

CHANGE THE  
**RACE**  
**RATIO**

**2024**  
Progress Report



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# Foreword Sir Trevor Phillips

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It is news to precisely no-one that in a world of unprecedented global movement, coupled with demands for the personalisation of products and services, it has become a commercial imperative for corporate leadership to address the diversity of customers, clients and workforces. There is plenty of research evidence that greater diversity in the top ranks is an indicator of business success; and, probably rather more compelling, intuitive agreement amongst leaders that the absence of cognitive and cultural diversity at board level is a clear signal of high-risk decision-making. Most of us can call examples to mind.

That is why Change the Race Ratio was born, and why its relevance has grown as economies recover from the trauma of COVID, and now turn to face the challenges presented by political and technological change.

Not every organisation has caught up with the need to be prepared for the future; but a number have. Our steering committee and signatories represent the vanguard of driving culture change and increasing diversity in UK business leadership. The progress they have made across all four of our campaign commitments is testament to this, but there is still a long way to go.

In a time of geopolitical uncertainty and challenge on both sides of the Atlantic on the action on ED&I, our signatories have focused on the needs of their stakeholders, customers, employees and investors and have doubled down on increasing representation to ensure better business outcomes. They act on the data and evidence they see in their business.

In the past year, Change the Race Ratio has made a successful transition to an independent organisation, and a new relationship with the CBI as an active and engaged signatory.

We have also welcomed Syreeta Brown, Chief People & Communications Officer, Virgin Money as my Vice Chair, and 8 FTSE100 businesses joined our Steering Committee, alongside our original campaign founders.

But we know more change needs to happen to ensure our boardrooms and leadership teams are inclusive and have a zero-tolerance approach to racism and all forms of discrimination. We want Change the Race Ratio to be the provider of practical solutions, support and challenge to Chairs, NEDs and CEOs, equipping them with the tools, techniques and confidence they need to drive change.

To achieve real and lasting change, we must also continue to work with partners who can support our signatories' progress as well as engaging with campaigns whose mission is to support other under-represented groups. Which is why I'm proud to be supporting the work of Moving Ahead and the Mission Include cross company mentoring programme in collaboration with our friends at the 30% Club, Valuable 500 and Age Irrelevance.

In the coming months we will be rolling out further initiatives, many in partnership with those who can see the future, and who want to be first into its promise. We invite you to study what we have already achieved and, if you are not already on board, to consider joining this alliance of organisations determined to turn their principles into practice.



**Sir Trevor Phillips**

Change the Race Ratio, Chair



# Introduction

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Change the Race Ratio was founded in 2020 by a group of leading businesses to campaign for increased racial and ethnic diversity, inclusion and representation on boards and leadership teams of UK business. Our founder members included Aviva, Brunswick Group, EY, Deloitte, Schroders, 30% Club, Russell Reynolds Associates, BITC, City Mental Health Alliance, Unilever, Cranfield University and The Investment Association. In 2024 the campaign entered a new phase of development and welcomed Autotrader, BP, BT, Diageo, Lloyds Banking Group, Sage, Shell and the Spirax Group to the campaign Steering Committee.

Our signatories as of May 2024 are made up of 30 FTSE350, 39 large private businesses and 49 SMEs, representing over 600,000 employees and covering 30 sectors, which include: professional services, technology, manufacturers, energy, FMCGs and non-profit.

We ask businesses to sign up to Change the Race Ratio and to our four commitments to change.

## Our four commitments to change

<p><b>01</b></p> <p>Set targets for racial and ethnic minority representation on boards</p> 	<p><b>02</b></p> <p>Set targets for racial and ethnic minority representation for ExCo and ExCo minus 1</p> 	<p><b>03</b></p> <p>Publish a race action plan and ethnicity pay gap within two years of joining</p> 	<p><b>04</b></p> <p>Develop an inclusive culture in which all talent can thrive</p> 
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## **Demonstrating impact and progress**

Our focus is on practical solutions to real world problems facing the corporate world as a consequence of raised expectations by customers, clients and workers of all backgrounds. In today's world responding to diversity is not a choice; it is a commercial and regulatory requirement.

We believe in the importance of target setting and decisions rooted in data as the driver for progress. Many of our signatories started on their journey long before the murder of George Floyd in May 2020 and the subsequent rise of the Black Lives Matter movement shook the world and reminded everyone of the injustices of under-representation in society. Now they are the leaders in a much larger movement. Businesses now show greater intent to act on race equity than probably ever before – and rightly so. The expectations of their staff, customers and investors have changed forever.

We support business in moving from intention to action and results. And we believe that setting targets and collecting data supports this goal by providing visibility and transparency without the imposition of arbitrary quotas or burdensome processes. We also believe that businesses working together as a community, exchanging experience and practice can help all parties gain new ideas and overcome shared challenges. This is why we ask our signatories to make public commitments that are target driven and require date stamps, allowing progress to be measured and reported transparently in a meaningful way.

In a world where action on diversity is being challenged in certain quarters, it is clear those businesses who base their decisions on data, who can clearly articulate the problem they are solving and can track and report progress are the organisations who are able to respond to the challenge and push on. Just like any business strategy, if the rationale is clear, the problem evidenced and the ROI is compelling, then investment and resources will follow.

This year's Progress Report serves as an opportunity to share the continued commitment from signatories to achieve our four commitments to change. The data also helps us to better understand the barriers they have yet to overcome in their pursuit of accelerating racial and ethnic minority representation on boards and in senior leadership.

## Our campaign philosophy

Since its launch, Change the Race Ratio has attracted more than 115 signatories who have all made a public commitment to the campaign. The campaign has two guiding principles:

1. **What gets measured gets done:** Setting targets and making public commitments acts as the catalyst for action.
2. **Collaboration drives progress:** Long lasting change happens more quickly if we can learn from past lessons, understand what works and source ideas from a wider pool of expertise.

Collaborating, connecting and sharing good practice are key principles for our campaign. We regularly convene signatories at events that are designed to be 'safe spaces', to support each other in overcoming challenges and blockers to progress. Our signatories strongly believe in mutual honesty – identifying best practice where it can be evidenced, but also being clear about what does not work.

In 2024 to continue to support businesses' commitment to ensuring that their leadership teams reflect the wider society, we are building on our support to signatories in two key areas:

1. Publishing best practice guides and toolkits rooted in signatories' experiences and the progress achieved to support further adoption of good practice
2. Supporting the career development of people from under-represented groups through our partnership on a one-of-a-kind mentoring programme - Mission Include delivered by Moving Ahead, has already supported the career development of over 3000 individuals to date.





## The Parker Review

Change the Race Ratio supports and is aligned to the work of the Parker Review, a body established with the support of government in 2017 to consider how to improve the diversity of UK boards to better reflect the communities they serve.

The Parker Review set targets initially for the FTSE350 to appoint at least one director from an ethnic minority background by the end 2021, for the FTSE100 and the end of 2024 for the FTSE250.

In March 2023, the Parker Review under the leadership of David Tyler expanded its scope to include targets for the 50 largest private companies in the UK, including target setting for ethnic minority representation at ExCo level.

## Key 2024 survey findings

- More than 90% of signatories now have one or more board members from a racial or ethnic minority background
- 85% of respondents have now established targets for greater representation at senior management level
- 3 out of 4 signatories have been able to collect ethnicity data from more than 70% of their workforce, with 79% publishing their ethnicity pay gap
- Among respondents, 60% have currently developed a Race Action Plan
- There are very similar levels of employee attrition between all colleagues (13%) and ethnic minorities (12%) in the last year.

## Survey methodology

Change the Race Ratio issued a request to complete the survey to all signatories in January 2024. We received responses from 48 organisations in total, representing over 410,000 employees. To ensure a statistically robust analysis we have excluded results from firms with fewer than 150 employees in some elements of the report. In this year's survey we decided to introduce five new questions to better understand black representation and target setting in senior management, data analysis, transparency and inclusion. These new questions will be repeated in future surveys.

# Commitment One

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## Set and publish targets for racial and ethnic minority representation on boards

Change the Race Ratio's mission is to accelerate the racial and ethnic diversity of boards and leadership teams in UK business.

We have evaluated the survey responses from the Change the Race Ratio signatories to understand the progress they are making at board level, at ExCo and ExCo minus 1. Where possible, we compare our signatories' progress against that made by the FTSE350 as published in the 2024 Parker review.<sup>[1]</sup>

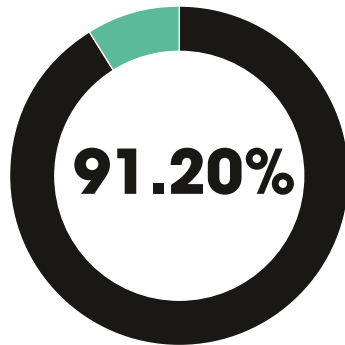
### **A changing UK society**

In 2011 the ONS census showed that ethnic minority representation in the UK was 14%, in the 2021 census this figure had risen to 18.3%. If this trend continues, racial and ethnic minority representation will continue to rise again over the next 10 years. In order for businesses leadership to reflect society and ensure it can attract the best talent, we need to continue to make efforts to increase representation.

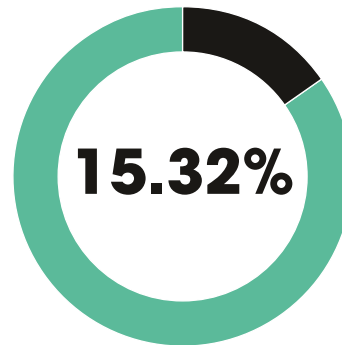


## Board representation

Boards with at least one racial or ethnic minority director



Board representation



**91.2% of of all our respondents now have at least one racial or ethnic minority board director, up from 83% for the year prior.** This figure is also higher than that achieved by the cohort measured by the Parker Review where 81.8% respondents now have at least one racial or ethnic minority board director.

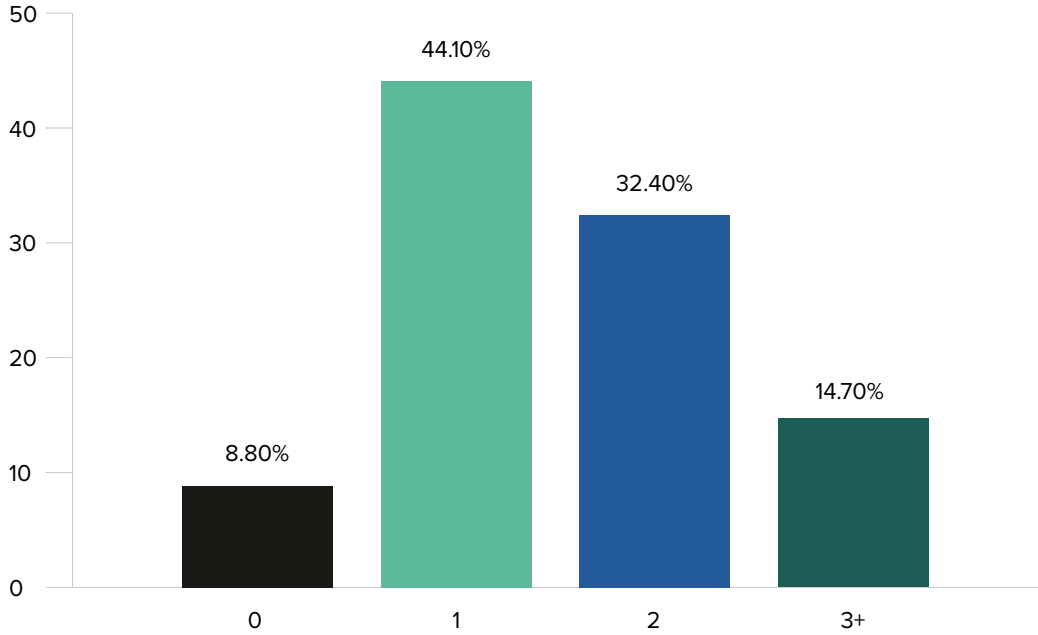
**Representation stood on average at 15.32% up from 14% in the 2023 report.** This is encouraging progress towards our signatory boards reflecting wider society - the 2021 ONS census states that ethnic minority representation in the UK stands at 18%.

The data also reveals an encouraging trend away from the 'one and done' approach, where firms seek to achieve the minimum diversity of one appointment.

**Almost half of respondents reported having 2 or more ethnic minority directors on their board,** with the average board comprising of 10 members.

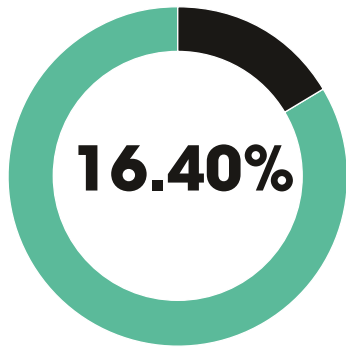


### Number of ethnic minority board directors



Data published in 2023 by leading search firm Spencer Stuart <sup>[2]</sup> highlighted a reduction of ethnic minority appointments on to boards, citing a shift towards ‘experienced plc candidates’ and a drop in the number of first-time ethnic minority director appointments. It’s encouraging to see signatories continuing to reduce the number of all-white boards against this backdrop of a reduction in appointments.

### FTSE350 board representation



Data reported by the Parker Review 2024 shows that, for the second year running, **all Change the Race Ratio FTSE350 signatories achieved their Parker target of having at least one ethnic minority board director, compared with 77% of the whole FTSE350.** Average representation within FTSE350 signatories stood at 16.4% rising to 19% for FTSE 100 signatories and 50% of FTSE350 signatories reporting having 2 or more ethnic minority directors on their boards.



# Commitment Two

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## Set and publish targets for racial and ethnic minority representation at an executive level and minus-one (senior management)

This year's report marks the first time we can compare signatory performance against the newly collected data by the Parker Review. It should be noted that Change the Race Ratio signatories were asked to set their own target percentage and date, whereas the Parker Review opted to ask FTSE350 organisations to set a target to be achieved by 2027.

### Target setting

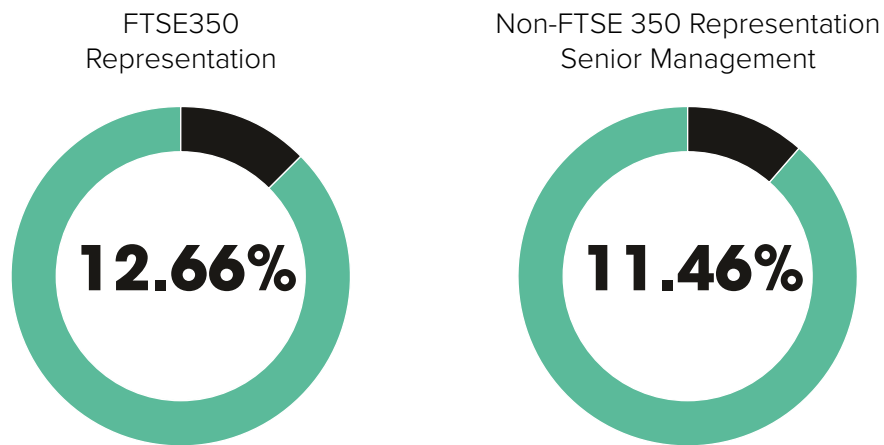
The targets set vary quite considerably across signatories, notable differences can be seen within signatories who are predominantly UK-based and those with considerable international offices, while some regional and sector differences are also prevalent. From the data collected **the average target is 17.6% to be achieved by 2026**. This is a slight increase from data in previous years due to some signatory's original targets vesting and the setting of new targets. **85% of respondents have set a target for senior management, up from 74% the year prior.**

Wider research on data collected by Change the Race Ratio reveals that 91% of signatories who are included in the Parker Review's remit have set a target for senior management, compared to 37% of the whole cohort, as reported in the Parker review. Given this is the first year the Parker cohort has been asked to set targets and the third year of Change the Race Ratio's ask to set targets, we would expect to see far greater compliance from signatory organisations.

Change the Race Ratio recognises the significant under-representation of black colleagues in senior management roles, and since launch has asked signatories to consider setting black-specific targets to drive action that will reduce the deficit. **The number of respondents to set black-specific targets stands at one third, the average target is 3.7% to be achieved by 2026.**

The target is just below the ONS 2021<sup>[3]</sup> census data that shows that 4% of the UK population are of black background. To understand what is holding signatories back from setting specific targets for black representation we collected an additional data point. **The most common reason for not setting a target for black representation was said to be a focus on achieving their wider ethnic minority targets first.** Encouragingly 12% said that introducing a target for black representation in senior management was under review in 2024.

### FTSE350 senior management representation

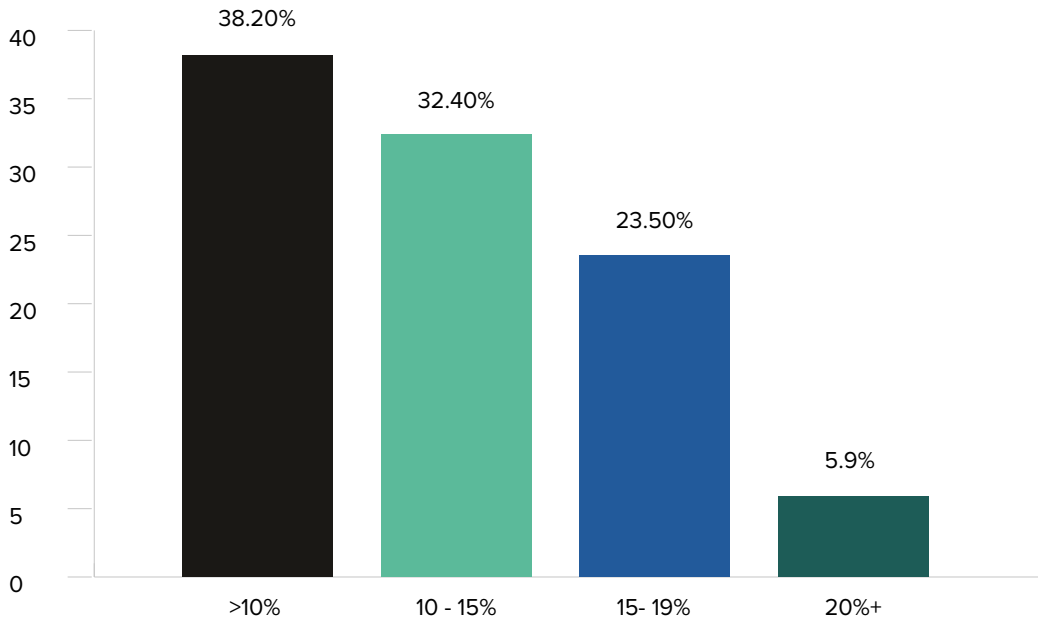


**Racial and ethnic minority representation stood at an average of 12.66% for FTSE350 respondents, this is another impressive year on year increase of around 25%. In 2022 when Change the Race Ratio first reported this figure, it stood at just 8.2%. If progress continues at this rate the 2026 goal of 17.6% will be achieved early. Further analysis of the data shows that FTSE100 signatories are leading the way with average representation standing at 15.46%.**

**Racial and ethnic minority representation stood at an average of 11.46%, for non FTSE350 signatories, this represents an increase of just over 25% and is particularly encouraging as previously this figure remained largely unchanged. Based on this significant uptick in performance, this group is also now on track to achieve the 2026 target of 17.6%.**



### Senior management representation



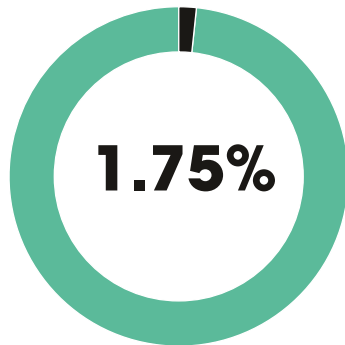
**The average representation across all respondents stood at 12.1%, the majority of respondents have senior leadership team representation of above 10% and one in four above 15%.**

This isn't just about statistics; representation matters, with diverse leadership teams leading to greater innovation, creativity and agility. Having visible role models sends a powerful message to under-represented talent across an organisation that they can also progress and achieve their full potential working for the business.





## Black representation in senior management



In previous years, Change the Race Ratio only collected data on target setting for black representation. This year we have also collected representation data, to better understand the low adoption of targets, and to track progress.

**Average representation stood at 1.75%, this figure was slightly higher in the FTSE350 at 1.96%. 29.4% of respondents either have no black senior managers or failed to provide data, this figure drops to 26% for the FTSE350 respondents.**

It is concerning that such a high proportion of firms have no black representation at a senior level – more action is needed to ensure progress is made. As with other representation data we will track representation over time and against the stated target of 3.75%.



# Commitment Three

## Publish a race action plan and ethnicity pay gap report within two years of joining

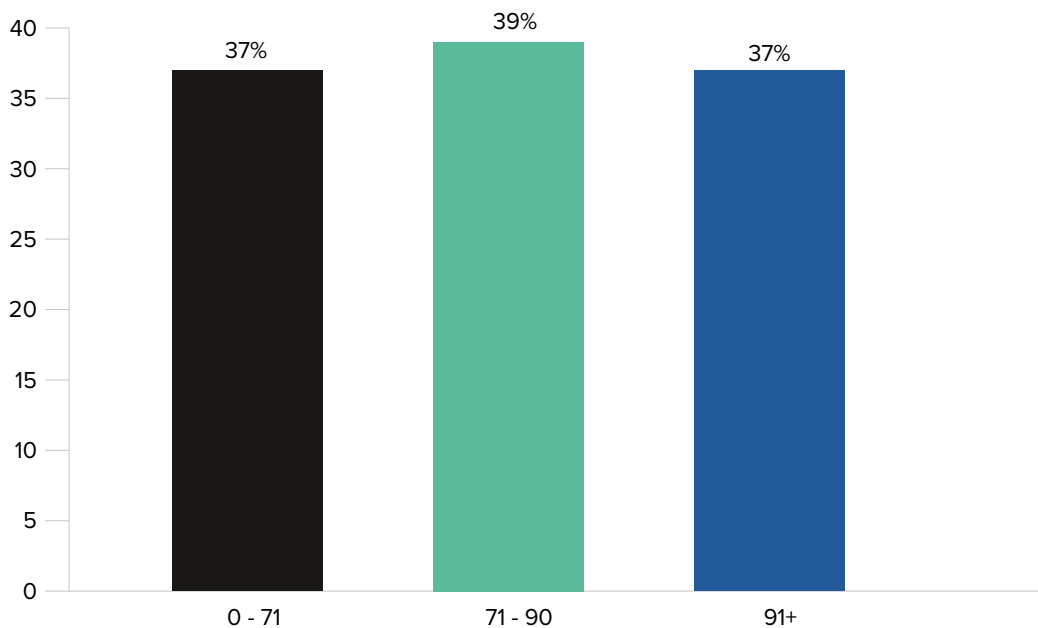
The UK, like many other countries, operates on a principle of self-identification. Employers can collect the data - provided it is stored correctly - and employees can choose whether to share their ethnicity with their employer.

Collecting ethnicity data and publicly reporting ethnicity pay gaps is one of Change the Race Ratio's four commitments to change. For meaningful change to happen, businesses must be transparent about their progress and actions, so reporting is a key component to this.

### Ethnicity data disclosure

This year's data and disclosure results mirror the strong performance of previous years with fewer than 2% of respondents reporting that they are not collecting data and average disclosure levels at 79%.

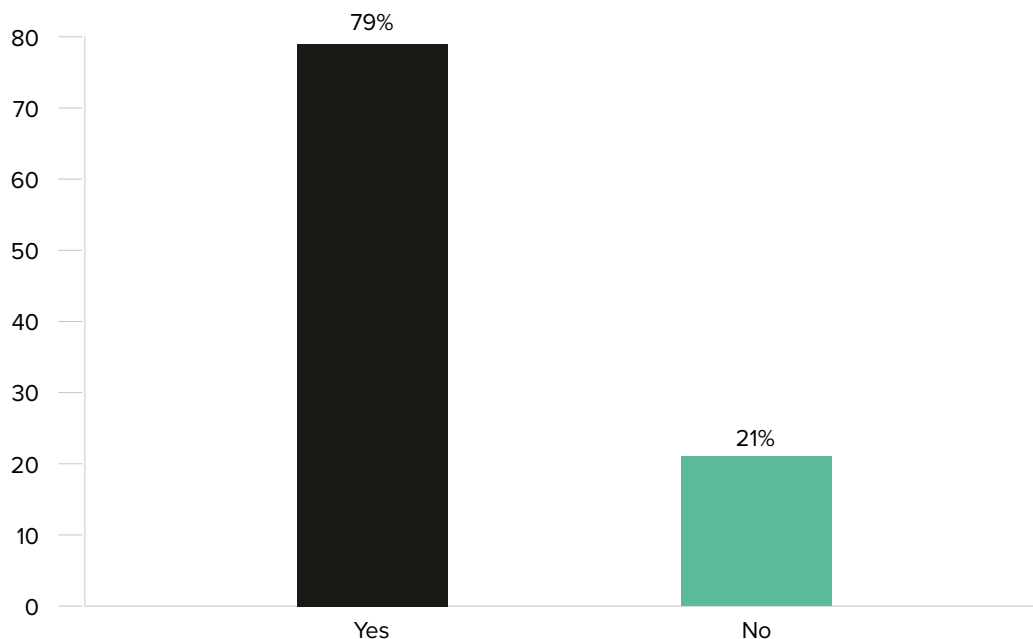
### Ethnicity disclosure rates



It's encouraging to see that **almost one in four respondents now have disclosure levels above 90% and 76% respondents have rates above 70%.**

With disclosure levels above 70% a business has a good evidence base to take decisions, measure progress and begin to consider publicly reporting their ethnicity pay gaps.

### Ethnicity Pay Gap reporting



Over the past 12 months we've seen a significant increase in the number of signatories reporting their ethnicity pay gap data. **79% of respondents are now publishing their ethnicity pay gaps, up from 49% in 2023.** In 2023 a further 32% indicated that they intended to report for the first time by the end of 2023, research on publicly available data revealed that almost two thirds followed through with this commitment. The most common barrier to reporting cited by respondents was that disclosure levels were too low.

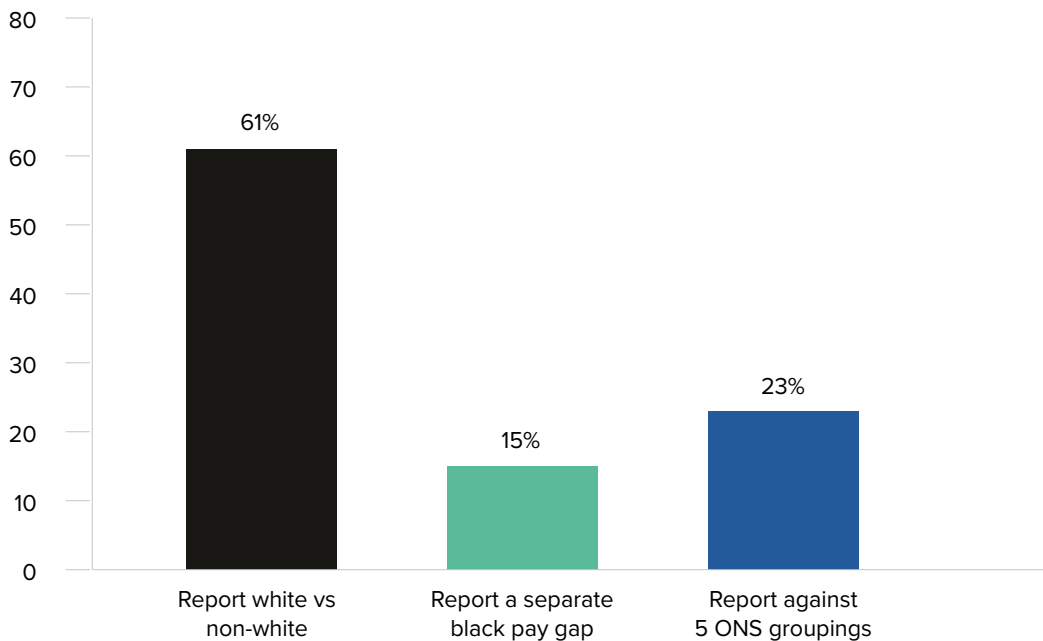
The data points above only look at respondents to our latest data request, research on publicly available information revealed that of the Change the Race Ratio signatories, who have more than 250 staff, 69% have published their ethnicity pay gap report on their website.

Comparable data on ethnicity pay gap reporting is difficult to find. Unlike gender pay reporting there is no centrally collated registry. Research carried out by Change the Race Ratio in 2023 revealed that only 36% of FTSE100s published ethnicity pay gaps. The latest BITC Race at Work Survey <sup>[4]</sup> showed that 44% of respondents said their organisation published ethnicity pay gap data. Comparing Change the Race Ratio signatories by either of these measures demonstrates our signatories clear leadership on voluntary pay gap reporting.

## Ethnicity Pay Gap methodology

Reporting a binary, white vs non-white, pay gap is often the first step for reporting. However, the insights gained are often minimal as big variance exists between different ethnic groups and will be lost in an aggregated approach. To understand the maturity of our signatories data analysis, we've asked signatories to share how they disaggregate their pay gap report.

### Level of analysis



As to be expected **the most common level of analysis was white v's non-white at 61%**. The next step in our signatories data maturity journey is to encourage disaggregated reporting and analysis to allow actions to be more targeted and resources allocated to those areas of greatest need.

### Race action plan

To ensure that hard won trust is maintained a business must also be transparent about the action it plans to take. Businesses will often first share an action plan internally - Change the Race Ratio believe in the power of transparency and making this information publicly available. This year we asked another additional question to collect this data point and can reveal that **60% of respondents publish a race action plan**. More support is needed to increase this baseline figure and to encourage the remaining 40% to also publish their own race action plans.



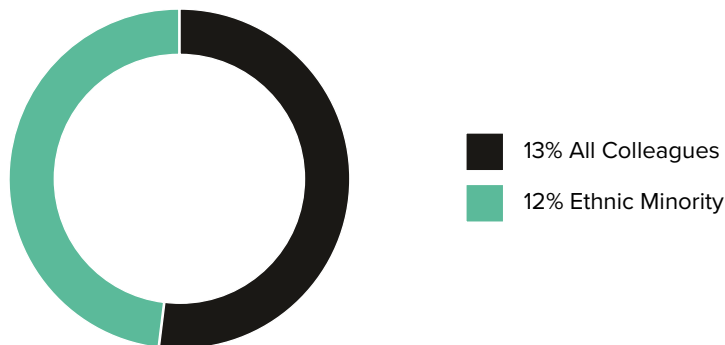
# Commitment Four

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## Create an inclusive culture that allows all talent to thrive

Good business leaders recognise the need to create more inclusive workplaces to remove and reduce systemic barriers for under-represented groups to enter and progress in the workplace. Focusing on attracting diverse talent, without the work to create an inclusive workplace, will lead to mutual frustration and the swift exit of diverse talent. In this year's progress report we have, for the first time, collected data from signatories on employee attrition as a simple measure to assess the impact of the steps they are taking to create an inclusive workplace.

### Attrition



**It's encouraging to see that there is a small positive difference in attrition for ethnic minority employees, suggesting that steps have been made to create a more inclusive workplace.** We will continue to include this question in future surveys and a comparison over time will prove to be a valuable measure of inclusion.



# Summary and recommendations

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In the context of increasing challenges on businesses who are addressing historic representation gaps, we welcome the progress signatories are making to recruit and retain racial and ethnic minority board directors and senior managers. The report finds that the respondents are on track to achieve their targets for racial and ethnic minority representation and are pace setters in the UK for the adoption of voluntary ethnicity pay gap reporting.

The Progress Report also clearly highlights gaps, particularly when it comes to increasing black representation in leadership roles and the sophistication of data analysis and transparency. To support the closure of these gaps we put forward the following recommendations:

## **Steps to increase black representation in senior management**

1. The CEOs people analytics dashboard should include disaggregated data on ethnic minority representation, progression and tenure with a particular focus on black representation at every level of the organisation
2. Identify black colleagues at ExCo minus 2 – 4 and consider developing a sponsorship programme internally or with the support of Change the Race Ratio's Mission Include programme
3. Where a black specific ERG isn't in operation, ensure that black colleagues are well represented within the Race and Ethnicity ERG leadership
4. Evaluate the effectiveness of your recruitment process; are black candidates dropping out of the process at a disproportionate rate? Take steps to widen outreach to ensure your business is attracting black talent
5. Where ethnicity disclosure levels are above 80%, set a specific black representation target for senior leadership.

## **Steps to improve data analysis and transparency**

1. Consult with your ERG and Change the Race Ratio peers to develop a framework for your first publicly available Race Action plan
2. All 69% of Change the Race Ratio signatories publishing their ethnicity pay gap report should also publish an action plan within their next report
3. Always use disaggregated data internally for decision making purposes and where anonymity can be assured, report disaggregated data internally
4. In the planning meetings for your next pay gap report, set the aspiration to report disaggregated data to the five ethnic groups as defined by the ONS.





# Resources

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## **Recent high-profile challenges to ED&I progress in the US and UK. What effect could this have on your business' approach to ED&I?**

Business leaders have long prioritised and invested in developing their workforce culture to ensure they can attract, retain and develop people from the widest talent pool available. They recognise the benefits ED&I has on increasing productivity, business performance and the need to meet the expectations of their key stakeholders including staff, customers and investors.

Today, ED&I is coming under closer scrutiny than ever before.

### **1. Recent external challenges**

The US Supreme Court's (SCOTUS) decision last year has made it unlawful for US colleges to take race into consideration as a specific factor in admissions.

The Chief Justice said that the Harvard and University of North Carolina admissions programmes violated the Equal Protection clause, because they failed to offer 'measurable' objectives to justify the use of race.

The RAF held an internal Positive Discrimination Inquiry which found that recruitment policies to increase the numbers of women and people from ethnic minorities in the airforce had led to unlawful positive discrimination.

The Inclusive Britain report - released just a few weeks ago - challenged the effectiveness of ED&I training, warned against focusing purely on visible diversity (gender and race) and suggested that some organisations actions aren't effectively including, nor benefiting everyone. Encouragingly, the report did find that the majority of firms were rightly using data to inform decision-making and measuring the effectiveness of their actions.

It also highlighted that businesses would benefit from some support to understand which policies work better than others to achieve greater diversity. Learning from others and sharing best practice is where Change the Race Ratio can support you on your organisation's journey.

## How could this impact your business?

In the US, the SCOTUS ruling won't impact the vast majority of ED&I efforts, as it primarily addresses initiatives focused solely on specific characteristics, particularly in college admissions.

Businesses in the US who do operate scholarship programmes targeted at under-represented groups have started to widen their admission criteria, running open programmes and encouraging applications from specific groups.

We are also seeing firms in the US reframe their broader approaches; not necessarily changing their course of action, but rather adjusting how they articulate them to better explain and justify the business rationale.

Driving ED&I efforts forward means continuous, open and two-way communication with your workforce and key stakeholders. You should consider conducting a review of your ED&I strategy to objectively assess any potential risks. Mitigating risks involves ensuring appropriate training is provided and decisions are made based on data to substantiate the rationale for action.

## Looking to the future

ED&I is undoubtedly an issue for every business. It's one that we must work on and learn together, because no single company is going to solve the problems of under-representation alone. Taking action remains of the utmost urgency, because many colleagues still face additional barriers in the workplace, both day-to-day and in career progression.

Remember that the law hasn't changed here in the UK. Continue to focus on the work that is evidence-based and where impact can be measured.

That's because despite the challenging headwinds, significant progress is still being made. FTSE Women Leaders have achieved a nearly 50/50 boardroom split on gender in the FTSE100, as reported in their 2023 Report. Meanwhile, the Parker Review Report also evidences increased representation of board members and leaders from ethnic minority backgrounds in the FTSE350.

Change the Race Ratio also has a positive story to tell, with now more than 115 FTSE signatories committed to working together to drive more diverse, equitable, and inclusive boards and leadership teams.

Contrary to what may be grabbing the headlines, there's a notable increase in regulatory measures aimed at tackling the barriers faced by under-represented groups. And many of these measures have a focus on expanding efforts on ED&I, rather than reducing them. Further regulation is likely to help underscore the importance of diversity on boards and in the workforce more widely.

For instance, the Financial Conduct Authority - responsible for regulating the financial services sector and markets - announced a consultation on rules aimed at enhancing diversity within the sector.

### **Recommendation – tell your business story**

It's important to recognise the existence of anti-ED&I sentiment, alongside the influence of political pressures on corporate decision-making. Companies will need to remain vigilant and be prepared to address these challenges as they arise.

ED&I should be positioned not just as a response to such challenges, but as a fundamental solution to continued business success in a more diverse nation and to help address long-standing societal inequalities.

Crafting a compelling narrative supported by robust data and evidence is key to making the case for your ED&I strategy. This narrative should be developed in partnership with relevant employee resource groups, alongside your legal and communications teams. Learn with and from others in your business, a top-down approach is unlikely to make the long-lasting change you may hope for.

Despite potential disruptions in the ED&I landscape, it's imperative for businesses to continue in their efforts to cultivate a strong and equitable leadership team and workforce. These actions are crucial not only for today, but also for your business' success in the future.

## 2. Cross Company Mentoring – Developing your executive pipeline

Mission Include, a cross-company mentoring programme, supports and advances under-represented talent. Every year, participants from various organisations engage in a nine-month mentoring and development programme facilitated by consultancy Moving Ahead.

There's a misconception that the reason there's not enough diversity at the top of UK business is because there aren't qualified candidates coming up through the 'pipeline'. But this view overlooks the barriers and biases that can hold back under-represented groups from progressing in organisations.

Not only do structural inequalities marginalise certain demographic groups, the concept of a 'pipeline' itself is also flawed, implying a steady linear progression from an entry level position to the boardroom.

Since Mission Include was founded in 2018, it has empowered over 3,000 participants from 111 organisations across different sectors globally.

Founded on cross-sector principles and a cross-diversity approach, Mission Include connects mentees from under-represented groups with senior leaders, in order to support their professional and personal growth. What sets this programme apart is its cross-company, cross-sector approach and its inclusive diversity strategy.

This year, Mission Include is expanding its impact by partnering with Change the Race Ratio, as well as with Age Irrelevance and Valuable 500. These partnerships will enrich the programme with diverse experience and expertise, building upon the longstanding collaboration with the 30% Club.

The goal of the programme is to inspire, educate, and empower participants to advocate for lasting change both during and beyond their nine-month journey. And in feedback from previous cohorts, 78% of participants said they had learnt new skills from the programme that will change their future behaviour, 45% of mentors are now vocal advocates of ED&I, and one third now contribute to internal mentoring and sponsorship programmes within their own organisations.

This partnership will foster broader conversations within Mission Include, encouraging mentors and mentees to address key issues around race, age, disability, and more.

Now in its sixth year, Mission Include continues to evolve as a pioneering initiative, offering a transformative opportunity to advance diverse talent.

### 3. Five Steps to running successful ethnicity data collections campaigns

#### **The importance of data collection**

Collecting data on workforce ethnicity isn't always straightforward; colleagues may not want to disclose their ethnicity and may have concerns around what you're going to do with their data once it's been collected.

There might be challenges around data collection, but it's still worth doing. Through data collection and disclosure, organisations can show commitment to progressing ED&I to their workforce, customers and investors. It's the best first step on the journey to drive impact and change at pace.

#### **One. Want to get your workforce on board? Describe the 'Why'.**

Gathering accurate workforce data isn't always easy, and achieving good rates of disclosure requires trust, transparency and a leadership team who are comfortable talking about race.

So if you're planning on collecting data from your workforce, start by building trust. How? By being transparent and upfront on the 'why' of the data collection, clearly explaining the reasons you're doing it and the benefits for everyone in the business; more informed business decision making for example.

#### **Two. Make disclosure straightforward**

We've all been put off by long, complex questionnaires that are tricky to access. So make it as easy as possible for your employees to access and complete the form, keeping the number of clicks to a minimum and the instructions straightforward.

Bear in mind that not all your employees will be based at a desk and screen - if they work in a warehouse or assembly line, for example. Consider how you can include them in the process and make it easy and straightforward to participate.

### **Three. Plan your comms strategy in advance**

Building the right comms strategy from the start can make a difference between getting a high disclosure rate and a data collection exercise that never gets off the ground.

Our signatories' advice? Explain how having robust employee data has the power to benefit everyone and build a fairer workplace.

You'll need to work across departments to make sure that the forms are reaching the right people, at the right time. And if you've got capacity to do so, check in with the campaign every couple of weeks to tweak messaging if you need to.

### **Four. Anticipate barriers to disclosure**

For some employees there's a very real opposition around data disclosure and a sense of 'why do you keep asking me for all this information?'

If you can anticipate what the barriers to disclosure are likely to be before you start collecting your data, you'll be in a better place to understand your employees' concerns and address them upfront.

### **Five. Find your data collection champions**

While it's important that your CEO and senior leadership team can articulate why data collection is important, your employee networks and line managers are more likely to have a greater impact when it comes to spreading the message about disclosing ethnicity data.

Working closely with employee networks can help to build trust in the process, particularly through video blogs. Through vlogging, employees can articulate why disclosure was important to them, and how it tied in with the organisation's broader ED&I conversation.

# References

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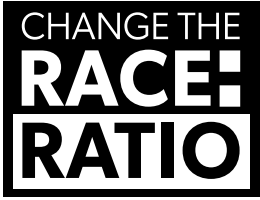
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