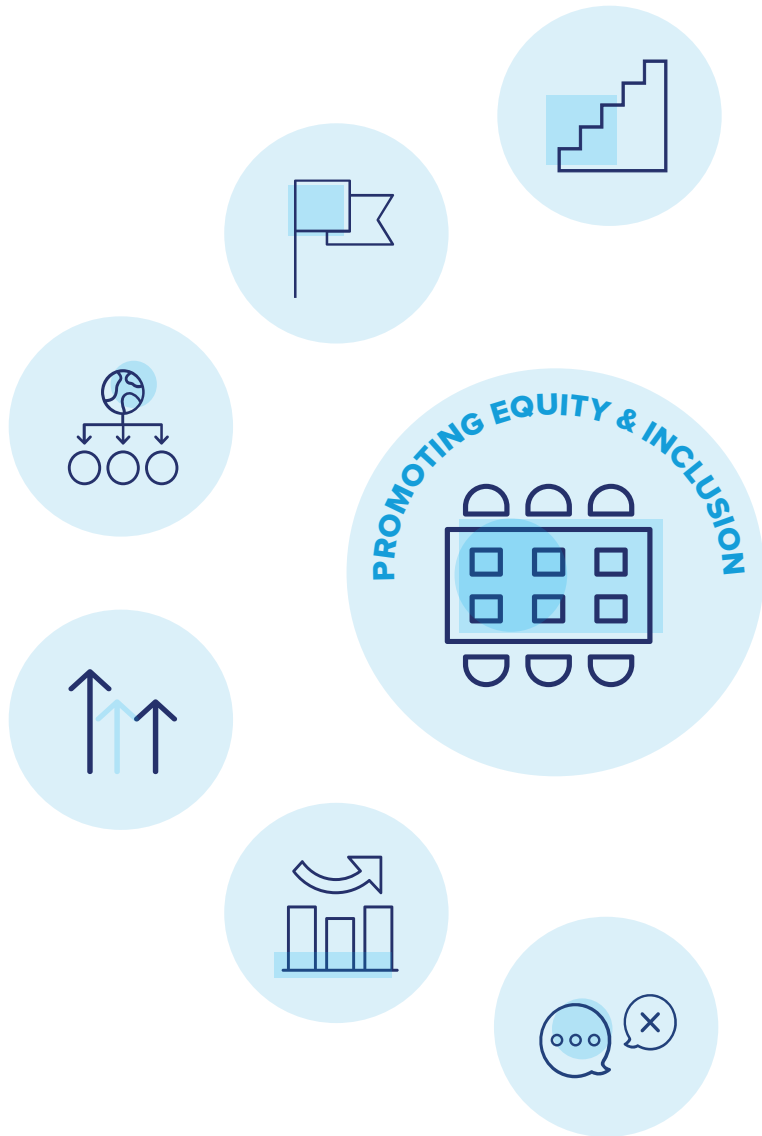




The Prince's  
Responsible  
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Report

# RACE AT WORK CHARTER 2023: COMMITMENT FOUR

October 2023



# REPORT

## RACE AT WORK CHARTER REPORT 2023: COMMITMENT FOUR – MANAGERS PROMOTING EQUITY AND INCLUSION

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 FOUR OF THE RACE AT WORK CHARTER

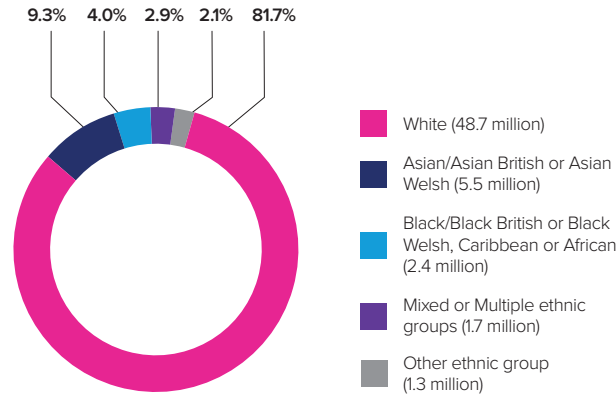
### Make equity, diversity and inclusion the responsibility of all leaders and managers.

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

Actions should include setting performance objectives for leaders and managers, who have a responsibility to promote conscious inclusion and fair access to opportunity for all staff. Action should also be taken to build inclusion and belonging and to include the voices of Black, Asian, Mixed Race and other ethnically diverse employees in the workplace around key decision-making tables.

Business in the Community's (BITC) [Race at Work 2021 Scorecard Report](#) found there has been a narrowing of the gap between White and Black, Asian, Mixed Race and other ethnically diverse managers having objectives to promote equality in the workplace. In 2021, there was an increase in White managers having a performance objective to promote equality at 32% compared to just 26% in 2018. 36% of Black, Asian, Mixed Race and other ethnically diverse managers had these objectives in 2018 and 38% in 2021. This closes the gap in disparity by eight percentage points, a significant shift in the right direction.<sup>i</sup>

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



Source: Census 2021 Ethnic Group TS021

Supporting line managers to be comfortable talking about race and ethnicity is vital to enable honest, open and productive conversation about fair and equitable access to opportunities in the workplace. Insights from our Race at Work 2021 Scorecard report show that there is some progress, but it is slow. There is evidence that this discomfort also exists around conversations on religion, belief and social background.<sup>ii</sup> This is something worth exploring with managers and employees if you have not already done so.<sup>iii</sup>

Carmen Watson, Chair for Pertemps Recruitment Partnership Limited, said:

**“At Pertemps, we’re resolute in our commitment to fostering leadership on diversity. We firmly believe that true progress lies in embracing the richness of human experiences, perspectives, and backgrounds. Our organisation champions an inclusive culture that amplifies diverse voices and nurtures equitable opportunities. We recognise that leadership on race and diversity requires meaningful dialogue and action. We are dedicated to continuously learning, evolving, and holding ourselves accountable. Together, we strive to build a future where every individual feels seen, valued, and empowered, and recognises that we are stronger together.”**

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.

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

### CHARTER EMPLOYER TRENDS 2019–2023

#### Trend question: Does your Board and senior team have personal performance objectives on diversity that include action on race?

**44%** of employers who participated in the Race at Work Charter Survey 2023 said yes to setting personal performance objectives on diversity that include action on race for their Board and senior team. Sadly, this is a decrease from 50% of employers in 2019 and 46% of employers in 2020 and in contrast to the results of the Race at Work people survey in 2018 and in 2021. A clear policy on tackling bullying and harassment in the workplace, wherever it is found, is essential to building an inclusive culture where everyone feels they are a valued member of the workforce.

**Figure 2:** Percentage answering yes to ‘Does your Board and senior team have personal performance objectives on diversity that include action on race?’



Source: BITC Race at Work Charter Employer Surveys

#### Trend question: Do your line managers have diversity performance objectives to take action to facilitate the development and progression of Black, Asian, Mixed Race or other ethnically diverse talent within their teams?

Only **20%** of the Race at Work Charter Survey 2023 respondents said yes to line managers having diversity performance objectives to take action to facilitate the development and progression of Black, Asian, Mixed Race or other ethnically diverse talent within their teams.

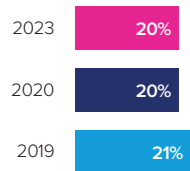
This has remained stagnant from 20% of employers in 2020 and seen virtually no movement from 21% of employers in 2019. It is important that high level targets and objectives within the organisation are

Shaina Kotecha, Chief People Officer, Lendlease, said:

**“We believe that successful outcomes can only be achieved if we unite diverse experiences and thoughts and this means attracting, recruiting and developing employees from a diverse range of cultures and backgrounds. We are committed to creating fair processes from recruitment to talent development and promotion; we will remove barriers to support progression as required and we will create a psychologically safe workplace where everyone can be themselves through training, internal networks and equitable policies. We monitor success through KPIs to increase overall and senior representation and through our annual People Survey.”**

underpinned with employee objectives to support delivery of the goals that are set. BITC has produced a toolkit on performance objectives to support employers with setting objectives for their managers to ensure they are promoting equity and inclusion within their teams.

**Figure 3:** Percentage answering yes to ‘Do your line managers have diversity performance objectives to take action to facilitate the development and progression of Black, Asian, Mixed Race or other ethnically diverse talent within their teams?’



Source: BITC Race at Work Charter Employer Surveys

BITC Race at Work Black Voices Report 2020 found Black employees are more likely than White employees to report that their development is the responsibility of both themselves and their line manager: 34% v 24%.

The trend of employers ensuring that managers have inclusive leadership training and are thinking about how they can change organisational culture through these behaviours is a very positive one. However, concrete performance objectives to ensure these behaviours are demonstrated by line

managers within their teams is an important next step. Introducing 360-degree feedback processes is one way to do this and examining employee survey results by teams, and by business unit, is another way to review progress, by examining employee perception by ethnicity and other protected characteristics and intersections.

### **New question: Do you review the appraisal, development opportunity, training and reward processes in your organisation by ethnicity group?**

**45%** of the Race at Work Charter Survey 2023 respondents said that they review the appraisal, development opportunities, training and reward processes in their organisation by ethnicity group. Managers need to ensure that fair access to development opportunities, stretch assignments and high-profile projects are shared equitably across their teams.



Employers should also examine appraisal and performance assessments by ethnicity group to identify any disparities in performance rating trends and any subsequent pay awards and recognition.

Where disparities are found, executives, senior leaders and HR should be having conversations with line managers and employees about how to close the gaps.

Simon Holden, Group Chief Operating Officer, CityFibre, said:

**“We understand that fostering an inclusive environment and embracing diverse perspectives can lead to better decision-making, innovation, and overall success of our business. We have clear policies that emphasise the group’s commitment to promoting diversity, equity, and inclusion. We provide ongoing training and education programmes to enhance employees’ understanding of race, diversity, equity and inclusion to make all our employees feel supported and comfortable to be themselves at work. These programmes, together with our four Networks (LGBTQ+, Cultural Inclusion, Disability and Carers, and Gender Network) aim to foster awareness, empathy, and cultural competence among staff members.”**

### ACTION EMPLOYEES ARE TAKING

1. Inclusive leadership development sessions, that include a guest speaker programme with topics such as 'Cultivating a Culture of Belonging'.
2. Immersive inclusive leadership masterclass that combines theoretical knowledge with practical exercises.
3. Chair of the Board meeting their anti-racism working group to discuss employee concerns and next steps.
4. 1-2-1 coaching on inclusion for senior managers and executives.
5. Encouraging every colleague to take responsibility for inclusion, starting with the Chief Executive being allocated a performance objective to embrace diversity and value difference.
6. Colleagues engaging in story-telling, sharing personal and fascinating accounts to generate impactful conversations, both virtually and in the office.
7. Building on research that analyses key behaviours to differentiate inclusive leaders from those who need improvement and thinking about the psychology of inclusion to discuss what leaders can do to extend an inclusive culture.

### BEST PRACTICE IN ACTION

In this section, the following employers share more detail on how they approached promoting equity and inclusion in the workplace in the workplace:

- Avon and Somerset Police
- Bentley Motors Ltd
- British Army
- Canada Life UK
- CMS
- National Building Society
- Pertemps Recruitment Partnership Ltd
- Sodexo UK & Ireland
- Unum UK
- Zurich Insurance Company

#### Avon and Somerset Police

Avon and Somerset Police's ambition is to become the most inclusive UK police force, where difference is valued and people thrive. The Corporate Strategy commits to refreshing Avon and Somerset Police's approach to Diversity and Inclusion. The Constabulary's Inclusion and Diversity Plan 2019-24 was informed by analysis of workforce diversity data and sets strategic objectives to guide its EDI work:

1. An inclusive culture: We will build a fairer and more respectful workplace at every level where diversity is harnessed as a strength and where people are valued as individuals and helped to flourish, whatever their unique background or characteristics.

2. A diverse workforce: We will proactively tackle underrepresentation and create a workforce that far better reflects the diversity of the communities it serves.

3. Inclusive practices: We will embed inclusive policies, processes and practices at every level, meeting or exceeding recognised standards, against which these will be benchmarked. The Constabulary has a clear plan to address EDI and has increased representation in the workforce with a comprehensive EDI plan, led by the Chief Constable, with an internal and external focus.

Activity to implement the Inclusion and Diversity Plan is managed and monitored through the Constabulary's Single Delivery Plan & key measures are routinely monitored by the People Committee and reported to the Chief Constable, who is the sponsor for the Race and Ethnicity portfolio.

Avon and Somerset Police have also identified five strategic imperatives that are critical to the delivery of the Constabulary's Vision to deliver "Outstanding policing for everyone". Of these, Inclusion and Transparency are especially important to achieving a representative workforce. Finally, the organisation plans to publish its equality objectives to demonstrate ongoing commitment and progress towards becoming more diverse and inclusive.

#### Bentley Motors Ltd

This year, Bentley Motors Ltd rolled out an immersive Inclusive Leadership Masterclass to over 200 senior managers within the business. The masterclass aimed to empower leaders to confidently lead, promote Diversity and Inclusion, understand the concept of equity and foster inclusive behaviours. Leaders are engaged in interactive discussions, case studies and simulations to challenge bias and expand their understanding of Diversity, Inclusion, and Equity.

The sessions were guided by expert facilitators, along with members of Bentley Motor's internal Diversity & Inclusion Breakthrough Action Team (DIBAT), a group of defined senior Diversity & Inclusion (D&I) champions, to encourage open dialogue. The masterclass has had a profound impact on the organisation. Leaders emerged with increased confidence and a deepened understanding of Diversity and Inclusion. They have started to champion Diversity and Inclusion within their teams, by identifying and addressing diversity gaps. They have also started to actively role-model inclusion and allyship, fostering psychological safety and empowering employees to speak up against non-inclusive behaviours, as well as improving communication skills, such as using inclusive language. Overall, Bentley Motor's masterclass has empowered leaders to speak courageously and confidently about Diversity, Equity, and Inclusion, both internally and externally.

*“We know that diversity drives success and by bringing a greater range of experience, creativity as well as inclusion, allows co-operation to play in business strategy, innovation and decision-making. We firmly believe that it is a fundamental part of the business and therefore should be a core function that touches every single area of the organisation. Our ethos is that a rich and inclusive culture, where everyone is supported*

*to achieve their full potential, is what will help to drive our business forward, and so working closely with this newly formed team, we are confident of achieving our aim of becoming the most diverse luxury car manufacturer in the world.”* Wayne Bruce, Chief Communications and D&I Officer

### British Army

The British Army's Race Action Plan was published in April 2023. The plan was devised following research from a wide variety of sources including surveys, statistical data, focus groups, consultation with the Army's Multicultural Network and peer-reviewed academic papers. It communicates a summary of the findings and a series of 34 actions to further improve the experiences and opportunities for ethnic minority personnel across the Army. It focuses on the areas in which a demonstrable positive impact is required and highlights the commitments to be made to achieve them, measured against key performance indicators. Overall, the underlying intent of the Race Action Plan is to secure equality of opportunity for all from day one. Key points highlighted are about understanding cultural barriers and perspectives; avoiding bias; adopting flexible approaches to working and increasing access to opportunity at all stages of employee's careers. The actions

identified are grouped into five strategic level outcomes: improving representation at all levels; accessing talent; progressing talent; improving and professionalising organisational culture and improving lived experience, retention and opportunities. The Race Action Plan requires a quarterly review process where action owners will demonstrate measurable progress. Where positive change is outside the control of the Army, the plan will be used to continue to make the case for change in the wider Ministry of Defence (MOD). All of this will help to achieve the desired outcome of becoming a more effective Army, fostering a culture where everyone is treated on merit, with respect and is valued.

*“We've made progress towards greater ethnic diversity and have declared very demanding levels of ambition for representation. The case for full inclusion is compelling. Respect for Others stands out among our Core Values and demands that all our leaders – junior or senior – set the tone and pace: they must lift rocks, listen to and act on what they find, and set the clearest example. They will challenge the behaviours which diminish professionalism in our teams. The goal remains a force comprised of individuals equipped and willing to bring their unique experience and abilities to fighting and winning wars on land.”* Brigadier Christopher Coles, Head of Diversity and Inclusion



### Canada Life UK

Canada Life UK encourages every single colleague to take responsibility for Diversity, Equity and Inclusion (DEI). The organisation's ambition is to build on the foundations they already have in place: 19% of colleagues who report class themselves as being from a diverse background. Canada Life UK's colleague-led Ethnicity Network (TEN), supported by Executive sponsorship, has been active for several years. For Black History Month, they partnered with Show Racism the Red Card to run virtual learnings on allyship, power and privilege, including an interactive talk with founder Shaka Hislop, a former Newcastle United footballer. Colleagues engaged in story-telling, sharing personal accounts and generating impactful conversations, both virtually and in the office – including a very popular cultural cuisine day. Canada Life UK is building greater awareness through healthy challenge on power and privilege, sparking lots of conversations, with more and more colleagues recognising and taking action to become allies, as the organisation strives to increase ethnically diverse representation in the workforce. All colleagues have access to ways of taking responsibility to help create a workplace that is diverse, inclusive and where everyone feels they belong.

*"Building an inclusive workplace with a diverse workforce where everyone can feel they belong and achieve their potential regardless of ethnicity, gender or any other characteristic is a key aim for us. We are actively taking new approaches to make a real difference and move faster – we know we are a better organisation when we more accurately reflect the communities we serve. Our DEI strategy is accelerating action and driving us forward and we are seeing meaningful and sustained change in our business including a positive increase in ethnic representation."*

Nick Harding, Chief People Officer

### CMS

In March 2022, CMS launched its 'Inclusive Leadership' programme, initially aimed at Partners, across the UK and CEE regions. It is an ambitious one-year blended programme that supports the organisation's commitment to increase the inclusion of ethnically diverse employees across the firm. The programme is built on research that analyses key behaviours that differentiate inclusive leaders from those who need improvement and gives Partners the opportunity to think about the psychology of inclusion and discuss what they can do, as leaders, to extend CMS's inclusive culture further. The programme provides key takeaways to help Partners consider whether they are making inclusive decisions, as well as building inclusive relationships. It aims to

be the starting point for discussing, reflecting and learning about the topic of inclusive leadership with peers and teams. CMS are pleased that they have already begun to embed the learning into their day-to-day decisions. To keep Diversity and Inclusion at the forefront of their Partner's minds and help them continue to grow their understanding, CMS also designed a series of monthly learning bursts to encourage self-reflection and provide practical tips to help increase cultural awareness, understanding of race equality and race inclusion, as well as the importance of speaking up. To build on this support, and further discussion amongst peers and within their inclusive teams, CMS designed a 'Conversation Guide' that provides suggested topics about racial inclusion. The organisation believes that gathering feedback directly from their team will help support the work the firm and the Practice Groups are doing around EDI. Equally, discussing these topics with their peers can help create a support network where they can share their experiences, best practice, and tips.

*"As a modern progressive global law firm, our commitment to a culture of trust, respect and inclusion for all our colleagues sits at the heart of our business. Future Facing Inclusion is our approach to building an inclusive culture that embraces differences and encourages diversity of people, views and experiences, for the benefit*

*of all. We are passionate about our people and put equality at the centre of our business. Our robust and sustainable strategy, underpinned by our policies and procedures, provides a framework to deliver on our commitment to our people.”*

Sophie Breuil, Head of Diversity & Inclusion

### Nationwide Building Society

All leaders at Nationwide Building Society have Inclusion, Diversity & Wellbeing (ID&W) performance goals, related to improving representation, creating inclusive cultures, being visible role models and allies, and embedding ID&W into strategic decision making. The development and rollout of an ID&W dashboard aims to strengthen leadership accountability, by supporting understanding of impact and progress on measures. The interactive dashboard will combine data points, providing improved functionality and easier navigation to drive insight, enabling leaders to understand progress, identify pain points and take targeted action. The dashboard will be updated monthly including measures set at organisation level, and bespoke measures at Function level to show where areas are on or off track. All leaders will be able to access the data from organisation level, all the way down to Team level. This will drive transparency around the data. The views within the dashboard include the Inclusion and Wellbeing indices, gathered through colleague listening, as well as diversity data, leavers, joiners,

promotion information and a view of recruitment, from application to offer. This information will enable People Leaders to understand not just how they're performing, but also the potential drivers behind this. As part of the overall approach, a quarterly deep dive will be taken to the Executive Committee to better support regular monthly reporting. Future development of the dashboard will be to introduce reporting against Nationwide Building Society's recently collated socio-economic data, enabling People Leaders to understand the socio-economic background make-up of their areas and the whole organisation. This will provide an intersectional lens, showing the social mobility status by ethnicity, gender, disability and sexual orientation.

*“Our clear goal is that the make-up of Nationwide Building Society should reflect that of the wider society in the UK. In tackling that goal we have placed inclusion at the heart of being a modern mutual which means we want all of our colleagues to be able to thrive. Critical to this is ensuring that the experience of ethnically diverse colleagues is equal to that of non-ethnically diverse colleagues and that the intersectional impacts of our identities are taken fully into account. All of this requires strong and bold leadership, education, allyship and a relentless focus on making measurable and persistent progress.”* Mark Chapman, Chief Legal Officer and Executive Sponsor for Race & Ethnicity

### Pertemps Recruitment Partnership Limited

Pertemps Recruitment Partnership Limited endeavours to continually improve the accountability of their line managers and leaders in order to promote equality in the workplace. As part of this, they have reviewed and revised all recruitment lifecycle documentation and processes across the business, from job description, to advertising, interview guides and templates, onboarding and through to personal development plans. The focus has been on making managers responsible for continually developing and maintaining inclusive hiring and people development practices. The organisation has created new 'role goals' within all job descriptions, which are used as part of the interview process and feed through to appraisals and performance reviews. To support this, they have introduced a new Performance Development Plan and Performance Development Review process. This goal, along with the other role goals, has parameters set against it to evidence and evaluate where goals are not yet being met, are met or are being exceeded, with the ability to set individual goals to continually strive to overachieve. Pertemps Recruitment Partnership Limited also ran workshops and coaching sessions for leaders and managers, bringing to life the goals of:

Developing and maintaining inclusive hiring practices, minimising bias and creating an equitable application, recruitment and selection process.

Self-awareness of unconscious bias throughout the hiring lifecycle and beyond.

The importance of showing and promoting inclusive behaviours and respect to all.

Pertemps Recruitment Partnership Limited are proud of their track record for supporting colleagues and have implemented the above processes to build on leaders' and managers' skills. Such a framework enables monitoring and evaluation, ensuring that the organisation will be able to continue to identify how to make inclusive and personal development available, along with opportunities that meet colleagues' diverse needs.

### Sodexo UK & Ireland

Sodexo UK & Ireland have established aspirational targets: to have the representation of Black, Asian and Mixed ethnic employees be reflective of the UK labour market by 2024. These targets, and the progress against them, have been published externally within Sodexo's annual gender and ethnicity pay report. The organisation's focus is very much on inclusion and ensuring a positive employee experience

so that they can attract and retain diverse talent. To do this, they have undertaken an extensive review of the employee experience throughout the employee lifecycle to determine where things could be improved. This led to a number of actions and initiatives; for example, introducing a reciprocal mentoring programme, re-designing a management development programme by removing requirements for a recognised qualification in Maths and English, therefore widening access opportunities to the programme and introducing calibration of performance ratings to aid reducing bias in decision making.

They are also pleased to have supported the 10,000 Black Intern programme in 2023 (now referred to as 10,000 Intern Foundation), offering 24 intern placements with Sodexo. In addition to work experience, the interns received mentoring, professional development workshops and role model sessions where other Black colleagues in the business shared their career journeys, learning and reflections along the way. The programme has also been a fantastic learning opportunity for our managers building their own cultural competence and access to a more diverse talent pool. Four interns have since gone on to secure permanent employment so far. Sodexo is very much committed to achieving its ambitions and has strong, accountable leadership supporting all these various change initiatives.

*"Our focus on race inclusion has continued to remain a key priority. As a leadership team we are clear that it is the responsibility of everyone in our business to embed and deliver against the commitments we have made. This includes achieving the representation targets we have set and embedding race fluency across the business. In 2022 we launched a reverse mentoring programme and we are delighted to welcome 24 interns to our business in 2023 supporting the 10,000 Black intern programme. We have continued to publish our ethnicity pay data believing transparency drives progress and accountability." Raj Jones, Head of DEI*

### Unum UK

In the second half of 2022, Unum rolled out compulsory Inclusion and Diversity training for all employees. This training called Better with U at Unum, consisted of 3 training modules for all managers. It was designed to inspire self-reflection and explore deep understanding of the day-to-day actions needed to achieve the value of diversity of thought and an inclusive culture. Managers participated in a hybrid training of one virtual self-paced and two virtual live modules. Session one, took leaders through the components of diversity of thought and provided an understanding of the benefits of and resources needed to create a psychologically

safe working environment. Session two, was all about understanding unconscious bias, including stereotyping and microaggressions. It encouraged mindfulness to better mitigate the negative effects of bias. The final session was about unlocking the power of the team. It examined the enablers of inclusion, how to leverage privilege and the power to advocate for others. Feedback from the training showed that 64% of employees felt their work behaviours had been positively influenced by this training. Of the 36% who were neutral about the training, over half of those said that was because they felt they were already behaving inclusively. With total inclusion index scores in Q1, 2023 of 90% and belonging index scores of 89% (up from 78% and 74% respectively in 2021), Unum employees agree that we are an inclusive organisation where they feel they belong.

*“Committing to the Race at Work Charter gives a clear signal that race equality matters to us as a business and that we are focused on delivering sustainable change. One of the first actions we will be taking, to support our new commitments, is refreshing our Allyship training and rolling this out in 2023.”* Jane Hulme, HR Director

### Zurich Insurance Company

Zurich Insurance Company conducted a piece of work that aligned with their pillar “Make clear that supporting equality in the workplace is the responsibility of all leaders and managers”. As part of Race Equality Week and the “Big Promise initiative”, the organisation sought to ensure that all UK people leaders committed to one tangible, measurable and actionable Big Promise over the course of 2023. To do this, they sought the help of third-party panellists with organisational or industry experience in empowering people leaders to commit to a tangible action such as participating in reverse mentoring. They then used this as an opportunity to reframe the conversation and outline to people leaders how they could make a difference and demonstrate the positive benefits of having a diverse workforce. As a result of the initiative over 90% of the executive committee and senior leaders group committing to a promise, with 1 in 2 additional colleagues also committing to one actionable initiative. Given that this community have the most influence in driving forward change, Zurich considered this a significant success. Ensuring that people leaders have ownership of their initiative, and are clear on

what they need to do, means that going forward the organisation has a better way of measuring leadership engagement. This will also help to ensure that all leaders and managers are clear that they all have a responsibility to support equality within the workplace.

*“Zurich is really proud to be supporting the Race at Work Charter again and are committed to tackling barriers to recruitment and equitable progression of ethnically diverse talent. Together with our Cultural Awareness Network, Zurich has been taking steps to reduce our ethnicity pay gap and to ensure our business accurately reflects the society we live and work in. Initiatives such as our Kickstart mentoring programme for talented school students are examples of how we’re increasing our pipeline of diverse talent. We’re determined to drive the industry forwards and reduce race inequality at work, whilst recognising that there is still so much to be done.”* Amy Brettell (Managing Director – Zurich Municipal) and Caroline Dunn (Chief Underwriting Officer), Executive Sponsors of our Cultural Awareness Network

### REFERENCES

- <sup>i</sup> [BITC Race at Work 2021 Scorecard report](#)
- <sup>ii</sup> [BITC Race at Work 2021 Scorecard report](#)
- <sup>iii</sup> [BITC Race at Work 2021 Scorecard report](#)

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