

Guidance  
notes

ethnicity  
Maturity  
Matrix

2022



“  
THE MATRIX HAS  
PROVIDED A  
FRAMEWORK FOR  
US TO  
REALLY  
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STATUS AND OUR  
PROGRESS  
”

**Reuel Abrams, Arcadis**

# Foreword

**The need to collaborate and share best practice to drive the ethnicity agenda is needed now more than ever**

Investing in Ethnicity was launched in 2016 in response to UK employers openly admitting that there wasn't enough focus on the ethnicity agenda in the workplace, and that they needed more knowledge and guidance on best practice in order to progress.

We designed the Maturity Matrix with the backing of the All-Party Parliamentary Group for Governance and Inclusive Leadership. Its purpose was to assess where organisations are within their ethnicity agenda journey and to give guidance on how to progress.

When we launched this tool, we intended for it to support companies in taking practical actions to promote change, and to improve outcomes for ethnic minority people. Through the Maturity Matrix, we're proud to have seen organisations working collectively to find solutions to the structural barriers faced by minority ethnic people. We've seen a real commitment towards a truly modern and progressive Britain, with some outstanding organisations leading the way towards authentic change.

However, there is still much to do. The promises from CEOs across the country were overwhelmingly supportive of making a stand for racial equality and challenging racism. These public commitments showed that leaders at the top understand the need for real change.

As we continue to examine the UK's relationship with racism and allyship - and in light of the Government's 2021 Race Report - we encourage companies to focus on data collection and listening sessions. Transparent analysis of data and listening to your employees' lived experiences is the most efficient way to truly understand your organisation and its culture.

Collect, measure, action, implement, and then collect again!

Thank you to all the organisations who have participated in the Maturity Matrix and wider Investing in Ethnicity Initiative. It is through your input that we have been able to develop our recommendations for 2022. It's clear that a lot can be achieved when organisations actively contribute to the conversation. As a country, we have a momentous opportunity for change. Now is the time to continue these investments in the ethnicity agenda in order to realise a more equitable society where everyone is afforded the opportunity to succeed.

**Sarah Garrett MBE**  
**Founder and CEO**  
**Investing in Ethnicity**

**TO FIND OUT  
MORE**

[INVESTINGINETHNICITY.ORG](https://investinginethnicity.org)

[CLICK HERE](#)  
or email  
[margaret@spmgroup.co.uk](mailto:margaret@spmgroup.co.uk)

## KEY CONTRIBUTOR

■ **Simon Fillery**

Simon is a leader with over 10 years' experience in creating and directing inclusion work both in the UK and globally. He founded SiFi Diversity in 2018 to share his experience with clients. He is passionate about helping organisation to become more inclusive. He has worked with colleagues at all levels to co-create and implement strategies across the organisations to drive lasting positive change. This has included developing and designing programmes, policies and processes including: inclusive leadership; flexible working; sponsorship; mentoring; wellbeing; & community.

[CLICK HERE](#)



# Strategy for Success

The Maturity Matrix provides a framework to help organisations thrive within the ethnicity agenda



## Starting Conversations

The Matrix is a framework of recommendations, which helps organisations progress by working together. Since 2018, we have helped over 120 organisations embark on their ethnicity journey.



## Measuring Success

The tool shows what level your organisation is currently at, and the level it needs to be aiming towards. Accreditation is given to those who reach a defined level. One Outstanding Employer will be determined from the Top 10 Employers for the Ethnicity Awards.



## Creating Change

Recommendations have been built on best practice shared with organisations across a multitude of sectors. After The Matrix has been submitted, we will provide a report (full report and consultation for members).



## Time Efficient

You told us, and we listened! No evidence is needed. The tool collates all the information into an easy-to-use, checklist format, with a low time requirement, ensuring that time resources are used effectively.

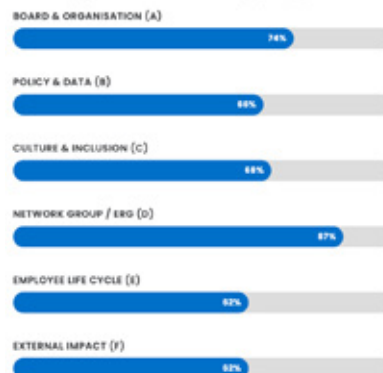


The Maturity Matrix is backed by the All-Party Parliamentary Group for Governance and Inclusive Leadership.

## SIX CATEGORIES

- **Board & Organisation [A]**
- **Data & Policy [B]**
- **Culture & Inclusion [C]**
- **ERGs or Networks [D]**
- **Employee Life Cycle [E]**
- **External Impact [F]**

### Average Performance (2021)



## Key points

- The Maturity Matrix is now in its fifth year and has been revised to reflect the changing environment. We have collated best practice for those areas within which organisations are seeing positive and sustainable change.
- Submissions will enter participants into being scored and accredited, the Top 10 employers will be shortlisted for the Ethnicity Awards Outstanding Employer category, from which a winner will be determined.
- All companies submitting their results will get a summary report back, which compares your scoring across categories, sub-categories, levels and tags. If you are a member you will receive a full report and a consultation (dependent on membership level).
- The deadline to submit the Maturity Matrix is 30 June 2022. Please ask if you need an extension.

## ACCREDITATION: LEVELS OF MATURITY

The Maturity Matrix has four levels:

- **Level 1: Investing in Ethnicity Employer**
- **Level 2: Star Employer**
- **Level 3: Advanced Employer**
- **Level 4: Exemplary Employer**





# The story

What we have learned from the Matrix so far. Ethnicity awards winners, Top 10s and key results.

## Board & Organisation

■ **VISIBILITY:** Half publicly report on progress of the ethnicity plan annually to external stakeholders, including in the annual report.

■ **STRATEGY:** Three-quarters have a dedicated inclusion committee or ethnicity task force with a clear remit on progressing ethnicity.

■ **STRATEGY:** 62% have set ethnicity targets, but only a third at board/senior levels.

■ **UNDERSTANDING:** 79% executives have had listening sessions. 56% reciprocal programme.

## Policy & Data

■ **POLICY:** 60% Have a policy to allow holidays for colleagues from different religious/cultural backgrounds.

■ **REPORTING:** 41% are publicly publishing their Ethnicity Pay Gap figures

## Culture & Inclusion

■ **VISIBILITY:** 71% Profile stories and case studies on your intranet that include your ethnically diverse employees as intersectional role models.

■ **RECRUITMENT:** 47% Ensure inclusion-related questions are posed to all hires in a standard interview.

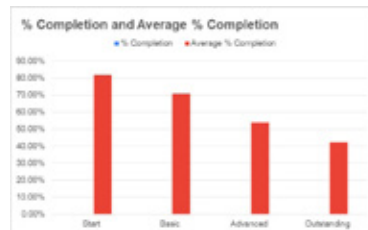
■ **UNDERSTANDING:** Half have an ethnicity allies' session available but only 12% have ensured the majority of staff have been on the training.

## Network Group

■ **STRATEGY:** 91% Have an active multicultural/ethnicity-focused network group in place within your organisation.

■ Only 3 out of 10 allow people to have allocated days

■ **EVENTS:** 65% have developed a programme of events for allies



Average completion by levels

## Employee Life Cycle

■ **ATTRACTION:** 91% Ensure the imagery and language used within recruitment campaigns are reflective

■ **SELECTION:** 15% Ensure interview panels are ethnically diverse at all levels.

■ **RECRUITMENT:** 52% Monitor ethnicity representation at all stages.

■ **RETENTION:** 71% Hold a series of focus groups or listening

## External Impact

■ **SUPPLY CHAIN:** Half ensure that supply chain has a strategy to support commitment to ethnic diversity and inclusion with suppliers.

■ **VISIBILITY:** 80% The organisation has publicly pledged or supported ethnically diverse commitments in the UK.



WINNERS OF THE  
OUTSTANDING  
EMPLOYER



National Grid, Outstanding Employer 2021

■ Each year we celebrate the Top 10 Employers through the Ethnicity Awards to determine one winner, which is announced at the awards ceremony in November.

■ Last year's and previous Top 10s can be found [here](#).

■ If you would like to nominate for further business categories, nominations close on 15 May. Please nominate for Inspirational Leader, Future Leader, Workplace Hero, Champion (Ally) and Network Group categories at [EthnicityAwards.com](https://EthnicityAwards.com).

WINNER

OUTSTANDING  
EMPLOYER 2019  
**NATWEST  
GROUP**

WINNER

OUTSTANDING  
EMPLOYER 2020  
**LLOYDS  
BANKING  
GROUP**

WINNER

OUTSTANDING  
EMPLOYER 2021  
**NATIONAL  
GRID**





# Guidance Notes

We've kept it simple and time efficient!  
How to complete the Matrix and dates to note

The Maturity Matrix is broken down into six categories then further subcategories. The recommendations also have assigned different levels of difficulty and 'Tags', which help us report back and analyse next steps by key areas.

## Further info

### REGISTER ONLINE

Please let us know how you intend to use the Matrix at [InvestinginEthnicity.org/Matrix](https://InvestinginEthnicity.org/Matrix)

## FAQ

### 1. USE THE MATRIX FOR INTERNAL REFERENCE

Organisations have first audited their existing strategy and framework using the Matrix.

**How:** Use this document in Adobe Acrobat.

Use the online portal (launching 1 April) to discover additional resources and guidance.

### 2. SUBMIT THE MATRIX

Submitting the Matrix will give you a report and accreditation, if you reach a certain level.

Members will receive a full report with comparisons, listing areas of success and next steps. The Top 10 Employers will be listed as part of the Ethnicity Awards.

**How:** You can submit the Matrix on our website between 1 April and 30 June.

## Areas of comparison to average scores

**LEVEL:** The Level gives organisations an indication of where to start on their journey and if recommendations are more involved.

**TAGS:** Tags give those filling in the Matrix more information on the area of the recommendation. If you are using the online version, then you can search recommendations by 'Tag'



## Matrix Contents

### A) BOARD & ORGANISATION

- Exec Sponsor
- Resourcing
- Visibility
- Strategy
- Understanding
- Accountability

### B) POLICY & DATA

- Policy
- Data
- Reporting

### C) CULTURE & INCLUSION

- Visibility
- Recruitment
- Understanding

### D) NETWORK GROUP

- Strategy
- Events
- Engagement
- Business
- External

### E) EMPLOYEE LIFE CYCLE

- Attraction
- Selection
- Recruitment
- Retention
- Progression

### F) EXTERNAL IMPACT

- Supply Chain
- Visibility
- Activities
- Customers & Clients



# Scoring & Submissions

We've kept it simple and time efficient!  
How to complete the Matrix and dates to note



■ All questions are allocated a point and form yes or no answers. There will also be the opportunity to include if this is a planned action.

■ We do ask for further information within the following areas:

- Proof of transparency through action plans, annual reporting and Ethnicity Pay Gap Reporting.
- Confirming disclosure rates
- Any other information on impact you can provide for each section (optional).

■ Spot check evidence:  
We do not ask for evidence for submissions as we want the process to be time-efficient, however, we may spot check your submission and ask for case studies to be submitted.

■ Report:  
All submissions will receive a basic report giving overall category and sub-category scores in comparison to overall averages. Members receive a full report. If you would like a full report, please enquire about becoming a member.



## ACCREDITATION & SCORING: LEVELS OF MATURITY

The Maturity Matrix has four levels.

Each recommendation is worth a point. Scoring is based on reaching a minimum number of total points.

■ **Level 1: Investing in Ethnicity Employer**  
Scoring must be above 30

■ **Level 2: Star Employer**  
Scoring must be above 60

■ **Level 3: Advanced Employer**  
Scoring must be above 90

■ **Level 4: Exemplary Employer**  
Scoring must be above 120

The Top 10 Employers will be recognised through the Ethnicity Awards where a final Outstanding Employer will be announced at the ceremony.

CATEGORY	SUBCATEGORY	SECTION POINTS	TOTAL POINTS
A) Board & Organisation	■ Exec Sponsor	3	29
	■ Resourcing	3	
	■ Visibility	6	
	■ Strategy	8	
	■ Understanding	5	
	■ Accountability	4	
B) Policy & Data	■ Policy	9	22
	■ Data	5	
	■ Reporting	8	
C) Culture & Inclusion	■ Visibility	6	21
	■ Recruitment	3	
	■ Training	12	
D) Network Group	■ Strategy	8	27
	■ Events	7	
	■ Engagement	3	
	■ Business	4	
	■ External	5	
E) Employee Life Cycle	■ Attraction	4	28
	■ Selection	6	
	■ Recruitment	7	
	■ Retention	4	
	■ Progression	7	
F) External Impact	■ Supply Chain	5	24
	■ Visibility	5	
	■ Activities	9	
	■ Customers & Clients	5	



# A) Board & Organisation

EXEC SPONSOR /  
RESOURCING / COMMS

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	AA1 / Exec Spon- sor	■ Identify an Exec Sponsor to champion ethnicity throughout the organisation.	The Exec Sponsor needs to be a visible and engaged Executive Committee member. It is recommended that they report directly to the CEO who should be prepared to use their influence to mobilise resources and remove barriers.	START	■ Network ■ Visibility
	AA2 / Exec Spon- sor	■ The Exec Sponsor must have spoken on the ethnicity agenda at an internal event at least once in the previous 12 months.	This should form a basic part of the role of the Exec Sponsor. It could be any type of event, but the sponsor will need to talk about the commitment to the agenda.	START	■ Events ■ Visibility
	AA3 / Exec Spon- sor	■ The Exec Sponsor meets with the chairs/leaders of the multicultural network at least once a quarter.	It is important to involve the Exec Sponsor in strategy and outline clear areas of support	BASIC	■ Network

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	AB1 / Resourcing	■ Establish a ring-fenced budget set annually to support diversity and inclusion work, with a dedicated budget for ethnicity strategy.	The agenda needs to have appropriate dedicated resources to drive change.	START	■ Strategy
	AB2 / Resourcing	■ Employ dedicated permanent Inclusion and Diversity Experts with a specific ethnicity accountability.	In order to drive change in medium and larger organisations you will need dedicated headcount to champion, organise and support your plan.	START	■ Inclusion
	AB3 / Resourcing	■ The dedicated individual or team should report directly to Executive leadership, board or the CEO.	As the inclusion strategy forms an integral part of the business strategy, aligning the dedicated headcount to report either to the CEO or the HR Executive leader will help to drive change.	ADVANCED	■ Inclusion



## ONE OF THE BIGGEST CHALLENGES: RESOURCING

If your organisation is serious about succeeding in being ethnically inclusive, it is important to be realistic about the aspirations put in place, your strategy and evaluate if your organisation currently has adequate resources to achieve the goals set out.



# A) Board & Organisation

EXEC SPONSOR /  
RESOURCING / COMMS

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	AC1 / Visibility	■ The CEO or Exec Sponsor should make at least one annual statement committing the organisation to making progress and highlighting strategy and progress so far.	This could form part of a wider communication, but should specify ethnicity work. It should highlight any progress or changes in the previous year.	START	■ Comms
	AC2 / Visibility	■ Quarterly communications should be sent to all colleagues from the Exec Sponsor or suitable Board representative updating on progress around the ethnicity agenda.	To continue to demonstrate commitment to the agenda, the organisation should consistently feedback on their actions and commitments. This could form part of a wider communication, but should specify ethnicity work.	BASIC	■ Comms
	AF3 / Visibility	■ Publicly report on progress of the ethnicity plan annually to external stakeholders. Findings should be included in the annual report and on external website.	The report needs to be based on your existing ethnicity strategy and action plan and report on progress.	ADVANCED	■ Reporting ■ Strategy
	AF4 / Visibility	■ Ensure that your annual report includes ethnic representation across the firm.	The public report uses ethnicity data capture to help identify areas in which to implement strategy. Publishing data can include a comparison to local working age population.  Where possible, it is advisable to break down your data in ethnic groups according to the census categories.	ADVANCED*	■ Reporting ■ Data
	AF5 / Visibility	■ Ensure that your annual report includes a breakdown of Board, Executive Committee, Senior management, early careers and other groups of internal grades.		OUTSTANDING	■ Reporting ■ Data
	AF6 / Visibility	■ Ensure that your annual report includes a breakdown of hiring, promotion and attrition rates for general population, and a break down of ethnic groups across the organisation.		OUTSTANDING	■ Reporting ■ Data



## ONE OF THE BIGGEST CHALLENGES: BUILDING TRUST

Communicating and reporting your findings openly both internally and publicly helps build trust. Internally this will help aid 'belonging' and retention. Publicly, this will help your brand become one that is recognised for investing in its people, customers or patients, clients and communities.





# A) Board & Organisation

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>AD1 / Strategy</b>	<ul style="list-style-type: none"> <li>Have an ethnicity inclusion strategy plan, with aspirational targets on representation, that is reported on annually and is owned/sponsored by Board, CEO, Executive Committee or equivalent leadership groups.</li> </ul>	The inclusion strategy can span many different diversity aspects, but it will need to have a stream of work focused on ethnicity. It should align and support your organisation's strategy. It should include measures or KPIs that can be reported on. It could include: aspirations to improve representation; completing training; improving trends from surveys; improving hiring, retention, attrition or aspects of talent management.	<b>START</b>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Reporting</li> </ul>
	<b>AD2 / Strategy</b>	<ul style="list-style-type: none"> <li>Have a longer term strategy that covers a three-year period.</li> </ul>	A multi-year approach of diversity measures needs to be outlined to change culture and create and embed sustainable change.	<b>BASIC</b>	<ul style="list-style-type: none"> <li>Accountability</li> <li>Reporting</li> </ul>
	<b>AD3 / Strategy</b>	<ul style="list-style-type: none"> <li>Have a dedicated inclusion committee or ethnicity task force with a clear remit on progressing ethnicity, made up of key stakeholders who are responsible for driving inclusion.</li> </ul>	The committee should be made up of internal stakeholders, those in leadership roles and those whose roles involve progressing the ethnicity agenda and implementing strategy.	<b>ADVANCED</b>	<ul style="list-style-type: none"> <li>Resourcing</li> </ul>
	<b>AD4a / Strategy</b>	<ul style="list-style-type: none"> <li>If currently under-represented, make a commitment for a percentage increase in ethnic representation overall.</li> </ul>	<p>If the organisation is under-represented in ethnic diversity, the organisation should commit to year-on-year improvement, with the CEO and Executive Committee responsible for progress. If representation is unknown, please tick 'no'. If you do not have a problem with ethnic representation, please tick 'completed'.</p> <p>HR data should be used to help to identify gaps. At a minimum you should compare representation of different ethnic groupings to that within similar businesses and at different levels within your business. Alternatively ensure that representation is reflective of your local working population.</p>	<b>ADVANCED</b>	<ul style="list-style-type: none"> <li>Data</li> <li>Representation</li> </ul>
	<b>AD4b / Strategy</b>	<ul style="list-style-type: none"> <li>If currently under-represented, make a commitment for a percentage increase in ethnic representation on the Board.</li> </ul>		<b>OUTSTANDING</b>	<ul style="list-style-type: none"> <li>Data</li> <li>Representation</li> </ul>
	<b>AD4c / Strategy</b>	<ul style="list-style-type: none"> <li>If currently under-represented, make a commitment for a percentage increase in ethnic representation in Executive Committee or equivalent,.</li> </ul>		<b>OUTSTANDING</b>	<ul style="list-style-type: none"> <li>Data</li> <li>Representation</li> </ul>
	<b>AD4d / Strategy</b>	<ul style="list-style-type: none"> <li>If currently under-represented, make a commitment for a percentage increase in ethnic representation in senior management.</li> </ul>		<b>OUTSTANDING</b>	<ul style="list-style-type: none"> <li>Data</li> <li>Representation</li> </ul>
	<b>AD4e / Strategy</b>	<ul style="list-style-type: none"> <li>If currently under-represented, make a commitment for a percentage increase in ethnic representation across all levels, including middle management and early careers.</li> </ul>		<b>ADVANCED</b>	<ul style="list-style-type: none"> <li>Data</li> <li>Representation</li> <li>Early Careers</li> </ul>



# A) Board & Organisation

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>AE1 / Under-standing</b>	■ Give exec and senior teams the opportunity to hear lived experiences - initiate listening groups.	To improve understanding for individuals in senior management, listening groups are facilitated sessions where ethnically diverse colleagues will share their experiences. (Code: ED4)	<b>ADVANCED</b>	■ <b>Insights</b>
	<b>AE2 / Under-standing</b>	■ Have a reverse and reciprocal mentoring programme or similar programme in place.	To improve understanding for individuals in senior management, ethnically diverse colleagues will share their experiences in regular 1:1 mentoring sessions.	<b>ADVANCED</b>	■ <b>Insights</b>
	<b>AE3a / Under-standing</b>	■ Ensure that senior executive teams have access to ethnicity inclusion training, either integrated into existing programmes or a stand-alone programme.	The executive teams must have a good understanding of inclusion, systemic and institutional barrier and bias in relation to ethnicity. Training should include practical tips and examples to use in day-to-day decision making.	<b>BASIC</b>	■ <b>Training</b>
	<b>AE3b / Under-standing</b>	■ ...50% have completed.		<b>ADVANCED</b>	■ <b>Training</b>
	<b>AE3c / Under-standing</b>	■ ...90% have completed.		<b>OUTSTANDING</b>	■ <b>Training</b>

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>AF1 / Account-ability</b>	■ Include diversity and inclusion as a key performance indicator (KPI): All senior business leaders should have clear diversity and inclusion objectives included in their annual appraisal.	The measure will need to be aligned to the overall diversity strategy. It should be SMART (Specific, Measurable, Attainable, Relevant, Time-based). It should also be taken into account when considering any remuneration as a factor.	<b>ADVANCED</b>	■ <b>Leadership</b>
	<b>AF2 / Account-ability</b>	■ Include direct accountability for making progress towards improving ethnicity representation for their business.	If the team is under-represented in ethnic diversity, each leader should commit to improving representation in their team year-on-year or have an individual target.	<b>OUTSTANDING</b>	■ <b>Leadership</b>
	<b>AF3 / Account-ability</b>	■ Business leaders must cascade their own inclusion commitments to business lines. These should cover specific ethnicity commitments.	To demonstrate that the internal support is shared across the executive team, it should not fall just to the Exec Sponsor or HR to talk about ethnicity. It should be a shared commitment.	<b>ADVANCED</b>	■ <b>Comms</b>
	<b>AF4 / Account-ability</b>	■ Business leaders must role model expected behaviour, communicate expectations and discuss how they are learning more by highlighting programmes and initiatives they are taking part in.		<b>ADVANCED</b>	■ <b>Comms</b>



# B) Policy & Data

POLICY

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	BA1 / Policy	■ Ensure that ALL your HR Policies are audited to align to the Equality Act and include a zero-tolerance policy approach to harassment and bullying related to race or ethnicity.	Reviewing your HR policies on an annual basis will help you to adapt language and be reflective of a changing environment for inclusion.	START	■ Anti-bullying
	BA2 / Policy	■ Have explicit examples of racist behaviour and microaggressions in the bullying/harassment policy or FAQs.	The examples should give managers good guidance on what harassment and bullying looks like when it is not explicit in language or action.	BASIC	■ Anti-bullying
	BA3a / Policy	■ Make training available for line managers which covers the bullying and harassment policy, including how it relates to culture, racism and ethnicity.	Line managers need to understand how to protect people within the organisation from bullying and harassing behaviour.	BASIC	■ Anti-bullying ■ Training
	BA3b / Policy	■ ...50% have completed.		ADVANCED	■ Anti-bullying ■ Training
	BA3c / Policy	■ ...90% have completed.		OUTSTANDING	■ Anti-bullying ■ Training
	BA4 / Policy	■ Have the procedure for reporting grievances clearly outlined and accessible.	Ensure that colleagues are aware of how to report confidential complaints or grievances and ensure it is clearly detailed what the next steps would be.	START	■ Anti-bullying
	BA5 / Policy	■ Have a feedback mechanism for all colleagues regarding policies to identify any issues for colleagues with different ethnicities.	Policies can sometimes cause unforeseen problems. Having a clear and well signposted feedback mechanism will allow you to react. This could be an email inbox or through a helpdesk, for example.	BASIC	■ Insight
	BA6 / Policy	■ Frequently monitor Employee Relations information regarding disciplinary cases. Compare the proportion cases involving ethnically diverse employees to non-ethnically diverse in your organisation. You may consider also including Performance Improvement Plans in this analysis.	Put a process in place to ensure transparency of the disciplinary process. If the percentage of ethnic minority employees involved in the disciplinary process is higher than the overall average for all employees, then investigate the causes.	ADVANCED	■ Data
	BA7 / Policy	■ Have a policy to allow holidays for colleagues from different religious/cultural backgrounds.	Colleagues should be able to request culturally significant holidays as leave without hindrance from line managers. They may need to use holiday to cover the days, or exchange UK recognised holidays - if the organisation allows.	START	■ Inclusion



# B) Policy & Data

## DATA

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>BB1 / Data</b>	■ Include Census categories in your HR data capture.	Ensure your categories align to the Census 2021	<b>START</b>	■ Representation
	<b>BB2 / Data</b>	■ Use HR data to analyse ethnically diverse representation at all levels and this use to inform strategy.	HR data should be used to help to identify gaps. At a minimum you should compare representation of different ethnic groupings to that within similar businesses and at different levels within your business.	<b>START</b>	■ Representation
	<b>BB3 / Data</b>	■ Have a detailed comms plan aimed at increasing disclosure rates, which will communicate the need for data.	Consistent communications and explaining why data is important is imperative to aid good disclosure rates. It is recommended that disclosure rates should be over 70%, achieved by using a consistent comms campaign.	<b>ADVANCED</b>	■ Comms
	<b>BB4 / Data</b>	■ Ensure that HR reports and data are seen by the Exec Sponsor, Executive Committee and Board at least annually.	The reporting should include as much detail as possible; our annual reporting guidance gives thorough detail on what should, and can, be included.	<b>BASIC</b>	■ Exec sponsor ■ Board
	<b>BB5 / Data</b>	■ Use HR data to annually monitor hiring, progression and attrition of ethnically diverse employees at all levels of the business. Use data to inform strategy.	HR data should be used to help to identify gaps. At a minimum you should compare representation of different ethnic groupings to that within similar businesses and at different levels within your business.	<b>OUTSTANDING</b>	■ Recruitment ■ Strategy



### RESOURCES: DATA

Find out more about collecting data and resources from organisations. [CLICK HERE](#)



# B) Policy & Data

## REPORTING

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>BC1 / Reporting</b>	■ The HR report to internal stakeholders includes detailed break-down by individual ethnic group across the organisation.	Reporting should break down overall representation of ethnic groupings across all levels and departments/businesses. Where possible break down the ethnic heritage groupings to identify if there are differences in experience for specific ethnicities.  The report should help feedback on measures and inform of any action plan progress or implementation of measures.	<b>ADVANCED</b>	■ Representation ■ Data
	<b>BC2 / Reporting</b>	■ The HR report should cross reference a break-down by levels: Board, Executive Committee, senior management, early careers and other groups of internal grades.		<b>OUTSTANDING</b>	■ Representation ■ Data
	<b>BC3 / Reporting</b>	■ The HR report should cross reference a break-down of early careers.		<b>ADVANCED</b>	■ Early Careers
	<b>BC4 / Reporting</b>	■ The HR report should cross reference a break-down of hiring, promotion and attrition rates vs general population.		<b>OUTSTANDING</b>	■ Recruitment
	<b>BC5 / Reporting</b>	■ The HR report should cross reference a break-down of hiring, promotion and attrition rates vs general population for senior management and other groups of internal grades.		<b>OUTSTANDING</b>	■ Recruitment ■ Strategy
	<b>BC6 / Reporting</b>	■ Utilise ethnicity pay gap data to inform and support equal pay for equal work and address anomalies.	All roles should be paid equally for equal work by law – this report may help to identify areas for you to address. It should split your population by ethnic groupings, as a minimum by white and ethnic minorities.	<b>ADVANCED</b>	■ Representation ■ Data
	<b>BC7 / Reporting</b>	■ Break down the pay gap reporting by ethnic heritage groups and share in detail.	Where possible, break down the ethnic heritage groupings to identify if there are differences in experience for specific ethnicities.	<b>OUTSTANDING</b>	■ Representation ■ Data
	<b>BC8 / Reporting</b>	■ Publish your Ethnicity Pay Gap, aligning data with clear commitments to improve figures where necessary.	Publishing your Ethnicity Pay Gap, alongside gender statistics, helps transparency, particularly when accompanied by an action plan based on strategy.	<b>OUTSTANDING</b>	■ Representation ■ Data ■ Visibility



**RESOURCES: ORGANISATIONS VOLUNTARILY DISCLOSING THEIR ETHNICITY PAY GAP**  
Read the reports from companies disclosing their Ethnicity Pay Gap. [CLICK HERE](#)





# C) Culture & Inclusion

## VISIBILITY / RECRUITMENT

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	CA1 / Visibility	■ Profile stories and case studies on your intranet that include your ethnically diverse employees as role models.	Sharing stories of a variety of colleagues, their lives, career journeys and challenges helps to build more understanding and visibility of the different challenges presented by ethnicity.	START	■ Understanding
	CA2 / Visibility	■ Profile stories and case studies on your intranet that include your ethnically diverse employees as intersectional role models.	Highlighting intersectional identities in story-telling will help understanding around the nuances and challenges of diverse populations that cross over diversity strands.	BASIC	■ Understanding
	CA3a / Visibility	■ Send one organisation-wide communication that includes ethnicity news within a 12-month timeframe.	The communication needs to be accessible by or sent directly to all colleagues. It could be part of a wider communication, but should have direct references to ethnicity. This could include an update on your work, strategy or commitments to being ethnically diverse.	START	■ Comms
	CA3b / Visibility	■ Send a quarterly organisation-wide communication that includes ethnicity news.		BASIC	■ Comms
	CA4 / Visibility	■ Include specialist information resources on race, ethnicity and culture to support 'Just in Time' learning for colleagues, customers and line managers.	The resources need to be available to all colleagues to use when they need it. For example, this could be in the form of e-learning, signposting to articles or bespoke intranet pages. They should include information to help at specific points in time and materials around being culturally sensitive and the use of language.	BASIC	■ Understanding
	CA5 / Visibility	■ Introduce a checkpoint or review to ensure all internal comms strategy has an ethnicity lens, and has been seen by the inclusion team or representatives.	This will help the organisation avoid making a misstep and could also be applied with a wider inclusion lens. It is particularly important if the comms team lacks diversity. It can be as simple as making sure that organisation-wide emails/communications are shared with someone who is ethnically diverse.	ADVANCED	■ Comms

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	CB1 / Recruitment	■ Ensure inclusion-related questions are posed to all potential managers in a standard interview.	This will help to test potential managers' views on diversity and inclusion, and discover how they would deal with relevant scenarios within a management role.	BASIC	■ Inclusion
	CB2 / Recruitment	■ Ensure inclusion-related questions are posed to all hires in a standard interview.	This will help to test the views on diversity and inclusion of every potential hire.	ADVANCED	■ Inclusion
	CB3 / Recruitment	■ Explicit commitment to ethnic inclusion included in all onboarding processes.	In all your onboarding materials and programmes, make sure that your commitment to ethnic diversity is clear. This could include sharing your strategy, information on network groups and highlighting any information you have shared externally.	START	■ Understanding



# C) Culture & Inclusion

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	CC1 / Understanding	<p>■ Hold an internal event to start or carry on conversations on the ethnicity agenda that is open to ALL employees. It should reference the importance of allies.</p>	The event should encourage colleagues to have inclusive conversations and understand negative behaviours but should be designed to have wide appeal. This could be achieved by having a senior executive, guest expert or celebrity speaker. The invitation should make it clear that everyone is invited and state the importance of allies as part of the discussion.	START	<p>■ Understanding</p>
	CC2a / Understanding	<p>■ Ensure management training programmes have inclusion embedded in to the modules, with specific reference to ethnicity.</p>	Reviewing existing management training and embedding messages of inclusion, and specifically ethnic diversity, as part of the fabric of any general management course will help to embed it into the DNA of the organisation.	BASIC	<p>■ Understanding</p> <p>■ Leadership</p>
	CC2b / Understanding	<p>■ Ensure managers walk away with specific commitments to challenge negative behaviours and support the ethnicity agenda.</p>	Managers having objectives for which they are held accountable by their line manager will help to embed change. These should ideally be SMART (Specific, Measurable, Attainable, Relevant, Time-based) objectives	ADVANCED	<p>■ Understanding</p> <p>■ Leadership</p>
	CC3a / Understanding	<p>■ Make awareness and action-based training on ethnicity available for all colleagues.</p>	Provide training to help colleagues understand some of the sensitivities and to build confidence to talk about race and ethnicity, giving practical tools to help create action. This could be face-to-face or e-learning, but it must be available to all staff. It could form part of a wider training session. The aim is to make this training mandatory.	BASIC	<p>■ Understanding</p>
	CC3b / Understanding	<p>■ ...50% have completed.</p>		ADVANCED	<p>■ Understanding</p>
	CC3c / Understanding	<p>■ ...90% have completed.</p>		OUTSTANDING	<p>■ Understanding</p>
	CC4a / Training	<p>■ Make inclusion training with an ethnicity lens available for all colleagues.</p>	Provide training to help colleagues understand what inclusion is and how to be ethnically inclusive. This could be face-to-face or e-learning, but it must be available to all staff. It can form part of a wider training session. The aim is to make this training mandatory.	BASIC	<p>■ Understanding</p> <p>■ Inclusion</p>
	CC4b / Understanding	<p>■ ...50% have completed.</p>		ADVANCED	<p>■ Understanding</p> <p>■ Inclusion</p>
	CC4c / Understanding	<p>■ ...90% have completed.</p>		OUTSTANDING	<p>■ Understanding</p> <p>■ Inclusion</p>
	CC5a / Understanding	<p>■ Develop and make allyship training with ethnicity as a focus available for all colleagues.</p>	Provide training to help colleagues understand what allyship is and how to be an ally to people who are ethnically different to them. This could be face-to-face or e-learning, but it must be available to all staff. It can form part of a wider training session. It can also be part of a wider allyship programme, but must contain substantial portions with a lens on ethnicity (eg. include areas such as privilege, understanding microaggressions and tools to advance advocacy).	BASIC	<p>■ Understanding</p> <p>■ Allies</p>
	CC5b / Understanding	<p>■ ...50% have completed.</p>		ADVANCED	<p>■ Understanding</p> <p>■ Allies</p>
	CC5c / Understanding	<p>■ ...90% have completed.</p>		OUTSTANDING	<p>■ Understanding</p> <p>■ Allies</p>



# D) Network Group

## STRATEGY

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	DA1 / Strategy	■ Have an active multicultural/ethnicity focused network group in place within your organisation.	Establish or have already an employee-led network or resource group with a focus on ethnicity. This may include being part of a multicultural group.	START	■ Support ■ Network set up
	DA2 / Strategy	■ Appoint network chairs or leads and a leadership group with clear governance. Revise the committee to accommodate network growth and new deliverables.	Ensure that the network is led by employees, with a clear leadership structure and a leadership committee or group. Best practice would see the appointments advertised to all and applications encouraged as with any role.	START	■ Network set up
	DA3 / Strategy	■ The network should set ambitions/goals/deliverables in line with the organisation's strategy and policies. If network terms are already established, then they should be reviewed annually.	Ensure the network has a clear mission statement, objectives and terms of reference. Make sure the network is as effective as possible by aligning to organisation goals and revisiting strategy to accommodate any changes. For example: going digital, working from home and wellbeing.	BASIC	■ Network set up
	DA4 / Strategy	■ Ensure that the multicultural network has its own operating budget.	A dedicated budget will help the network to deliver on its ambitions.	BASIC	■ Network set up
	DA5 / Strategy	■ Participation in the network's committee should be recognised within annual appraisals.	Colleagues will be dedicating time outside of their day-to-day work for the benefit of the firm; this should be recognised in the appraisal process.	ADVANCED	■ Recognition
	DA6 / Strategy	■ A set number of days can be allocated to help committee members develop the network group.	For a successful network group, the committee should be allowed to use a set allocation of days per month to help the success of the network group.	ADVANCED	■ Representation ■ Data
	DA7 / Strategy	■ Offer training to network group leads or committee members to develop skills.	When appropriate, a skills audit of the leadership group and areas for improvement should be undertaken and addressed with a training programme. This could be done in conjunction with other network groups.	OUTSTANDING	■ Training
	DA8 / Strategy	■ The network should run an annual survey to understand the needs and interests of its members.	This will ensure that the network continues to meet the needs of its members. The survey can also help improve understanding and give insights to the business.	ADVANCED	■ Insights



### RESOURCES: ALLIES TOOLKIT

Over the past year we have seen an increased appetite in allyship through network groups. Read and circulate our Ally Toolkit. [CLICK HERE](#)



# D) Network Group

## EVENTS / ENGAGEMENT

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>DB1 / Events</b>	■ Formulate a series of events which cover the main cultural holidays or 'awareness days.'	Develop a calendar of events, which build awareness and celebrate diverse cultures and ethnic groups. Make the events open to the entire organisation.	<b>START</b>	■ Understanding
	<b>DB2 / Events</b>	■ Hold at least one network event aimed at allies within your organisation.	Ensure the event helps build awareness and understanding. The series could be through workshops or by introducing speakers. Subject matter can help allies take action around bias, microaggressions, and better understand privilege, equity, systemic and institutional discrimination in the workplace.	<b>BASIC</b>	■ Allies ■ Understanding
	<b>DB3 / Events</b>	■ Develop a programme of events to help build awareness and understanding for allies within your network.		<b>ADVANCED</b>	■ Allies ■ Understanding ■ Training
	<b>DB4 / Events</b>	■ Hold at least one internal or external network event every 12 months with an Exec Sponsor.	The network sponsor should be visible in speaking about the importance of the agenda, but should also be encouraged to engage beyond a single event.	<b>BASIC</b>	■ Exec Sponsor
	<b>DB5 / Events</b>	■ The network should hold a professional development event for ethnically diverse members within a 12-month period.	Career development events will help to develop colleagues. Examples include leadership workshops to aid career growth and/or skills development.	<b>ADVANCED</b>	■ Recognition
	<b>DB6 / Events</b>	■ Have a programme which supports career growth.	Career growth programmes help build colleague skills. Programmes can include skills development, mentoring, etc.	<b>OUTSTANDING</b>	■ Representation ■ Data
	<b>DB7 / Events</b>	■ Ensure that where possible all appropriate events are intersectional and inclusive. Involve other employee network groups where possible.	Any events held should be intersectional where appropriate and work with any other employee networks or resource groups to create maximum impact.	<b>BASIC</b>	■ Inclusion

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>DC1 / Engagement</b>	■ Have a communication plan in place. Share updates on ethnicity news with network members on a quarterly basis.	Regular communications from the network on the appropriate platform should be shared. They could focus on the network aims and activities and progress against them, or on national days, current events, memorials, etc.	<b>START</b>	■ Comms
	<b>DC2 / Engagement</b>	■ Have a strategy to engage potential and existing allies from the entire organisation.	Have a comms plan on how to engage allies. Also develop a plan to aid awareness and understanding through communications.	<b>BASIC</b>	■ Allies ■ Comms
	<b>DC3 / Engagement</b>	■ Have a dedicated space on your intranet or similar where people can find updated information.	It's important to have a visible and accessible space to showcase your network.	<b>BASIC</b>	■ Comms



# D) Network Group

BUSINESS / EXTERNAL

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>DD1 / Business</b>	■ The network should help support any business communications relating to ethnicity and the wider ethnicity agenda.	The network group can utilise its reach to help with organisation communications on the ethnicity agenda, for example to help with the communication plan to aid data disclosure rates.	<b>BASIC</b>	■ Understanding Policy
	<b>DD2 / Business</b>	■ The network to be consulted by HR about relevant policy changes.	Engage the network to ensure diversity are thought within policies changes. The network can also give feedback on language and tone.	<b>ADVANCE</b>	■ Understanding Policy
	<b>DD3 / Business</b>	■ The network to give feedback on marketing campaigns, products or service development within the company.	Engage the network to give feedback on the organisation's external work with customers, clients and end users on campaigns, products or service developments. This ensures the organisation's output is suitable to everyone's needs.	<b>OUTSTANDING</b>	■ Understanding Customer & Client
	<b>DD4 / Business</b>	■ The network to be consulted by HR about wider ethnicity strategy and give feedback.	HR should engage the network to ensure the organisation's wider ethnicity strategy is fit for purpose.	<b>OUTSTANDING</b>	■ Understanding Strategy

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>DE1 / External</b>	■ The network should collaborate on events with peers from other organisations.	Collaboration brings external knowledge into the organisation. This could be done through a third-party initiative.	<b>BASIC</b>	■ Insight
	<b>DE2 / External</b>	■ The network committee should meet and share understanding with peer mentors from other organisations' network groups.	You should also share knowledge and understanding with other organisation that are not as far along in their ethnicity journey.	<b>ADVANCED</b>	■ Partnership
	<b>DE3 / External</b>	■ The network should open its activities and events externally where possible.	Opening up events to external attendees allows members to network with a wider audience. You must have held at least two events per year which are open to external guests.	<b>BASIC</b>	■ Visibility
	<b>DE4 / External</b>	■ The network leads should speak at external conferences or events.	Network leads or committee members represent their organisation by speaking at external opportunities and sharing their knowledge.	<b>ADVANCED</b>	■ Visibility
	<b>DE5 / External</b>	■ The network should connect with a relevant charity (or charities) and help to build awareness and fundraise for their cause.	The network group should find ways to support relevant charities. There are many different commitments that could be signed up to, but this is a public commitment to support relevant external organisations or NGOs.	<b>ADVANCED</b>	■ Partnership





# E) Employee Life Cycle

ATTRACTION / SELECTION

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	EA1 / Attraction	■ Ensure the imagery and language used within recruitment campaigns are reflective of ethnically diverse communities.	Your recruitment marketing should appeal to a diverse candidate pool. Imagery is important to help potential candidates see that your organisation is taking diverse representation seriously. Using your networks groups or diverse focus groups to sense check materials is a best practice.	START	■ Recruitment
	EA2 / Attraction	■ Revise wording on job specifications to ensure that plain English is used, to demonstrate an accurate reflection of the skills required.	The recruitment process needs to be accessible to a diverse candidate pool. Using language that is concise and easy to understand will help ensure that some candidates are not disadvantaged through the application process.	START	■ Recruitment
	EA3 / Attraction	■ Have a strategy to promote early career job opportunities to ethnically diverse communities, ie through job fairs, demographic-specific advertising or schools and universities with good ethnic proportional representation.	This will ensure that career opportunities are seen by the widest talent pool possible. Challenge yourselves every year to think about different ways to reach external talent pools. Engaging with your network group or hold a focus group with students to find out where they look for job opportunities.	BASIC	■ Early Careers
	EA4 / Attraction	■ Promote jobs via ethnicity job boards or specialist recruiters who understand your goals around ethnic representation.	These tools are a great way to be able to reach talent pools that you may not have considered previously and should be able to provide reporting and feedback to help you improve your processes.	ADVANCED	■ Comms
	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	EB1 / Selection	■ Ensure diverse recruitment panels for senior roles.	If you are using a panel-based interview approach, ensure a diverse interview panel. Alternatively, every senior hire should have been interviewed by at least one ethnically diverse interviewer.	BASIC	■ Recruitment ■ Bias
	EB2 / Selection	■ Ensure interview panels are ethnically diverse at all levels.	This should be measured and tracked internally. If you don't use interview panels, ensure that you are tracking the representation of candidates by ethnic group at all stages of recruitment.	ADVANCED	■ Recruitment ■ Bias
	EB3a / Selection	■ At least one person on the recruitment panel must have completed recruitment and selection training that included unconscious bias.	Interviewers and the recruitment team should be able to understand the concept of bias and how to challenge it. They should be able to identify bias at every step of the process, from job design, through job description, through interviewing to hiring. They should be able to interrupt and address any issues. The aim is to work towards making this training mandatory.	BASIC	■ Training ■ Bias
	EB3b / Selection	■ Ensure 50% of panel interviewers have undergone bias training.		ADVANCED	■ Training ■ Bias
	EB3b / Selection	■ Ensure 90% of in-house recruiters have undergone bias training.		ADVANCED	■ Training ■ Bias ■ HR
	EB4 / Selection	■ Introduce and use blind CVs for all recruitment.	The recruitment process needs to be accessible to a diverse candidate pool. You should remove as much identifying information as possible to remove bias from the process. Name, address, employment history, schooling, should all be removed, with a focus on the skills the candidate can bring to the role.	ADVANCED	■ Recruitment ■ Bias



# E) Employee Life Cycle

## RECRUITMENT

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>EC1 / Recruitment</b>	■ Monitor ethnicity representation at all stages of the recruitment process: application, shortlist, interview and appointment. This will help you to identify and action opportunities to improve your process.	Tracking candidate journeys into organisations can provide valuable insight into why ethnically diverse potential candidates are not converted into hires. Interventions can be put in place based on insights at the relevant stages of the recruitment process.	<b>BASIC</b>	■ Understanding ■ Data
	<b>EC2 / Recruitment</b>	■ Ensure that candidate pools are ethnically diverse for job opportunities at all levels.	Recruiters should be tracking ethnicity at every stage of the hiring process, where possible. When using recruitment firms, ask them to bring diverse long and short lists. If you are a hiring manager, refuse to accept non-diverse hiring pools.	<b>BASIC</b>	■ Representation
	<b>EC3 / Recruitment</b>	■ Actively ensure a diverse long and short list from headhunters and recruitment agencies for all senior recruitment positions.	Recruiters should be tracking ethnicity at every stage of the hiring process, where possible. When using recruitment firms, ask them to bring diverse long and short lists. If you are a hiring manager, refuse to accept non-diverse long and short lists.	<b>BASIC</b>	■ Representation
	<b>EC4 / Recruitment</b>	■ Ensure all recruitment suppliers demonstrate a commitment to diverse representation and have taken bias awareness training.	Recruitment agencies and suppliers should understand the need for diverse recruitment pools and should be able to understand the concept of bias and how to challenge it. They should be able to support hiring managers and help them to remove bias at every step of the process, from job design, through job description, through interviewing to hiring.	<b>OUTSTANDING</b>	■ Bias
	<b>EC5 / Recruitment</b>	■ Market Map to identify roles with most potential for ethnically diverse candidates and target them when they are available.	Understand job areas where there is good diverse representation available for roles is where you have the most opportunity to make a difference. This is particularly effective for senior roles.	<b>OUTSTANDING</b>	■ Representation
	<b>EC6 / Recruitment</b>	■ Develop an alumni programme for ethnically diverse former employees.	Engage with talent that has left the organisation, sending them communications which include job openings, events and organisation updates.	<b>ADVANCED</b>	■ Comms ■ Representation
	<b>EC7 / Recruitment</b>	■ Include an update on recruitment activities to all colleagues at least annually and create a plan to address.	Your updates should include information about the work that you do to attract ethnically diverse talent.	<b>ADVANCED</b>	■ Comms ■ Understanding



# E) Employee Life Cycle

## RETENTION

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	ED1 / Retention	■ Identify areas within the business where there is under-representation and take action to address anomalies.	Take action to address any issues of under-representation by encouraging and supporting diverse talent to engage with training and recruiting programmes.	BASIC	■ Data ■ Strategy ■ Representation
	ED2 / Retention	■ Measure and report on ethnically diverse representation in redundancy or restructuring plans.	Monitor whether marginalised groups are disproportionately included in any redundancy or restructuring plans.	ADVANCED	■ Data ■ Representation
	ED3 / Retention	■ Hold a series of focus groups or listening sessions to better understand the lived experiences of ethnically diverse employees. Use the outputs to inform your recruitment and retention strategy and back up areas where data is showing under-representation.	In effect, this is a miniature culture audit. The groups should be open to all levels and feedback should be anonymous. They should help to identify the barriers to progression and any issues that exist. A report should be formed using findings from the groups, which should contribute to an action plan or overall strategy.	START	■ Insight ■ Strategy ■ Data
	ED4 / Retention	■ Ensure listening groups are hosted by executives.	This will help the executive understand the issues and enable them to hear from colleagues directly. <b>(Follow on: AE1)</b>	ADVANCED	■ Insight ■ Strategy ■ Leadership



# E) Employee Life Cycle

## PROGRESSION

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	EE1 / Progression	<ul style="list-style-type: none"> <li>Produce detailed and transparent guidelines on how your organisation's career ladder works, including pay, promotions and rewards, and make it available to all colleagues.</li> </ul>	This allows all colleagues to understand the pathways to internal progression, how your system works and what they need to do to advance their career.	BASIC	<ul style="list-style-type: none"> <li>Understanding</li> </ul>
	EE2 / Progression	<ul style="list-style-type: none"> <li>Measure and report on representation on talent development programmes ensuring ethnically diverse representation.</li> </ul>	Monitor the diversity on talent and leadership programmes to ensure that representation is representative, this will strengthen your talent pipeline.	ADVANCED	<ul style="list-style-type: none"> <li>Representation</li> <li>Data</li> <li>Training</li> </ul>
	EE3 / Progression	<ul style="list-style-type: none"> <li>Take action to address under-representation by implementing diversity-based training and recruiting programmes for line and hiring managers.</li> </ul>	Use data to understand where certain ethnic groups may be under-represented. Develop a plan and take action to address any issues using diversity-based training and recruiting programmes, which include aiding ethnicity progression.	OUTSTANDING	<ul style="list-style-type: none"> <li>Representation</li> <li>Data</li> <li>Training</li> <li>Recruitment</li> </ul>
	EE4a / Progression	<ul style="list-style-type: none"> <li>Identify ethnically diverse top talent at all levels, and place them on dedicated career or talent programmes.</li> </ul>	Supporting talent at all levels to progress in an organisation is important. You should identify talent; this could be through a process of self-nomination or via business nomination. Once selected, the talented, ethnically diverse individuals should be supported with a variety of interventions that could include: sponsorship, mentoring, coaching, dedicated development sessions.	ADVANCED	<ul style="list-style-type: none"> <li>Representation</li> <li>Training</li> </ul>
	EE4b / Progression	<ul style="list-style-type: none"> <li>Ensure that line managers are involved in the talent development process.</li> </ul>	Line managers are commonly cited by ethnically diverse employees as being a barrier to progression. Getting line managers involved in the talent development process will encourage better buy-in and engagement with the training process.	ADVANCED	<ul style="list-style-type: none"> <li>Representation</li> <li>Training</li> </ul>
	EE5 / Progression	<ul style="list-style-type: none"> <li>Identify top ethnically diverse talent within senior and middle management and allocate a sponsor to aid career growth.</li> </ul>	Research has shown that sponsorship is key to supporting diverse top talent to senior roles. The sponsor needs to be willing to use their influence to help the sponsee progress, acting as their advocate.	ADVANCED	<ul style="list-style-type: none"> <li>Representation</li> <li>Training</li> </ul>
	EE6 / Progression	<ul style="list-style-type: none"> <li>Measure and report on ethnically diverse representation in succession plans.</li> </ul>	Monitor the diversity of your talent pipeline and ensure you have appropriate representation on your programmes.	ADVANCED	<ul style="list-style-type: none"> <li>Representation</li> <li>Data</li> </ul>
	EE7 / Progression	<ul style="list-style-type: none"> <li>Monitor whether ethnically diverse talent on career programmes are actively progressing up the ladder.</li> </ul>	Once colleagues have been in or are going through a talent programme, tracking their progress is key to ensuring the programme is effective. Is the programme having the right impact? If not, understand how you can adjust the programme to get it on track.	OUTSTANDING	<ul style="list-style-type: none"> <li>Representation</li> <li>Data</li> </ul>



# F) External Impact

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>FA1 / Supply Chain</b>	<ul style="list-style-type: none"> <li>Update or establish a supplier code of conduct to ensure that your supply chain has a strategy to support commitment to ethnic diversity and inclusion with suppliers.</li> </ul>	Ensure that you have a code of conduct for all suppliers and that all new suppliers agree to it. At a minimum, the appropriate-sized suppliers should commit to having an inclusion and diversity plan that supports ethnic diversity in their organisations that they can share with you.	<b>START</b>	<ul style="list-style-type: none"> <li>Policy</li> </ul>
	<b>FA2 / Supply Chain</b>	<ul style="list-style-type: none"> <li>Monitor and regularly review suppliers to ensure they have the highest diversity standards for ethnicity.</li> </ul>	As part of the regular supplier reviews you should ask them to report on the progress they are making against their plans, annually, at a minimum. If they cannot, this should be treated as any other contract breach and steps should be taken to rectify.	<b>BASIC</b>	<ul style="list-style-type: none"> <li>Policy</li> </ul>
	<b>FA3 / Supply Chain</b>	<ul style="list-style-type: none"> <li>Partner with suppliers to promote better ethnic diversity.</li> </ul>	Work with your suppliers to co-create positive action. This could be a communication campaign, having a joint event or training activity focused on ethnicity and race.	<b>ADVANCED</b>	<ul style="list-style-type: none"> <li>Policy</li> </ul>
	<b>FA4 / Supply Chain</b>	<ul style="list-style-type: none"> <li>Track the percentage of supplier spend that is made with companies that are owned by ethnically diverse people.</li> </ul>	Look at where you are spending your money and use it to support businesses with ethnically diverse owners. Supporting these businesses gives back to under-represented communities in a practical way.	<b>ADVANCED</b>	<ul style="list-style-type: none"> <li>Policy</li> </ul>
	<b>FA5 / Supply Chain</b>	<ul style="list-style-type: none"> <li>Set targets or goals to monitor and if necessary, improve the percentage of your spend that is directed to ethnic-minority owned businesses.</li> </ul>	Increasing the share of your spend to support businesses with ethnic-minority owners can help support these businesses and give back to under-represented communities in a practical way.	<b>OUTSTANDING</b>	<ul style="list-style-type: none"> <li>Policy</li> </ul>
	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>FB1 / Visibility</b>	<ul style="list-style-type: none"> <li>The senior sponsor should have spoken at an external event about ethnicity.</li> </ul>	Demonstrating organisational and personal commitments to the community is important as an indicator of how seriously you are engaging with the ethnicity agenda.	<b>BASIC</b>	<ul style="list-style-type: none"> <li>Exec Sponsor</li> <li>Activities</li> </ul>
	<b>FB2 / Visibility</b>	<ul style="list-style-type: none"> <li>The CEO and other senior executives should have spoken or taken part in an external events about ethnicity.</li> </ul>	Demonstrating organisational and personal commitments to the community is important as an indicator of how seriously you are engaging with the ethnicity agenda.	<b>ADVANCED</b>	<ul style="list-style-type: none"> <li>Board</li> <li>Activities</li> </ul>
	<b>FB3 / Visibility</b>	<ul style="list-style-type: none"> <li>Your social media channels should be used to highlight your support for ethnically diverse communities, awareness building, cultural celebrations, etc.</li> </ul>	Use your influence to highlight the importance of culturally significant days for ethnically diverse communities.	<b>START</b>	<ul style="list-style-type: none"> <li>Comms</li> </ul>
	<b>FB4 / Visibility</b>	<ul style="list-style-type: none"> <li>Have a dedicated space on your external website highlighting your organisation's ethnicity journey and the wider inclusion agenda.</li> </ul>	The dedicated space can include relevant reports, action plans and your organisation's commitment to progressing the ethnicity agenda.	<b>START</b>	<ul style="list-style-type: none"> <li>Comms</li> </ul>
	<b>FB5 / Visibility</b>	<ul style="list-style-type: none"> <li>Work with your communications team on a press release which states your organisation's commitment to ethnic diversity.</li> </ul>	Research has shown that media or PR stories are one of the most effective mediums to amplify an organisation's commitment to diversity.	<b>OUTSTANDING</b>	<ul style="list-style-type: none"> <li>Comms</li> </ul>





# F) External Impact

## ACTIVITIES

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>FC1 / Activities</b>	<p>■ The organisation has publicly pledged or supported ethnically diverse commitments in the UK.</p>	There are many different commitments that could be signed up to - it could be from the government, regulator, an NGO or other sector body - but this is a public commitment to use the influence of the organisation to drive positive change	<b>BASIC</b>	<p>■ Partnership</p> <p>■ Accountability</p>
	<b>FC2 / Activities</b>	<p>■ Partner with charities that support ethnic minority communities in the UK.</p>	Your organisation should demonstrate your support for the community by partnering with a community project or charity that is focused on supporting ethnically diverse people.	<b>BASIC</b>	<p>■ Partnership</p>
	<b>FC3 / Activities</b>	<p>■ Organisation has sponsored or supported an ethnically diverse conference or events.</p>	It is important to visibly demonstrate your support for the ethnicity agenda by supporting events in the community.	<b>ADVANCED</b>	<p>■ Partnership</p>
	<b>FC4 / Activities</b>	<p>■ Help and engage other organisations starting on their journey on creating organisational change.</p>	Helping other organisations that are not as far along in their ethnicity journey as you is a great way to help to progress the agenda.	<b>OUTSTANDING</b>	<p>■ Partnership</p>
	<b>FC5 / Activities</b>	<p>■ Participate in or join a sector level group to drive change for ethnic diversity.</p>	If possible, use sector bodies, or work with national bodies to create change. This could be as easy as joining an existing ethnicity focused group or helping to set one up. Then focus on the issues that relate to your industry.	<b>ADVANCED</b>	<p>■ Partnership</p>
	<b>FC6 / Activities</b>	<p>■ Engage with schools or school level initiatives to support work experience for ethnically diverse young people.</p>	Give ethnically diverse young people in the community the help and support to be able to aspire to a wider range of opportunities by offering work experience placements.	<b>BASIC</b>	<p>■ Early careers</p>
	<b>FC7 / Activities</b>	<p>■ Engage with schools or school level initiatives to support mentoring of school age ethnically diverse young people.</p>	Give ethnically diverse young people in the community help and support to aspire to a wider range of opportunities. Colleagues can volunteer to be mentors.	<b>ADVANCED</b>	<p>■ Early careers</p>
	<b>FC8 / Activities</b>	<p>■ Engage with universities to support mentoring of ethnically diverse university students.</p>	Give ethnically diverse young people at university help and support to aspire to a wider range of opportunities. Colleagues can volunteer to be mentors.	<b>ADVANCED</b>	<p>■ Early careers</p>
	<b>FC9 / Activities</b>	<p>■ Engage with universities to support paid internships for ethnically diverse university students.</p>	Give ethnically diverse young people at university the help and support to be able to aspire to a wider range of opportunities by offering paid internships	<b>ADVANCED</b>	<p>■ Early careers</p> <p>■ Recruitment</p>



# F) External Impact

## CUSTOMER & CLIENTS

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	<b>FD1 / Customer &amp; Clients</b>	■ Consult with ethnically diverse customers; and/or service users; and/or patients; and/or clients to ensure your products or services meet specific needs.	Where appropriate, use opportunities to engage with customers; and/or service users; and/or patients; and/or clients to understand the specific needs of different communities, and use the insight to help improve your products, services or offering to fit these needs.	<b>BASIC</b>	■ <b>Insights</b>
	<b>FD2 / Customer &amp; Clients</b>	■ Ensure all marketing and advertising materials contain a mix of ethnic representation.	Where appropriate, use your marketing to customers; and/or service users; and/or patients; and/or clients to make sure that you are reflecting the communities that you are serving.	<b>START</b>	■ <b>Comms</b>
	<b>FD3 / Customer &amp; Clients</b>	■ Customer; and/or service users; and/or patients; and/or client-facing colleagues should have undertaken some form of cultural and ethnic awareness training.	Where appropriate, make sure that colleagues who are supporting your customers; and/or service users; and/or patients; and/or clients are appropriately trained to ensure that they can best meet the needs of ethnically diverse communities. This could form part of a wider training course.	<b>ADVANCED</b>	■ <b>Training</b>
	<b>FD4 / Customer &amp; Clients</b>	■ Customer; and/or service users; and/or patients; and/or client complaints should be monitored for cultural and ethnic trends.	Where appropriate, monitor complaints from customers, service users, patients and clients to inform of any specific issues or barriers which may need to be addressed based on the specific needs of different communities. Use the feedback to help improve your products, services or offering.	<b>BASIC</b>	■ <b>Insights</b>
	<b>FD5 / Customer &amp; Clients</b>	■ Customer; and/or service users; and/or patients; and/or clients usage of products and services should be monitored to understand trends.	Use marketing insights to analyse usage by ethnically diverse customers; and/or service users; and/or patients; and/or clients. These insights should inform your approach for future marketing.	<b>OUTSTANDING</b>	■ <b>Insights</b>



### REGISTER TO FIND OUT MORE ABOUT THE MATRIX AND SUBMISSION

The Matrix section will include further information, once you have filled in the form you will receive further resources, a tool to help you find recommendations and access to the submission form.

[CLICK HERE](#)