CIPD
Championing better work and working lives

Addressing the barriers to *BAME* employee career progression to the top

The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 145,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

Addressing the barriers to BAME employee career progression to the top

Report

Contents

Acknowledgements

Foreword

Every person should be able to fulfil their potential at work, regardless of their background, identity or circumstance. But we know that isn't the case currently. Black and minority ethnic (BME) individuals in the UK are both less likely to get in and get on in the workplace compared with their white counterparts. One in eight of the working-age population is from a BME background, yet they occupy only one in sixteen of top management positions.

As well as the undeniable moral case for taking action, nurturing all of the talent available to us is central to building a globally competitive economy and world-leading businesses. An estimated £24 billion a year could be added to our GDP were we to ensure full representation of BME individuals across the labour market. Our departure from the European Union, the quickening pace of technological change and an ageing workforce all make the business case stronger for fully utilising the wealth of people's talent and skills. You just have to look at the make-up of UK boards to know there's a significant problem with racial inequality and that change is well overdue. As I have repeatedly said, the time for talking is over – now is the time for action. Organisations should reflect the diversity of the community in which they do business.

This CIPD research sheds much needed light on the barriers to in-work progression for BME individuals. What is clear is that data is king. Employers must have a better, evidence-based understanding of their workforce to be able to take effective action. I believe publishing pay gaps by race and pay band will improve transparency and will ensure that employers are focusing on the right problems and taking appropriate action. We also need to be showcasing those organisations that are making substantial progress to embolden others to follow.

The Government must do more to support employers, too. It can provide better guidance on how to understand grassroots issues, use narratives to explain their pay gap data, and make evidence-based decisions. Policy-makers can also draw on the lessons from gender pay gap regulations to create a single framework for reporting on pay across different groups.

Progress is being made, but it is slow and uneven. I believe that the HR profession has a central role in speeding it up by ensuring that people management practices and organisation cultures are built on the principles of trust, equality, fairness and inclusion. HR is also uniquely placed to address discrimination that we know still occurs, whether overt or through unconscious bias. I welcome the CIPD's commitment to taking forward this agenda with its members and to support employers more widely to drive sustainable change in their organisations.

Baroness Ruby McGregor-Smith CBE

Executive summary

There is a significant lack of racial diversity at the top of UK organisations. This is unacceptable in 2017. Addressing racial equality is a societal issue, a moral issue, and a business issue. It must be a priority for business.

Everyone should have equal access to work and opportunity to reach their potential, regardless of identity, background or circumstance. For too long the need for change has been recognised but not acted on, and although we have seen some shift in board composition, we haven't seen it in practice to the extent or at the pace required. There's been notable progress on gender, albeit only over the last seven years, and we need to build on the successes of campaigns that have increased female representation at the top of organisations to now make significant strides with ethnic diversity.

As well as there being an undeniable moral case for change, the diversity of ideas, perspective and ways of working afforded by people of different backgrounds and identities will benefit individuals, organisations, society and the economy. In addition, we're already seeing changing population demographics in terms of ethnicity, age and other personal characteristics, which means the employers already taking action will be on the front foot in being able to attract talent from a wider talent pool.

Around 14% of the UK working-age population come from a black, Asian and minority ethnic (BAME) background, and by 2030, it is expected that the proportion will be closer to 20%. Without action to develop inclusive workplace cultures where people with a diverse range of identities and backgrounds feel able to perform at their best and progress in their organisation, we face an underutilisation of talent through not enabling everyone to achieve their potential. And we should be further spurred on by the potential for change at a workplace level to influence wider societal change. Given it's the leadership at the top of an organisation who are the main influence on its culture, values and ethics, if they're not a diverse group, what message does that send out to employees, customers and wider society?

High-profile government-initiated work has set the stimulus for action on racial diversity, and at the CIPD we believe we have a role to play in influencing and supporting employers to drive sustainable change in their organisations. The HR profession has a central role in making this change happen, being ideally placed to challenge and address people management practice at all stages of the employee lifecycle to ensure it is built on the fundamental principles of trust, equality, fairness and inclusion.

We recognise that employers may be uncertain about where to start, especially smaller organisations without an HR function or people management professional to provide insight and guidance. This isn't an excuse to not do anything or to shy away from conversations about race – instead, it's a signal

'Everyone should have equal access to work and opportunity to reach their potential, regardless of identity, background or circumstance.'

to industry bodies, including the CIPD, to be providing additional insight, support and guidance for employers and sharing learning from organisations who are already on the front foot, examining barriers to access and progression within their business context. This report makes three distinct contributions to driving change.

First, we provide an overview of some of the major research and policy papers over the past five years, bringing together in one place what we know about the extent of ethnic inequality and what we know so far about where the barriers to in-work progression lie.

Second, we present the results from our new survey research into the career blockers and enablers experienced by workers from different ethnic groups. In this report we present the findings from the survey of 1,290 UK employees, 700 from a BAME background and 590 white British. We compare the working experiences of BAME and white British employees working in the UK as well as comparing how views on working life differ for Asian, black and mixed-race employees. In the survey we asked questions about the work-related factors affecting career progression, the employee's relationship with their line manager (given their significant influence on career progression), development opportunities people feel they have, satisfaction with career progression to date, and the overall culture of the organisation.

Third, we include case study examples of practice from three organisations that are actively driving change and identifying and removing barriers to access and progression for ethnic minority groups. Some of the practices they've adopted include senior-level sponsorship and commitment to change, mentoring, unconscious bias training, reviewing recruitment approaches and examining what their HR data is saying about the work experiences of their BAME employees to inform evidence-based decision-making. We hope the further insight in this report will help employers to take action and create more inclusive workplaces which attract diverse talent and enable that talent to work together effectively, for the benefit of individuals, the business and wider society.

Key findings

Factors influencing career achievement to date
- Significantly more BAME employees said career progression is an important part of their working life than those from a white British background.
- However, BAME employees are more likely than white British employees to say their career progression to date has failed to meet their expectations.
- BAME employees are more likely than those from a white British background to say that experiencing discrimination is a problem.
- Indian/Pakistani/Bangladeshi employees said a lack of role models and 'people like me' is a progression barrier.

Development opportunities
- BAME employees are significantly more likely to say your identity or background can have an effect on the opportunities you're given than white British employees, particularly those from an Indian/Pakistani/Bangladeshi background.
- BAME employees aged 18 to 34 are more likely to agree that everyone has the opportunity to achieve their potential at work, no matter your identity or background, than those over 45.
- Just 48% of BAME and 44% of white British employees said they are satisfied with the training they receive in their current organisation.
- A low four out of ten of both BAME (40%) and white British (38%) employees said they are satisfied with their career progression prospects in their current organisation.

Ambition
- Employees from Indian/ Pakistani/Bangladeshi and mixed-race backgrounds are more likely than white British employees to say having a mentor would help kick-start their career.
- People from Indian/Pakistani/ Bangladeshi or black backgrounds are more likely than white British staff to say more transparent career paths would help career advancement.
- All BAME employees, regardless of ethnicity, are significantly more likely than white British employees to say that seeing other people like them who have progressed in the organisation would help boost their careers.
- Indian/Pakistani/Bangladeshi employees are most likely to say status and pay and benefits are an important aspect of working life and are most likely to say they are willing to work harder than they have to in order to help the organisation succeed.

Job satisfaction
- Around 60% of employees from both groups say they are satisfied with their current job.
- Both BAME and white British employees working for large organisations are more likely to say they're dissatisfied with their job than those working for SMEs.
- Overall, employees working in the public sector are more likely to say they are dissatisfied with this balance than those working in the private and voluntary sectors.

'BAME employees are more likely than those from a white British background to say that experiencing discrimination is a problem.'

Organisation culture

- Three-fifths of both BAME and white British employees feel their organisation has an inclusive culture.
- BAME employees are significantly more likely than their white British counterparts to say they need to change aspects of their behaviour to fit in, particularly those from an Indian, Pakistani or Bangladeshi background. However, Chinese or other Asian are the least likely of all ethnic groups to say they need to do this.
- Almost half of BAME employees say they feel they need to censor how much they tell their colleagues about themselves and their personal life, significantly higher than the 37% of white British employees who feel this way.
- Although three-quarters of both BAME and white British employees feel their colleagues listen to their ideas and views, just 65% of Chinese and other Asian survey respondents feel that way.

Organisation support to help people achieve their potential

- Of those who said they take part in mentoring, significantly more BAME than white British employees say they have found it to be effective in helping them achieve their potential at work.
- A quarter of BAME respondents for whom mentoring is not currently available said it would be beneficial to them in their career (14% white British).
- Forty-five per cent of the BAME group say there are people more senior than them in their organisation with whom they identify and aspire to be like, compared with 34% of white British employees.
- Within the BAME group, employees from an Indian/Pakistani/Bangladeshi background are most likely to say they have a role model at work and Chinese/other Asian employees the least likely.

Line manager support for career development

- A low level of line manager support for career development is an issue across the board, regardless of ethnicity.
- Around two-fifths say their line manager discusses their training and development needs with them.
- Only around half of employees across most ethnic groups feel able to talk to their manager about their career aspirations.
- Around a third of both BAME and white British employees feel their manager makes assumptions about their career path and aspirations.

Recommendations

Our survey research draws attention to specific factors within the workplace that black, Asian and minority ethnic employees tell us are enabling or blocking their career progression. Looking across the findings, we have drawn out five recommendations for employers and we urge HR professionals and business leaders to consider these recommendations within their organisations. We also make three recommendations to policy-makers, who can spur on and support employer-led action. Change won't happen on its own – we all have a role to play in making it happen. The predominantly white British make-up of UK FTSE boards in 2017 is an undeniable signal that change is long overdue and the pace of progress needs to increase.

Recommendations for employers

1 Understand what is happening in your organisation
Identifying the structural and cultural barriers which are maintaining workplace inequalities is the first step. The issues and appropriate solutions will differ between organisations, so having a deep understanding of your own business and its context is crucial. And it's important to note that when examining how people's experiences at work differ, we need to be cautious about making generalisations, as our research illustrates that the term BAME encompasses people from a wide range of backgrounds, cultures and traditions who are facing different barriers to career progression.

An evidence-based approach is what will help you get to the real grassroots issues in your particular context. However, many employers still don't collect even basic workforce data about who they employ, or do collect it but don't know how to access it or how to use it. HR has a central role to play in evidencing the need for change and where attention needs to be focused. Working across the business, HR can use their people insight to drive change at a much quicker pace than we are seeing at the moment. Could you analyse your employee survey findings by ethnicity (while still preserving employee anonymity)? Do you look at how different groups are progressing, or where there may be glass ceilings? And to what extent do you share your insight across the business?

2 Be aware of intersectionality and examine progression barriers through multiple lenses
Intersectionality refers to the fact we have multiple identities and they overlap – for example, being a gay black man, or an older white woman with a disability. When we're examining the work experience of people with a particular characteristic or identity, it's important to be aware of the potential interplay of overlapping identities. For example, does being a woman from an ethnic minority background mean you have more equal opportunities through progress on gender, but are still at a disadvantage at work because of being from a minority ethnic group?

In this current survey research, significant differences in responses by gender and ethnicity were observed to some questions. This research found that significantly fewer white British women than men felt that their identity or background had an effect on the opportunities they were given at work, compared with BAME employees, where the gender split was similar. This trend was also seen in those who agreed they need to censor themselves at work.

We need to take into account the complex and interconnected nature of issues that are affecting the career progression of BAME employees in UK organisations and we need to consider intersectionality in our people management responses. In short, we can't approach diversity and inclusion with entirely separate lenses. However, we still don't understand enough about intersectionality, and this is clearly an area where more research is needed to inform practice.

3 Critically appraise your organisation culture
Would you want to work for an organisation where you didn't feel you belonged or had the same opportunities as others, based on an aspect of your identity or circumstance? How much time and energy is spent censoring yourself when you don't feel you can be who you really are? This is time and energy that distracts from the job you want to be doing.

Around two-thirds of employees, regardless of ethnicity, feel able to be themselves at work, signalling there is marked room for improvement to make workplace cultures genuinely inclusive.

We need inclusive cultures where a diverse range of people feel able to be themselves and give their ideas. That's when they'll perform at their best at work. If we don't focus on both diversity and inclusion, the underutilisation of talent will continue. Everyone stands to benefit from the diversity of thoughts, ideas and ways of working of people from different backgrounds, experiences and identities, but an inclusive culture is essential for this to happen.

HR policies and processes that promote diversity and inclusion can set expectations, but they need to be regularly reviewed with a critical lens and underpinned by principles that actively celebrate and encourage differences. However, policies alone won't bring about change. They need to be brought alive by the behaviour of everyone in the business.

Raising awareness of different cultures, background and circumstance can help people understand and appreciate difference. And having role models from a range of different backgrounds, and at different levels in the organisation, signals that diversity is valued and progression is possible and encouraged. Our survey found that Indian/Pakistani/Bangladeshi employees are significantly more likely than white British to say a lack of 'people like me' as role models in the organisation has contributed to their career progression failing to meet their expectations. In addition, BAME employees (regardless of ethnicity) were significantly more likely than white British employees to say that seeing other people like them have progressed in their organisation would help boost their careers.

4 **Actively encourage employee voice to inform change**
Do you have mechanisms in place through which employees can highlight issues about inequality and have a view on matters affecting them at work? Do all employees know about these mechanisms, how to access them and feel comfortable doing so? It's essential that disadvantaged and disconnected groups have access to mechanisms through which they can express their voice.

Employee resource groups (ERGs) can be a useful mechanism for employee voice. They are groups of employees with shared characteristics or who have a shared goal. For the employees, these provide a sense of belonging and community and an opportunity to work with the organisation to bring about change. For an organisation, these can be a valuable resource to advise on the work experience of people with that particular characteristic, identity or background, and act as a sounding board for ideas, including your products and services. To what extent do you encourage the formation of employee resource groups in your organisation? Are they seen as an asset to your business or just a meeting point for people?

5 **Address unconscious bias**
It goes without saying that we need to continue to tackle overt discrimination head on. It's shocking that significantly more people from a BAME background (in particular black employees) than white British say that experiencing discrimination is a factor contributing to them failing to achieve their career expectations.

However, we also all carry biases that we may not be aware of but that are affecting our behaviour and decision-making. Acas[1] explains that, '*Unconscious bias occurs when people favour others who look like them and/or share their values.*' It '*can influence decisions in recruitment, promotion, staff development and recognition and can lead to a less diverse workforce. Employers can overlook talented workers and instead favour those who share their own characteristics or views.*' They also point out that when an unconscious bias relates to a protected characteristic, it could be discriminatory.

However it is viewed, unconscious bias is one of the main barriers to equality of opportunity for both access to and progression in work and needs to be addressed. A report written for the CIPD by the Behavioural Insights Team, *A Head for Hiring: The behavioural science of recruitment and selection*, provides practical guidance and tips on avoiding bias in recruitment.

---

[1] www.acas.org.uk/index.aspx?articleid=5433

Recommendations for policy-makers

1 Provide practical support for race pay gap reporting

As with employers, policy-makers need to understand the factors keeping inequalities in place in different business contexts to be able to take informed action to address and remove them. Many employers require better workforce data to be able to get under the headlines of their pay gaps and make sustainable change happen.

We welcome Baroness McGregor-Smith's recommendation for organisations to be publishing workforce data broken down by race and pay band. The transparency achieved through data reporting will help focus attention and should drive action. However, it's important to note the complexity of tackling pay gaps across gender, race and disability, as highlighted in research by the Equality and Human Rights Commission (2017). The Government can support employers to understand the grassroots issues, which will differ both within and between groups, and be aware of the intricacies of looking at overlapping identities, for example being a female and from an ethnic minority group.

The Government also has a key role in challenging any misconceptions that the pay gaps are entirely out of employers' control and urging and supporting business to make evidence-based decisions and shun quick-fixes that will only paper over the cracks. The geographic population data provided in Baroness McGregor-

Smith's review is practically helpful for employers, and more practical support from government will be invaluable, for example sharing example narratives to explain the data and subsequent action plans.

Finally, we need lessons from gender pay gap reporting to inform the approach to both race and disability pay gap reporting, with the aspiration of creating one framework for reporting across different areas.

2 Develop guidance for employer action

There is a clear need for practical guidance and case study examples to kick-start and maintain the employer-led action called for in the McGregor-Smith review. Employers may be uncertain about where to start, especially those without an HR professional to provide support and guidance. As a nation we talk openly about gender, but we're often still reluctant to talk about race, and fear of doing the wrong thing may be holding some employers back from doing anything.

Business listens to business, so it's encouraging to see Baroness McGregor-Smith's call for organisations that are already 'leading from the front' to share how they are creating an inclusive workplace and reaping the benefits of a wider and more diverse pool of talent. Examples of practice need to appeal to employers at different levels of maturity on racial diversity, ranging from how to open up conversations on race, to how to identify and remove specific access and career progression blockers in your organisation, to developing sustainable talent pipelines and how to measure

'As with employers, policy-makers need to understand the factors keeping inequalities in place in different business contexts to be able to take informed action to address and remove them.'

progress. We hope the case studies in this report are a useful stimulus for action for more employers.

3 Advocate and support better quality people management practice

Our research found that people management practice is poor across the board according to all ethnicities. CIPD research consistently emphasises the key role of the line manager in creating healthy and high-performance working environments.

The CIPD believes there should be a much greater focus on increasing the quality of people management capability and encouraging businesses to invest more in the skills of their people in a forward-thinking industrial strategy to help create more inclusive workplaces, enhance job quality and boost productivity. Government can play a much stronger role in nudging and supporting employers to improve their people management capability at a national, sector and local level.

At a national level, government can work with key stakeholders to ensure that the UK's corporate governance framework provides greater incentive for businesses to report on the diversity of their workforce, understand current workforce capability and consider how to develop the HR and people management practices organisations require to deliver progress.

At a sector level, government can help initiate action by ensuring that sector deals are dependent on sectors setting out clearly how they propose to improve the quality of people management, including the practices that support greater levels of both diversity and inclusion.

In addition, people management capability needs to be a key component of support for SME growth at a local level. The CIPD (2017), supported by the JP Morgan Foundation, has piloted the provision of HR support to SMEs in a number of locations, with evaluation evidence highlighting the positive role that face-to-face advice, facilitated by strong local institutions, can play in helping to build the people management 'basics' that small businesses need for sustainable growth.

Background

Equality of opportunity in UK organisations is clearly still an issue. Recognising people for their skills and talents at work without ethnicity being an issue shockingly remains an aspiration rather than reality. We still have a long way to go to be able to claim there is equal access to employment and progression opportunities across ethnicities. Research by Demos for the Joseph Rowntree Foundation (Wood and Wybron 2015) affirms that, '*people from ethnic minority groups are often at a disadvantage in the labour market. They are more likely to be unemployed than white British people, are over-represented in poorly paid and unstable jobs, and are less able to secure opportunities for job progression or employment which matches their skills and abilities.*'

Recent research by Green Park (2017a) of the ethno-cultural diversity of the FTSE 100 found we have the same number of non-white CEOs as in 2015 (a very low 4%). Just 2% of FTSE 100 CFOs are non-white. And we've seen a decline in the number of minority executive directors. And the only individuals of Chinese and East Asian origin on main boards are in non-executive director roles. However, they did find an increase in ethnic diversity in management roles below board level, so there has been improvement in the pipeline, but '*the bulk of the improvements are concentrated in a very few sectors – Telecoms, Health and Banking*' (p31).

If real, sustainable change is to be achieved, we need to ensure workplaces are genuinely inclusive so that talent pipelines are diverse right the way through organisations. We know certain ethnic groups are substantially over-represented at the lower levels of organisations, and previous studies have uncovered the inequality of progression opportunities enjoyed by different ethnic groups.

This research delves deeper into the workplace drivers of these inequalities, examining the enablers and barriers to career progression from an employee perspective. We surveyed 1,290 UK employees, 700 from a black, Asian or minority ethnic (BAME) background and 590 white British. The term 'BAME' covers a large number of ethnicities, and treating this grouping as unitary is not helpful if we are to really understand the challenges and barriers faced in career progression of people from different ethnic backgrounds. In our study, response numbers to the survey have enabled us to meaningfully break down the data to examine the working experiences of people who reported their ethnicity to be: Indian, Pakistani or Bangladeshi; Chinese or other Asian; black; mixed race; other minority ethnic groups.

We compare the working experiences of BAME and white British employees working in the UK as well as comparing how views on working life differ for the different ethnicities represented within the wider BAME grouping. In the survey we asked questions about personal and work-related factors affecting career progression, the employee's relationship with their line manager (given their significant influence on career progression), development opportunities people feel they have, satisfaction with career progression to date, and the overall culture of the organisation.

We use the term BAME (black, Asian and minority ethnic) rather than BME (black and minority ethnic) in this report, as the main pieces of previous research we are building on adopt this term. The BITC's (2015) findings show that, '*employers use a variety of different terms to refer to ethnic minority employees*' and that '*there is no consensus on what terminology BAME people prefer their employer to use*'.

We are acutely aware of an important point made by the Policy Exchange (Saggar et al 2016), which is about the problem of conflation. They explain, '*Each ethnic minority group has its own cultural tradition and history, occupies a certain place on the socio-economic ladder, is on its own distinct trajectory, and sometimes has several internal divisions. Looking at "BME" alone does nothing to tell us who is making progress and who is falling behind. Moreover, improvements in minority representation could be made by improving the lot of those already doing well rather than increasing the representation of those who need it most.*' We agree that research into career progression issues needs to take a more micro lens, and in our survey work we have adopted the ONS ethnic category definitions

'It is beyond disappointing that the lack of diversity on UK boards shows there is still a significant cohort of leaders who may require further persuasion to take action through a traditional business case.'

to enable us to get a deeper understanding of the career progression enablers and blockers people from different ethnic groups are facing.

At the CIPD we believe the primary driver for change should be a belief in social justice, with workplaces built on the principles of fairness, transparency and equality of opportunity. It is beyond disappointing that the lack of diversity on UK boards shows there is still a significant cohort of leaders who may require further persuasion to take action through a traditional business case.

In this background section to the report we review some of the major research and policy papers over the past five years, bringing together in one place what we know about the extent of ethnic inequality and what we know so far about where the problems lie. These stark figures demonstrate we are far from claiming equality of opportunity across UK working life.

The extent of ethnic inequality

Inequalities clearly exist in whether people are able to get in work. '*In the 2011 Census around one in five people (19.5% of the population overall) identified with an ethnic minority group. Evidence has shown that patterns of economic activity vary widely across different ethnic minority groups with some groups experiencing lower employment and higher inactivity rates*' (ONS 2014, p2).

In a speech in the House of Lords on 3 May 2016, Baroness McGregor-Smith reported that: '*The latest ONS statistics show that, at 62.7%, the BME employment rate is 13 points below the white employment rate. It is lower still when you look specifically at the Pakistani or Bangladeshi populations. Worse*

still, the biggest discrepancies exist in youth unemployment. White unemployment among 16 to 24 years-olds is 13%. Asian youth unemployment is 24% and black youth unemployment is higher still, at 27.5%.'

'Getting on' in work also remains far from a level playing field. A considerable amount of recent research shines a light on the intolerable inequalities that prevent employees from a BAME background progressing at work to the top of organisations.

A 2014 study by Roger Kline called attention to the 'snowy white peaks' of London NHS trust boards, with a similar lack of ethnic and gender diversity at the senior level of English NHS bodies. In short, board composition was not found to be representative of the workforce make-up or of the local population. Kline cites research advocating the importance of leadership diversity for service planning and provision.

Green Park's (2017b) Public Service Leadership 5,000 examines the gender and ethno-cultural diversity among 5,000 of the most senior employees leading not-for-profit, government-funded organisations. The report concludes that diversity progress has been disappointing, as '*black and Chinese/other Asian Britons are still unrepresented at senior levels in not only central and local government but also in the National Healthcare Services and educational institutes*' (p23). Another overarching finding is that '*our public sector has made great progress for well-educated white women but statistically seems closed to BAME talent at its highest levels*'. Through shining a light on how progress has stalled in some public sector organisations, the report aims to initiate further change to ensure public

services are representative of the communities they serve.

The support of government is essential to ensure that ethnic equality remains a high-profile issue that demands immediate attention and also to jump-start progress. There have already been two significant government-appointed reviews that have asserted ethnicity as a key priority for UK business. The Parker Review in 2016 drew attention to the key issues and the 2017 McGregor-Smith review rightly declares that '*the time for talking is over – now is the time to act*'.

Sir John Parker's report into the ethnic diversity of UK boards in 2016 firmly drew attention to the fact that the boards of FTSE 100 organisations don't reflect the ethnic diversity of the UK population or of their stakeholders. The lack of ethnic diversity among the FTSE 100's 1,087 directors (as of March 2016) was starkly highlighted in this review:

- 53 of the FTSE 100 companies do not have any directors of colour
- the number of directors of colour represent about 8% of the total number of board directors (compared with 14% of the UK population)
- 90 individual directors of colour (four hold two board positions)
- seven companies account for over 40% of the directors of colour, five of which have been historically headquartered outside of the UK
- only nine people of colour hold the position of chair or CEO.

In addition to the undeniable ethical argument for ethnic diversity all the way through organisations, the review highlights business drivers for change and the predicted

changing demographics of the UK population (by 2030, it is expected that the proportion of people from a BAME background will increase from 14% to around 20% of the total UK population).

The review makes recommendations to '*evolve the face of corporate Britain and better prepare UK companies to continue to be global leaders in business over the longer term*' (p8). Targets are proposed to drive change: '*each FTSE 100 board should have at least one director of colour by 2021; and each FTSE 250 board should have at least one director of colour by 2024.*' In addition, to ensure long-term change, leaders need to commit and organisations should ensure their talent pipeline and succession plan comprises candidates from a diverse range of backgrounds, with board members mentoring or sponsoring BAME staff so they are prepared for executive positions. Finally, there are recommendations around disclosure, transparency and reporting on progress towards the proposed targets.

Particularly interesting is the analysis of gender and ethnicity together (p21), concluding that, '*It is clear that the recent emphasis on gender diversity in the UK Boardroom has not benefited women of colour to the same extent as it has women who are not ethnic minorities. Of the appointments made following the Davies Review, a relatively small number of those Board positions have gone to women of colour.*'

What do we know about where the barriers to progression for BAME employees lie?

A 2016 paper published by the Policy Exchange (Saggar et al 2016) investigates the glass ceilings for Britain's ethnic minorities at the top of business and across

professions. It reports on the 'bittersweet success' of different ethnic groups, with a significant number of talented and academic high-achievers, particularly Indian and Chinese young people, in the upper tiers of the legal and medical professions. On the other hand, there are many other professions and areas of business which still have all-white boards, for example in too many FTSE 100 companies and public service organisations, specific groups are underrepresented, as illustrated by the data from Green Park (2017a, 2017b).

The research acknowledges the context-specific nature of tackling these glass ceilings: '*Glass ceilings are found at different levels in different places and the obstacles to minority advancement are rarely a simple or single phenomenon at top levels*' (p17). They suggest that in some cases the glass ceilings are a result of, '*closed, insular cultures*', for example picking a successor in your own image, stereotyping and unconscious bias. In some cases it may be the formal systems in an organisation that are a major blocker to equality of progression opportunities, for example the hiring and promotion processes. They also highlight that minority groups are less likely to have the informal networks that assist with career progression and can provide information on 'the rules of the game' or role models.

For their 2015 *Race at Work* report, the BiTC worked with YouGov to survey over 24,000 black, Asian, minority ethnic and white UK employees of working age about their working life. The headline findings from this report (p4) are:

- Racial harassment and bullying within the workplace is prevalent, with 30% of employees who have witnessed or experienced it saying it was within the last

'The time is now ripe for a much more in-depth understanding of the inequalities that exist for the progression of BAME employees at work.'

year. Employees are experiencing this behaviour from managers, colleagues and customers.

- We are not nearly as comfortable talking about race at work as we are about age and gender.
- Many UK employees do not feel valued or inspired. In particular, BAME employees are particularly dissatisfied with their experiences of management and career progression. The research found that Chinese and mixed-race employees are most likely to lack role models both inside and outside of the workplace.
- BAME people are more likely to enjoy their work and have far greater ambition than their white colleagues.
- Ethnic groups differ in their satisfaction with their career progression. Indian, Pakistani, mixed-race and white employees are most satisfied, but black African and black Caribbean employees were most likely to say their career had failed to meet their expectations.
- Getting on the fast track is an unequal business – employees from BAME groups are notably more likely to be interested in fast-track programmes, but that higher level of interest isn't reflected in greater access or inclusion in succession planning.
- Some workplaces are providing mentors or sponsors for BAME employees, supporting career progression. Significantly more employees from BAME groups have a role model.

The CMI (CMI and BAM 2017) added to our understanding of progression barriers through examining race and ethnicity in the management pipeline. They surveyed diversity and inclusion leads in 24 FTSE 100 companies and found that, overall, there is

a long way to go for diversity performance on ethnicity to catch up with progress made on gender. Just 17% of the diversity and inclusion leads surveyed rated their company's current performance on race as good, while 38% rated it as poor or very poor. What may be limiting progress? Only 54% see their business leaders championing BAME diversity, which is crucial given their influence on the management pipeline. Furthermore, although 71% said their company reports on gender, just 21% report on BAME diversity. A weighty 83% said they need to have better data to drive progress on race and ethnicity, but interview data suggests collecting the data is a challenge for many companies.

Mentoring programmes and BAME employee networks were the most used initiatives to support BAME managers' career development. Of those that used these initiatives, 100% said mentoring is very/fairly effective and 73% said a BAME employee network is effective in helping their career development. In addition they highlight the importance of role models, saying that having role models at all levels *'inspire confidence and ambition from those who follow them, showing that career progression is possible'* (p7). A notable two-thirds (67%) of the 24 diversity and inclusion leads they surveyed said a lack of diverse role models was a barrier to increasing ethnic diversity in the pipeline.

Research has drawn attention to the headline issues. The time is now ripe for a much more in-depth understanding of the inequalities that exist for the progression of BAME employees at work. Career progression is the main focus of the recent independent review on race in the workplace led by Baroness Ruby McGregor-Smith. Complementing the Parker Review,

McGregor-Smith examines the progression of minority ethnic groups in the labour market as a whole. She takes a very welcome firm stance, clearly stating the reasons, both economic and social, why the time for warm words is over and why real action is required. She cites 2017 figures from BEIS that show the significant economic contribution that could be realised from action: '*The potential benefit to the UK economy from full representation of Black and Minority Ethnic (BME) individuals across the labour market through improved participation and progression is estimated to be £24 billion per annum, which represents 1.3% of GDP in the year to June 2016.*'

There are structural and cultural barriers in workplaces, the report continues, including a lack of role models, and '*BME people are more likely to perceive the workplace as hostile, they are less likely to apply for and be given promotions and they are more likely to be disciplined or judged harshly*' (p3). In addition, there is often a lack of transparency around career ladders, pay and reward, and many organisations don't have the workforce data to know what's happening in their workplace and where they are on these issues. McGregor-Smith asserts that leadership and culture can be the problem, creating barriers, and they can also provide the solution. Most fundamentally, she highlights that as a nation we still find it difficult to talk about race at work.

We welcome the review's recommendation for listed companies and all organisations with more than 50 employees to regularly publish workforce data broken down by race and pay band, as well as set aspirational diversity targets. The transparency achievable through data monitoring and reporting will help focus attention and should drive action. However, a critical point to make here is that this cannot be a tick-box exercise. As with gender pay gap reporting, the narrative around the data – as well as a clear plan of action – is vital. The figures on working-age population by city presented in the review will help businesses to establish the appropriate targets for their geographical locality and inform their narrative.

Government has provided the prod to business – what we now need is for employers to grasp the nettle and give racial diversity a solid shove onto their priority list. As history has told us, change won't happen on its own. The purpose of our research is to elicit and assist employer action. We dig deeper into the headlines to understand more about the enablers and blockers of career progression from the perspectives of people from different ethnic backgrounds.

Our work builds on the prior research reviewed here, which clearly demonstrates there are differences in satisfaction with career progression and development opportunities between ethnic groups. As the BITC asserts (2015, p5), '*ethnic minorities' experiences of work are still less positive than their white counterparts*'. It's crucial that we look at progression right the way through our organisations; '*the leadership pipeline of today needs to be populated with sufficient BAME talent to ensure that senior management of the future reflects an increasingly diverse working-age population*' (BITC 2015, p5). Your identity or background should not hold you back at work.

Through our survey research we dig deeper into some of these headline issues to provide more practical knowledge for employers, and for HR professionals in particular, to inform and drive action to make career progression equitable. To achieve this aim we need to understand the barriers and, where progression support is absent, to take action to level the playing field. We need more inclusive workplaces which attract diverse talent and then enable that talent to work together effectively, for the benefit of individuals, the business and wider society.

We present the survey data in seven sections, examining different aspects of career progression for BAME employees:

1. factors influencing career achievement to date
2. development opportunities
3. ambition
4. job satisfaction
5. organisation culture
6. organisation support to help people achieve their potential
7. line manager support for career development.

We include case study examples of practice from three organisations that are actively driving change and identifying and removing barriers to access and progression for ethnic minority groups. Some of the practices they've adopted include senior-level sponsorship and commitment to change, mentoring, unconscious bias training, reviewing recruitment approaches, and examining what their HR data is saying about the work experiences of their BAME employees to inform evidence-based decision-making.

In the last section of this report we make recommendations to both employers and policy-makers to speed up the pace of progress.

Methodology

The CIPD commissioned YouGov to conduct a survey to examine the career blockers and enablers experienced by workers from different ethnic groups.

This survey was administered to members of the YouGov Plc UK panel of more than 800,000 individuals who have agreed to take part in surveys. The sample was split between those from a BAME background and those from a white British background. Each sample was selected and weighted to be representative of the UK workforce in relation to sector and size (private, public, voluntary) and full-time/part-time working by gender. Size of organisation was classified in the following way: sole trader (one-person business), micro business (2–9), small business (10–49), medium (50–249) and large (more than 250). Emails were sent to panellists selected at random from the base sample. The email invited them to take part in a survey and provided a generic survey link. Once a panel member clicked on the link, they were sent to the survey that they were most required for, according to the sample definition and quotas. The sample profile is normally derived from census data or, if not available from the census, from industry-accepted data.

In total, 1,290 UK employees completed the survey: 700 from a BAME background and 590 white British. We asked people to tell us which of the following best describes their ethnic group or background, using the 2011 UK Census categories:

<1> White British
<2> Gypsy or Irish Traveller
<3> Any other white background
<4> White and Black Caribbean
<5> White and Black African
<6> White and Asian
<7> Any other mixed background
<8> Indian
<9> Pakistani
<10> Bangladeshi
<11> Chinese
<12> Any other Asian background
<13> Black African
<14> Black Caribbean
<15> Any other black background
<16> Arab
<17> Other ethnic group
<18> Prefer not to say

The BAME grouping is very broad and performing data analysis at this high level will conflate the issues faced by different ethnicities, potentially hiding valuable information about the career progression blockers and enablers faced by different groups of employees. Table 1 details the ethnic groupings used for data analysis. More granular analysis by ethnicity was not possible because of sample size.

Table 1: Ethnic groupings used for data analysis

Indian, Pakistani, Bangladeshi	Chinese/other Asian	Black (black African, black Caribbean, any other black background)	Mixed (white and black Caribbean, white and black African, white and Asian, any other mixed background)	Other ethnic group (Gypsy or Irish traveller, any other white background, Arab, other ethnic group)	White British
201	117	111	155	116	590

Effort was made to ensure an equal male/female gender split of respondents (Table 2) and spread of length of tenure (Table 3).

Table 2: Gender split, by ethnicity

	Net: BAME	Indian/ Bangladeshi/ Pakistani	Chinese/other Asian	Black	Mixed race	Other ethnic group	White British
Base	700	201	117	111	155	116	590
Male	367	130	59	58	64	56	291
Female	329	71	56	53	90	59	298
Prefer to self-describe	2	0	1	0	0	1	0
Prefer not to say	2	0	1	0	1	0	1

Table 3: Length of tenure, by ethnicity

	Net: BAME	Indian/ Bangladeshi/ Pakistani	Chinese/other Asian	Black	Mixed race	Other ethnic group	White British
Base	700	201	117	111	155	116	590
Up to 6 months	58	18	10	10	10	10	25
6 months – 1 year	70	17	16	13	16	8	31
1–2 years	93	27	16	14	22	14	64
2–5 years	166	50	26	20	43	27	119
5–10 years	135	30	26	23	34	22	123
10–15 years	90	30	12	17	11	20	76
15–20 years	30	10	5	2	6	7	62
More than 20 years	53	18	5	11	12	7	88
Don't know	5	1	1	1	1	1	2

Research findings

1 Factors influencing career achievement to date

BAME employees are more likely than white British employees to say their career progression to date has failed to meet their expectations. They are also more likely than those from a white British background to say experiencing discrimination is a problem. Indian/Pakistani/Bangladeshi employees are significantly more likely than white British employees to say a lack of role models and 'people like me' is a progression barrier.

Significantly more BAME employees overall than white British say their career to date has failed to meet their expectations (40% versus 31%), in particular those from black (44%) or mixed-race (42%) backgrounds. Seventeen per cent of respondents from Chinese or other Asian backgrounds say they don't have any career expectations, significantly higher than all other ethnic groups.

Similar numbers of employees from BAME and white British backgrounds said their career progression has met their expectations. However, there is one significant difference of opinion within the BAME group, as those identifying with the 'other ethnic group' background were the most likely to say their career has met their expectations (44%).

Factors enabling career progression

Those people who said their career progression to date has met or exceeded their expectations were asked about the work-related factors that have helped them achieve this. The top three work-related factors that BAME employees overall feel have helped people meet or exceed their career expectations to date are having built relationships across the organisations they've worked for, taking opportunities to get involved in different projects to develop their skills, and having good-quality line management at key points in their career. White British employees reported the top three factors to be: taking opportunities to get involved in different projects to develop their skills, having built relationships across the organisations they've worked for, and the organisations they've worked for encouraging progression and promotion from within. Having good-quality line management at key points in their career came fourth.

Table 4: Thinking about your career or working life as a whole, has your career progression to date met, exceeded or failed to meet your expectations? (%)

	Net: BAME	Indian/ Bangladeshi/ Pakistani	Chinese/other Asian	Black	Mixed race	Other ethnic group	White British
Base	700	201	117	111	155	116	590
Exceeded my expectations	14	19	11	10	16	10	17
Met my expectations	32	30	38	31	28	44	36
Failed to meet my expectations	38	36	25	44	42	38	31
Not applicable – I do not have any career expectations	9	5	17	8	8	6	9
Don't know	6	10	8	7	6	3	7

Table 5 shows there are some interesting differences in responses by ethnicity. Chinese/other Asian employees are more likely than BAME employees overall to say that benefitting from a tailored management programme or participating in an effective graduate management programme has contributed to them meeting or exceeding their career progression expectations.

White British employees are significantly more likely than Indian/Pakistani/Bangladeshi employees to say their career progression has been enabled by the opportunity to get involved in different projects that helped develop their skills (41% versus 27%). They were also more likely than BAME employees overall, and those from a Chinese/other Asian background in particular, to put successful career progression down to the organisations they've worked for encouraging promotion from within.

Factors hindering career progression

Those people who said their career progression to date has failed to meet expectations were asked about the work-related factors that have prevented them from meeting their career expectations (Table 6). A degree of caution is advised with data comparisons because of the low sample sizes for some ethnic groups on this question, particularly for the Chinese/other Asian group.

The top three cited work-related factors that BAME employees overall feel have prevented them from achieving their career progression expectations are that their skills and talent have been overlooked, negative office politics, and a lack of

Table 5: Which, if any, of the following factors RELATED TO THE WORKPLACE have helped achieve this? (% of those who said their career progression to date has met or exceeded expectations) (Respondents were asked to select UP TO FIVE factors that have been most significant)

	Net: BAME	Indian/ Bangladeshi/ Pakistani	Chinese/other Asian	Black	Mixed race	Other ethnic group	White British
Base	345	100	61	47	73	64	312
The relationships I have built across the organisation(s) I have worked for	37	33	39	47	28	51	40
Benefited from the opportunity to get involved in different projects which have helped develop my skills	36	27	40	37	40	42	41
Benefited from good-quality line management from my immediate manager at key points in my career	29	30	25	33	27	27	27
Received good-quality training when I first entered the workplace	24	22	16	25	31	19	23
Received effective training and development programmes at work	26	29	21	30	24	14	24
The organisation(s) I work/worked for support anyone who works hard to succeed	25	25	25	22	28	21	22
The provision of flexible working	22	16	26	26	25	18	20
My employer paid for me to study for a qualification/new skills outside work	16	13	10	20	19	11	18
Benefited from a coach or mentor when entering employment or at key points in my career	13	14	17	12	7	13	16
A visible senior role model in my organisation who has a similar identity or background to me	8	7	2	8	14	13	9
Participated in an effective graduate programme at the start of my career	10	5	22	10	10	1	6
Took part in an effective apprenticeship programme at the start of my career	4	5	3	0	7	1	7
Benefited from a tailored talent management programme	5	6	12	0	3	1	5

effective training and development programmes at work. For white British employees the top three reasons are different: their skills and talent have been overlooked, experienced poor quality line management from their immediate manager when they entered work or at key points during their career, and job vacancies at higher levels than their current role don't become vacant very often.

For white British employees, poor performance management at work – meaning achievements aren't recognised – is cited as a reason for failing to meet career expectations notably more than by Indian/Pakistani/Bangladeshi employees (30% versus 12%).

BAME employees overall are more likely than those from a white British background to say experiencing discrimination contributed to them failing to achieve their career expectations (20% versus 11%). Black employees are especially more likely than white British employees to say they had experienced discrimination (29%).

Indian/Pakistani/Bangladeshi employees are significantly more likely than white British employees to say a lack of role models in their organisations of 'people like me' with a similar identity or background has contributed to them failing to meet their expectations about their careers (20% versus 11%).

Table 6: Which, if any, of the following factors RELATED TO THE WORKPLACE have prevented you from meeting your career expectations? (% of those who said their career progression to date has failed to meet expectations) (Respondents were asked to select UP TO FIVE factors that have been most significant)

	Net: BAME	Indian/ Bangladeshi/ Pakistani	Chinese/other Asian	Black	Mixed race	Other ethnic group	White British
Base	258	72	34	47	63	42	184
My skills and talent have been overlooked	35	35	31	27	46	28	31
Negative office politics	31	32	24	32	33	29	29
A lack of effective training and development programmes at work	30	20	42	30	31	40	26
Experienced poor quality line management from my immediate manager when I entered work or at key points during my career	29	26	45	25	28	28	35
Job vacancies at higher levels than my current role don't become vacant very often	30	25	30	31	37	20	34
Engrained working practices or cultures have made it hard to progress	27	18	37	32	27	18	26
Poor performance management at work has meant my achievements are not recognised	19	12	31	16	19	30	30
Received no training or inadequate training when I first entered the workplace	19	13	12	21	25	19	17
Experienced discrimination (that is, related to age, disability, gender, gender reassignment, race, religion/belief or sexual orientation)	20	22	9	29	15	17	11
A lack of flexible working opportunities	18	16	20	24	16	7	14
Did not benefit from a coach or mentor when entering employment or at key points in my career	16	12	21	17	17	14	13
Lack of role models in my organisation of 'people like me' with a similar identity or background	17	20	17	19	11	19	11
Was not able to get on an effective graduate programme after completing a degree	12	13	5	9	16	17	3
Was not able to get on an effective apprenticeship programme	3	2	0	3	6	3	2

2 Development opportunities

BAME employees are significantly more likely to say their identity or background can have an effect on the opportunities they're given than white British employees, particularly those from an Indian/Pakistani/Bangladeshi background. BAME employees aged 18–34 are more likely to agree that everyone has the opportunity to achieve their potential at work, no matter their identity or background, than those over 45.

Just 48% of BAME and 44% of white British employees said they are satisfied with the training they receive in their current organisation. When asked about their career progression prospects in their current organisation, a low four out of ten of both BAME (40%) and white British (38%) employees said they are satisfied with those prospects.

There are significant differences of opinion between ethnic groups in response to the statement: 'In my organisation, your identity or background can have an effect on the opportunities you're given' (Figure 1). BAME employees are significantly more likely to agree with the statement than the white British group (35% versus 26%). Within the BAME group, those from a black and Indian/Pakistani or Bangladeshi background were significantly more likely than white British employees to agree that their identity or background can have an effect on the opportunities they're given.

BAME employees working in London are more likely than those working in England overall to agree that their identity or background can have an effect on the opportunities they're given. Sample sizes for Scotland and Wales are too small to make meaningful comparisons.

Figure 1: In my organisation, your identity or background can have an effect on the opportunities you're given (% agree responses)
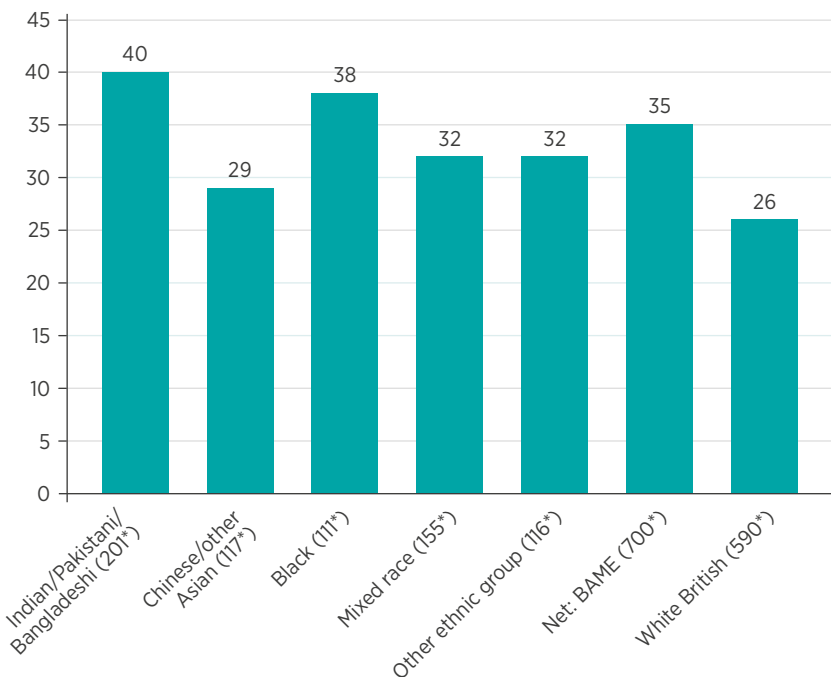

*Base numbers shown in brackets.

Figure 2: In my organisation, your identity or background can have an effect on the opportunities you're given, by gender (% agree responses)
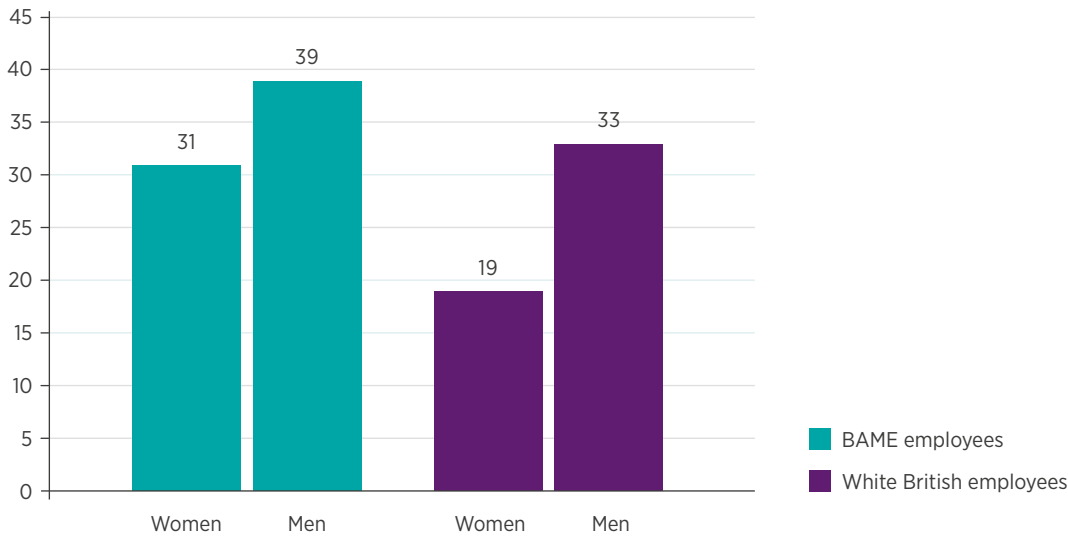
Base: BAME (women: 332; men: 368); white British (women: 298; men: 292).

Figure 3: In my organisation, everyone has the opportunity to achieve their potential at work, no matter your identity or background, by age (% agree responses)
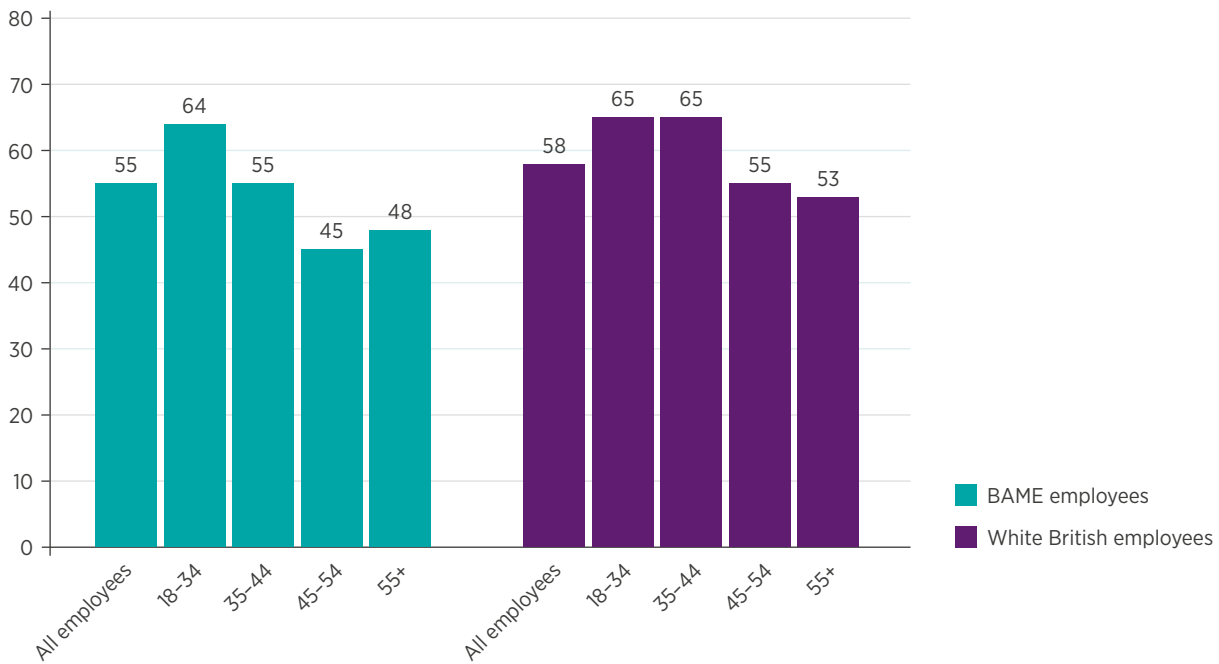
Base: BAME (all employees: 700; 18–34: 236; 35–44: 222; 45–54: 151; 55+: 91); white British (all employees: 590; 18–34: 89; 35–44: 119; 45–54: 174; 55+: 208).

Interestingly, as Figure 2 illustrates, significantly fewer white British women than men agree that in their organisation their identity or background can have an effect on the opportunities they're given (19% versus 33%), whereas for BAME employees, the gender split is similar (31% of women agree versus 39% of men).

In response to the statement: 'In my organisation, everyone has the opportunity to achieve their potential at work, no matter your identity or background,' the views of BAME and white British employees are similar (Figure 3). Among the BAME cohort of respondents, younger employees (18–34) are more likely to agree with this statement than those over 45 years old.

Similar low proportions of BAME (48%) and white British (44%) employees said they are satisfied with the training they receive in their current organisation. Looking within the BAME group, respondents from an Indian/Pakistani/Bangladeshi background are most likely to be satisfied, whereas those from other ethnic groups (including Gypsy or Irish traveller, any other white background, Arab, other ethnic group) are least likely to say they are satisfied with the training they receive at work (Figure 4).

The percentage of people saying they are satisfied with the opportunity to develop their skills in their current job is similarly low, with 52% of BAME respondents indicating satisfaction and no significant differences within or between ethnic groups.

When asked about their career progression prospects in their current organisation, a low percentage of both BAME (40%) and white British (38%) employees said they are satisfied with those prospects. Within the BAME group,

those indicating they are from 'other ethnic group' background (including Gypsy or Irish traveller, any other white background, Arab, other ethnic group) are notably less satisfied with this aspect of their working life (27%) (Figure 5).

Figure 4: The training you receive in your current organisation (% satisfied responses)

Indian/Pakistani/Bangladeshi	Other ethnic group	BAME	White British
54	31	48	44
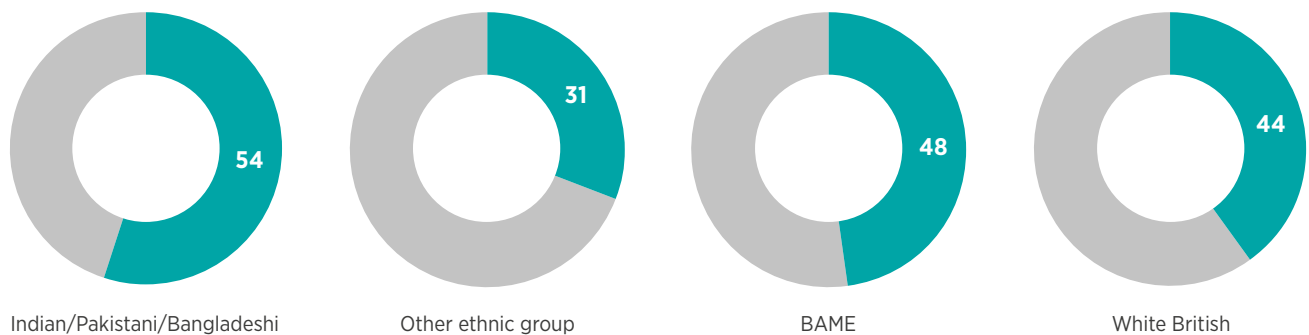
Base: Indian/Pakistani/Bangladeshi: 201; other ethnic group: 116; BAME: 700; white British: 590.

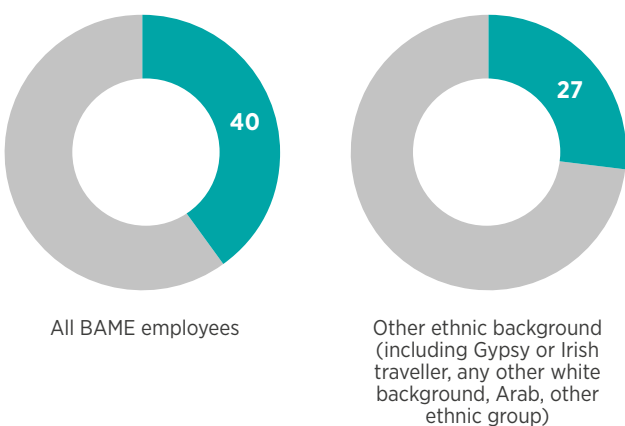**Figure 5: Your career progression prospects in your current organisation (% satisfied)**

All BAME employees: 40

Other ethnic background (including Gypsy or Irish traveller, any other white background, Arab, other ethnic group): 27

Base: all BAME employees: 700; other ethnic background: 116.

3 Ambition

Significantly more BAME employees said career progression is an important part of their working life than those from a white British or other ethnic background. Indian/Pakistani/Bangladeshi employees are most likely to say status and pay and benefits are an important aspect of working life and are most likely to say they are willing to work harder than they have to in order to help the organisation succeed.

When asked about the factors that would help kick-start their career, those from Indian/Pakistani/Bangladeshi and mixed-race backgrounds are more likely than white British employees to say having a mentor would help, and those from Indian/Pakistani/Bangladeshi or black background are more likely than white British staff to say more transparent career paths would help career advancement.

All BAME employees, regardless of ethnicity, are significantly more likely than white British employees to say seeing that other people like them have progressed in the organisation would help boost their careers.

Survey respondents told us what's most important to them about their working life and their career. Table 7 details the responses from each ethnic group. Pay and benefits, job satisfaction and work–life balance are the three most important factors for BAME employees, with some differences in views between ethnic groups.

Pay and benefits are rated as particularly important by Indian/

Pakistani/Bangladeshi employees. White British employees are the most likely to say work–life balance is an important factor in working life (66%) and mixed-race employees the least likely (58%) and also more likely than those from a BAME background to say that the people they work with are most important to them in their working life (37% of white British vs 31% of BAME employees).

A finding central to this report is that career progression stands out as being significantly more important to BAME employees than to those from a white British or other ethnic background (Table 7). Having a meaning or purpose at work is less important for Indian/Pakistani/Bangladeshi employees than for BAME employees overall, but they feel status is an important factor of working life and their career.

Table 7: Which, if any, of the following factors are most important to you when thinking about your career or working life? (Please select UP TO THREE factors that are most important to you) (%)

	Net: BAME	Indian/ Bangladeshi/ Pakistani	Chinese/other Asian	Black	Mixed race	Other ethnic group	White British
Base	700	201	117	111	155	116	590
Pay and benefits	63	67	58	62	63	56	58
Job satisfaction	58	58	50	64	60	53	60
Work–life balance	58	61	60	60	53	59	66
The people I work with	31	28	32	35	31	30	37
Career progression	25	27	20	28	25	14	10
Meaning/purpose	21	15	24	19	27	29	22
Giving something back/serving the public	11	9	9	7	17	16	14
Fun	5	7	7	2	5	7	7
Status	5	9	2	3	4	5	2

Overall, 60% of the BAME employees surveyed say they are willing to work harder than they have to in order to help the organisation succeed, with similar numbers of white British employees saying they are willing to do this (57%). However, there are significant differences in responses to this statement within the BAME group. Indian/Pakistani/ Bangladeshi employees are most likely to say they are willing to do this (66%) and those from a Chinese/other Asian background the least (48%).

Just under two-thirds of BAME and white British employees (62% and 63% respectively) said they will often take on more work to help relieve their colleagues' workloads, with no differences in responses within the BAME ethnic group.

Survey respondents were asked to indicate the factors they think would help them kick-start or boost their career in the year ahead. Figure 7 illustrates the top-rated factors by BAME employees overall, which are: moving to a new job in a different organisation (30%); more networking with people outside my organisation (21%); increasing my visibility within my current organisation (20%); having a more supportive line manager who coaches and develops me (19%); more networking with people inside my organisation (18%); having access to more training provided by my employer (18%); and moving to a new role in a different department within my current organisation (18%).

For white British employees, the top-rated factors they think will help them kick-start their career are: moving to a new job in a different organisation (31%); increasing my visibility within my current organisation (16%); more networking with people outside my organisation (16%); and more networking with people inside my organisation (16%).

Figure 6: I am willing to work harder than I have to in order to help the organisation succeed (% agree)
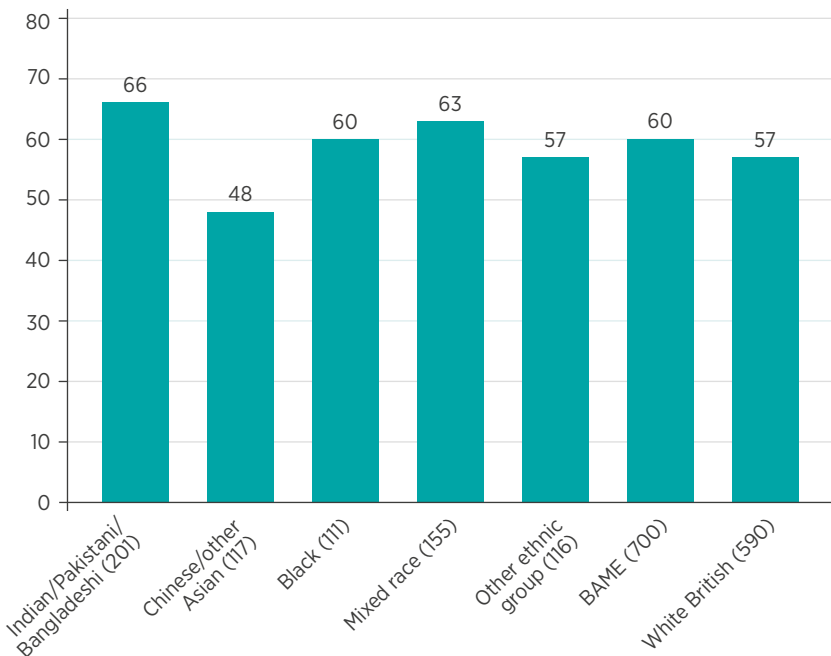
Figure 7: The top-rated factors to kick-start your career in the year ahead (% BAME employees overall)

Moving to a new job in a different organisation	30
More networking with people outside my organisation	21
Increasing my visibility within my current organisation	20
Having a more supportive line manager who coaches and develops me	19
More networking with people inside my organisation	18
Having access to more training provided by my employer	18
Moving to a new role in a different department within my current organisation	18

Base: 700

More networking with people outside my organisation was cited significantly more by BAME employees overall than by white British (21% versus 16%). It is especially important for black employees (25%) and those from 'other ethnic groups' (Gypsy or Irish traveller, any other white background, Arab, other ethnic group) (29%).

Within the BAME group, having a more supportive line manager who coaches and develops them is especially important for Indian/Pakistani/Bangladeshi and black employees.

Having access to training provided by their employer is cited as a factor significantly more by BAME employees than white British workers (18% versus 12%), particularly by Indian/Pakistani/Bangladeshi (19%), black (21%) and other ethnic group employees (22%).

Moving to a new role in a different department within my current organisation appears more important for BAME employees overall (18%) than white British (13%) and for Indian/Pakistani/Bangladeshi staff in particular (20%).
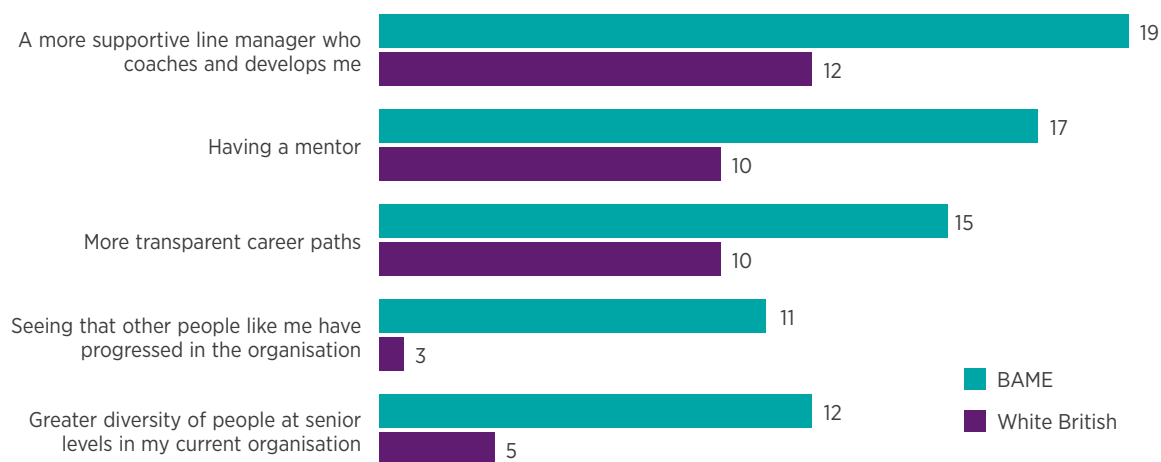
Figure 8 illustrates further interesting findings outside of the top-rated factors where responses differed by ethnicity. All of the following factors were found to be significantly more important for career progression by the BAME group overall than the white British group.

Those from Indian/Pakistani/Bangladeshi and mixed-race backgrounds are more likely than white British employees to say having a mentor would help them kick-start their career over the coming year, and those from Indian/Pakistani/Bangladeshi or black backgrounds are more likely

than white British staff to say more transparent career paths would help career advancement.

All BAME sub-groups are significantly more likely than white British employees to agree that 'seeing that other people like me have progressed in the organisation' would help boost their careers. Chinese/other Asian employees are the only group within the BAME respondent group who are not significantly more likely than white British employees to say greater diversity of people at more senior levels in the organisation would help boost their career progression over the coming year.

Figure 8: Other factors significantly more important for career progression for BAME employees (% agree)

A more supportive line manager who coaches and develops me — BAME: 19, White British: 12

Having a mentor — BAME: 17, White British: 10

More transparent career paths — BAME: 15, White British: 10

Seeing that other people like me have progressed in the organisation — BAME: 11, White British: 3

Greater diversity of people at senior levels in my current organisation — BAME: 12, White British: 5

BAME
White British

4 Job satisfaction

Around three-fifths of employees from both groups say they are satisfied with their current job. Both BAME and white British employees working for large organisations are more likely to say they're dissatisfied with their job than those working for SMEs.

Overall, three-fifths (62%) of BAME employees and a similar number of white British employees (63%) say they are satisfied with their current job, and around a fifth say they are dissatisfied (17% BAME; 20% white British).

Both BAME and white British employees working for large organisations are more likely to say they're dissatisfied with their job than those working for SMEs. In addition, senior managers are more likely than those with no management responsibility to say they are satisfied with their job, irrespective of ethnicity.

Sixty-six per cent of BAME employees overall say they are satisfied with the scope for using their own initiative. Within the overall BAME group, just 56% of those from 'other ethnic background' (Gypsy or Irish traveller, any other white background, Arab, other ethnic group) said they are satisfied with this aspect of their current job.

Just half (51%) of BAME employees said they are satisfied with the amount of influence they have over their job, with similar findings from the white British group (52%). Just under a quarter (23%) of

BAME employees said they are dissatisfied with this aspect of their role, with those from an Asian background less likely to say they are dissatisfied. However, they are not significantly more likely to say they are satisfied. BAME employees aged over 45 are more likely to be dissatisfied with this aspect of their role than those aged 18–34, whereas in the white British group there is no difference in response by age.

57

52

5 Organisation culture

Just three-fifths of both BAME and white British employees feel their organisation has an inclusive culture. BAME employees are significantly more likely than their white British counterparts to say they need to change aspects of their behaviour to fit in, particularly those from an Indian, Pakistani or Bangladeshi background. However, Chinese or other Asian are the least likely of all ethnic groups to say they need to do this.

Almost half of BAME employees say they feel they need to censor how much they tell their colleagues about themselves and their personal life, significantly higher than the 37% of white British employees who feel this way. Although three-quarters of both BAME and white British employees feel their colleagues listen to their ideas and views, just 65% of Chinese and other Asian survey respondents feel that way.

Survey respondents were asked whether or not they agree with the statement: 'My organisation has an inclusive culture.' Overall, just under three-fifths of employees agree (57% BAME; 59% white British) but just 52% of Asian employees feel this way (Figure 9).

Figure 9: My organisation has an inclusive culture (% agree)

BAME group overall — 57
Asian — 52

Base: BAME: 700; Asian: 116

Are you able to be yourself at work?

Around two-thirds (64%) of BAME employees said they feel able to be themselves at work, with no significant differences by ethnicity, within or between groups. Within

the BAME group, senior managers/directors and above are more likely than middle/junior managers to say they feel able to be themselves in the workplace. However, these differences in responses by seniority are not observed in the white British group.

Just over a third (34%) of BAME employees said they feel they need to change aspects of their behaviour at work in order to fit in, significantly more than the number of white British employees who feel the same (27%). This figure rises to 40% of employees

Figure 10: I feel able to be myself at work (% BAME employees agree, by seniority)

Senior managers/directors and above — 77
Middle/junior manager — 57
No management responsibility — 65

Base: senior managers/directors and above: 112; middle/junior managers: 262; no management responsibility: 326.

Figure 11: I feel I need to change aspects of my behaviour at work in order to fit in (% agree)

Indian/Pakistani/Bangladeshi — 40
Chinese/other Asian — 26
Black — 33
Mixed race — 35
Other ethnic group — 35
BAME — 34
White British — 27

Base: Indian/Pakistani/Bangladeshi: 201; Chinese/other Asian 117; black: 111; mixed race: 155; other ethnic group: 116; BAME: 700; white British: 590.

from an Indian, Pakistani or Bangladeshi background. In contrast, a lower 26% of Chinese or other Asian background feel that fitting in at work requires them to change aspects of their behaviour (Figure 11).

Close to half (45%) of BAME employees say they feel they need to censor how much they tell their colleagues about themselves and their personal life (Figure 13). This figure is significantly higher than the 37% of white British employees who feel this way. As Figure 12 illustrates, significantly fewer white British women than men agree they need to censor how much they say about themselves (33% versus 41%), whereas for BAME employees, the gender split is very similar (44% of women agree versus 46% of men).
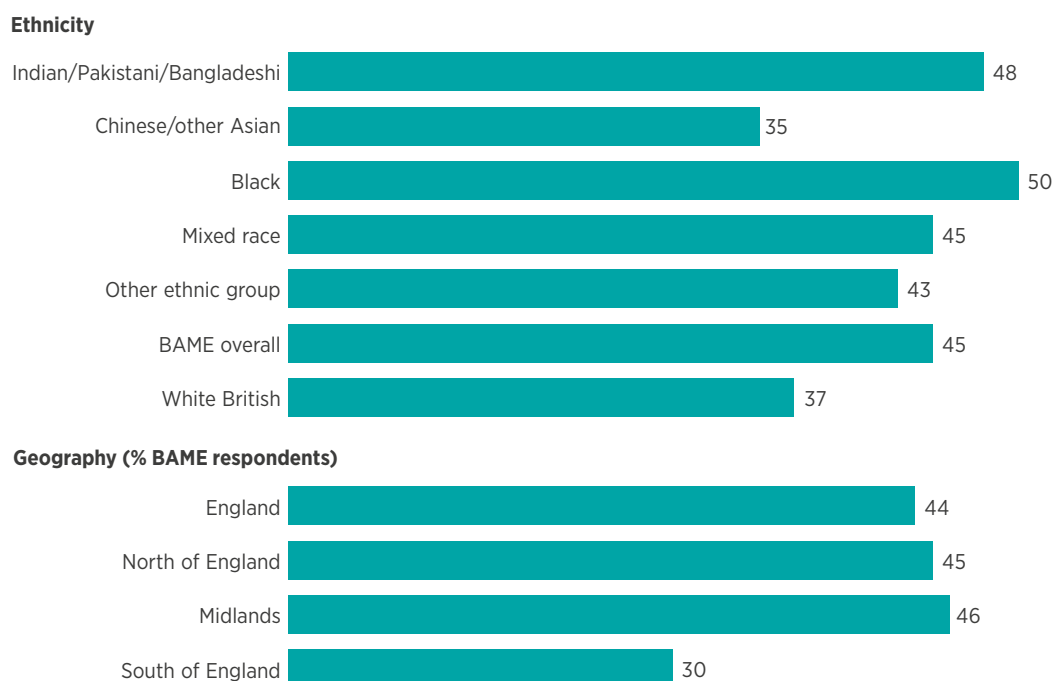
Those in England (as a whole), the north of England and the Midlands are significantly more likely to agree they have to censor than those in the south of England (Figure 13). The number of survey responses from people based in each of Wales, Scotland and Northern Ireland were under 50 and therefore too small to report here.

Figure 12: I feel I need to censor how much I tell my colleagues about myself and my personal life, by gender (% agree)

BAME employees
 Women agree   Men agree

White British employees
 Women agree   Men agree
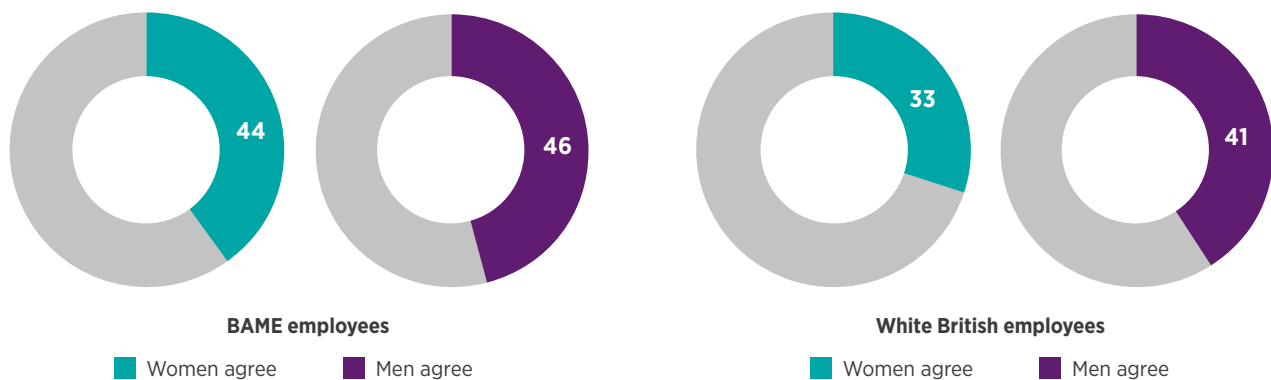
Base: BAME (women: 332; men: 368); white British (women: 298; men: 292).

Figure 13: I feel I need to censor how much I tell my colleagues about myself and my personal life (% agree)

Ethnicity

Indian/Pakistani/Bangladeshi	48
Chinese/other Asian	35
Black	50
Mixed race	45
Other ethnic group	43
BAME overall	45
White British	37

Geography (% BAME respondents)

England	44
North of England	45
Midlands	46
South of England	30

Base: England: 638; north of England: 115; Midlands: 107; south of England: 112.

Table 8: In which of the following ways does your organisation promote inclusion at work? (% respondents)

	BAME employees	White British employees
Diversity and inclusion training for all staff	34	30
We have employee networks/resource groups (for example LGBT network, women's network, black, Asian and minority ethnic network)	22	21
Events to raise awareness of the issues faced by particular groups of employees (for example, in support of national awareness days)	21	19
Unconscious bias training	20	17
We work with external organisations/experts	15	15
A senior manager/leader sponsors or champions different employee groups	13	15
Other	2	3
None of these	31	41
Don't know	13	12

Base: BAME employees: 700; white British employees: 590.

There are many ways employers can create an inclusive workplace culture, and we asked the employees we surveyed to tell us what their organisation does (Table 8). Just under a third (31%) of BAME respondents say their organisation doesn't use any of these methods of promoting inclusion, and 13% don't know. A higher proportion of white British employees say their organisation doesn't use any of these methods to create an inclusive culture, which could perhaps reflect a lack of awareness or personal need for greater inclusion. Those working in the public sector are more likely to say their employer promotes inclusion at work in all the ways listed in Table 8.

Employee voice

Just over half (53%) of BAME employees agree with the statement 'Different viewpoints are welcomed in my organisation,' with no significant differences by ethnicity. Within the BAME group, senior managers, directors and above are significantly more likely to say different viewpoints are welcomed in their organisations than junior managers or people with no management responsibility.

Figure 15 illustrates that Indian/Pakistani/Bangladeshi employees are particularly likely to feel satisfied with the opportunities they have to be involved in decisions that affect them (55% versus 49% BAME employees overall).

Although three-quarters of both groups of employees (74% BAME; 75% white British) feel their colleagues listen to their ideas and views, just 65% of Chinese and other Asian survey respondents feel that way. BAME respondents working full-time are more likely to agree their colleagues listen to their ideas than those working part-time (78% versus 64%).

Line managers are an important conduit for employee voice. Around three-fifths (62%) of the BAME group feel their boss listens if they have a suggestion to make, with no significant differences by ethnicity. BAME respondents aged 35–44 are significantly more likely to feel this way than those aged over 45, and

Figure 15: % employees satisfied with the opportunities they have to be involved in decisions that affect them

Base: BAME: 700; Indian/Pakistani/Bangladeshi: 201.

those working full-time are more likely to agree that their colleagues listen to their ideas than those working part-time (65% vs 53%). Differences in responses by age or full-/part-time aren't apparent for the white British group.

Relationships with colleagues
A hefty 81% of BAME employees and 85% of white British staff told us they have positive relationships with their colleagues, with no notable differences by ethnicity. Although there is general agreement among BAME employees (72%) that colleagues value and respect each other, there are aspects of relationships with colleagues where differences of views emerge, as follows.

Asked about whether their colleagues respect their cultural background (Table 9), 72% of BAME employees and 67% of the white British group agree.

Indian/Pakistani/Bangladeshi employees are significantly more likely than the white British group to agree (75% versus 67%). Looking at the 'no opinion' responses to the statement 'My colleagues respect my cultural background,' white British respondents are more likely than Indian/Pakistani/Bangladeshi and mixed-race employees to say 'neither agree nor disagree' or 'don't know' in response. It could be that respect for cultural background at work has not been an issue for the white British respondents as much as for other ethnic groups, and therefore not something they have an opinion on.

Table 9: My colleagues respect my cultural background (%)

	Net agree (strongly agree + agree)	Nether agree nor disagree	Net disagree (strongly disagree + disagree)	Don't know
Indian/Pakistani/Bangladeshi (201)	75	16	5	4
Chinese/other Asian (117)	73	22	6	0
Black (111)	69	17	8	5
Mixed race (155)	72	14	11	4
Other ethnic group (116)	69	25	5	1
BAME overall (700)	72	17	7	3
White British (590)	67	23	4	6

Base shown in brackets

6 Organisation support to help people achieve their potential

Of those who said they take part in mentoring, significantly more BAME than white British employees say they have found it to be effective in helping them achieve their potential at work. A quarter of BAME respondents for whom mentoring is not currently available said it would be beneficial to them in their career. Both groups found having a senior leader as a sponsor or champion equally as effective.

Just 45% of the BAME group say there are people more senior than them in their organisation with whom they identify and aspire to be like, compared with 34% of white British employees. Within the BAME group, employees from an Indian/Pakistani/Bangladeshi background are most likely to say they have a role model at work and Chinese/other Asian employees the least likely.

BAME employees say mentoring is the most common form of support available to help people achieve their potential at work, followed by the opportunity to work on cross-organisation projects and having a senior manager or leader as a sponsor or champion. Almost two-fifths (36%) of BAME employees say none of the forms of support in Figure 16 are available in their organisation.

Of those who say mentoring is available in their organisation and they take part, significantly more BAME than white British employees say they have found it to be effective in helping them achieve their potential at work (86% versus 74%). Both groups found having a senior leader as a sponsor or champion equally as effective. Sample sizes of those who have access to the other

forms of support and make use of them are too low to report on employees' view of their effectiveness.

Those who said a particular form of support is not available to them in their organisation were asked if they thought having it would help them personally to achieve their potential at work. For most sources of support,

Figure 16: The forms of support available to help people achieve their potential at work (% BAME respondents agreeing)

| Category	Value
Mentoring	29
Opportunity to work on cross-organisation projects	19
Having a senior manager or leader as a sponsor or champion	21
Women's network/employee resource group	12
LGBT+ network/employee resource group	10
Black, Asian and minority ethnic network/employee resource group	11
Reverse mentoring (a more senior employee is mentored by a more junior one to help them acquire skills, knowledge and understand the workplace from someone else's perspective)	8
None of these	36
Don't know	14

Base: 700

BAME employees are more likely than white British employees to say they would be advantageous (Figure 17). Again mentoring tops the list, with just under a quarter (23%) of BAME respondents saying if it was available to them it would be beneficial to help them achieve their potential at work. Having a senior manager or leader as a sponsor or champion and having the opportunity to work on cross-organisation projects are also in the top three.

We also asked those for whom particular forms of progression support are not available at work, whether their availability would benefit others in their organisation. Figure 18 illustrates that the order in which the sources of support are rated is the same as for the previous question about which would be most beneficial for the survey respondent personally. Mentoring, having a senior manager or leader as a sponsor or champion, and having the

opportunity to work on cross-organisation projects make up the top three sources of support people feel would benefit others in their organisation to achieve their potential at work.

Figure 17: Which of the following sources of support would help you personally to achieve your potential at work? (% of those who said the source of support is not currently provided in their organisation)
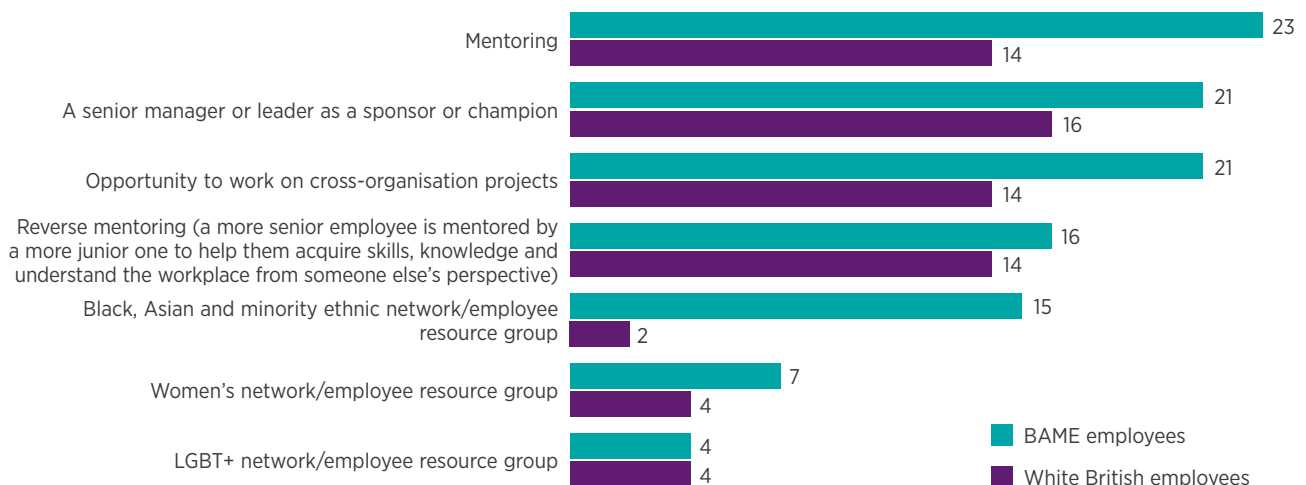
Base: BAME: 608; white British: 506.

Figure 18: Which of the following sources of support would help others in the organisation to achieve their potential at work? (%)
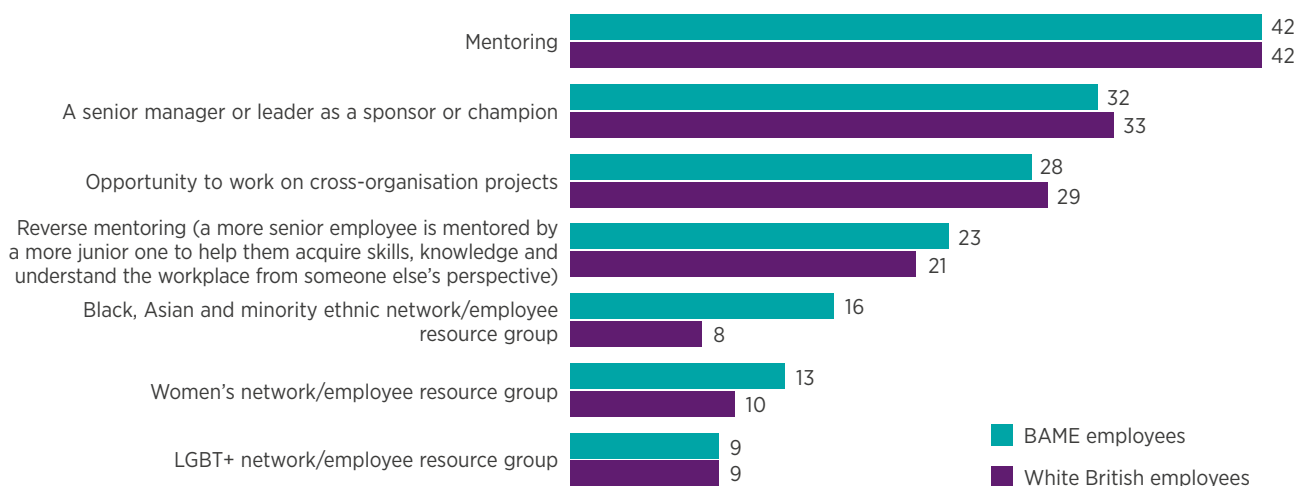
Base: BAME: 700; white British: 590.

Role models

In response to a question specifically about role models, 46% of the BAME group say there are people more senior than them in their organisation with whom they identify and aspire to be like (Figure 19). Employees from an Indian/Pakistani/Bangladeshi background are more likely to report this (54%), significantly more so than those from a Chinese/other Asian background. Middle and junior managers are notably more likely than senior managers or those with no management responsibility to feel this way.

Just 34% of white British employees said there are people more senior than them in their organisation who they identify with and aspire to be like. At first glance this finding appears counter-intuitive. However, there are a number of possible explanations for why fewer white British people say there is someone at a senior level in their organisation with whom they identify and aspire to be like; for example, seeing someone at a senior level to identify with is much more commonplace for white British employees and so they may not be as perceptive about it. In contrast, the distinct lack of BAME leaders may make BAME staff more aware of role models.

Figure 19: Are there people in your organisation, more senior than you, with whom you identify and aspire to be like at work? (% yes)
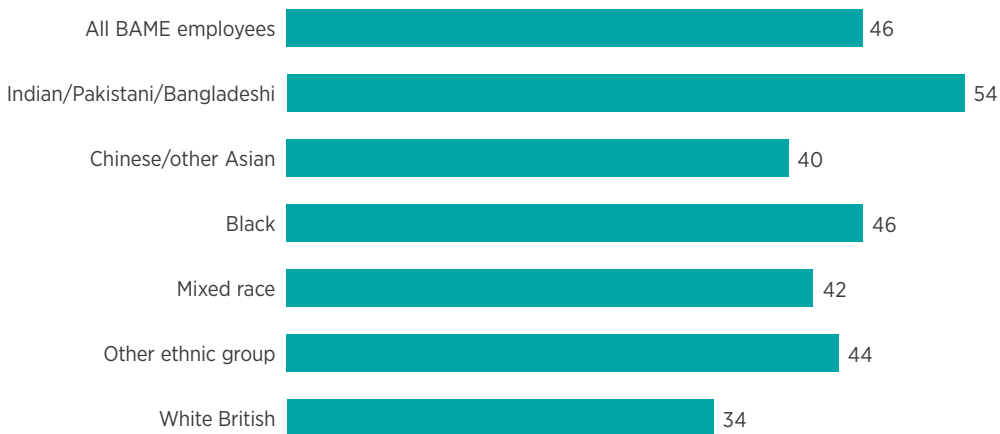
All BAME employees	46
Indian/Pakistani/Bangladeshi	54
Chinese/other Asian	40
Black	46
Mixed race	42
Other ethnic group	44
White British	34

Base: BAME: 700; Indian/Pakistani/Bangladeshi: 201; Chinese/other Asian: 117; black: 111; mixed race: 155; other ethnic group: 116; white British: 590.

7 Line manager support for career development

A low level of line manager support for career development is an issue across the board, regardless of ethnicity. Around two-fifths say their line manager discusses their training and development needs with them. Only around half of employees across most ethnic groups feel able to talk to their manager about their career aspirations and around a third of both BAME and white British employees feel their manager makes assumptions about their career path and aspirations.

The percentages of positive responses to questions asking about line manager support for employees' personal development are low across the board. When asked about the extent to which their line manager discusses their training and development needs with them, 43% of BAME employees said this always or usually happens (Figure 20). Thirty-two per cent of BAME employees said their manager rarely or never discusses their development needs with them. Similarly, just 50% of BAME employees said their manager always or usually gives feedback on their performance, with a quarter (25 %) saying they rarely or never receive this. There are no significant differences with the white British group or among ethnicities within the BAME group for either of these survey questions.

Only around half of employees across most ethnic groups feel able to talk to their manager about their career aspirations, with 53% of BAME employees and 52% of white British respondents reporting this (Figure 20). When asked if they feel their manager understands their career aspirations, the figures are lower, with just 41% of BAME employees and 40% of white British agreeing.

A third (33% BAME; 33% white British) feel their manager makes assumptions about their career path and aspirations. Within the BAME group, Asian employees are most likely to feel this way (37%) and black employees the least (26%).

Figure 20: Manager support for career development (% BAME employees)

43 — My line manager discusses my training and development needs with me

50 — My manager gives me feedback on my performance

Legend:
- ■ Always/usually
- ■ Agree

53 — I feel able to talk to my manager about my career aspirations

41 — My manager understands my career aspirations

33 — My manager makes assumptions about my career path and aspirations
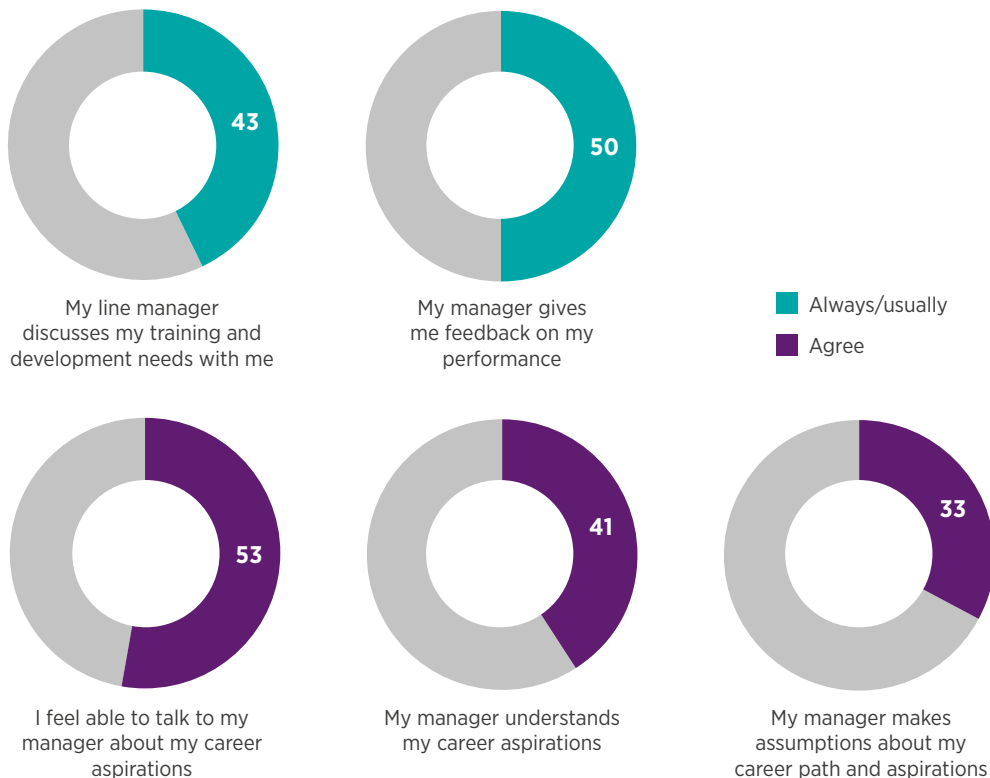
Base: 662

'Around two-thirds of employees, irrespective of ethnic background, say they are satisfied with the relationship they have with their line manager.'

Asian employees (the net figure of those from Indian/Pakistani/Bangladeshi and Chinese/other Asian backgrounds) are more likely than those from a white British background to say their boss coaches them on the job (Figure 21). However, noticeably more white British employees say their manager rarely or never coaches them than those from the BAME group overall, and from black and mixed-race backgrounds in particular.

Survey respondents were also asked about their relationship with their line manager more generally to understand whether day-to-day interactions could help explain findings around manager support for career progression. Around two-thirds of employees, irrespective of ethnic background, say they are satisfied with the relationship they have with their immediate supervisor, line manager or boss. This figure is concerning for UK business given that the quality of relationship with your line manager can have a substantial impact on your experience at work.

However, there are differences in responses by ethnic background if we look at the percentage of people who say they are

dissatisfied with that relationship. White British employees are more likely to say they are dissatisfied (21%) than those from a BAME background overall (15%) and those from an Asian background in particular (15%).

Just over two-thirds of employees feel their boss always or usually values and respects them; 68% of BAME employees said always or usually, and 12% said rarely or never. There is no significant difference between ethnicities in views.

Three-fifths of BAME employees said their manager always or usually recognises when they have done a good job, compared with a fifth who said this never or rarely happens. There are no significant differences by ethnicity within the BAME group or compared with responses from white British employees. Just over half (54%) of BAME employees feel their manager keeps them in touch with what's going on, always or usually, and around a fifth said this never or rarely happens. Again, there are no significant differences by ethnicity within the BAME group or compared with responses from white British employees.

Figure 21: My manager coaches me on the job (%)

Ethnic group	Always/usually	Rarely/never
Indian/Pakistani/Bangladeshi	39	37
Chinese/other Asian	39	37
Net Asian	39	37
Black	33	33
Mixed race	33	34
Other ethnic group	32	37
Net BAME	36	35
White British	31	44

Base: Indian/Pakistani/Bangladeshi: 194; Chinese/other Asian: 107; net Asian: 301; black: 105; mixed race: 149; other ethnic group: 107; BAME: 662; white British: 534.

Conclusions

Employees from a BAME background are significantly more likely than those from a white British or other ethnic background to say career progression is an important factor in their working life. However, they are more likely to say their career to date has failed to meet their expectations than white British employees.

We are a long way from equality of opportunity, and that's not acceptable. Significantly more people from a BAME background (in particular black employees) than white British say experiencing discrimination is a factor in failing to meet their career progression expectations to date.

Just under three-fifths of BAME employees, and a similar proportion of white British, feel their organisation has an inclusive culture. When asked to indicate if their organisation has initiatives such as employee resource groups, a senior champion for different employee groups, diversity and inclusion training for staff or unconscious bias training, figures are low (Table 8). In fact, 31% of BAME employees say none of the listed initiatives are used and a further 13% say they don't know. A significantly higher proportion of white British employees (41%) say none of the ways of promoting an inclusive culture are used in their organisation, which could perhaps reflect a lack of awareness or personal need for greater inclusion.

Around a third (34%) of BAME employees overall feel they need to change aspects of their behaviour at work to fit in, a figure which rises to 40% for Indian/Pakistani/ Bangladeshi employees. These figures are significantly higher than the proportions of Chinese/other Asian and white British employees who feel that way (26% and 27% respectively).

Almost two-fifths of BAME employees (36%), and a similar proportion of white British staff, said their organisation doesn't provide mentoring, sponsorship from a senior manager, have networks or employee resource groups to help people achieve their potential at work. A further 14% of both samples said they don't know if such sources of support are available. Together these figures suggest that ensuring the workplace is inclusive is still not a high enough priority for many employers.

However, our findings suggest some of these practices have valuable practical benefit. Our findings support previous research which advocates the importance of mentoring for BAME employee career advancement. Of those who make use of mentoring provided in their organisation, significantly more BAME than white British employees say they've found it to be effective in helping them achieve their potential at work. And BAME employees who don't have mentoring support available to them are more likely than white British employees to say it would be beneficial to them. People from Indian/Pakistani/Bangladeshi and mixed-race backgrounds are more likely than white British employees to say having a mentor would help them boost their career over the coming year.

'Employees from a BAME background are significantly more likely than those from a white British or other ethnic background to say career progression is an important factor in their working life.'

There is also appetite for BAME employee resource groups. Just 11% of BAME employees we surveyed said their organisation has a BAME employee resource group; however, a further 15% said one would be beneficial and 16% believe it would benefit others in the organisation. It's important to consider what vehicles employees from underrepresented groups have to voice their views and suggestions for change.

An overarching finding of this research is that organisations need to be investing more in the development of line managers who can influence a person's career on a day-to-day basis through the opportunities they afford members of their team, the coaching and training they provide and the development conversations they have. Around a third say their manager rarely or never discusses their development needs with them and a quarter say they rarely or never get feedback on their performance. Furthermore, only around half of employees across most ethnic groups feel able to talk to their manager about their career aspirations.

It's clear from the survey results that different minority ethnic groups are facing different barriers to progression and it is important to be aware of the danger of assuming one solution will remove progression barriers for all minority groups. And with the complexity of intersectionality (each of us having multiple and overlapping social identities), we must not forget that the workforce is made up of individuals. Again, the line manager plays a key role here, understanding the needs of each team member and providing the appropriate development support. In this survey, just 41% of BAME and 40% of white

British employees said their manager understands their career aspirations. Similarly, around two-fifths of each group say their manager helps them identify their strengths and talents.

In summary, we know from past research that there is still a long way to go until we can claim that equal access to progression opportunities exists regardless of ethnic background. It is anticipated that the findings of this study will add to the current body of knowledge about where the barriers to progression for different groups lie that need removing and how organisations can level the playing field to enable talented people to reach their potential at work.

HR professionals have a key role to play in making change happen through bringing together their unique insight about the workforce and knowledge of their specific organisation context to identify barriers to progression experienced by different groups. With this insight, HR can lead others in the organisation to question existing workplace structures and culture. We need to change some of the fundamentals of business highlighted in this report to avoid having this same conversation in five years' time. Progress is essential.

In the final section of this report, we make specific recommendations for employers, with HR playing a leading role, and for policy-makers, to help galvanise action and ultimately speed up progress on racial equality at work. Everyone, regardless of identity, background or circumstance, should feel that they belong in their organisation and have equal opportunities at work.

Speeding up the pace of progress

Our survey research draws attention to specific factors within the workplace that black, Asian and minority ethnic employees tell us are enabling or blocking their career progression. Looking across the findings, we have drawn out five recommendations for employers and we urge HR professionals and business leaders to consider these recommendations within their organisations. Change won't happen on its own – we all have a role to play in making it happen. The predominantly white British make-up of UK FTSE 100 boards in 2017 is an undeniable signal that change is long overdue and the pace of progress needs to increase.

The findings also have implications for policy-makers who can spur on and support employer-led action. We call these out below.

Recommendations for employers

1 **Understand what is happening in your organisation**
   Identifying the structural and cultural barriers which are maintaining workplace inequalities is the first step. We can't make the changes required if we don't understand what's maintaining the unacceptable status quo. However, the issues and appropriate solutions will differ between organisations, so having a deep understanding of your own business and its context is crucial. And it's important to note that when examining how people's experiences at work differ, we need to be cautious about making generalisations, as our research supports a wider view that the term BAME encompasses people from a wide range of backgrounds, cultures and traditions.

An evidence-based approach is what will help you get to the real grassroots issues in your particular context. However, many employers still don't collect even basic workforce data about who they employ, or do collect it but don't know how to access it or how to use it. HR has a central role to play in evidencing the need for change and where attention needs to be focused. Working across the business, HR can use their people insight to drive change at a much quicker pace than we are seeing at the moment. Could you analyse your employee survey findings by ethnicity (while still preserving employee anonymity)? Do you look at how different groups are progressing, or where there may be glass ceilings? And to what extent do you share your insight across the business?

2   Be aware of intersectionality and examine progression barriers through multiple lenses
Intersectionality refers to the fact that we have multiple identities and they overlap – for example, being a gay black man or an older white woman with a disability. When we're examining the work experience of people with a particular characteristic or identity, it's important to be aware of the potential interplay of overlapping identities. For example, does being a woman from an ethnic minority background mean you have more equal opportunities through progress on gender, but are still at a disadvantage at work because of being from a minority ethnic group? Sir John Parker states in his 2016 review that, '*It is clear that the recent emphasis on gender diversity in the UK Boardroom has not benefited women of colour to the same extent as it has women who are not ethnic minorities.*'

In this current survey research, significant differences in responses by gender and ethnicity were observed to some questions. This research found that significantly fewer white British women than men feel that their identity or background has an effect on the opportunities they are given at work, compared with BAME employees, where the gender split is similar. This trend is also seen in those who agree they need to censor themselves at work.

We need to take into account the complex and interconnected nature of issues that are affecting the career progression of BAME employees in UK organisations and we need to consider intersectionality in our people management responses. In short, we can't approach diversity and inclusion with entirely separate lenses. However, we still don't understand enough about intersectionality, and this is clearly an area where more research is needed to inform practice.

3   Critically appraise your organisation culture
Would you want to work for an organisation where you don't feel you belong or have the same opportunities as others, based on an aspect of your identity or circumstance? How much time and energy is spent censoring yourself when you don't feel you can be who you really are? Time and energy that distracts from the job you want to be doing. Around two-thirds of employees, regardless of ethnicity, feel able to be themselves at work, signalling there is room for improvement to make workplace cultures genuinely inclusive.

'Around two-thirds of employees, regardless of ethnicity, feel able to be themselves at work, signalling there is room for improvement to make workplace cultures genuinely inclusive.'

'Everyone stands to benefit from the diversity of thoughts, ideas and ways of working of people from different backgrounds, experiences and identities, but an inclusive culture is essential for this to happen.'

Just having a diverse workforce isn't enough; we also need inclusive cultures where people feel able to be themselves and give their ideas. That's when they'll perform at their best at work. If we don't focus on both diversity and inclusion, the underutilisation of talent will continue. In fact, Sherbin and Rashid (2017) point out that '*diversity alone doesn't drive inclusion. In fact, without inclusion there's often a diversity backlash.*' They explain that if you have diversity but not inclusion, '*the crucial connections that attract diverse talent, encourage their participation, foster innovation, and lead to business growth won't happen.*'

Everyone stands to benefit from the diversity of thoughts, ideas and ways of working of people from different backgrounds, experiences and identities, but an inclusive culture is essential for this to happen. Essentially, diversity refers to the mix of people in the organisation and inclusion is about how that group is enabled to work together. Or as Verna Myers puts it, '*Diversity is being invited to the party. Inclusion is being asked to dance.*'

HR policies and processes that promote diversity and inclusion can set expectation. Formal processes, for example hiring and progression approaches, need to be reviewed with a critical lens. They need to be underpinned by principles that actively celebrate and encourage differences. However, policies alone won't bring about change. They need to be brought alive by the behaviour of everyone in the business. Diversity and inclusion champions can provide the impetus for action, but the whole business needs to believe in having an equitable organisation and in challenging the status quo for inclusion to be lived and breathed.

But beyond policies and processes, raising awareness of different cultures, background and circumstance can help people understand and appreciate difference, for example supporting Black History Month or marking Chinese New Year. And having role models from a range of different backgrounds, and at different levels in the organisation, signals that diversity is valued. As previous research has found, having a role model you identify with in the organisation is important as it signals that people of that identity, background or circumstance can progress in the organisation and can impact self-confidence to progress in a career. Our survey found that Indian/Pakistani/Bangladeshi employees are significantly more likely than white British to say a lack of 'people like me' as role models in the organisation has contributed to their career progression failing to meet their expectations. In addition, BAME employees (regardless of ethnicity) are significantly more likely than white British employees to say that seeing other people like them have progressed in their organisation would help boost their careers.

4 Actively encourage employee voice to inform change
Do you have mechanisms in place through which employees can highlight issues about inequality and have a view on matters affecting them at work? Do all employees know about these mechanisms, how to access them and feel comfortable doing so?

It's essential that disadvantaged and disconnected groups have access to mechanisms through which they can express their voice.

Employee resource groups (ERGs) can be a useful mechanism for employee voice. They are groups of employees with shared characteristics or who have a shared goal. For the employees, they provide a sense of belonging and community and opportunity to work with the organisation to bring about change. For an organisation, they can be a valuable resource to advise on the work experience of people with that particular characteristic, identity or background and act as a sounding board for ideas, including your products and services. Ashong-Lamptey (2017, p246) presents a typology of the role ERGs play in helping to advance the careers of ethnic minority groups. He identifies five main roles: psychosocial support, career development, voice, engagement with stakeholders, clients and other ERGs, and being an identity resource for the organisation (an ERG has access to cultural knowledge and competencies that are useful to the organisation).

Through working closely with employee resource groups, HR can ensure the people management approach is as inclusive as possible, getting a better understanding of how to attract a diverse workforce and helping people achieve their potential at work. To what extent do you encourage the formation of employee resource groups in your organisation? Are they seen as an asset to your business or just a meeting point for people?

5 Address unconscious bias
It goes without saying that we need to continue to tackle overt discrimination head on. It's shocking that significantly more people from a BAME background (in particular black employees) than white British say experiencing discrimination is a factor contributing to them failing to achieve their career expectations.

However, we also all carry biases that we may not be aware of but that are affecting our behaviour and decision-making. Acas[2] explains that, '*Unconscious bias occurs when people favour others who look like them and/or share their values.*' It '*can influence decisions in recruitment, promotion, staff development and recognition and can lead to a less diverse workforce. Employers can overlook talented workers and instead favour those who share their own characteristics or views.*' They also point out that when an unconscious bias relates to a protected characteristic, it could be discriminatory.

However it is viewed, unconscious bias is one of the main barriers to equality of opportunity for both access to and progression in work. We all have unconscious biases, and we need to be aware of what ours are if we are to counter them. Two of Acas's recommendations are that decisions be justified by evidence and guided by policies and procedures that minimise the potential for individual characteristics to influence decisions. And there has been much debate about removing certain personal information from CVs and application forms, based on research showing the candidate's name in particular can influence whether they'll be successful in the hiring process.

A report written for the CIPD by the Behavioural Insights Team, *A Head for Hiring: The behavioural science of recruitment and selection*, provides practical guidance and tips on avoiding bias in recruitment. Behavioural science offers us insight into how people make recruitment decisions. Recommendations for assessing candidates include: group and anonymise CVs when reviewing them; pre-commit to a set of interview questions that are directly related to performance on the job; focus interviews on collecting information, not making the decision; and make sure tests are relevant to the job and fit for purpose. And in decision-making about the best candidate for the role, employers are encouraged to include people in hiring decisions who have not been involved in assessing candidates and stick to what the scores tell you for final decisions.

Recommendations for policy-makers

1 Provide practical support for race pay gap reporting
As with employers, policy-makers need to understand the factors keeping inequalities in place in different business contexts to be able to take informed action to address and remove them. Many employers

---

[2] www.acas.org.uk/index.aspx?articleid=5433

'As a nation we talk openly about gender, but we're often still reluctant to talk about race, and fear of doing the wrong thing may be holding some employers back from doing anything.'

require better workforce data to be able to get under the headlines of their pay gaps and make sustainable change happen.

We welcome Baroness McGregor-Smith's recommendation for organisations to publish workforce data broken down by race and pay band. The transparency achieved through data reporting will help focus attention and should drive action. However, it's important to note the complexity of tackling pay gaps across gender, race and disability, as highlighted in research by the Equality and Human Rights Commission (2017). The Government can support employers to understand the grassroots issues, which will differ both within and between groups, and be aware of the intricacies of looking at overlapping identities, for example being a female and from an ethnic minority group.

The Government also has a key role in challenging any misconceptions that the pay gaps are entirely out of employers' control, and in urging and supporting business to make evidence-based decisions and shun quick-fixes that will only paper over the cracks. The geographic population data provided in Baroness McGregor-Smith's review is practically helpful for employers, and more practical support from government will be invaluable, for example sharing example narratives to explain the data and subsequent action plans.

Finally, we need lessons from gender pay gap reporting to inform the approach to both race and disability pay gap reporting, with the aspiration

of creating one framework for reporting across different areas.

2 **Develop guidance for employer action**
There is a clear need for practical guidance and case study examples to kick-start and maintain the employer-led action called for in the McGregor-Smith Review. Employers may be uncertain about where to start, especially those without an HR professional to provide support and guidance. As a nation we talk openly about gender, but we're often still reluctant to talk about race, and fear of doing the wrong thing may be holding some employers back from doing anything.

Business listens to business, so it's encouraging to see Baroness McGregor-Smith's call for organisations that are already 'leading from the front' to share how they are creating an inclusive workplace and reaping the benefits of a wider and more diverse pool of talent. Examples of practice need to appeal to employers at different levels of maturity on racial diversity, ranging from how to open up conversations on race, to how to identify and remove specific access and career progression blockers in your organisation, to developing sustainable talent pipelines and how to measure progress. We hope the case studies in this report are a useful stimulus for action for more employers.

3 **Advocate and support better quality people management practice**
Our research found that people management practice is poor across the board according to all ethnicities. For example, only around two-fifths say their line manager discusses their training

and development needs with them. Furthermore, just half of employees across most ethnic groups feel able to talk to their manager about their career aspirations, despite it being considered an important factor in enabling people to achieve their potential at work.

CIPD research consistently emphasises the key role of the line manager in creating healthy and high-performance working environments. Insights from research by Affinity Health at Work (2017), supported by the CIPD, highlight the behaviours managers need to exhibit to boost employee engagement while managing and preventing stress and burn-out. It finds that effective people managers need to support employee career progression, build sustainable relationships involving empathy and consideration, and provide clear communication, advice and guidance. Good line managers also need to be open, fair and consistent in how they manage their teams and proactive when dealing with employee conflicts.

The CIPD believes there should be a much greater focus on increasing the quality of people management capability and encouraging businesses to invest more in the skills of their people in a forward-thinking industrial strategy to help create more inclusive workplaces, enhance job quality and boost productivity. The Government can play a much stronger role in nudging and supporting employers to improve their people management capability at a national, sector and local level.

At a national level, the Government can work with key stakeholders to ensure that the UK's corporate governance framework provides greater incentive for businesses to report on the diversity of their workforce, understand current workforce capability and consider how to develop the HR and people management practices organisations require to deliver progress.

At a sector level, the Government can help initiate action by ensuring that sector deals are dependent on sectors setting out clearly how they propose to improve the quality of people management, including the practices that support greater levels of both diversity and inclusion.

In addition, people management capability needs to be a key component of support for SME growth at a local level. The CIPD (2017), supported by the JP Morgan Foundation, has piloted the provision of HR support to SMEs in a number of locations, with evaluation evidence highlighting the positive role that face-to-face advice, facilitated by strong local institutions, can play in helping to build the people management 'basics' small businesses need for sustainable growth.

Case study: Supporting BAME employee recruitment and career progression at HM Land Registry

HM Land Registry (HMLR) is a non-ministerial department, created in 1862, that registers ownership, interests, mortgages and other secured loans, against land and property in England and Wales. The Land Register contains more than 24 million titles, covering more than 84% of the land mass of England and Wales.

Historically, the organisation has had a very low turnover of staff, compounded by a recruitment freeze across the Civil Service between 2010 and 2014. These factors have resulted in a workforce demographic that has fallen behind many other Civil Service departments and the general population. With the end of the freeze, and in anticipation of an ambitious transformation programme, the organisation has begun recruiting again, including over 480 apprentices since 2014. Recognising the benefits of a diverse workforce, HMLR has actively sought to raise the levels of organisational diversity to enhance its decision-making and more realistically represent the communities within which it works.

The organisation works closely with its BAME network, one of four staff diversity networks, on diversity issues affecting employees and customers. One element of its current approach has been to focus on the recruitment and career progression of BAME employees, in order to tackle the under-representation in these areas.

1 Recruitment
A specific two-year recruitment target has been established for attracting and appointing people from black, Asian, and minority ethnic backgrounds, in line with the economically active BAME population.

HMLR has already met its attraction target and achieved 92.4% of its appointment target and now, during the second year, work will focus on fully meeting this appointment target alongside the attraction successes.

The Resourcing Team and the BAME network are currently working together to increase the attraction and appointment rates of BAME applicants into the organisation. Action so far has included ensuring all job descriptions and adverts use inclusive language, and training ten BAME staff from across junior grades to sit on recruitment panels. Several blogs have been published as part of a wider communications plan and are receiving positive feedback.

HMLR's latest figures show continued improvements in the attraction rate of BAME candidates and a significant improvement in the appointment rate, rising by almost 6% since the programme started compared with the previous year.

2 Career progression
This case study focuses on the development workshop HMLR has developed under its 'Pathways' programme. The workshop aims to equip participants with the necessary skills to boost their potential, whether they ultimately seek opportunities for progression or not. It's open to employees within middle management grades and below who identify themselves as minority ethnic, having a disability, or being lesbian, gay, bisexual or transgender.

Feedback from course participants includes: *'I came onto the course feeling very sceptical, but even after the first day felt much more positive and at the end have come out feeling a lot more in control of my destiny.'*

'My aim is to put into practice the points learned from the workshop immediately. I have already arranged to catch up with "a buddy" from the workshop and see if we have managed to meet the objectives we have shared and set for ourselves for our personal and professional lives.'

'I think for me the biggest single thing was the opportunity to speak openly and freely and actually say what you really think and feel about yourself and how it fits in with your workplace and the people you work with. Not that anything earth shattering came forward; it was just relaxing to know. Also, the testimonies from people who have and are involved in Pathways was something that I found refreshing and interesting.'

Supporting BAME employee recruitment and career progression at HM Land Registry (continued)

The workshop looks at factors that can influence personal effectiveness, either in an existing role or a future one. It examines confidence issues and gives participants the tools to assist them in achieving their full potential. Participants are asked to consider what success looks like to them, their personal barriers to success and what support they can get to help them succeed.

The workshop starts with a visualisation exercise that moves into considering personal image, personal barriers, constraints, transferable skills, career planning and all aspects of communication. Development and job opportunities both inside and outside of HMLR are examined along with SMART objectives for planning and achieving goals. Participants receive ongoing support from their peers through a buddying system. After the workshop, course members, supported by their line managers, will identify specific actions and include them within their personal development log to take forward.

Senior Policy Officer John Calvert commented: *'Our people remain at the heart of our transformation plans. We are committed to making sure our business is always modernising and that our workforce reflects the society in which we live and the customers we serve. For us, that means not only building on the successes of existing diversity programmes, but also developing new collaborative approaches in seeking to be the most inclusive employer we can be.*

'Even though this initiative is still ongoing, we've already seen some positives and HM Land Registry is already benefitting from the results.

'Our Equality Information Report 2017, *which has just been published, shows we are making good progress, but we are currently undertaking a strategic review of our overall Diversity and Inclusion programme to ensure it continues to be aligned with our own business strategy and those of the wider Civil Service. Perhaps most important of all, we are talking to our people about what it means to them.'*

The British Council is the UK's international organisation for cultural relations and educational opportunities. They work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. They engage with policy-makers, academics, researchers, artists, sportspeople, scientists, curators, creative entrepreneurs, heads and classroom teachers to achieve their mission of creating friendly knowledge and understanding between the people of the UK and other countries.

Diversity and inclusion is a strategic priority for the British Council. This case study focuses on three examples of how the organisation is supporting the career development of their minority ethnic staff in the UK.

Masterclasses for junior managers

The British Council researched the barriers to career progression facing staff from minority ethnic backgrounds reaching the top of the organisation, as well as the types of interventions which would help address them. At a junior manager level, three specific barriers to upwards progression were identified and masterclasses were designed to address these:

1 **Finding your public voice:** being able to speak effectively to different audiences, internal and external, is a necessary career skill for progression. Participants were asked to undertake a range of presentations, including presenting on their department's plan. They are supported to consider the role of identity – ethnic and gender, for example – in this process and given feedback. They take part in a panel discussion and Q&A which gives the opportunity to practise thinking and responding in the moment. They are also offered one-to-one sessions with one of the facilitators to reflect on and articulate their career development needs and plans.

2 **Strategic thinking:** demonstrating this skill is necessary for career progression and often a challenge. Participants were supported to understand the concept, elements and process of strategic thinking and the British Council's strategy. Following this they were asked to summarise the British Council strategy, drawing on presentation skills.

3 **Networking and influencing:** the role of influencing and networking in developing and progressing a career was considered, as well as the issues and challenges for specific groups. Good practice and effective networking, including how to come into and leave conversations, follow up on contacts made, listen and build effective networks was addressed. Senior managers and leaders were invited to come and meet the group and there was preparation for this and reflection and debriefing.

The masterclasses were run by the head of diversity, the organisation's race champion and the head of coaching. They are innovative, low-cost and tailored to help people acquire the skills needed to develop their careers. All sessions addressed cultural and ethnic and other differences and issues in organic and intentional ways. These included but were not limited to unconscious bias, self-limiting thinking, and the notion of social capital. Each session lasts 2.5 hours so is run in work time and participants are given pre-work to complete in between the sessions.

A number of attendees who participated in the masterclasses have progressed in their career and line managers have reported on the positive impact of the classes.

A data-driven approach

Having an inclusive culture is a strategic objective at the British Council. Leaders are all required to have an equality, diversity and inclusion performance objective to deliver on. Some champion different areas of diversity. All country offices have to submit data on their EDI performance through an embedded Diversity Assessment Framework, setting out essential and good practice requirements. This supports

The British Council (continued)

the organisation's commitment to and advocacy of an evidence-based approach to EDI. In this context all leaders are required to evidence how they've personally led diversity and inclusion and are accountable for progress. They need to demonstrate they are devoting attention to it over a 24-month period and supporting the overarching objective of mainstreaming EDI into all the cultural relations work that the organisation undertakes. This helps ensure diversity and inclusion become embedded and applied, rather than just being rhetoric and espousal.

The 'living library'

Employees are invited to join a 'living library' of living books, which is essentially a database of the unique profiles that people with different backgrounds, identities, experiences and geographical locations have shared. The aim of this initiative is to increase awareness, understanding and appreciation of cultural and other areas of difference across the global organisation and to connect and engage people. You set up a profile about yourself and people can then contact you to set up a meeting or a phone call to find out more about something you included in your profile. Employees learn from each other and conversations can vary from talking about your workplace experiences, a new or changing role or location, your culture or background, or talking about a special interest you have.

Case study: Increasing BME representation at Surrey Police

Surrey Police is one of 43 forces in England and Wales. It is bordered by London and two international airports and contains essential motorway routes, including the M25. It has three operational divisions and headquarters in Guildford. Its workforce is approximately 4,000, both officers and staff.

Surrey Police's diversity team is responsible for the implementation of the equality, diversity and human rights (EDHR) strategy and staff associations, including SPACE (Surrey Police Association of Culture and Ethnicity.) One of the three strategic themes of the EDHR strategy is *People and Culture*, which aims to:

• build a workforce which is representative of the community it serves

• create an inclusive working environment that includes everyone and encourages all staff to develop and make progress.

BME under-representation in policing has been a historical issue, despite numerous initiatives to improve it over several decades. At Surrey Police, the issue reflects the national picture, with BME representation of approximately 4% amongst police officers, despite the county's overall BME representation of 9.5% (according to census data in 2011). Further interrogation also shows disproportionality in supervisory and senior roles, with the majority of BME officers at police constable level. In terms of gender, BME female leadership representation is significantly low.

Hermann Trepesch, Chair of SPACE, states, *'There's only been one black chief constable and the first black police officer in this country was 1765, and we've had one chief in all that time. For women there's almost 20 chief constables and they've been in policing 200 years less than black people in this country. That's what this work is about – trying to see how women have pushed on.'*

Our diversity strategy is led by the Deputy Chief Constable, and the following aims have been set:

• to achieve internal BME officer representation of 9% by 2019

• to achieve internal overall BME representation of 9% by 2019

• to achieve BME officer supervisory representation of 9% at all ranks by 2019.

Making diversity a core focus for the organisation

The diversity team reports directly to the Deputy Chief Constable, reflecting its importance in the organisation. Senior buy-in is also reflected by the senior team talking through progress on a quarterly basis at the EDHR Board. This is attended by senior heads of every division and department. Scrutiny and challenge is also provided by representatives from staff networks, the public via our Independent Advisory Group and the Police and Crime Commissioners office.

The aim is to embed diversity and inclusion into the core people management approach, so it is not viewed as another project for HR, or a bolt-on, optional piece of work. For example, to make diversity a key focus in recruitment and staff progression, it was built into normal workforce planning.

Rachel Billington, Diversity Manager, keeps a focus on diversity and inclusion within the organisation: *'I developed a much more simplified diversity strategy, starting off with a simple definition of diversity and our duties as a public sector organisation. My task was to demystify diversity. I knew I needed to make this subject mean something to all of our workforce, convincing very busy operational leads why this is important, so we talk about the ethical argument and doing the right thing for our people and our communities, as well as the legislative argument and the business benefits. Once I demystified it, it became normal business and an outcome of that has been that through their own volition they have replicated our board at a local level and they have their own diversity forums, which again filters through from the superintendent right through to all those different ranks, embedding diversity and inclusion throughout.*

'However, the most important thing I did was the delivery plan. What is absolutely essential is what accompanies the strategy: a delivery plan for four years, which we regularly review and update. It's got a list of equality objectives. At every quarterly board we choose three priorities where we collectively say, if there's only three things you do in the next quarter, what will they be? They are, regularly, representation, community engagement, and hate crime. And one of the reasons for that is when we do any activity in any of those areas, they benefit the others. So to increase our BME representation, we go out and engage with our communities. While we're there, we talk about things that are important to them, which is often hate crime. The strategy finishes in 2019 – so we're halfway through. Slowly but surely our passion, interest and activity has turned into outcomes.'

An active and impactful staff association: SPACE (Surrey Police Association for Culture and Ethnicity)

SPACE is a voluntary staff network and has made a significant contribution to organisational diversity. The association is a 'critical friend' to Surrey Police and utilises a unique two-way relationship with the deputy chief constable to influence policy and procedure while changing culture from within. They constantly challenge the force to keep BME staff representation on the agenda, as well as taking the lead in delivering activity. The chair and vice-chair have led from the front and their members have taken on roles above and beyond their professional duties to deliver tangible outcomes.

SPACE identified the need for action at all points of the employee lifecycle and developed a targeted action plan for recruitment, progression and retention. Since 2015, the following outcomes have been achieved:

- attended approximately 85 targeted community events, including at schools, colleges, universities and faith festivals to attract a diverse pool of applicants to policing

- reviewed the recruitment process, highlighting barriers including unconscious bias and spotting positive action opportunities; the insights from this review and the attraction activity have benefitted BME recruitment but the model can also benefit LGBT and gender recruitment

- designed and implemented a BME mentoring scheme for potential new recruits to limit pre-join attrition rate, resulting in candidates passing who had previously failed; the scheme includes guidance on application forms, fitness, medical, biometrics and the vetting process as well as a mentoring evening on National Assessment Centre preparation

- organised a conference for 100+ BME officers and staff, focusing on recruitment and career progression

- reviewed all BME leaver exit interviews to identify trends

- academic research including a national public survey of BME individuals to identify issues and recommendations. A presentation of the research findings was delivered at the EDHR board and recommendations were incorporated into the action plan.

Hermann Trepesch, Chair of SPACE, explains that SPACE's work *'has awoken a passion in the senior officers who are generally white, who, on their own account, have thought they're not happy with this situation. We now have a senior lead for BME which is the chief superintendent – he's a figurehead rather than a practitioner of the work, but certainly there are times when you need something pushing through. What you have to be clear about in this work is you have to have tenacity. If you get fed up and just can't be bothered with it anymore, everyone else will. So you've got to constantly be on it. You can't have a quiet moment when you're not in that meeting championing it.'*

Impact and summary

Surrey Police's April to December 2015 recruitment campaigns for police constable roles had no BME applicants. In January 2016, 9% of applicants were from a BME background and this increased to 14% in March 2016. In 2017, 14% of student officers were from BME backgrounds.

A review of the recruitment process led to changes made to recruitment stages proven to adversely impact BME applicants, for example requiring the Certificate in Knowledge in Policing before you can apply. In addition, unsuccessful BME applicants can re-apply within a six-month period. Six applicants have re-applied and been successful after joining the mentoring scheme.

The SPACE conference on recruitment and career progression inspired current BME staff to act as recruitment champions, it helped people establish personal career development plans, and a BME female mentoring scheme to increase leadership representation was launched. The conference helped surface structural barriers to BME career progression within the organisation and also helped people see the career options available that they may not have previously considered or believed were a possibility.

Rachel Billington explains: *'Why do we think it's [our diversity approach] worked and embedded operationally? I honestly think it's because we have never taken away our support from the business. Operational people need help now – the diversity advisers will regularly meet with the single point of contact, superintendent level, sit with them, help them translate the equality objectives about what it means to them at a local level, give a safe environment to ask any questions they feel a bit silly asking, politely challenging and taking in data to ask why their BME data is like that. Rather than saying "you need to sort that out", it's a critical friend approach to politely challenge.*

'It's about together we're stronger, without diluting the specific needs of those different groups. We have to accept that when we're all sat in a room, no matter how much we're embracing difference, some of us had a difficult fight compared to others that we can't even begin to imagine. Having said that, it also can't necessarily mean that someone, just because they happen to be in one of those groups, has had those fights and therefore can automatically represent the views of others.

References

AFFINITY HEALTH AT WORK, CIPD and IoSH. (2017) *Developing managers to manage sustainable employee engagement, health and well-being: research report – phase 2*. London: Chartered Institute of Personnel and Development. Available at: www.cipd.co.uk/knowledge/culture/well-being/developing-managers-report [Accessed 2 October 2017].

ASHONG-LAMPTEY, J. (2016) *Crafting an identity: an examination of the lived experiences of minority racial and ethnic individuals in the workplace.* PhD thesis. London School of Economics and Political Science (LSE). Available at: http://etheses.lse.ac.uk/3475/ [Accessed 29 August 2017].

BUSINESS IN THE COMMUNITY (BITC). (2015) *Race at work.* London: BITC. Available at: https://race.bitc.org.uk/all-resources/research-articles/race-work-report [Accessed 21 August 2017].

CIPD. (2017) *Building HR capability in UK small firms: an evaluation of the People Skills HR business support pilots programme*. London: Chartered Institute of Personnel and Development. Available at: www.cipd.co.uk/knowledge/strategy/hr/hr-capability-small-firms [Accessed 2 October 2017].

CHARTERED MANAGEMENT INSTITUTE (CMI) and BRITISH ACADEMY OF MANAGEMENT (BAM). (2017) *Delivering diversity: race and ethnicity in the management pipeline*. London: CMI. Available at: www.managers.org.uk/deliveringdiversity [Accessed 21 August 2017].

DEPARTMENT FOR BUSINESS, ENERGY AND INDUSTRIAL STRATEGY. (2017) *BME individuals in the labour market: analysis of full representation [online].* Available at: www.gov.uk/government/statistics/bme-individuals-in-the-labour-market-analysis-of-full-representation [Accessed 21 August 2017].

EQUALITY AND HUMAN RIGHTS COMMISSION (2017) *Tackling gender, disability and ethnicity pay gaps.* Research report 110. Available at: www.equalityhumanrights.com/sites/default/files/research-report-110-tackling-gender-disability-ethnicity-pay-gaps-executive-summary.pdf [Accessed 2 November 2017].

GREEN PARK. (2017a) *Leadership 10,000 [online].* Available at: http://green-park.co.uk/gp-research/leadership-10000-2017/ [Accessed 21 August 2017].

GREEN PARK. (2017b) *Public service leadership 5,000 [online].* Available at: http://green-park.co.uk/gp-research/leadership-5000-2017/ [Accessed 21 August 2017].

KLINE, R. (2014) *The 'snowy white peaks' of the NHS: a survey of discrimination in governance and leadership and the potential impact on patient care in London and England [online].* Available at: www.england.nhs.uk/wp-content/uploads/2014/08/edc7-0514.pdf [Accessed 21 August 2017].

MCGREGOR-SMITH, Baroness. (2016) *[Speech in the debate on a motion to take note of] black and minority ethnic people workplace issues in the House of Lords on 3 May 2016 [online].* Available at: www.theyworkforyou.com/lords/?id=2016-05-03b.1380.0 [Accessed 21 August 2017].

MCGREGOR-SMITH, Baroness. (2017) *Race in the workplace: the McGregor-Smith review [online].* Available at: www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review [Accessed 21 August 2017].

ONS. (2014) *2011 census analysis: ethnicity and the labour market, England and Wales [online].* London: Office for National Statistics. Available at: www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity/articles/

PARKER, SIR JOHN. (2016) *A report into the ethnic diversity of UK boards [Parker Review Committee] [online].* Available at: www.ey.com/ Publication/vwLUAssets/A_Report_ into_the_Ethnic_Diversity_of_UK_ Boards/%24FILE/Beyond%20 One%20by%2021%20PDF%20 Report.pdf [Accessed 21 August 2017].

SAGGAR, S., NORRIE, R., BANNISTER, M. and GOODHART, D. (2016) *Bittersweet success: glass ceilings for Britain's ethnic minorities at the top of business and the professions.* London: Policy Exchange. Available at: https:// policyexchange.org.uk/publication/ bittersweet-success-glass-ceilings- for-britains-ethnic-minorities-at- the-top-of-business-and-the- professions/ [Accessed 21 August 2017].

SHERBIN, L. and RASHID, R. (2017) Diversity doesn't stick without inclusion [online]. *Harvard Business Review*. Available at: https://hbr. org/2017/02/diversity-doesnt-stick- without-inclusion [Accessed 29 August 2017].

WOOD, C. and WYBRON, I. (2015) *Entry to, and progression in, work: summary [online].* London: Joseph Rowntree Foundation. Available at: www.jrf.org.uk/report/entry-and- progression-work [Accessed 21 August 2017].

CIPD

Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ United Kingdom
T +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201
E cipd@cipd.co.uk **W** cipd.co.uk