

**BUSINESS
IN THE
COMMUNITY**



**THE PRINCE'S
RESPONSIBLE
BUSINESS NETWORK**



10 Years of Race Equality Awards

A celebration of best practice



Sandra Kerr OBE
Race Equality Director
Business in the Community

This year is the 10th Anniversary of the Business in the Community Race Equality Awards. When Business in the Community's Race for Opportunity Awards were launched in 2007 there was no way to predict that ten years and into 2016 there would have been an amazing 372 entries with more than 268 finalists and 84 winners and highly commended organisations from such a wide range of sectors. These Race Equality Awards were established to provide a vehicle for employers to showcase best practice that can be summarised by five consistent themes:

- Leadership
- Progression
- Recruitment
- Engagement
- Impact

With this special 10th Anniversary feature on the Race Equality Awards we wanted to showcase

what we have learned. We also wanted to hear some quotes from the judges who have been on this journey with us for the last ten years and to share how our race research and insight informed many of the awards categories. This year we introduced a new Race Equality Role Model Award category and an Inclusive Workplace Culture Award category because of key findings from our Race at Work survey. We have also spotlighted a number of Award winning case studies that we think are worth a second look.

We have also listed all of the organisations who have been recognised as Award winning or Highly Commended over the last ten years.

I would like to say a special thank you to all of our employer sponsors over the last ten years who have made significant contributions to the awards celebration events which enabled other employers to learn from the best practice namely; Barclays, Deloitte, EDF Energy, Google, HSBC,

Lloyds Banking Group, Royal Bank of Scotland Group and Shell.

I would also like to thank Mitie and PWC who generously hosted the judging panels for a number of years.

This 10th Anniversary gives us a great opportunity to reflect, celebrate and look to the future and plan what we will do for the next 10 years. Look out for some exciting announcements about what that will be.

I want to say a special thank you to all of our champion organisations and race campaign members for their support over the last ten years and to also say thank you to the bold and pioneering organisations who were willing to put their heads above the parapet and be brave enough to inspire and share their stories with us.





Adrian Joseph Director, Google
Chair Business in the Community Race Equality Leadership Team
and member of the Business in the Community Board

"I am delighted to be celebrating the 10th Anniversary of the Business in the Community Race Equality Awards. I have always been motivated and encouraged by employers sharing their challenges and opportunities and demonstrating how their targeted actions have delivered better business value and results.

There is still much to do to achieve true race equality in the UK, but I want to commend the organisations who have taken practical and tangible actions within their organisations to facilitate real change. You will see many of these great examples in the Business in the Community Race Equality Award's inspirational 10 year portfolio of case studies with examples of excellence."



Pam Kaur
Group Managing Director
Group Head of Audit, HSBC

"HSBC are proud to be listed as winners of these race awards in the past and also for being one of the employer sponsors of the Business in the Community Race Equality Awards for the last few years. These awards are a great way to spotlight the examples of excellence in race equality action and practice that can be found within UK workplaces."



Introduction | Research and insight

Leadership on race equality from the very top of the organisation is critical since the tone and culture is set and cascaded down from the top.

Race at the Top (2014) made several recommendations and spotlighted that organisations face complex challenges to survive and thrive and therefore need excellent, diverse leadership that can understand the multiplicity of threats and opportunities.

Race at Work (2015) revealed that only 1 in 3 employees could identify a champion on race or diversity within their organisation. This reinforces that there continues to be a need for any great leaders to be spotlighted through the awards.

"The Business in the Community Race Equality Awards are a great vehicle for organisations in the private, public and voluntary sectors to inspire other employers and share examples of excellence in their workplaces. I am very proud to see The Civil Service listed for its Award winning Whitehall Internship and so many government departments listed for winning the Business in the Community Race Equality Awards and Highly Commended recognitions over the last ten years."

**Sir Jeremy Heywood, Cabinet Secretary
Head of the Civil Service**



What have we learned

- ✓ Build responsibility for diversity objectives into leaders' performance reviews.
- ✓ Engage senior leaders as network advocates and sponsors.
- ✓ Involve senior leaders in reviewing race diversity data and developing action plans.
- ✓ Cross-organisational working to discuss challenges and develop solutions (both within own sector and with other sectors) reap benefits.
- ✓ Senior leaders should be given time-bound objectives on this issue.
- ✓ We need leaders who cascade information about programmes and participants' progress to line managers and team members.
- ✓ Involvement of senior leaders and Board members, including financial support.
- ✓ Engage with colleagues at all levels (including senior leaders).
- ✓ Senior leaders who are willing to walk the talk and lead by example in their own teams are inspirational.

The award categories for excellence in leadership:

Leadership (2007)
Champion (2013)
Champion & Executive Sponsor (2015)

"It is a huge honour to play a part in improving the employment opportunities of BAME people. Many related initiatives that have been put in place have seen huge positive improvements. These awards are an unrivalled showcase of excellence for companies going the extra mile to attract and retain highly talented BAME employees."

**Carmen Watson, Chair and
Managing Director, Pertemps**



Case studies | a second glance

- PwC - Paul Cleal
- DWP - Kevin Cunnington



Introduction | Research and insight

Race to the Top (2009) revealed that only 1 in 15 management positions were held by a Black, Asian and Minority Ethnic (BAME) person. Progression became an immediate priority and gave employers an opportunity to showcase good practice.

Race to Progress (2011) flagged the huge demand for mentors from the BAME workforce. In response to the questions 'If you don't have access to a mentor would you like one?' the response was African 73%, Indian 63% and White 37%.

Race at Work (2015) spotlighted that there is still more to be done with 44% of BAME employees saying they desire the fast track yet only 18% having access to a fast track opportunity.

"Our BME leadership programme has encouraged us as an organisation to ensure that our talented BME leaders help us in our journey to being more inclusive not only by being successful themselves but by holding the firm to account for its focus on different and powerful leaders. We have moved from 3% BME partner representation to 8% representation in the time it has been running."

Ben Castell, Advisory Partner, EY



What have we learned

- ✓ Analyse workforce data /undertake workforce research to identify exactly where the problem/ progression gap is.
- ✓ Must ask employees their experiences to understand what needs to change from their perspectives.
- ✓ Use this qualitative and quantitative data to inform and action plan a comprehensive tailored programme of activity.
- ✓ Must have senior leader backing, public support and - ideally - engagement in (some) activity.
- ✓ Regular reviews of the impact of activity, include feedback from participants and conditions within the sector to adapt the programme to the changing environment.
- ✓ Cross-organisational working to increase reach and understand participant needs.
- ✓ Don't be afraid to review, refresh, recreate and innovate with employees and line managers.
- ✓ Agree on time-bound targets and track progress and impact.

The award categories for excellence in progression and development:

Progress (2007)
Widening the Talent Pool - Progression (2009)
Developing Talent (2013)
Developing Talent - Progression (2014)
Race Equality Impact Assessment (2008)

"Getting equality and diversity right delivers two wonderful benefits. It improves fairness. And it makes business more successful. The rewards programme is fun, it energises people and shares great ideas."

James Smith CBE
Conservatoire for
Dance and Drama



Case studies | a second glance

- EY - Career Watch**
- HMRC - Embrace**



Introduction | Research and insight

Aspiration and Frustration (2010) spotlighted that many BAME people believed that some sectors were attractive but appeared closed off to them. There was a great opportunity through the awards to showcase what industries were doing attraction and recruitment well.

Race and Recruitment: Exposing the Barriers (2012) This report spotlighted that when applying for a job through a recruitment agency only 29% of applicants from a BAME background got through to interview in comparison to 44% for white applicants. This difference in performance was not the same for applying directly to an employer. With a persistent unemployment rate gap in the UK between White and BAME workers at a stubborn 10% over many years we want to continue to show case employers best practice wherever it can be found.

"Diversity and inclusion are at the heart of Teach First's drive to end educational inequality. I am proud that our award-winning Graduate Recruitment team has worked so tirelessly to embed diversity into their work. They have set the pace for our organisation's commitment to this area for the future."

Brett Wigdortz, CEO Teach First



What have we learned

- ✓ Work in partnership with other organisations to use resources and training to support business objectives.
- ✓ Equality-proofing' recruitment process to remove barriers to diverse candidates.
- ✓ Provide access to support network and mentors/role models at each stage of the recruitment process.
- ✓ A comprehensive action plan with short-, medium- and long-term targets which is endorsed by senior leaders.
- ✓ Involve employees from across the organisation in developing initiatives.
- ✓ Target recruitment event with BAME role models from within your organisation.
- ✓ Solicit support from local educational organisations to inform potential applicants about relevant qualifications.
- ✓ Comprehensive pre-application workshops and advice and tips on what is essential for a successful application yields better results in recruitment outcomes.

The award categories for excellence in recruitment:

Attraction & Recruitment (2007)
Widening the Talent Pool (2008)
Widening the Talent Pool - Recruitment (2009)
Recruiting Diverse Talent (2013)
Developing Talent - Attraction (2014)

"BITC has moved the race equality agenda from compliance to good business; from recruitment to talent retention; from diversity to inclusion. In the last 10 years so much has been achieved."

Maggie Semple OBE, FCGI
Chief Executive, The Experience Corps Ltd



Case studies | a second glance

- Rare - Contextual Recruitment
- Barclays/SEO - The Pursuit of Excellence



Introduction | Research and insight

Race into Higher Education (2010) spotlighted that there was a growing pool of talent from BAME backgrounds and that 1 in 6 of the university population of UK domiciled students were from a BAME background.

In 2015 1 in 4 children currently in school in England is from a BAME background. We were keen to spotlight employers who were reaching out to schools or educational establishments with high percentages of children from BAME backgrounds as well as recognising innovative partnerships and collaboration with between private sector and voluntary organisations.

Race at Work (2015) made recommendations on how an employer could use its procurement spending power to increase race diversity it is supplier chain and workplace.

"Winning the RfO award in 2014 was wonderful recognition of our commitment to race equality. The award generated a lot of interest from staff, including our senior management. This gave us the additional impetus to carry on and do more to improve the racial diversity of the University."

The University of Manchester



What have we learned

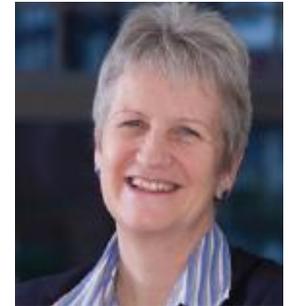
- ✓ Employee Network Groups enables employer to engage, empower and enable BAME staff in contributing to meeting its strategic aims.
- ✓ Using surveys and focus groups to monitor employee engagement.
- ✓ Work with internal teams to analyse their data to identify issues and develop solutions.
- ✓ Embedding analytics and data monitoring into HR activity.
- ✓ Targeted engagement using data at local level. Incorporating diversity objectives into wider engagement and recruitment strategies.
- ✓ Creating programmes for managers to review equality metrics increases participation in achieving organisational aims.
- ✓ Employee Network Groups can facilitate collaboration with other internal forums and networks within wider market place to reach a wider audience and share best practice.

The award categories for excellence in engagement:

Employee Networks (2000)
Future Workforce (2000)
Youth Partnership (2000)
Supply Chain Diversity (2000)
Collaboration & Partnership (2000)

"It has been a great privilege to have been a judge over this 10 year period and to see the effect that these good practice awards can have on organisations. We all need to do more - let these awards celebrate this."

Anne Watts CBE
Independent Consultant



Case studies | a second glance

- EDF Energy - BAME Network
- RAF - STEM/Employability Skills Programme



Introduction | Research and insight

We know that you cannot effectively manage what is not measured. Also the Award winning case studies always demonstrate data, measurement and evidence of the results and impact of their actions.

Race at the Top (2014) told us that only one in ten people in the UK workplace is from a BAME background yet they make up one in 8 of the BAME working age population and only one in 16 were leaders at the top of UK private and public organisations.

There are persistent gaps in performance in the labour market by UK census and demographic group. We need all employers to monitor and track the progress, success and impact of their interventions if collectively we are going to tackle and overcome these persistent challenges.

"Congratulations on your 10th anniversary. As a previous winner of the Global Impact Award, Credit Suisse has been able to build upon growing momentum and support for D&I across the organisation. Talent development is a key component of our D&I strategy as we recognise the importance of, and business advantages to all employees reaching their full potential."

Credit Suisse



What have we learned

- ✓ Agree on time-bound targets for the organisation and track progress and impact.
- ✓ Essential to agree and set long-term success measures for the organisation; and have time-bound objectives at senior level. Putting systematic monitoring processes in place to analyse programme impact.
- ✓ Making data available for use by partner organisations.
- ✓ A comprehensive action plan with short-, medium- and long-term targets which are endorsed by senior leaders.
- ✓ Creating streamlined reporting process to use data to address issues. Regular updating of data to understand the impact of strategies.
- ✓ Publishing data and reports in public domain. Involving senior leaders in the development of equality strategies using workforce diversity data.
- ✓ Use the data and insight to set targets and commit to report on progress.

The award categories for excellence in impact:

Business Impact (2007)
Innovation (2007)
Global Impact (2008) / Global Action (2012)
Commercial Impact (2008)
Transparency, monitoring & Action (2013)

"It's an honour to be a judge for these awards. The professionalism of the process is second to none and my personal learning is always significant. Over the last decade I have seen the number of entries rise, the calibre of content soar and the innovation increase."



Fleur Bothwick OBE
Director of Diversity & Inclusive Leadership - EMEIA, EY

Case studies | a second glance

- Home Office - Employment monitoring
- Enterprise Rent-A-Car - Diversity Scorecard



Recognised Organisations (2007 - 2016)

ADDLESHAW GODDARD
AFRICAN & CARIBBEAN DIVERSITY
AMERICAN EXPRESS (AMEX)
ASDA
BARCLAYS / SEO
BARTLE, BOGLE HEGARTY (BHH)
BBC
BP
BRISTOL CITY
BRITISH ARMY
BT
CIRCLE HOUSING GROUP
CITI
CLIFFORD CHANCE
CO-OP GROUP
CREDIT SUISSE
CROWN PROSECUTION SERVICE
DEPARTMENT FOR COMMUNITIES AND
LOCAL GOVERNMENT (DCLG)
DELOITTE
DEPARTMENT FOR WORK AND PENSIONS
DERBY COLLEGE
EDF ENERGY
EDUCATION LEEDS
ENTERPRISE RENT-A-CAR
EY

FOREIGN COMMONWEALTH OFFICE
FRESHFIELDS BRUCKHAUS DERINGER
GOLDMAN SACHS
GOOGLE
HARPER COLLINS
HM REVENUE AND CUSTOMS (HMRC)
HOME OFFICE
HOMES FOR HARINGEY
HSBC
IBM
KPMG
LINKLATERS
LLOYDS BANKING GROUP
MAMMA YOUTH PROJECT
MICROSOFT
MINISTRY OF DEFENCE (MOD)
MITIE
NATIONAL GRID
NETWORK RAIL
NORTHERN TRUST
OLYMPIC DELIVERY AUTHORITY
PEARSON
PWC
RARE (RECRUITMENT)
RARE/CIVIL SERVICE PARTNERSHIP
REACH SOCIETY

ROYAL AIR FORCE
RUNNYMEADE
SHELL INTERNATIONAL
SKY
ST MUNGO'S
TAYLOR BENNETT
TEACH FIRST
THE CIVIL SERVICE
THE HYDE GROUP
THE UNIVERSITY OF MANCHESTER
THOMSON REUTERS
TRANSPORT FOR LONDON
URBAN SYNERGY
WEST MIDLANDS POLICE



More from our employers

Case studies | a second glance
The University of Manchester

"The MOD Education Outreach Programme is an example of Defence's commitment to inclusivity and has been very successful in raising the profile of Defence as an employer of choice amongst ethnic minority communities. Winning the award was an important external validation of the work that Andy Gilman is doing."

Amarjit Atkar, Director Audit Risk and Assurance, MINISTRY OF DEFENCE

Case studies | a second glance
MOD

"The award created external credibility, raised the profile of the embrace programme and further legitimised its continued existence. It attracted interest from Civil Service news media and externally from 'The Times' and generated approaches from other interested organisations with shared race diversity goals."

HMRC

Case studies | a second glance
Homes for Haringey

"Winning Race Equality Awards has allowed us to do more; to win more business, to expand into new areas—like software—and ultimately to help more people get hired who would not have even gotten to interview otherwise."

RARE

"We often worry about the things we are not doing well rather than celebrating the things that are going well. Winning this award gave us the confidence within National Grid that we were on the right track, even if there was plenty more work still to do. It also helped us to communicate with different teams internally and encouraged those who had previously been less involved to join in with future activities."

NATIONAL GRID

"Winning these awards has generated more employee involvement, interest and pride in what Barclays is doing around multiculturalism within and outside the bank. We've seen a significant uptake in employee network membership and involvement, as well as a surge in hiring managers attending our Unconscious Bias training programs."

BARCLAYS

"For the Army, recognition by BITC through the Awards process provides us with endorsement that we are moving in the right direction. It helps to convince our senior leaders of the continued value in investing time and resources in these programmes and secures this for the future. It also helps us to overcome some of the out of date perceptions held by the Army within wider society. At a time when we are trying to encourage talented individuals from across society to join the Army, the BITC awards process helps us to publicise the good work we are doing and to highlight some of our very successful role models."

Brigadier Mark Abraham OBE, Chief of Staff, Headquarters Home Command BRITISH ARMY

"Winning the RfO Employee Network Award 2013 was a big step forward for the network. Those involved were inspired and motivation to continue the great work which resulted in our membership figures increasing. Our achievement also gave us leverage to gain further support and 'buy in' from senior leaders."

EDF ENERGY

Leadership

Progression

Recruitment



More from our employers

Case studies | a second glance
St Mungo's

"Winning a BITC award for our work on diversity and inclusion was a game changer in our business. It created a huge amount of pride, passion and excitement, both internally and with our clients, around what we were doing to widen our talent pool and create opportunities for people of all backgrounds to join and succeed in their careers at Mitie."

MITIE

"The Home Office were extremely proud recipients of Race for Opportunity Awards in 2010 and 2013. These awards helped the Home Office attract BAME talent, reinforced to existing employees our commitment to race diversity and provided a platform to share our experiences and expertise with other Civil Service departments."

HOME OFFICE

"DWP continues to make diversity and equality a priority and it was an honour to be recognised for our work. We're immensely proud of our innovative programmes which were instrumental in raising the profile of Jobcentre Plus with local communities, and helping us produce and develop a diverse pool of candidates ready for senior leadership positions."

Neil Couling, Director General for the Universal Credit Programme and Diversity and Inclusion Champion, DEPARTMENT FOR WORK AND PENSIONS

"When we won our award, we were four years into providing training for BAME graduates to prepare them for communications careers. This prestigious award made a huge difference to our profile and boosted our growing reputation. Over 80% of the 150 graduates we have trained are working in the PR industry."

TAYLOR BENNETT FOUNDATION

"Winning the award was fantastic recognition of our achievements, we felt really proud that such a significant organisation had recognised our efforts. After winning the award we were approached to provide advice and share best practise with other organisations. It also cemented our commitment to diversity and inclusion publically which in turn helped to increase the diversity in our business."

CIRCLE HOUSING

Case studies | a second glance
Deloitte

"Defence is proud of the achievement of the Armed Forces Muslim Association (AFMA). Winning this award reinforces our commitment to supporting the work of the Association in ensuring that all Service Personnel are able to practise their faith and in building and maintaining links with the Muslim community."

MINISTRY OF DEFENCE

"Being recognised as a firm that recruits diverse talent is incredibly important to us and winning this award has propelled our efforts in this area forward. We have recently established a Clifford Chance BME network which highlights an ongoing commitment to ensuring race diversity at the firm."

Toby Horner, Graduate Recruitment, CLIFFORD CHANCE

Case studies | a second glance
Taylor Bennett -



41 Finalists in 2016:

Champion & Executive Sponsor Award:

BNY Mellon; Department for Work & Pensions; HarperCollins; KPMG; Mitie; Royal Air Force

Developing Talent Award:

American Express; Civil Service; Imperial College; MAMA Youth Project

Employee Network Award – Private Sector:

AIG; Enterprise Rent-a-Car; HarperCollins; J.P. Morgan; PwC

Employee Network Award – Public Sector:

BBC; Ministry of Defence; Network Rail

Future Workforce Award:

Army; Reach Society; Sheffield Hallam University; Shell; Teach First

Inclusive Workplace Award:

EY; Mott MacDonald; National Crime Agency; St Mungo's

Recruiting Diverse Talent Award (sponsored by HSBC)

– Private Sector:

Freshfields Bruckhaus Deringer LLP; Hogan Lovells partnership;

– Public Sector:

Cheshire Constabulary; Leicestershire Constabulary; Rare/Civil Service Partnership; Rare/Police Now Partnership; Royal Air Force

Role Models in the Workplace Award – Large Organisation:

Deloitte; Enterprise Rent-a-Car; EY

Role Models in the Workplace Award – Small Organisation:

HarperCollins; Pertemps; Rare; St Mungo's



Brigadier Mark Abraham OBE	British Army	Barbara Kasumu	Elevation Networks
		CEO	
Fleur Bothwick OBE	EY	Pam Kaur	HSBC Holdings Plc
Director of Diversity and Inclusive Leadership - EMEIA		Group Managing Director, Group Head of Audit	
Martin Bambridge	Shell International Ltd	Dr Omar Khan	Runnymede
General Counsel Downstream		Director	
Derek Browne	Entrepreneurs in Action	Leigh Lafever-Ayer	Enterprise Rent-A-Car
CEO		HR Director	
Heather Butler	People Development Team	Mark McLaughlin	DEFRA
Managing Director		Chief Finance Officer	
Ravi Chand CBE, QPM	HM Revenue & Customs	Rob Neil	Ministry of Justice
Director - Workforce Management		Race Project & Head of Engagement Networks	
Jeremy Crook OBE	BTEG (Black Training & Enterprise Group)	Professor Monder Ram OBE	University of Birmingham
Director		Director, Centre for Research in Ethnic Minority Entrepreneurship (CREME)	
BeAnna Davis	Business in the Community	Maggie Semple OBE, FCGI	The Experience Corps Ltd
Chair - Race Youth Advisory Panel		Chief Executive	
Kully Dhadda	Flame Public Relations Ltd	Dale Simon CBE	DISI Consultancy
Director		Director	
Deborah Dorman	Sainsbury's Supermarkets Ltd	James Smith CBE	Conservatoire for Dance and Drama
Head of Talent & Performance			
Romeo Effs	Aspyre Group UK	Val Stevenson	V S Coaching
Co-Founder & CEO		Executive, Transition & Wellbeing Coach	
Pam Farmer	Independent Consultant	Dr. Marie Stewart MBE	Taylor Stewart Associates
Dennis Gissing	Independent Consultant	Dr Yvonne Thompson CBE	ASAP Communications
		Founding Director	
Judy Greevy	Independent Consultant	Jean Tomlin OBE	Chanzo Ltd
		CEO and Founder	
Professor Anthony Heath CBE	Manchester and Oxford Universities	Tony Vickers-Byrne	Public Health England
Professor of Sociology		Director of Human Resources	
Dr. Elizabeth Henry	Church of England	Carmen Watson	Pertemps Ltd
National Adviser Minority Ethnic Anglican Concerns		Chair and Managing Director	
Janet Hill CBE	Cabinet Office	Anne Watts CBE	Independent Consultant
Programme Director, Civil Service Disability Inclusion Team			
Graeme Hughes	Nationwide	Dr. Debbie Weekes-Bernard	Joseph Rowntree Foundation
Group Director Distribution		Policy and Research Manager	
Richard Iferenta	KPMG LLP	Dr. Kathlyn Wilson	City University
Partner		CPsychol, Senior Lecturer in HRM, University of Westminster; Visiting lecturer in HRM, Cass Business School	

