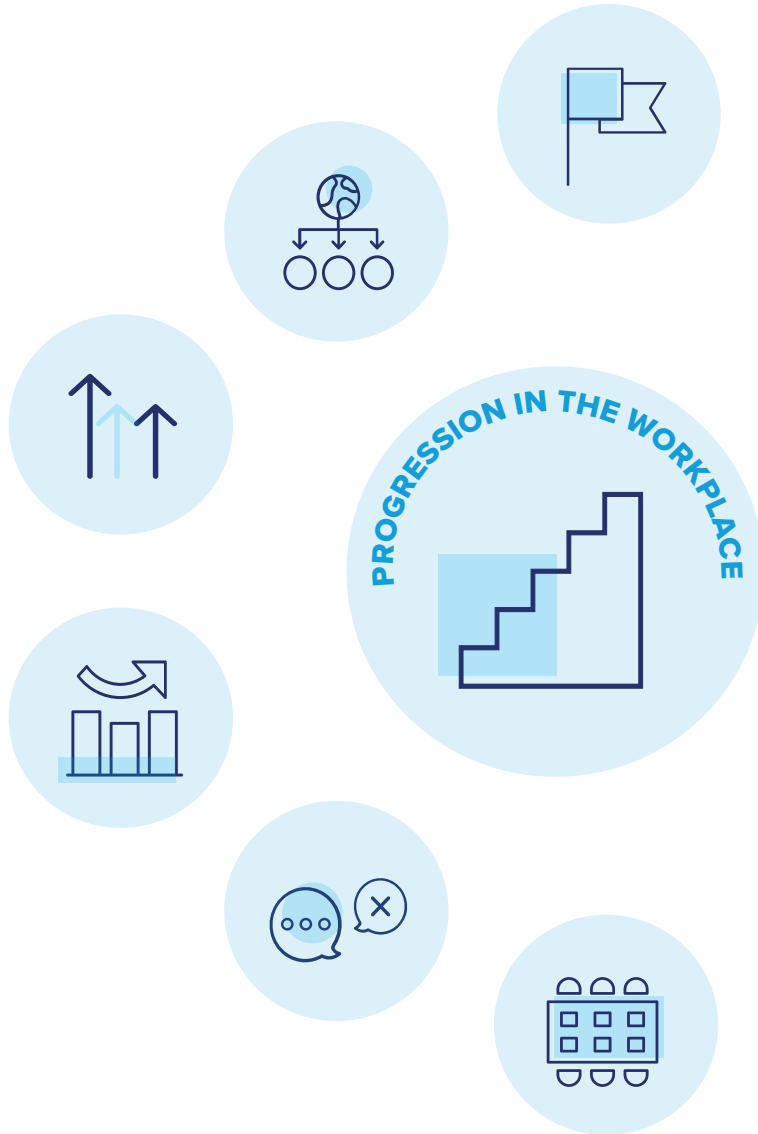




The Prince's
Responsible
Business Network



Report

RACE AT WORK CHARTER 2023: COMMITMENT FIVE

October 2023



REPORT

RACE AT WORK CHARTER REPORT 2023: COMMITMENT FIVE – SUPPORTING PROGRESSION IN THE WORKPLACE

The Race at Work Charter, launched in 2018, has seen an increase of signatories from 85 employers at launch, to over 1000 signatories in 2023. 238 employers completed the Race at Work Charter Survey 2023. This amount of employers participating has more than doubled compared to previous years, with 114 employers participating in 2020 and 108 employers participating in 2019.

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COMMITMENT FIVE OF THE RACE AT WORK CHARTER

Take action that supports Black, Asian, Mixed Race and other ethnically diverse employees' career progression.

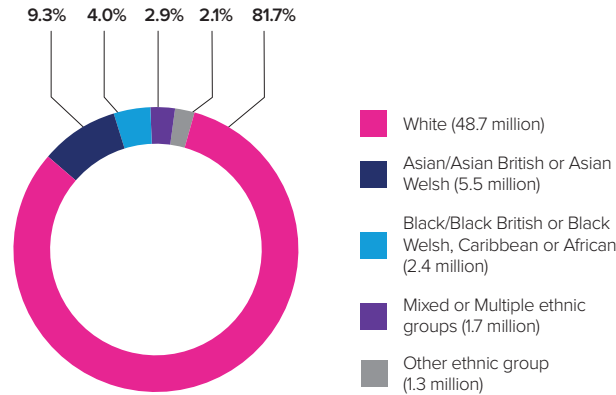
This commitment was established at the launch of the Race at Work Charter in 2018.

Actions should include embedding two-way mentoring and sponsorship.

The Business in the Community (BITC) Race at Work 2015 surveyⁱ found that 70% of Black, Asian, Mixed Race and other ethnically diverse employees reported that progression was important to them. The 2018 Race at Work Survey delivered the same results.

In 2020, BITC's [Race at Work Black Voices Report](#), published partly in response to the murder of George Floyd, as well as the need to examine some of the reasons for workplace disparities, found that 31% of Black employees wanted 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.ⁱⁱ The data trend from the Race at Work Charter Survey 2023

Figure 1: Population of England and Wales by broad ethnic group categories: Census 2021



Source: Census 2021 Ethnic Group TS021

for employers remains the same as the Race at Work 2021 survey results.

With ONS Census 2021 data evidencing that 18.3% of the resident population of England and Wales are from a Black, Asian, Mixed Race or other ethnically diverse background, transparency and representation have never been more important. It is also key to note that ethnically diverse people also make up almost one in five (19.3%), of the working-age population.

Julian Hobbs, CEO, Siemens Financial Services and Co-Sponsor for EMPOWER, Siemens Racial Equity Employee Network, said:

“The case for diverse and inclusive teams is well made already, however developing a more inclusive culture doesn’t happen overnight; it takes time and must be continuously nurtured through consistent top-down communication and a variety of initiatives. Here at Siemens, we want to show accountability. It’s simply not enough to denounce racism and say that we “stand with people from racial minorities”, we all must actively engage in the anti-racism cause and share in the responsibility to challenge both ourselves and others to question our behaviours, and ultimately, to do better.”

In the [Race at Work 2021 Scorecard Report](#), 69% of Black, Asian, Mixed Race and other ethnically diverse employees said that progression was important to them, with Black African employees being the most likely to say this at 85%, in contrast to 47% of White British employees.

For more information please see BITC's [Race Regional Factsheets](#).

CHARTER EMPLOYER TRENDS 2019–2023

Trend question: Do any of your Board members or senior team members mentor and/or reverse mentor ethnic minority employees?

72% of employers participating in the Race at Work Charter Survey 2023 responded yes to this question. There has been no change from 72% of employers in 2020. This shows a decrease from 80% of employers in 2019.

Figure 2: Percentage saying yes to 'Do any of your Board members or senior team members mentor and/or reverse mentor ethnic minority employees?'



Source: BITC Race at Work Charter Employer Surveys

This correlates with the [BITC Race at Work 2021 Scorecard report](#) findings that in 2018, Black, Asian, Mixed Race and other ethnically diverse workers (32%) were 2.3 times more likely to have a mentor in their workplace than their White counterparts (14%). However, in 2021, Black, Asian, Mixed Race and other ethnically diverse employees (28%) are only 1.6 times more likely to have a mentor at work than their white counterparts (17%) – showing a significant decrease in mentors for Black, Asian, Mixed Race and other ethnically diverse employees. Despite this disparity in access to mentorship, Black, Asian, Mixed Race and other ethnically diverse employees (39%) are twice as likely to want a mentor compared to their White counterparts (20%). Black African employees are the most enthusiastic about mentoring at 54%, followed by Indian employees at 44%.

Leaders engaging in two-way mentoring and sponsorship was a key call to action from the BITC Race at Work 2021 Scorecard report.

Enhancing professional networks is a great way to increase social capital in the workplace. Engaging in a mentoring relationship, partnership or collaboration, increases the opportunity for employees to build rapport and connect with people beyond their existing networks.

Sarah Gregory, Equity Partner, Baker McKenzie, said:

“At Baker McKenzie we continually work to challenge ourselves, as one of the first global law firms we work proactively to improve ethnically diverse representation across all levels of the firm. Since launching our ethnicity targets in 2019, we have reported steady growth in the ethnic diversity of our workforce as a whole and amongst our Partners, rising to 16% and 9% respectively. We continue to report on the ethnicity pay gap alongside our statutory duty to report on gender pay gap and voluntarily share data on Partners. We continue to work across the business to help shape and create the inclusive culture that enables our talent to thrive, including active employee and lawyer participation in diversity affinity groups and structural improvements to processes and systems that create positive change.”

Trend question: Do any of your Board members or senior teams sponsor talented ethnic minority employees?

56% of the Race at Work Charter Survey respondents said yes to this question in 2023. This shows an increase from 46% of employers saying this in 2020 and 53% of employers in 2019.

Figure 3: Percentage saying yes to ‘Do any of your Board members or senior teams sponsor talented ethnic minority employees?’



Source: BITC Race at Work Charter Employer Surveys

It is encouraging to see a 10% increase from the 46% of employers saying leaders are engaging in sponsorship in 2020. Whilst we acknowledge that individuals must take ownership and endeavour to progress their own careers, there are many senior rooms where they are not present. This is where inclusive leaders are needed to sit at these top tables and advocate for individuals to gain access to high-profile opportunities, assignments and projects as they arise.

Trend question: Do you check for ethnic minority talent in your senior succession planning lists?

59% of the employers who completed the Race at Work Charter Survey 2023 responded yes to this question. This shows a significant increase from 53% of employers saying this in 2020 and a slight increase from 57% in 2019.

Figure 4: Percentage saying yes to ‘Do you check for ethnic minority talent in your senior succession planning lists?’



Source: BITC Race at Work Charter Employer Surveys

Tracking employee progress in the workplace is key to identifying any trends and disparities that hinder progression for employees in the workplace.

BITC’s [Race at Work Black Voices Report 2020](#) found that Black employees are the most likely ethnic minority group to have to wait for three years or more for a promotion — 31% compared to 23% of White employees.ⁱⁱⁱ Only 38% of Black employees felt that their career has met their expectations in contrast to 47% of all other respondents. 34%

Pooja Bagga, Race ERG Sponsor and IT Operations Director, Royal Mail, said:

“At Royal Mail, we have a strong commitment to being the employer of choice for a diverse workforce, building an equitable, inclusive and accessible culture where our colleagues, customers and communities are enabled to thrive and belong. We are committed not just to increasing the representation of colleagues from underrepresented ethnic groups, but also to support their career growth, progression and retention through creating an environment where they can belong. Our work with BITC continues to be at the heart of that, alongside other initiatives to support our five-point action plan to achieve our DEI vision.”

of Black employees have never received a promotion compared to 24% of White employees.ⁱⁱⁱ Only 38% of Black employees felt that their career met their expectations, in contrast to 47% of all other respondents. No one wants to feel they are in a low-paid job with no opportunities for development or progression.^{iv}

In 2022, the Fawcett Society and Runnymede Trust published the Broken Ladders Report The myth of meritocracy for women of colour in the workplace. *'This report centres the voices and experiences of thousands of women of colour at work and explores the different experiences of women from different ethnic minority groups and religions. Our research shows that at every stage of the career journey, from entering work to senior leadership, women of colour are being locked out of reaching their true potential.'*

A key finding in the report is linked to development and progression. 28% of women of colour, compared with 19% of White women, reported that a manager had blocked their progression at work, and 42% reported being passed over for promotion despite good feedback, compared to 27% for White women.^v

Trend question: Do you track the progression of Black, Asian, Mixed Race and other ethnically

diverse talent through to senior levels within your organisation?

60% of employers in the Race at Work Charter 2023 survey responded yes to this question. This has returned to 60%, as reported in 2019, with a marginal increase from 57% of employers in 2020.

Figure 5: Percentage saying yes to 'Do you track the progression of Black, Asian, Mixed Race and other ethnically diverse talent through to senior levels within your organisation?'



Source: BITC Race at Work Charter Employer Surveys

Monitoring how long employees remain at a certain level before promotion is key to speeding up the progression rates of Black, Asian, Mixed Race and other ethnically diverse talent in an organisation. Once disparities in tenure are identified, follow-up conversations can begin with the relevant stakeholders: managers, talent management, HR, Learning & Development and individuals about any disparities found and how to close the gaps.

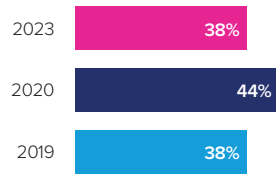
Andy Dent, Director DEI, Bain & Company, said:

“Our commitment to diversity, equity and inclusion is key to building extraordinary teams. We are committed to the recruitment, professional development and retention of our Black, Asian, Mixed Race and ethnically diverse employees. Our ambition is to reflect the UK society across each level in our organisation, creating equitable outcomes for all employees whilst fostering an inclusive culture. Our submission to the BITC Race Charter survey is an important part of building accountability and creating industry-wide change.”

Trend question: Do you review your promotion shortlist by ethnic group?

38% of employers completing the Race at Work Charter Survey 2023 said yes to this question. This marks a decrease from 44% of employers in 2020 and remains stagnant, from 38% of employers in 2019.

Figure 6: Percentage saying yes to ‘Do you review your promotion shortlist by ethnic group?’



Source: BITC Race at Work Charter Employer Surveys

It is important that promotion shortlists are reviewed by ethnic group. We know from the BITC Race at Work Surveys of 2015, 2018 and 2021, that 70% of people from Black, Asian, Mixed Race, and other ethnically diverse groups reported that progression was important to them and more than 40% said they would like to fast track progression. If they are not showing up in promotion shortlists, we recommend looking at the key functions and business units within the organisation where talent springs from. This creates a great opportunity to explore where Black, Asian, Mixed Race and other ethnically diverse employees sit within the organisation. Often many are found in greater numbers in front-line facing roles. If this is the case within your organisation, action plans should be drawn up to ensure a more balanced representation across the organisation and within teams that report into leaders who sit on executive-level teams within the organisation.

ACTION EMPLOYEES ARE TAKING

- 1.** Engaging employees through listening groups to examine the employee journey within the organisation.
- 2.** Ensuring that line managers with employees on development programmes have inclusive leadership training.
- 3.** Driving talent progression by supporting employee line managers with awareness of the importance of facilitating employee access to good work and stretch opportunities.
- 4.** Encouraging and changing the culture and removing the systemic barriers to progression, so that it becomes a truly inclusive environment for all.
- 5.** Introducing podcasts, blogs and materials to change the mindset of managers and leaders in the Black, Asian, Mixed Race and other ethnically diverse employee ecosystem.
- 6.** Designing programmes for People Leads and Sponsors to use what they have learned to embed inclusive behaviours into the organisation's progression processes.
- 7.** Engaging line managers, HR and other stakeholders who support the employee workplace experience with a 360-degree lens.

BEST PRACTICE IN ACTION

In this section, the following employers share more detail on how they support progression in the workplace in the workplace:

- Accenture
- AWE
- Barclays
- Browne Jacobson
- CPS
- Deloitte UK LLP
- Eversheds Sutherland LLP
- EY
- London Stock Exchange Group
- Methods
- Royal Mail

Accenture

In 2021, Accenture recognised that despite targeted actions, over several years, there was a lack of Black executives at senior career levels. The data evidenced that Black talent was not progressing through the career pipeline at the same rate as the rest of their colleagues and that a lack of advocacy and sponsorship was a significant contributory factor. Accenture acknowledged the need for comprehensive action to retain and progress Black talent and developed Engage! in response. Engage! is an ecosystem-based, 360-degree journey designed to drive sustainable cultural change and foster an environment in which all employees can thrive. Engage! drives culture change by targeting the employee ecosystem. It brings together Black talent, alongside their People Leads and Sponsors, into a leadership journey promoting inclusive behaviours. People Leads and Sponsors partner with Black talent to build trusted relationships, grow as modern leaders, and address systemic barriers to career progression. The idea is that if Accenture can change the culture and remove systemic barriers to progression, the organisation becomes a truly inclusive environment for all. Each learning session focuses on a specific theme such as building trust, addressing bias or navigating

Accenture's political landscape. The true beauty of Engage! is its immediate practical application. Following each session, People Leads and Sponsors can use what they have learned and over time the inclusive behaviours become embedded. To date, approximately 600 people have experienced Engage! Accenture have continued to develop and evolve Engage! to ensure Black talent at all management levels are able to reap the benefits – Accenture's latest three Black Managing Directors are all Engage! alumni.

“In 2020 our CEO and Global Management Committee reaffirmed our stand against racism and commitment to equality for all—with zero tolerance for discrimination, bigotry or hate of any kind—by announcing new actions to support racial and ethnic diversity. These actions are ongoing. We continue to make progress by increasing our representation and belonging; introducing mandatory training on identifying, speaking up and reporting racism; and collaborating with communities and other partners to promote equality, fight racism and create more opportunities for employment and advancement. We are committed to taking action every day to support racial and ethnic equality.” Gavin Young, Inclusion and Diversity Senior Manager

AWE

AWE's embRACE working group was established in 2018 and since then it has grown in its size and influence, working collaboratively with senior leaders to raise awareness, increase understanding and challenge constructively in the support of under-represented groups. Race Mentoring Circles programmes were introduced as part of a month-long campaign to encourage new role models, create a peer-support group, and set a future agenda. Supported by external networks, such as the Civil Service Race Forum and Race Equality in Nuclear, the community stepped forward to co-lead and express the challenges faced at AWE, supported by the Executive Sponsor. New chairs and committee members volunteered and were appointed, and people from the community began to sign up for the Race Mentoring Circles programme.

embRACE now has a thriving working group with strong leadership, nurturing peer support, and an active, bold awareness programme that is leading a discussion on issues such as 'tackling radicalism' and 'Celebrating Gypsy, Roma and Travellers Month'. The members are experiencing success with career progression and are part of the newly established Executive Shadow Board. The organisation acknowledges that there is still work to do, but believes that this year has built

real confidence through opportunities to embrace progressive and enduring change, which has had an immediate and direct effect on the embRACE community.

"I want to recognise and champion the enthusiasm and dedication of the embRACE leaders to make a positive difference. We have hard-working role-models and leaders at AWE with sufficient humility and boldness to begin conversations in the workplace on race, an issue where nobody has all the answers. AWE has a declaration of commitment to race inclusion embedded into our company behaviours. The strength of our embRACE working group and the diverse membership of our Executive Shadow Board provide opportunities and vibrant awareness events delivering challenge and insights directly to our most senior leaders to support race inclusion at AWE." Andrew Randewich, Executive Sponsor

Barclays

In 2021, volunteer members from the Barclays' Asian Professionals Resource Group (APRG) and Black Professionals Resource Group (BPRG) piloted a Race at Work Reverse Mentoring programme in the UK. The aim was to drive greater awareness, understanding and allyship of Race at Work. The programme paired junior colleagues with senior leaders, creating a safe

space to share and learn from each other. Reciprocity is a key theme, with senior leaders encouraged to coach, mentor and sponsor diverse colleagues as they progress their careers in Barclays, actively strengthening Barclays' commitment to developing and retaining diverse talent. Senior leaders are mentored by diverse colleagues, who share their experiences including their career journey and aspirations. This openness creates a culture of inclusion, enabling leaders to act on the knowledge they gain and drive change for the better. The programme has expanded since the initial pilot in 2021 and is open to all colleagues in the UK. From the initial pilot up to April 2023, over 800 people have registered onto the programme. The latest cohort launched in May, with 79 pairs matched (158 colleagues). The programme is structured over 12 weeks and commences with a masterclass, shared resources, check-in sessions and participant feedback. The masterclass includes alumni from previous cohorts who share their experiences of the programme.

Mentee feedback included:

"This programme has given me a renewed focus on inclusivity."; "I may not always understand the unintended impacts of my actions on colleagues – hence the value of an opening learning discussion with my reverse mentor."; "I found the

programme hugely beneficial and feel my mentor did too. We have agreed to continue with these as we both feel we're getting value from them."

"Barclays recognises that we don't all start from equivalent positions, so ensuring equity for underrepresented racial and ethnic minorities is vital to us. As such, we launched our Race at Work agenda in 2020, we have made significant strides, and expanded our colleague-focused strategy to include our clients and the communities where we live and work. In 2021, we announced our ambitions to increase the number of colleagues at Barclays from underrepresented racial and ethnic minorities. Barclays' approach to Race at Work is grounded in: a metrics-driven approach focused on colleague hiring and development, strategic partnerships, and equitable investments." Taalib Shaah, Group Chief Officer and ExCo Executive Sponsor for Multicultural agenda

Browne Jacobson

Black people are disproportionately underrepresented in the legal profession, particularly in senior roles. The overall proportion of Black lawyers working in UK law firms is just 3%. Browne Jacobson is committed to playing their part in changing the landscape. Back in March 2022, they piloted their first REACH

Mentoring Programme, aimed at kick-starting the careers of aspiring Black lawyers across the country to grow, nurture, and create a sustainable pipeline of future Black talent. 13 mentees had access to a minimum of six months of 1:1 mentoring by lawyer members of the REACH community, as well as two weeks paid in-person work experience at one of the firm's five UK offices, access to a series of bespoke masterclasses and skills-building sessions on personal brand, routes into law & meeting client expectations. Students were able to connect with and tap into the knowledge of qualified solicitors and engage with other mentees to develop a trusted support network. The programme also provided an excellent opportunity for those involved to gain work experience to build their CV, grow their professional network, and gain real-world career insights and skills that can contribute to lifelong success. Browne Jacobson partnered with charities, non-Russell Group universities and other educational institutions in communities that are working with and supporting talented and underrepresented students, to make sure the programme works for and benefits Black aspiring lawyers. Seven (54%) of the original mentees were offered employment at the firm. The second year of the pilot launched in March 2023, with a further 12 students in this cohort. Year two of the programme has been created with the retention and promotion of Black lawyers in mind.

"I am proud of the fact that at Browne Jacobson, we have a senior leadership which understands the benefits of an ethnically diverse and inclusive workforce, but importantly believes in taking action as it is the right thing to do. From establishing a Race Action Plan, to setting targets and publishing our ethnicity pay gap report, we are determined to hold the leadership to account on the commitments we have made for change. Our vibrant ethnicity employee community, REACH, plays a vital role, leading on Drop-ins, Courageous Conversations with allies, to create an inclusive workplace." Bridget Tatham, Partner

CPS

The CPS appointed a Champion for Race & Ethnicity and two ambassadors to drive behavioural and cultural change across the organisation. The production of an annual equalities in employment report and in-depth study of staff survey results, enabled a collection of internal data that was used to analyse the workplace experience of those from minority ethnic backgrounds, identify challenges and remove barriers. Specific development opportunities to support the progression of ethnic minority talent include:

- Business In the Community Cross Organisational Mentoring Circles.
- Role Model and Development Group.
- Mutual Mentoring.
- 20-year-old NBCPA staff network, supporting cultural activities, policy and career development.
- Civil Service Beyond Boundaries programme.
- Civil Service Future Leaders Scheme, incorporating the Minority Ethnic Talent Association.
- Membership of the Race to the Top Grade 6/7 network, which connects ethnic minority civil servants across all government departments and agencies, providing access to senior civil service shadowing schemes, Women in Leadership and BME men positive role model programmes.
- The Civil Service and CPS Ethnic Minority Application Programmes connect applicants to senior leaders who can provide initial feedback on application forms.

As well as this, The CPS have refreshed recruitment processes, including a social media campaign featuring female and Black, Asian

and minority ethnic barristers and delivered online workshops offering guidance on the application process. Targeted work experience programmes and a collaboration with the Anthony Walker Foundation is also helping to attract diverse recruits. Externally, the organisation's Bar Briefing principles place emphasis on the importance of diversity and inclusion across the CPS Advocate Panel at all levels, summarising expectations from chambers around equal access to, and fair allocation of, CPS work. Where underrepresentation is found, either across chambers or at a particular level, representatives are asked to share what measures they are taking to address this.

“Equality diversity and inclusion is about more than just meeting our statutory requirements. It is fundamental to delivering fair prosecutions, achieving equitable employment practice and building the confidence of all the communities we serve. Treating everyone with respect is one of our core values, we work hard to support a culture where open and honest conversations around race are encouraged, to help identify and remove obstacles, and where inappropriate behaviours are simply not tolerated. Our leaders are committed to supporting the career development of ethnic minority colleagues and supporting the embedding of diversity throughout the CPS.” Dawn Brodrick, CPS Lead Director/Chief People Officer

Deloitte UK LLP

Deloitte is committed to driving meaningful change and making the firm an inclusive and equitable place for all. Two years on, the firm's Black Action Plan has evolved into The Black Experience. It is still vital that Deloitte continues to monitor progress against their commitments, ensuring that they are focusing their efforts in the right place to achieve this. Firstly Deloitte believe they must address the remaining work there is to do, as it relates to transforming the personal and professional lived experiences of Black talent across the UK.

Focus Areas include:

1. Experience

- We are supporting and encouraging our leaders and people to have meaningful conversations about discrimination and racism through our 'Can You Hear Me' Sessions.
- Focusing on onboarding and supporting the employee lifecycle for Black new joiners – the various and most important stages that they will go through as they navigate the firm. There are six distinct stages at play: attraction, recruitment, onboarding, development, retention and separation.

- Highlighting the importance of mental health and wellbeing.
2. *Sponsorship*
- Improving access to sponsorship and mentoring opportunities for our Black talent and providing practical tools to support sponsors. For example, the Future Leaders Programme is aimed at middle management grades in the firm. It supports participants in navigating the next step(s) in their leadership journey in the organisation and is centred on a mix of education, experience and exposure activities, underpinned by a robust sponsorship programme. In line with our externally publicised Inclusion targets, the first year specifically focused on women and ethnic minorities.
 - We are holding ‘Ask the Leader’ sessions to help Black talent understand how to navigate the firm and network with senior Black role models, who have been promoted and can give advice and guidance. Participants/ volunteers will share their experiences. We gather views via several panels or fireside chats and use this insight to help other Black colleagues navigate the promotion process successfully.
- We are currently enhancing support for people leaders to partner in the success of our Black colleagues e.g. allyship guide for leaders managing Black colleagues, outlining how they can support with the specific experiences Black colleagues may have while navigating the firm.
3. *Promotion*
- Monitoring the application of promotions criteria for senior grades and a continued focus on succession planning for our Black talent. We have set internal targets for each business and review our progress against these every three months.
 - We are working towards higher representation in specific industries and using data to provide transparency where we identify a lack of representation. For example, we sponsor Black Tech Fest, a virtual three-day festival to celebrate Black culture, showcase innovation and create pathways for underrepresented talent in the technology space where representation is low.
 - Transparency with data dashboards and accountability on targets for diversity at senior leadership levels.

“Fostering inclusion and taking care of each other are two of our shared values. We want to create a sense of belonging for all, where our people can be their true selves. We have significantly increased our diversity at all levels of the firm, including percentage of ethnic minorities. Through our ethnicity plan and our Black Experience plan we are working hard with the support of our Ethnicity Council, and regular oversight of our executive team, to ensure our firm is a diverse and inclusive place to work.”
Jackie Henry, Senior Partner, People & Purpose

Eversheds Sutherland LLP

Eversheds Sutherland have recently introduced two specific initiatives aimed at attracting, retaining and maximising the potential of their best diverse talent.

SQE Academy

Using analysis undertaken with Fulcrum to benchmark themselves against the sector, the firm found more ethnic diversity in their paralegal pool. As a result and due to regulatory changes to the ways in which individuals can now qualify as solicitors, it launched an SQE Academy for its highest performing paralegals, to fast-track this talent and open up access to the profession. The Academy operates alongside the firm’s existing

training contract and apprenticeship programmes and sees participants work towards the Solicitors Qualifying Exam (SQE), whilst acquiring the necessary qualifying work experience. Thirty individuals currently attend the Academy with the first intake due to qualify in early 2024. Thirty per cent are from an ethnic minority background.

Career Sponsorship Programme

At a more senior level, Eversheds Sutherland also recognise that some colleagues from ethnic minority backgrounds and those who identify as women are less likely to seek out sponsors at work, and as a result, are at risk of missing out on skills, knowledge, relationships and opportunities that ordinarily support career advancement. The career sponsorship programme brings a formal and structured approach to sponsorship for colleagues, who are matched to a senior career sponsor. Over 12 months, they explore a variety of work opportunities and are introduced to new networks and connections. The programme supports ethnic minority talent with access to experiences for career enhancement, gaining valuable insights and the opportunity to raise their profile within the business. Feedback from participants has been positive and 30% thirty per cent of the cohort has achieved a promotion.

“I’ve had multiple meetings with my sponsor and have benefitted from our interactions to date. We’re also collaborating on some

business development matters linked to the sectors I am aligned to and my efforts have been well-received by my sponsor, which is very encouraging.”

“At Eversheds Sutherland our diversity and inclusion strategy is an integral part of our Responsible Business approach. We are committed to building a diverse workforce and a culture in which ethnically diverse colleagues can progress their careers and truly thrive. We have voluntarily reported our ethnicity pay gap since 2019 and remain focused on driving change to close the gaps that persist and achieve greater ethnic representation at senior levels within our firm. Having achieved our 2022 ethnicity target, we commit to achieving greater ethnic representation by re-setting our ethnicity targets and the action plans behind them.” Lorraine Kilborn, Chief People Officer

EY

EY decided to increase Race Equity to diversify its Senior Leadership.

In order to increase representation of ethnic groups at senior levels they decided to challenge the typical ‘archetype’ of success by enabling a more diverse range of leaders.

In 2018, the organisation launched the EY Future Leaders Programme (FLP), recognising that

organisational culture plays a key role in the behaviours and decisions that have an impact on progress. The focus was on race equity – how could EY change the context of its organisational culture and behaviours to make the organisation a more equitable environment where everyone can reach their potential? It was critical that the purpose of the programme was not to ‘fix’ talent from under-represented ethnicities, and instead about:

1. Supporting talent from underrepresented ethnic groups to develop an authentic leadership style, taking full account of their identity and culture.
2. Supporting EY to identify and address any challenges to their career progression.
3. Empowering participants to drive culture change in relation to ethnicity so that everyone can realise their potential without compromising what makes them different.

The programme is a 14-month organisational change programme for 120 ethnic minority senior managers which runs yearly. The programme includes content developed by external organisational psychologists, who specialise in leadership development, race and diversity, and incorporate the latest thinking and approaches to inclusive leadership from an ethnic minority

point of view. The aim is not for this to be a one-off experience but for the experience to drive long-term behavioural change within departments and create a culture of Equity and Belonging.

The programme is for participants, their career counsellors and their senior leader sponsors and allies, who also develop their inclusive leadership skills to enable them to influence positive change across the firm. Sponsors and allies for change are Partners and Directors who aren't necessarily from an ethnic minority background but who are committed to:

- Developing an understanding of why race matters.
- Advocating for racial diversity.

The programme is made up of three modules:

1. Leading self
2. Leading others
3. Leading the business

Within the modules, Senior Managers receive one-to-one coaching from an external executive coach and participate in coaching circles with other participants and workshops with allies. Allies and sponsors also participate in separate allies workshops without the Senior Managers.

Benefits for participants

At the end of the Future Leaders Programme, participants will:

- Have increased their self-awareness as authentic leaders including values and identities.
- Have increased their impact and influence on the business.
- Be seen/sees self as a role model (e.g., in leading courageous conversations) to normalise conversations about race around the business.
- Get the best out of diverse teams.
- Identify race-inclusive cultural change actions (either micro, intermediate or macro based on the 'Tempered Radical' Framework).
- Be part of a peer group/collegiate group to support and challenge leadership practice.

The first FLP cohort was launched in completed in 2019 and since then over 400 Senior Managers and their sponsors and allies have been through the programme. Feedback from participants, sponsors and allies has been overwhelmingly positive, centred on how the programme

has impacted both their personal and career development and commitment to creating culture change around race equity at EY.

Success to date

EY Data also shows positive outcomes such as:

- Over 60% of FLP participants have progressed to a more senior level within their rank or been promoted to a more senior rank and alumni of the earliest cohorts are now moving onto our 'Pathway to Partner' programme.
- Greater retention of participants compared to ethnic minority non-participants. Typically, Senior Manager participants are at least four years out from Partner. EY continues to track the progress of FLP alumni and anticipates more of them entering the Partner pipeline as they pass the four-year anniversary of the first cohort graduating.

“EY is proud to be a signatory of the Race at Work Charter and to support its principles by completing the BITC Race at Work Charter Survey. Building a diverse and inclusive workplace is a business imperative and the Work Charter Survey is a valuable opportunity to help share insights and to benchmark our initiatives.”

“I’m encouraged to see the progress we’re making at EY, but we know there’s still a way to go and we’re taking targeted action to accelerate the pace of change. Only by finding the best talent and creating equal access and equitable outcomes for all our people will we enable our business to continually evolve and innovate to best serve our clients.”

“We look forward to continuing our work with BITC and other organisations to drive real change in our organisation and the wider business community.” Hywel Ball, EY UK&I Regional Managing Partner and UK Chair

London Stock Exchange Group

In September 2022, LSEG (London Stock Exchange Group) launched Illuminate a six month leadership development programme, in the UK and US.

Illuminate has two aims:

1. To support the acceleration of under-represented Black and Latinx talent.
2. To strengthen leadership practices that create the conditions in which everyone can thrive.

Illuminate is made up of two cohorts:

- Black and Latinx leaders explore authentic leadership, career ambition, presence & influence.
- Ally leaders explore allyship, inclusive leadership & racial fluency.

The programme is designed to create wider systemic impact in a number of ways.

1. Participants are asked to have conversations about race and ethnicity with colleagues across the business.
2. Participants work in a group to shape “change challenges”. An Executive Committee member serves as a sounding board and sponsor for these challenges.
3. All participants invite a new “change partner” to the final workshop. The change partners support participants in sustaining momentum and impact on racial equity post-programme.
4. Participants’ line managers are actively engaged in the experience.

Since the programme, participants have reflected that, although it’s not easy to speak about

race and ethnicity at work, and people can be concerned about how to bring it up and saying the wrong thing, they believe we need to talk about it more so that we work together to drive change and increase understanding.

The programme’s impact will be continuously evaluated. LSEG are pleased that several participants in the pilot have made positive career moves and will continue to monitor the career progression of the inaugural cohorts. The second Illuminate cohort will launch in Q4 2023.

Methods

Methods had previously been unable to track demographics by ethnicity. They decided to make system changes to their Salesforce platform to enable them to track ethnicity, along with gender, disability, and carer status. All information is systemically anonymised to provide confidentiality and whilst all colleagues are required to complete the survey, they are free to decline to answer any questions. This approach means that Methods now has accurate anonymised data for around 96% of colleagues. As a result, they are now publishing findings on their intranet every 6 months as both a snapshot in time and also in regard to new starters and those leaving the business.

Additionally, Methods plan to publish these statistics externally on an annual basis, along with their gender pay gap analysis and are confident that this transparency is a key element in their ability to attract potential applicants to work in the technology sector.

Having this data to hand informs senior management on progress and highlights any areas that appear to require further focus or improved processes.

“Methods remains committed to strengthening and growing an inclusive and diverse colleague base, with levels of diversity well ahead of both industry sector and national averages. Delivering on this enables us to attract the best talent based directly on an individual’s skills and passion irrespective of their background and ethnicity, thereby underpinning our efforts to drive our growth as a business.” Mark Hewitt, COO

Royal Mail

Development Opportunities for Royal Mail's Ethnically Diverse Talent

In February 2022, Royal Mail agreed a set of company DEI targets, aiming to achieve 15% representation from underrepresented ethnic groups by 2025 at all levels. They have made good progress on ethnicity targets, achieving 13% representation at all levels by 2022/2023.

Royal Mail has launched and/or are extending the following initiatives to ensure they can create a truly diverse workforce:

- Appointed an actively engaged long-standing Executive Sponsor for Race equality who represents Royal Mail on the BITC’s Race Equality Leadership Team.
- Promoted self-ID Race and Ethnicity data, with 88% colleague participation.
- Committed to a zero-tolerance stance on harassment and bullying, reinforced through internal policies.
- Sponsored key internal and external people development initiatives and implemented a meaningful strategy to support and develop underrepresented ethnic groups and allies.
- Sponsored recognition of key events impacting ethnic minority communities, such as e.g. Windrush75, World Culture Day and Black History Month.

At the heart of Royal Mail’s race equality ambitions is the Royal Mail EmbRace Race and Culture Employee Resource Group, giving colleagues across the company a safe space to belong and feel included. The ERG has been enabled by the organisation to raise awareness of issues through immersive engagement and learning interventions

that impact people from all underrepresented ethnic backgrounds. They have influenced internal recruitment policies and HR strategy, to create an inclusive culture for colleagues.

As part of Royal Mail’s commitment to develop Black and ethnically diverse colleagues and to support their readiness for progression opportunities, Royal Mail colleagues participated in the BITC’s Cross-Organisational Mentoring Circles programme. The programme has been led by Royal Mail’s EmbRace Employee Resource Group for nearly a decade, whilst being fully supported by the business. The initiative brings together peer level mentees from Black and ethnically diverse backgrounds, across different organisations and sectors, to maximise their full potential and to facilitate career progression.

They plan to introduce the following interventions to further drive inclusion and diversity for underrepresented ethnic groups :

- Educating leaders and colleagues on the importance of building an inclusive culture through their Equally Yours training programmes and Discover, their inclusion hub.
- Diversifying the pool of applicants in leadership roles.
- Implementing blind shortlisting and balanced recruitment panels.

REFERENCES

- ⁱ [BITC Race at Work 2021 Scorecard report](#)
- ⁱⁱ [BITC Race at Work Black Voices Report 2020](#)
- ⁱⁱⁱ [BITC Race at Work Black Voices Report 2020](#)
- ^{iv} [BITC Race at Work Black Voices Report 2020](#)
- ^v [Fawcett Society and Runnymede Trust, Broken](#)

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