



The Prince's  
Responsible  
Business Network



# THE RACE AT WORK BLACK VOICES REPORT



Insights into the experiences of black employees in the workplace – a review of trend data from the Race at Work 2018 survey

# FOREWORD

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COMMUNITY



We are living in challenging times. We have seen the disproportionate impact of COVID-19 on black, Asian and minority ethnic (BAME) people.<sup>i</sup> And we witnessed the brutal killing of George Floyd and the resulting anti-racism protests in the US, UK, and around the globe.

I set out three priority areas for action for the business response to the Black Lives Matter anti-racism protests: **leadership; allyship; and connecting to employees and communities.** This report will share insight with employers across these themes to help them take effective action for change.

In the UK there has been a groundswell in business response to these issues, and one of the ways that this has manifested is by more than 100 employers signing up for the Race at Work Charter within a six-week window.

Employers know they must examine their workforces and data by ethnicity group, which includes close examination of data on black employees. Comments such as “let’s focus on the B in BAME” have been said to me repeatedly as well as “let’s not use ‘BAME’” because it masks the disparities that exist within workplaces and, in particular, the absence of black people in the

workplace and around key decision making tables.

You will not find the term ‘BAME’ used much within this report because we are examining the black<sup>ii</sup> employee data. **30%** of the respondents in the [Race at Work survey](#) said that they do not mind any of the terminologies used, such as: ethnic minority; black and minority ethnic (BME); black, Asian and minority ethnic (BAME); and people of colour. Although this is important, we must not let this be a distraction from conversations, discussions, and taking action on the [issues](#).

The Race at Work Survey was launched in 2015 with support from BT, Enterprise Rent-A-Car, KPMG, Nationwide and Sainsbury’s, and again in 2018 with support from the Department for Business, Energy and Industrial Strategy, which resulted in the establishment of the [Race at Work Charter](#).

This Charter now has more than [400 employer signatories](#) comprising many that want to focus on action and be employers that are truly inclusive of black employees. I therefore thought it was important to review the Race at Work survey data to share additional insight into the experiences and voices of black employees in the workplace.

The insight in this report is from previously unpublished data. I know it will provide some very useful content for employers from all sectors, to help them better understand where to focus their efforts to ensure that the UK workplace and wider society is a place that black employees, black business owners, entrepreneurs and communities truly feel that they belong.

The impact of the challenges on the mental health and wellbeing of black employees must not be overlooked.

The Government’s ethnicity facts and figures<sup>iii</sup> data from 2014 revealed that 29% of black women were likely to report a common mental health disorder in any one week. A national

campaign has never been launched to tackle these findings. However, following the added traumas of the disproportionate impact of the pandemic, the brutal killing of George Floyd and the resulting aftermath of anti-racism protests, there are issues that must be examined. We have not referenced the differences by gender and ethnicity in this report unless there are stark disparities in the results.

The [Race at Work 2018 survey](#) found that only 11% of employers were capturing ethnicity and pay data. The Government consultation, launched in October 2018 by the Department for Business, Energy and Industrial Strategy (BEIS), was completed in January 2019. I have made calls for the mandatory ethnicity pay gap reporting recommendation – from the Government-sponsored [Race in the workplace: The McGregor-Smith Review](#) – to be debated in parliament and then implemented alongside gender pay gap reporting. Black Livelihoods Matter and any actions that influence and impact greater economic inclusion must be implemented now.

What should employers do with this report?

1. Share it with their chief executive, executive sponsor for race and human resources (HR) director. Agree the next steps for action.
2. Examine issues within their organisational structures including any processes and behaviours that contribute to disparities in access to opportunities.
3. Examine barriers to fully utilising the skills and abilities of black employees.
4. Examine possible barriers to achieving promotions. Take action to change this, rather than making plans to help black employees fit in so that they can progress.
5. Share the report with all employees and your ethnicity focussed employee network groups. Convene conversations or focus groups to explore aspects of its findings that are relevant to the organisation. Do not get stuck on terminology — agree what works for the organisation and start talking to move to action.

6. Agree what the next steps will be and act together.
7. Evaluate impact by changed outcomes, learn from mistakes, and celebrate successes.

Economic recovery for the UK will speed up if it is inclusive, draws on the talents and capabilities in the workplace, and supports innovative small enterprises with structure and capacity building through the business supply chain.



**Richard Iferenta, Tax Partner at KPMG, and Chair of BITC's Race Equality Leadership Team, says:**

***“I am delighted that this Race at Work Black Voices Report sheds some light on trends and insights from the lived experience of black employees in the UK. The evidence sets out quite clearly that black employees in the UK have a strong desire to access opportunity, use all their talents and abilities, and progress within their organisations at an accelerated pace. It is time for every employer to set targets to increase the black talent at senior levels within their workplaces and ensure that these targets are underpinned with robust action plans to achieve them. I would also like to see more employers actively looking at their suppliers and asking them to demonstrate how they are supporting black enterprises and service providers within their supply chains.”***

# BACKGROUND

The Race at Work campaign was established by HRH the Prince of Wales in 1995 with the support of business leaders who recognised the demographic shift in existing and future populations in the UK. The campaign celebrates its 25<sup>th</sup> anniversary in 2020.

We know from Race in the workplace: The McGregor-Smith Review that the potential benefit to the UK economy from full representation of black, Asian<sup>iv</sup>, and minority ethnic group individuals across the labour market, through improved participation and progression, is estimated to be [£24bn annually](#). The recently published McKinsey and Co [Diversity wins: How Inclusion Matters](#) report also reveals that businesses with ethnically diverse senior teams financially outperform competitors by 36%<sup>v</sup>.

However, these potential gains are being stifled by the unequal barriers<sup>vi</sup> faced by black, Asian, and mixed/multiple<sup>vii</sup> ethnic group employees in the workplace<sup>viii</sup>.

The Race at Work campaign is committed to empowering employers to tap into this economic potential by accelerating change and progression for black, Asian, and mixed/multiple ethnic group employees in the workplace. We work with our network of employers from private and public sectors to offer tailored, practical advice and share new insights to drive change.

BITC has published two Race at Work surveys during the campaign's 25-year history. The first survey was launched in 2015 with 24,457 respondents and again in 2018 with 24,310 respondents. Both surveys were conducted in collaboration with YouGov and had within them a statistically valid sample to ensure robust and credible analysis.

The Race at Work Black Voices Report has been written to shed light on how employers can tap into some of these gains. This will be done through the inclusion and effective engagement of

black talent in their workplaces, and by encouraging targeted outreach and action where underrepresentation is occurring.

# SECTION ONE: LEADERSHIP



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On [Windrush Day, 22 June 2020](#), BITC released updated figures from BITC's 2014 report *Race at the Top*<sup>ix</sup>. We were disappointed to find that, despite black people making up more than 3% of the population in England and Wales, there has been little success over seven years in addressing the lack of diverse representation in senior leadership roles.

We published an [infographic](#) (see appendix 2) that revealed that, in the top management roles across private sector organisations, just 1.5% are held by black leaders – an increase of 0.1% since 2014. Public sector leadership remains static at 1% with black head teachers at 1%, and 62% of charity boards comprising of all-white members.

One area where representation has improved is in politics, where there are, as of August 2020, sixty-five MPs in the UK who are black, Asian, or from a mixed/multiple ethnic group, rising from 27 in 2010. However, there are no black Cabinet ministers.

## **Mind the gap: mandatory ethnicity pay gap reporting**

The Government response to the recommendation from *Race in the Workplace: The McGregor-Smith Review 2017* said that they [stood by 'ready to act'](#) if employers did not voluntarily report their ethnicity pay gaps. The Government consultation was completed in January 2019.

The Labour Party set out a clear commitment to implement ethnicity pay gap reporting in their 2019 manifesto<sup>x</sup>. More than 100,000 signatures have been registered for this topic to be considered for debate, so there is an expectation that this must now be prioritised for debate in parliament and then implemented alongside annual gender pay gap reporting.

Time and again it has been impossible to achieve the necessary scale without Government intervention: our research reveals that the number of companies reporting on their gender pay gap has halved due to the 2020 suspension<sup>xi</sup>, while only 11% of companies report on their ethnicity pay gap voluntarily<sup>xii</sup>.

In 2018, when asked about pay and rewards,

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## 36%

**of black employees agreed that they were being paid the correct amount for what they do, compared to 42% of white<sup>xiii</sup>, Asian and mixed/multiple ethnicity group employees.**

And **56%** of black employees believe they are underpaid compared to **51%** of white employees and **49%** of Asian and mixed/multiple ethnic group employees.

The McGregor-Smith Review's recommendations encouraged employers to capture ethnicity data so that they could track the progression of their employees, and for the Government to implement mandatory ethnicity pay gap reporting:

**'Encourage employees to disclose: All employers should take positive action to improve reporting rates among their workforce, explaining why supplying data will improve diversity and the business.'**<sup>xiv</sup>

**'Government legislation: Government should legislate to ensure that all listed companies and businesses employing more than 250 people publish workforce data broken down by race and pay band.'**<sup>xv</sup>

Implementing mandatory ethnicity pay gap reporting would help to hold employers accountable for any disparities between different ethnic groups, draw attention to specific areas of concern, and drive a case for action to be taken to mitigate these imbalances.

## CALL TO ACTION FOR GOVERNMENT:

The Government must make good on its promise following *Race in the workplace: The McGregor-Smith Review's* recommendations. They must now implement mandatory ethnicity pay gap reporting alongside gender pay gap reporting for employers with more than 250 employees.



Baroness Ruby McGregor-Smith CBE, author of *Race in the workplace: The McGregor-Smith Review 2017*, says:

*'In the three years that I chaired BITC's Race Equality Leadership Team, I saw the power of business first-hand. I saw how committed some business leaders are to tackling discrimination both inside their own four walls and in the wider business community. But I also saw that business alone can never achieve the scale of change that we need. By its very nature, structural racism demands a collective response. Government must be part of that response; by mandating ethnicity pay gap reporting, this Government would show that it understands the strength of the private sector but also that this issue is big enough to demand the full force of the state.'*

## Inclusive leadership: time to move from training to action

Many employers list inclusive leadership training as a priority. The *Race at Work* survey 2018 indicates that the results of this training is not felt equally by everyone in the workplace. This insight makes it critical for leaders to follow through and reinforce the lessons learned from inclusive leadership training, to ensure that it is embedded in the everyday actions and decisions that leaders take. Leaders set the tone from the top to ensure employees feel included in their teams.

Organisational cultures are often defined by the behaviours that leaders allow, the behaviours that are encouraged, and the behaviours that are forbidden. Only **66%** of black employees said that they feel included in their teams compared to **70%** of white employees.

In response to the statement '**I am given credit for my ideas and contribution to the workplace**' just **49%** of black employees believe this compared to **57%** of white, Asian, and mixed/multiple ethnic group employees. Inclusive leaders must take action to ensure that black employee voices are heard throughout the decision-making process. They also need to actively listen and be prepared to lead and act. BITC has called for employers and policy makers to review their key decision-making tables, and actively seek to include black people and their contributions to the discussions on issues that may have an impact on them. Inclusive leaders must ensure black employee's ideas are attributed to them and amplify their voices within meetings when necessary.

We spotlighted mentoring in the [Race at Work 2018: The Scorecard Report](#) and wanted to highlight in this Black Voices Report that there is as strong a desire for sponsorship.

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# 31%

**of black employees want a sponsor compared to 12% of white employees.**

A sponsor is a senior and influential person in the organisation who goes beyond the mentor relationship of giving feedback and advice. They use their influence with senior executives to advocate for the person they sponsor.

## **CALL TO ACTION FOR EMPLOYERS NO.1:**

**Senior leaders to actively sponsor black talent in their workplaces.**

*our businesses who can challenge the status quo. We need the job of those in power to be breaking down barriers for those who come next.”*



**Rt Hon David Lammy MP, Shadow Secretary of State for Justice, Shadow Lord Chancellor, and author of the The Lammy Review – an independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System 2017 – says:**

*“It seems that Britain is finally ready to have a real, long-overdue conversation about structural racism. But we must not be complacent: actions, not words, are what will make a difference in our schools, courts of justice or our places of work. To make a real change, we need leaders of integrity, allies willing to show their support and sponsors in*



# SECTION TWO: ALLYSHIP



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It has been great to see white people standing with black people as part of the recent peaceful anti-racism protests in the UK and around the world. The race campaign called on businesses to respond by signing the [Race at Work Charter](#) and setting out their plans for sustained change on leadership, allyship and employee networks and communities.

Definition of allyship from the [Merriam-Webster Dictionary](#).<sup>xvi</sup>

*'The state or condition of being an ally: supportive association with another person or group. specifically: such association with the members of a marginalised or mistreated group to which one does not belong.'*

## Allyship, anti-racism and privilege: the allyship gap?

Being anti-racist is seen as a key commitment needed from anyone who wants to be an ally. It is useful to note that some trends found within the data indicate some of the challenges that lie ahead, as employers launch ally programmes and individuals take on the roles of advocates who are anti-racist, and want to stand up and speak up against racial bias and discrimination in the [workplace](#).<sup>xvii</sup>

The 2018 survey shows that

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## 33%

**of black employees feel that their ethnicity will be a barrier to their next career move; in stark contrast, only 1% of white employees feel the same.**

**28%** of black employees said that they had witnessed or experienced racial harassment from managers compared to only **13%** of white employees.

**17%** of black employees said that they had witnessed or experienced racial harassment from colleagues compared to only **5%** of white employees.

When listening to feedback and perceptions about fairness, equality and equity, it is important to hear the stories about the lived experience of black people and that of other ethnic groups. It is also important to be open to questions that challenge the effectiveness of the implementation of policies and actions as part of the evaluation process. Employers should listen to allies as there is an important and effective role that they play in describing work culture and policies from an anti-racist perspective. The activism of marching in solidarity with black people in the streets is the same energy and focus needed to call out any policies and practices, through an anti-racist lens, that are observed in the workplace.

This active listening approach must be applied to even the most robustly and carefully designed 'bias-free' processes linked to recruitment, assessment, appraisal and promotion.



**Nelarine Cornelius, Professor of Organisation Studies, Centre for Research in Equality and Diversity, Queen Mary, University of London, Vice President, Chartered Institute of Personnel and Development (CIPD), Fellow, Academy of Social**

**Sciences, says:**

***"The Nobel laureate Amartya Sen argued persuasively that what people want is to pursue life choices they have reason to value; to fully function and flourish. By speaking***

***frankly with BAME colleagues, formal and informal barriers to work aspirations become visible. Allyship enables deep learning about the lived experience of BAME colleagues, from floor to board. To act in the absence of nuanced insights from BAME colleagues is to exclude vital information from an organisation's race equality evidence base. Allyship is support for BAME colleagues, and is vital for scrutinising the organisational structures, policies and practices that mitigate against race equality, too."***

### **Inclusion, belonging and voice**

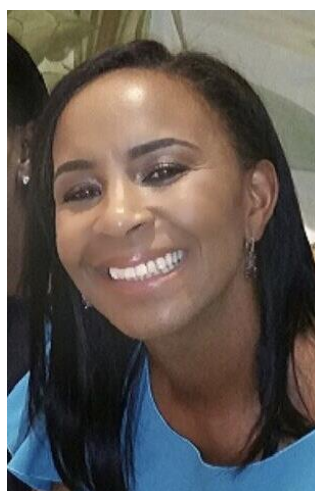
Employers increasing a focus on inclusion, belonging and voice is vital, because if you are the only person of a particular demographic in the room, this puts the burden on one individual who may feel that they must always be the voice speaking up for equality and fairness. And if there is no one to reinforce an important point made, or simply to acknowledge the contribution, then it is easy to see how off-putting this might be over time.

If we are to ensure we have the broadest experiences and perspectives to create and design innovative solutions then we need the voices of black people to be included around thought leadership, decision-making and policy making tables. This active and planned inclusion of different voices – which are listened to and heard as part of key decision-making processes – is needed to implement action to systematically break down visible and invisible barriers. It is important that the perception of ethnicity being a barrier to progression, for anyone at work in the UK, no longer exists. Conversations and deep listening as part of policy development and decisions taken will help to contribute to this.

Just as no sensible employer would build a gender inclusion programme without women actively participating and leading in key roles, ethnicity inclusion programmes of action must

seek to include perspectives from the black experience.

We need effective allies around the key policy and decision-making tables who will ask the question: 'Why are there no black people in this room when we are clearly talking about issues that will have an impact on them?'. They can then follow through on the action with leaders and the team to explore how that important contribution to the thinking and discussions can be achieved.



**Claire Camara, People Director for Organisational Effectiveness, The Co-operative, and member of BITC's Race Equality Leadership Team, says:**

***"The many great and not-so-great personal experiences I have***

***had throughout my career has made me reflect on the importance of belonging in any organisation.***

***Here at the Co-op we recognise the bedrock of everything is the importance of deep dialogue and deep listening, in order to take the action we need, which creates an environment where everyone can thrive.***

***Developing a sense of belonging is an area that we are exploring even further here at the Co-op. We know we have more to do and are totally committed to doing so."***

### **Building diverse and inclusive teams**

Teammates in the workplace are the individuals that we rely on the most, and these groups are needed to create effective collaborations for the

most innovative and impactful ideas to transfer from concept to reality.

## 29%

**of white employees work in all-white teams with no black, Asian or mixed/multiple ethnic group people at all, while 7% of black employees work in teams where all other colleagues are white.**

And **33%** of black employees work in teams with **1% to 5%** black, Asian and mixed/multiple ethnic group workers, which is still a low representation. Employers need to ensure that their HR functions, which have the organisation overview, are supporting them to create and build diverse and inclusive teams across the organisation. Employer HR functions must ensure that they are included under that diverse lens and ensure that they are reflecting the diversity of the workforce across all levels within the team.

A popular narrative from the diversity and inclusion community is for the employee to be able to bring their 'whole self to work'. The 2018 survey found that while **71%** of white employees feel like they can be themselves at work, only **66%** of black employees feel the same. This indicates that, as well as whatever actions employers are already taking, there should be conversations that include their black employees, to explore whether what is being proposed is helping everyone to feel included. And, if not, explore what else can be done. Another way of examining this is by reviewing employee survey data and any associated comments. For example, the 2018 survey data shows that **67%** of white employees feel valued by their teams compared to **64%** of black employees who feel this. How to close perception gaps such as this, which may be hidden within an organisation's own employee survey data, is worth exploring.

We are setting out two actions for allies within this report:

- Effective allies listen to understand. A vital component of this is allies approaching conversations with curiosity rather than scepticism, and not being offended if they are challenged because the stories they hear are not in their lived experience.
- Effective allies and allyship programmes of action include allies educating themselves on the issues of anti-racism and privilege, and collaborating at the table on solutions with black colleagues<sup>xviii</sup>. Please see [Anti-racism and allyship in the workplace: a brief guide](#).

A review of the Black Voices Report data in 2021 will enable us to examine what progress has been made within the workplace.

### **CALL TO ACTION FOR EMPLOYERS NO.2:**

**Employers must convene big conversations in the workplace for active listening, and then make plans on agreed actions together with their black employees.**

### **CALL TO ACTION FOR EMPLOYERS NO.3:**

**Government and employers to sponsor, support and encourage their employees to participate in the Race at Work 2021 survey.**

# SECTION THREE: EMPLOYEES AND COMMUNITIES



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## EMPLOYEES

### Aspiration, frustration and under use of talent

Additional analysis from YouGov into educational qualifications demonstrated that a lack of education is not a reason for the lack of progression in black communities.

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## 66%

**of the black respondents had degrees, masters or PhDs. For the black African ethnic group alone, this stood at 91% (see appendix 1).**

The big question for the UK is why this educational attainment has not resulted in the progression, promotion and representation of black people around the top business and policy making tables in the UK?

**74%** of black employees said that career progression was important to them compared to **68%** of Asian and mixed/multiple ethnic group employees and **42%** of white employees.

### It is time to create more fast-tracked opportunities

**50%** of black employees said yes to a fast-track opportunity, while **40%** of Asian and mixed/multiple ethnic group employees said the same, and only **19%** of white employees said that they wanted to fast track.

With this strong desire to progress, the appetite for fast-track experiences, and evidence of educational qualifications being attained, why is there [still only 1% of black representation at the top tables of business, education, policing, media and the Civil Service?](#)

## Focus on retention and remove bias from progression and promotion

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## 31%

**of black employees feel they have been overlooked for a promotion compared to 23% of white employees.**

In response to the statement 'managers in my organisation treat all people equally with regards to career progression', only **33%** of black employees agreed, compared to **44%** white, Asian and mixed/multiple ethnic group employees. Black employees are the most likely to feel that they need to leave their organisation to progress at **55%**.

Black respondents were less likely to agree that their employers were making full use of their skills. In response to the question '**I feel my current job makes good use of my skills and abilities**' only **53%** agreed with this statement compared to **59%** of white and **58%** of all Asian and mixed/multiple ethnic group respondents.

Only **38%** of black employees said that they were satisfied with their career progression to date, compared to **47%** of white employees.

Black employees are more likely than white employees to say that their development is the responsibility of both themselves and their line manager: **34% v 24%**. Another key finding was that **27%** of white respondents said they were not looking for career progression now, compared to only **8%** of black respondents.

There were more than 17,000 written comments in the 2018 survey linked to leadership, bullying and harassment, and employee experiences of being overlooked for promotion.

The COVID-19 pandemic and 2020's anti-racism protests have shone a light on the different lived experiences in the UK. These disparities are compounded by overlapping social indicators such as ethnicity, low pay, housing, health and

other disparities. Better understanding of why these disparities exist in the workplace is important and the insight gained could help in the development and identification of necessary action and solutions.

### **Speed up slower rates of promotion and increase access to opportunities**

Black employees are the most likely to have to wait for three years or more for a promotion — **31%** compared to **23%** of white employees.<sup>xix</sup>

Only **38%** of black employees feel that their career has met their expectations in contrast to **47%** of all other respondents.

**34%** of black employees have never received a promotion compared to **24%** of white employees. No one wants to feel they are in a dead-end, low-paid job with no opportunities for development or progression.

**26%** of white employees said they had been put forward for a new role by their manager more than once compared to **20%** of black employees. Line managers have a duty to ensure that opportunities for stretch assignments or progression are fairly accessed within their teams.

When asked about potential barriers to career progression, **35%** of black respondents saw a lack of opportunity as a major barrier to career progression compared to **29%** of white respondents.

### **Embed fairness into appraisals, performance reviews and results**

**55%** of white, Asian and mixed/multiple ethnic group employees say they feel evaluated fairly compared to **52%** of black employees.

**47%** of black employees are likely to say **‘I am given regular and effective feedback from my line manager that helps me to develop’** compared to **50%** of Asian and mixed/multiple ethnic group employees and **39%** of white

employees who said this. This insight, if examined alone, sounds positive. However, **46%** of black employees are more likely to have received a standard performance rating compared to **34%** of white employees.

Employers should review their performance processes where they contribute to pay and progression opportunities.

The Women in Finance Charter, which was established in 2016 by government, requires employers to set and publish gender targets. This has resulted in an improvement of women representation in senior roles within the finance sector. We are calling on employers to now implement the McGregor-Smith Review recommendation to set and publicise ethnicity targets.

The first two recommendations from the McGregor-Smith Review<sup>xx</sup> encourage employers to set targets and be transparent about representation of employees by ethnicity at different levels in the workplace:

**“Published, aspirational targets: Listed companies and all businesses and public bodies with more than 50 employees should publish five-year aspirational targets and report against these annually.”<sup>xxi</sup>**

**“Publicly available data: Listed companies and all businesses and public bodies with more than 50 employees should publish a breakdown of employees by race and pay band.”<sup>xxii</sup>**

### **CALL TO ACTION FOR EMPLOYERS NO.4:**

**All employers to set targets to increase the representation of black people at senior levels within their organisations.**

## COMMUNITIES

When engaging with communities, aspects of recruitment, young people and supporting enterprise should be given particular focus, as these areas affect the future talent pipeline and economic inclusion.

### Recruitment agencies, future talent pipeline and education

The data captured from the Race at Work 2015 and 2018 Surveys show that black people are the most likely of all ethnic groups in the UK to rely on recruitment agencies. In 2018 we found that black people are more likely to have registered with a recruitment agency at **69%** in contrast to **54%** of Asian and mixed/multiple ethnic group people and **46%** of white people.

In the [Scorecard Report](#)<sup>xxiii</sup> we highlighted that people from a black African (**47%**) and black Caribbean (**45%**) background remain more likely than those from a white British (**30%**) background to say that they will use a recruitment agency to search for their next job or role.

Recruitment agencies and executive search firms should sign up to the Race at Work Charter to demonstrate their commitment to ensure that they are treating all of the black clients on their books fairly, and are taking action to increase the diversity of their own organisations.

Only **38%** of black people feel that they are treated fairly by recruitment agencies compared to **46%** of Asian and mixed/multiple ethnic group people and **43%** of white people.



**Carmen Watson, Chair of Pertemps, and BITC Race Equality Leadership Team member, says:**

*“As a business that has celebrated and promoted diversity for nearly 60 years, Pertemps became one of the first*

*companies to sign up for the Race at Work Charter. Action is the only way to create a lasting impact and to remove barriers that can prevent recruitment and progression.*

*As founding signatories, we have seen first-hand the benefits of showcasing our commitment to BAME communities, both among our own employees and within the workforces of our clients across the UK.*

*Work is continuing to promote diverse recruitment practices further. Our aim is to continue to ensure an environment of mutual respect and ensure on-going conversations around the importance of a positive and inclusive culture.”*

### Future talent pipelines: role models

Inspirational stories from role models of how barriers can be overcome are important for young people.

**34%** of black and **36%** of Asian and mixed/multiple ethnic group employees were more likely to say that they want a role model from the same background as them, compared to only **25%** of white employees.

Black employees are twice as likely than white employees to have a role model either inside or outside the workplace — **47%** compared to **21%** of white respondents.



When asked about role models, only **20%** of black employees said that there was someone in their workplace, and **32%** said their role model was someone outside of their organisation.

There has been shocking reports such as the [Equality and Human Rights Commission's Tackling Racism: Universities Challenged](#), following their investigation into racism in UK Universities. And the Channel 4 documentary [The School that Tried to End Racism](#) highlighted that we need young people to be equipped with the tools and skills they need to navigate the multiple challenges ahead. The [LEAD curriculum](#) – an organisation established by a black former deputy head teacher – is a great example of equipping both young people, and the leaders who collaborate with them, with the skills they need to effect the changes in mindsets required to achieve this.



**Dennise Hilliman,**  
**Chief Executive of**  
**LEAD curriculum,**  
**says:**

*“With more than 20 years in education as a senior leader and working closely with young people, in collaboration with business leaders, to teach the leadership skills to develop a*

*mindset that values everyone and celebrates differences, I have witnessed first-hand the power of role models to disrupt the thinking and mindsets formed in young people through perceptions and their experiences of the world to date. Contact and conversations help. Through leaders sharing their stories young people get insight into leaders’ thoughts and their resulting behaviours during these experiences. I have found that*

*“this changes perceptions and raises aspirations on both sides.”*

## **Communities, enterprise and supply chains**

Key trends demonstrate how important networks are for the search for employment, progression and promotion opportunities, or opportunities for procurement and inclusion within business supply chains.

Black employees are more likely to say that networking is important. This is not surprising as many employers have created spaces for affinity groups to network across the protected characteristics including gender, disability, and ethnicity. **71%** of black respondents agreed with the statement that **‘When thinking about my career progression, I believe professional networking is important’** compared to **50%** of white respondents.

**37%** of black employees stated that they networked professionally at industry events in their current role, in contrast to **24%** of white employees

In 2018<sup>xxiv</sup>, **2%** of white people said they had experienced racial harassment from contractors, with **4%** saying that they had witnessed this happening to someone else. **6%** of black employees said they had experienced racial harassment from contractors with **10%** saying that they had witnessed this happening to someone else. This behaviour must be eradicated.

We have seen a significant increase in employers signing up for the Race at Work Charter in recent weeks, to more than 400 employers. We are calling on all employers who have not yet signed the Race at Work Charter to do so and encourage those within their supply chains to do the same.

## **CALL TO ACTION FOR EMPLOYERS NO.5:**

Demonstrate your own commitment to diverse supply chains and ask your suppliers to do the same.

Employers should also ask their suppliers to demonstrate how they are including black enterprise and service providers within their supply chains.

## **CALL TO ACTION FOR EMPLOYERS NO.6:**

Employers to sign the [Race at Work Charter](#).

participate in the Race at Work 2021 survey.<sup>xxv</sup>

4. All employers to set targets to increase the representation of black people at senior levels within their organisations.
5. Demonstrate your own commitment to diverse supply chains and ask your suppliers to do the same. Employers should also ask their suppliers to demonstrate how they are including black enterprise and service providers within their supply chains.
6. Employers to sign the [Race at Work Charter](#) and commit to action on leadership, capturing and publishing ethnicity data, zero tolerance on bullying and harassment, managers promoting equality and supporting the progression of ethnic minority talent in the workplace.

# **RACE AT WORK BLACK VOICES REPORT CALLS TO ACTION**

## **Call to action for Government:**

The Government must make good on its promise following the McGregor-Smith Review: Race in the workplace recommendations. It must now implement mandatory ethnicity pay gap reporting alongside gender pay gap reporting for employers with more than 250 employees.

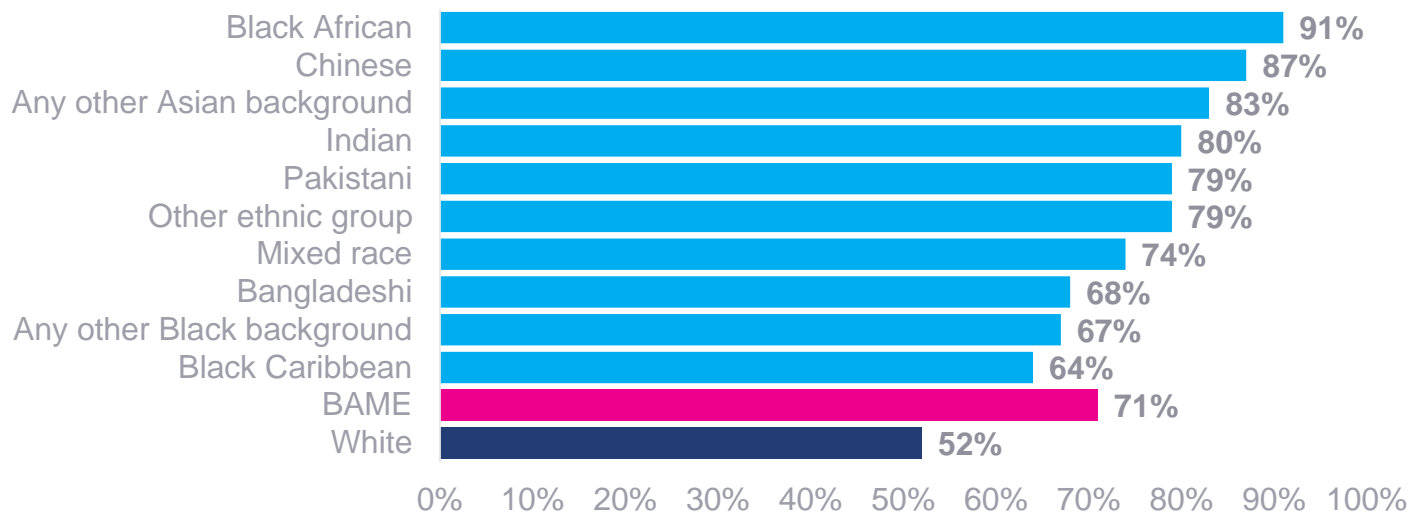
## **Calls to action for employers:**

1. Senior leaders to actively sponsor black talent in their workplaces.
2. Employers must convene big conversations in the workplace for active listening, and then make plans on agreed actions together with their black employees.
3. Government and employers to sponsor, support and encourage their employees to

# APPENDIX 1

## HIGHER EDUCATION OF SURVEY PARTICIPANTS 2018

### Degree/Masters or PhD Qualifications



Source: BITC Race at Work Survey 2018

## Race at Work

# A SUSTAINED RESPONSIBLE BUSINESS APPROACH TO RACE

[www.bitc.org.uk/race](http://www.bitc.org.uk/race)

## CHARITIES

Inclusive Boards<sup>1</sup> found that of the 66% of identified Trustees from the top 500 charities, only



 **6.6%**

were from Black, Asian and Minority Ethnic (BAME) backgrounds – a 0.3% increase from 2016

 **62%**

of the top charities (by income) have all white boards. By contrast, there are only four all-BAME boards – a 50% reduction from 2016

<sup>1</sup>Inclusive Boards 2018

## JUDICIARY

 **1%**

Out of a total of 2796 judges, 30 are black – roughly 1%. This excludes 441 judges with unknown ethnicity. There are no High Court Judges (out of 39), no Court of Appeal Judges (out of 30) and only one Deputy District magistrate (out of 80) of a black ethnic background

## POLITICIANS



There is a severe lack of black representation among MPs. Unfortunately, this lack of diversity has contributed to the Government's slow response to the disproportionate COVID-19 deaths among the BAME (Black, Asian and Minority Ethnic) population



**10%**  
of MPs are from a BAME background – the ethnic make-up is unclear due to a lack of data

## EDUCATION

 **1%**

of heads are black, 2.2% of teachers. (Roughly translates to 224 heads out of 16,800, and around 10,999 teachers)

5.5% of primary school children and 6% of secondary school children are black



**< 1%**  
of academics are black

## FTSE 100

Analysis by Green Park<sup>2</sup> demonstrates that only



**1.4%**

of FTSE 100 leaders in one of the top three positions (CEO, Chair and CFO) are black

<sup>2</sup>Leadership 10,000 2019

## POLICE FORCE



**Only 1%**

of officers in England and Wales are of Black African or Caribbean origin

## JOURNALISM



**< 1%**

of journalists are black; consistent since 2002

## CIVIL SERVICE



**1%**

of senior civil service staff are black. That is 70 out of 4,950 employees with known ethnicity (increases to 5,970 without known ethnicity)

# ENDNOTES

- <sup>i</sup> Public Health England; (2020); COVID-19: understanding the impact on BAME communities; [available at gov.uk](#).
- <sup>ii</sup> Black employees as defined by UK Census 2011 are people who describe themselves as Black British, Black African, Black Caribbean and Other Black.
- <sup>iii</sup> UK Government; (2014); Ethnicity Facts and Figures; [available at gov.uk](#).
- <sup>iv</sup> Asian employees as defined by UK Census 2011 are people who describe themselves as Asian/Asian British, Indian, Pakistani, Bangladeshi, Chinese or Other Asian.
- <sup>v</sup> Mixed/Multiple Ethnic Groups as defined by UK Census 2011 are people who describe themselves as White and Black Caribbean, White and Black African, White and Asian or Other Mixed.
- <sup>vi</sup> McKinsey & Company; (2020); Diversity wins: How inclusion matters; [available at mckinsey.com](#).
- <sup>vii</sup> Business in the Community; (2011); Race to Progress: Breaking down barriers; available on request.
- <sup>viii</sup> Business in the Community; (2011); Race to Progress: Breaking down barriers; available on request.
- <sup>ix</sup> Business in the Community; (2014); Race at the Top; available on request.
- <sup>x</sup> Labour Party; (2019); Race and Faith Manifesto; [available at labour.gov.uk](#).
- <sup>xi</sup> Business in the Community; (2020); The case for Gender Pay Gap reporting; [available at bitc.org.uk](#).
- <sup>xii</sup> Business in the Community; (2018); Race at Work 2018: The Scorecard Report; [available at bitc.org.uk](#).
- <sup>xiii</sup> Reference to 'White' people in this report are those who described themselves in the UK Census 2011 as being White British, English, Welsh, Scottish, Northern Irish or British Irish.
- <sup>xiv</sup> McGregor-Smith; (2017); The McGregor Smith Review: Race in the workplace; [available at gov.uk](#).
- <sup>xv</sup> McGregor-Smith; (2017); The McGregor Smith Review: Race in the workplace; [available at gov.uk](#).
- <sup>xvi</sup> Allyship; (no date); Merriam-Webster's dictionary; [available at merriam-webster.com](#).
- <sup>xvii</sup> Business in the Community (2020); Anti-racism and allyship in the workplace: a brief guide; available at [bitc.org.uk](#).
- <sup>xviii</sup> Business in the Community (2020); Anti-racism and allyship in the workplace: a brief guide; available at [bitc.org.uk](#).
- <sup>xix</sup> Business in the Community; (2018); Race at Work 2018: The Scorecard Report; [available at bitc.org.uk](#).
- <sup>xx</sup> McGregor-Smith; (2017); The McGregor Smith Review: Race in the workplace; [available at gov.uk](#).
- <sup>xxi</sup> McGregor-Smith; (2017); The McGregor Smith Review: Race in the workplace; [available at gov.uk](#).
- <sup>xxii</sup> McGregor-Smith; (2017); The McGregor Smith Review: Race in the workplace; [available at gov.uk](#).
- <sup>xxiii</sup> Business in the Community; (2018); Race at Work 2018: The Scorecard Report; [available at bitc.org.uk](#).
- <sup>xxiv</sup> Business in the Community; (2018); Race at Work 2018: The Scorecard Report; [available at bitc.org.uk](#).
- <sup>xxv</sup> The Race at Work 2021 survey will include allyship questions and be accompanied by a full thematic review, in collaboration with academics, to examine the comments and stories from 2015, 2018 and 2021.



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