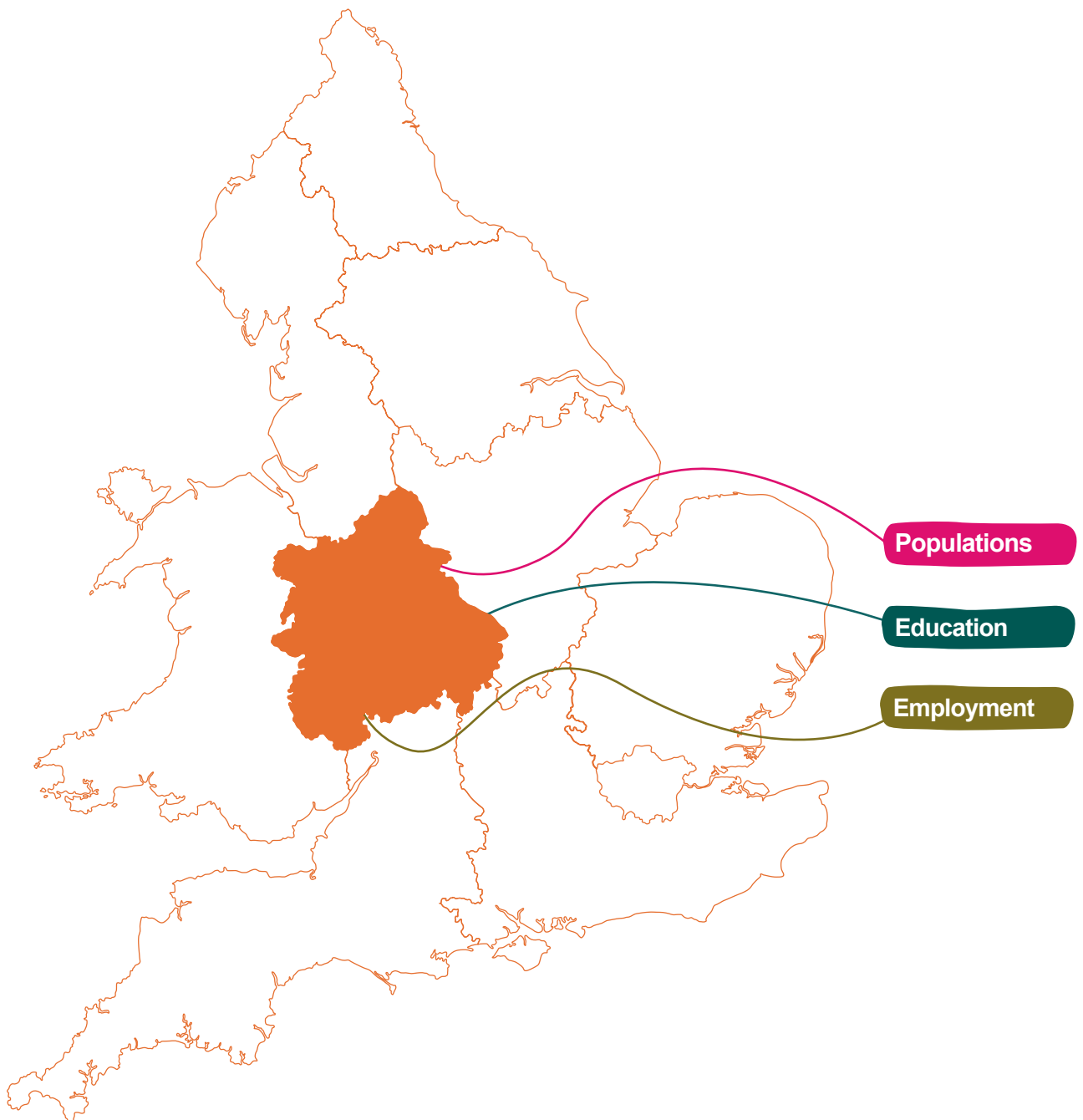
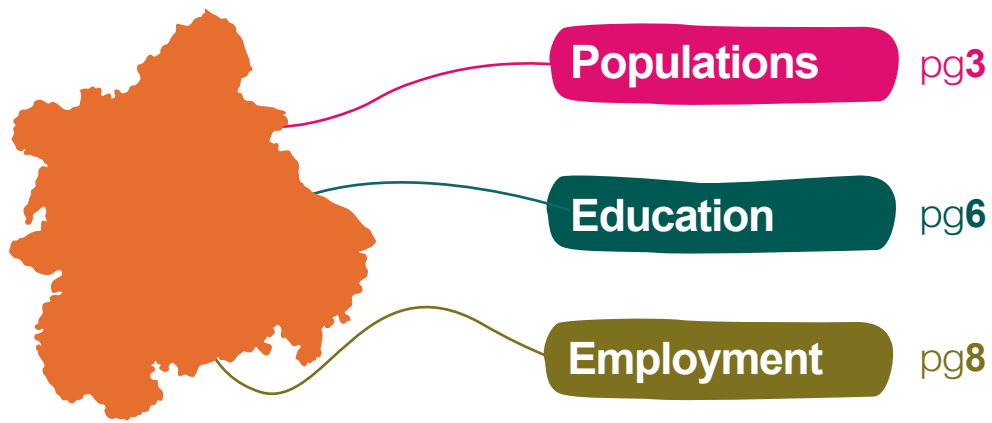


Regional Factsheet

Ethnic Minorities in the West Midlands:
A Business Case for Inclusion





RfO is committed to improving employment opportunities for ethnic minorities across the UK and is the only race diversity campaign that has access to and influence over the leaders of the UK's best known organisations.

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Landscape Data

An overall snapshot of England and Wales

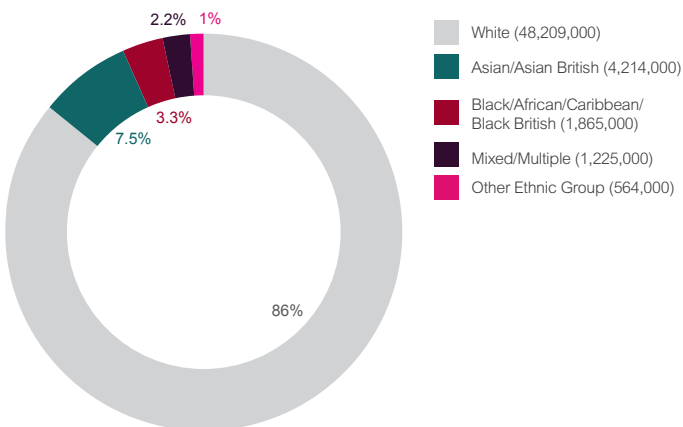
Census 2011 revealed the resident population of England and Wales as 56.1 million people. White people were the majority accounting for 48.2 million and non-white residents i.e., Black, Asian and Minority Ethnic (BAME) people, accounted for the remaining 7.9 million i.e. 14.1% of the total population of England and Wales.

The largest ethnic minority group in England and Wales was the Asian/Asian British group, which consists of people from an Indian, Pakistani, Bangladeshi, Other Asian and Chinese background. This group alone accounted for 7.5% of the total population.

The next largest ethnic minority group was the Black/Black British Group which consists of people from a Black African, Black Caribbean and Other Black background. This ethnic minority group now makes up 3.3% of the country's population.

Ten years ago the 'Mixed/Multiple' ethnic minority group made up only 1.27% of the population. This ethnic group which consists of 'Mixed White and Black Caribbean', 'Mixed White and Asian', 'Mixed White and Black African' and 'Other Mixed' has almost doubled and now account for 2.2% of the population. The remaining 1% of the BAME population is the 'Other Ethnic' groups which includes people from an Arab background.

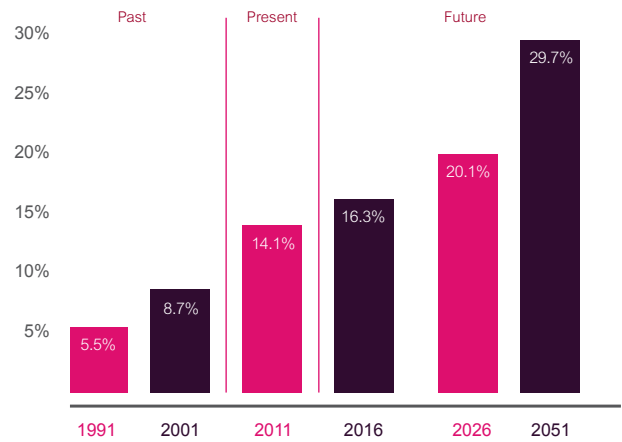
Figure 1: Population of England and Wales by Broad Ethnic Group: Census 2011



Growth of Britain's BAME population

The ethnic make up of the UK's population has evolved significantly over the last twenty years from just 5.5% in 1991 when ethnicity was recorded 'officially' for the first time, to its current level of 14.1% with projections that the population will more than double and make up almost a third of the population by 2051 (see Figure 2).

Figure 2: Growth and Projection of Britain's BAME Population



Source: Census 1991, 2001, 2011. Centre for Policy on Ageing/ Runnymede Trust 'The Future Ageing of the ethnic minority population of England and Wales,' July 2010, for projections 2016, 2026 and 2051.

Half of all the BAME people in England and Wales reside in London and the South East (49.5%) (see Figure 3).

Figure 3: The Regional Distribution of the BAME Population of England and Wales



The ethnic make up of the UK's population has evolved significantly over the last twenty years from just 5.5% in 1991, to its current level of 14.1%

Footnote: Census 1991 was the first time census respondents were asked directly about their ethnicity. Prior to that in 1981 ethnic minorities were identified by the birthplace of the head of the household and in 1971 Census there was a question about parental birthplace.

Regional Focus

Snapshot of the West Midland's BAME population

17.3% of the West Midlands population is BAME.

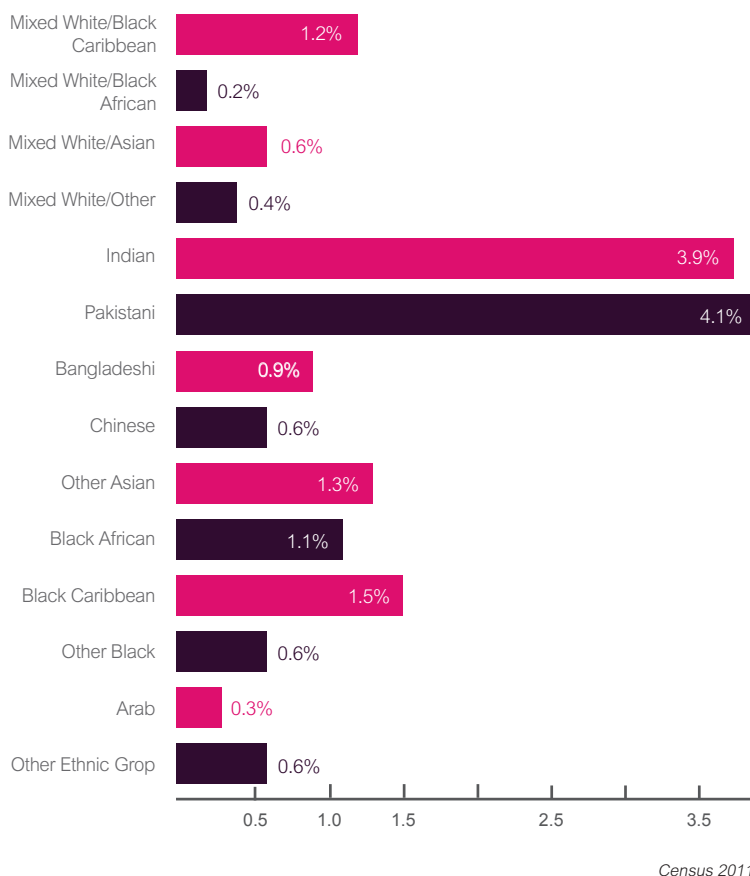
The West Midlands has the second largest BAME population in England and Wales.

A closer inspection of this region's individual ethnic minority groups reveals that people from the Pakistani ethnic group have the largest representation at 4.1% of the West Midlands population followed closely by people from the Indian ethnic group at 3.9%. The combined 'Mixed/multiple' ethnic group account for 2.4% of the population. All other ethnic minority groups each had less than 2% representation. See *Figure 4*.

In 2011, the Local Authorities/Districts in the West Midlands with the highest proportions of BAME people were Birmingham and Wolverhampton.

Local Authorities/Districts with the highest Proportion of BAME people	
Birmingham	41.9%
Wolverhampton	32.0%
Sandwell	30.1%
Coventry	26.1%

Figure 4: 'Non-white' Resident Population by Ethnic Group: West Midlands



Focus on Birmingham

At Census 2011, 41.9% of the resident population of Birmingham were BAME.

People of Pakistani origin are by far the largest ethnic minority group representing 13.5% of all people in Birmingham. Indian people have the next largest representation at 6%, followed closely by Black Caribbean people (4.4%). The combined 'Mixed/multiple' ethnic group also make up 4.4% of the population. Bangladeshi people account for 3% of Birmingham's population and Other Asian and Black African people 2.9% and 2.8% respectively.

18% of the people in Birmingham were born in countries outside of the UK and Europe compared to West Midlands overall where just 8.1% were born outside of the UK/Europe.

73.3% of Birmingham's residents hold a British passport, virtually the same as for West Midlands overall (73.9%).

4.2% of Birmingham's residents hold a Middle East/Asia passport compared to only 2% for West Midlands overall and 1% hold an African passport. 3.1% of Birmingham residents hold an EU country passport.

English is the main language for 84.7% of Birmingham's residents. 3.6% of its residents cannot speak English very well and a small amount of residents (0.9%) over the age of three, cannot speak English at all.

Birmingham has the highest rate of child poverty in the West Midlands, 34% of its children are in poverty. Sandwell has the second highest rate of child poverty in the West Midlands at 31%.

In the West Midlands, 57% of the BAME working-age population is aged between 25-49 and 21% are aged over 50. Young BAME people between the ages of 16-24 make up 20% of the BAME population.

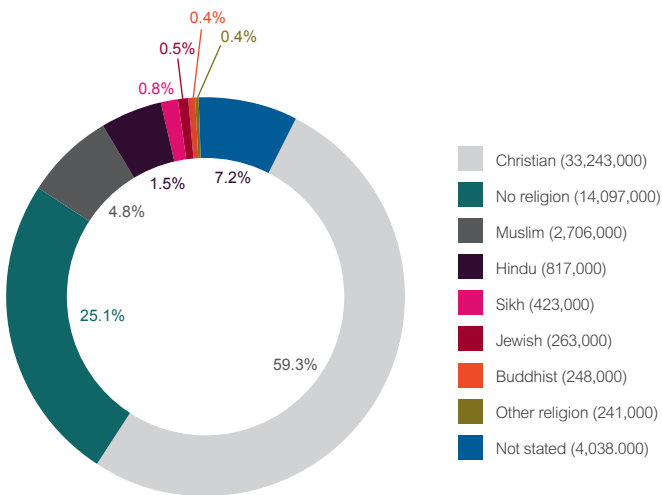
Religion

Census 2011 revealed that Christianity was still the largest religion in England and Wales with just over 33 million followers. The second largest religious group were Muslims with 2.7 million followers and accounting for 4.8% of the population. Hindu was the third largest religion with 817,000 followers and making up 1.5% of the total population (see *Figure 5*).

Overall this Census revealed a significant drop in the numbers of people reporting to be Christian, only 59.3% in 2011 compared to 71.7% in 2001 and a huge increase in the number of people reporting no religion - this rose to 25.1% in 2011 compared to only 14.8% of the population in 2001. At the same time there was a significant increase in the number of Muslims which rose from 3.0% (1.5 million) in 2001 to 4.8% (2.7 million) in 2011. Followers of the Hindu faith also had a notable increase from 1.0% (552,421) in 2001 to 1.5% (817,000).

60.2% of the residents in the West Midlands reported their religion as Christianity. A breakdown of the other main religious groups is given at *Figure 6*.

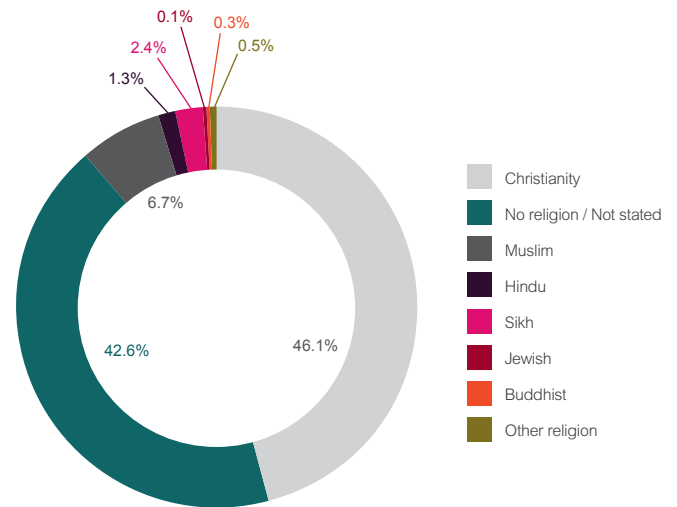
Figure 5: Religion - England and Wales (all usual residents) Census 2011



All of the main religious groups in England and Wales have a notable representation in the West Midlands.

In Birmingham, 1 in 5 of its residents, (21.8%), are Muslim. Sikhs make up a further 3% of the population and Hindus 2.1%. Less than half, (46.1%), of the people in Birmingham are followers of Christianity. 0.4% are Buddhists and 0.2% Jewish.

Figure 6: Religion - West Midlands (all usual residents) Census 2011



What action can Employers take on Religion:

1. Develop and produce guidance notes for managers and staff to provide advice on the main UK religions and any employee needs that may arise from this (include on-line guidance).
2. Provide accommodation for prayer or 'quiet' rooms for use of all staff.
3. Consider a flexible working time policy so that employees of different faiths can attend religious festivals.
4. Ensure awareness of religious calendar events for planning and promotional activities that may be relevant to clients, customers and employees.
5. Go to www.raceforopportunity.org.uk and get the support and help you need for your action plan.

The numbers of Black, Asian and Minority Ethnic (BAME) children of school compulsory age has been increasing year on year. In 2010 BAME children represented 25.5% of the total state-funded Primary school population. By 2011, they were 26.5% and as of January 2012 - 27.6%.

Education

In England, ethnic minorities are over-represented in the education system accounting for:

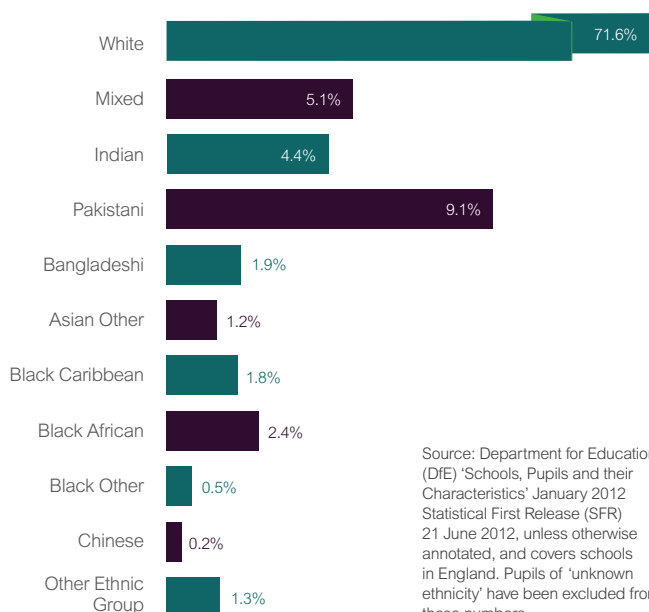
- Over **1 in 4** (27.6%) children at state-funded primary schools.
- Over **1 in 5** (23.2%) pupils at state-funded secondary schools
- Almost **1 in 5** (18.4%) of UK-domiciled students at UK universities.

The numbers of Black, Asian and Minority Ethnic (BAME) children of school compulsory age has been increasing year on year. In 2010 BAME children represented 25.5% of the total state-funded Primary school population. By 2011, they were 26.5% and as of January 2012 27.6%.

The picture reads the same in England's state-funded secondary schools where in 2010 BAME pupils were 21.4% of the total school population, rising to 22.2% in 2011 and as of January 2012 their numbers stood at 23.2% of the secondary school population.

In 2012, there were 366,325 children at primary school in the West Midlands of which 28% were BAME. See *Figure 7*. At secondary schools, there were 93,100 BAME pupils accounting for 26% of the region's secondary school population.

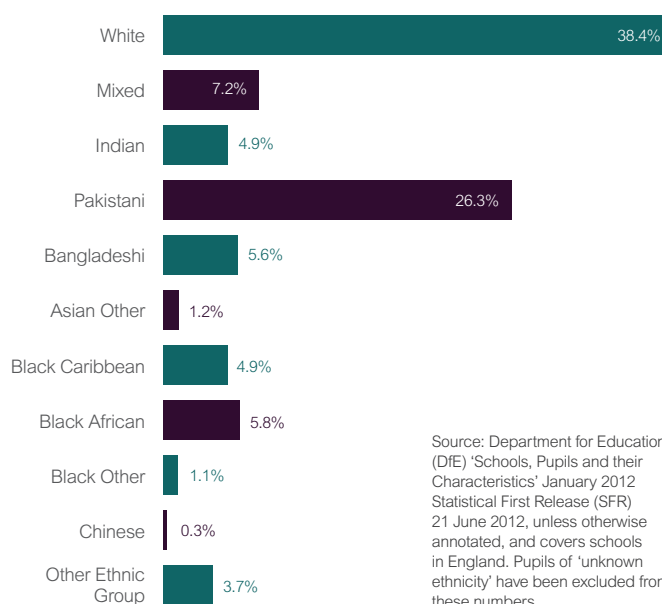
Figure 7: Primary School Children in the West Midlands by Ethnic Group



Source: Department for Education (DfE) 'Schools, Pupils and their Characteristics' January 2012 Statistical First Release (SFR) 21 June 2012, unless otherwise annotated, and covers schools in England. Pupils of 'unknown ethnicity' have been excluded from these numbers.

In Birmingham, BAME children make up more than half of the primary school cohort - 62% and 60% of all pupils in secondary schools. More than 1 in 4 (26.3%) of children at school in Birmingham is of Pakistani origin. Their representation is almost three times that of any other ethnic minority group. The 'Mixed/multiple' ethnic group has the next largest representation being 7.2% of the school population and collectively, Black/Black British children make up 11.8% of Birmingham's primary school population. See *Figure 8*.

Figure 8: Primary School Children in Birmingham by Ethnic Group

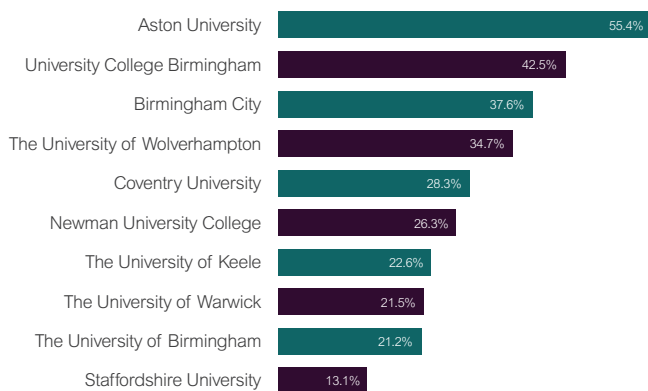


Source: Department for Education (DfE) 'Schools, Pupils and their Characteristics' January 2012 Statistical First Release (SFR) 21 June 2012, unless otherwise annotated, and covers schools in England. Pupils of 'unknown ethnicity' have been excluded from these numbers.

Student records for the academic year 2010-2011, taken from the Higher Education Statistical Agency (HESA) show that UK-domiciled BAME students made up 18.4% of the total UK higher education sector.

In the West Midlands, Aston University has the highest BAME student representation in the region - 55.4% of the student population. *Figure 9* lists the ten universities in the region with the highest proportion of UK-domiciled BAME students.

Figure 9: West Midlands Universities with the highest proportions of BAME students



Source: HESA Student Records 2010-2011. *Students with 'unknown ethnicity' and students at Open University have been excluded from these numbers.

Data from the Equality Challenge Unit (ECU) shows that nationwide, 46.2% of BAME students were studying science, engineering and technology (SET) subjects and the remaining 53.8% were studying non-SET subjects.

The three most popular subjects of study for BAME students at university during 2010-2011 were Medicine and Dentistry - 31.9%, Law - 31.1% and Computer science - 28.4%.

20.6% of black UK-domiciled students studied subjects allied to medicine, compared with 9.2% of Chinese UK-domiciled students and 9.1% of mixed UK-domiciled students. 18.7% of first year students in architecture, building and planning were BAME compared to 16.8% of all students.

Whilst BAME students are over-represented in Higher Education - the picture changes dramatically when they graduate. HESA's *Destination of Leavers Survey* found that whilst 53.5% of white UK-domiciled leavers were in full-time paid work (including self-employed) six months after graduating, this was only true for 43.3% of BAME leavers. The outcome was much bleaker for Black British African leavers who were least likely to be in full-time paid work (38.4%) and most likely to be assumed to be unemployed (16.3%), six months after graduation.

What action can Employers take on Education:

1. Encourage employees to mentor young people as part of their personal development plan.
2. Partner with a local school where the children and young people could benefit from increased educational attainment and through exposure to successful and visible role models.
3. Attend BAME graduate fairs and ensure your graduate information packs are representative of the people you want to attract.
4. Provide your recruitment agencies with a strong brief on providing a diverse set of candidates.
5. Go to www.raceforopportunity.org.uk and get the support and help you need for your action plan.

Relevant RfO Research and Toolkits

- Race into Higher Education
- BAME Women factsheet
- Ethnic Minorities in Law
- Ethnic Minorities in Business Administration, Finance and Mathematics
- Ethnic Minorities in Media
- Ethnic Minorities in STEM
- Ethnic Minorities and the Retail Sector

Visit: www.raceforopportunity.org.uk to download research and toolkits

UK-domiciled = The student's permanent residence or home address prior to entry into higher education was the UK, including the Channel Islands and the Isle of Man.

Languages

4 million residents in England and Wales do not have English as their first language and 138,000 cannot speak English at all.

Polish is the second language of England with more than half a million (546,000) people naming it as their mother tongue. Third is Punjabi (273,000), fourth is Urdu (269,000), fifth is Bengali (221,000) and sixth is Gujarati (213,000)

Employment

The Labour Market

There has been a significant gap between the employment rate of BAME people and the overall population since the Labour Market Statistical series began in 1992. However:

- the gap has narrowed over the past 20 years,
- but still stands at around 11 percentage points.
- At current rates, for the BAME population to have

the same employment rate as overall (70.6%), there would need to be around half a million more ethnic minority people in work.

Chart 1 shows the UK labour market statistics by ethnic group for the period Q1-Q4 2012 and gives the average for the four quarters of 2012.

Chart 1: **LABOUR FORCE SURVEY (LFS) Q1 - Q4 2012 FOUR QUARTER AVERAGE - All Aged 16 - 64 UK**

Ethnic Group	Employed ('000)	Unemployed ('000)	Economically Inactive ('000)	Population ('000)	Employment Rate %	Unemployment Rate %	Inactivity Rate %
White	25,642	2,066	7,556	35,264	72.7	7.2	21.4
Mixed	252	45	116	413	60.9	15.1	28.2
Black	672	133	292	1,097	61.2	16.4	26.6
Indian	722	75	231	1,028	70.2	9.2	22.4
Pakistani	342	71	273	686	49.8	17.0	39.8
Bangladeshi	125	25	106	256	49.0	16.3	41.2
Chinese	121	15	106	242	50.1	10.9	43.6
Other	695	93	393	1,181	58.8	11.7	33.2
BAME - Average	2,929	457	1,517	4,903	57.1	13.8	33.5
All - Average	28,584	2,523	9,086	40,193	71.1	7.9	22.5

Source: LFS Labour Market Statistics, February 2013 - A09: Labour Market status by ethnicity, UK.

Note: Unemployment is a proportion of those who are economically active (employed + unemployed); Numbers rounded to the nearest 1000; Numbers may not sum due to rounding.

Regional employment statistics taken from the Annual Population Survey (APS) for the period Oct 2011 - Sep 2012 reveal that in the West Midlands:

- the employment rate for BAME people aged 16-64 was 54.9% compared to 68% for the overall West Midlands population.
- the unemployment rate for BAME people aged 16+ was 14.9% compared to 8.6% for the region's overall population.

- the percent of BAME people aged 16-64 who were economically inactive was 35.4% compared to 25.4% for the overall region's population.

During the same period, the overall employment rates for Great Britain were:

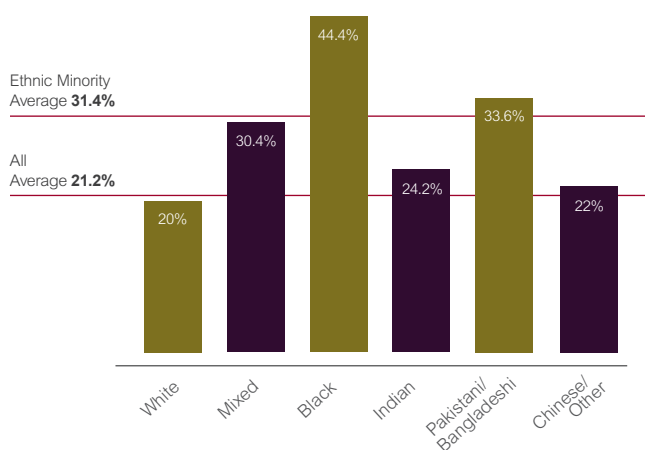
Employment rate - aged 16-64	70.5%
Unemployment rate - aged 16+	7.9%
% who were economically inactive - aged 16-64	23.3%

Youth Unemployment

The *Labour Force Survey* four quarter average Q1-Q4 2011, revealed that young black people (16-24 years old) were more than twice as likely to be unemployed compared to young white people. See *Chart 2*.

Youth unemployment in the UK could cost as much as £28bn by 2022. Research, commissioned by the Association of Chief Executives of Voluntary Organisations (ACEVO), estimates current levels of youth unemployment would cost the public purse at least £4.8bn in 2012 and therefore a potential £28bn by 2022.

CHART 2: **LABOUR FORCE SURVEY (LFS) Q1 - Q4 2011 FOUR QUARTER AVERAGE - All Aged 16 - 24 GB**



Note: Unemployment is a proportion of those who are economically active (employed + unemployed) Ages 16-24, Great Britain

Industry of Employment

BAME workers are better represented in some industries than others.

In the West Midlands, BAME workers have a notable presence in the transport and communications industries, and like most of the other regions, they have a presence in the distribution, hotels and restaurants industries and public administration, education and health. See *Chart 3*.

BAME representation in the agriculture/fishing and energy/water industries is either less than 500 in number or too small to be counted.

RfO's research 'Aspiration and Frustration' identifies those industries seen as attractive and unattractive to BAME people.

Chart 3: **INDUSTRY OF EMPLOYMENT BY ETHNICITY** West Midlands, percentages, Oct 2011 - Sep2012

Industry	All People (number)	White	Mixed	Indian	Pakistani/Bangladeshi	Black	Other Ethnic Group
Agriculture & fishing	30,000	89.3%	*	^	*	*	9.0%
Energy & water	37,200	93.2%	*	4.3%	*	*	*
Manufacturing	320,700	90.6%	*	4.3%	1.2%	1.2%	2.3%
Construction	158,900	93.8%	0.6%	2.7%	0.8%	0.8%	0.9%
Distribution, hotels & restaurants	465,900	84.0%	0.6%	5.4%	4.8%	1.8%	3.0%
Transport & communications	197,600	81.7%	^	6.4%	7.6%	2.3%	1.5%
Banking, finance & insurance etc	340,900	86.5%	1.1%	6.3%	2.4%	1.8%	1.5%
Public admin, education & health	715,900	84.7%	3.6%	4.9%	2.8%	4.1%	2.3%
Other services	114,100	88.1%	1.0%	3.6%	2.2%	1.9%	2.8%

Source: ONS Annual Population Survey (APS) from Nomis, Table T14a Employment by industry (SIC2007) and ethnic group, Oct 2011-Sep 2012.

Notes: * means estimate and confidence interval not available since the group sample size is zero or disclosive (0-2). ^ means these figures are missing. ^ means estimate is less than 500

What action can Employers take on Employment:

1. Monitor and compare your workforce to local demographics.
2. Insist on a diverse slate of candidates from recruitment agencies/consultants.
3. Unconscious bias training for all employees involved in recruitment processes.
4. Go to www.raceforopportunity.org.uk website and get the support and help you need for your action plan.
5. Sign up for the Business in the Community diversity benchmark.
6. Appoint a senior leader at board level to commit to taking action on race and ethnicity in recruitment.

What action can Employers take on Youth Unemployment:

1. Monitor and compare take up on local apprenticeships with local demographics.
2. Include schools with a diverse mix of students in your milk round activities.
3. Mobilise and support employees to be involved in reciprocal mentoring of young people between ages 16-24.
4. Give career advice during your visits to schools/colleges/universities and at recruitment fairs.
5. Review and monitor your assessment methods for fairness and transparency.

Relevant RfO Research and Toolkits

RESEARCH

- Race to the Top
- Aspiration and Frustration
- Race to Progress: Breaking down barriers
- Race into Work
- Leadership and Cultural Identity
- Race and Recruitment

Visit: www.raceforopportunity.org.uk to download research and toolkits

TOOLKITS

- How to do Diverse Recruitment
- Monitoring Ethnicity
- 5-Points for Progress/Unconscious Bias
- Bridging the Value Gap
- Best Practice Recruitment Tips for Employers
- Best Practice Recruitment Tips for Recruitment Agencies
- Best Practice Recruitment Tips for Job Seekers
- Mentoring

Leadership

Cranfield's review of the FTSE 100 leadership in 2012 revealed there were 1086 directorships, but only 62 of these, (5.7%), were held by individuals coming from a BAME background. 14 of the 62 positions were held by BAME women but only one of them was a British national. Of the 48 directorships held by BAME men only seven of them were known to have British nationality.

In the UK, the Standard Occupational Classification (SOC) is a common classification of occupational information. Within the context of the classification, jobs are classified in terms of their skill level and skill content.

10% of people in employment in the UK fall into the 'Managers, Directors and Senior Officials' bracket. However, people in 'Professional Occupations' are by far, the largest UK occupational group - 19.2% of people in employment are in this group.

Data for the period Oct 2011-Sept 2012, reveals that white workers held 92% of these senior leadership positions in the UK and BAME workers held the remaining 8%.

Chart 4 shows the allocation of management positions for both the West Midlands and the UK overall.

Chart 4: **MANAGERS, DIRECTORS & SENIOR OFFICIALS** in employment by Ethnic Group

Ethnic Group	UK OVERALL		WEST MIDLANDS REGION	
	Managers, Directors and Senior Officials (actual numbers)	% of total Managers, Directors and Senior Officials	Managers, Directors and Senior Officials in the West Midlands (actual numbers)	% of total Managers, Directors and Senior Officials in the West Midlands
All	2,948,500	-	227,600	-
White	2,701,800	91.6	206,700	91.0
Mixed	17,400	0.5	700	0.3
Indian	70,900	2.4	11,000	4.8
Pakistani/Bangladeshi	44,400	1.5	4,700	2.0
Black	37,900	1.2	1,000	0.4
Other Ethnic Group	74,000	2.5	3,500	1.5
Total Ethnic Minority	246,700	8.3	20,900	9.0

Source: NOMIS ONS Annual Population Survey (APS) - Regions: Table T15 Employment by occupation (SOC2010) and ethnic group - Oct 2011 - Sep 2012

Notes: * means estimate and confidence interval not available since the group sample size is zero or disclosive (0-2). '-' means these figures are missing. ^ means estimate is less than 500

Of the 227,600 Managers, Directors and Senior Official positions in the West Midlands in 2012, 91% were occupied by white workers. Indian workers held a notable 5% of this positions and Pakistani/Bangladeshi workers 2%. Workers from a Black or Mixed/multiple

ethnic background held less than one percent of these positions.

Chart 5 looks at workers in the other eight UK Standard Occupational Classifications (SOC):

Chart 5: **OCCUPATION BY ETHNICITY** West Midlands, percentages, Oct 2011 - Sep2012

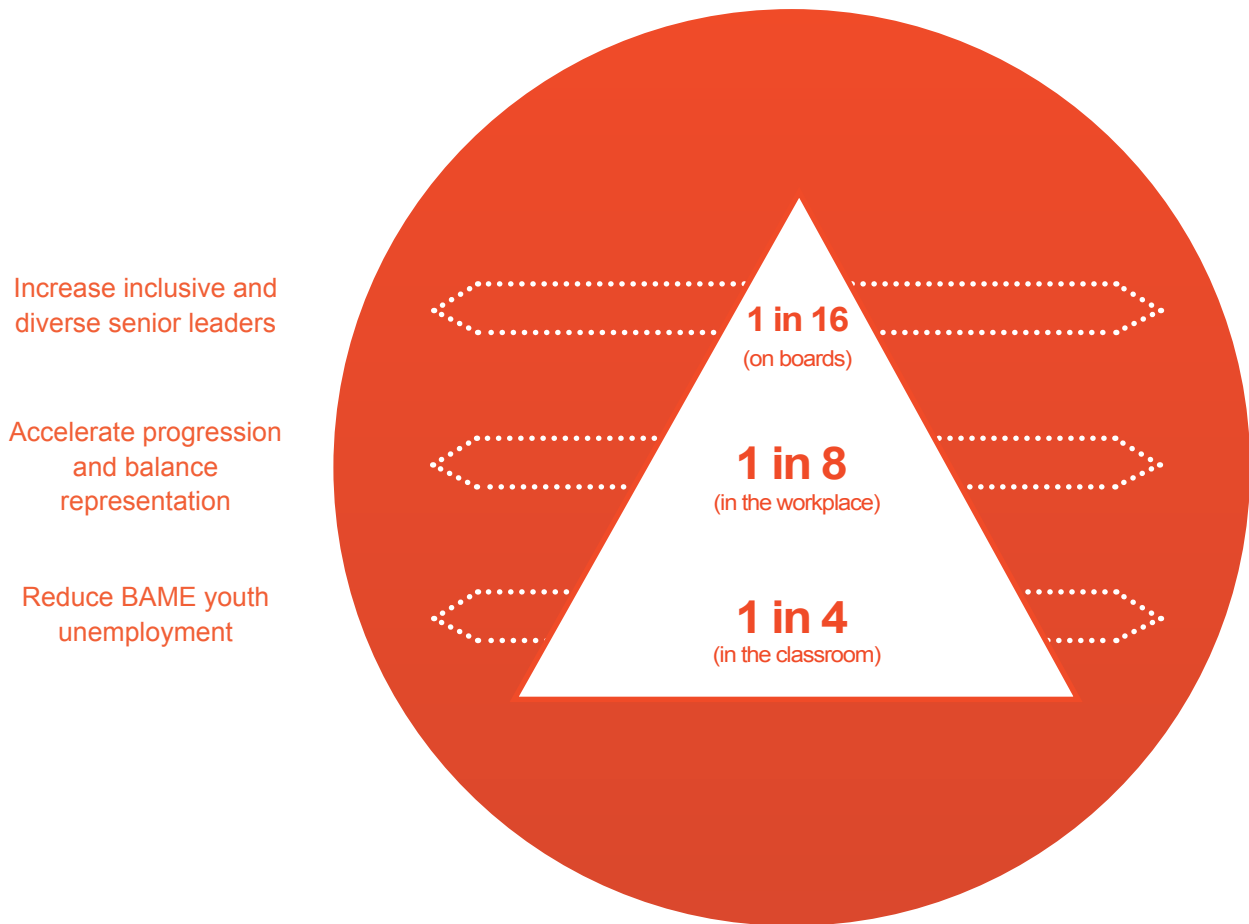
Occupation	All People (number)	White	Mixed	Indian	Pakistani/Bangladeshi	Black	Other Ethnic Group
Professional	416,000	84.6%	0.6%	6.4%	1.8%	3.1%	3.1%
Associate Professional and Tech	295,200	88.6%	1.1%	4.4%	2.1%	1.8%	1.6%
Administrative and Secreterial	266,100	87.8%	0.6%	6.1%	1.1%	2.1%	2.1%
Skilled Trades	278,500	91.6%	0.5%	2.4%	2.5%	1.4%	1.3%
Caring, Leisure & Other Services	217,700	84.4%	1.5%	3.4%	3.8%	5.1%	1.5%
Sales and Customer Services	205,300	83.0%	0.6%	7.5%	3.8%	1.9%	2.8%
Process, Plant & Machine	190,300	82.1%	*	5.7%	7.2%	1.3%	3.4%
Operatives							
Elementary	289,900	83.0%	0.6%	4.3%	5.3%	3.5%	2.9%

Source: NOMIS ONS Annual Population Survey (APS) - Regions: Table T15 Employment by occupation (SOC2010) and ethnic group: Oct 2011 - Sep 2012

Notes: * means estimate and confidence interval not available since the group sample size is zero or disclosive (0-2).

Race for Opportunity (RfO) has identified a framework - a five step action plan - that any organisation can undertake to increase the diversity in leadership positions and to

accelerate BAME progression in management positions to achieve a more balanced representation in the workplace. RfO's vision is to square the pyramid. See *Figure 10* below.



What action can Employers take on Leadership:

1. *Appoint a Board member to be responsible* for board, senior executive and talent pipeline diversity.
2. *Understand:* Ensure the leadership team know the diversity of their own workforce, UK demographics and its sector talent pool.
3. *Measure:* Monitor workforce and track progress by segmented groups using Census 2011 categories.
4. *Manage talent pipeline for diversity:* include search agents, talent management teams and develop succession plans.
5. *Continuous improvement plans:* identify areas for targeted action and implement improvements

Relevant RfO Research and Toolkits

- Job Description for Race Diversity Champion
- Getting Started on Diversity
- Monitoring Ethnicity handbook
- Race and Recruitment: Exposing the barriers
- Race to the Top
- Race to Progress: Breaking down the barriers
- Five Points for Progress
- Bridging the Value Gap

Visit: www.raceforopportunity.org.uk to download research and toolkits

Who are we counting?

All reference to BAME (Black, Asian and Minority Ethnic) people or 'ethnic minority' people in these factsheets include the following Census 2011 ethnic minority categories:

ASIAN/ ASIAN BRITISH*	MIXED/MULTIPLE ETHNIC GROUPS*	OTHER ETHNIC GROUP*	BLACK/AFRICAN/ CARIBBEAN/ BLACK BRITISH*
<ul style="list-style-type: none"> • Indian • Pakistani • Bangladeshi • Chinese • Other Asian 	<ul style="list-style-type: none"> • White and Black Caribbean • White & Black African • White and Asian • Other Mixed 	<ul style="list-style-type: none"> • Arab • Any other ethnic group 	<ul style="list-style-type: none"> • African • Caribbean • Other Black

Reference to white people in these factsheets include the following Census 2011 categories:

WHITE*
<ul style="list-style-type: none"> • English/Welsh/Scottish/Northern Irish/British Irish • Gypsy or Irish Traveller • Other White

Any other ethnic group = residents who did not consider themselves 'white or white other'. Typical examples of people who ticked this Census category were Japanese, Vietnamese, African-American, Filipino etc.
* Broad Ethnic Group

Sources

The statistical data given in these factsheets was sourced from the following:

Advance to Deliver (A2D) - Newham Key Statistics

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Office of National Statistics (ONS) *Neighbourhood Statistics 30 Jan 2013*

Office of National Statistics (ONS) *Religion in England and Wales 2011*

Employers who are members of Race for Opportunity

Champion Members

Army
ASDA Stores Ltd
Barclays
BT
Crown Prosecution Service
Deloitte LLP
EDF Energy
Environment Agency
Google
HM Revenue and Customs
Home Office
HSBC Bank
J Sainsbury
McDonald's Restaurants
MITIE Group
National Grid
Nationwide
Northern Trust
Pertemps Ltd
Royal Air Force
The Royal Bank of Scotland
Santander UK
Shell UK
Strategic Health Authority Yorkshire and the Humber
Transport for London

Core Members

Addleshaw Goddard
AECOM LTD
Alliance Boots
American Express Services Europe
BAE Systems
Baker & McKenzie
Bank of America Merrill Lynch
Bank of England
Bank of New York Mellon
Bartle Bogle Hegarty
BBC
Bird & Bird LLP
BNP Paribas
BP
British Airways
BSkyB
Business in the Community
CA Technologies
Capgemini

Circle
Cisco Systems
Citi
Civil Nuclear Constabulary
Credit Suisse
Dell
Department for Business, Innovation and Skills
Department for Work & Pensions
Department of Energy and Climate Change
Department of Health
Deutsche Bank AG London
DWF LLP
Enterprise Rent-A-Car
Ernst & Young
Estee Lauder Cosmetics
Eversheds
Everything Everywhere
Experian
FirstGroup
Foreign & Commonwealth Office
Freshfields Bruckhaus Deringer
Fujitsu
GCHQ
General Medical Council
Genesis Housing Association
GlaxoSmithKline
Goldman Sachs International
Greater London Authority
Guardian Media Group
Herbert Smith Freehills LLP
Hogan Lovells International LLP
IBM UK
Imperial College of Science, Technology & Medicine
ISS UK
J.P. Morgan
John Lewis Partnership
KPMG
Legal & General Group Plc
Lloyds Banking Group
Lloyds of London
London Ambulance Service
Macquarie Bank
Manchester Airport Group
Mayer Brown International LLP
McAndrew Management

Michael Page International
Ministry of Defence
Ministry of Justice
Morgan Stanley
National Audit Office
National Australia Bank
National Union of Students
Network Rail
Nottingham Trent University
Ofcom
Olswang
Pearson
PepsiCo UK and Ireland
Petrofac Services
Police and Crime Commissioner for Leicestershire
Police and Crime Commissioner for West Midlands
Procter & Gamble UK
Provident Financial
Prudential UK & Europe
PwC
Rolls-Royce
Royal National Lifeboat Institution
Royal Navy
Saint Gobain
Serious Organised Crime Agency
Severn Trent
Sheffield Hallam University
Siemens Plc
Simmons & Simmons LLP
Slaughter and May
Sodexo
State Street
The British Library
The Co-operative
The Hyde Group
The Insolvency Service
The Law Society
The Midcounties Co-operative
The Open University
Thomson Reuters
United Health Plc
University of the West of England
Vodafone
WPP

List as of February 2013

About Race for Opportunity

Race for Opportunity (RFO) is committed to improving employment opportunities for ethnic minorities across the UK. It is the only race diversity campaign that has access to and influence over the leaders of the UK's best known organisations.

What we are campaigning for:

- Increased racial diversity at Board and senior management levels.
- Diverse representation and progression of BAME people in the workplace ensuring that UK workplaces proportionately reflect the UK ethnic minority talent pool.

- Reduction in UK ethnic minority youth unemployment through balanced inclusion of Black, Asian and minority ethnic (BAME) young people.

For further information on Race for Opportunity, Business in the Community's (BITC) race equality campaign, please call 020 7566 8661 or visit: www.raceforopportunity.org.uk.

For the visually impaired, these factsheets can be made available in large print. To request, please contact the BITC Diversity team on 020 7566 8650.

Race for Opportunity Leadership Board

Chair, Race for Opportunity Leadership Board
Adrian Joseph, Director, Search Advertising,
Northern & Central Europe
Google

Anne Watts
Chair, Appointments Commission

Steve Smith
Chief Marketing Officer, ASDA

Kashif Zafar, Managing Director and Head of European
Rate Sales, Barclays Capital

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Nuclear Generation, EDF Energy

Graeme Hughes
Group Director Distribution, Nationwide Building Society

David Wicks
Senior Vice President, Northern Trust

Carmen Watson
Chair, Pertemps

Lorna Godman
Head of Reward, People Systems and HR Policy,
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