How to use the *Race at Work* regional infographic

**Introduction**

Data is one of, if not the most critical, starting points for any organisation wanting to build fair and inclusive workplaces that are fully representative of the diversity of the UK population. For those employers with regional hubs, it is important to recognise that **one size does not fit all**. Our regional *Race at Work* data can help employers to action plan, and deliver programmes and activity at a local level.

This toolkit is designed to be used in tandem with our interactive infographic - ‘*Race at Work: regional trends in the UK*’. The interactive infographic shows white and Black, Asian and Minority Ethnic (BAME) responses to six questions from the *Race at Work* survey by region which asked if they:

1. Enjoy working at their organisation?
2. Are satisfied / dissatisfied with how their career has developed?
3. Have experienced/ witnessed racial bullying or harassment from managers?
4. Want a mentor?
5. Want to be on a fast track programme?
6. Feel comfortable talking about race?

Employers can also refer to data within our *Race at Work Regional Insights Factsheet*, which provides an in-depth breakdown of ethnic minority data, such as working age population and representation at management levels, by region.

**How to use the regional data**

The infographic data can help employers:

- To better understand whether there is a need for tailored regional diversity programmes
- To establish whether there might be demand for a new initiative or programme
- As a benchmarking tool to compare overall performance and results to regional figures
- To identify best practice and successes across locations/regions in order to analyse ‘what works’ and implement this more widely across the business
- To inform development of targets, objectives and KPIs
- To use as a conversation starter nationally and regionally
Interpreting the regional data by question

1. **Enjoy working at their organisation?**

   *Where are your happiest employees located?*

   Employers can compare the results of the *Race at Work* survey with their own employee engagement surveys at regional and local levels. They may find higher levels of engagement across different locations and can use the insight to start to identify where good practice and areas of challenge are within their organisation.

   **Points for consideration:**
   - Identify best practice and share and/or implement with lower performing regions
   - Consider facilitating focus group discussions to better understand why there are lower levels of satisfaction and/or engagement in specific regions

2. **Are satisfied / dissatisfied with how their career has developed?**

   *How does career satisfaction of BAME employees vary by region? Are career development activities too region specific, or London centric?*

   This insight into BAME aspirations and views on career satisfaction by region can provide comparative data against an organisation’s own performance and progression rates for white and BAME employees. For example, there might be correlations between career satisfaction figures and visibility of BAME managers or dedicated career development programmes for BAME employees.

   **Points for consideration:**
   - Are your policies on career development and progression transparent and clearly understood throughout the organisation?
   - Do your managers ensure that everyone in their teams have equal access to training and development opportunities?
   - Is there a need for tailored diversity development programme in some regions?
   - Is there regional-specific best practice and successes to implement more widely?
   - Use our *Race to Progress* report for guidance on ensuring diverse career development

3. **Have experienced or witnessed racial bullying or harassment from managers?**

   *Is racial bullying and harassment present in your organisation?*

   This is an opportunity for employers to track and review incidents within their organisation, and see if trends relating to where complaints arise correlate with the *Race at Work* regional breakdowns.

   **Points for consideration:**
   - Use the infographic and organisational data to start a conversation about zero tolerance
   - Is there demand for a new approach to bullying and harassment?
   - Identify the regions with lower complaint rates and analyse if best practice can be shared widely
   - We will launch a Bullying and Harassment toolkit in mid-2016 to support employers to take action
4. Want a mentor?

Thinking about developing a mentor programme?

This data may give useful insight on where to start a pilot programme. This could be an internal initiative or you could spearhead a Cross Organisational Mentoring Circle with other local employers. Use the infographic data to spark those conversations.

Points for consideration:

- Is there a need for tailored diversity mentoring programme in some regions?
- Consider using our successful Cross Organisational Mentoring Circle model to collaborate with race campaign members also based in that region.
- Find out more about the types of mentoring you can trial.
- Along with mentoring, consider how you can develop a culture of sponsorship to ensure people from BAME backgrounds are put forward for opportunities in discussions that they are absent from.

5. Want to be on a fast track programme?

Is there a region that has appetite for the fast track? Is this reflected by fast track participation rates in your organisation by ethnicity and region?

Race at Work tells us that 1 in 4 workers over 45 are interested in a fast track programme. It’s important not to stereotype and overlook talent because of assumptions based on age or ethnicity.

Points for consideration:

- Is your current fast track programme fully accessible to the regions?
- Consider piloting fast track activity at a regional level, rather than a typically national approach.
- Are you monitoring the participation of these programmes to ensure fair representation of BAME employees?

6. Feel comfortable talking about race?

It’s time to get talking! Where are people most comfortable talking about race?

This is a real leadership issue and there is a great opportunity for leaders to start the conversation. The infographic may share some insight into where to start the conversations in your organisation. If we live in a society where we are unable to talk about race in an honest and practical way, we will continue to be uncomfortable and non-inclusive and negative behaviours will thrive.

Points for consideration:

- Use the infographic data to choose where to start the conversation.
- Use any findings from the infographic to start your conversations.
- Share these conversations more widely to create change.

“Employers can use this infographic to spark conversations, and test results and insight with their own employees in order to drive change so that all employees are able to progress and develop – with ethnicity and location being no barrier to progression.”

Sandra Kerr, Race Equality Director, Business in the Community