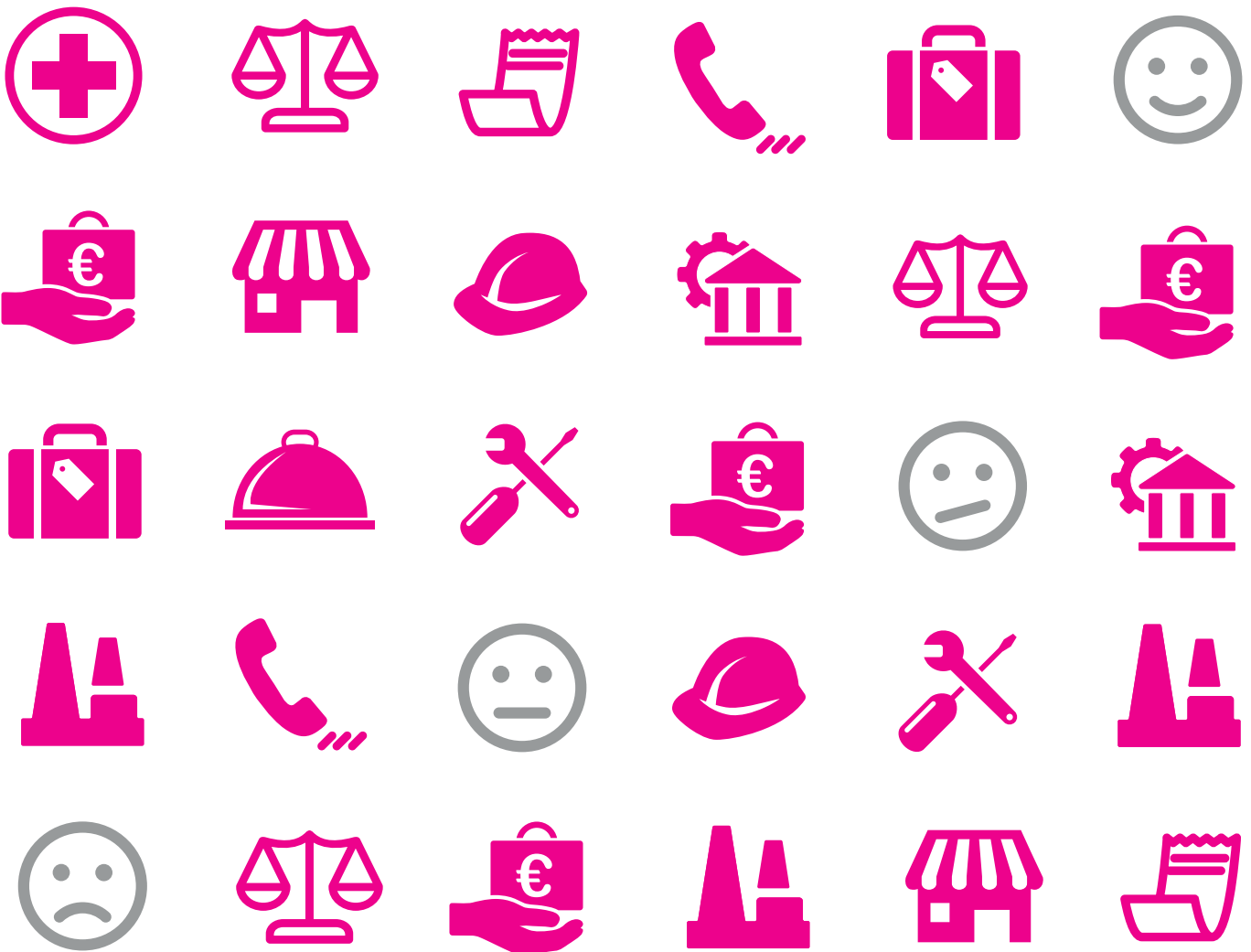




# Race at Work 2015



Created with the support of:

# Foreword

Sandra Kerr,  
Race Equality Director, Business in the Community

A year ago, I was fortunate enough to access the results of 2.5 million online bias tests from Project Implicit that had been conducted globally over 10 years. I was surprised to learn that people in the UK were three times more likely to take the racial bias test than any other – over age, gender or sexuality. Digging deeper into the data, we found that individuals from all ethnicities were taking this particular test not because their employer asked them to, but because of what they were reading in the media. It was patently clear that people in the UK are interested in understanding and talking about race at work.

This led Business in the Community's race equality campaign to find out what is actually happening on race at work in the UK's workplaces. Working in partnership with **YouGov**, we set what we thought was a bold target – to hear from 10,000 people across the UK aged 16 or above and in employment.

**We heard from 24,457 people in work in the UK today.**

This *Race at Work* report is a top line view of key trends and insights from the data collected. Several of the findings reiterate our existing knowledge about race inequality at work; some are surprising, others are concerning. More than 2,000 comments in relation to discrimination were submitted and a further 3,000 about leadership. Of course, we cannot do these comments full justice in this report. Our intention is to stream them by work issue and undertake further analysis to support future guidance for employers.

This report takes its lead from the YouGov panel data (6,076 respondents) which has been weighted to be representative of UK employees. Throughout the report you'll see spotlight boxes and graphs that make reference to the open survey (18,381 respondents) as a verification of the panel data – in some cases amplifying and reinforcing it.

The changing demographic of the UK workforce – its age, its education background and its ethnicity – means that employers need to ensure that they are creating workplaces that truly are equal for all in work today, tomorrow and beyond. *Race at Work* paints a clear picture that it is time for action now.

We provide some simple practical recommendations for the government and employers to work from and start taking action today.

I want to say a special thank you to our sponsors **BT, Enterprise Rent-A-Car, KPMG, Nationwide** and **Sainsbury's** – bold employers who have demonstrated their commitment to the issue through supporting this research project, which provides invaluable insight to benefit all organisations in the UK today and in the future.

A final thank you to the 24,457 people across the whole of the UK who took the time to share their experiences with us through *Race at Work* – thank you.

**Sandra Kerr OBE**  
Race Equality Director,  
Business in the Community



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# Executive Summary

In the UK today, **Black, Asian and Minority Ethnic (BAME)** people are under-represented at every management level in the workplace. One in eight of the working-age population is from a BAME background, yet only one in ten are in the workplace and only one in 16 top management positions are held by an ethnic minority person.<sup>1</sup> British people with a BAME background are more likely to enjoy their work but are less likely to be rated as top performers compared to their white counterparts.<sup>2</sup>

This *Race at Work* report provides us with greater understanding of the issues around this under-representation of ethnic minorities in the workplace and at senior levels. In this report we share the experiences of 24,457 ethnic minority and white employees aged 16 and over and currently in employment in the UK (England, Wales, Scotland and Northern Ireland). The participants took the race at work survey via a YouGov panel survey (6,076 respondents) and a public open survey (18,381 respondents).

We find that:

- **BAME people are more likely to enjoy their work and have far greater ambition than their white colleagues.** 64% of BAME and 41% of white employees in the panel survey said it is important that they progress. This is amplified in the open survey with 84% of BAME employees and 63% of white employees saying it is important to progress.
- **Racial harassment and bullying within the workplace is prevalent.** 30% of those employees who have witnessed or experienced racial harassment or bullying from managers, colleagues, customers or suppliers report it has occurred in the past year alone.
- **Many UK employees do not feel valued or inspired.** Many employees do not have access to career role models, nor are they inspired, feel supported or valued by their managers. This is felt most keenly by people from an ethnic minority background; BAME employees are less satisfied with their experiences of management and progression than white employees and just over half of the open survey respondents feel that they are working as part of a team. The lack of role models in the workplace is particularly stark for Black Caribbean (11%) and other black group (7%) employees, with Chinese and mixed race employees lacking role models both inside and outside of the workplace.
- **We are not comfortable talking about race at work.** UK workplaces might be comfortable talking about age and gender, but are less comfortable talking about race. It is clear employers need to have more confidence to address the issue of race at work and aim to understand how it has an impact on the individual and their opportunity to reach their full potential. It also has an impact on organisational success and survival.

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<sup>1</sup> *Race at the Top*, Business in the Community, June 2014

<sup>2</sup> *Gender and Race Benchmark 2014: Performance and Appraisal*, Business in the Community, 2014

- **Getting on the fast-track is an unequal business.** Interest in taking part in a fast track programme is significantly higher amongst BAME groups, jumping from 18% of white employees who would take part to 40% of BAME employees. However, this is not reflected by greater access to fast track management programmes or inclusion in succession planning for all ethnic minority groups. The leadership pipeline of today needs to be populated with sufficient BAME talent to ensure that senior management of the future reflects an increasingly diverse working-age population.
- **There is some good news.** There is some evidence that workplaces are responding to a high demand for mentors from BAME employees. Access to a sponsor is important when any group is underrepresented at senior levels and there is some evidence that BAME people are more likely to have access to a sponsor than white employees. Where these relationships exist, BAME people respond positively – they feel valued and actively supported in their career progression.

**It appears that despite best efforts, ethnic minorities' experiences of work are still less positive than their white counterparts.** When we consider these findings in light of recent evidence that organisations with greater racial diversity on senior teams experience 35% greater financial returns,<sup>3</sup> and the changing profile of the UK workforce, this report is certainly timely.

We are all having to stay in work for longer, and one in four of the future workforce will be from an ethnic minority background. Understanding the age demographic of each ethnic group is important for employers to understand the full picture behind BAME under-representation in the workplace.

Race at Work presents employers with a great opportunity to harness the huge ambition of ethnic minority employees, and reap the rewards. Employers shouldn't be afraid to talk about race at work – let's turn debate into policy and action today, so that the UK fully utilises the diverse talent that exists in its workforce.

**The voices of 24,457 individuals cannot be ignored.**

*With thanks to our partners YouGov, The Centre on Dynamics of Ethnicity (CoDE) at The University of Manchester, and our sponsors BT, Enterprise Rent-A-Car, KPMG, Nationwide and Sainsbury's.*

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<sup>3</sup> *Diversity Matters*, McKinsey & Company, February 2015

# Section 1

## Satisfaction at work

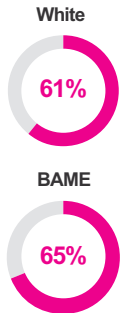
The first section of this report explores the level of satisfaction employees have within their current organisation and how managers influence this.

# Section 1: Satisfaction at work

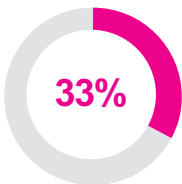
The first section of this report explores the level of satisfaction employees have within their current organisation and how managers influence this.

## Job Satisfaction

65% of employees from a BAME background enjoy working for their organisation, compared with 61% of white employees. Employees are generally happy in their organisation BUT there are notable levels of dissatisfaction & despondency:

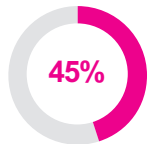
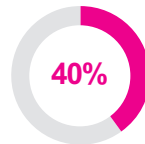


- = I can be myself at work
- = I enjoy working for my organisation
- = I would tell my friends & family this is a good place to work

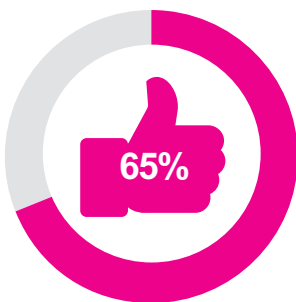


A third (33%) say their career has failed to meet their expectations

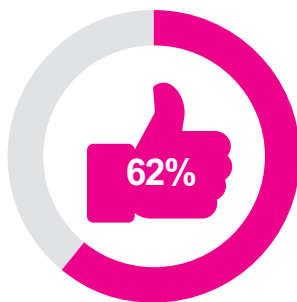
This is higher among Black African (45%) and Black Caribbean (40%) employees



## Being part of a team



65% feel included in their team



62% feel valued



Four out of ten (36%) disagree that managers treat all people equally with regards to career progression



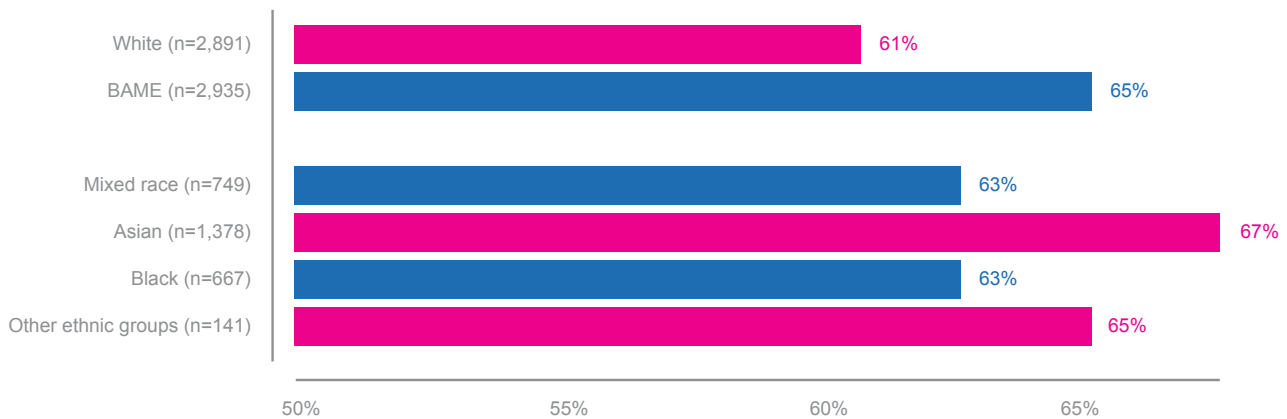
A quarter (24%) don't feel that their organisation gives them the opportunity to show initiative

## Overall Satisfaction

Overall, employees are positive about the organisation they are currently working in – with BAME employees enjoying work more than their white colleagues – see *Figure 1*.

**Figure 1:** YouGov panel – All agreeing with the statement  
“I enjoy working for my organisation”

Base: All employees  
(base sizes as indicated)



“It’s both interesting and encouraging that a higher proportion of employees from BAME backgrounds say they enjoy working for their organisation. Yet although BAME employees seem to enjoy work, people from Black African and Black Caribbean backgrounds also feel their careers have fallen short of their expectations. These seemingly contradictory findings should be explored further. The fact that employees’ experience of the workplace and opportunity appears to vary according to their background indicates that every employer needs to think about how to create a workplace that encourages promotable opportunities for all.”

Daryl Scales, Vice President of Finance for Europe,  
Enterprise Rent-A-Car

Around three in five (63%) employees enjoy working for their organisation and two thirds (66%) feel they can be themselves at work. Over half of employees (56%) would tell their friends and family that their organisation is a good place to work – with a higher proportion of BAME employees (60%) reporting this than white employees (54%). This is a consistent experience across the different ethnic groups as well as other demographics, including age and gender.

Less than half of employees are satisfied with how their career has developed to date (47%), leaving one in five

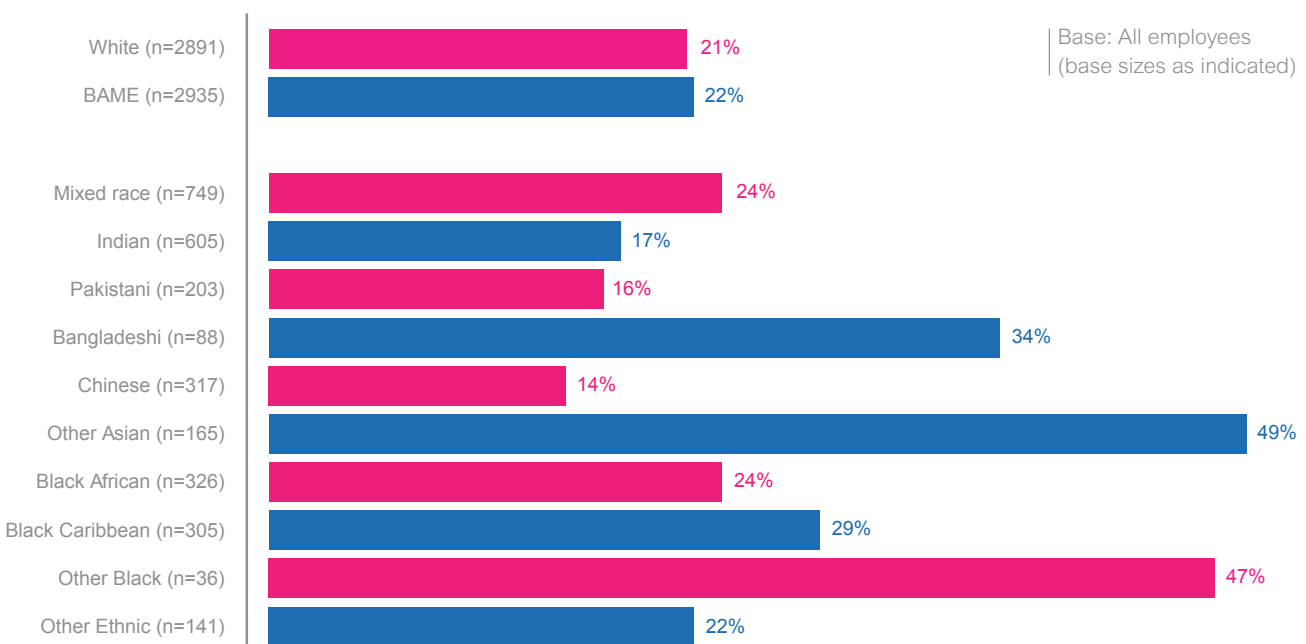


(22%) dissatisfied. Reinforcing this, a third (33%) of employees with specific ambitions say their career development has failed to meet their expectations.

There is a clear distinction between ethnic groups on the level of satisfaction around career development – Indian, Pakistani, mixed race and white employees are most satisfied, whilst 34% of Bangladeshi, 29% of Black Caribbean and 24% of Black African employees are dissatisfied with how their career has developed to date. See *Figure 2*.

The results from the open survey of 18,381 workers is starker with regards to career satisfaction, with more than a half of all black employees (57%) reporting their career development has failed to meet their expectations, and 49% of Asian, 41% of mixed race, and 29% of white employees stating the same.

**Figure 2:** YouGov panel – All answering ‘dissatisfied’ with how their career has developed to date



## Being part of a team

Employees tend to agree that they feel included in their team (65%) and agree they are valued (62%). This holds true across different ethnicities, with 64% of BAME employees feeling included in their team and 62% feeling valued. However, clear issues arise when asked about the specific relationship between themselves and their line manager. More than a third of employees (36%) disagree that managers treat all people equally in career progression, with a third of BAME employees (33%) feeling this way.

Nearly three in ten (27%) white employees and a fifth of BAME employees (22%) do not feel their organisation gives them the opportunity to show initiative, with a further 26% and 23% respectively, feeling unable to challenge the status quo of their team.

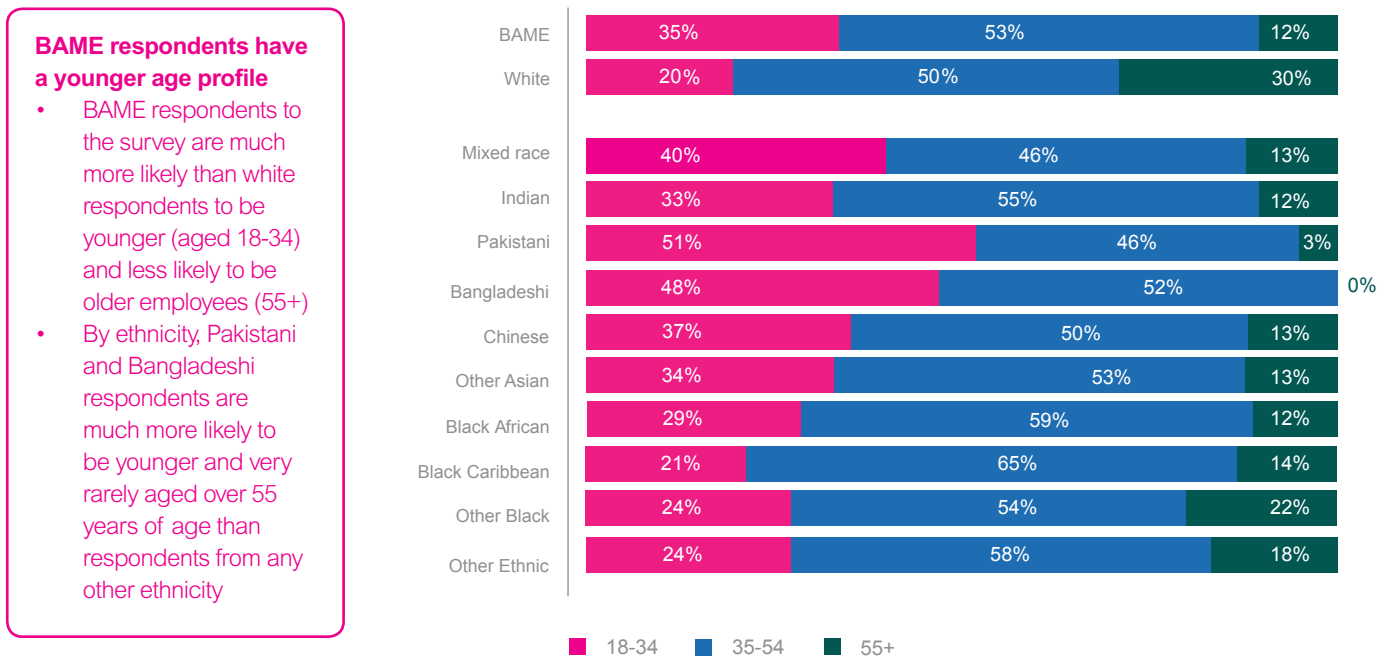
Experiences of the line manager relationship varies greatly by ethnic group. Black Caribbean employees (41%), white employees (39%) and mixed race

employees (37%) do not believe that managers in their organisation treat all people equally in regard to career progression.

The line manager relationship is crucial for engagement and productivity and it is disconcerting that employees across all ethnicities do not feel supported, included or valued by their managers.

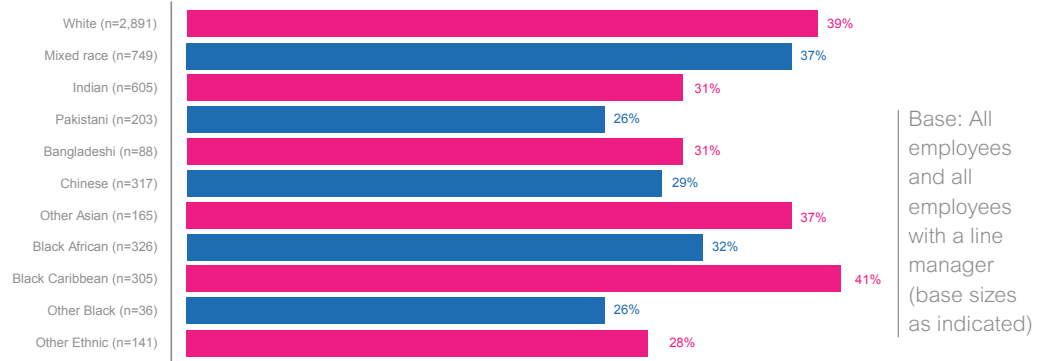
It is important to look at the age demographic of each ethnic minority group to consider if this is contributing to lower levels of job satisfaction and poorer experiences of the line manager. For example, white and Black Caribbean groups in *Race at Work* are on a similar age profile whereas the mixed race group was much younger. However, more than a third of each of these groups does not believe that managers treat people equally in terms of progression. This reiterates the need for employers to analyse their workforce data by multiple factors such as age and ethnicity, and not in isolation. See *Figure 3*.

**Figure 3:** Ethnic breakdown by age

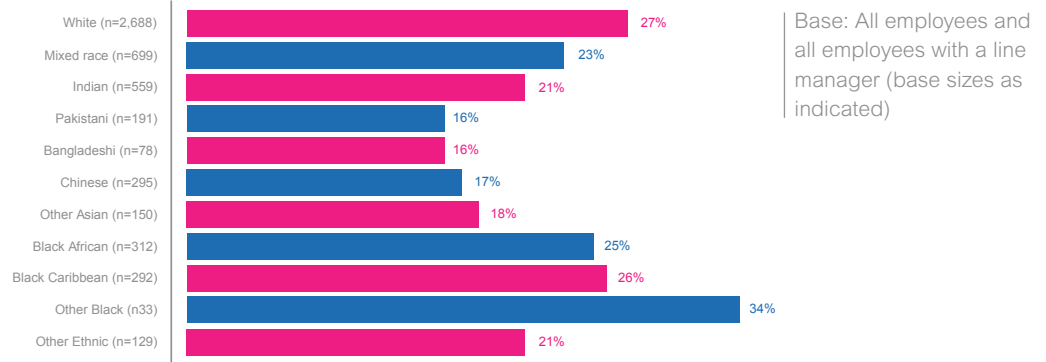


**Figures 4a-d:** YouGov panel – All disagreeing with the following statements:

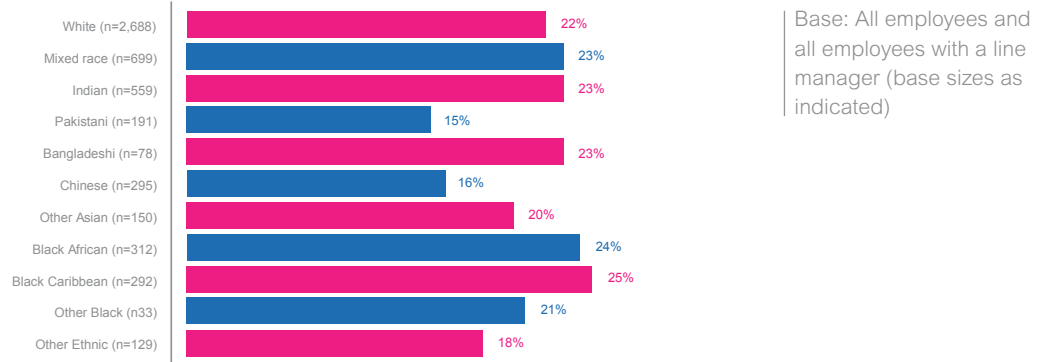
Managers in my organisation treat all people equally in regards to career progression



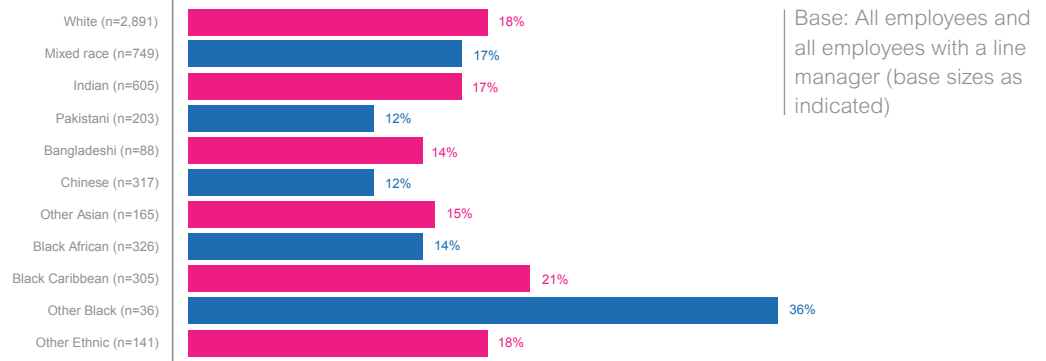
My line manager supports me in my development and progression



I feel that I am evaluated fairly



I feel I am a valued member of my team



# Section 2

## Workplace cultures

This section explores the cultures and experiences of work that impact equality. These include: experiences of racial harassment or bullying in the workplace; the existence of race equality champions to promote a culture of race equality; the provision of equality, diversity and inclusion training; and whether workplaces are comfortable talking about race. All of these factors can contribute to an understanding of whether UK workplace cultures are truly inclusive.

# Section 2:

## Workplace cultures

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### Harassment or bullying at work



More than a quarter (28%) of all BAME employees **witnessed or experienced** racial harassment or bullying from **managers** in the last 5 years

Similar proportions of employees from a mixed race (25%), Asian (29%) or black (30%) background have experienced or witnessed racial harassment or bullying from managers in the last 5 years



32% of BAME employees have **witnessed or experienced** racial harassment or bullying from **colleagues** in the last 5 years

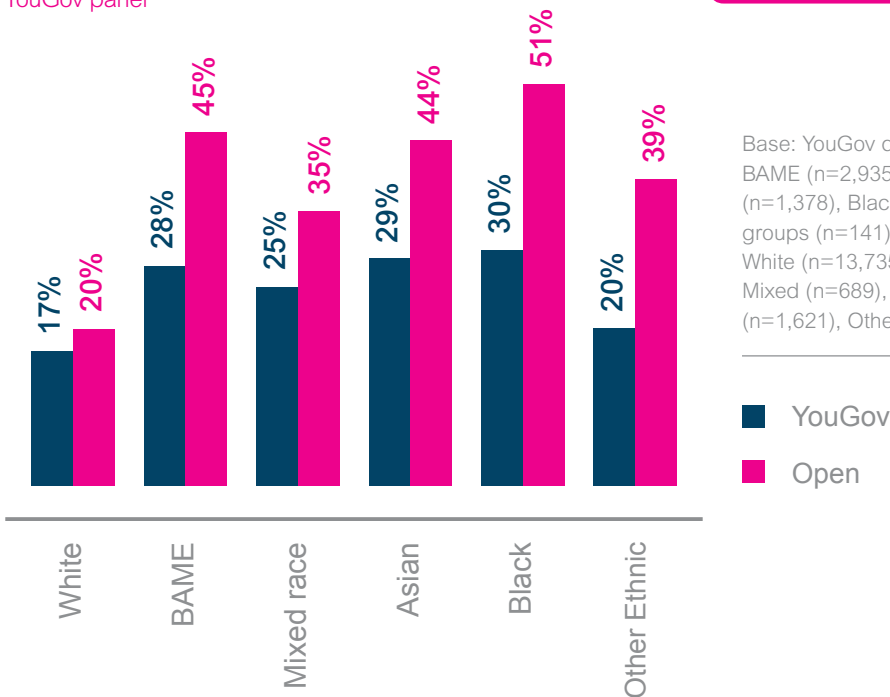
This rises to around two in five of those from both a Pakistani and an Other Asian background



## Is racism in the workplace on the rise?

Three out of ten employees from a BAME background (28%) have directly experienced or witnessed racial harassment or bullying from their manager in the last five years. One in five white employees (17%) report the same. Similar proportions of employees from a British mixed, Asian or black background have experienced or witnessed racial harassment or bullying from managers.

**Figure 5:** Survey respondents by ethnic group who stated they had experienced or witnessed racial harassment or bullying from **Managers** in the last 5 years – Open survey compared to YouGov panel



Five years ago we asked employees about racial harassment and bullying in our *Aspiration and Frustration* report (2010), and found that 22% of respondents from a BAME background reporting having being offended by a racial remark.

The open survey data indicates that the scale of racial harassment or bullying from **managers** may be even worse than the YouGov panel (Figure 5). **Nearly half (45%)** of all BAME employees and a fifth (20%) of white employees stated they have experienced or witnessed racial harassment from managers in the last five years.

Base: YouGov data: White (n=2,891), BAME (n=2,935), Mixed (n=749), Asian (n=1,378), Black (n=667), Other ethnic groups (n=141). BITC Open data: White (n=13,735), BAME (n=4,308), Mixed (n=689), Asian (n=1,785), Black (n=1,621), Other ethnic groups (n=213).

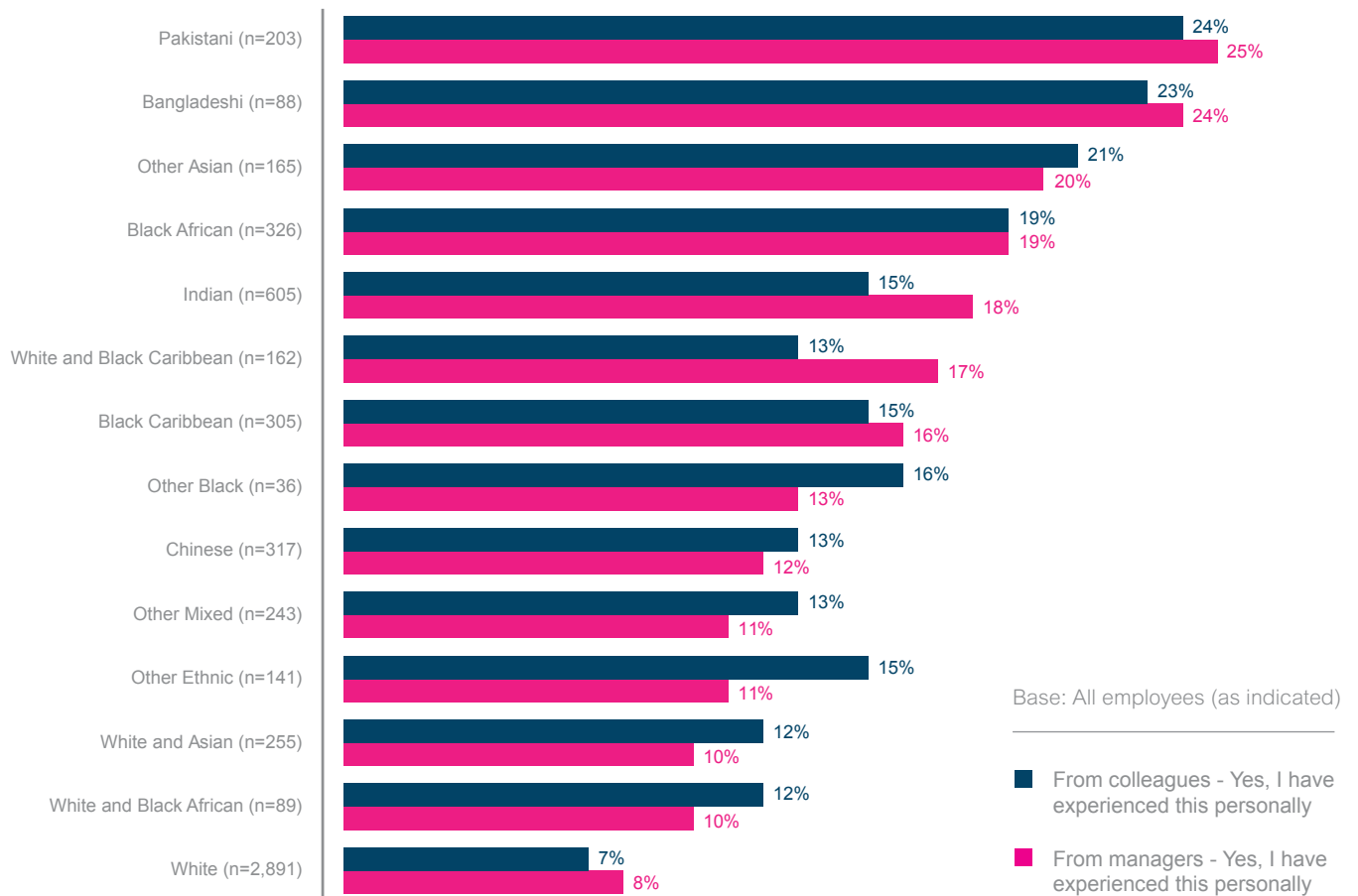
■ YouGov  
■ Open

Employees are also experiencing racial harassment and bullying from colleagues. Similar proportions of Asian and black employees (17%), and 12% of mixed race employees report that they have personally experienced racial harassment or bullying from colleagues and from managers. Employees from a Pakistani, Bangladeshi, other Asian or Black African backgrounds are reporting the highest rates of racial harassment or bullying from colleagues and from managers (Figure 6).

**“No matter which data set we look at, the results clearly expose a concerning issue in many of the UK’s workplaces. The percentage of employees experiencing or witnessing racial harassment or bullying in the workplace is far too high, and needs immediate action.”**

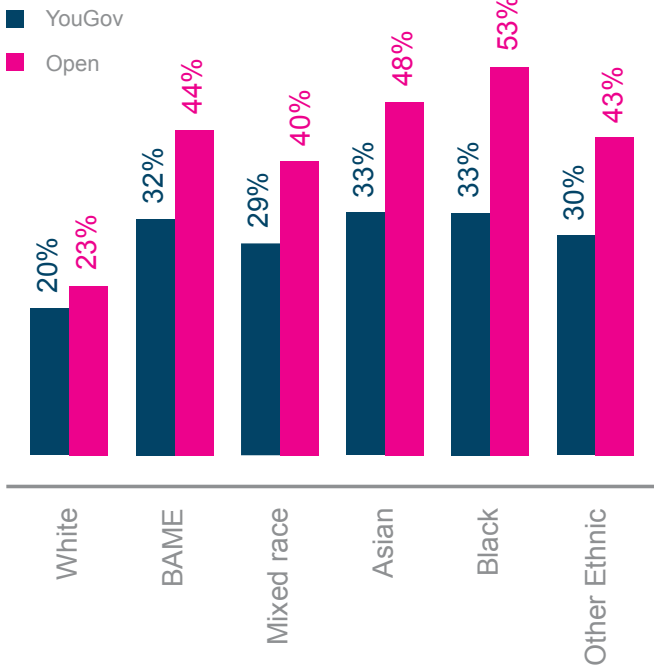
Sandra Kerr OBE

**Figure 6:** Proportion of employees who have personally experienced racial harassment or bullying from their manager or from colleagues in the last 5 years



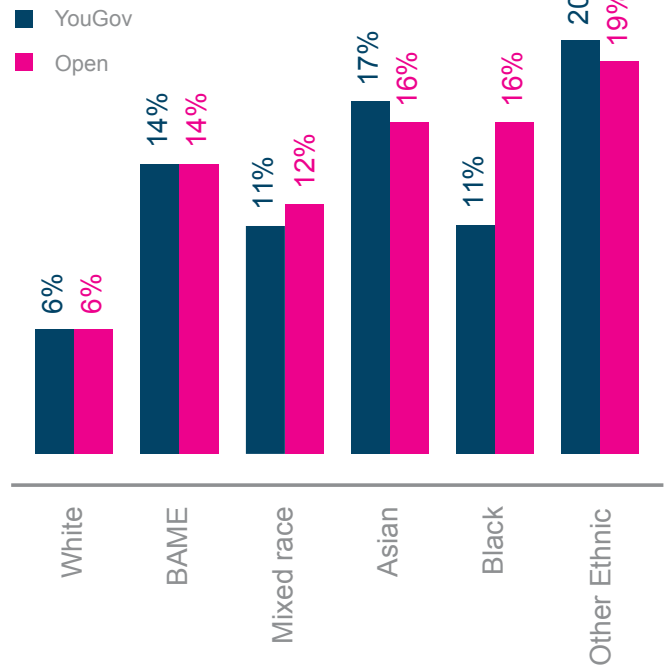
This behaviour is not restricted to colleagues. When it comes to external stakeholders – 14% of white employees and 17% of BAME employees have witnessed this behaviour from clients/customers/service users, with 16% of BAME employees actually directly experiencing it from this group.

**Figure 7:** Proportion of **employees** who have experienced or witnessed racial harassment or bullying from **colleagues** in the last 5 years – Open survey compared to YouGov panel



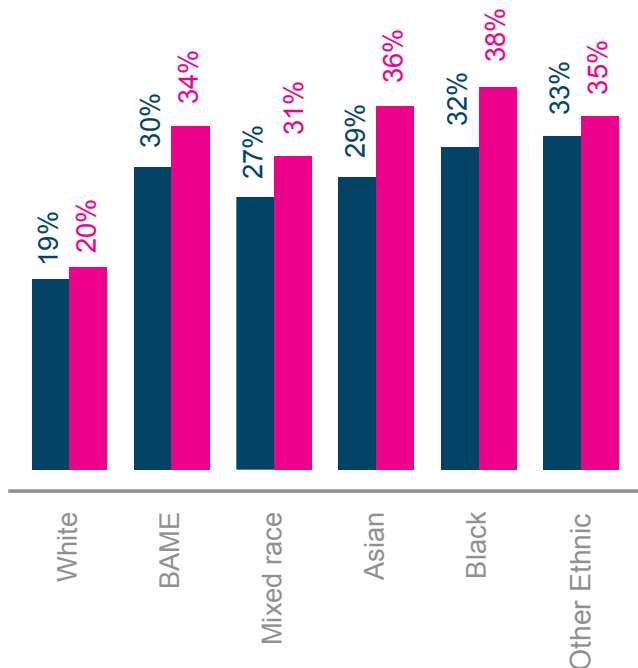
Base: YouGov data: White (n=2,891), BAME (n=2,935), Mixed (n=749), Asian (n=1,378), Black (n=667), Other ethnic groups (n=141). BITC Open data: White (n=13,735), BAME (n=4,308), Mixed (n=689), Asian (n=1,785), Black (n=1,621), Other ethnic groups (n=213).

**Figure 8:** Proportion of **employees** who have experienced or witnessed racial harassment or bullying from **contractors** in the last 5 years – Open survey compared to YouGov panel



Base: YouGov data: White (n=2,891), BAME (n=2,935), Mixed (n=749), Asian (n=1,378), Black (n=667), Other ethnic groups (n=141). BITC Open data: White (n=13,735), BAME (n=4,308), Mixed (n=689), Asian (n=1,785), Black (n=1,621), Other ethnic groups (n=213).

**Figure 9:** Proportion of **employees** who have experienced or witnessed racial harassment or bullying from **customers/clients/service users** in the last 5 years – Open survey compared to YouGov panel



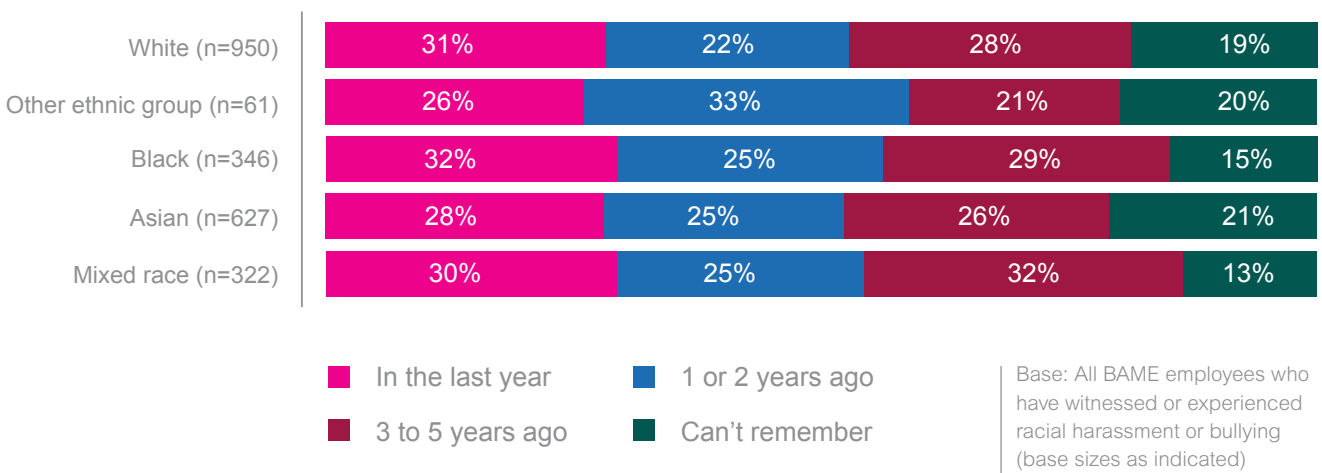
Base: YouGov data: White (n=2,891), BAME (n=2,935), Mixed (n=749), Asian (n=1,378), Black (n=667), Other ethnic groups (n=141). BITC Open data: White (n=13,735), BAME (n=4,308), Mixed (n=689), Asian (n=1,785), Black (n=1,621), Other ethnic groups (n=213).

■ YouGov  
■ Open



Of those employees who have either witnessed or directly experienced racial harassment or bullying in the workplace, three out of ten employees (30%) reported this happening in the last year, an increase on 1-2 years ago and 3-5 years ago. These figures are consistent across all ethnicities.

**Figure 10:** YouGov panel: Timeframe of when employees have witnessed or experienced racial harassment or bullying



“People shared more than 2,000 comments about what they have witnessed or personally experienced in work. Many of these are truly shocking and upsetting. Our intention isn’t to be inflammatory – we will stream the comments by work issue so that we can understand what is happening and support employers to target and stamp out racial bullying and harassment in the workplace.”

Sandra Kerr OBE

It is hugely concerning that the racial harassment or bullying still appears to be prevalent in UK workplaces, and that this unacceptable behaviour can come from external stakeholders as well as colleagues and managers. Employers need to take action to ensure their workplaces are free from harassment, and that all managers, employees, contractors, customers/service users understand and adhere to this code of working.



## Creating culture change from the top?

The presence of a champion or senior leader who actively promotes race equality at work is an indication of an organisation's commitment to race equality, diversity and inclusion. These individuals are responsible for promoting the race agenda and for taking a stand on areas where change is needed. Employee awareness of a race champion's existence is a litmus test of whether employers are effectively communicating a commitment to race equality to their workforce.

It is clear there is some confusion on the issue. A third (33%) of all employees know that their organisation has at least one senior leader and/or champion who actively promotes equality, diversity and fairness in their organisation. A third (33%) of employees say that their organisation does not, and a further third (35%) are not sure.

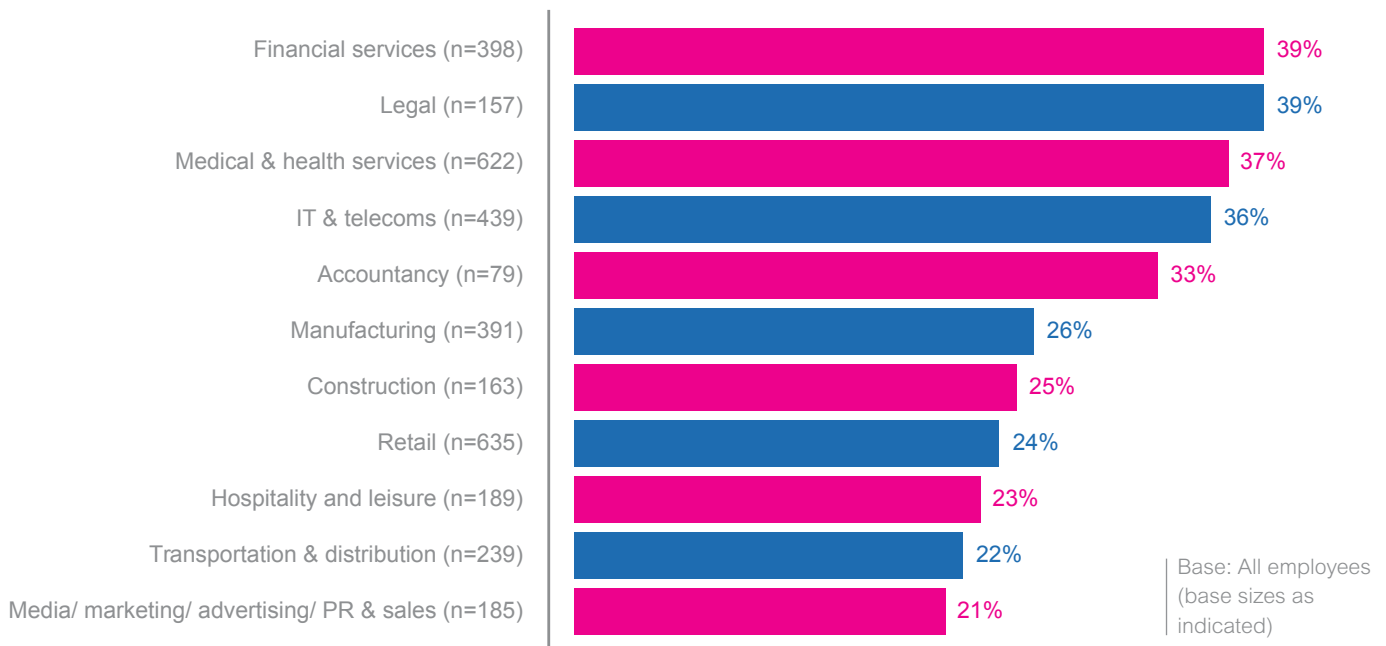
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“We all own and shape organisational culture, but it's led from the top. It therefore has to be us as leaders who set the tone. Any culture change programme, including work to advance race equality and wider diversity and inclusion, must be championed and driven from the top. Having an active race champion is a powerful signal in any organisation and having one who also provides thought leadership and speaks publicly about race equality issues, even more so.”

Amanda Rice,  
Head of Culture and Inclusion, Nationwide

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**Figure 12:** Proportion of employees that say their organisation has at least one senior leader and/or champion who actively promotes equality, diversity and fairness – by sector



Those sectors with a greater number of senior leaders committed to race diversity can use their experiences to share best practice and support other sectors to create similar roles within their organisations and also benefit from the impact of senior leadership on this issue.

### The availability of equality, diversity and inclusion training

Our research consistently shows that the provision of equality, diversity and inclusion training – sometimes called unconscious bias training – correlates with more equal representation and progression of BAME employees at all levels. We found that less than 50% of employers are ensuring this fundamental building block takes place.

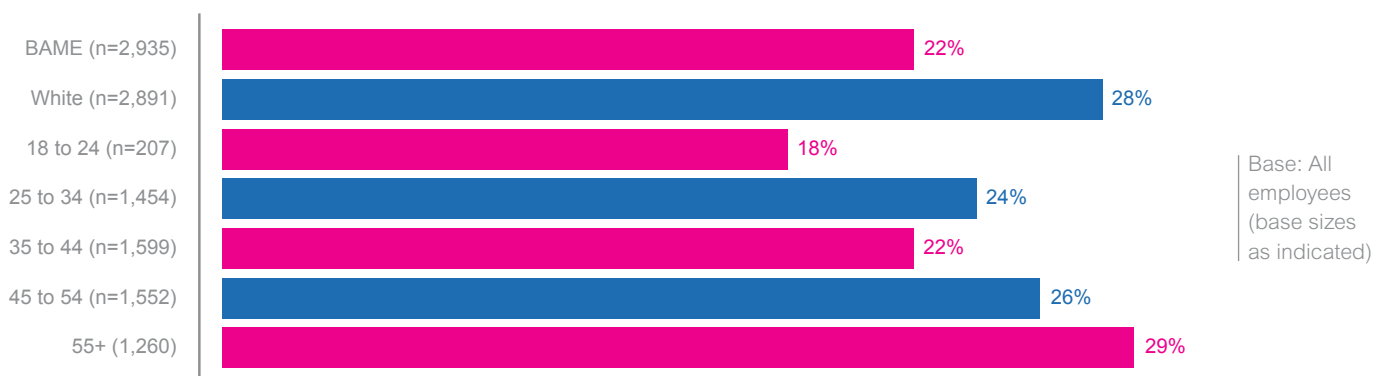
Nearly half of employees (49%) report that they are offered equality, diversity and inclusion training within their organisation, and of this only 65% report that it is mandatory. A quarter report that their organisation does not offer any equality, diversity and inclusion training at all.

Although 76% of respondents in the open survey report that their employer offers this training, only a desultory 7% report that it is mandatory for managers. This is a concern when so many employees do not feel included within their teams and are witnessing or experiencing racial harassment or bullying from this group.

“Ensuring employees fully understand what equality, diversity and inclusion means in a workplace context is incredibly important. At Nationwide all employees must complete Equality, Diversity and Inclusion training. Making it compulsory sends the message that this training is fundamental to being a Nationwide employee. Understanding unconscious bias, how it influences our decision making and plays out at both an individual and organisational level is enormously important for any manager, particularly those making key employment decisions which is why our people, who make these decisions, receive unconscious bias training and why we’re looking to roll this out wider.”

Graeme Hughes, Group Director at Nationwide

**Figure 13:** Proportion of employees that say their organisation does not offer any equality, diversity and inclusion training – by ethnic group and age



## Discussing race at work

We asked employees how comfortable their colleagues are in discussing race in the workplace, as well as other equality and diversity issues. Overall, 42% of white employees and 34% of BAME employees felt that their colleagues were comfortable talking about race at work – less than 50% for both groups.

This potentially leaves a majority of employees who are not comfortable talking about race in the workplace and that level of discomfort appears to vary a great deal by ethnic group (*Figure 14*). Sixty per cent of mixed race employees did not say that employees at their organisation are comfortable talking about race, rising to 78% for the other black minority group, 73% for Pakistani employees and 71% and 70% for the other Asian and Black African ethnic minority groups respectively.

Overall, UK workplaces are far less comfortable talking about race than they are age and gender: 37% think colleagues are comfortable talking about

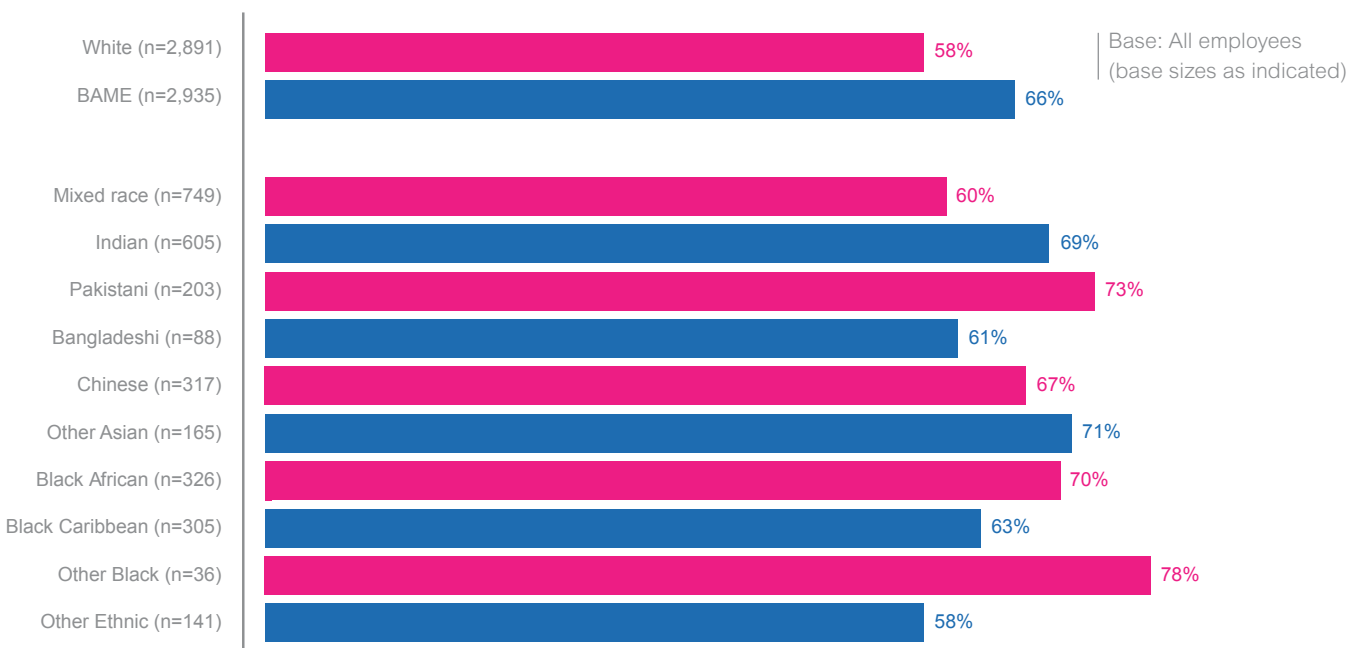
their race, compared with 44% comfortable talking about age and 42% gender.

Employees were asked which issues employees in their organisation were comfortable talking about. The chart below shows the proportion of respondents who did not feel comfortable talking about race.

Even ethnic groups with an average younger age profile – Bangladeshi, mixed race and Pakistani – did not tick the box stating that they feel their colleagues are comfortable talking about race. This indicates that we cannot be complacent and assume things will change with the next generation.

The open survey data mirrors these findings: 51% of white employees report that colleagues are comfortable talking about race, significantly higher than employees from a mixed race (36%), other ethnic group (31%), Asian (29%), or black (19%) ethnic minority group.

**Figure 14:** Proportion of employees NOT ticking that their colleagues are comfortable talking about race – by ethnic group



Strategic engagement with BAME Employee Network Groups (ENGs) can be effective in initiating conversations about race between the employer and employees. The positive impact of ENGs is already known – organisations that give executive support to their ENGs are more likely to have higher promotion rates for BAME groups – and employers should work with ENGs to better understand the unique experiences around race at work in their workplace.<sup>4</sup>

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<sup>4</sup> *Gender and Race Benchmark 2014: Progression and Leadership*, Business in the Community, 2014.

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“The terminology is part of the barrier, but not starting the conversation in the first place is the biggest barrier of all.”

Sandra Kerr OBE

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“As a white partner in the firm, part of my job is to give others a platform. I choose to sponsor our African & Caribbean Network and chaired their KPMG Inclusion Week event. Leadership on race doesn’t mean having to be an expert – it just means accepting that someone else’s reality might be different to yours. It’s easy to get preoccupied with ‘getting it right’. But when it’s clear that your intention is to learn and understand, talking about race is possible, positive and progressive. Don’t let language create the biggest barrier of all – silence.”

Murray Raisbeck, Audit Partner, KPMG

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# Section 3

## Equal opportunity in the workplace?

This section focuses on what can maximise chances of getting a job, and whether opportunities to progress and develop are equally available once in employment. The findings show that not everyone is equal when it comes to level of ambition or in reaching their potential.

# Section 3: Equal opportunity in the workplace?

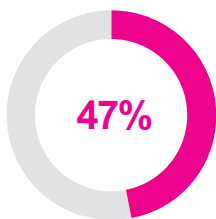
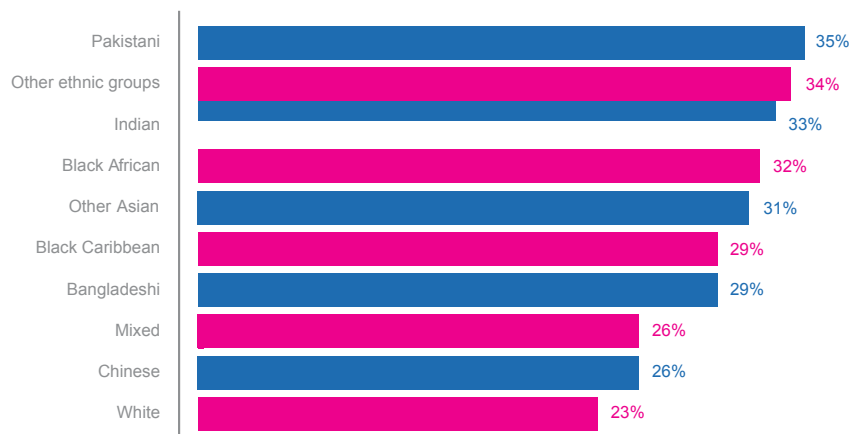
This section focuses on what can maximise chances of getting a job, and whether opportunities to progress and develop are equally available once in employment. The findings show that not everyone is equal when it comes to level of ambition or in reaching their potential.

## Opportunities at work

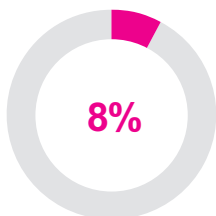


Overall a **quarter** of employees feel they have been **overlooked for promotion**

Percentage of employees overlooked for promotion – by ethnic group



Not quite **half** have had a company funded development opportunity in the **last two years**



Just under **one in ten** have been on a '**fast track**' programme



There is a high level of interest in taking part in management 'fast track' programmes among BAME groups (40% compared with 18% of the white workforce)



Despite two in five BAME employees (41%) being proficient in another language, just **one in five** (19%) are employed in a role which requires this



## Getting a job

All ethnicities agree it is work experience that is most influential in a job search. This, and soft skills – namely a positive attitude (32%) – are seen as more important than having technical skills (22%) or a strong academic background (15%).

“The workplace provides a great space for people’s skills and talents to flourish and for ambition and potential to be developed. Of course, this depends on there being equal opportunity to progress. Employers that are not harnessing the ambition of all their talent are missing out.”

Sandra Kerr OBE

**Figure 15:** What do you believe helps you most when you are trying to get a job? Please tick up to two options

Figures highlighted in blue boxes show a significant difference from one or more ethnic group

	White (n=2,891)	Mixed race (n=749)	Indian (n=605)	Pakistani (n=203)	Bangladeshi (n=88)	Chinese (n=317)	Black African (n=326)	Black Caribbean (n=305)	Other ethnic group (n=141)
Previous work experience	73%	75%	60%	50%	59%	69%	75%	82%	68%
Positive attitude	35%	28%	29%	21%	37%	27%	32%	37%	25%
Technical skills	21%	24%	30%	18%	22%	27%	23%	19%	25%
Contacts through friends or family	17%	17%	16%	16%	8%	13%	14%	9%	18%
Good exam results/ qualifications	15%	15%	14%	13%	23%	17%	21%	19%	12%
Luck	12%	13%	14%	26%	17%	13%	12%	16%	15%
Activities outside of work such as volunteering, community service	2%	5%	4%	8%	2%	5%	7%	3%	1%
An apprentice/ internship	2%	1%	2%	10%	2%	5%	4%	2%	2%
A careers adviser/ mentor	1%	1%	4%	3%	4%	1%	2%	3%	1%

Base: All employees  
(base sizes as indicated)

Younger age groups highlight an emerging trend of non-traditional mechanisms as a route to employment. Nearly one in ten 18-24 year olds felt that activities outside of work, such as volunteering and community services (9%), or apprenticeships and internships (8%) were important in getting a job. These activities are regarded as more influential by BAME groups (5% within each ethnic minority group) than employees from a white background (2%).

### **The importance of professional networking**

All BAME groups (68%) are significantly more likely to agree that professional networking is an important part of career progression when compared with white employees (48%).

The open survey data amplifies this finding, with eight out of ten (80%) of employees from a BAME background reporting that networking is important for career progression, compared with seven out of ten white employees (71%).

**“Like it or not, we all know that successful networking plays a major part in helping people progress in their careers. We also know that for a whole range of complex reasons some people are more effective at networking and gaining support from senior sponsors. As an organisation committed to developing all our diverse talent, it’s up to us to actively facilitate these sorts of pivotal relationships for those hoping to climb the career ladder.”**

Graeme Hughes, Group Director, Nationwide

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**“The data collected in this section of the report shows it is not ambition or attitude that is holding people from all ethnicities back. Work experience is something BT actively promotes, and we understand the importance of it for people hoping to work in our industry. Work experience is something that can help people get started in the workplace, giving them the skills and experience that allows them to stand out to potential employers as well as helping them to choose which sector to work in. It is the responsibility of industry experts, companies and business to play their role in helping people from all backgrounds access work experience – and get that valuable first foot on the working ladder.”**

Tony Chanmugam, BT’s Group Finance Director and board sponsor for race equality

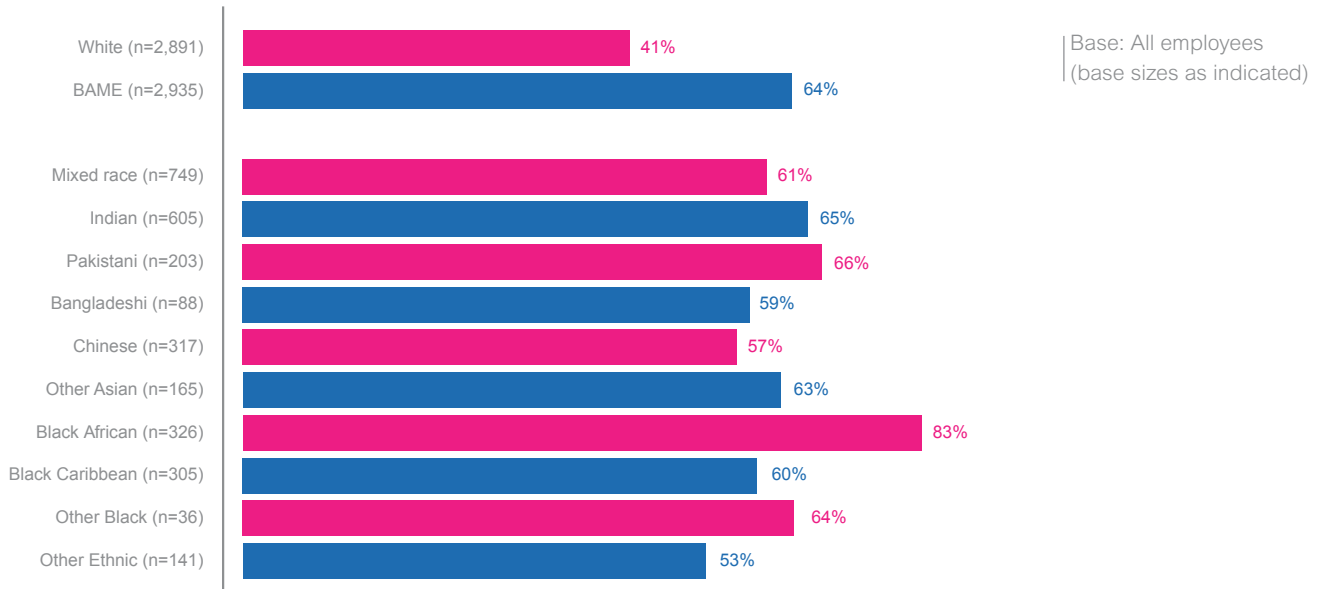
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### **Ambition to progress**

BAME workers show more ambition than those from a white background – 64% of BAME employees agree it is important that they progress compared to 41% of white employees. Ambition to progress in their careers is particularly high for employees from a black background (72%), followed by Asian (63%) and mixed race (61%) ethnic minority groups.

The open survey data shows the same theme. A higher proportion of BAME respondents (84%) report that it is important to them that they progress in their career, compared to white employees (63%).

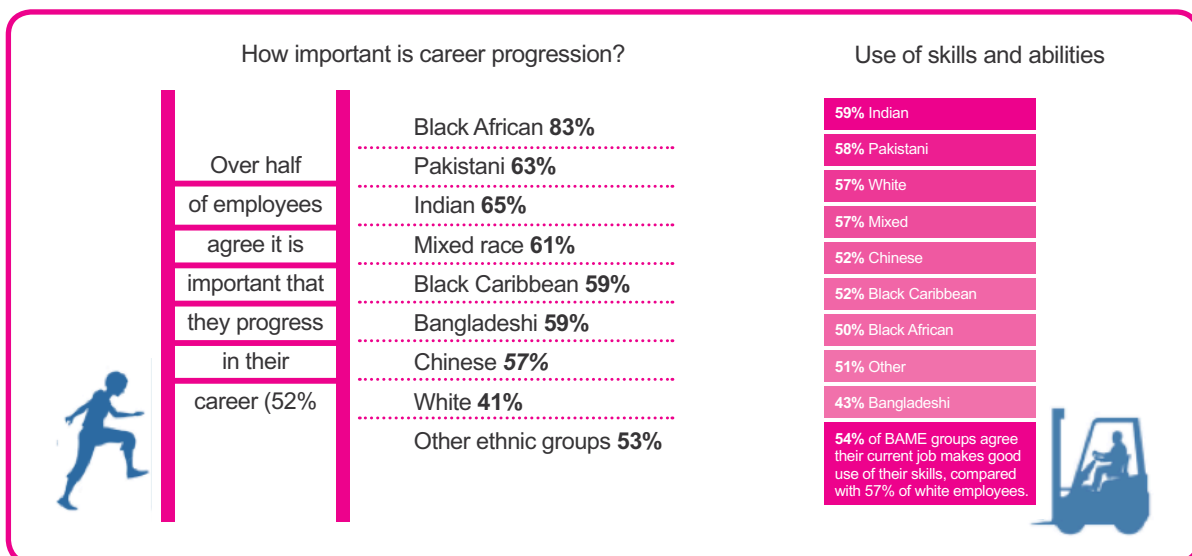
**Figure 16:** All agreeing with the statement: "It is important to me that I progress in my career"



### Use of skills and talents

BAME employees are less likely to agree that their current job makes good use of their skills and abilities – 54% compared with 57% of white employees. Half or more of Black African (50%), Black Caribbean (52%), Pakistani (58%), and Chinese (52%) employees do not believe that their skills are put to good use, with 43% of Bangladeshi employees in agreement with this statement. Younger people are least likely to think their current

role makes good use of their skills and abilities (47% of 18-24 year olds compared with 61% of those age 55+). This could be a missed opportunity from employers – they risk losing young talent who are feeling under-utilised in the workplace, and in need of greater support for career development from their line managers. Business in the Community’s ‘Race and Recruitment: exposing the barriers’ research in 2012 found that BAME people more likely to have a degree than their white peers.



## Promotions

Over a quarter (26%) of employees feel they have been overlooked for a promotion in their current organisation. Employees from BAME groups are significantly more likely to feel they have been overlooked for a promotion (30%) compared to white employees (23%), and is felt highest among Asian groups (31% overall, specifically Pakistani 35%, and Indian 33%).

The open survey data reiterates this finding with one in two BAME respondents (48%) reporting they have been overlooked for a promotion compared with 32% of white employees – the average for all employees is 36%.

Racial discrimination is one of the common reasons given for having been overlooked for promotion.

“Age and possibly gender, possibly ... race “blindness” – not active discrimination, but just propensity to look at young white people as having potential, rather than others.”

*Female, 54, White and Black Caribbean*

“Because I was told it needed someone professionally qualified but other people are just promoted even though they don't have the experience but as long as the skin colour fits.”

*Female, 54, Black Caribbean*

Other common reasons given for having been overlooked for promotion include favouritism, personal contacts favoured above internal candidates and prejudice on the basis of gender or age.

“I am not in the ‘personal group of friends’ that get all the promotions and pay rises.”

*Female, 51, Chinese*

“They needed to have a female in the role for numbers sake.”

*Male, 54, White*

“The candidate chosen had formerly worked for the Head teacher in another capacity, despite having less experience... Also, I feel that being a young woman of reproductive age counted against me.”

*Female, 32, White*

## Access to training

A notable proportion of employees highlight that they have not had a company funded development course in the last two years (43% among white employees, higher than the figure recorded among BAME groups 37%). On average, white employees have been on more company funded development courses in the last few years (2.64) compared to BAME employees (2.34). Business in the Community's *Race to Progress* report in 2011 identified a trend of white employees receiving more training opportunities than BAME colleagues – it is positive to see this gap closing.

“The value of monitoring the workforce can never be overstated. One of our core values is to reflect the communities in which we operate. We try to ensure that all employees are given the training they need to succeed, which is particularly important as we are a ‘promote from within’ business. A key way in achieving this is through our Diversity Scorecard, which is a management tool that helps us monitor 12 key metrics with regards to diversity and opportunity at Enterprise.”

Leigh Lafever-Ayer, HR Director UK & Ireland, Enterprise Rent-A-Car

## Getting on the fast track

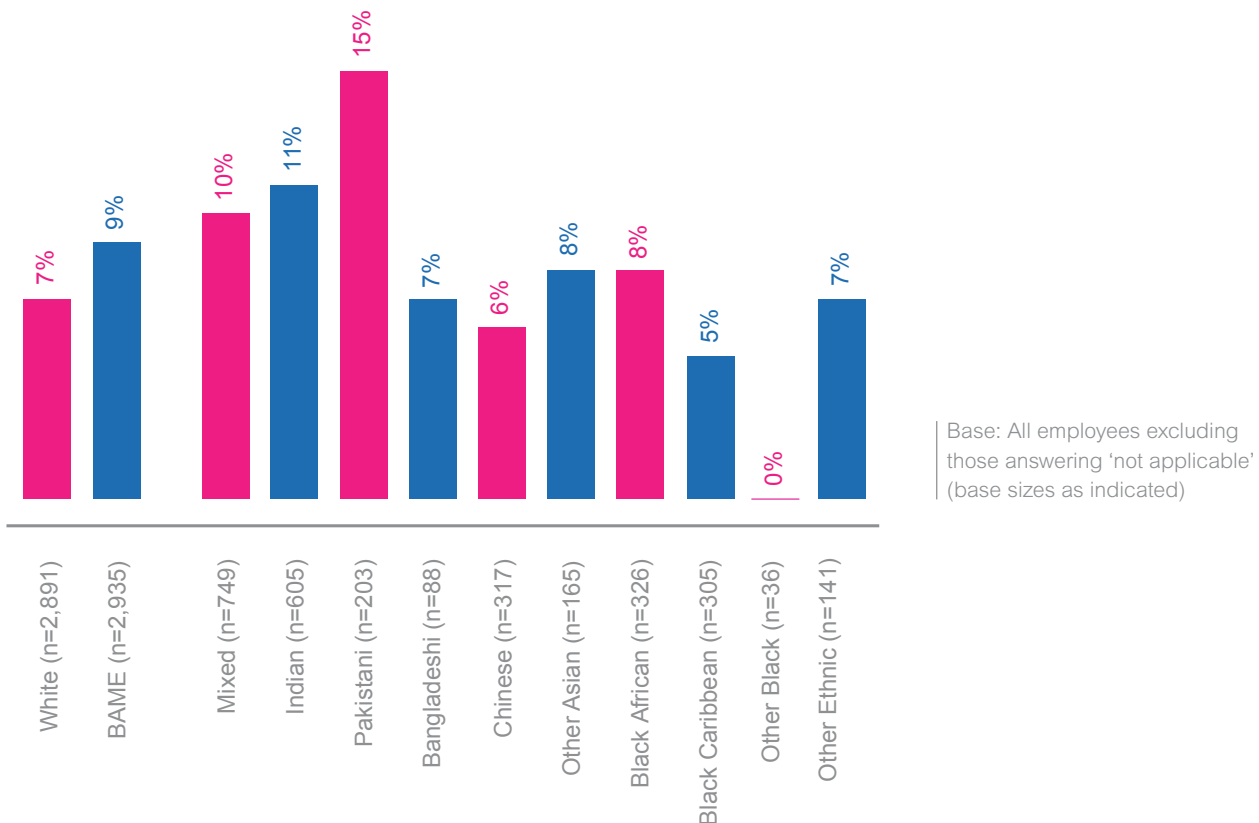
That BAME employees have greater ambition to progress and utilise their skills than their white peers is reinforced by significantly higher interest in taking part in fast track programmes. Interest jumps from 18% of white employees who would take part to 40% of BAME employees. Black African employees are the most interested in a fast track management programme (60%), with at least a third of people in other BAME groups also interested.

The open survey data mirrors this ambition to progress to senior levels. 61% of BAME respondents report that they would be interested in taking part in a management programme compared with 32% of white employees.

Whilst participation in management fast track programmes might be rare across the board, with just one in ten (8%) employees having ever taken up such training, we know that BAME employees do not have equal access to them.<sup>5</sup> Greater interest in the fast track from BAME groups is not reflected by greater access to it; only 5% of Black Caribbean, 6% of Chinese and 7% of Bangladeshi and 'other ethnic' groups are on these programmes.

It is useful to consider the fast track data in context of two factors. First, the widening ethnicity employment gap at senior level. Our *Race at the Top* report (2014) revealed that, in real terms, between 2007 and 2012 the number of BAME people in top management positions decreased by 21,645. The reality is that white employees do not face equivalent barriers or challenges in progressing to senior management that BAME employees do.

**Figure 17:** Proportion of employees on a Fast Track management scheme



<sup>5</sup> *Ibid.*

Second, the age and qualification level of *Race at Work*'s BAME respondents – who are younger and more qualified than their white counterparts (see *Appendix*) – and the changing demographic of the UK workforce. Today, one in eight of the working-age population and one in four primary school children is of a BAME background. The profile of tomorrow's workforce is changing, and employers need to ensure fast track programmes are populated with BAME talent so that senior management in the future represents the full diversity of the working-age population.

Younger people are the most interested in fast track programmes – 39% of employees aged 18-24. However, there is clear evidence that ambition does not wane with age; a quarter (24%) of 45-54 year olds are interested in fast track programmes. Employers should not overlook mature workers for progression, and with an ageing workforce on the radar for UK employers it is important that their inter-generational action planning recognises the multiple ethnicities within this working age group. See *Figure 3*.

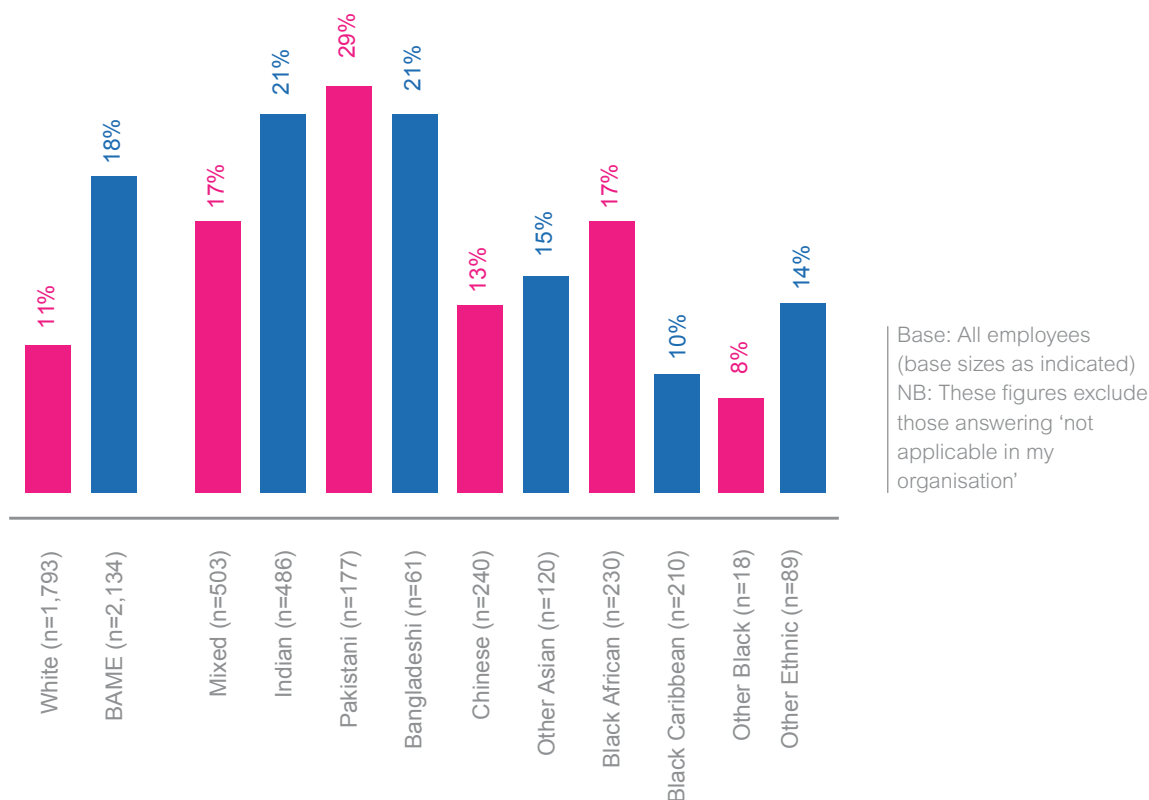
When it comes to succession planning, the picture is very different. One in five (18%) employees from the BAME group say they are on their employer's succession planning list for senior roles, compared with one in ten (11%) of white employees.

This is an indication that some employers are actively trying to diversify their board pipeline by ethnicity. Despite this, it is clear that some groups continue to be under-represented – including the black British and Chinese groups. This mirrors our Benchmark reports which show that the black British employee group is least likely to be identified as high potential during performance appraisals.<sup>6</sup>

Employers must continue to monitor and understand ethnicity at every management layer and in all leadership pipelines to ensure that plans for diversity on boards are sustainable.

<sup>6</sup> *Gender and Race Benchmark 2014: Performance and Appraisal, Business in the Community 2014*

**Figure 18:** Proportion of employees on their employers' succession planning list for senior roles



# Section 4

## Aspiration, inspiration and support

This section explores the experiences employees have of managers, mentors, sponsors and role models and how this impacts on their working lives.

# Section 4: Aspiration, inspiration and support

This section explores the experiences employees have of managers, mentors, sponsors and role models and how this impacts on their working lives.

## Representation at work



Just **three in ten** employers aspire to be like their line manager or senior managers in their organisation.

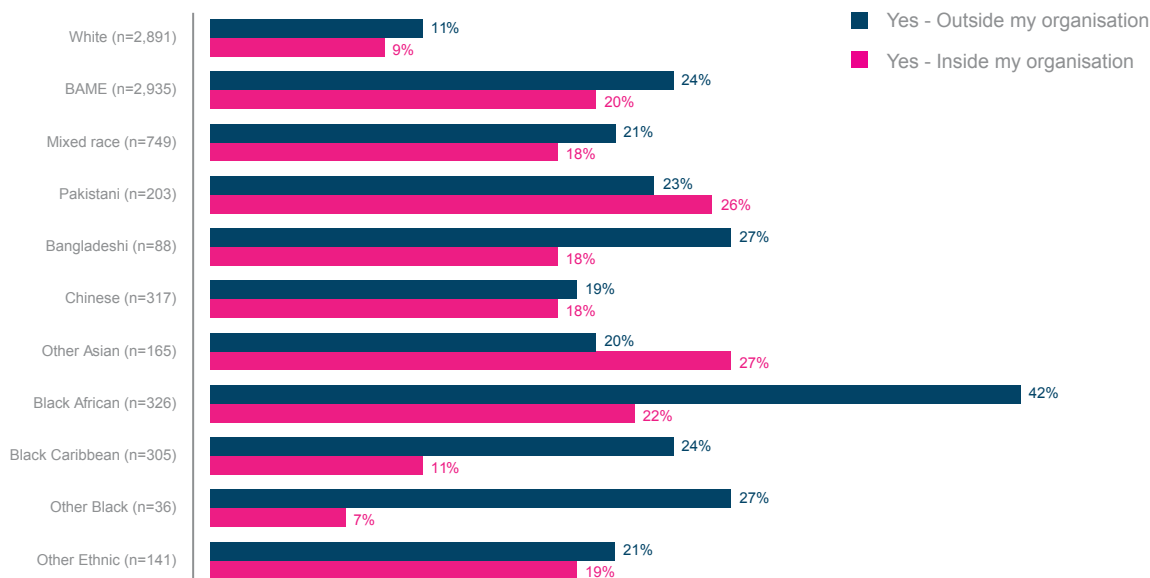
Employees with a mentor are largely **positive** about the experience.

One in five employees (20%) have a mentor

One in ten employees (10%) have a sponsor  
These figures are higher among BAME groups, where 28% have a mentor and 15% a sponsor



**Three in ten** employers have a career role model, someone they aspire towards being in their working life. Significantly more employees from BAME groups have a role model.





## Inspirational management?

Just three in ten (28%) employees aspire to be like their line manager. Senior managers produce the same reaction, with just 27% of employees agreeing there are senior managers they aspire to be like.

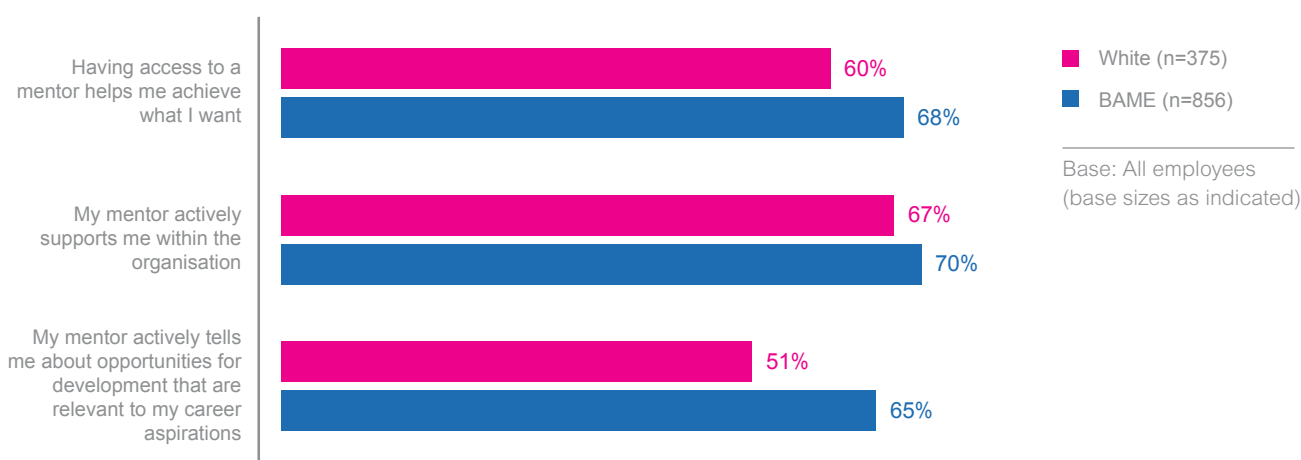
On the whole, more employees within each ethnic group disagree they aspire to be like their line manager (41%) than agree (28%). Asian and mixed race employees are the most positive toward their line managers, with around a third (37% and 31% respectively) agreeing their line manager is someone they aspire to be like. This is in comparison to 23% of white employees and 28% of black employees. During 2016 we will do further research on the employee experiences of management in the workplace.

## Mentors and sponsors

Employees that have mentors are more positive about their career progression and opportunities, and it appears to be more so with BAME employees. It is positive then, that having a mentor (i.e. someone to guide and advise them on their career) and a sponsor (i.e. a senior person to actively promote them in the workplace) is more common among BAME groups. 28% have a mentor compared with 12% of white employees, and 15% have a sponsor compared with 6% of white employees.

This is likely due to employers understanding the impact of specific programmes dedicated to improving the representation and progression of BAME employees in their organisation.

Figure 19: All agreeing with the following statements



Our *Race at the Top* research in 2014 revealed that the gap at management level between BAME people and white people is not only disproportionate to their representation in the UK workforce, but it is widening.<sup>7</sup> Advice from a mentor and advocacy of a sponsor are critical components to speed up the progression of BAME workers to management positions in the workplace. Indeed, the support of a mentor is more highly valued by BAME employees than white employees.

Every organisation has decision making processes around who is put on stretch assignments or projects that ultimately feed into senior level promotions. These processes are often that of advocacy, where senior leaders recommend known individuals for consideration – a form of active sponsorship whether it is formalised or not. If these conversations do not include either BAME leaders or senior leaders who are being exposed to BAME talent, the diversity of the pipeline is unlikely to change.

<sup>7</sup> *Race at the Top*, Business in the Community, 2014

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“The reality is that these ‘make or break’ conversations take place in rooms where BAME people are not present. If we are to see real progress on diversity in senior management and above, it is crucial that these influential decision-makers are exposed to BAME talent through mentoring and sponsorship programmes and are actively promoting them in these key forums. This will ensure that BAME employees are being put forward alongside white employees for senior promotion.”

Sandra Kerr OBE

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The main reason why employees do not have a mentor is simply that they do not know how to get one (47%). Three in ten (31%) also believe there is no one they can relate to in their organisation. These are common themes across all ethnic groups, including white employees.

A quarter of employees that do not currently have a mentor would like one (25%). This figure is significantly higher among employees from BAME groups (34%) than it is among white employees (18%). Likewise, almost one in five (18%) employees without a sponsor would like one. Again, this increases significantly among BAME groups (27%), when compared with white employees (11%).

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“For three years our colleagues attended Business in the Community’s cross-organisational mentoring programme, both as mentors and mentees. Colleagues found this so beneficial in helping them progress in the business that we developed a mentoring programme of our own and are in the process of rolling this out across the company.”

Angie Risley, Group HR Director, Sainsbury’s

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The open survey data reveals the same, and more.

- One in three BAME respondents (32%) report that they have a mentor, compared with a quarter (26%) of white employees who report this.
- 60% of BAME groups would like a mentor compared with a third of (35%) white employees.
- Half (49%) of BAME groups would like a sponsor compared with a quarter (24%) of white employees.

## Role models

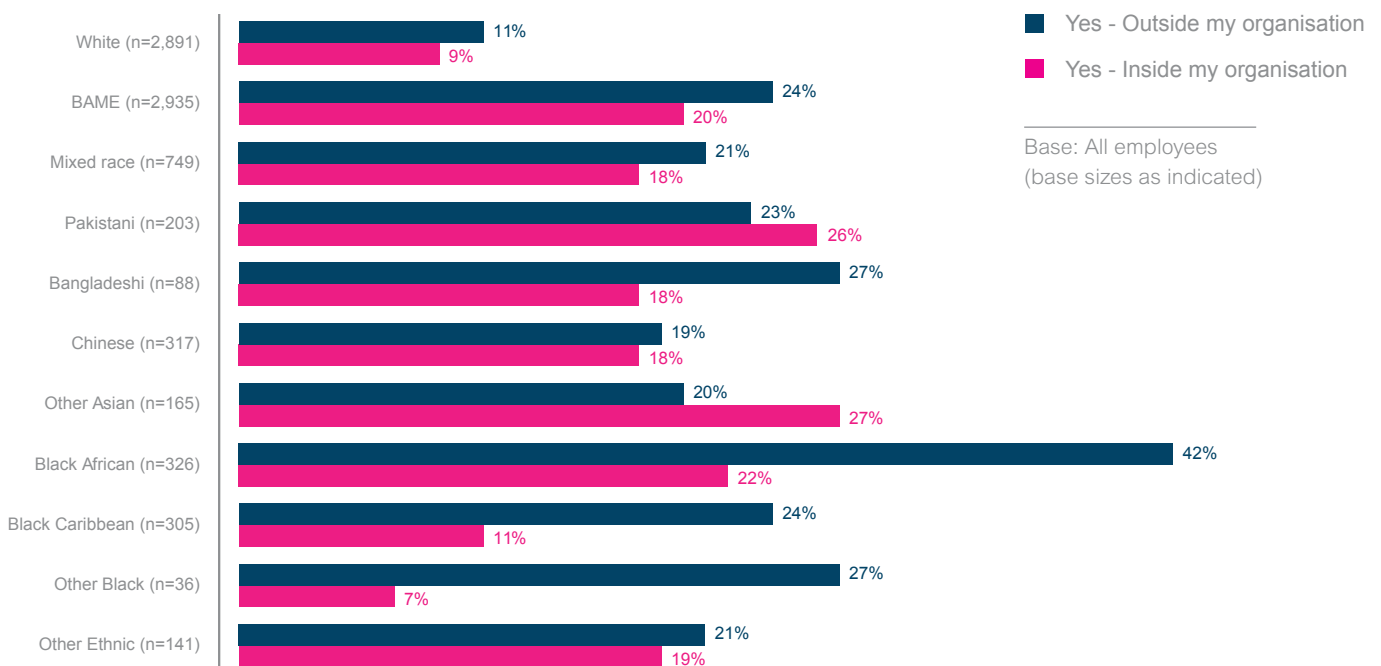
Employees are split as to whether or not role models should be from the same background as themselves (29% agree and 32% disagree, with 31% neither agreeing nor disagreeing). Asian employees and Black African employees are most likely to agree that role models should be of the same background as them.

What employees are short of is a career role model; someone they aspire towards being like in their working life.

“I think role models personalise what progress and success can look like. It’s vital that BAME employees have a much bigger pool of role models to draw from. A pipeline of senior people who ‘remind me of me’ raises aspirations and increases the loyalty employees have towards their employer. BAME role models provide convincing evidence that leadership positions are within reach and worth striving for – encouraging BAME talent to believe that they will be valued, developed and recognised.”

Richard Iferenta, Tax Partner at KPMG

**Figure 20:** Do you have a career role model either inside or outside your current organisation? Someone you aspire towards being like in your working life. Please tick all that apply (ALL ANSWERING “YES”)



Our research in 2011 identified the importance of role models to black British employees, and it appears that they are struggling to find role models within their workplaces<sup>8</sup>, as are any other groups.

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<sup>8</sup> *Race to Progress*, Business in the Community, 2011

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“I joined Sainsbury’s part-time as a student. I enjoyed it and wanted to pursue it as a career, but my parents wanted me to go into a profession. My manager at the time talked to them about the opportunities I could have in retail, and convinced them it was a good career path. It’s common for Asian parents to want their children to become accountants, bankers or doctors. They only want the best for their children but this means it’s really important to have diverse role models and mentors in the workplace to support you and show you what’s possible as my first manager did for me. Choosing a different path made me more determined to succeed and I have my parents to thank for bringing me up to be ambitious.”

Gurshinder Mann, Sainsbury’s Dulwich Store Manager

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# Recommendations for Government

## Immediate action:

- Support the Financial Reporting Council during its 2016 consultation of the UK Corporate Governance Code to add “and race” to its definition of diversity in the four provisions where the Code recommends boards pay heed to “its diversity, including gender”.
- Use its procurement spending power to ensure that businesses that tender for public contracts can demonstrate a commitment to race diversity, with evidence of their policies and action in the recruitment, progression and retention of ethnic minority people and preventing racial harassment and bullying in the workplace. This was successfully done with Olympic 2012 contracts and can now be embedded into the way business is done with government contracts in the UK.

## Medium term action:

- Draw up a policy framework on race that includes a strong recruitment agenda to close the unemployment gap which has stubbornly persisted for many years. The framework should have a focus on leadership, increasing transparent career progression ladders, and role models in order to encourage the promotion of good practice. The government could also consider adapting the approach taken by the Women’s Business Council and using those principles to establish a Race and Ethnicity Business Council.

- Consider an overview of all of the governments various BME 2020 targets to ensure that specific targets are stretching, deliver progress and are relevant to the context they are operating in. This will ensure that momentum is sustained over the next five years.

## Longer term action:

- Consider commissioning a wide-ranging review of race equality in the workplace, particularly on access to promotions at senior management levels. The decision to appoint Lord Davies of Abersoch to identify the barriers preventing more women reaching the boardroom has led to a step change in attitude and behaviour. There is no reason why a similar intervention on racial equality will not produce results within the FTSE 100 board rooms and executive teams.

# Recommendations for Employers

- 1. Increase access to work experience.** There is overwhelming acknowledgement that work experience is critical for gaining access into the workplace. Employers need to ensure they are giving equal access to work experience opportunities to young people from BAME backgrounds, and consider other ways of engaging with potential talent when a broad portfolio of work experience is not available.
- 2. Promote training and awareness of racial bias in the workplace.** We recommend this is mandated during employee induction for new managers and senior management, as well as for all individuals responsible for recruitment, pay and promotion decisions. Ideally, some form of unconscious bias and cultural diversity awareness should be mandatory for all employees. This will ensure a culture of diversity and inclusion continues to be nurtured, as our research shows that racial bias affects people of all ages.<sup>9</sup>
- 3. Communicate the business case and strategy for race diversity.** McKinsey's Diversity Matters report shows that organisations with racially diverse senior teams experience 35% greater financial returns.<sup>10</sup> For employers to achieve diversity at senior levels, they must review the gaps in their workforce demographics and action plan for change. This also requires understanding of the changing demographic<sup>11</sup> of their customers, communities, clients and service users.<sup>12</sup>
- 4. Set objectives for managers at every level around ensuring diversity and inclusion in their teams.** These objectives should include ensuring diverse talent has equal access to training, development opportunities and progression programmes.
- 5. Senior leaders to recognise that racial harassment and bullying exists and take action to erase it from the workplace.** Deliver a clear message from the top that this behaviour is not tolerated from managers, colleagues, clients or contractors; ensure that perpetrators are dealt with; and ensure channels for reporting of harassment and bullying are accessible and straightforward.
- 6. Review succession planning lists for diverse talent.** If BAME people are under-represented on the list, targets should be set to increase the diversity of this pipeline and an action plan developed that focuses on the progression of existing BAME employees and a review of external recruitment processes. Targets should be short, medium and long-term to ensure momentum is sustained.
- 7. Encourage and deliver mentoring.** There is a high demand for mentors from the BAME workforce and job seekers. Employers should engage in reciprocal mentoring – creating their own programmes or joining existing ones like the Business in the Community Cross Organisational Mentoring Circles.

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<sup>9</sup> *Infographic: Racial bias in sectors around the world*, Business in the Community, July 2015

<sup>10</sup> *Diversity Matters*, McKinsey & Company, February 2015

<sup>11</sup> [http://raceforopportunity.bitc.org.uk/research-insight/ethnic\\_minority\\_fact\\_sheets](http://raceforopportunity.bitc.org.uk/research-insight/ethnic_minority_fact_sheets)

<sup>12</sup> *The Census Years – infographic of changes in BAME populations across the UK*, Business in the Community, March 2013

# Recommendations for Employers

## (continued)

- 8. Leaders to act as sponsors.** We need leaders to act as active sponsors, using their influence to mention the names of the BAME people when development or progression opportunities are being discussed – especially when there are no people from BAME backgrounds in the room during these conversations.
- 9. Identify diverse role models in their workplaces.** The trend of no career role models must be reversed, as it currently sends a message to BAME people that despite their ambition there is little evidence that certain employers support equal progression. Employers should take specific action to ensure that Caribbean, Chinese and mixed race role models in the workplace are visible. Diverse role models drawn from all ethnic groups demonstrate that BAME employees are able to thrive and progress no matter their ethnicity. It is equally important when focusing on the next generation – 1 in 4 young people in primary and secondary school from a BAME background deserve to see role models 'like them' in all aspects of UK society.
- 10. Take leadership.** Executive team and board members to take personal commitment for bringing the issue of race inequality to the top table within their organisation and with their peers. Sectors with low representation of BAME employees can learn from leading sectors in order to introduce immediate steps for change.

# Methodology & Appendix



# Methodology

This report presents the findings of a substantial quantitative survey into the working life of people in the UK. This is the first time such a large scale piece of research has been carried out. The report aims to explore how satisfied employees are in their working life, what development opportunities they receive and as such the level of representation and equality they feel they have in the workplace.

The survey was carried out online with 18,381 responding through an open link to the survey and 6,076 through the YouGov Plc UK panel of 450,000+ individuals who have agreed to take part in surveys. The total sample size was 24,457 UK employees with fieldwork undertaken between 28th July and 17th September 2015.

## **Guidance on interpreting this analysis:**

The findings are presented on the basis of all employees surveyed, and where there are statistically significant differences between demographic groups these are discussed in more detail. There is a particular focus throughout the report on how experiences differ between ethnic groups and which, if any, of these experiences are particular to specific Black, Asian and Minority Ethnic (BAME) groups. In places the data is reported for specific ethnicities and in others we focus on combined grouping by ethnicity.

This report takes its lead from the YouGov panel data which has been weighted to be representative of UK employees (see *sample profile* overleaf). The reasons for this, is that while the open survey obtained a very high number of responses and is a very valuable dataset, given the open method employed the data is skewed to certain sectors and sizes of organisation. Throughout the report spotlight boxes have been included that make reference to the open survey as a verification of the panel data. Some caution should be taken when comparing the two data sets, due to the different sampling methods.

The report illustrates the most significant findings. Where data does not add to one hundred per cent the remainder answered neutrally i.e. “neither satisfied nor dissatisfied”, or “don’t know” in a single option question, or were asked to choose multiple answer codes.

# Appendix

## Data and Tables

While the report findings are primarily based on the YouGov panel data, a breakdown of the open survey is also given for reference. The YouGov panel data has been weighted to be representative of UK employees by gender, ethnicity, size and sector of employer and proportion in full time and part time work. The table below provides a summary of the sample profile.

**Figure 21:** Summary of the sample weighting

<b>Gender within ethnicity</b>		
<b>Ethnic group</b>	<b>Male</b>	<b>Female</b>
White	49%	51%
Mixed race	48%	52%
Asian	50%	50%
Black	47%	53%
Other ethnic groups	53%	47%

<b>Ethnicity within part time / full time workers</b>		
<b>Ethnic group</b>	<b>Part-time</b>	<b>Full-time</b>
White	28%	72%
Mixed race	27%	73%
Asian	31%	69%
Black	28%	72%
Other ethnic groups	29%	71%

<b>Ethnicity (BAME only)</b>	
Mixed race	26%
Asian	47%
Black	23%
Other ethnic groups	5%

<b>Sector within organisation size</b>	
<b>Number of employees</b>	<b>Private sector</b>
2-49	25%
50-249	11%
250-499	4%
500 or more	32%
<b>Number of employees</b>	<b>Public Sector</b>
2-49	0%
50-249	1%
250-499	1%
500 or more	20%
<b>Number of employees</b>	<b>Voluntary sector</b>
2-49	1%
50-249	1%
250-499	1%
500 or more	3%

The ethnicity breakdown of the sample is detailed below. Where ethnicities are grouped together in the analysis these are as per the 'net' groups in the table below.

**Figure 22:** Sample breakdown by ethnicity

<b>Ethnic group</b>	<b>YouGov panel *weighted figures N=</b>	<b>Open survey N=</b>
White	2770	12358
Gypsy or Irish Traveller	6	35
Any other white background	115	1342
<b>NET: White</b>	<b>2891</b>	<b>13735</b>
White and Black Caribbean	162	212
White and Black African	89	85
White and Asian	255	173
Any other mixed backgrounds	243	219
<b>Net: Mixed race</b>	<b>749</b>	<b>689</b>
Indian	605	948
Pakistani	203	342
Bangladeshi	88	149
Chinese	317	133
Any other Asian backgrounds	165	212
<b>Net: Asian</b>	<b>1378</b>	<b>1784</b>
Black African	326	623
Black Caribbean	305	870
Any other black backgrounds	36	128
<b>Net: Black</b>	<b>667</b>	<b>1621</b>
Arab	23	35
Other ethnic groups	118	178
<b>NET: Other ethnic groups</b>	<b>141</b>	<b>213</b>
Prefer not to say	250	339

## Respondent profile

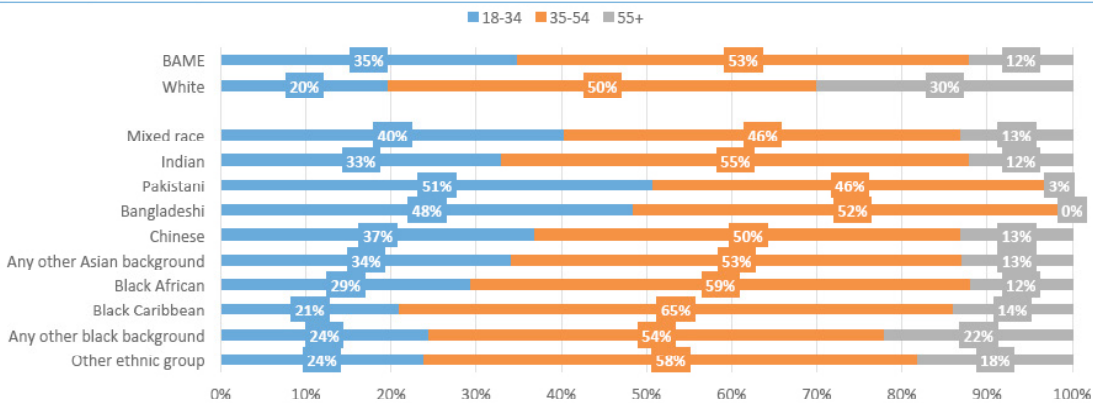
The graphics below provide a summary of the profile of the YouGov sample by ethnicity. The data focusses on profiling each ethnic group within the survey by age, management responsibility and highest level of qualifications held. These factors are useful context for those wishing to understand how the make-up of each ethnic group within the sample may relate to the way they respond to the survey.

**Figure 23 (Also Figure 3):** Ethnic group sample breakdown by age

### Respondent profile - age

#### BAME respondents have a younger age profile

- BAME respondents to the survey are much more likely than white respondents to be younger (aged 18-34) and less likely to be older employees (55+)
- By ethnicity, Pakistani and Bangladeshi respondents are much more likely to be younger and very rarely aged over 55 years of age than respondents from any other ethnicity

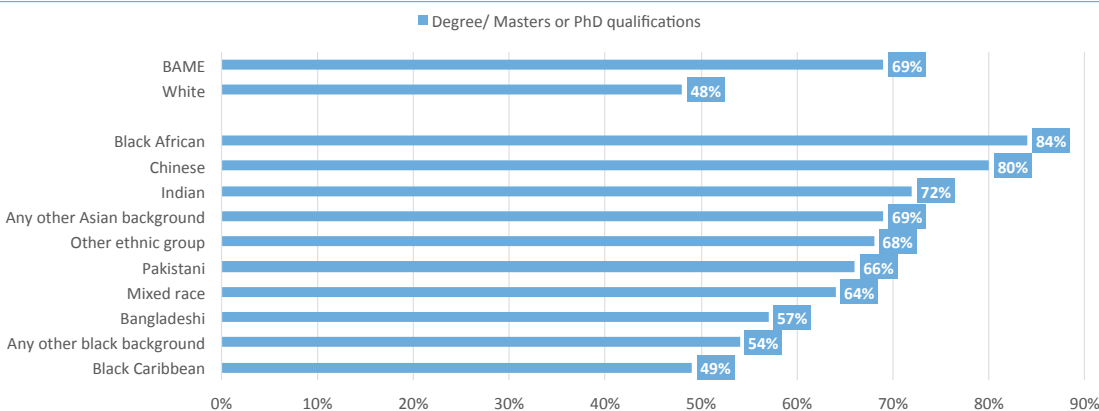


**Figure 24:** Ethnic group sample breakdown by highest level of qualification

### Respondent profile – education level

#### BAME respondents are more highly educated

- BAME respondents to the survey are much more likely than white respondents to be educated to degree level or above
- By ethnicity, respondents who are Black African or Chinese are more likely to be educated to degree level or above than respondents from any other ethnicity

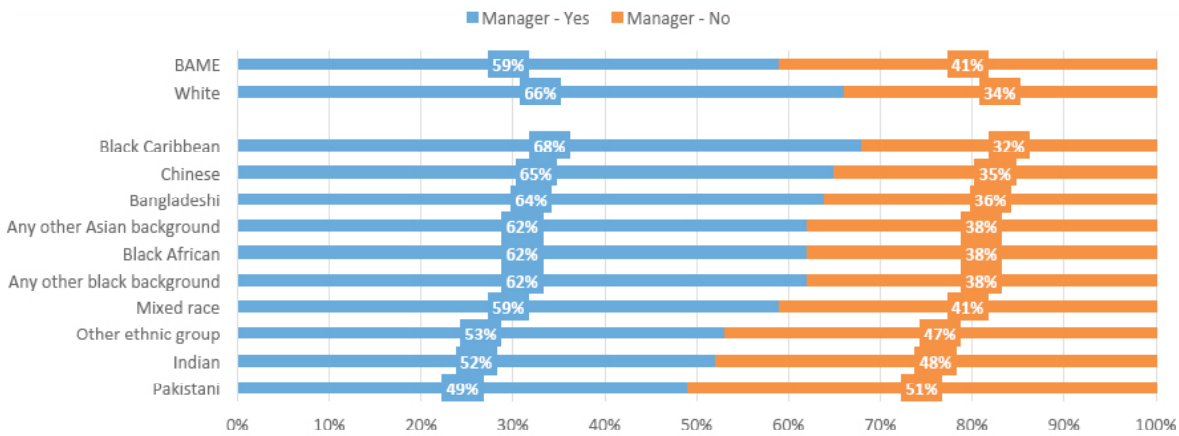


**Figure 25:** Ethnic group sample breakdown by line management responsibility

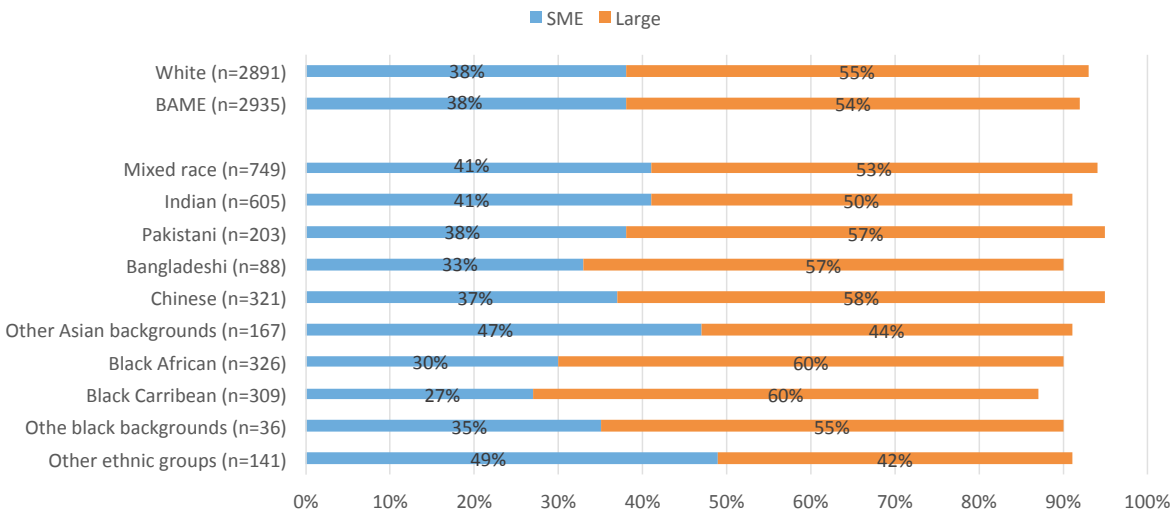
Respondent profile – management responsibility

**BAME respondents are less likely to be in management roles**

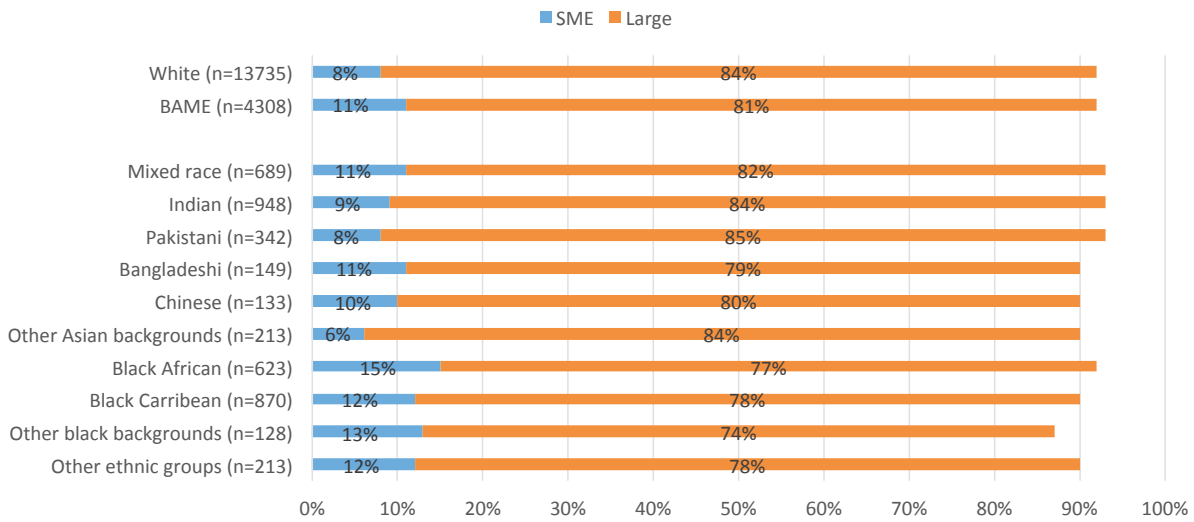
- BAME respondents to the survey are less likely than white respondents to have line management responsibilities
- By ethnicity, respondents who are Pakistani, Indian and from an other ethnic group are less likely to have line management responsibilities than respondents from any other ethnicity



**Figure 26:** YouGov panel data – employer size by ethnicity



**Figure 27:** Open survey – employer size by ethnicity



# Appendix

## Notes & Definitions

**Definition – BAME:** Black, Asian and Minority Ethnic.

All reference to ethnic minority groups or BAME groups are drawn from the following UK Census 2011 categories:

**Asian/ Asian British\***

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Other Asian

**Mixed race/multiple Ethnic Groups\***

- White and Black Caribbean
- White & Black African
- White and Asian
- Other Mixed

**Black/African/Caribbean/Black British\***

- African
- Caribbean
- Other Black

**White\***

- English/Welsh/Scottish/Northern Irish/British Irish
- Gypsy or Irish Traveller
- Other White

**Other Ethnic Group\***

- Arab
- Any other ethnic group\*\*

\* *Broad Ethnic Group*

\*\* *Any other ethnic group = residents who did not consider themselves 'white or white other'. Typical examples of people who ticked this Census category were Japanese, Vietnamese, African-American, Filipino, etc.*

**Definition – Employee Network Groups:** Employee network groups are groups of employees who join together in their workplace based on shared characteristics or life/work experiences. Employee networks are generally based on providing support, enhancing career development, contributing to personal development in the work environment.

**Definition – Fast track:** A management programme within organisations that has been developed for those employees who have been identified as having the potential to reach higher levels in the organisation.

**Definition – Mentee:** Someone who is given support and advice about their job by a mentor (= a more experienced person who has helped them).

**Definition – Mentor:** An experienced and trusted person who gives another person (mentee) advice and help especially related to work or study, over a period of time.

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

**Definition – Succession Planning:** A strategy for passing each key leadership role within a company to someone else in such a way that the company continues to operate after the incumbent leader is no longer in control. Succession planning ensures that businesses continue to run smoothly after the business's most important people move on to new opportunities or retire.

# Appendix

## *Acknowledgements*

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