Investing in Ethnicity & Race in the workplace

The Maturity Matrix

A simple and effective toolkit to help organisations move the dial on their journey within the ethnicity and race agenda

ALL-PARTY PARLIAMENTARY GROUP

GOVERNANCE AND INCLUSIVE LEADERSHIP

The purpose of the All-Party Parliamentary Group on Governance and Inclusive Leadership (GAIL) is to improve the working lives of BAME employees, and to raise the issue of inclusive leadership and governance in all areas of society with the key aim of giving people from visible minorities fair opportunities to progress to positions of power and influence throughout the UK.

Members of the All-Party Parliamentary Group are

- **Dawn Butler MP, Chair and registered contact (Labour)**
- **Sir Peter Bottomley MP, Vice Chair (Conservatives)**
- **Kate Hollern MP, Vice Chair (Labour)**
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The Secretariats for the APPG group are:
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Foreword by the Chair

Dawn Butler MP

Chair of APPG on Governance and Inclusive Leadership (GAIL)

There is no better time to ensure businesses are investing in ethnicity and race than right now. As we look at our global appeal nothing screams progress more than diversity.

As an MP representing the most diverse constituency in the UK and as Shadow Minister for Women and Equalities it is with great pride that I pursue equality with vigour. It is with pride that I look at our great country and the legal strides we have made to achieve equality for all. I must also acknowledge that we still have a long way to go but we were moving in the right direction, and now unfortunately following the Brexit vote, there has been a substantial increase in reported cases of discrimination and racial hate crime incidents. I believe that the accountability of organisations puts them at the forefront of tackling discrimination and inequality of any kind.

The companies that have already progressed or are progressing the equality agenda should be applauded. A number of reports on the Black, Asian and Minority Ethnic (BAME) agenda were published in 2017, while a number of businesses continued to make improvements in the working conditions for BAME staff. 2018 signals a great time to create more momentum towards challenging the inequalities, biases and behaviours that create an impact on this agenda. Organisations need not do this alone: By working together, we can achieve tangible results.

The All-Party Parliamentary Group on Governance and Inclusive Leadership was formed with the aim of pressing for much-needed improvement on the race agenda within the workplace, and to ensure visible minorities were not prohibited from rising to positions of power and influence throughout the UK.

The Maturity Matrix is one of the first steps toward this and has been commissioned and devised based on feedback from professionals and businesses across the UK that are passionate about taking positive action. The Matrix provides the necessary and important measures needed to help organisations. The Maturity Matrix is an online live tool which aims to not only help organisations but evolve as feedback is received, therefore the more organisations use it, the better it will be.

As the Shadow Minister for Women and Equalities, I am personally committed to making sure that the government is also doing its part to stamp out inequality. Not least with a focus on achieving pay parity by pushing for BAME pay gap reporting, and ensuring BAME employees have equal access to recruitment opportunities and career progression. This in turn would encourage an increase in qualified, experienced and previously overlooked visible Minorities at senior levels. This is sadly severely lacking across all industries.

We all have a responsibility to ensure that everyone is treated fairly in the workplace. The BAME agenda has been overlooked for too long but armed with the right tools to engage others within our organisations to do more, we can all make a difference.

Yours sincerely,
Dawn Butler MP
Chair of the APPG on Governance and Inclusive Leadership and
Shadow Minister for Women and Equalities

Why the Matrix?

**Melissa Berry,
Lead on the Investing in Ethnicity
& Race Maturity Matrix**

Keeping it simple

As an experienced Inclusion, Equality & Diversity professional within the private and public sector, I've witnessed the lack of enthusiasm and willingness to focus on the Black, Asian and Minority Ethnic (BAME) agenda in the workplace.

There is much debate, discomfort and personal opinions about why BAME representation is lacking within senior roles and why BAME employees are more likely to be in the lower pay scales of an organisation. Personally, I have become increasingly frustrated by the lack of movement around race inclusion in the workplace and how uncomfortable individuals and organisations feel.

In the past year, we have seen several reports documenting the need for change, presenting the facts and giving recommendations on what needs to be done; what differentiates the Maturity Matrix is that it provides a one-stop-shop tool that gives organisations practical and simple guidance to kick start this agenda in your workplaces, and can be adopted into your organisation with the key purpose of transforming the perception of race in the workplace.

Over the past eighteen months, we have spoken to organisations from varying industries on what necessary steps that need to be taken. Representatives from business and inclusion experts sited that the resource needed to be time-efficient and gave feedback on the necessary recommendations, which we have included in the Matrix.

The tool is a call to action, and asks for your organisation to form a committee which will look at your organisation's position, and inspect how to take positive steps towards helping embed change and moving the dial in the ethnicity and race agenda.

The Matrix aids organisations in having honest and, at times, uncomfortable conversations and illustrates how we can really embed change.

The time is now to really get behind this agenda and ensure that your organisation is at the forefront. Our key focus should now be on moving the race agenda across the country forward and leading the way globally to bring tangible change.

A big thank you to Dawn Butler MP and the APPG on GAIL for collaborating on this important work and helping to drive this agenda forward.

**Melissa Berry has worked
within the diversity and
inclusion space for public and
private sector organisations
for over 15 years**

Where are we now?

Key facts from all the reports

Pay gap

■ Minority ethnic employees earn significantly less than white counterparts, with typical Bangladeshi and Pakistani household incomes showing the largest disparity at almost 35 per cent lower, while Black African households earn 22 per cent less.
(Source: Resolution Foundation - Diverse outcomes: living standards by ethnicity)

■ Black workers with degrees earn on average 23.1 per cent less than white employees.
(Source: TUC / ONS Labour Force Survey figures from Q4 2014 – Q3 2015)

Recruitment

■ The BAME employment rate is 13 per cent below the white employment rate. It is lower still when you look specifically at the Pakistani or Bangladeshi populations. White unemployment among 16 to 24-year-olds is 13 per cent. Asian youth unemployment is 24 per cent and black youth unemployment is higher still, at 27.5 per cent.
(Source: Office of National Statistics)

■ BAME women face multiple disadvantages, including sexism and racism in the labour market. They face discrimination and bias at every stage of the recruitment process – during the evaluation of CVs and application forms, at the interview stage and once in post.
(Source: Women's Budget Group and the Runnymede Trust - Intersecting inequalities)

Senior leadership

■ While 14 per cent of the population identify as black and minority ethnic, only 1.5 per cent of directors in FTSE 100 boardrooms are UK citizens from a minority background. More than half of the FTSE 100 Boards are exclusively white.
(Source: Parker Review)

Progression

■ 60 per cent of black employees felt their career development failed to meet their expectation, compared to 30 per cent of their white counterparts. (Source: BITC surveyed 25,000 people)
(Source: BITC - Race at work)

■ Significantly more BAME employees than white British employees said their career to date had failed to meet their expectations (40 per cent versus 31 per cent), in particular those with black (44 per cent) and mixed-race (42 per cent) backgrounds. **(Source: CIPD - Addressing the barriers to BAME employee career progression to the top)**

Discrimination

■ Almost one in three black employees believes discrimination has been a factor in their lack of career progression – three times the number of white British staff who report facing the same issues. Respondents cited poor line management at turning points in their career as a major factor. Among all black, Asian and minority ethnic (BAME) employees, 20 per cent said discrimination had hindered their career.
(Source: CIPD - Addressing the barriers to BAME employee career progression to the top)

What are the biggest barriers and areas we need to address?

The most common responses from our employer survey were:

- Conscious and unconscious bias needs to be improved with a focus on race

- Getting leadership buy-in. Making all managers accountable through KPIs or targets

- Overcoming the fear of having honest conversations about race, especially within senior management

- Not seeing yourself at the top. A lack of senior BAME professionals in senior positions

- Recruitment procedure needs improving, and the need to look for new talent pools

- Lack of engagement throughout the organisation, and of visibility through communications, events or storytelling

- The need for data collection and more transparency

- Lack of a sustainable, long-term strategy and ring-fenced budget

96.6% said that their organisation would benefit from BAME inclusion training for leadership and line managers

Your other comments:

(Based on the Feedback Survey 2017)

"Updated or better reverse mentoring, and support for BAME networks (ERGs) as business critical entities."

"Set key performance indicators (KPIs) and targets. Transparency regarding progression-performance reviews."

"Greater accountability among publicly-funded organisations and incentives for private companies to introduce KPIs related to BAME inclusion and organisational diversity."

"Addressing under-representation at senior levels for BAME and ensuring the pipeline. Hiring and promotion process – reform it. Real accountability for all managers, especially at the top. Training of middle managers in particular. Sponsorship at senior level for BAME top talent."

87% said that their organisation should set BAME-related targets

"The debate cannot stop at race, biases also apply to a person's accent, language fluency or physical appearance."

"Cultural awareness training and better transparency and accountability."

"More events for BAME networks, more visibility in digital comms and stories that are told which include BAME faces."

"All staff should be encouraged to attend BAME events."

"Investing in inclusive leadership, which includes BAME, and is available for all middle managers."

"Recognition of bias by senior management."

"BAME and gender targets on shortlists at every level of recruitment."

* SOURCE: Feedback Survey 2017: Investing in Ethnicity & Race. 186 organisations were surveyed.
Action group sessions held with over 50 organisations in 2017. **Click here for full report**

The business case

Getting buy-in from your organisation was sited as one of the key barriers which hampered progression of this agenda, especially within executive teams, senior teams and line-managers.

Engaging stakeholders in your organisation is imperative and one of the first steps to creating a better culture and sustainable change. Despite the moral obligation to enable fair workplaces, there is also substantial proof that it can also improve the bottom line, give better innovation and save money on replacing lost talent. The following points will help you provide the business case and open the door to helping your organisation.

Getting buy-in from leadership

■ **The minority ethnic population is growing in the UK and organisations should reflect society for better insights into communities, improved client and customer relationships, a more extensive talent pool and greater room for broader perspectives and therefore better innovation.**
Currently 14 per cent of the UK working- age population come from a black, Asian and minority ethnic (BAME) background. It is expected that the proportion will be closer to 20 per cent in 2030. In addition one fifth of the population self-report their ethnicity as something other than White British.

■ **It is widely reported that diverse teams perform financially better.**
Ethnic Diverse companies are 35 per cent more likely to out perform their competitors
(Source: McKinsey - Diversity Matters).

■ **Don't be left behind on externally set targets.**
According to the Parker Review, each FTSE 100 Board should have at least one director of colour by 2021; and each FTSE 250 Board should have at least one director of colour by 2024.

■ **The UK economy is losing out on untapped potential.**
The potential benefit to the UK economy from full representation of Black and Minority Ethnic (BME) individuals across the labour market through improved participation and progression is estimated to be £24 billion per annum, which represents 1.3 per cent of GDP in the year to June 2016.
(Source: McGregor-Smith Report)

■ **Minority ethnic employers said they were willing to work harder than needed.**
Overall, 60 per cent of the BAME employees surveyed say they are willing to work harder than they have to in order to help the organisation succeed
(Source: CIPD - Addressing the barriers to BAME employee career progression to the top).

■ **The cost of recruiting new talent.**
Many organisations we surveyed reported that they were losing mid-level BAME talent from their organisations, and therefore seeing a lack of BAME professionals in senior positions. High turnover and loss of talented employees, coupled with the expense of recruitment can cost an organisation tens of thousands per individual. Figures suggested the UK lost in excess of £42 billion from replacing staff per year.

■ **Have competitor advantage or be left behind.**
Protect your global brand: Companies that invest in diverse and inclusive workplaces to future proof their business are seen to be at the forefront of a changing society, not just as a better employer but also as a leading brand. Pioneering companies such as PwC and Deloitte have already published data on audited figures detailing where they stand within the pay gap and representation of BAME employees at different levels.Those who don't invest in all areas of inclusion are in danger of being left behind and labelled as an outdated organisation.

What's next? The Maturity Matrix

1. Board & senior allies

2. Policy & data

4. BAME employee life-cycle

3. Culture & inclusion

The Maturity Matrix will provide the next steps for organisations to create real, sustainable change, following input from organisations and recommendations from recent reports.

The Matrix is an easy-to-use, check-list tool. By following the activities and processes demonstrated, organisations can deliver and embed a sustainable system of change.

Objectives

Starting conversations: This Matrix should initially be seen as a tool to start dialogue within organisations. To continue progress, the tool should be used to create a business case in your organisation with key stakeholders and to introduce key topics to a wider audience.

Creating change: The self-assessment tool is intended to support practical change through positive actions within organisations, and to improve outcomes for the BAME workforce by providing a structure to work through.

Measuring success: The tool shows what level your organisation is currently at and where they need to progress towards. By implementing the Matrix your organisation will gain better insights into the journey for furthering the race and ethnicity agenda, identifying areas of strength and areas for development.

Keeping it simple: The Matrix has been devised based on feedback from a survey, Action Groups and key inclusion professionals, and recent reports. The tool collates all the information into a easy-to-use format, ensuring that time resources are used effectively.

What is the Matrix?

The tool has been developed based on input from action group sessions with over 50 organisations and a further surveyed 168 organisations, and is already being used by a number of businesses and organisations within the Private and Public Sector.

The Matrix is a live document; from year two onwards, the Matrix will include further action points to assist organisations on this journey.

The tool is aligned to many recent report recommendations, including McGregor-Smith, CMI's Delivering Diversity and CPID's addressing career progression, and will simplify the process of enabling businesses to work towards positive improvements and narrowing inequalities surrounding race in the workplace.

The Matrix is designed to be used collaboratively and can be cohesively aligned to an organisation's strategy, key objectives and values. Most importantly, the Matrix is designed to be weaved into business practice and will embed much-needed change.

The Investing in Ethnicity & Race initiative will continue to offer guidance through the annual conference, workshops, round tables and action group sessions, and will recognise all organisations that have completed stages of the Matrix. Please find further information at investinginethncity.com

The Matrix focuses on the following key areas:

1.The influence of board members and senior allies in creating change

2. The importance of policy, data and monitoring

3. Culture and Inclusion: Events & Training, Network Groups, Communications

4. BAME Employee Life Cycle: Recruitment and Progression: Creating a pipeline

Who can use the Matrix?

Companies starting the journey can look at the first stage (a) and (b), entry level recommendations of the Matrix, and kick start this agenda in their workplaces.

Companies that have already carried out work in this space can use the Matrix to audit their organisation and keep the momentum going through the ongoing stages.

Companies that have advanced beyond and completed most of the tasks, can feed back into the Matrix, join our committee and help other organisations by being known as a thought leader. Please get in touch.

1. Board & Senior Allies

(a) Investing in Ethnicity **Employer**	(b) Investing in Ethnicity **Star** Employer	(c) Investing in Ethnicity **Advanced** Employer	(d) Investing in Ethnicity **Exemplary** Employer
1. Identify an executive sponsor to champion ethnicity and race throughout the organisation that will be accountable for aspirational targets and driving the agenda from the top.	1. Ensure your executive sponsor is actively engaged in the race agenda. They must have completed all of the following within a year: Spoken on this agenda at a minimum of one company event; met with the chairs of the BAME network and showcased commitment to this agenda through internal communications.	1. Ensure that all executive and senior teams have had BAME inclusion training. Either through a stand-alone event, integrated into existing programmes or unconscious bias training.	1. Initiate a reverse or reciprocal mentoring programme for all BAME professionals and at least 20 per cent of your senior team.
2. Outline a ring-fenced budget to bring in expertise to aid advancement where necessary. This should be set for at least three years.	2. Initiate a reverse and reciprocal mentoring programme with BAME professionals and senior team members with a minimum of 24 members.	2. The executive team should reference what steps they are taking to improve race within their annual report.	2. Ensure that executive team have implemented this agenda as part of their objectives within their Key Performance Indicators. .
3. Have a race strategy plan that spans at least three years, with set aspirational targets and report back annually.		3. Exhibit diversity as a key performance indicator: All senior leaders should have a clear diversity objective included in their annual appraisal.	

2. Policy, data & monitoring

(a) Investing in Ethnicity **Employer**	(b) Investing in Ethnicity **Star** Employer	(c) Investing in Ethnicity **Advanced** Employer	(d) Investing in Ethnicity **Exemplary** Employer
1. Make sure basic HR data is being collated on ethnicity at all levels from recruitment throughout the employee life cycle. Ensure your employee survey includes questions on fair opportunities for career progression. Encourage good disclosure rates by clearly outlining the purpose of survey.	1. Procurement: Ensure that your supply chain shows commitment to diversity and inclusion.	1. Monitor progress and retention of BAME employees at all levels of the business.	1. Ensure data is capturing a breakdown of race by pay band and/or pay gap with a view to publishing data in the future. Align to company's gender pay-gap rules if there is disparity.
2. Ensure that your organisation has put measures in place within policy on discrimination around BAME.	2. Use HR or survey data on BAME representation at all levels within annual reports and to align to strategy. Ensure that data is seen by the executive sponsor and/or a member at board level.	2. Monitor the level of BAME employees that have reported discrimination, bullying or harassment, and compare to the proportion of overall workforce.	2. Monitor those within the disciplinary process to ensure these figures aren't exceeding BAME representation within the organisation.

3. Culture & inclusion

	(a) Investing in Ethnicity **Employer**	**(b)** Investing in Ethnicity **Star** Employer	**(c)** Investing in Ethnicity **Advanced** Employer	**(d)** Investing in Ethnicity **Exemplary** Employer
Events & training	1. Hold an internal event which starts conversations on the BAME agenda and is open to ALL employees.	1. Revise inclusive leadership, unconscious bias and values-based training that your organisation offers to ensure they go deeper and help to challenge behaviour and deliver actions within race and ethnicity.	1. 50 per cent of your organisation should have completed at least one session of inclusion training that has a focus on ethnicity and race within the last 12 months. All senior management and executive teams should undertake more detailed training.	1. All employees should have completed at least one session of inclusion training that has a focus on race within the last 12 months (can include unconscious bias training, starting conversations, etc.)
Network / Employee Resource Groups	1. Start or already have a BAME network group in place within your organisation. 2. Appoint a network chair and complete terms of reference.	1. Hold at least one internal or external event every 12 months with a senior sponsor in attendance. 2. Your BAME network should have its own ring-fenced budget. 3. Participation in the committee is recognised within annual appraisals. 4. Collaborate with other BAME employee network groups, i.e. co-host events, hold meetings, etc.	1. Make your network fully inclusive, ensuring a work plan to engage all employees. 2. Include wider organisation communications about network activities within the past 12 months. 3. Hold a professional development event within the past 12 months. 4. Hold a collaborative intersectional event with another employee network group within your organisation.	1. Hold one event which offers peer mentoring within the network. 2. Your network should provide insight into company values and policy. 3. Have network meetings at least once a quarter.
Communications	1. Send regular company-wide communications that include BAME activities and news within 12 months. 2. Include a resource on your intranet which promotes use of language around race. **Resources: Download our glossary of terms**	1. Profile stories and case studies on your intranet that include BAME professionals as role models.	1. Send company-wide communications that include BAME activities and news at least every quarter. 2. Promote race equality externally, i.e. through sponsorship, speaker opportunities for external events or by supporting an external event.	1. Prioritise engagement with schools in areas with above-average multicultural representation. 2. Help and engage other organisations starting on their journey. Mentor a partner organisation on this agenda.

4. BAME employee life cycle

	(a) Investing in Ethnicity **Employer**	**(b)** Investing in Ethnicity **Star** Employer	**(c)** Investing in Ethnicity **Advanced** Employer	**(d)** Investing in Ethnicity **Exemplary** Employer
Recruitment	☐ 1. Ensure the imagery and/or language used within recruitment campaigns are inclusive of BAME people. ☐ 2. Revise wording on job specifications to ensure that plain English is used, demonstrating an accurate reflection of the skills required.	☐ 1. Actively promote early career job opportunities (including apprenticeships and internships) to BAME communities. i.e. through job fairs, demographic-specific advertising, etc. ☐ 2. At least one person on the recruitment panel must have completed recruitment and selection training that included unconscious bias.	☐ 1. Actively ensure a diverse long and short list from headhunters and recruitment agencies for all senior external and internal recruitment positions. ☐ 2. When recruiting through third parties, reject lists that are not reflective of the local working age population. ☐ 3. Ensure diverse interview panels for senior roles. ☐ 4. When recruiting potential managers, include inclusion-related questions in the interview.	☐ 1. Monitor BAME representation at all stages of the recruitment process: application; shortlist and appointment. ☐ 2. Ensure at least one BAME representative features on recruitment panels and is involved throughout the recruitment process. ☐ 3. Exhibit positive action within the selection process by ensuring interviews for BAME applicants reach minimum criteria when under-represented. ☐ 4. Ensure that entry level and first career positions are not prioritised on university qualifications.
Progression: Creating a pipeline	☐ 1. Take positive action to actively encourage BAME employees to self-nominate for talent programmes. ☐ 2. Hold a series of focus groups or listening sessions to better understand the lived experiences of BAME staff.	☐ 1. Ensure the percentage of BAME professionals on talent programmes is reflective of representation at all levels within your organisation. ☐ 2. Identify top BAME talent at middle and senior levels, and place them on career or talent programmes. ☐ 3. Have a reverse or reciprocal mentoring programme, which is accessible for BAME staff. ☐ 4. Start a dedicated BAME reverse or reciprocal mentoring programme (see 1.2).	☐ 1. Produce a baseline report identifying barriers to career progression for BAME staff. ☐ 2. Make basic information on how the career ladder works including pay and reward guidelines and promotions available to all new entrants to the organisation. ☐ 3. Produce detailed guidelines with information on how your organisation's career ladder works, including pay, promotions and rewards. This should be available to all staff including new entrants.	☐ 1. Identify top BAME talent within senior and middle management and allocate a sponsor to aid career growth. ☐ 2. Ensure that BAME talent are on career programmes are actively progressing up the ladder. ☐ 3. Offer exit interviews to all staff and use the data within manager's annual reviews.

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Guidance notes

■ An audit and prior knowledge of steps already taken within this agenda is necessary before planning next steps and using the Matrix. If you have a Diversity and Inclusion lead, it's important they are engaged in this process.

■ When implementing the Matrix it is useful to have knowledge of existing diversity and inclusion strategy within your organisation, as many of the recommendations may already have been executed or can align to existing initiatives or processes.

■ It is recommended that the Matrix is more effective if worked through, and completed by a committee of selected representatives of the organisation including a senior ally, members of the BAME network, BAME staff, HR and other allies of the BAME workplace agenda. A minimum of four representatives are necessary to give different viewpoints to ensure that development levels are assessed robustly and actions are taken and embedded effectively. We recommend using an external facilitator as they will be able to help facilitate the discussion, assessment and challenge the outcomes.

■ The Matrix has been designed to be adapted to variations in business, and serves to give general steps and simple recommendations. Please keep in mind organisations may be at different stages and differ in their current status when implementing the Matrix.

■ It is important to note that BAME employees make up a diverse demographic. There are many nuances within culture, ethnicity and race, including intersectionality. The recommendations outlined are a broad guideline, and those implementing the steps should keep a firm focus that recommendations should be adapted to different demographics.

■ The Matrix is a live document and is set to evolve in year two, The next review will be live by 31 August 2018.
Please submit any feedback or any further recommendations to the Matrix before 30 June 2018.

■ Executive sponsors or Senior Champions do not need to be from a minority ethnic background. It is not essential that the senior champion is knowledgeable on this agenda, but imperative that they have a passion for advancing the agenda forward within their organisation and are committed and willing to learn about the agenda.

■ When referring to ring-fenced budget this is important to allocate for bringing in external expertise or consultants where necessary, for internal and external events and for training such as career acceleration, mentoring and inclusion training.

■ Additional resources, such as Understanding Race Terminology - use of language (3aCommunications-2) can also be found at gailappg.org.uk and investinginethnicity.com

The Matrix background

The Matrix was formulated as part of the Investing in Ethnicity & Race initiative from SPM Group, and a collaboration with the All-Party Parliamentary Group on Governance and Inclusive Leadership. The APPG on GAIL established a common goal to improve diversity and inclusion in the workplace so it became an ideal partnership and platform to launch the report.

The Matrix toolkit was the brain child of Melissa Berry and Sarah Garrett MBE. Dawn Butler MP chair of the APPG group has played a vital role in helping progress the Matrix. The APPG group has a progressive plan for 2018 that extends beyond taking evidence from organisations and employees to ensure the Matrix evolves. If you would like to get involved or give evidence please email: matrix@gailappg.org.uk.

Appendix a: Development stage

■ **Round table discussions: To determine the best method to progress the ethnicity and race agenda**
Three round table discussions took place during the latter part of 2016 involving 30 organisations. Recommendations included, a) delivering a conference for employers and b) giving employers step-by-step resource on how to move the BAME agenda forward. It was decided that Employer Action Groups would take place during 2017 to examine key areas and discuss further recommendations.

■ **Employer Action Groups: To determine recommendations for key areas**
Five round table discussions took place during the first five months in 2017, the key topic areas included: Employee Life Cycle, Board and Leadership, BAME Employees, Policy, Data and Monitoring, and Brand and External Engagement. Over 50 organisations took part in this process.

■ **Survey from the Investing in Ethnicity & Race conference**
168 attendees answered the survey, which asked for participants to give the main barriers and key measures that they felt would help their organisation's progress.

■ **Input from recent reports and recommendations**
Recommendations from recent reports including: McGregor-Smith, CMI's Delivering Diversity and CPID'-s Addressing Career Progression, have been collated into one document.

Appendix b: About the Investing in Ethnicity & Race initiative

In July 2017, Investing in Ethnicity & Race launched an ongoing campaign for CEOs and executives to pledge their support to the initiative. The campaign, supported by companies such as HSBC, Bank of England and Tesco, received press from media including The Times, City AM, The Independent and Huffington Post. The inaugural Investing in Ethnicity & Race conference took place in October 2017, and saw representatives of over 200 organisations attend. More information can be found at investinginethnicity.com.

The Investing in Ethncity and Race initiative will hold an awards event to recognise those who have Invested in Ethnicity and Race in November 2018, supported by the All-Party Parliamentary Group on GAIL. Organisations that have invested in this agenda and submitted the Matrix online will receive feedback and be recognised in national press as an Investing in Ethnicity & Race Employer.

Over the next year, the initiative will continue to offer the annual conference and additional support through its membership, offering resources, round table discussions, workshops and senior leadership breakfast sessions. With over 15 years' experience working within diversity and inclusion, the Investing In Ethnicity & Race team and Berry and Garrett recognise the real challenges faced by organisations and business that want to make positive change happen and reduce inequalities and disparities in ethnicity, race and inclusion in the workplace. The company-based membership will help guide you through areas of the Matrix and also give you a full consultation to audit next steps based on your submission.

The initiative offers a wealth of support with additional tools available to support businesses in moving the race agenda forward, including In addition, we offer career acceleration programmes for diverse high potential talent, BAME inclusion training, reverse and reciprocal mentoring, consultation, and our Active Inclusion programme for leadership teams. For further information, please visit **investinginethnicity.com** or **berryandgarrett.com**.

Apprentix c: Companies that participated

A special thank you to Bank of England, HSBC, Moodys, and TSB for your participation and contribution.

Further appreciation goes to companies that participated, including AON, Baker Mckenzie, Barclays, BNY Mellon, BNP Paribas, City of London Police, Coca-Cola European Partners, Credit Suisse, EY, FCO, Hogan Lovells, Lloyds, MediaCom, Ministry of Defense, Ministry of Justice, NHS, PwC, RBS, Sodexo, Tesco, Transport for London, Viacom, Virgin, Vodafone, Waitrose.

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