity is important.



PwC runs campaigns to increase disclosure of ethnicity and improve people processes

PwC LLP is a professional services partnership that helps its clients solve complex business problems to add value, manage risk and improve performance. For the past two years the firm has reported on its ethnicity pay gap. PwC understood that it needed to increase the disclosure of ethnicity data from their partners and staff in order to have robust data to inform their inclusion strategy and actions.

To address this, PwC has had a sustained programme of various actions and activities to encourage their people to share their data. This included a firm-wide communications campaign *'who do we think you are'* to encourage people to share their personal data. The communication explained why people were being asked for this information and how the data is used, for example for ethnicity pay gap analysis and action planning. These messages were amplified by the employee networks. New starters are asked to share their information upon application and joining, and PwC works with their recruitment suppliers to encourage candidates to provide this data.

PwC's HR system is available to its employees 24/7, making it easier for them to update their data. The HR system was also adapted to enable a *'prefer not to say'* response to all personal data questions, which may be preferable to employees who don't identify with any of the ethnicity categories presented. Employees are reminded to share their data at two points in the year: during annual compliance training and annual benefits renewal.

Currently **92% of PwC employees have shared their ethnicity**. This high disclosure rate enables the firm to undertake detailed analysis of its people processes such as recruitment, performance and promotions, progress against targets, fair work access and development opportunities.

But these key messages about the importance of disclosing ethnicity must be sustained if the rate is to be maintained. In response to this challenge, PwC has launched refresher communications campaigns, led by local business leaders.



Results

- 92% of PwC's employees have shared their ethnicity.





"It's so important to be transparent in our messaging to help our people understand why we are asking for this personal information and how we use it. Without the data we are unable to calculate our ethnicity pay gap or measure the progress we are making with our inclusion action plan"

Sarah Churchman, OBE Chief Inclusion, Community and Wellbeing Officer, PwC



Key takeaway

Increase your ethnicity disclosure rate by sustaining campaigns over an extended period of time, and support this with communications explaining how the data will be used by the company and how it will benefit inclusion and fairness.

Santander identifies barriers to disclosing ethnicity to improve its internal campaign

Santander UK is a financial services provider in the UK that offers a wide range of personal and commercial financial products and services. The company is committed to creating a culture that champions inclusion and is simple, personal and fair, enabling colleagues to thrive and provide great outcomes for customers and communities. But it was also clear that Santander needed more employee data to gain a better understanding of how to support colleagues from a BAME background. For that, the firm needed to understand why colleagues were not comfortable in disclosing their data and what could be done to facilitate a change.

To answer these questions, Santander held workshops with members of their employee-led Ethnicity@Work network, designed to understand the barriers to disclosure.

These sessions highlighted key themes:

- Employees wanted to know why the company needed this data, how it will be used, and how and where individuals can update their data
- That when updating data, there may be a barrier to disclosure if there is no specific category for a person's ethnicity and if the 'other' box makes them feel excluded.

In response to these findings, Santander developed a multi-channel internal communications campaign to drive awareness, trust and encouragement to help employees feel comfortable in disclosing their ethnicity data. The firm created a video featuring employees explaining why they are happy to disclose their data and why they are encouraging their colleagues to do the same. The main message of the video was: *'Your personal information: why we ask for it, what happens to it and how it can be updated'*.

To address the issue around there being a lack of category for a person's ethnicity, Santander updated their systems to closely align its data set to the 2011 Census categories. As a result of the campaign, the company saw a **significant uplift on their ethnic data disclosure rates – by 8.5% basis points**.

Whilst this result is remarkable, the company is aware that there is still a way to go in order to accurately understand the ethnic make-up of the organisation. Santander is planning to continue the communications campaign into 2020, with the ambition to uplift disclosure by a further 10%. The next campaign will focus on a direct approach to all colleagues linking back to the video, and an intranet article – all highlighting the importance of why this data is needed.



Results

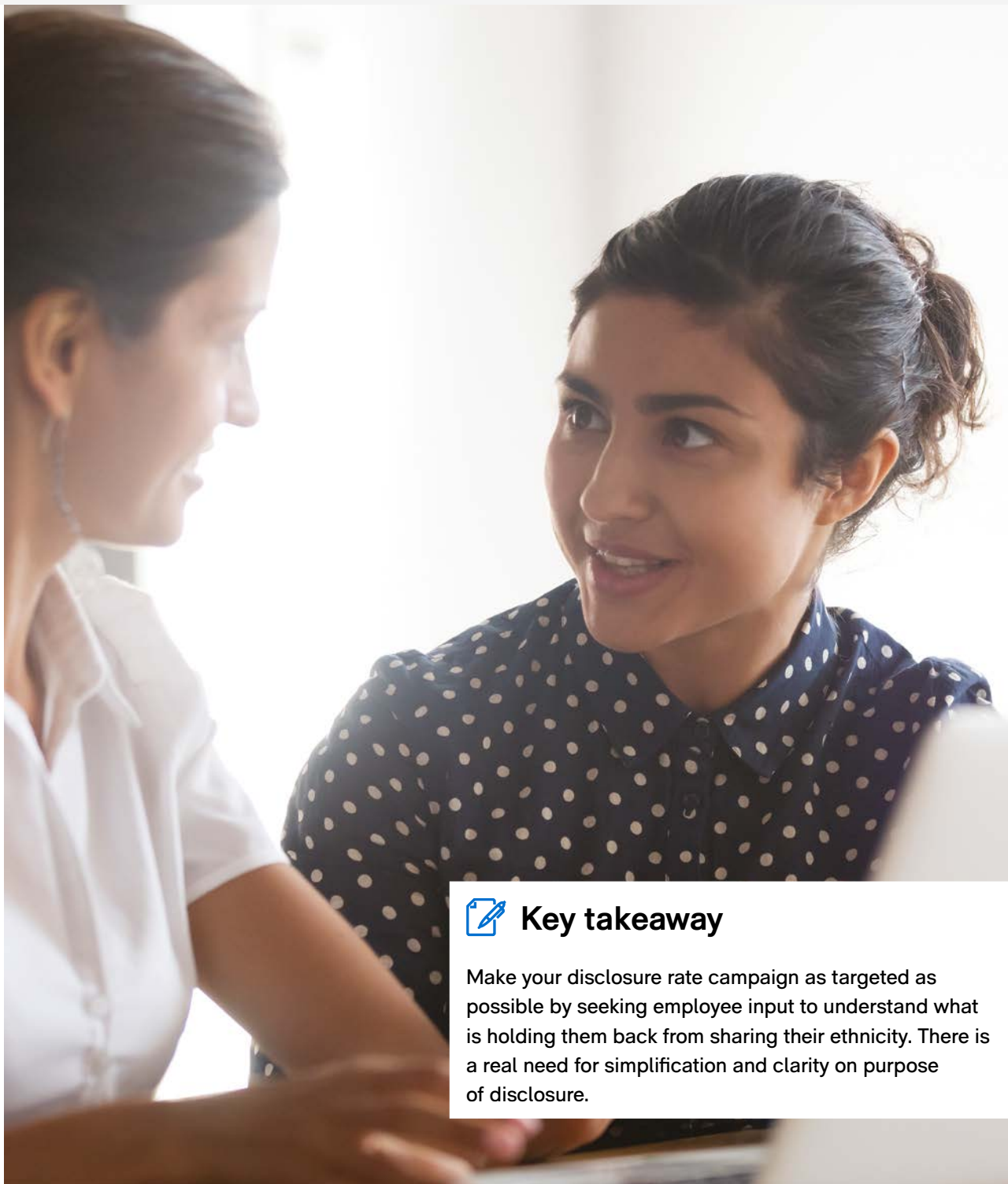
- Significant uplift on Santander's ethnic data disclosure rates – by 8.5% basis points.





On the campaign, Solomon Jinodu, Select Relationship Manager at Santander, said:

“Being invited to take part in the video to share my story meant a lot to me. It’s really important to me that I see representation from all backgrounds in our communications as well as our teams. It highlights Santander’s desire to be a truly inclusive workplace.”



Key takeaway

Make your disclosure rate campaign as targeted as possible by seeking employee input to understand what is holding them back from sharing their ethnicity. There is a real need for simplification and clarity on purpose of disclosure.

Shell introduces Diversity and Inclusion day to start conversations about race and encourage disclosure

Shell is a British-Dutch energy company that is committed to creating an inclusive culture where all colleagues can be their best. The company is planning to publish its ethnicity pay gap data in 2020. Recognising that 14% of the UK working population identify as Black, Asian and Minority Ethnic (BAME), but that this level of representation was not mirrored in its UK workforce, the firm set out to ensure that its workforce was reflective of society. Last year, the company started a conversation about race at work and ran a campaign to increase disclosure on ethnicity as part of its quarterly diversity and inclusion (D&I) day.

For last year's D&I day on the 26th September, the UK HR Vice President communicated with over a thousand UK line managers the expectation for leaders to hold a discussion on race and ethnicity in the workplace. They also sent a message to over five thousand UK employees outlining the week's activities and a call to action for colleagues to share their ethnicity. This was complemented by a video from UK senior leaders explaining why sharing ethnicity is important. The company also organised a panel discussion, facilitated by one of Shell's ethnicity sponsors, with the theme #EmbraceTheDifference. The panel discussed topics such as progression of people from BAME backgrounds, how to have the conversation around ethnicity and the question – where are you from? and why it is important to share ethnicity data and what will be done with the data. The panel was attended by over 100 employees and involved an active discussion on how to further progress the ethnicity agenda.

To further support the campaign, Parminder Kohli, one of the UK leaders and ethnicity sponsor wrote a blog titled *Let's Talk About Ethnicity*. This was shared with over five thousand UK employees, and included personal reflections on his own challenges of being a BAME employee and what we can all do to embrace our differences. The blog received positive feedback from employees and was viewed almost two thousand times.

The D&I day allowed people to be curious and ask questions they perhaps wouldn't have asked openly before. Another outcome of the D&I day was that employees would like more clarity about Shell's narrative around diversity and inclusion, so that colleagues have a greater understanding of what it looks like to be consciously inclusive. Following the D&I day campaign and events, there has been a **significant increase in ethnicity disclosure from 52.6% to 58%**. Additionally, Shell's 2019 **annual employee survey score for D&I across BAME colleagues showed a 2-point increase on 2018, with Respect and Trust showing a +1 increase on 2018**.



Results

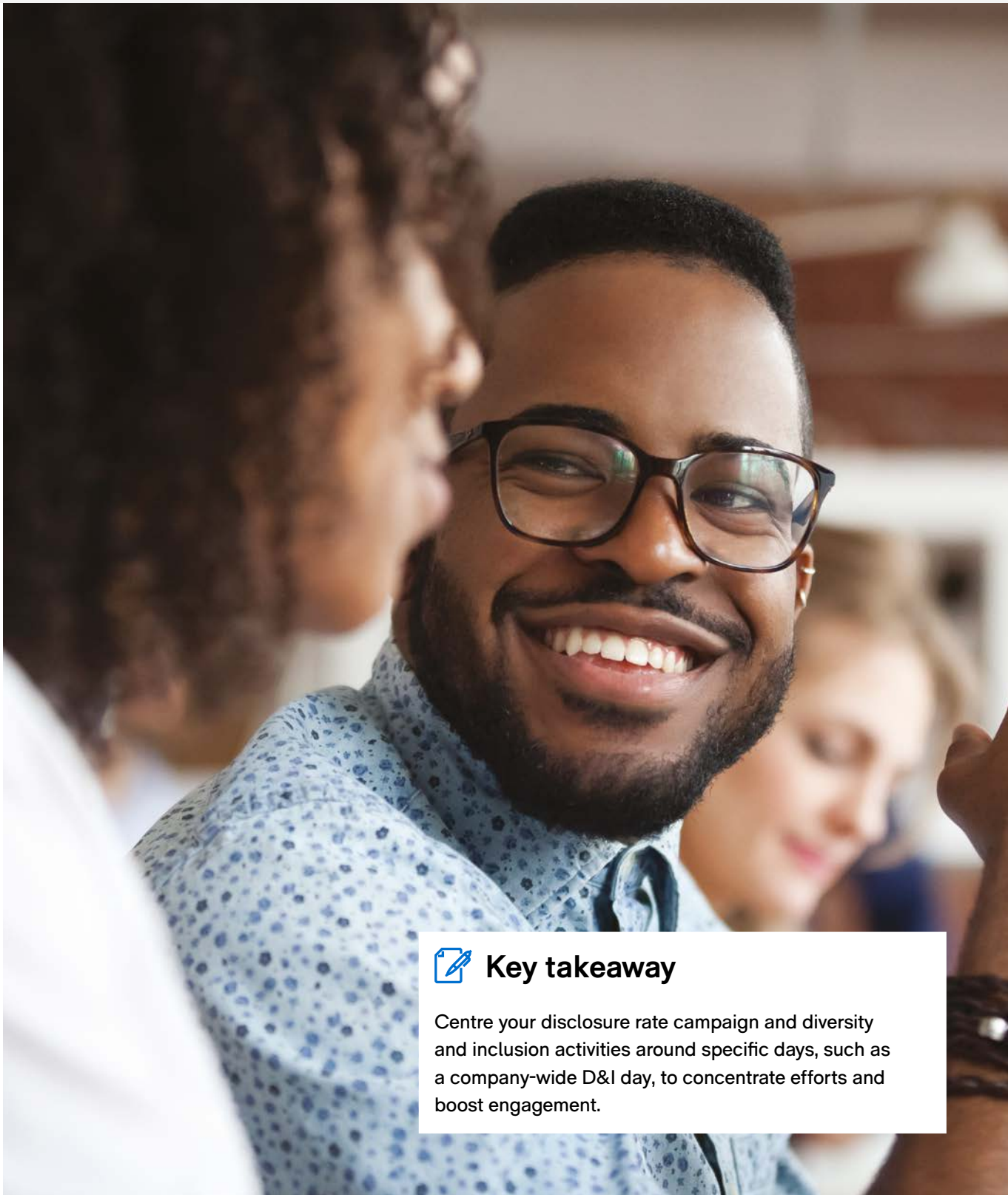
- Significant increase in ethnicity disclosure from 52.6% to 58%.
- Annual employee survey score for D&I across BAME colleagues showed a 2-point increase on 2018, with Respect and Trust showing a +1 increase on 2018.





"Let's not be afraid to talk about ethnicity... We all have a part to play in building a company we can be proud of."

Monika Khullar, Vice President, HR UK, Shell



Key takeaway

Centre your disclosure rate campaign and diversity and inclusion activities around specific days, such as a company-wide D&I day, to concentrate efforts and boost engagement.

The CBI runs campaign to increase disclosure rates and builds action plan with D&I stakeholders

The CBI is the voice of UK business and represents over 190,000 businesses across the country. We exist to help business create prosperity for all, and we advise businesses on best practice around policy areas such as diversity and inclusion. To do this effectively, the CBI needs to set a good example and role model the initiatives we advise our members to do.

In 2019, we voluntarily reported our ethnicity pay gap for the first time. Being a business with under 250 employees brings challenges when it comes to reporting. Extra care is needed so that reporting doesn't lead to identification of individuals, and staff numbers mean that even one change in circumstance - such as a new employee starting or leaving - can impact pay gap figures significantly.

The first step towards reporting was to encourage people to disclose their ethnicity. To do so, the CBI clearly communicated why we wanted to report on this data, what we were doing with the data and ultimately what this would achieve on an organisational and employee level. This engagement enabled people to understand, trust and promote the messaging and increased the disclosure rate.

Next, we ran analysis on our updated data set and reviewed it with internal stakeholders including wider HR, the BAME employee network, D&I sponsor, staff forum, D&I policy team and Executive Committee. With these stakeholders, we worked to understand the data and agree on an action plan to close the gap. Our HR and communications teams worked closely together to create a robust comms strategy, to ensure consistency in messaging, and to collate a Q&A document to respond to any questions we had from our employees and the media.

CBI members have responded well to the transparency around pay gap reporting. Internally, **we have narrowed the gap by 3.2% since the first time of reporting and we have BAME representation on our Management Board.** Employees feel more informed of what the data shows and what the organisation is doing to close the gap. It has encouraged people to have meaningful conversations about pay, transparency and progression which has also driven new internal policies around these areas. **In 2019, we exceeded our target and 26.8% of new starters were BAME hires. An overall increase of 8% since 2018.**

The CBI is also now communicating ethnicity and gender pay gaps on a monthly pay gap tracker so that both gaps are continually monitored. This move has received very positive feedback from the business, as employees know that the topic is being kept at the forefront of Executive and management-level discussions and that any spikes are being tracked and addressed where needed.



Results

- Narrowed the gap by 3.2% since the first time of CBI's reporting and achieved BAME representation on our Management Board.
- In 2019, exceeded target and 26.8% of new starters were BAME hires. An overall increase of 8% since 2018.





Key takeaway

Involve relevant groups in the decision-making process to turn reporting on ethnicity into tangible action.

“

“Being open and honest around your data is key to building trust amongst employees and strengthening your brand. Pay gap reporting is an opportunity to create actions that drive real change and identify areas of focus in partnership with people across your organisation. This helps ensure accountability sits with everyone. It’s not only about focusing on the figures: it’s about demonstrating real progress and putting in place positive steps to create an inclusive culture.”

Anneka Baddeley, D&I Manager, CBI

2. Champion diversity and inclusion from the top and embed it in your company's attraction, recruitment and progression practices



Your business' leaders have a significant role in championing greater inclusion throughout your firm. The priority that leaders place on an issue, and their behaviour, has a huge impact on organisational culture. One way to promote inclusion is to appoint a diversity and inclusion champion on your board who reports to senior leadership on a regular basis. Your leaders need to talk about your firm's commitment to inclusion regularly, and demonstrate it by making people planning as important as financial planning.

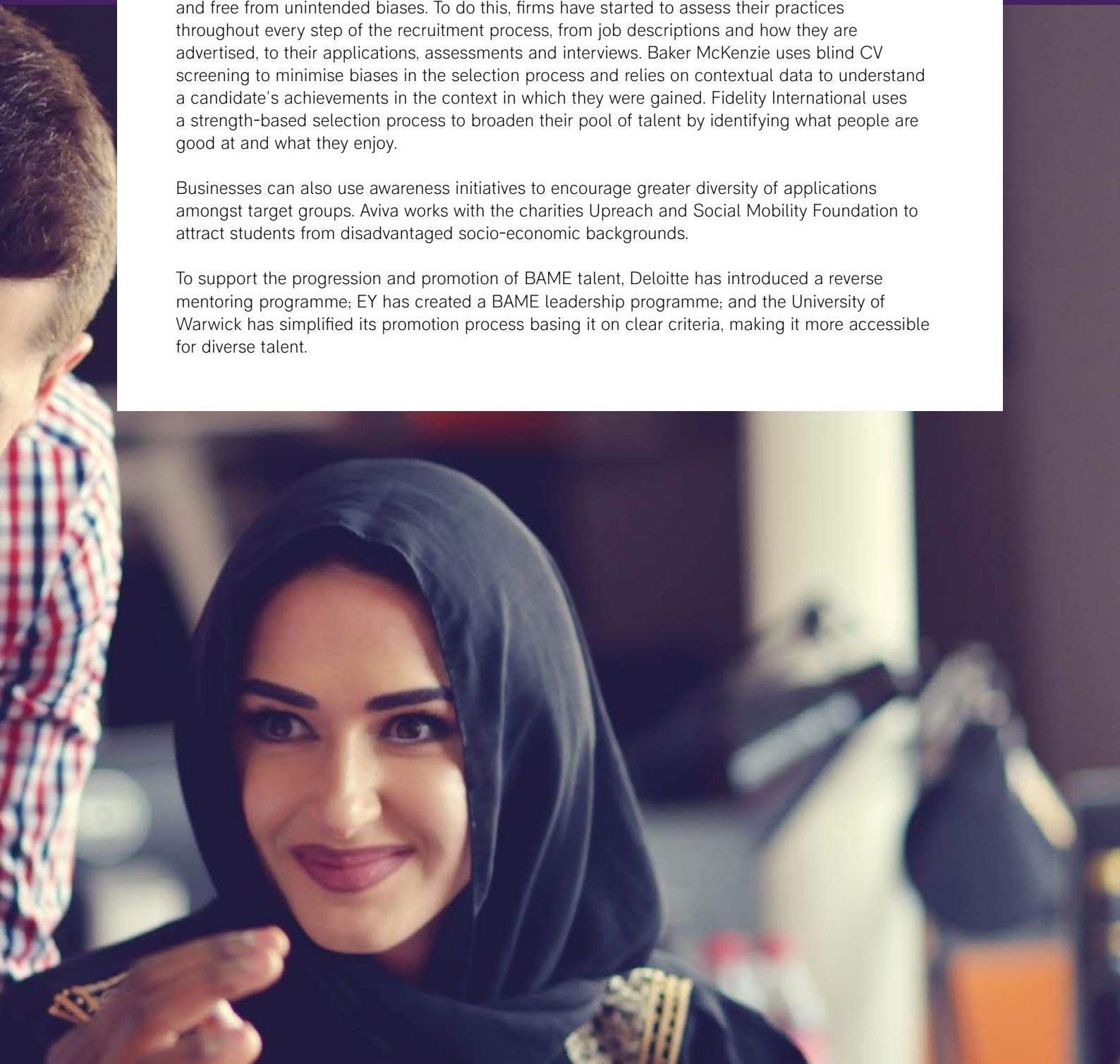
Closing the ethnicity pay gap will not be achieved through implementing just one action. Instead, your business must drive change across all areas that impact the ethnicity pay gap, such as attraction, recruitment and progression.

What can your business do?

It's vital that your job application processes are swift and manageable, as well as accessible, fair and free from unintended biases. To do this, firms have started to assess their practices throughout every step of the recruitment process, from job descriptions and how they are advertised, to their applications, assessments and interviews. Baker McKenzie uses blind CV screening to minimise biases in the selection process and relies on contextual data to understand a candidate's achievements in the context in which they were gained. Fidelity International uses a strength-based selection process to broaden their pool of talent by identifying what people are good at and what they enjoy.

Businesses can also use awareness initiatives to encourage greater diversity of applications amongst target groups. Aviva works with the charities Upreach and Social Mobility Foundation to attract students from disadvantaged socio-economic backgrounds.

To support the progression and promotion of BAME talent, Deloitte has introduced a reverse mentoring programme; EY has created a BAME leadership programme; and the University of Warwick has simplified its promotion process basing it on clear criteria, making it more accessible for diverse talent.



Eversheds Sutherland develops work experience programme to attract BAME students into the legal profession

Eversheds Sutherland is a global top 15 law practice that services a global client base, ranging from small and mid-sized businesses to the largest multinationals. The company is aware that its current levels of ethnic diversity need to increase across its offices, and that its demographics are not as reflective of the wider population as they would like them to be. This is a common challenge seen across the legal profession.

To enable real change and help attract more BAME students, Eversheds Sutherland developed the *Aspire* programme in collaboration with its client Wincanton Plc, a logistics company. *Aspire* is a work experience opportunity that offers up to eight BAME law students a week-long paid placement. The programme allows students to learn from solicitors and to gain a better understanding about client-facing work, as well as gain experience working with the legal team at Wincanton to understand the in-house legal function.

Aspire also offers workshops for students designed to help develop the practical skills required to become a successful lawyer. And as part of the placement, the students receive advice from a recruitment agency about the current junior legal market, and how to secure work experience and paralegal opportunities.

The first programmes took place in their Birmingham office, followed by their London office. To recruit the students, *Aspire* was promoted across social media platforms and through links with a range of schools, universities and BAME networks to reach as broad an audience as possible. The recruitment team was keen to ensure that the firm actively targeted students who had the potential, but may not yet have been given an opportunity, to experience the legal profession in action.

“

About the programme, one student commented:

“Eversheds Sutherland’s realisation and subsequent commitment that they need to look at recruiting more BAME students or experienced hires is truly representative of the firm’s culture and values - I’m sure it’ll pay off largely in the future.”

”

Eversheds Sutherland now has a small but strong pipeline of BAME candidates who have received a positive first experience of its global legal practice. The company will continue to review how they can best provide and possibly expand this opportunity, with the goal of helping to further develop the pipeline of BAME talent entering the legal profession. For Eversheds Sutherland, it is important that this scheme operates as part of ongoing work to improve diversity and embed a culture of inclusion, and that the participants have a positive experience during their time with the company.

Naeema Choudry, Partner and BAME champion at Eversheds Sutherland, comments:

"We are delighted to be working with long-standing client Wincanton to offer another cohort of BAME candidates the chance to participate in a paid work experience placement. We give our candidates the opportunity to gain a practical, hands-on experience of a career in the legal profession, both strengthening and building on existing skills and knowledge. Wider ethnic representation remains a key goal of our business."



Results

- Eversheds Sutherland now has a small but strong pipeline of BAME candidates who have received a positive first experience of its global legal practice.



Key takeaway

Proactively engage targeted groups of young people to raise awareness about potential future careers, for example through paid work experience.



Aviva works with charities to attract BAME interns from disadvantaged backgrounds

Aviva is a leading international savings, retirement and insurance business, serving 33 million customers. The company is committed to offering equal opportunities for all, but it is also aware that colleagues from disadvantaged socioeconomic backgrounds are underrepresented across their offices – and low socioeconomic backgrounds in many cases correlates with ethnic minorities. To tackle this underrepresentation, in 2018 Aviva collaborated with the Social Mobility Foundation and Upreach charities to pilot a paid internship programme for students from disadvantaged backgrounds.

The six-week placements were offered in London and Sheffield, areas in which the challenge was particularly significant, to students in their penultimate year of an appropriate degree who wanted to work in financial services. In the six weeks, students undertook meaningful work in business areas such as finance, legal, HR, investment management and customer contact. In the first week, the students had a four-day induction programme to give them guidance and help them acclimatise to a corporate working environment. The interns also participated in group project work which was presented to members of the Aviva leadership team, and in networking events designed to give them insight into a range of different career paths and help build their own network. In the final week, each intern had an interview with a member of the HR team which enabled the company to understand their aspirations post-graduation and whether they were keen to work at Aviva. It also gave the opportunity for two-way feedback.

To prepare colleagues, the firm conducted leader briefing sessions for those who were hosting interns. During these sessions, the importance of providing real work and distinct deliverables for the interns to complete was stressed.

The internship programme is a win-win. It contributes to Aviva's goal of building a more diverse workforce and brings in diversity of thought to the organisation through a broader demographic. It also provides opportunity for leaders and managers to work with young people from a different background. For the interns, it provides an opportunity to do work of value and deliver outcomes, build their own brand and CV, and network.

After the successful pilot the internship became a standalone programme for Aviva. Of the 20 interns in the 2018 cohort, 8 were offered places on graduate programmes at Aviva. There were 32 interns in the 2019 cohort and, though applications are still in process, it is likely that several of the interns will stay on in graduate programmes.



Results

- The pilot of the internship has become stand alone programme for Aviva.
- Of the 20 interns in the 2018 cohort, 8 were offered places on graduate programmes at Aviva.



 **Key takeaway**

Work with 3rd parties such as charities to reach a broader audience and attract people from a wider talent pool.

One participant of the internship said:

"The intern programme was everything it set out to be. It was well structured and delivered invaluable workshops, which were crucial to both my professional and personal development. It gave me a real insight into life at Aviva and steered my decision to working there. The programme successfully made me feel valued, gave me knowledge and changed my views on the insurance/asset management industry. Everyone who worked on the programme was dedicated to helping us leave an impact, and that is exactly what I achieved, as I am currently on the Graduate programme."

Baker McKenzie widens BAME talent pool through blind CV screening and data analysis

Baker McKenzie is an international law firm. In 2019, the company conducted a comprehensive analysis of people data and introduced a key focus on its BAME talent pipeline. It was the first City law firm to put in place a target to achieve 14% BAME representation in London at all partnership and senior leadership levels.

At graduate level, approximately 24% of graduates annually disclose as BAME. The firm's approach is to find the right candidates, regardless of their background. The graduate recruitment strategy is to ensure that all opportunities are promoted to a wide range of students, without any barriers in the recruitment process. To do this, the company is using blind screening, Rare contextual data and works with external graduate partners.

Baker McKenzie recruits 33 trainee solicitors a year, along with 60 students for placement schemes. The firm introduced blind screening four years ago to reduce unconscious bias. Blind screening means that when a candidate submits an application form, the graduate recruitment team are unable to see their name or address. This data only becomes available after the team have screened the application. In addition, when candidates progress through the system, all candidate addresses, school and university details are covered up before candidates attend an assessment centre.

The firm also uses Rare contextual data, which enables the company to recruit the best people from all social backgrounds by understanding a candidate's achievements in the context in which they were gained. For example, if a student gained 3 B grades at A-level, but the average grade for their peers within their year group of their school was 3 Ds, this individual outperformed their peers. Understanding this contextual data, the firm is able to understand why candidates may have not achieved higher grades due to their circumstances. This is particularly helpful when benchmarking candidates in a high-volume process. **This approach has helped Baker McKenzie to progress the same percentage of candidates from a disadvantaged socio-economic background as candidates from advantaged backgrounds.**

Baker McKenzie works closely with a number of external graduate partners, including the Black Lawyers Directory Foundation, the Social Mobility Foundation, Rare Recruitment and Aspiring Solicitors. This approach to recruitment has **successfully increased the number of BAME candidates in the graduate intake and subsequently the talent pipeline at associate level.**



Results

- Baker McKenzie successfully increased the number of BAME candidates in the graduate intake and subsequently the talent pipeline at associate level.





“Diversity is a core part of our global business strategy and underscores how we work by embedding inclusive measures in how we recruit, retain and develop a diverse pool of talent. We believe that our diversity allows us to serve our clients better across the communities that we work in. Our commitment to the Race at Work Charter reinforces accountability for demonstrable positive change and to building a workforce that is representative of our all our people and our clients’ needs”.

Alex Chadwick, Managing Partner, Baker McKenzie



Key takeaway

Introduce blind screening of CVs and a system to benchmark candidates from disadvantaged backgrounds to minimise bias in the recruitment process.

Fidelity International uses a strengths-based selection process to increase diversity in early careers recruitment

Fidelity International provides investment solutions and retirement expertise to institutions, individuals and their advisers. They are committed to a diverse and inclusive environment and recognise that a diverse workplace brings benefits for their customers, their business and their people. Fidelity has global diversity at its heart and has made significant progress in recent years but is also committed to continued improvement. The financial services sector can sometimes face challenges in attracting candidates from socio-economically and ethnically diverse backgrounds, and Fidelity recognises both the social responsibility and the business imperative to address this issue.

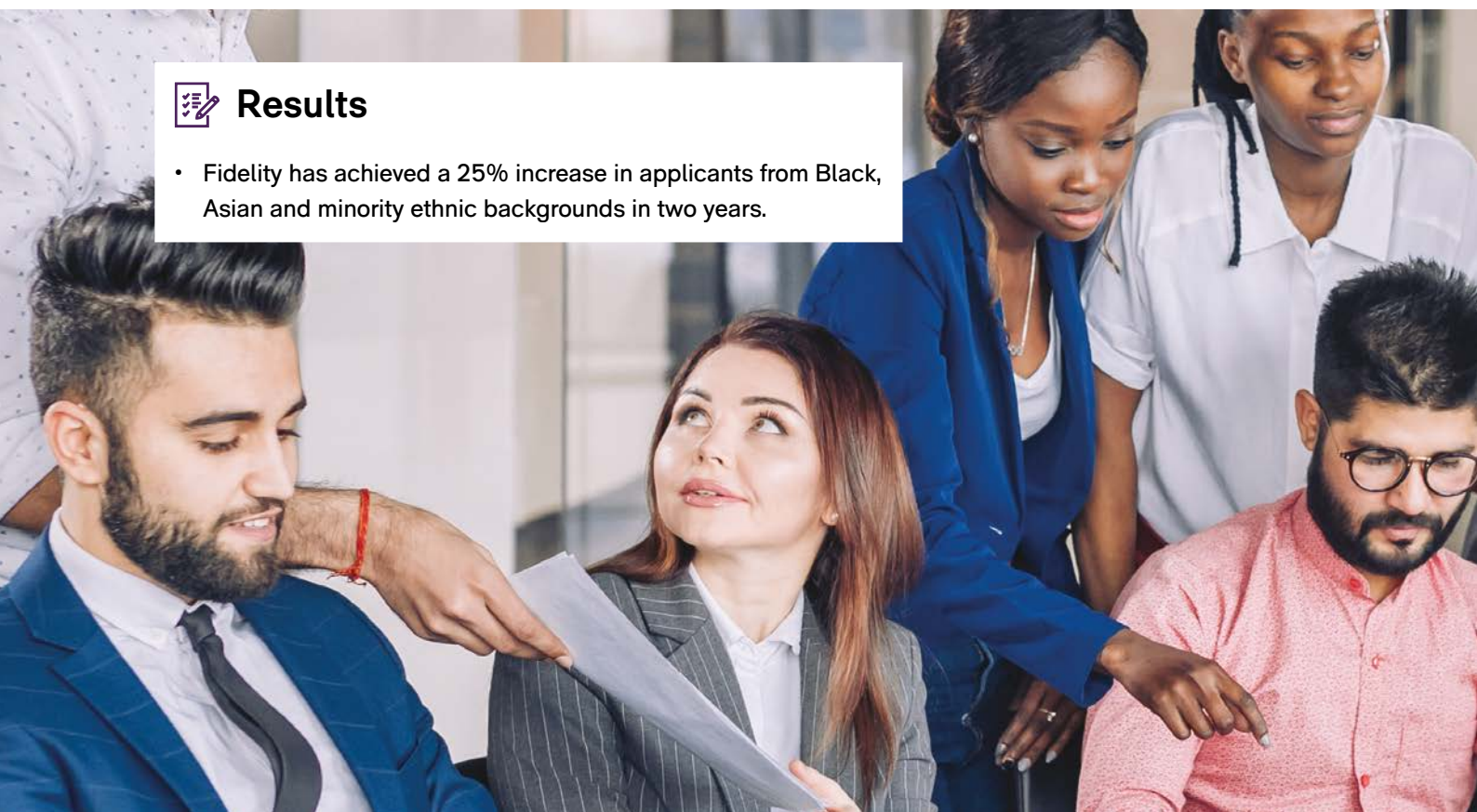
Fidelity reviewed its selection methods for assessing intern and graduate candidates to ensure they were supporting its ambitions to attract even more diversity into the early talent pool. They identified that traditional selection methods, such as competency based behavioural interviews, tended to favour more confident candidates who had previous experience or internships. The company looked at alternative selection methods that would allow students from less advantaged social backgrounds to showcase their strengths.

Fidelity considered different approaches, focusing on solutions that were inclusive and open to all, and that would differentiate them in the competitive graduate recruitment market. The firm also spent time analysing their business requirements and considering which traits candidates need to demonstrate to be successful on the programmes. They took a strategic decision to implement a strengths-based selection process into their graduate hiring. Strength-based selection looks at what people are good at and what they enjoy to identify their future potential in a specific job. Fidelity partnered with CAPP, a strengths-based assessment company, and designed a bespoke process that would identify both ability and affinity for a role, allowing candidates to showcase what motivates and energises them. This approach was identified as one that would further increase diversity, improve the consistency of the candidate experience, and future-proof the assessment process.



Results

- Fidelity has achieved a 25% increase in applicants from Black, Asian and minority ethnic backgrounds in two years.



The roll-out took six months as the company undertook internal testing and mapping of the key strengths and capabilities of their workforce. This data then formed the basis for a new assessment process that focuses on engagement and potential. Fidelity also created a large bank of interview questions designed to provoke authentic responses and built an online assessment with CAPP. Fidelity also implemented dedicated training sessions and refresher trainings for all hiring managers to ensure consistency. The new interview process was launched in 2018 for all early career candidates. **Fidelity has already achieved a 25% increase in applicants from Black, Asian and minority ethnic backgrounds in just two years.**

According to Fidelity, this bias-free approach to assessing graduate candidates will have a positive long-term impact on their business and their customers, attracting more diversity and creating fairer opportunity for all applicants to their early career programmes. It also allows for guaranteed consistency globally for candidate experience and a single, defined assessment process.

“

“We have already seen great results since implementation of our strengths-based approach to our assessment process, we are excited to see this continue to grow as we continue to welcome new diverse talent, energy and thinking into our workforce”.

Gemma Elsen, Global Head of Early Careers, Fidelity



Key takeaway

Introduce a strengths-based selection process to make recruitment fairer and diversify your talent pipeline.

Deloitte's reverse mentoring supports retention and progression of ethnic minority employees

Deloitte is a professional services firm. Since voluntarily publishing its ethnicity pay gap for the first time in December 2017, Deloitte has continued to focus on improving ethnic minority representation in the firm. The firm understands that its ethnicity pay gap is caused by having lower ethnic minority representation at senior levels and is committed to address this imbalance.

As part of its 2017 Ethnicity action plan, Deloitte decided to focus on retention and progression of ethnic minority employees across the firm, which would help to close its ethnicity pay gap. One of the most successful ways of doing this has been its reverse mentoring programme, which was piloted in 2018.

The programme runs for 9 months, with pairs meetings every 4-6 weeks. The initial group of 30 mentors comprised junior female and ethnic minority employees, all paired with senior leader mentees. Mentors apply to be a part of the programme via an expression of interest form which is reviewed by the programme team. Mentees are nominated by the business. To prepare both parties, mentors and mentees receive briefing packs and suggested topics for discussion. For mentors, the programme offers the opportunity to share their insights and experiences with their senior colleagues, and mentees receive a fresh perspective on the firm's strategy and culture.



Results

- Almost half of the mentors have been promoted since the pilot began.



Lerato Marema is from Deloitte's Real Estate Planning and Development team:

"The programme has given me a greater sense of empowerment and helped my confidence – both of which will support me in my career progression."

The pair met monthly and covered a range of issues including respect and inclusion at work, recruiting and retaining ethnic minority people and the importance of resilience.

The participants have helped the firm build greater understanding between senior leaders and more junior colleagues. It has also helped employees build their network and personal brands and form meaningful relationships to support their career development and progression. The programme has also empowered the next generation of leaders from minority backgrounds.

Feedback shows the mentoring programme was valuable and insightful, with all mentors committing to keeping in touch with their mentee. **Almost half of the mentors have been promoted since the pilot began. This has become one of Deloitte's most powerful initiatives yet** and, for 2019, Deloitte has doubled the size of the programme and extended it to include LGBT+ employees.



Key takeaway

A reverse mentoring scheme helps leaders to see diversity and inclusion from a fresh perspective, and it enables junior employees to gain insights and build networks to support career progression.



Her mentee was Rick Lester, a senior partner in the Risk Advisory practice:

"I was really keen to get a different perspective, to challenge myself and others on what we could learn and consider how we could do things differently. It has been an incredibly worthwhile experience."

Fujitsu and Transport for London implement mentoring to enable ethnic minority employees to progress

Fujitsu is a global digital transformation provider with over 5 decades of experience delivering technology solutions. The company understands that diversity and inclusion is good for business and is working towards greater ethnic diversity through implementing a mentoring programme.

Transport for London (TfL) is the public transport authority for the capital supporting 31 million journeys every day. TfL is committed to providing an inclusive and accessible network and developing a workforce that reflects the diversity of the city it serves.

Research by Business in the Community (BITC) found that BAME (Black, Asian and Minority Ethnic) employees are not progressing as fast as their White colleagues. And ethnically diverse employees were more likely to say that seeing successful role models like them, and greater diversity at senior levels, would help boost career progression.¹³ The surveyed BAME employees viewed mentoring as a positive tool to help achieve this progression.

Building on these findings, a mentoring programme called *Reach* was created to help employees from ethnic minority backgrounds to reach the next step in their career. This programme was developed in collaboration with Transport for London, as both companies discovered that they are facing similar challenges and wanted to support each other.

The aim of *Reach* is twofold: reaching out and reaching up.

01.

Reaching out: Each mentoring pair had a participant from Transport for London and Fujitsu – in total there were 7 mentors and mentees from each organisation, making 14 inter-company pairs. This connection to another organisation encouraged skills and experience to be shared, and new networks to be created.

02.

Reaching up: This focused on supporting the diverse talent pipeline in developing careers and reaching potential. Through mentoring, coaching and advice, individuals were given support to prepare for senior leadership positions in the future.

Teams from Fujitsu and Transport for London worked collaboratively to make the 6-month programme a reality. Firstly, they built a framework for the scheme. This included creating conversation packs for each mentoring meeting. High potential candidates from both organisations were identified as mentees and senior mentors, and they were asked to fill in a short application form so that they could be matched effectively.

Follow up questionnaires show that the **confidence of participants in their ability to network has increased by 24%; confidence that they can be themselves at work increased by 15%; and confidence that their career progression is in their control increased by 9%**. Tracking the mentees from Fujitsu have shown that, on average, **participants received a 10% salary increase and 54% of mentees have been promoted or have moved roles**.

After the positive feedback of the first cohort, Fujitsu and Transport for London launched a second cohort in September 2019. Mentors and mentees now receive more support through training and meetings where both groups can exchange their experiences and provide feedback.



Results

- Increased confidence in:
 - Ability to network +24%.
 - Being themselves at work +15%.
 - Career progression being in their control +9%.



One participant gave an example of how the mentoring expanded horizons:

"I absolutely loved my mentor – she was filled with simple guidance on how I could get the best out of myself. She really helped me to channel my energy on the areas that I wanted to progress in and she was excellent at being the driving force to help me excel."



Key takeaway

Implement a mentoring programme to support ethnic minority employees in building confidence, a stronger network and the ability to gain new skills to help reach senior roles.

EY BAME leadership programme aims to diversify talent across senior teams

EY is a global leader in assurance, tax, transaction and advisory services and believes that diversity is a business imperative and a commercial necessity. EY's business depends on its ability to innovate for clients – which requires recognising and harnessing the most diverse range of thoughts, experiences and skills.

As part of its approach to developing diverse talent, EY has set ambitious targets to double the proportion of BME and female talent in the UK partnership to 20% and 40% respectively by July 2025. EY has also introduced a range of targeted initiatives and talent development programmes such as Navigator and Accelerate@EY.

One of the initiatives EY has introduced includes its Future Leaders Programme. Established in 2018, the Programme aims to both help support high potential BAME talent and, equally importantly, equip those who influence their career (their line managers and sponsors, regardless of their ethnicity) with the tools and confidence to talk about race and ethnicity in the workplace.

The Future Leaders Programme started with 40 participants in 2018 and has expanded to 65 participants this year. For previous cohorts, high-potential candidates were identified by their line managers but, from this year, EY is introducing an open application system which will allow all BAME employees at a certain level to apply and interview. Allies are selected by the candidates themselves and attend meetings and discussions on topics such as business challenges and solutions, race fluency (the ability to talk about race comfortably and confidently in the workplace), privilege and sponsorship.

“

Zaheer Ahmad MBE, Director of the Future Leaders Programme, EY says:

“This programme is targeted at high potential ethnic minority future leaders and incorporates the latest thinking and approaches to inclusive leadership from an ethnic minority point of view. At EY we are determined to ensure that our most senior leadership teams become more diverse so that we can achieve our purpose of building a better working world.”

”

The programme has seen positive progress, although EY remains committed to accelerating the pace of change and recognises there is more to do. **From the 2018 cohort, six participants have been promoted to senior positions i.e Director. BAME partners have increased from 8% in 2016 to 11% in 2019.**

EY encourages other companies to consider implementing comparable programmes as they can help to identify, engage, advance and retain ethnic minority talent to leadership roles, as well as supporting wider cultural change in an organisation.

Steve Ivermee, UK&I Diversity and Inclusiveness
Lead Partner, EY comments:

“Building diverse and inclusive teams is an imperative for EY which we strive to achieve through targeted action. Government-backed reports such as the Parker Review and the McGregor Smith report also provide a call to arms. EY believes that UK PLC needs to widen its focus onto race and ethnicity to create diverse and competitive businesses, and fully supports Parker’s call for ‘beyond one by 21’ and McGregor-Smith’s view that ‘the time for talking is over, now is the time to act’.”



Results

- From the 2018 cohort, six participants have been promoted to senior positions i.e Director.
- BAME partners have increased from 8% in 2016 to 11% in 2019.



Key takeaway

When implementing a leadership programme for BAME employees, consider how it can be a tool for wider stakeholder engagement and learning. It must be about fixing the organisation, not fixing the employee.



Warwick University clarifies promotion criteria to increase diversity in senior roles

Warwick is one of the UK's leading universities, with a reputation for excellence in research and teaching, for innovation, and for links with business and industry. The university has around 25,000 students and nearly 7,000 staff. One of the biggest challenges Warwick faces is the lack of diversity in senior positions, particularly academic roles. Previously, the Diversity and Inclusion team had established 'Demystifying Promotion' sessions to help potential applicants understand the academic promotions process. These sessions improved access to the process but did not overcome barriers inherent in its design. The university realised that the academic promotion process needed to be reviewed if it were to be more inclusive, and thereby increase diversity in senior positions.

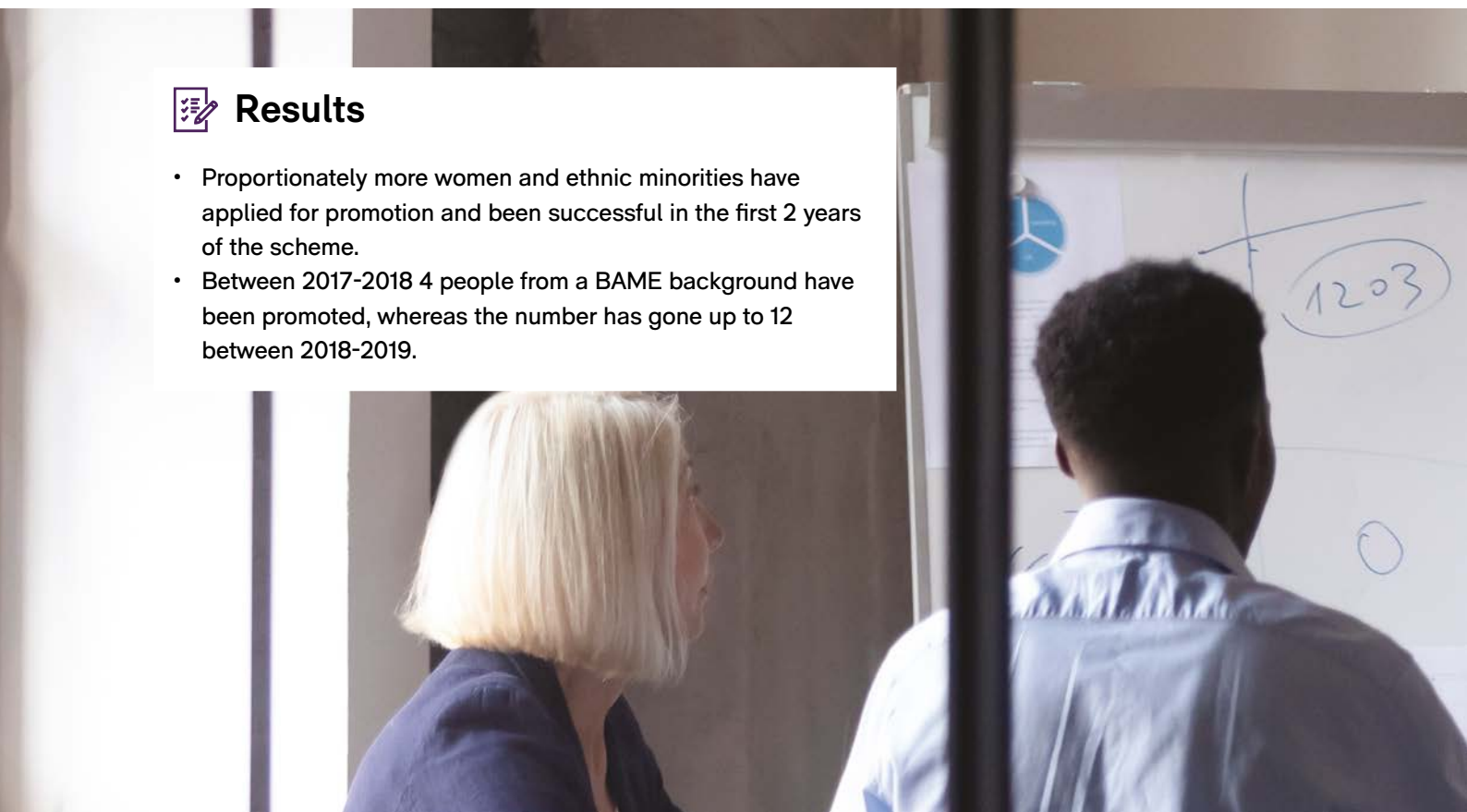
The review and implementation process took less than a year. A review group was established in early autumn 2017 and various stakeholder groups were consulted. All staff had access to information about the revisions to the process via communications on the internal website, and the complete transition to the new system took place in summer 2018.

Traditionally for academic promotions, research performance was given greater weight in decision making than teaching and other supporting activities and these were areas where female academics in particular were more active. Under the new process, criteria for promotion are clearly stated and minimum levels of performance are required across four key activities (Research, Teaching, Impact/Engagement and Leadership/Collegiality). This ensures a more balanced approach across a full range of activities, thus reducing the negative impact on women and ethnic minorities.



Results

- Proportionately more women and ethnic minorities have applied for promotion and been successful in the first 2 years of the scheme.
- Between 2017-2018 4 people from a BAME background have been promoted, whereas the number has gone up to 12 between 2018-2019.



Under the old promotion process, Heads of Department were required to recommend candidates for promotion, but there was a perception that candidates were held back if it was felt that they would be rejected. Recommendations are no longer required, helping to reduce potential bias on the part of Heads of Department. Finally, the introduction of an interview framework driven by evidence-based scoring has reduced the impact of bias and enhanced transparency around decision making. **Proportionately more women and ethnic minorities have applied for promotion and been successful in the first 2 years of the scheme. Between 2017-2018 only 4 people from a BAME background have been promoted, whereas the number has gone up to 12 between 2018-2019.**

At Warwick, addressing the issue of under-representation means tackling cultural and systemic issues. The university is also making significant contributions to cultural change through a number of actions which include unconscious bias training for interviewers and internal publication of updated data on the gender pay gap as well as the ethnicity and disability pay gaps.

“

Dr Jo Collingwood, Chair of the Gender Task Force, Warwick University said:

“I believe that the clarity of the new points-based system, and the new scope for individuals to demonstrate valuable impact from all aspects of their work has made this process more accessible, more inclusive.”



Key takeaway

Establish clear criteria for promotion, with minimum levels of performance and examples of activities, and communicate to all employees.

3. Create a culture of inclusion by starting a conversation about race at work

If companies are to significantly move the dial on the ethnicity pay gap, they need to create a culture that supports race equality. This is an essential complement to good policies. An inclusive culture helps every employee to understand how their behaviour influences the success of company policies. One of the most important first steps is to acknowledge ethnic diversity and to start talking about it.

According to the 2018 BITC Race at Work report, only 38% of people are comfortable talking about race.¹⁴ There are different reasons, including not knowing what terminology is appropriate to use. But not talking about race is not helpful.

Some companies adopt a 'colour-blind' approach that attempts to overcome prejudice and discrimination by ignoring race or ethnicity, or by giving it no weight. But this often has a negative effect. It can prevent HR from challenging unfair informal practices relating to work allocation, unconscious bias, and questionable outcomes in recruitment and promotion of BAME employees.

As starting a conversation about race in the workplace can be difficult, it can be valuable to get support from internal BAME employee networks, resource groups and external experts. Another valuable resource is the BITC's *Let's talk about race pocket guide*.¹⁵

What can your business do?

ITV held focus groups to better understand the lived experience of its BAME employees within the organisation and to inform its targeted action plan, improving attraction, recruitment and progression. JLL set up a BAME employee network to drive the conversation about race at work and to raise awareness of the importance of the topic.

14. BITC, 2018. Race at Work 2018 – The Scorecard Report.

15. BITC, 2019. Let's talk about Race. A pocket guide to getting conversations started

**Advice for starting conversations
about race:**

“Sharing personal stories through blogs enabled the office to get to grips with the fact that we needed to see colour and acknowledged that it was ok to be respectfully curious and ask colleagues what they did at the weekend. It was ok to say black or to ask about family heritage and to discover that there are many similarities in our shared hopes, career aspirations and life and work challenges.”

Baker McKenzie

“Companies must create a culture of discussion of issues relating to the unique challenges that face BAME individuals. This is more art than science and will inevitably lead to instances where employees will misspeak or get it wrong. This means that organisations must equip employees with communication and listening skills to ensure that these conversations can take place professionally and respectfully.”

Purpose Union

”



ITV uses focus groups to understand what helps and hinders BAME inclusion

ITV is an integrated producer broadcaster that creates, owns and distributes high-quality content on multiple platforms globally. ITV reaches millions of people every day through its programmes and feels strongly that it has a responsibility to represent the whole of British society, both on and off screen. But ITV's diversity data highlighted that BAME colleagues are under-represented compared to the UK working population at all levels. Its engagement survey flagged lower levels of engagement amongst BAME colleagues, and members of its BAME network highlighted issues around career progression and the lived experience of BAME employees. ITV set out to understand these experiences and build an action plan that would address areas of under-representation and reduce the ethnicity pay gap.

In 2018, the company engaged an external consultancy to meet with both ITV BAME and White employees (all White male and all White female groups) to discover what helps and hinders inclusion of BAME colleagues. The insights identified areas to focus on, including development opportunities for colleagues from ethnic minorities and the lack of BAME role models within the business. The consultancy also carried out focus groups with white colleagues to compare the results and reported back on their findings to the management board and the chairs of the BAME network.

As a result, the BAME network chairs now have an agreed action plan to address the identified areas of focus. Board Sponsor Rufus Radcliffe and network chairs presented this plan to the wider BAME network. Doing so has given new traction to the network and provided focus for the year ahead, which ITV hopes will drive significant culture change.

Additionally, ITV has set up a new Inclusion Council, which met for the first time in October 2019. Chaired by CEO Carolyn McCall, the Council will ensure greater management board focus on diversity and inclusion and challenge whether the company is doing enough to drive the inclusion agenda. The Council brings together the management board sponsors for each network, the senior leader and network chairs, as well as other key stakeholders - from group communications and HR.

The findings of the external partner have enabled ITV to **better understand the lived experience of its BAME employees**. It has helped the BAME network to have a much clearer proposition for their members and has **increased employee engagement within the network**. The findings have also helped ITV to **give the topic of diversity and inclusion a much higher profile** and supported the business in being more strategic in this area.



Results

- Better understanding of the lived experience of BAME employees.
- Increased employee engagement within the network.
- Higher profile of the topic of diversity and inclusion.



 **Key takeaway**

Understand the lived experience of BAME employees to inform a targeted action plan to improve attraction, retention, engagement and career progression of BAME talent.



"The findings of the research were an eye opener for the management board. It has challenged us to be more mindful of the lived experience of our BAME colleagues and ensure ITV represents the diversity of the UK working population at all levels of our organisation."

Rufus Radcliffe, Chief Marketing officer, ITV

JLL forms BAME network to start conversations about race and create a feeling of belonging

JLL is a leading professional services firm that specialises in real estate and investment management. The company has been listed as an Investing in Ethnicity Star Employer 2018 and is working to achieve 10% BAME employees within the business by 2025 – a figure which currently stands at 7.31%. JLL is aware that there is a lack of ethnic diversity in the organisation and a nervousness to talk about race and ethnicity. Some BAME colleagues feel on the periphery and they are conscious they are different from the majority. But there is increasing client demand for diverse teams and, to address these challenges, the company has established a race and ethnicity employee resource network – bringing together employees who care about ethnic diversity.

The first step in the process was to communicate to all employees the launch of the group and to invite people to join. Here it was important to make clear that the group wasn't just for those who are BAME, but also for allies. The company also made sure to appoint Executive sponsors, which is critical to set a tone from the top on the importance of ethnic diversity. The network has clear objectives and participants were divided into smaller project teams to work on key deliverables. A budget was allocated to fund key activities, which has now increased to £15,000 per year.

Network activities include marking Black History Month to raise awareness and to provide a focal point for a conversation about race; hosting speakers to explain factors that drive ethnic diversity and what businesses can do to improve it; and 'my career journey' sessions where BAME professionals share their experiences, providing role-models to those that are more junior.

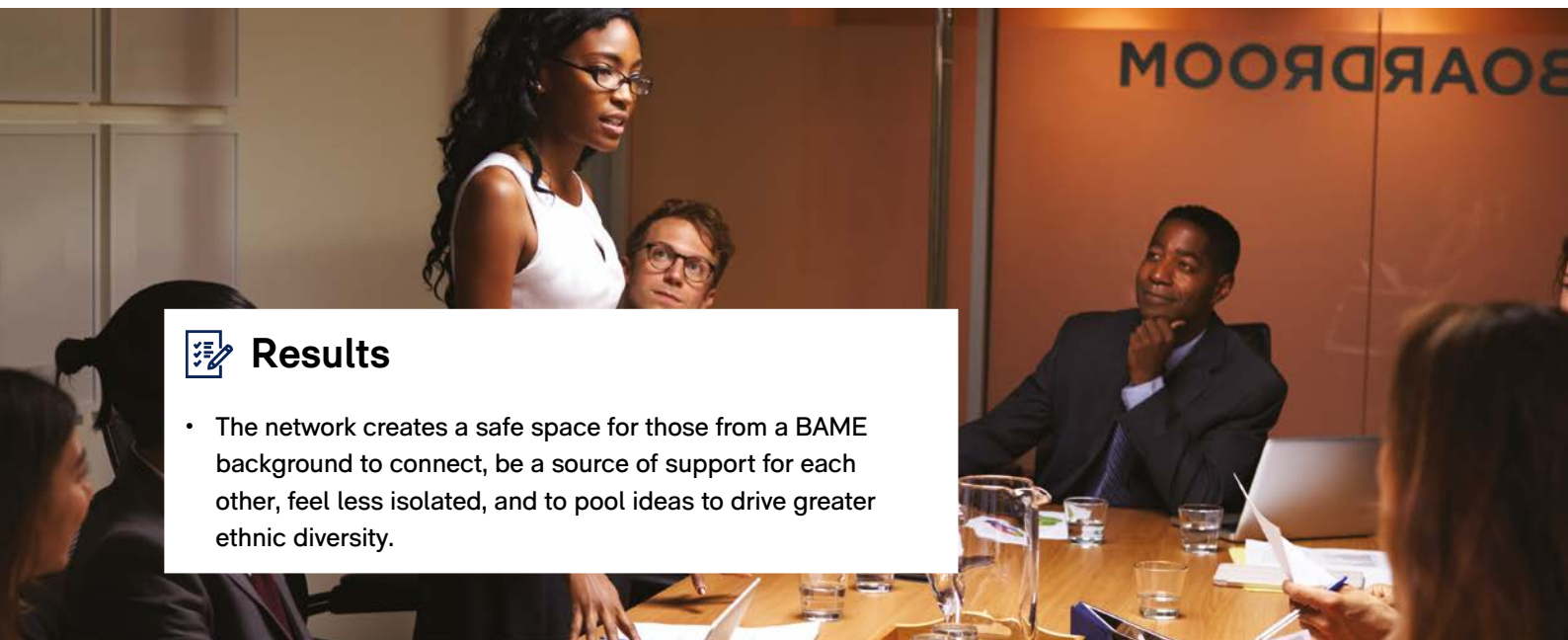
The network creates a **safe space for those from a BAME background to connect, be a source of support for each other, feel less isolated, and to pool ideas to drive greater ethnic diversity.** It also created greater awareness and education on the topic of ethnic diversity, creating more understanding and empathy. Through this group, JLL was also able to kick-start the conversation externally, hosting events for BAME people in other property firms, helping to address the need for greater ethnic diversity within the industry.

The network is just one of a number initiatives JLL has introduced to help to address the lack of ethnic diversity. Other activities included driving diverse recruitment shortlists and briefing recruitment agencies to provide JLL with diverse candidates.



Results

- The network creates a safe space for those from a BAME background to connect, be a source of support for each other, feel less isolated, and to pool ideas to drive greater ethnic diversity.



“

Ikram Oyebanjo, Graduate Surveyor, JLL, and co-chair of the network:

“I have been able to share experiences with colleagues coming from all walks of life, and understand that its our differences that draw us together. Generally speaking, working at a large corporation can feel isolating so feeling like a part of something has really boosted my morale even in my day to day work as I feel even more invested in the company and how we are perceived. It is important to have a network like Race for Change because unfortunately, those from minority ethnic groups are still being left behind professionally, despite being some of the highest achievers in the country and this needs to change.”



Key takeaway

A network can be a powerful tool to bring together BAME employees and allies, to raise awareness for the importance of ethnic diversity and to start a conversation about race at work.

National Grid empowers its resource group to implement BAME progression programmes

National Grid is one of the world's largest investor-owned energy companies, committed to delivering electricity and gas safely, reliably and efficiently. National Grid wants to best reflect the communities it serves in its employee base – in terms of gender, ethnicity, sexual orientation and other protected characteristics. But the company understands that the rate of applications and promotions from ethnic minorities into internal roles is relatively low when compared to White counterparts. An education piece was needed to build confidence, empower employees and ensure that each staff level is truly diverse.

ONE Employee Resource Group, National Grid's employee resource group focusing on the development of ethnic minorities, was the driving force behind developing a programme to help BAME employees to progress. The group sought to understand the different approaches that can be implemented to help support the development of BAME staff. To do this, ONE looked at progression rates and successful initiatives that were introduced in other companies.

In 2017 the Development Programme for Diverse Leaders was introduced, delivered on three days across six months, targeting BAME employees who aspire to progress to middle management and above. The goal of the programme is to build a better understanding of the promotion process; create confidence among BAME employees to take the next step on the promotion ladder; or empower employees with a clear, SMART plan of action to get them to the point of being ready. The programme content and delivery were tested by an initial cohort of 13 employees who provided feedback. The course was adjusted to reflect these specific recommendations and is now part of the company's overall course offerings. Since then the programme has been offered annually and was attended by cohorts of 20-30 employees.

The resource group also works with Business In The Community (BITC) to enable ethnic minority employees to participate in a cross-organisational mentoring programme. Participants can discuss and seek constructive feedback from peers and leaders in other organisations on their progression and development.

Since the implementation, there has been a **rise in applications for promotion across ethnic minorities at the company** and the firm has been **shortlisted for the Top 10 Outstanding Employers for the Diversity 2019 and the Top 10 Employee Resource Group 2019**, both awarded by the organisation 'Ethnicity Awards'. But National Grid also understands that further improvements need to be made, as progression is still slower than the organisation and employees would have hoped to achieve.



Results

- Rising applications for promotion across ethnic minorities at the company.
- National Grid has been shortlisted for the Top 10 Outstanding Employers for the Diversity 2019 and the Top 10 Employee Resource Group 2019.





"I fundamentally believe, that it's our people that make National Grid such a great place to work, and ensuring that we create the right environment to allow everyone to be themselves and to thrive is essential."

John Pettigrew, CEO, National Grid

"National Grid is thriving with talented individuals from a variety of backgrounds and I am keen to ensure that all are supported to achieve their full potential, whilst empowering the next generation of talent."

Latisha McKenzie, Chair of ONE, National Grid



 **Key takeaway**

Empower resource groups and networks to lead on the development of targeted approaches to increase the BAME talent pool. Peer-to-peer learning among networks is another powerful approach to spread good practices to attract, retain and promote more BAME talent.

Find out more

To ensure that companies take action to close the ethnicity pay gap, even before the introduction of mandatory reporting, firms must act now. Join those already working to close the gap and improve your recruitment pool, talent pipeline and retention. If you'd like to find out more information, you can:

1. Visit My CBI

The CBI's online hub is your go-to place for information on all strands of diversity and inclusion, including the ethnicity pay gap and the gender pay gap, and is updated regularly. Visit the Diversity & Inclusion page on Ideas Forum for more inspiration.

2. Read our other resources

- Looking to achieve buy-in from your wider organisation so that your firm can take action? Our **Time for Action** report sets out the business case for diversity & inclusion and stresses the importance of leadership, targets and challenging the everyday to make workforces more diverse. Read the full report on My CBI.
- Looking to close your gender pay gap? Our **Mind the gap** guide, available on My CBI, will help your business learn from the experiences of others and understand how to close its pay gap. Though there is no one size fits all approach to tackling the gender pay gap, the guide recommends four actions that will help companies to make significant progress:
 - 1) Use data to uncover and tackle barriers that women face in the workplace
 - 2) Improve attraction, recruitment and progression of women
 - 3) Ensure leaders champion diversity and make it a shared priority across the business
 - 4) Communicate the actions that are taken to close the gap in an open and honest way

3. Explore the topic further using external resources

Business in the Community has produced a toolkit designed to help companies to start a conversation about race in the workplace. It can be found on bitc.org.uk:

- *Let's talk about race – a pocket guide to getting conversations started*

Produced by Anna Koch and the **People and Skills** team
To share your views on this topic or ask us a question, contact:



Anna Koch
Senior Policy Adviser
anna.koch@cbi.org.uk