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Business Network

# TACKLING RACIAL HARASSMENT AND BULLYING

A toolkit for employers



**Royal Founding Patron:** HRH The Prince of Wales  
**Chairman:** Jeremy Darroch  
**Chief Executive:** Amanda Mackenzie OBE

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## Introduction

The purpose of this toolkit is to help your organisation - whether business, public sector or charitable to build a culture that champions equality, diversity and inclusion and provide a greater understanding on how to deal with and manage racial harassment and bullying in the workplace.

The Race at Work Charter has five principles for action. This toolkit supports action three -

- Commit at Board level to zero tolerance of harassment and bullying.

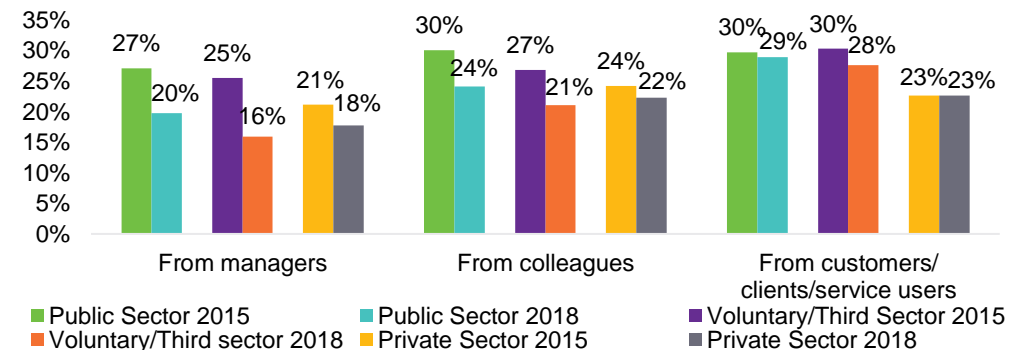
The Race at Work Survey revealed that 25% ethnic minority employees reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.

Both the 2015 and 2018 Race at Work surveys spotlighted the prevalence of racial harassment and bullying in the UK workplace and we were fortunate to have valuable additional insight from The University of Manchester who conducted a qualitative analysis into more than 5000 comments linked to the 2015 survey we used that insight to contribute to this toolkit. Employers can use this as a

framework to assess their policies and actions for tackling racial harassment and bullying in the workplace.

A comparison of the 2015 and 2018 survey results shows that although there has been a decrease in the number of workers reporting they have witnessed/experienced racial harassment or bullying from managers it remains unacceptable that 20% of public sector workers, 18% of private sector workers and 16% of workers in the voluntary sector are still subjected to this type of behaviour from their managers in 2018. See Figure 1 below.

**Figure 1: Employees who have experienced or witnessed racist harassment or bullying - by sector**





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Only 1 in 5 (22%) employees surveyed in 2018 said that their employers encourage them to call out bullying and harassing behaviour if they observe it. It is time for this to be standard practice in every place of employment. This toolkit has been designed to help employers implement the Race at Work Charter calls to action. I am calling on all employers to consider what actions they can take within this toolkit to ensure that their workplaces are inclusive and genuinely a great place to work for all employees.

**Sandra Kerr OBE**  
**Race Equality Director**  
**Business in the Community**

“The Race at Work report gave us great insight into the experiences of Black, Asian and Minority Ethnic people working in the UK, reporting high levels of career aspiration and the clear desire to succeed. However, Race at Work also stressed the troubling reality that race-related bullying and harassment by managers and colleagues affects one in five BAME employees in the private sector. KPMG has been working closely with our colleagues in our African Caribbean Network and undertaken initiatives such as our Black Heritage Reverse Mentoring programme which provides senior leadership an insight into the everyday experiences and realities of black heritage colleagues across the firm, to spread awareness and insight. I strongly encourage all employers to recognise the importance of the Racial Harassment and Bullying Toolkit and urge businesses to protect their BAME colleagues from bullying through a genuine commitment to action.”

**Richard Iferenta, Partner KPMG and Chair Business in the Community Race Equality Leadership Team**





## 1/ Create a policy

### Overview

Develop an anti-bullying/ dignity at work policy that clearly defines what types of behaviours and actions constitute racial discrimination, harassment and bullying.

Make it clear that any form of racial harassment, bullying or discrimination regardless of the perpetrator's seniority will not be tolerated.

Include a clear procedure of the way in which these types of behaviours can be confidentially reported and the actions that will be taken. Refer to the organisation's grievance procedures and related timescales.

Ensure there is a board member to champion against racial harassment and bullying in your organisation with responsibility to ensure policy and practice remain responsive and relevant to any emerging trends.

### Actions to take

#### Practical actions to bring your policy to life:

- Embed a zero-tolerance message in your employer values and employee handbooks and related materials.
- Monitor the effectiveness of your anti-bullying/ dignity at work policy by including specific and direct questions on racial harassment and bullying in your staff survey. (See Race at Work questionnaire for example questions on harassment and bullying).
- Ensure your policy on racial harassment and bullying is shared with external stakeholders, contractors, clients and customers.
- In your policy, include examples of what constitutes racial harassment and bullying for example, racially focused jokes and banter or remarks such as 'go home'.
- Convene a specific project group which includes both white and Black, Asian and Minority Ethnic (BAME) employees to talk about race and how to bring your policy to life.
- Ensure that you explicitly reference all the protected characteristics in the Equality Act 2010 within your policy.





## Advanced actions to consider

- Schedule an annual review of the effectiveness of your racial harassment and bullying policies by monitoring incidents of complaints by demographic groups.
- Understand and articulate the cost to your business of racial harassment and bullying, such as:
  - increased sick leave,
  - increased staff turnover,
  - impact of stress on productivity,
  - impact of low morale in teams on productivity
  - cost of formal mediation
  - reputational risk

See section 4 of this toolkit 'Communicate commitment to employees' for further related actions.





## 2/ Engage leaders and stakeholders

### Overview

Leadership and commitment to this topic from the very top of the organisation is critical to ensure that any policy is converted into action in the workplace. Senior buy-in needs to be cascaded to all levels of management and supervisory responsibility. Senior leaders need to set a clear example by taking decisive action when there are instances of racial harassment and bullying. This will create living examples and contribute to an organisational culture where managers 'call out' negative behaviours rather than stand by and take no action. In 2018 only 22% of employees surveyed say their employers encourage this.

Employers may deny that racial harassment and bullying occur in their workplace because of negative connotations and potential for punitive sanctions, (Giga et al 2008), but denying it exists risks perpetrating a negative workplace culture where employees feel unable to speak out.

A higher proportion of BAME employees report clients as perpetrators of bullying, (Hoel 2002), compared to white employees.

Ensure incidents of racial harassment and bullying are given equal focus and attention as any other forms of bullying and harassment reported. Ensuring an even-handed approach that is well communicated along with follow up actions will help to guard against the perception of leaders just paying lip service.

### Actions to take

- Ensure leaders understand the nature and impact of racial harassment and bullying by ensuring the delivery of clear messages about their commitment to zero tolerance or non-inclusive behaviour.
- Appoint a leader at board level as the Racial Harassment and Bullying Champion. They should have the full backing of the Chief Executive for the role to be effective. This will increase awareness that all complaints will be drawn to the attention of the board and may cause some to think twice about their actions towards others and their impact.<sup>i</sup>
- Ensure that any investigations into racial harassment or bullying in the workplace are undertaken by individuals who are at a suitable level of seniority within the organisation. This is particularly important if the incident(s) involve a senior manager or leader. If someone at a senior level cannot be found within the HR





team to conduct the review it is worth exploring who else there is within the organisation at a senior level, perhaps from another business unit, who could undertake the investigation as it is crucial that the person conducting an investigation can truly feel empowered to take appropriate steps to address the incident that has occurred, which may not happen if the person investigating is significantly more junior to the person being investigated.

- Engage and consult with Employee Network Groups and Business Resource Groups on policy and actions.
- Take clear action to remove manager feelings of disempowerment by ensuring customers and clients treat their employees with respect. This could be done by publishing a policy on customer behaviour and how to manage customers who are in breach of this standard.
- Take practical action through leader communications and messaging that the customer is not always right if they are racially abusive to members of the workforce team and/or other customers and clients.
- Ensure that procurement agreements with external contractors include commitment to treat their own employees and yours with respect.

## Advanced actions to consider

- Provide training, guidance and support for employees to 'call out' inappropriate words and behaviour if they observe it.
- Encourage employees to sign up as 'allies' who are available for employees if they want to talk about an incident or issue of concern.
- Ensure heads of units have KPIs to reduce racial harassment and bullying complaints using employee opinion survey results as performance indicators.
- Report data collected on the nature of the complaints and/or the diversity of employees bringing complaints of racial harassment and bullying to the Board, Executive Committee and/or HR Director.
- Consider collaborating with BAME employees to agree a policy on speaking languages other than English in the office or on the shop floor. This is likely to become a complex and relevant issue as workplaces become more international and global.







## Impact Story 1 - Enterprise Rent-A-Car

Enterprise has embedded strong policies against racial harassment and bullying throughout the business. This includes a 'Bullying Policy' that clearly defines the types of behaviours that constitute bullying and harassment, outlines the company's firm position on the matter and offers the recourse employees can take if they feel they have been a victim of such harassment. As a result, our last Employee Opinion Survey revealed that:

- 91% of employees believe their immediate manager is approachable
- 86% of employees believe their immediate manager treats all employees fairly and does not play favourites
- 82% believe employees in our company are treated with dignity and respect, regardless of their position or background

“At Enterprise Rent-A-Car we believe having the right policies in place is an integral part of eradicating racial harassment and bullying in the workplace. Not only is a policy important to demonstrate a strong commitment to equality and diversity, but it is equally important to enforce the policy as required. We continuously strive to improve these numbers because we believe that diversity is about understanding each employee's unique characteristics and moving

beyond simple tolerance to embracing these differences in order to create an environment that is welcoming to all.”

“At Enterprise, we are committed to providing an inclusive work environment where our employees feel valued, respected and free to be their true selves. Upholding values of diversity and inclusion is integral to who we are as a company and how we build our success. These values extend to every employee, customer and business partner.

With 99% of our employees being promoted from within, we place significant emphasis on training and initiatives that build awareness of our zero tolerance for racial bullying and harassment.

The 2018 Race at Work survey reveals that some progress has been made across the UK. However, when only one in five employees report that their employers encourage them to call bullying and harassing behaviour, it is evident that there is still a long way to go.

We are proud to once again partner with BITC and we urge businesses to use this toolkit as a practical guide to help stamp out racial harassment and bullying in the UK workplace.”

**Daryl Scales, Vice President, European Project Development,  
Enterprise Holding**





### 3/ Training and support

#### Overview

Train managers on how to implement the organisation's anti-bullying/dignity at work policy and address racial harassment and bullying effectively.

One of the biggest challenges that middle managers face is how to manage poor performance. Often managers may feel like they are merely doing their job and ensuring team members deliver on their objectives. However, the lived experience of certain employees may be that they feel harassed and that their work is over scrutinised by their managers. It is important to have a clear check list for both managers and employees about what the management responsibilities are and ensure that they are applied to all team members equally. A checklist of effective management behaviours should also be transparent to employees so that they can review it and be assured they are being managed to the organisational standard applied to all employees.

Different ethnic minority groups experience different types of bullying (Hoel 2002) and BAME women and older BAME workers face a 'double jeopardy'.<sup>ii</sup> Training programmes should take this into account.

Public sector organisations should include awareness of the Public sector duty as the commitment to equality impact assessment policies including those on racial harassment and bullying.

It is important to create a culture in your organisation where individuals can challenge inconsistency and lack of transparency in management practices without fear of being labelled.

It is important to encourage employees to ask questions about how opportunities for training are accessed within your organisation. Responding to such questions should be used as a great opportunity to review your processes and then communicate how development opportunities are shared fairly within the team.





## Actions to take

- Ensure that there is clear guidance for managers on appraisals, performance management reviews and personal development plans. Include reminders that managers should actively ensure that there is no bias - conscious or unconscious - linked to the employee's ethnicity or culture. For example, assumptions that Asian women with children and/or who wear religious dress are not interested in high profile project opportunities. It is also important to avoid stereotypical language in the performance appraisal. A common example of this is black women being called 'aggressive' when all they are actually doing is speaking up at meetings and proactively sharing their thoughts and opinions.
- Ensure managers have training on their roles and responsibilities to supervise and lead teams in an environment of respect and appreciation for difference and how it enhances team performance through different perspectives and experiences.
- Train managers on how to respond to racial harassment and bullying complaints or incidents. Include this in new manager training, diversity training and unconscious bias training. Cover issues such as:
  - what is bullying and harassment and how to deal with it
  - practical recognition of behaviours and activity that many lead to racial harassment and bullying incidents and, -how to stand up for team members
- Ensure mandatory training and/or awareness raising materials and activities are provided for all employees to reinforce your organisation's expectation of acceptable and unacceptable behaviour.
- Include group activity on business related examples to develop recommended actions and approaches.
- Training should also take different ethnic minority groups' experiences into account.
- Establish and train an internal network of Racial Harassment and Bullying Advisors to provide support, information, informal advice and a listening ear to peers on racial harassment and bullying concerns and issues. This internal network of advisors should report through to the senior board level champion so that insight on current topics and issues arising across the organisation and in different units can be shared.
- White resentment and the perception of 'reverse' racism should be included in awareness training. The training is a great opportunity to spotlight the history of racism and the BAME





community in the UK and why legislation had to be introduced to protect BAME people's rights and ensure access to opportunity in the workplace. The training can provide an opportunity to share real case studies and quotes from employee surveys to bring the issue to life and restate your commitment.

### Advance options to consider

- Share anonymous quotes from real-life experiences of your workforce. Consider using audio to bring them even more to life.
- Use video and drama to bring to life the impact of racial harassment and bullying on individual's performance, health and wellbeing.
- Ensure that inclusive leadership training and materials include effectively leading teams free from racial harassment and bullying.
- Provide line managers with additional support for managing poor performances. This includes ensuring they have SMART objectives. Provide ongoing timely feedback about tasks. It is also important to ensure individuals are made aware of opportunities for training to facilitate their development. Managers should also ensure the transparent setting of standards

for all in the team, measurable milestones and expected outcomes to agreed timelines.

- Provide guidance for managers and leaders and include reminders to ensure that stereotypes about people from diverse backgrounds are not contributing to any perceptions of poor performance. Consider developing guidance similar to that recommended for appraisals and performance reviews.

“Bullying and harassment are quite simply unacceptable and at Nationwide we won't tolerate this kind of behaviour. The reason we decided to support the Race at Work Survey was because we wanted to better understand the issues that people from black, Asian and minority ethnic backgrounds can encounter within the workplace.

The survey highlighted the need for employers to tackle racial bullying and harassment which unfortunately takes place in some organisations and workplaces across the UK. It's our duty as employers to do everything we can to make sure our employees know this behaviour will not be tolerated and what to do if they witness bullying or harassment. It's also important that organisations ensure their culture is as inclusive as possible so all employees regardless of their race have the opportunity to thrive in their careers.





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We welcome this analysis from the team at Manchester University who have helped put the information within this major report into action. The toolkit provides practical guidance to help all employers ensure their policies and procedures are effective in this area, raising awareness and making employers and employees feel supported in knowing how to report and deal with any incidents of racially-motivated bullying and harassment.”

**Graeme Hughes Group Director and Executive Sponsor for race equality, Nationwide Building Society**





## 4/ Communicate commitment to employees

### Overview

Clear, consistent messages from the top of the organisation on zero tolerance in relation to racial harassment and bullying or any form of discrimination is crucial to setting the tone for an inclusive work culture. Messaging must be accompanied with 'walking the talk' from leaders, managers and employees when challenging the behaviour that is communicated as unacceptable.

Analysis of individual's comments from the 2015 Race at Work survey identified there can be resentment and claims of reverse racism from some white employees. Employers should ensure their policy does not exclude employees from reporting on ethnicity grounds and that all employees feel able to report their concerns.

Attention should be focussed on the need for legislation alongside equality duties, particularly in light of current events for example, the reported rise in racism following the 2016 EU referendum result.

Employers must ensure that all employees feel able to speak out about workplace bullying, even if it does not directly impact them

since witnesses to workplace bullying can experience similar detrimental outcomes to victims.<sup>iii</sup>

### Actions to take

#### Practical ideas for communicating your commitment:

- Ensure your values as an employer and your policy on racial harassment and bullying is included in induction materials for new employees.
- Promote individual responsibility, to enable a positive culture of inclusion within the organisation.
- Communicate clearly that everyone has a responsibility to 'call out' inappropriate behaviour and not observe it and do nothing.
- Clearly communicate the complaints procedure and reporting mechanisms to ensure easy access, using a range of formal and informal channels.
- Ensure that you produce a report annually on the numbers of bullying and harassment incidents and complaints across the organisation. Ensure that there is a specific reference to racial harassment and bullying incidents if any have been reported.
- Depending on the size of the challenge within your organisation this might be a standalone report or it might take the form of data/





information reported alongside other key pieces of HR information that you share with your senior team.

- Provide posters and computer pop-up messages to remind employees and customers of your organisation's values.
- Clearly communicate examples of cases where a complaint has been upheld and successfully resolved. Share examples where resolution is not moving the person who made the complaint as the problem, but the perpetrator.
- Communicating your organisation's leadership and actions demonstrates a follow through from complaint to resolution. Being transparent and acknowledging where there are persistent challenges and a commitment to action can act as a motivator to those employees under pressure and be a potential deterrent to those who would persist with such behaviour.

### Advanced actions to consider

It is important that you publish any data or the number of complaints alongside a written summary of the issues so that the evidence can be viewed in tandem. Ensure that case studies are summarised sensitively to ensure the individual's confidentiality is maintained. This type of reporting year on year helps an employer to review and report on an increase or reduction in the volume of incidents of racial

harassment within the organisation. There is also a great opportunity to spotlight any negative behaviour trends and you can also use the report to restate your stand against any form of bullying and harassment and commitment to ensure that such behaviour is stamped out.

If there is an increase in racial harassment and bullying activity it is important to set out what actions you plan to take to reverse the trend. These might include:

- Introducing performance objectives and KPIs for Heads of Business Units or individual managers to reduce the volume of incidents.
- Convening focus groups of diverse employees so that they can contribute their thoughts on what action can be taken to reduce incidents in the organisation.
- Set a target for reducing the level of incidents and commit to reaching that target by ensuring regular reviews and reporting until a reduction in incidents is achieved.
- Commit to continually review and evaluate what interventions have produced positive results and have contributed to lowering the levels of racial harassment and bullying within the





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organisation - share more widely across the organisation as appropriate.

- Embed any identified good practice behaviours that have reduced incidents of racial harassment and bullying into the training materials for all managers within your wider organisation.







## 5/ Ensure there is a simple and transparent reporting process

### Overview

A significant barrier to an employee reporting an incident is knowing how to make a complaint. This should be clarified and published through a range of channels. It provides a great opportunity to clarify the roles of HR, trade unions, line managers and heads of units in the process.

Be clear on what your policy is when a complaint is under investigation and also what the process is once completed. This should include internal options to transfer perpetrators to another team, unit, branch or locations and the timelines to appeal to a tribunal.

### Actions to take

- Produce and provide an easy to follow flow chart that illustrates the timeline and key stakeholders and step by step guidance on what happens when a complaint is reported.
- Once a situation has been resolved by apology, mediation or transfer, make sure quarterly, six-monthly and/or annual follow-up to ensure that there is no residual issues or backlash from reporting. This will help to reduce the employee perception that the issue is being 'swept under the carpet'.
- Ensure a racial harassment and bullying handbook is provided for all line managers, including identifying what is viewed as bullying and harassment and how to address a complaint.
- Ensure there is clarity and confidentiality around reporting incidents of racial harassment or bullying. Consider introducing a post box where individuals can report incidents anonymously or a confidential telephone number.
- Ensure that your complaints process aligns with your disciplinary procedure.
- Train all those involved in investigating complaints/sitting on panels to understand the nature and impact of racial harassment and bullying.
- Ensure there is diverse representation on the panels or teams who are involved in managing the employee complaints process wherever possible.





## Advance actions to consider

- Introduce KPIs to reduce levels of racial harassment and bullying reported to HR and reported within employee engagement and satisfaction surveys.
- Consider introducing or collaborating with external mediation services or specialists.
- Ensure that you keep data on reporting of racial harassment and bullying by unit, function and/or location within the organisation. This will enable you to identify any specific trends and more effectively consider what actions could be taken to reverse any negative trends.
- Appoint ambassadors at different levels within your organisations who are trained and available to support employees facing challenges.
- Make it easy for employees to discuss the issue with someone early on.
- If you decide to introduce a special helpline or create a special number that employees can call, ensure it is effectively managed.

## Impact Story 2 - BT

At BT we already had robust policies and mandatory training in place, regarding Bullying and Harassment which outlines our zero-tolerance approach. It is also fully integrated into our ethical campaign the 'BT Way'.

This year we have moved our work forward educating our leaders on Inclusion, build an understanding of the impact of micro behaviours on people; focusing more on the everyday behaviours that impact peoples experience. A campaign called 'Inclusion is Personal' has been rolled out to our senior leaders focusing on the root causes of bias, awareness and mitigations, building capability in our leadership teams to lead inclusively. This campaign is being followed by a series of workshops called 'Let's talk about ...' 'to keep the conversation going on Race, LGBT and Disability.

This has been an incredibly powerful series helping to raise awareness, providing tools and language to help our leaders reflect on their own leadership and discuss these issues with their teams.

**Candice Cross, Group Head of Diversity and Inclusive Culture,  
BT plc**





## 6/ Monitor and share vital statistics

### Overview

It is important that the provision of training and various other promotional activities are not taken to assume that racial harassment and bullying does not exist. The persistence of racism at work and inequality in labour market participation clearly shows that this is not the case. It has also been suggested<sup>iv</sup> that equalities legislation has led to more covert behaviour, which may fuel an increase in racial harassment and bullying at work. Effective monitoring of complaints by ethnicity is important so that progress can be measured.

Our Race at Work survey allowed us to understand what is really going on in the UK workplace through specific survey questions that we crafted to gather insight on racial harassment and bullying. The NHS Workforce Race Equality Standard (WRES), in a similar vein, has a nine point reporting indicator of which three relate to bullying and harassment employee survey questions. This is an important way to ensure progress is tracked in the reduction of complaints year on year. It is also a helpful pulse check on organisation culture.

### Actions to take

- Ensure survey questions ask about racial harassment and bullying. Examples from our Race at Work survey include:
  - Have you experienced or witnessed any racist harassment or bullying from any of following in the last 2 years (managers, colleagues, contractors, customers, clients or service users)?
  - Tell us what happened and whether you did anything about it?
  - How recent was the incident (in the last year, 1 - 2 years ago?)
- Examples from the NHS WRES include:
  - Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.
  - Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.
  - In the last 12 months have you personally experienced discrimination at work from any of the following? manager/ team leader or other colleagues.
- If you have employees across different parts of the UK it is also sensible to review any regional trends or differences.





- Employee survey responses should also be monitored by ethnicity to ensure employers can identify where targeted action or additional support is needed. Where appropriate, review the data by region or city as one size does not fit all - see our Race at Work Regional Trends infographic.
- If you use anonymous staff surveys, it is important to encourage full participation so that you can capture an accurate snapshot of the experiences of BAME employees in your workforce.
- Introduce annual reporting on performance in this area to signal the importance of this issue to the organisation and leaders.

### Further action to consider

- Publish data annually to managers on complaints by ethnic group and diversity characteristics.
- Respecting confidentiality seek to share evidence of the action that you have taken to swiftly investigate and resolve complaints.
- Do cost analysis of days lost through HR diverted to investigate claims and mediation, as well as recruitment of staff leaving due to racial harassment or bullying.
- Share information with the organisation on the actions that you have taken to resolve issues. Where you can demonstrate that this has been done without moving the individual who has been subject to harassment it will send a clear signal of your organisation's commitment to policy and action.
- Ensure equality and diversity reviews include input from employees, particularly in terms of recording employee satisfaction levels in relation to training and information available on identifying and reporting racial harassment and bullying, how employers respond to racism in the workplace and suggestions on improvements in these areas.





## 7/Impact stories from employers

### Impact Story 3 - Enterprise Rent-A-Car

"At Enterprise Rent-A-Car, we take racial harassment and bullying very seriously. We provide unconscious bias training to our talent acquisition teams and HR professionals; all new managers receive two days of diversity training to ensure they understand our existing policies, and all managers participate in mandatory harassment prevention refresher trainings every year.

In addition, we conduct three stages of diversity training throughout the business, namely an introduction to diversity for new hires, an intermediate module on diversity for managers and an advanced module for senior management.

We also conduct train-the-trainer diversity courses that have resulted in more than 50 employees from all areas of the business becoming certified to provide training on diversity, racial equality and inclusion.

Our Diversity Scorecard, a 25-page benchmarking tool developed by our senior leaders, looks at 12 core areas where a diverse approach can have the greatest impact on our business, including: leadership commitment, employee development, performance accountability,

supplier diversity and advancing talent. This Scorecard provides guidance and enables our leadership to evaluate diversity and share best practice.

We are committed to providing every employee with an inclusive and open workplace that offers respect, training, and opportunities to succeed. These values are non-negotiable for Enterprise. By ensuring our business is inclusive to everyone, we cultivate an entrepreneurial spirit, build a happier environment that in turn drives customer service, and concern for the community."

**Daryl Scales, Vice President, European Project Development,  
Enterprise Holdings**





## Impact Story 4 - Sainsbury's

"We have had strong policies and training in place, which clearly demonstrates our business' no tolerance approach to bullying and harassment, for a long time. However, examples presented in these materials were often on the extreme end of the spectrum – they were examples which could only be considered as absolutely unacceptable.

We wanted to share more commonplace, everyday instances of when, so-called, 'banter' can have an impact on someone's self-confidence, ability to be themselves in work and even their future career choices. With this in mind we have faced into the challenging topic of banter through our 'Beyond a Joke' campaign, something that has been highlighted as a societal issue through the BITC Race at work Survey.

**Deborah Dorman, Director of Corporate HR, Sainsbury's**

## Impact Story 5 - Nationwide Building Society

"Ensuring employees fully understand what equality, diversity and inclusion means in a workplace context is incredibly important. At Nationwide all employees must complete Equality, Diversity and Inclusion training. Making it compulsory sends the message that this training is fundamental to being a Nationwide employee.

Understanding unconscious bias, how it influences our decision making and plays out at both an individual and organisational level is enormously important for any manager, particularly those making key employment decisions which is why our people, who make these decisions, receive unconscious bias training and why we have computer-based training available for all of our employees."

**Graeme Hughes, Group Director and Executive Sponsor for race equality, Nationwide Building Society**





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## Additional insight from Race at Work analysis from YouGov

Following on from the publication of the 2015 and 2018 Race at Work report, we asked YouGov for some further analysis into racial harassment and bullying by sector. The following charts illustrate that sectors that have a strong customer interface like medical and health services, hospitality, leisure retail have work to do with their customers to ensure that their employees work in environments free from racial harassment and bullying.

The following charts illustrate:

Employees who have experienced or witnessed racist harassment or bullying from customers/ clients or service users - by sector

Employees who have experienced or witnessed racist harassment or bullying from managers - by sector

Employees who have experienced or witnessed racist harassment or bullying from colleagues - by sector

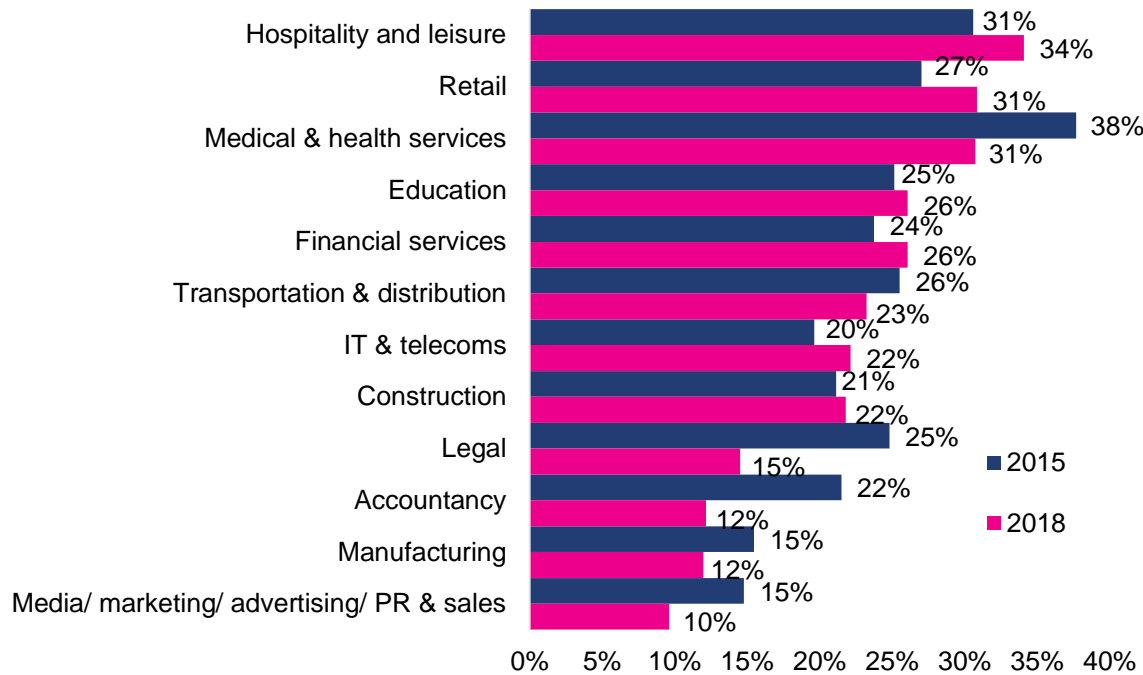


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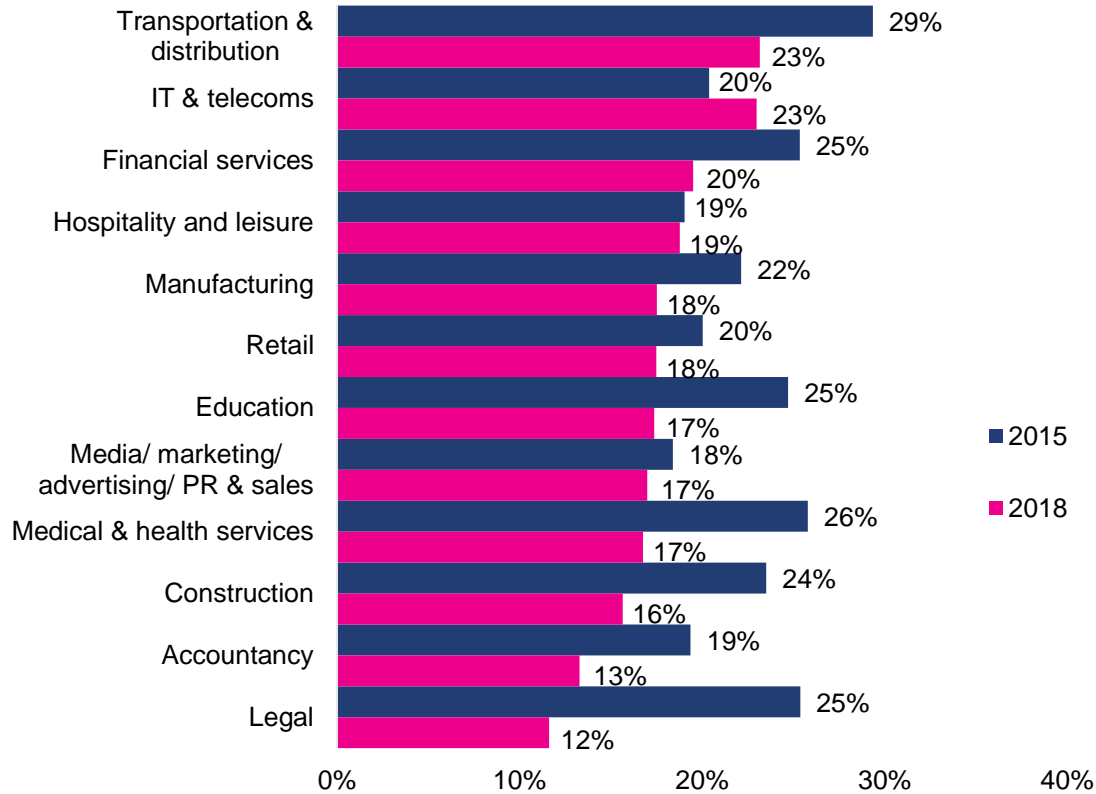
## 2: Employees who have experienced or witnessed racist harassment or bullying from customers/ clients or service users - by sector



We also see that in 2018, it is the IT and telecoms sector that has seen a significant increase of bullying and harassment from managers. See Figure 3.

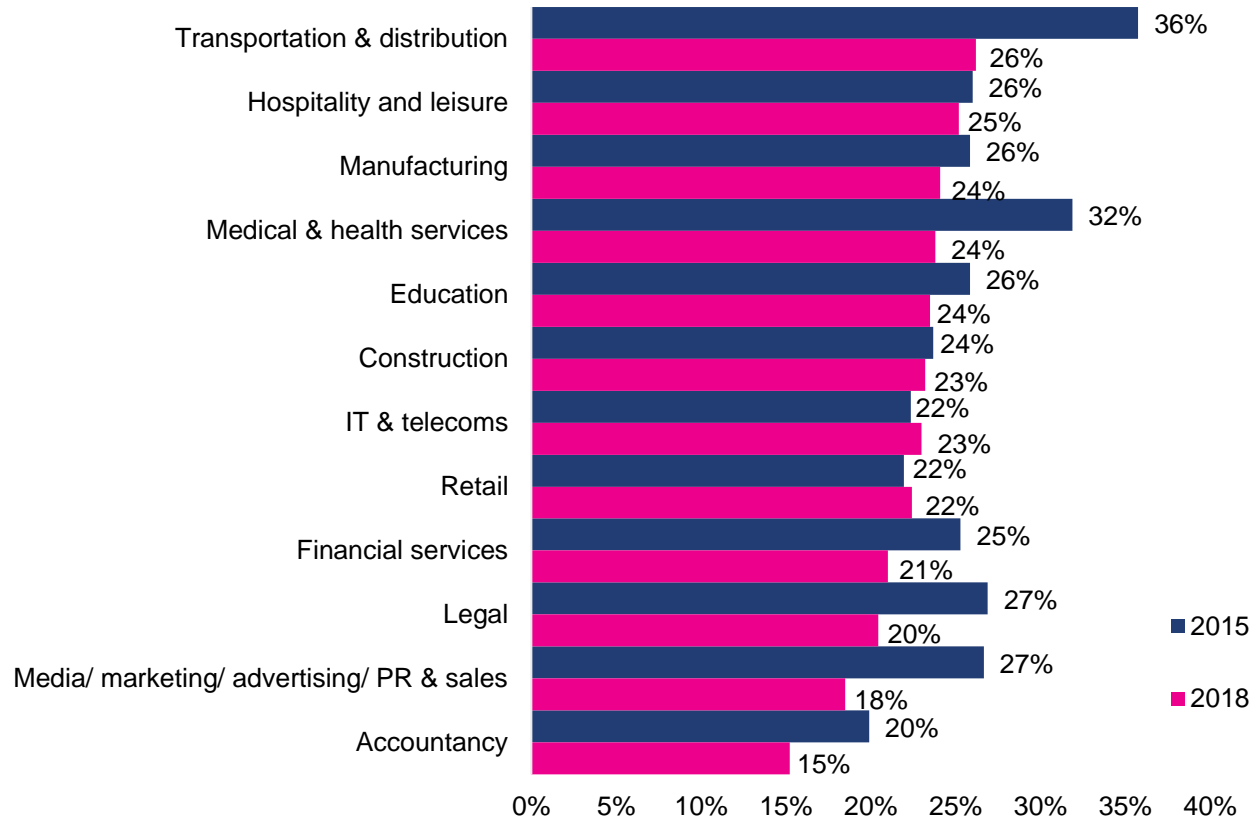


**Figure 3: Employees who have experienced or witnessed racist harassment or bullying from managers - by sector**



Whilst medical and health services, transport, legal, media and PR, manufacturing, education and hospitality demonstrated the highest levels of bullying and harassment among colleagues and in teams in 2015, all have decreased in 2018 except for IT and telecoms. See Figure 4.

**Figure 4: Employees who have experienced or witnessed racist harassment or bullying from colleagues - by sector**



Perhaps a sector approach similar to what the NHS has taken with their Workforce Racial Equality Standard is an approach that other sectors should take. What is clear is that action is needed now to ensure racial harassment and bullying from all UK workplaces is eradicated.



## Resources

ACAS [Workplace Trends report 2016](#)

Business in the Community - [Aspiration and Frustration report](#) (2010). Insight into the perceptions of BAME people regarding certain UK sectors and mentions racism in the workplace.

Business in the Community - [Leadership and Cultural Identity](#) report (2012). An analysis of the impact of ethnicity on leadership styles.

Business in the Community - [Race and Recruitment: Exposing the barriers](#) report (2012). Analysis of racism and the recruitment process.

Business in the Community - [Race at Work 2015 \(full report\)](#)

Business in the Community – Race at Work 2018: The scorecard report 2018

Business in the Community - *Race at Work* [Regional Infographic](#) . An interactive graph that compares white responses to BAME responses on 6 questions from the survey, including those that have experienced or witnesses racial harassment or bullying from managers.

Business in the Community - [Race at Work Regional Trends in the UK](#) . An analysis of bullying and harassment trends highlighted in the Race and Gender Benchmark Survey 2014

Business in the Community - [Race at Work Webinar on Harassment and Bullying](#)

Business in the Community - [Race at Work Webinar on Leadership](#)

Business in the Community - [Race to Progress: Breaking down barriers](#) report (2011)

EHRC - 'Healing a divided Britain: the need for a comprehensive race equality strategy' Page 19

Giga, S.I., Hoel, H. and Lewis, D. 2008. [A Review of Black and Minority Ethnic \(BME\) Employee Experiences of Workplace Bullying](#).

Lester, J. 2013. Workplace Bullying in Higher Education. Abingdon: Routledge

NHS [Workforce Race Equality Standard \(WRES\)](#) reporting and tools

Paludi, M. A. 2015. Bullies in the Workplace: Seeing and Stopping Adults Who Abuse Their Co-Workers & Employees





## Further reading

UK legislation to protect ethnic minorities from racial harassment and bullying has been in place since 1948:

The 1948 British Nationality Act made migrants from the Commonwealth more than just citizens of the Commonwealth by conferring a new status of Citizens of the United Kingdom and Colonies (CUKC) which meant people from the Commonwealth countries could be recruited by the Civil Service and government officials with no insurmountable barriers.

In 1965 the first Race Relations Act was put in place making racial discrimination unlawful in public places.

The Race Relations Act 1976 made racial discrimination unlawful in the fields of employment, the provisions of goods and services, education and public functions. The Act also established the Commission for Racial Equality (CRE).

The Race Relations (Amendment) Act 2000 notably included a statutory duty on public bodies to promote race equality and work against racism.

The Equality Act 2010 replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.

For more information on UK legislation pertaining to race, download the campaign's publication 'A snapshot of recent migration to the UK' published October 2007.

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- <sup>i</sup> ACAS report 'Workplace Trends 2016' spotlights Hull NHS Trust appointing one because of their chronic levels of reported bullying and harassment.
- <sup>ii</sup> Business in the Community 'Project 28 - 40' found 69% of black women compared to 52% of all women experienced workplace bullying and harassment.

- <sup>iii</sup> Paludi (2015)
- <sup>iv</sup> Giga et al (008)

