

CIPD

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Taking a Whole-Organisation Approach to Being Anti-Racist

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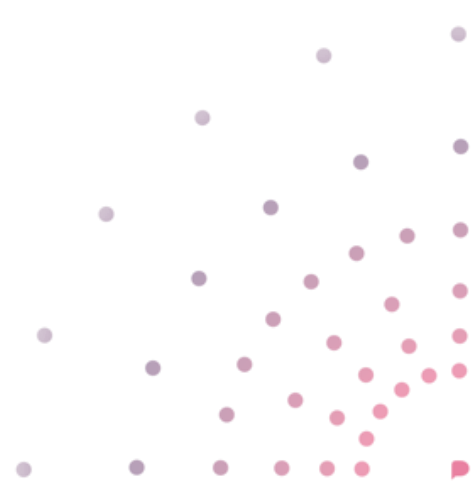
What does it mean to be anti-racist?

'Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions.'



Race Inclusion Reports

- One of the most comprehensive studies of race equality in the UK:
 - Talking about race at work
 - Encouraging ethnicity data disclosure
 - Ensuring equality of career progression opportunities





Why talk about race?

No need to
talk about
race

Not an
issue in my
workplace

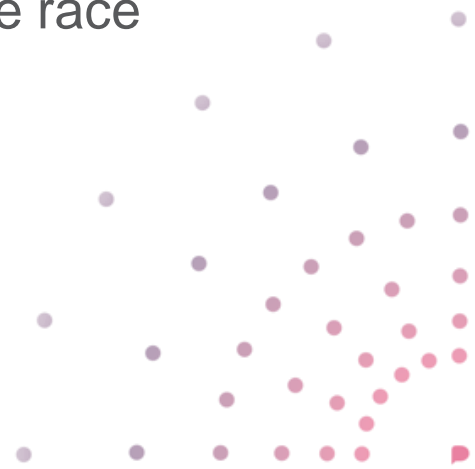
No issues
with race
inequality –
it's all good!





Talking about race at work

- People are not talking about race in the workplace outside of interested groups such as staff networks, HR and senior leaders
- More ethnic minorities (40%) want to talk about race at work compared to the white British workforce (23%)
- Employees most comfortable talking with colleagues about race
- Trust in senior management is a critical factor in whether employees talk about race
- Talking about race widely across an organisation is important to acknowledge race equality issues
- Precursor to securing buy-in and winning allies for race inclusion efforts





Terminology

- What is appropriate terminology when referring to different ethnic groups changes over time:
 - BAME was OK – now ethnic minority is preferred
- A quarter of respondents felt that ancestral origin (such as Caribbean ethnicity) was an appropriate way to address people from different ethnic groups
- A significant percentage of respondents were unsure about appropriate terminology
 - This lack of understanding may prevent some people from engaging in conversations about race





Ethnicity data disclosure

- Less than half of employers are asking their workforce to disclose their ethnicity
- Ethnicity data is collected primarily during the job application process, which misses out existing staff that may not have disclosed their ethnicity
- A hugely under-utilised tool for collecting ethnicity data is the staff survey, with only 16% of employers asking for ethnicity data





Reluctance to disclose ethnicity

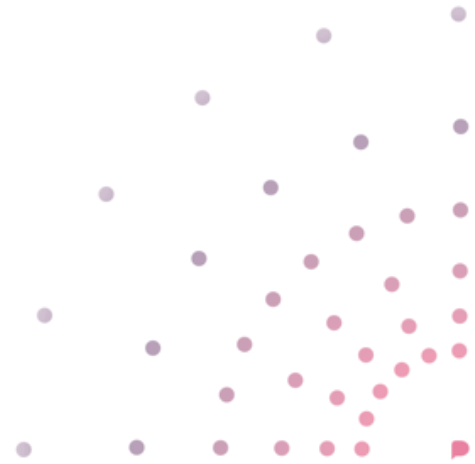
- Lack of trust in line manager and the organisation
- Concerns about the security of ethnicity data and fear of misuse
- Apathy and mistrust that nothing will be done with the data to effect positive change
 - One third of employees believe that their employer will not do anything with ethnicity data
 - Almost one third of employees believe that their employer may say they will take action to tackle inequality, but that there will be no change evident





Encouraging disclosure

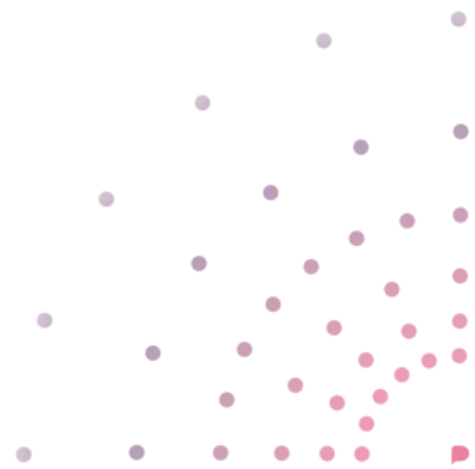
- Clear explanation of how ethnicity data would be used
- Assurances of confidentiality
- Visible evidence of the organisation's dedication to creating a fairer and more inclusive organisation
- Senior leaders showing their commitment to diversity, equality, and inclusion






Equality of career progression

- Less than half of ethnic minority employees felt that their career progression had met their expectations
- More than a fifth of ethnic minority employees said discrimination was the reason their career progression had failed to meet their expectations
- Lack of training and development impacted career progression
- Unable to gain access to the informal networks that support white British employees to progress
- Very few ethnic minorities have senior leader sponsorship



In conclusion

- Race inclusion still a major barrier to the fair treatment of ethnic minorities in the workplace
 - Not enough engagement on race inclusion across employer organisations
 - Improved data collection required so employers are aware of race equality issues
 - Progression routes are not transparent nor accessible equally to all
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Recommendations

- Develop a comprehensive and well-resourced race inclusion strategy
- Collect, analyse and publish a framework of relevant ethnicity data
- Develop an action plan for tackling any ethnicity-based disadvantage
- Support senior leaders to lead the way in initiating positive conversations about race, to be clearly visible as part of the I&D strategy and to communicate the importance of race and ethnicity in the organisation
- Support line managers to manage their teams in a non-discriminatory and engaging fashion
- Build a strong sense of belonging and involvement in the organisation by developing strategies to allow greater employee voice

