UNLOCKING BRITAIN’S BAME TALENT
Foreword from our sponsor

The Royal Bank of Scotland Group (RBS) is delighted to be sponsoring this year’s RfO Annual Awards Dinner.

The short-listed case studies that appear in this booklet track ethnic minorities from early school years through to employment. They provide clear evidence of the actions and clever interventions made by organisations to ensure that people of black, Asian and ethnic minority origin are considered and included in the talent pipeline.

Diversity and inclusion remains a core value of RBS Group which has seen its number of people grow from 32,500 to 174,919 over the past nine years. We want to attract talented people wherever they exist and we firmly believe it is our rich diversity mix that continues to give us a competitive edge.

I would like to take this opportunity to congratulate all the short-listed nominees and wish our guests an enjoyable evening.

Gordon Pell
Chairman, Regional Markets
Royal Bank of Scotland Group

RBS Group has been a member of the RfO campaign since its creation in 1995. Gordon Pell is the longest serving member on the RfO Board.
Royal Bank of Scotland
RBS Talent Pipeline

As a large global organisation operating in over 50 countries, the ability to attract and retain diverse staff is crucial to RBS.

As far back as 2005, talent management was named as one of the top three priorities for the business, which is why, internally, RBS:

- Examines the demographics of key locations and makes a comparison to the RBS staff profile.
- Monitoring at the recruitment stage takes place to review those who made it through to the shortlist vs. those hired, analysing the drop out points and,
- uses a specialised recruitment technology tool mechanism to track diversity ratios at all points of the recruitment process.

The impact:

- In 2007, 25% of our hires into our retail branch network were BAME, significantly ahead of the national figure and,
- Since 2003, representation of BAME employees has increased by 33% across management positions.

RBS has put many processes and good practices in place to ensure its commitment to diversity and inclusion is cascaded and internalised by all employees. This is supported by a dedicated Diversity & Inclusion website, regular Employee Opinion Surveys and focus groups. In 2005, RBS produced its first standalone Diversity & Inclusion Report; diversity reports are also included on a half yearly basis to the Board.

Other initiatives include:

Support for Managers - specific diversity awareness programmes tailored to all requirements, using different types of interactive materials.

Supporting Leaders - KPIs on diversity and inclusion are built into the action plans of senior managers who are charged with improvement on employee engagement. RBS has also run a series of cultural awareness workshops and a conference for senior managers.

RBS believes it is essential to continually engage with its employees to find the creative and innovative solutions needed in an increasingly global environment, marketplace and workplace - something we are truly proud of.
Introduction

This Awards and Dinner publication presents the very best examples of good business policy and practice in developing and progressing black, Asian and minority ethnic (BAME) talent.

By driving through the business case for race within the workplace, our network members are transforming their organisations and creating an environment where all employees can fulfil their maximum potential.

It has become evident that the visibility of role models is very important for inspiring and raising the aspirations of young ethnic minorities. This is a clear role that businesses can engage in, as well as ensuring that all people have fair and equal access to information and career opportunities.

I see two clear challenges ahead; one is ensuring ethnic minority people have the skills and opportunities to get on in the workplace. The other is around leadership and engaging senior business leaders in recognising and nurturing skills of talented BAME employees. Our big vision for the future will be to pull the two together.

Sandra Kerr
Director, Race for Opportunity
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Awards Criteria

The independent judges were drawn mainly from RfO network member organisations and represent the private sector, public sector and NGOs. The judges were looking for evidence of real impact within each submission, demonstrated through tangible results, measures, indicators and outcomes. The entries were judged against the following criteria.

Widening the Talent Pool
For a programme/work or initiative which increased the diversity of the workforce, which can be actively linked to outreach, recruitment, progression or development. It can include internal and external partnerships with schools, charities and/or other organisations.
Shortlisted companies:
Addleshaw Goddard
Ernst & Young
Pearson
Morgan Stanley
Welsh Assembly Government

Supplier Chain Diversity
For organisations from the private or public sector with good practice in supplier diversity to influence the supplier chain, providing at least one example of their work with a SME from the BAME community.
Shortlisted companies:
ASDA
Derby College
The co-operative

Collaboration and Partnership
For a programme/work aimed at addressing equality, diversity and inclusion with a focus on race, done in collaboration with external stakeholders from the same and/or diverse sectors.
Shortlisted companies:
Derby College
Department for Work and Pensions
Learning and Skills Council
Ministry of Defence
The co-operative

Global Impact
This award is specifically for a race equality or diversity programme/work or initiative which operates globally. Evidence must be present on how many continents and countries are involved.
Shortlisted companies:
Credit Suisse
National Grid

Race Equality Impact Assessment (Public Sector)
For public sector organisations to demonstrate their processes to conduct Race Equality Assessments and provide an example of an assessment where there were changes to the policy, action or approach as a result.
Shortlisted companies:
Home Office
West Midlands Police

Commercial Impact (Private Sector)
For private sector businesses who can demonstrate an impact on the bottom line profits through their actions e.g., marketing or engagement with customers and clients on race.
Shortlisted companies:
KPMG
Midcounties Co-operative
2008 Judging Panel

We would like to thank the following individuals for their time and dedication in judging the awards.

Donna Halkyard
Group Head of Diversity, RBS

Widening the Talent Pool Award

- James Smith
  Chairman, Shell UK

Collaboration and Partnership Award

- Maggie Semple OBE
  Director and Chief Executive, The Experience Corps

- Surinder Sharma
  National Director for Equality and Human Rights, Department of Health

- Carmen Watson
  Managing Director, Commercial Division, Pertemps Recruitment Partnership

Race Equality Impact Assessment (Public Sector) Award

- Fleur Bothwick
  Director of Diversity and Inclusiveness, Ernst & Young

- Anne Watts OBE
  Chair of the NHS Appointments Commission

Supplier Chain Diversity Award

- Alan Smart
  Chair of Ethnic Diversity Network, National Grid

- Carolanne Manashi
  Diversity Head, Citi

- Ravi Chand
  Race Equality Advisor, Home Office

Global Impact Award

- Patrick Clarke
  Director of HR and Communications, EDF Energy

Commercial Impact (Private Sector) Award

- Carolanne Manashi
  Diversity Head, Citi

- Jat Sahotra
  Head of Corporate Responsibility, Sainsbury's
Widening the Talent Pool
Widening the Talent Pool

The Talent pipeline

Black, Asian and minority ethnic (BAME) people in the UK have a younger age structure than the white population - one third are under 16, and nearly half of the ethnic minority population is under 24 - they represent the emerging and growing workforce. This contrasts with the white population which is aging. In fact, more than two thirds of Pakistani, Bangladeshi and some black groups are under 16, compared to less than one in five of the white British population. In addition, Mixed Race people are now the fastest growing group and they have the youngest age structure, more than half are under 16.

In January 2008, the number of pupils in state funded, primary, secondary and special schools stood at around 7.3 million. Pupils who were classified as minority ethnic origin made up 23.3% of primary school children, an increase from 21.9% in 2007. At the same time, pupils of minority ethnic origin in state funded secondary schools accounted for 19.5%, an increase from 18% in 2007. In special schools, 19.3% of children were classified minority ethnic origin.

London's young population is more ethnically diverse when compared with the total UK population. 46% of all children and young people in London are from a black, Asian or minority ethnic group, compared with 32% of the total population. This diversity is projected to increase. By 2016, more than half of the children and young people in London will be from a BAME group (52.6%). By 2026 this figure is projected to be 54.3%.

Pupils from some ethnic minority groups are doing extremely well e.g., Chinese, Mixed White and Asian, and Indian pupils. In 2006, attainment rates for Chinese pupils were the highest of all at 80%.

The other ethnic minority groups are catching up quickly. In 2006, Pakistani, Bangladeshi and black pupils made the greatest improvement in GCSE results. The biggest improvers were Bangladeshi and black Caribbean pupils with the proportion getting five good GCSEs in 2006 jumping by 3.5 percentage points from 52.7% to 56.2% and 2.7 percentage points from 41.7% to 44.4% respectively. The proportion of both black Caribbean and Bangladeshi pupils achieving five-plus A* - C at GCSE and equivalent was up ten percentage points since 2003, compared with a national increase of six percentage points.
Case Study Outline

Addleshaw Goddard - “Diversity Access Scheme”

This case study profiles a scheme devised by Addleshaw Goddard, in collaboration with a local Law School, to offer students from less conventional backgrounds the opportunity of taking part in the law firm’s summer placement scheme. The scheme - known as the “Diversity Access Scheme” - is open to students who do not meet Addleshaw Goddard’s usual A-Level criteria but have demonstrated excellent academic ability at university. In 2007, the scheme attracted 100 applications for six places. In 2008 the scheme was widened to their Leeds office and approximately 150 applications were received for eight places - a clear demonstration of the need for such a scheme.

Impact

- Participating students gained an invaluable opportunity by taking part in such a placement scheme and are now able to use the experience to enhance their c.v.

- Two training contracts were given in 2007 - increasing diversity of the workforce.

- The Law Society’s goal of widening access to the profession to under-represented groups is supported through this scheme.

Case Study Outline

Ernst & Young - “Leveraging D&I in partnership with our networks to attract and retain the best talent from the broadest pool”

This is a leadership case study in which Ernst & Young addressed race diversity through partnerships with three of their BAME networks, leading to a key change to their strategy - to set targets to double BAME representation at Board level by 2010 and openly talk about this action. Highlights included repositioning their Accelerated Leadership Programme to be more accessible to BAME employees and hosting a reception for over 300 black parents and children to market career opportunities in the sector.

Impact

- Increased BAME representation on Accelerated Leadership Programme from 8% to 19% in the last three years, including admission of their first black partner to the UK partnership.

- 20 network members now in formal mentoring/buddying schemes and over 400 staff have attended business and personal skills sessions.

- Over 150 people have attended external community and business network events and E&Y BAME networks hosted nine events for staff and external guests.
Case Study Outline

Pearson - “Diversity”
This case study profiles the establishment of the UK’s first publishing diversity internship programme that enables BAME candidates to gain experience in the media. The programme is innovative as it recognised the limitations of disadvantaged groups and ensured that interns were paid a training allowance of £1,100 a month to facilitate their participation. Launched in 2001 it has given talented people from diverse backgrounds an insight into the organisation and an opportunity to be part of it. The programme has grown from accepting 1 to 25 interns per year.

Impact

- 70% of interns have been delivered into permanent posts.
- ‘Disadvantaged’ groups have been able to participate due to the monthly training allowance.
- The company has increased the diversity of its workforce and the programme has received wide recognition as an innovative recruitment programme.

Morgan Stanley

Case Study Outline

Morgan Stanley - “Early Access Programme”
This case study profiles a new series of complimentary initiatives - titled ‘early access’ - that have been developed over the last two years to target ethnic minority students at each stage of their development from ages 12 - 18. It has also provided scholarships for university aged ethnic minority students. Highlights include Summer Schools for year 11 students, an achievement conference for year 10 & 11 students and a work experience week for year 12 and 13 students. This was complimented by sponsoring B-Live, an online service to support students of all ages through personal, vocational and educational development. By nurturing young people, this organisation has been able to support, inspire and raise the aspirations of the future workforce.

Impact

- Approximately 150 ethnic minority students have participated in and been directly impacted by the programmes.
- Five recipients have been selected for the 2008 diversity scholarships - three for the ethnic minority scholarship and two for the female scholarship. Recipients will receive £2,000 per annum for the three-year duration of their degree (£6,000 in total) plus a mentor from the firm, and a guaranteed interview for Morgan Stanley’s Spring Insight programme.
- Employees from the organisation’s ethnic minority networks have actively engaged as volunteers and supported various activities.
Widening the Talent Pool Award

Case Study Outline

Welsh Assembly Government - “Shadow Management Board”

This case study showcases a pioneering example of best practice from the US private sector that was adapted and used to increase diversity within the organisation, through the establishment of a Shadow Management Board (SMB) reporting to the Management Board. 22% of the SMB members reflected all diversity strands, of which 9% were BAME. It also involved the organisation arranging one-to-one meetings with the Permanent Secretary for people interested in putting their names forward to the board. As a result, the organisation was able to provide development opportunities to staff and also introduce greater diversity and fresh ideas to inform, challenge and shape the work of the Management Board.

Impact

- The Shadow Management Board has contributed to decision making in the organisation by being an effective mechanism for introducing greater diversity into the Management Board’s deliberations.

- Employees have improved their understanding of corporate issues and are able to help shape the future direction and corporate priorities of the organisation.

- Employees have gained an action-learning development opportunity through participation on the Board.

Imagine if all UK employers targeted and provided learning opportunities for disadvantaged and minority groups, what impact would this have on up-skilling the current and future workforce?
The Future Talent Pool

The UK at work

The UK working age population in Quarter 2 2007 was 36.7 million with ethnic minorities now accounting for 10% of the total working age population (3.6 million). However, the employment gap between the ethnic minority employment rate (59.9%) and the overall population rate (74.1%) is 14.2 percentage points.

Britain's growing ethnic minority communities represent a high quality workforce

Post-16 education
Black (82%) and Asian (85%) people are more likely to stay on in full-time education at age 16 than white young people (69%). Black Africans of working age are the most likely to be currently studying for a qualification (44% compared to 17% of white people and 24% of Indian people).

Post-18 education
17% of UK undergraduate students are black, Asian or minority ethnic. This is consistent with previous years, in 2004/2005, ethnic minority students accounted for 18 per cent of all accepted applicants to undergraduate HE courses and students of Asian Indian origin continued to make up the largest number of non-white undergraduates - 4.4 per cent of all applicants in 2004/05.

Job related training
In Quarter 2, 2007, 18% of black or black British employees, 14.5% of white employees, 14.4% of employees of mixed origin, 12.7% of Chinese employees and 12.5% of employees of Asian or Asian British origin had received job-related training.

Black, Asian and minority ethnic people have many essential skills needed in today's job market.

According to the Joseph Rowntree Foundation report into UK Poverty, only 20% of Bangladeshis, 30% of Pakistanis and 40% of black Africans of working age are in full-time work, compared to more than 50% of white British people of working age. Even with a degree, Pakistani and Bangladeshi men are less likely to be employed than some white people with the same qualifications.

The same can be said for Pakistani and Bangladeshi women, where despite the rapid growth in the numbers going to university, they still suffer high unemployment and are much less likely than Indian or white British women to be in professional, or managerial jobs.

Muslim women of all ethnic backgrounds - whether Pakistani, Bangladeshi, Indian or even white - face a higher employment penalty than any other religious group.
Collaboration and Partnership
Case Study Outline

Derby College - “Derby Black Boys Can”
This case study is about a well established nationally franchised programme called ‘Black Boys Can’ which aims to raise the achievement and aspirations of young black males aged 9 - 16 years. In 2007, Derby College negotiated a partnership with the franchise in order to positively affect the performance of 12 black boys through giving access to the College's resources as well as collaborating and working with several external agencies and groups to broaden the boys' horizons. The College also found this programme did not need enormous financial outgoings and there are plans to extend the provision from 12 boys to 24.

Impact

- The boys are meeting their targets in terms of SATs results and all of their reading skills have improved. Two boys won an arts award and one boy won a national essay award.

- There has been a 100% attendance record on activities and classroom sessions and two previously excluded pupils are now back in mainstream school.

- Stronger links between the College and the black community in the City.

Case Study Outline

Department for Work and Pensions - “Closing the Ethnic Minority Employment Gap”
This case study profiles the DWP’s Partners Outreach for Ethnic Minorities (POEM) Programme which helps people who do not use mainstream job-brokering services to improve their household incomes and find work. The programme is innovative because it considers the dynamics of different communities and has developed programmes tailored to different groups including contracting with different organisations to deliver programmes to diverse communities - recognising that one size does not fit all. As a result it has increased the number of ethnic minority people finding jobs.

Impact

- 6,215 people joined DWP’s POEM programme during the period Feb 2007 - June 2008 of which 1,464 gained self-confidence and skills and found a job.

- Through their Highcross project in Leicester they managed to get more than 50 people who could not previously find work, into jobs in one day.

- The ethnic minority employment rate has been above 60% for 5 successive quarters - the first time since records began and there has been a reduction in the ethnic minority employment gap of 2% since Q2 2005.
Case Study Outline

**Learning and Skills Council - “Single Equality Scheme”**

This case study profiles the LSC’s Single Equality Scheme which was rolled out as a model of good practice for use in the Public Sector. It details how the organisation worked collaboratively with two key partners to design and deliver a single equality scheme support programme for colleges and learning providers across England, thereby ensuring a coherent framework for promoting equality and diversity across further education.

**Impact**

- 150 providers attended workshops across the country improving their understanding of a single equality approach, assessing equality practice, impact assessments and forthcoming legislation.
- 50 providers have engaged in action working projects which will have sustainable impact.
- Committed support to the Virtual Learning Environment to at least 2010 providing a lasting source of good practice case studies and an opportunity for providers to network and share ideas.

Case Study Outline

**Ministry of Defence - “Outreach Programme”**

This case study is about a unique education outreach programme the MOD has been running for the last seven years in partnership with London’s Further Education colleges to help young BAME people in these colleges improve their chances of finding employment, through training, mentoring and insights into the workings of a large employer. It now supports over 2,000 students per annum and was recently endorsed by the Head of the Civil Service (April 2008) and other departments are expressing an interest in adopting the programme. MOD staff involved in the programme have also had the opportunity to develop their interview skills by practising mock interviews with pupils and receiving helpful feedback.

**Impact**

- Marked increase in exam results and retention rate of ethnic minority students in the colleges.
- An increase in the number of students achieving a university place, a higher course at college or gaining employment for the first time.
- Has enhanced the MOD’s reputation as a good employer as well as enhancing their relationship with the general public.
Case Study Outline

The co-operative - “The Attraction Factor”
This case study is about a programme designed to promote to employers the need to increase the diversity of their talent pool, focusing on cultural and diversity awareness to increase the knowledge of, and raise cultural awareness of, the barriers that exist for BME candidates entering the workforce. The programme was delivered using peer-to-peer training with other employers, as well as training employment skills providers, enabling relevant personnel to be equipped to challenge employers when they are not seeing diversity at work in the recruitment process. The programme was innovative in that it was a three pronged approach, dealing with employers, employer-facing advisors and jobseeker facing advisors to reinforce the message at all stages of recruitment.

Impact

- Facilitated workshops for over 160 people from both private and public sectors on how to recruit candidates from BME backgrounds.

- Job facing advisors, through cultural awareness training, are now better placed to engage with clients.

- Employer-facing advisors operating as ambassadors and able to challenge employers where there is a lack of diversity at work in the recruitment process.

Imagine if all UK employers looked at diversity in their recruitment processes in the workplace and took action to ensure no discrimination - what impact would this have on levelling out unemployment rates between the white and ethnic minority working population?
Supplier Chain Diversity
Supplier Chain Diversity

Britain’s small and medium-sized enterprises (SMEs)

At the start of 2007 there were an estimated 4.7 million private sector enterprises in the UK, an increase of 212,000 (4.8%) on the start of 2006. SMEs together accounted for 99.9% of all enterprises. Almost a quarter - 24% - of all UK private sector enterprises operate in the Business Services Sector.

Britain’s growing ethnic minority communities are a driving force in small business development

Most ethnic minority businesses (66%) are family owned - with minorities responsible for 10% of family business start-ups. New research from Credit Suisse has provided an interesting insight into the role family-run enterprises have in the UK economy. The report shows that not only are they key to supporting the economy, but they tend to be undervalued and neglected by policy makers.

Britain’s Entrepreneurial Spirit

The UK is now third in the G8 ranking for early stage entrepreneurship, up from fifth in 2001, and the proportion of working age population expecting to start a business in the next three years has increased by 70% (4.6% in 2002 to 7.8% in 2006). In addition to this, the proportion of the population who believe they have the skills to start a business is up by a quarter (40.2% in 2001 to 49.6% in 2006).

Just, two years ago, the Global Entrepreneurial Monitor reported that total entrepreneurial activity amongst ethnic minorities was substantially higher than for white people. The most entrepreneurial ethnic groupings are mixed white/black Caribbean (14.5%), black caribbean (12%) and black African (11.4%). These groupings are between twice and two and a half times as likely to be entrepreneurial as their white British counterparts (5.4%).

An increasing number of BAME entrepreneurs are running successful, multi-million pound companies in mainstream and international growth sectors, including banking and financial services, business and professional services, ICT, media, fashion, pharmaceuticals, retail, computer manufacturing, wholesale and recruitment.

Large organisations have a huge role to play in helping small enterprises grow, by including them in their supplier chain.

Imagine if all large businesses and organisations made a real commitment to working with diverse owned businesses - what impact would this have on creating an economically strong and sustainable Britain!
Case Study Outline

ASDA - “Supplier Development”
This case study demonstrates how ASDA achieved very significant sales growth of over 110% by identifying and working with ethnic minority suppliers to increase their ethnic food ranges and expand their ethnic minority supplier base. Innovatively, rather than simply buying out failing franchises, ASDA has helped small ethnic minority suppliers to expand and thrive to meet the needs of ASDA’s growing customer base. This has been achieved through investing in the businesses, imparting good business acumen and holding regular supplier meetings to discuss current and future opportunities.

Impact
- ASDA has experienced incremental sales and profit across ethnic categories with 118% sales growth.
- Suppliers enjoy sales growth and have been able to invest in new warehouses, supply channels and recruit more staff.
- ASDA has seen increased customer satisfaction measured by ‘Ethnibus’ and listening groups, and has increased investment into Ethnic Trading initiatives.

Case Study Outline

Derby College - Supplier Diversity
This case study details the actions taken by Derby College to raise awareness of its procurement policies to a wider group of employees and external suppliers, through communication of the procurement strategy policy via their website, as well as ensuring preferred suppliers were aware of all the necessary requirements to become a supplier, culminating in a reduction of maverick spend within the organisation and placement of a fair proportion of business contracts with suppliers.

Impact
- Suppliers who want to trade with the organisation are now aware - to become a preferred supplier they must provide the relevant policies.
- Better trained and informed non-procurement staff through improved understanding of the procurement process throughout the organisation.
- Greater control over the contracting processes and control of expenditure, eliminating maverick spend.

Case Study Outline

The co-operative - “Preferred Supplier list”
This case study outlines the innovative actions taken by the organisation to improve the quality of its suppliers and access the right talent. Going beyond simply requesting a supplier to provide a broader range of talent, to helping the supplier internalise the organisation's needs and values and conveyance of this to the candidates. Central to their goal was work on improving short lists so that candidates were not all of the same demographic type. As a result, their supplier list was refined from 120 to 30 suppliers.

Impact
- Raised awareness internally of the need to attract a diverse range of talent.
- Suppliers have been challenged to find new ways and new channels of advertising to meet The co-operative’s criteria.
- Rationalisation of recruitment suppliers - reducing the preferred supplier list from 120 to 30 thus improving the cost of recruitment.
Global Impact
Global Impact

Migration is vital

The developed world’s share of the global population is shrinking - from 30% in 1960 to 16% in 2005. Four out of every five people on the planet now live in the developing world. On top of this, birth rates in the EU on a whole are falling and Europeans are living longer. These trends have important implications for the future. With fewer young people, the EU workforce is shrinking. Fewer workers will have to support more and more pensioners. The number of over-80s in the EU is forecast to reach 6.3% of the population by 2025.

Many of the world’s migrants move to another country to work or to study. There are many social and economic benefits for them and indeed for the countries that receive them. Population projections suggest that the UK population will continue to increase, growing by around 10.5 million between 2006 and 2031. As much as 47% of this projected increase is expected to be the result of net migration, while the remaining 53% is attributable to projected net natural change. Projections show that as much as 23% of the projected increase may be the result of births to migrants. In total, more than two-thirds (69%) of population growth between 2006 and 2031, is projected to be attributable, either directly or indirectly, to migration.

Most of the EU’s total population growth is due to net migration. Indeed, without immigration, the populations of Germany, Greece and Italy would have fallen in recent years. Immigration brings much-needed young people into the EU workforce.

In 2007 the number of people living outside their country of birth was 185 million or nearly 3% of the world’s population. The number of people who crossed international borders everyday in 2007 was 2 million.

Imagine if all UK employers took action to increase diversity in their pipeline, how many leaderships posts would be filled by an ethnic minority?
Case Study Outline

Credit Suisse - “Keys to Leadership; Unlocking potential”
This case study profiles a global 4 month leadership behavioural development programme that targets high potential, high performing and under-represented ethnic minority middle managers. Key objectives were to increase retention and leadership development opportunities within the organisation, resulting in BAME promotions year on year since 2005. Key components of the programme include 3 full days of leadership training; a one-to-one session with an executive coach; comprehensive talent assessments including a detailed 360 degree feedback process; participation in a 6-month group mentoring programme after the leadership training and a Myers-Briggs Personality Assessment.

Impact

- 120 people have participated in the programme - 49% from BAME backgrounds.

- BAME promotions year on year since 2005 - 20% promoted in 2005; 33% promoted in 2006; 15% promoted in 2007. Overall 78% of all participants have been promoted since inception of programme.

- Increased retention rates of BAME employees. By end 2007, 86% of all course participants were still with the bank.

Case Study Outline

National Grid - “Global SpirIT”
This case study is about ‘Global SpirIT’, an employee driven joint initiative that demonstrates the firm's investment in the communities in which it operates as well as valuing inclusion and diversity within the workforce. Created in 2005 to better understand cultural similarities/differences between UK and India - the firm has partnerships with three Indian IT companies. It evolved in 2006 as a vehicle for responsible investment in communities and has invested in schools in the local area, helping to benefit children. There are plans to roll out the Global SpirIT initiative to the US & UK in the foreseeable future.

Impact

- Educational support to 950 children at MMET School Bangalore through provision of an educational ‘infrastructure’.

- Sponsored education of 60 girls at Muskaan School, Pune for their complete 10 year school education.

- Greater cohesion and collaboration of employees across departments and strengthened relationships with strategic supplier base.
Race Equality Impact Assessment
(Public Sector)
Race Equality Impact Assessment (Public Sector)

Ethnic minority representation in the Public Sector

Approximately one quarter of all public sector employees in London (26%) are from ethnic minority groups, including 13% from black African and black Caribbean, 8% from Asian backgrounds and 5% from other black and minority ethnic groups. The remainder were from a range of other minority groups.

In the Civil Service, ethnic minorities account for 10% of administrative staff but only 3% of Senior Civil servants.

2% of Local Authority Chief Executives are from an ethnic minority group.

In 2008, there were 5,793 full-time employed (FTE) ethnic minority officers in the 43 English and Welsh police forces, 4.1% of the total police service strength.

The Metropolitan Police has the largest proportion of ethnic minority officers (8.2%), followed by West Midlands (7.4%), Leicestershire (6.1%) and Bedfordshire (5.8%). Ethnic minority officers were under-represented at senior ranks, accounting for 2.9% of officers at the rank of Chief Inspector or above compared with 4.4% of constables.

Ethnic minorities in judge’s posts account for 4% of the Judiciary for England & Wales and make up 3% of High Court Judges.

2% of the MP’s in the House of Commons are from an ethnic minority background.

Medical students from ethnic minority backgrounds make up about 30% of the medical student population in the United Kingdom.

Nurses of black and minority ethnic origin account for an increasing proportion of nurse numbers, approximately 12-13% of the total nursing workforce.
Case Study Outline

Home Office - “Drug Strategy”
This case study is an example of how an established drug strategy was updated to include an appendix on diversity and equality, but was innovatively prepared in full consultation with key representative groups and involved the community. The process has raised the opportunity for the organisation to develop their evidence base around this key policy delivery issue and share learnings with colleagues in related policy teams in other Government departments as well as engaging stakeholders across a wide range of communities, thus providing better information and feedback on the impact of policies.

Impact

- Overall drug use is at its lowest level since British Crime Surveys began measurement on self-reported drug use.

- Numbers of young people entering drug treatment have more than doubled since the introduction of the previous strategy, and waiting times are at lowest levels.

- More young people from disadvantaged areas are accessing positive activities.

Case Study Outline

West Midlands Police - “Operations Advisory Group”
This case study, described as a ‘living’ impact assessment as it is ongoing dialogue with people and not just written down, profiles an innovative initiative to form an Operations Advisory Group [OAG] from the local community. The OAG could act as critical friends regarding police operations and also act as a conduit for community concerns. The Group, comprising 12 local businesses, youth groups, faith leaders, education services and residents, through consultation has helped build trust between the local ethnic minority community and the WMP and has resulted in changes to policy/tactical plans.

Impact

- Harmonisation between BAME community and police with ethnic minorities feeling much safer.

- 78% of BAME community now confident in the policing of the community.

- 88% of BAME community reported satisfaction with overall service.
Imagine if all public sector organisations scrutinised their race equality measures, what impact would this have on turning policy into action?
Commercial Impact (Private Sector)
Commercial Impact
(Private Sector)

Ethnic Minorities in the marketplace

There are sound business reasons for targeting people from different ethnic backgrounds. The disposable income of London’s black and ethnic minority residents is estimated to reach £300 billion by 2010\textsuperscript{25}.

Black and Asian consumers (69\% and 60\% respectively) would be more inclined to purchase a product if they noticed it was advertised to multi-cultural consumers. In some sectors, ethnic minority spending per head is significantly higher, for example, black and Asian consumers spend 44\% more on clothing on average per month than white consumers\textsuperscript{25}.

Ethnic minorities send their money back home to help their families living in some of the poorer parts of the world. The DFID survey found that about 38 per cent of ethnic minority households who responded to their survey, sent an average of £870 back home, the equivalent of an overseas holiday\textsuperscript{26}.

Emerging Marketplace...

Four out of ten workers who have come to the UK from the Eastern European A8 countries during 2004 - 2006 have been under the age of 24. A massive 80\% have been under 34\textsuperscript{27}.

In 2007, 34\% of the Muslim population in the UK was aged under 16, double the proportion of Christians and Jews in that age group (17\%). Muslim families also tend to have the largest number of children, compared with families of other religions in Great Britain\textsuperscript{16} and Islam happens to be the fastest growing religion in Europe, where Muslim immigrants from North Africa, Turkey, and South Asia have settled\textsuperscript{28}. 

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Case Study Outline

KPMG - "KPMG Islamic Society"
This case study profiles the organisation’s success in establishing an Islamic network. This network has helped to address the needs of the organisation’s rapidly growing Muslim staff and client base and facilitate the pursuit of business opportunities with clients with Islamic business models. KPMG are now anticipating new business worth in excess of £500k in fees.

Impact

- Improved awareness within the organisation of the Islamic faith which has helped deepen both internal and external client relationships.

- Delivery of an Islamic Art exhibition attracting 200 people, creating the opportunity for both Muslims and non-Muslims alike to appreciate the diverse cultures of the Islamic world.

- Secured sponsorship for the June 2006 Islamic Trade and Finance conference in London which led to further client introductions and new business opportunities for the firm.

Case Study Outline

Midcounties Co-operative - Race Focus Group; Polish Produce Sales
This case study profiles an initiative to create a profitable income by directly addressing the shopping needs of a specific ethnic minority community in Oxford, (the 11,000 strong Polish community), resulting in an increase in income; a 5% increase in customers and stronger links with the Polish community. The programme has now been rolled out to stores resulting in £34,000 a year in profits.

Impact

- 29 stores now offering Polish ranges which has resulted in £34,000 a year profitable sales.

- 6% increase in customer transactions.

- Employer of Choice in the local Polish community with 10% of store colleagues being of Polish origin.
Imagine if all UK businesses tapped into the diversity within their workforce, who knows what insight and ideas for new business growth might transpire?
Sources of Information

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29. LDA - Redefining London's BME - owned businesses, March 2005

We would like to thank everyone who submitted a case study and entered this year's awards to help make it a success.
Unlocking talent

For further information on the Race for Opportunity campaign, please visit www.raceforopportunity.org.uk or telephone 020 7566 8708

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Company Limited by Guarantee No: 1619253

Sponsored by

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The Royal Bank of Scotland Group

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Product code: 01OPP000435

UNLOCKING BRITAIN’S BAME TALENT