



# RACE AT WORK CHARTER: ONE YEAR ON 2019

## Case studies

This document contains full versions of the case studies contained in the Race at Work Charter: One Year On report.

In this document, businesses give their examples of best practice, set against the actions and principles set out in the Business in the Community Race at Work Charter.

**“We are keen to share the stories of the actions that generate results and those areas that may need fresh thinking, innovation and support to ensure tangible impact and progress.”**

Sandra Kerr CBE



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# RACE AT WORK CHARTER: PRINCIPLE ONE

## Cabinet Office

The Cabinet Office seeks to be representative of modern Britain, setting targets to increase the flow of new entrants from ethnic minorities into the Senior Civil Service. We are building an inclusive culture including through recognising the importance of career progression to our ethnic minority staff. We have progressed several key projects to address attraction, recruitment, mentoring and sponsorship, while encouraging innovative targeted action in these areas.

We have built on our existing good practice through an action plan. Through recruitment and simplified technological processes, our data has improved; doubling our recording rate for ethnicity and senior level representation since 2017. Combined with better recruitment data, this enables us to better understand pinch points in our processes.

We are proud that our approach of mandatory diverse interview panels for senior roles has been rolled out to other government departments. We have secured almost 100 per cent senior diverse interview panels, with the staff race and ethnicity network (CORE) encouraging participation as a development opportunity. Some business units have also mandated this approach at all levels with positive results for ethnically diverse recruitment.

Working with Vercida, an external diversity recruitment platform, has widened our 'shop window' and HR has worked in partnership with CORE to ensure all jobs advertised externally, as

well as temporary stretch opportunities, can be seen by their members.

We have embedded diversity leadership into performance management. Race Champion Kevin Cunnington's Let's Talk About Race sessions have continued, covering 16 Cabinet Office business units and more than 400 senior staff, getting people talking about race and ethnicity, and we have now run the sessions at Civil Service Live!, with participants from across the Civil Service. Kevin also joined the Race Leadership Team of Business in the Community, enhancing sharing insight and best practice.

A pilot Diversity Senior Sponsorship scheme ran for a year, with five Executive Committee members sponsoring nine members of staff looking to join the Senior Civil Service. Of these, nearly all gained permanent promotion, temporary promotion or took up new stretching opportunities. A full scheme will launch in January 2020.

The Cabinet Office has sought to support targeted own-initiative schemes. After presenting to the Executive Committee in 2018, the CORE network met with the Permanent Secretary and HR.

The CORE network developed a mentor matching scheme, linking up ethnic minority staff with senior directors. They were overwhelmed with requests and positive feedback. An extended scheme including reverse mentoring will start in Autumn 2019.

A pilot interview skills and self-presentation workshop for under-represented women ran in the Government Shared Services Unit, driven by a passionate CORE member with support from the unit D&I team, HR and D&I influencers. The objectives were to deliver skills training in a supportive environment and develop a peer

support network. A full 'lessons learned' process evaluated results, including identifying that roles were secured after attendance, and there is a 90+ waiting list for the new workshop.

These actions have had a positive impact: interview panel representation increased from around 50 per cent in 2017 to close to 100 per cent in 2019. Recording rates for ethnicity of senior staff in the Cabinet Office have increased to 71 per cent. Senior level representation has increased from 4 per cent in 2017 to 9.4 per cent in 2019. More than 400 Cabinet Office Senior Staff have attended Let's Talk about Race sessions and more across government. Individuals participating in mentoring, sponsorship and targeted workshops reported positive outcomes. We are recruiting more staff from ethnic minorities to senior roles that the target we set.

Using insight from our project evaluations, while we have made good progress, we know there is more to be done. Our focus will be on delivering the schemes designed and piloted in 2019, and embedding Diversity and Inclusion into our DNA to meet our challenging ethnicity diversity targets for senior staff and shape a positive workplace culture to deliver for the government and the public over the coming years.

## **Department for Business, Energy and Industrial Strategy (BEIS)**

BEIS has been working closely with the Department's Faith and Minority Ethnic (FAME) Network to understand how best to support the progression of diverse talent in BEIS.

The Department launched the BEIS Reverse Mentoring programme in 2018, which is run in partnership by HR and the FAME Network. The programme aims to help Senior Civil Servants (SCS) build awareness of Black, Asian and Minority Ethnic (BAME) issues in the workplace and to raise the profile of BAME staff. The programme has dedicated full time resource to deliver training and manage the programme.

BAME staff, as well as staff who identify with any other under-represented groups, are encouraged to become reverse mentors through the intranet, Diversity Networks, and targeting individuals who may benefit from the development the programme would offer. Volunteers attend training to help develop their skills and empower them to lead the mentoring relationship, with ongoing support on offer.

As of March 2019, BEIS has 117 mentors and 127 SCS mentees. The programme has had a positive impact on both mentors and mentees by bringing people into contact who ordinarily might not meet each other. Reverse mentoring has given mentors visibility with senior leaders and has empowered them and instilled confidence through training and development. Following his experience of reverse mentoring, a Deputy Director published a blog on race with over 4000 views prompting further conversations and a race awareness campaign within the Department; including presentations to Directors General leadership teams – the blog has now been published publicly.

BEIS is also currently working on implementing a positive action programme in the form of a sponsorship offer. In order to support the diversity of the SCS cadre, all Grade 6/7 BAME staff in BEIS (alongside women and disabled staff) in the 'High Potential' and 'Excellent' boxes on the Civil Service talent grid will be guaranteed an SCS sponsor. Grade 6/7 staff form the talent pipeline for the future SCS, and the scheme aims to help increase representation of BAME staff at SCS level. The scheme will be piloted in 2019 and evaluated in April 2020. It will connect talented G6/7s with senior leaders who can support their development and progression and will engage SCS sponsors who have access to networks or organisations that might be beneficial to individuals.

We will be regularly monitoring our diversity data to assess the impact of these programmes on progression of diverse talent.

### **Morgan Stanley**

Morgan Stanley has launched a Race to Action Group (RAG), chaired by our Charter Champion, Tosin Ajayi, Managing Director and Global COO for Macro-Research. The RAG acts as a catalyst to drive forward the UK Black, Asian and Minority Ethnic (BAME) strategy, in close connectivity with the Diversity Action Council, and aims to raise and broaden the visibility of our BAME talent commitment.

A separate Managing Director (MD) group monitors the career watch of our BAME MD pipeline, advocating for and sponsoring individuals where appropriate. Three roundtable discussions took place with BAME MDs and Allies, select BAME Network Heads and Steering Committee Members. Comments from our BAME population in the annual Engagement Survey were also analysed. Sixty-five suggestions are

currently being prioritised for implementation and worked on by the RAG's four strategic workstreams – Recruitment; Retention and Development; Education and Communication; Management Accountability and Engagement.

The BAME MD and officer pipeline is currently being discussed in annual divisional diversity reviews with the senior management team. A new BAME ED and VP Leadership programme (LEAD) was launched in April which will be followed up by a "4P" action plan for each participant (Profile, Platform, Performance and Potential). The programme aims to help participants manage and leverage their authentic leadership style, develop their impact and influencing skills and deepen connections with senior management and senior BAME and white mentors and allies. We have improved the transparency and regularity of data reporting by ethnic group at each management level for each division.

We look forward to again hosting the Black British Business Awards BAME Talent Accelerator Programme for ethnic minority middle managers in financial services this summer. Our three ethnic minority employee networks, the African & Caribbean Business Alliance (ACBA), Net South Asia and Net East Asia, continue to make massive contributions to our efforts and recently collaborated on a "Cultural Authenticity in the Workplace" panel session.

## WPP

Attracting and retaining the best and most diverse talent to WPP has been one of the core principles of WPP's UK strategy under Country Manager and Executive Sponsor for Race, Karen Blackett OBE. Creativity is powered by diversity of thought and ideas; therefore, the strategy is focused on two main objectives: putting in place initiatives that attract and engage diverse talent to our business; and creating a culture that supports our talent to develop and thrive.

Key to this has been celebrating and rolling out the best approaches from our agencies. WPP Roots is one of the early successes of this approach, which began as professional network within Ogilvy promoting greater ethnic and cultural diversity and has now been rolled out across the group. WPP Roots' mission is to change the way in which we talk, discuss and approach ethnicity, race, culture and religion within our industry, our company and our work.

The ultimate goal is to ensure greater representation across these three areas; therefore every WPP company in the UK has nominated an Executive Roots Sponsor to drive the initiative forward in their agency. WPP Roots pays particular attention to the work we produce, championing authentic representation of diversity within our client work and collaborating with our teams on client briefs such as the successful campaign 'Change The Facts, Not The Fro' for World Afro Day. 'Change The Facts, Not The Fro' challenged stereotypes that prevent many women and girls wearing their hair naturally.

Best practice is shared, amplified and driven forward by the UK Inclusion Board, set up last year and chaired by Karen Blackett OBE. Meeting every six weeks, members include CEOs, HR heads and client leads from our UK businesses who have the responsibility and

influence to implement best practice approaches, engaging with experts who can help surface overlooked talent and setting minimum standards across the group.

With a commitment to increasing the diversity of our UK workforce, key initiatives have included a diversity survey to improve benchmarking; the building of a WPP mentoring app; new partnerships with universities, professional groups and recruiters; and supporting The Summer Accelerator, a programme that focuses specifically on attracting BAME talent into the industry. A partnership between WPP and Rare Recruitment, the Summer Accelerator encourages BAME candidates to consider a career in the marketing and communications sector by placing participants in three different WPP agencies over a month.

## National Grid

National Grid's ambition is to drive, develop and operate our business in a way that results in a more inclusive culture. We are committed to building:

- a workforce which represents the communities we serve
- a working environment in which each individual feels respected, fairly treated, valued and able to reach their full potential

As part of this commitment, over the past few years, National Grid has been heavily focusing on driving Black, Asian and Minority Ethnic (BAME) diversity; introducing various initiatives to support BAME recruitment, development and progression. All initiatives are sponsored by the UK Executive and often created in collaboration with ONE, National Grid's BAME employee resource group. Some of the initiatives include diverse interview panels; reverse mentoring; unconscious bias e-

learning to help our hiring managers to mitigate/remove bias from recruitment processes; and a leadership development programme designed for BAME employees.

We have also focused on raising awareness and educating our employees on race and ethnicity, culture, religion and faith. ONE, with the support of Fintan Slye, Director of UK System Operator and ONE's Executive Chair, has been crucial in driving this forward by encouraging employees to talk about race and ethnicity. These events include celebrating Diwali, Chinese New Year and a hugely popular Festival of Foods which is one of ONE's annual flagship events that engages all colleagues at National Grid. The event runs across multiple sites, bringing together hundreds of employees to celebrate diversity in a fun and engaging way – by eating food!

Fintan always takes the time to join the celebrations, often also providing financial support.

Fintan has been the Executive Chair of ONE for two years; providing visible leadership on race and ethnicity at National Grid. He supports, advises, challenges, and encourages ONE's employee volunteers.

Fintan removes blockers and barriers and is always happy to lend his support to champion ONE, internally at National Grid and externally. Fintan also actively sponsors BAME employees by providing mentoring, advice and opening doors, celebrating and sharing the great work our BAME colleagues do in our organisation.

Because of the critical role that Fintan has played to drive forward ONE and BAME diversity at National Grid, we are delighted that Fintan has taken on the Executive Sponsor for Race role. As part of this role, he will ambitiously continue to

drive forward inclusion and diversity at National Grid and will challenge others to do so as well.

# RACE AT WORK CHARTER: PRINCIPLE TWO

## Centrica

Centrica is committed to the principles of diversity and inclusion and recognises how these principles underpin our success. It is critical that as an organisation we reflect the diverse communities our brands represent. We place equality, diversity, care and respect at the heart of our policies and everyday practices to ensure that all employees can bring their whole selves to work.

As a responsible business, we are committed to creating an environment where everyone can flourish, which has been publicly communicated in our 2030 Responsible Business Ambitions (RBA). The RBAs include 15 long-term goals, focused on four areas: Customers, Climate change, Colleagues and Communities.

As part of our 'Colleagues' goals, we aspire for our senior leadership to reflect the full diversity of our labour markets, with ethnicity and gender diversity at the heart. By 2022, we aspire for 33 per cent female and 10 per cent ethnic minority representation in senior leadership, in keeping with our commitment to the Parker Review and Hampton Alexander recommendations.

Centrica also has a thriving Ethnicity working group, which was set up to identify the actual or perceived barriers of ethnic minority employees to ensure continuous improvement to our culture and practices, as well as to drive grass root activity to enable us to meet our strategic long-term goals, as laid out in the RBA's. As a result, the Ethnicity working group has re-launched as an Ethnicity Network and were officially

celebrated during our annual National Inclusion Week celebrations this September.

To improve employee self-declaration rates within Centrica, each year we run an annual 'Count Me In' campaign designed to better understand the composition of our workforce. This year 'Count Me In' was led by Sarwjit Sambhi, Managing Director of Centrica Consumer and he stated: "Unless we understand diversity in a business, then actually we can't care for each other and understand those differences. For me it's important because the people who work in Centrica need to reflect society. We need to reflect society because actually, if we don't then we can't meet the needs of our customers." Due to this campaign we have a 92 per cent declaration rate: 64 per cent declared, 28 per cent preferred not to say and 8 per cent chose to leave it blank.

We are committed to ensuring Centrica is an attractive career destination and a great place to work, whatever your race, sexual orientation or gender. We work hard to ensure everyone has a sense of belonging, feels cared for, that they matter and, as a result, are able to bring their whole selves to work.

"Centrica is committed to building a truly diverse and inclusive business. Everyone, irrespective of any difference, deserves real opportunities to join, progress and grow in our organisation. The ability of individuals to feel like they belong and can contribute in their own way is critical to how we enable career progression, but also the commercial performance of the organisation.

As the Executive Sponsor of our newly created Ethnicity Network, I am passionate about creating safe space for open dialogue within our workplace. The ability to share and understand



each other creates a healthy culture in which we can all thrive.

In our research, many of our people were courageous enough to openly share their experiences and views as to how we can continuously improve.

As a result, we're making changes to the way we recruit individuals and facilitate career progression opportunities. We're also creating a greater understanding amongst our leadership teams of the barriers many individuals from a diverse or minority background face today to make changes for the better."

***Raj Roy - General Counsel Consumer and Executive Sponsor of the Ethnicity Network***

### **Hachette UK**

In April 2019, Hachette UK voluntarily published its first ethnicity pay gap. The report shows the difference between the average earnings of all Black, Asian and other Minority Ethnic (BAME) employees and the average earning of all white employees, expressed as a percentage of white employees' earnings. As part of this process we worked proactively with colleagues on capturing ethnicity data and achieved a 99 per cent response rate.

For ease of understanding, we reported in exactly the same way as our gender pay gap, and we will continue to publish both reports on an annual basis. The report has been a crucial step forward for us in moving away from anecdotal data, to concrete quantitative data around the lack of representation of BAME talent in our business.

This has led us to our BAME representation target of 15 per cent of the total group workforce within five years, which is in line with the industry-wide target set by the Publishers Association in

their 2017 Inclusivity Action Plan. The report has also opened up the conversation around race in the workplace and allowed us to gain better qualitative data into the experiences of our people. In the weeks following publication of our report we held several Ethnicity Pay Gap workshops, chaired by our CEO, and attended by our Group HR Director, representatives from our diversity and inclusion leadership, and representatives from our BAME employee network THRIVE, including their executive sponsor.

The feedback provided was used to build upon the draft actions in our report to inform a more robust action plan moving forward. The publication of our ethnicity pay gap is an open and transparent way of acknowledging where we are with our mission to become the publisher of choice for all people regardless of background. It also demonstrates our commitment to our mission and holds us to account.

### **Hogan Lovells International LLP**

At Hogan Lovells we are committed to creating an inclusive environment where everyone can perform at their best. One of the ways we can get deeper insight into the impact of our work practices and policies is to monitor our people data. Monitoring this information at key points in people's career development can help identify hidden barriers some may face.

Whilst it is not yet a statutory requirement of the pay gap legislation, we chose to voluntarily disclose our ethnicity pay gap data in early 2019 alongside our gender pay gap data. We ran a Self-ID campaign to encourage our people to share their diversity data in our new online self-service people system. Our aim was to increase disclosure rates across all characteristics and, particularly, to push up on our ethnicity disclosure

to ensure the information we used to calculate our ethnicity pay gap was as accurate as possible.

We worked with our creative agency to design a logo to give an identity to the campaign, which kicked off in January 2019 with communications from our Regional Managing Partner Susan Bright to all UK based people. These communications explained why it is important we understand the make-up of our people and what we use the information for. People were signposted to our People System (which went live in December 2018) where they were asked to 'Self ID' for Inclusion and Diversity. We designed posters which were distributed throughout our three London offices and our Birmingham office and included follow up communications in our UK Weekly Bulletin - an all staff e-shot - throughout January.

We understand the hesitancy some people feel around sharing their personal data. We tried to provide reassurance by explaining why collecting this data is important for the firm, as well as explaining how personal data is kept secure within the firm. We encouraged our people to complete all the questions and explained the 'Prefer not to say' option is available - we would rather people chose this option as it tells us something rather than simply not responding.

As a result of the campaign, 91 per cent of our people have shared their information with us and 17 per cent of our people identified as Black, Asian and Minority Ethnic (BAME) in February 2019, up from 13 per cent in June 2018. We used this data to accurately calculate our ethnicity pay gap, which we voluntarily published in March 2019. We are one of only a small number of City law firms to do so.

## Wellcome Trust

An initial priority for our 'Diversity and Inclusion Priority Area' was to improve our diversity data, aiming to gain an improved understanding of our diversity challenges internally.

To do this we first updated our diversity monitoring questions to align with best practice and updated our processes and policies to ensure we were GDPR compliant, as this legislation was coming into effect. We developed an internal communications campaign encouraging staff to provide their data, which made clear why we were collecting this data, who would have access to it, and how it would be used. Communications included an all staff meeting, line manager guidance, email reminders, intranet posts and a poster campaign. Staff were encouraged to submit their data by our Director, Jeremy Farrar, and their Divisional Directors. Following this push, response rates increased from 30 to 70 per cent over a three-week period.

This allowed us to more comprehensively review our diversity data for the first time and addressing our under-representation of Black, Asian and Minority Ethnic (BAME) staff (alongside disabled staff) is now a priority for us. We have particular challenges with representation at our most senior levels. We also looked at our diversity data in recruitment and plan to amend our processes to cut this data by application stage, so we can more clearly understand where BAME applicants are most commonly rejected.

We are about to analyse historic progression of BAME staff to further understand the barriers our BAME colleagues are facing. We will publish our ethnicity pay gap this year, and we have also examined performance ratings and 'leavers' by ethnicity data. None of this would have been possible with our previous poor response rates. We published analysis of our diversity data

internally and held an all staff meeting to discuss our findings, resulting in the most read post on our intranet ever. We plan to continue this transparency, so all staff have a shared understanding of issues internally and progress addressing these. Our BAME staff network is also using our data to inform their activities.

We are moving to a new HR system later this summer and this will be another opportunity to ask staff to submit their data and increase response rates.

# RACE AT WORK CHARTER: PRINCIPLE THREE

## Food Standards Agency

We work with industry to protect public health. However, there are times where, as a regulator, we come into conflict with the priorities or requirements of industry. In the most cases good communication resolves such issues, however FSA staff have experienced bullying and harassment. We take a zero-tolerance approach to any form of bullying or harassment through an explicit commitment.

Our bullying and harassment policy make clear to all employees that incidents of bullying and harassment are unacceptable and provides a route for employees who feel that they have been bullied or harassed to seek to resolve a complaint either informally or formally.

We developed a Code of Conduct that sets out the behaviours which are not acceptable in the workplace. It applies to all staff working in and for the FSA and features quote from our Chief Executive: 'The FSA will not tolerate bullying or harassment. Every one of us has the right to work in an environment where we are shown dignity and respect and valued for our individual contribution. The FSA is committed to eliminating all forms of harassment and bullying and creating a fair and inclusive working environment for its employees and those who work on the FSA's behalf.'

Supporting the Code are guidance documents allowing staff to identify the appropriate response without waiting for a more senior manager to direct. These cover handling incidents involving an act of violence or of verbal abuse or intimidation from colleagues or from a third party.

Publicising the message is done through a multi-channelled approach including online resources along with a series of posters titled: 'Say no to bullying', 'Speak up, be heard', 'Together we can stop' and 'Crack on – report bullying and harassment'. Various case studies covering a range of situations were published showing why the behaviours are unacceptable and what the possible outcome could be.

A Behaviour Group was established to improve the methods we use to deal with Bullying and Harassment. Members can be contacted to help others who may be experiencing problems at work. The group aren't fixers, but listen, advise on possible next steps and signpost to the necessary support services.

We have simplified our reporting system moving from manual to online allowing faster intervention, reporting and insight.

Our annual staff survey shows a four percentage-point decrease in staff who have experienced bullying during the previous twelve months (18 per cent to 14 per cent since 2016).

## Public Health England

Public Health England (PHE) has participated in the annual Civil Service People Survey for six years. There has been steady improvement in most themes except for bullying, harassment and discrimination survey outcomes, which have stayed the same since 2016.

PHE wishes to be a great place to work and wants staff to feel safe and confident to report concerns. PHE ran an additional survey in 2017 to better understand the issues. The survey identified the sources of behaviour, the impact on different staff groups and the areas that required action.

In March 2018 PHE Chief Officer reaffirmed expectations with the Senior Leadership Team. A personal message was sent directly to all staff and reminded everyone to treat each other with respect, decency and kindness. The PHE People Charter sets out the core values, which include respect, and the behaviours that all staff are required to demonstrate.

From June 2018 senior teams were briefed on the need for positive relationships, for staff to treat each other respectfully, and it was made clear that bullying, harassment and discrimination would not be tolerated.

From November 2018 PHE refreshed its action plan following the 2018 survey outcomes and wider work across the Civil Service. The actions include a new staff infographic that explains the support available; a dedicated confidential bullying, harassment and discrimination reporting line, and the implementation of Respect Champions. Staff have indicated that the refreshed action plan is both positive and comprehensive.

These activities have received top level support, collaboration and commitment from staff, Trade Unions and Staff Associations, to ensure expectations of behaviour are modelled. PHE is committed to providing staff with consistent support and ensuring they are aware of the reporting mechanisms which are in place should they witness or experience inappropriate behaviour. Timely internal communications under the banner 'taking action together' have regularly updated staff on actions and activities.

PHE strives to learn and use evidenced approaches whilst monitoring and reviewing activity to continually improve. The actions and activities underway are now starting to have an impact. For example, 4,268 staff participated in

the survey and 72 per cent indicated that the PHE People Charter behaviours are consistently demonstrated where they work. Furthermore, a new survey question confirmed that 84 per cent felt that others around them treat them with respect, decency and kindness. PHE must now continue its efforts to tackle bullying, harassment and discrimination and improve its survey outcomes by 2020.

# RACE AT WORK CHARTER: PRINCIPLE FOUR

## PwC

Creating an inclusive culture where everyone feels empowered to be themselves and progress requires engagement and action from all leaders and managers who feel responsible and accountable for taking action.

We've developed an Inclusive Leadership programme, which was rolled out over the last two years for partners and directors. Its objective is to:

- create consistent understanding that behavioural change is required
- understand inclusive leadership and the skills and behaviours of inclusive leaders to create the desired culture
- drive responsibility and accountability for actions to support inclusion, enabling the delivery of diversity targets

Approximately 43 per cent of our partners have completed this programme to date.

We're embedding inclusive leadership into all development programmes. It is a key module in our development programme for senior managers, recognising the significance of their role in leading teams, and the impact they have role modelling inclusive behaviours. To date 320 have participated and 1,500 will complete it this summer. We're embedding inclusive leadership into the development of our 5,300 Career Coaches and 750 plus Relationship Leaders. Everyone has a Career Coach responsible for their coaching, development, performance and wellbeing. Relationship Leaders manage groups

of about 30 and have an important role supporting the people agenda, working closely with Career Coaches to support the performance and development of our people. Targeting these two key populations means we have a greater impact, driving responsibility for inclusion into all leader roles. Our next step is to embed inclusive leadership into new hire induction.

In 2015 we set targets for gender and ethnicity proportions at manager to partner levels to be achieved by 2020. These were developed by local leaders to drive ownership of targets and supporting actions. We provide business leaders with a quarterly dashboard enabling them to measure progress against their targets. To drive accountability, in 2018 we introduced financial consequences for partners to recognise them for their specific and tangible contribution to progress with targets and supporting actions. This sustained focus is enabling us to make steady progress toward our 2020 targets. This is critical to PwC as a signatory of the Women in Finance Charter.

Everyone has a diversity and inclusion goal as one of their annual goals: 'I will take action to positively support inclusion, diversity, change and transformation, and support others to do the same, by living each of the PwC values.' Performance is considered in their annual review.

"At PwC we are committed to creating an inclusive workplace culture where everyone can reach their full potential. This is why since 2016, we have chosen to voluntarily publish our ethnicity pay gap. It's a step to ensuring we take the right actions to ensure fair representation. By recording and reporting pay gaps, firms can begin to understand the reasons behind the gap and take targeted action to address them. Shining a spotlight on diversity in the workplace will help drive change and reporting on ethnicity pay gaps

may reveal harsh truths but that's a real trigger for action."

**Laura Hinton, Chief People Officer**

### Royal Navy

The First Sea Lord's directive, which is displayed in every unit, is that every employee has a duty to challenge inappropriate behaviour. This is central to the organisation's ethos and is supported by our senior diversity Race Advocate who is directly accountable to him. The Advocate is a visible champion, challenging senior leaders and peer groups to understand and apply the business benefits of a diverse and inclusive workforce. Our senior leaders are central to ensuring race equality in our workforce. They receive ongoing bespoke mandatory Senior Leaders Diversity and Inclusion training and the support of a dedicated policy team to equip them with the requisite skills, knowledge and attitudes to ensure business benefits are understood.

Each Senior Leader will publish their own directive on the behaviours expected in their areas of responsibility and a personal action plan to demonstrate their commitment to furthering diversity within the organisation and embedding a genuinely positive culture. They will be held accountable for their action plan outputs during their annual appraisal. Senior Leaders further champion race diversity by speaking at internal and external events. For example, there is a standing Senior Leader brief in the annual Diversity and Inclusion conferences, and they are encouraged to take part in the service Reverse Mentoring programme. The progress of our race initiatives is a standing item in our quarterly performance report to our Board, reflecting our commitment to race diversity.

All Line Managers (LMs) are required to attend and pass a ten-day residential 'Line Management

Course' and conduct mandatory two-yearly Diversity and Inclusion training to equip them with the necessary tools. They have a responsibility to lead by example and their performance is judged in their annual appraisal according to the organisations criteria:

'You should consider and assess:

- The person's commitment to preventing and dealing effectively with discrimination, harassment and bullying
- The extent to which the person behaves appropriately towards others, whatever their background or origin, colour, race, religion/belief, gender or sexual orientation or personal circumstances

Make particular comment where the person's attitudes and/or behaviours fall below acceptable standards or exceed what is expected.'

Managers are responsible for ensuring their workforce attends mandatory Diversity and Inclusion training and remain in date. They will create environments where diversity is understood and valued through a range of activities, such as awareness raising, correcting bad behaviours and encouraging attendance at diversity events/conferences.

### Standard Life Aberdeen

We believe inclusive leadership happens at all levels. Inclusive leaders create a culture where differences are valued, our people can be themselves and reach potential. We know small changes to behaviours make big differences, including how inclusive our culture is for minority-ethnic colleagues.

One of the commitments in our published Ethnicity Action Plan is developing inclusive

leadership capability and accountability. We do this by embedding inclusion at three levels:

- a published co-created inclusion strategy. PLC-wide, to embed inclusion in strategy, values, brand, sponsorships and procurement, etc,
- each leadership team has inclusion commitments for which they are accountable
- we support our people through employee-led forums/networks

We've grown inclusive leadership capability/accountability through:

- interventions to develop inclusive leadership capability
- global anti-discrimination/harassment mandatory learning
- leadership accountability
- tools for team discussions, leadership sessions, and individual reflection

We started with our CEO and executive team with immersive inclusive leadership development as a team and individuals. We then ran 'Creating Inclusive'" conversations, involving over a 100 people across global locations. Participants learned what we mean by inclusion, why it matters and what leading inclusively means. The workshops focused on practical changes to build a more inclusive environment. These included individuals/teams committing to understanding more about cultural diversity that exists within their team; considering non-obvious candidates during recruitment, and being more mindful of biases by undertaking eWorkouts on 'Micromessages', 'Breaking Bias', 'In groups and out groups' and 'Psychological safety'. For our people managers, we offer an inclusive leadership workshop which approximately 40 people have completed to date. To embed

commitments made in the workshops we set up 'Inclusion Hubs' - virtual places for participants to discuss the impact actions have made and share ideas and materials.

We created global anti-discrimination and harassment mandatory learning to ensure everyone knows what is expected around fairness, equality and inclusion.

Each business area has an inclusion plan for which they are accountable for and own and we are rolling out a Diversity and Inclusion KPI. Diversity and Inclusion is a key measure in our scorecards (reported to the Board).

The management tools (conversation guides, self-reflection tools, eWorkouts) are available to all (and include our 'Talking about race' guide).

The impact of this activity is positively affecting our culture. Inclusion achieved strong scores in our latest global EOS – people feel able to be themselves and Standard Life Aberdeen is viewed as a place where people from diverse backgrounds can succeed.



# RACE AT WORK CHARTER: PRINCIPLE FIVE

## Crown Prosecution Service

The Crown Prosecution Service (CPS) has taken great strides to recruit from a diverse talent pool that reflects the make-up of the public we serve. A key measure has been to broaden the group of recruitment interviewers by training members of the Department's Staff Networks, covering previously under-represented protected characteristic groups. The demographic data of all applicants is monitored to ensure that no groups are adversely affected by the CPS recruitment process. This has led to a significantly more diverse cadre on recruitment panels, including legal trainee selection panels where Network members have taken an active role.

We promote good work taking place locally and provide information about staff networks, such as the National Black Crown Prosecution Association and Muslim Staff Network at the CPS.

Throughout each stage of the recruitment process, reasonable adjustments are made available to those candidates that require them such as extra time, specialist equipment and if appropriate they can be accompanied by their carer or assistance dog. This year candidates will be asked for feedback to improve where possible the candidate experience.

At all stages of the recruitment process up to face-to-face interview, all data is anonymised so that names, address and educational information is removed.

The CPS recruits to the Civil Service principles of fairness, openness and merit, concerned with ability, motivation and potential rather than grades attained or attendance at a prestigious university. The percentage of BAME applicants increased four per cent to 46 per cent. The percentage of BAME candidates meeting the standard for appointment was 23 per cent, comparing favourably with our peers. At senior levels, resulting from recent selection campaigns featuring role models in post, we have increased BAME representation from nine per cent to 13 per cent, exceeding the target agreed with the CPS Board.

The CPS builds an inclusive environment by developing inclusive leaders. All senior managers have diversity objectives and participate in an Inclusive Leadership programme.

A reverse mentoring programme sees junior employees in minority groups paired with senior leaders, educating those leaders about challenges that people from minority groups experience within and outside of the workplace. This aims to enhance leadership, conflict management and coaching skills of both parties.

David Lammy's review into the treatment of BAME people in the Criminal Justice System recognises the CPS's long-term openness to challenge and to being held accountable on issues around the fairness of our decision-making. It holds the CPS up as a role model for inclusivity in the workplace. This diversity runs across the whole organisation, which the review specifically references and singles out for praise.

## Deloitte LLP

When we launched our Black, Asian and Minority Ethnic (BAME) action plan in 2017, identifying a need to put in place specific interventions to support BAME retention and progression. One of the ways we have done this is through our reverse mentoring programme. The programme paired around 30 junior BAME and female employees (the mentors) with senior leaders (the mentees).

The nine-month programme gives the mentors an opportunity to share insights about their 'on the ground' experiences and provides a fresh perspective to our senior leaders when it comes to our business, our strategy, and also perspectives on culture. The pilot has proved to be one of our most powerful initiatives and as such we have doubled the size of the programme for 2019.

When we first introduced the reverse mentoring programme, our primary aims were as follows:

Reducing the knowledge gap:

- Enabling senior leadership to gain a real insight
- Providing junior mentors with networking opportunities and to be more visible

Empowerment:

- Providing junior employees more of a 'voice' and encouraging them to play a part in the strategic direction

Closing the generational gap:

- Bringing different employee generations and cultures closer together

Challenging our status quo:

- Providing a flow of new ideas from the junior

Reducing attrition:

- Industry feedback and data suggests a reverse mentoring programme reduces turnover amongst young ambitious populations

**How did the mentors feel about the programme?**

- Over 87 per cent of mentors felt they built a strong and meaningful relationship; they told us that they felt empowered to build connections that they otherwise would not have been.
- 67 per cent of mentors felt their opinions and voices were heard
- 100 per cent of mentors committed to keeping in touch with their mentee
- 47 per cent of mentors have been promoted since the commencement of the programme

We were also able to receive qualitative feedback from several mentees on the programme, who were open and transparent about their experience.

Overall, the programme has proved to be a valuable and insightful experience for all involved and, for many, will continue to have a positive impact and influence beyond its nine-month duration. One mentor, recently promoted to Manager whilst on the programme, told us: "the programme has given me a greater sense of empowerment and helped my confidence – both

of which will support me in my career progression.”

## **Fujitsu**

At Fujitsu we are committed to nurturing diverse talent across all levels of our organisations and creating a high-performing workplace culture. To achieve this, we need people with different ethnic backgrounds and cultural experiences working seamlessly together. When we get this right, it leads to a 50 per cent increase in employee engagement and we are 83 per cent more likely to develop innovative solutions for our customers.

We focussed on the ethnic diversity of our graduate scheme and found that in 2013 it was not representative of the communities we work in or our customers.

In 2013, our robust diversity monitoring highlighted that 40 per cent of BAME (Black, Asian and Minority Ethnic) applicants were not completing the online assessment tests. Furthermore, research tells us that the attainment gap between BAME students and white students achieving a 2:1 or above in university is 16 per cent.

We made three changes to our graduate recruitment process to achieve a more ethnically diverse graduate programme.

First, we amended the assessment process to include a new bespoke situational judgement test which aligned to real graduate experiences. This would help overcome the high drop-out rates of BAME candidates.

Secondly, we trained all our graduate assessors in unconscious bias and we repeat this each year. This is a two-hour recruitment special and includes how personal characteristics such as someone's ethnicity can impact hiring decisions.

This is delivered just before graduate assessments to ensure it is still fresh in assessor's minds - we know this works because during the assessment centres we hear assessors checking each other's bias.

And finally, over the past couple of years we have evaluated graduate academic achievements against in role performance and found no positive correlation. Therefore in 2018 we removed all degree classifications, previously a 2:1, as an entry requirement meaning we now accept a graduate who received a third.

The results were that in 2018, 28 per cent of our graduate cohort came from a BAME background, an increase from 13 per cent in 2016. Furthermore, 91 per cent of BAME applicants completed their online assessment tests meaning we had more BAME candidates at the interview stage.

“Fujitsu has committed to follow five principles set out in the BITC Race Charter. The reason is simple; we have to take practical action to ensure we break down barriers that ethnic minority people face in recruitment and in the workplace. That's why I am making it clear that supporting equality in the workplace is the responsibility of all leaders and managers who work for me.”

***Paul Patterson, CEO, Head of Northern and Western Europe***

# NOTES TO READER

Survey Participants were advised via the survey that “we ask for Press contact details so that if we use your quote, case study or testimonial, we can notify your external affairs as soon as possible.”

Participants were also advised via the survey that “the case study or example of action provided should be written as you would wish it to appear for publication, as it may be published in part or in its entirety to share and celebrate best practice and that Business in the Community reserves the right to edit the case study or example of action for the purpose of word count and consistency.”