

Race in the workplace

The McGregor-Smith Review

A roadmap to success

1 Gather data:

Organisations must gather and monitor the data by:

- Setting, then publishing aspirational targets;
- Publishing data to show how they are progressing;
- Doing more to encourage employees to disclose their ethnicity.

2 Take accountability:

Senior executives must **take accountability** by:

- Ensuring executive sponsorship for key targets;
- Embedding diversity as a Key Performance Indicator;
- Participating in reverse mentoring schemes to share experience and improve opportunities;
- Being open about how they have achieved success, in particular Chairs, CEOs and CFOs in their annual reports.

5 Change processes:

Responsible teams must **change processes to encourage greater diversity** by:

- Being transparent and fair in reward and recognition;
- Improving supply chains;
- Being open about how the career pathway works.

4 Examine recruitment:

HR directors must **critically examine recruitment processes** by:

- Rejecting non-diverse shortlists;
- Challenging educational selection bias;
- Drafting job specification in a more inclusive way;
- Introducing diversity to interview panels;
- Creating work experience opportunities for everyone, not just the chosen few.

3 Raise awareness:

All employers must **raise awareness of diversity issues** by:

- Ensuring unconscious bias training is undertaken by all employees;
- Tailoring unconscious bias training to reflect roles – e.g. workshops for executives;
- Establishing inclusive networks;
- Providing mentoring and sponsorship.

6 Government support:

Employers should be supported in making these changes by Government. Specifically, Government should:

- Legislate to make publishing data mandatory;
- Create a free, online unconscious bias training resource;
- Develop a guide to talking about race at work;
- Work with Business in the Community and others to develop an online portal of best practice;
- Seek out ways to celebrate success – such as a top 100 BME employers list.
- Write to all institutional funds who have holdings in FTSE companies and ask them for their policies on diversity and inclusion and how they ensure that the representation of BME individuals is considered across the employee base of the companies where they hold investments.

While it is for employers to deliver these changes, Government must keep their feet to the fire and should consider how opportunities have improved for ethnic minorities in 12 months.