



ALL-PARTY PARLIAMENTARY GROUP

**GOVERNANCE AND
INCLUSIVE LEADERSHIP**

Investing in Ethnicity Maturity Matrix 2019

Version 2.1

A simple and effective toolkit to help organisations move the dial on their journey within the ethnicity and race agenda

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This Report is a collaboration between the All-Party Parliamentary Group on Governance and Inclusive Leadership (GAIL) and authors Melissa Berry and Sarah Garrett MBE from Investing in Ethnicity initiative, the UK's leading initiative on this agenda, and part of SPM Group Ltd. The initiative provides the Secretariat to the GAIL APPG. Printing of this report was funded by SPM Group Ltd. Details of the Secretariat and the registrable benefits received by the group can be found on the official Register Of All-Party Parliamentary Groups: www.Parliament.uk/mps-lords-and-offices/standards-and-financial-interests/Parliamentary-commissioner-for-standards/registers-of-interests/register-of-all-party-party-Parliamentary-groups/



ALL-PARTY PARLIAMENTARY GROUP GOVERNANCE AND INCLUSIVE LEADERSHIP

The purpose of the All-Party Parliamentary Group on Governance and Inclusive Leadership (GAIL) is to improve the working lives of BAME employees, and to raise the issue of inclusive leadership and governance in all areas of society with the key aim of giving people from visible minorities fair opportunities to progress to positions of power and influence throughout the UK.

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A simple and effective toolkit to help organisations move the dial on their journey within the ethnicity and race agenda

Foreword by the Chair

Dawn Butler MP

**Chair of APPG on Governance
and Inclusive Leadership (GAIL)**



There is no better time to ensure businesses are investing in ethnicity and race than right now. As we look at our global appeal nothing screams progress more than diversity.

As an MP representing the most diverse constituency in the UK and as Shadow Minister for Women and Equalities it is with great pride that I pursue equality with vigour. It is with pride that I look at our great country and the legal strides we have made to achieve equality for all. I must also acknowledge that we still have a long way to go but we were moving in the right direction, and now unfortunately following the Brexit vote, there has been a substantial increase in reported cases of discrimination and racial hate crime incidents. I believe that the accountability of organisations puts them at the forefront of tackling discrimination and inequality of any kind.

The companies that have already progressed or are progressing the equality agenda should be applauded. A number of reports on the Black, Asian and Minority Ethnic (BAME) agenda were published in 2017, while a number of businesses continued to make improvements in the working conditions for BAME staff. 2019 signals a great time to create more momentum towards challenging the inequalities, biases and behaviours that create an impact on this agenda. Organisations need not do this alone: By working together, we can achieve tangible results.

The All-Party Parliamentary Group on Governance and Inclusive Leadership was formed with the aim of pressing for much-needed improvement on the race agenda within the workplace, and to ensure visible minorities were not prohibited from rising to positions of power and influence throughout the UK.

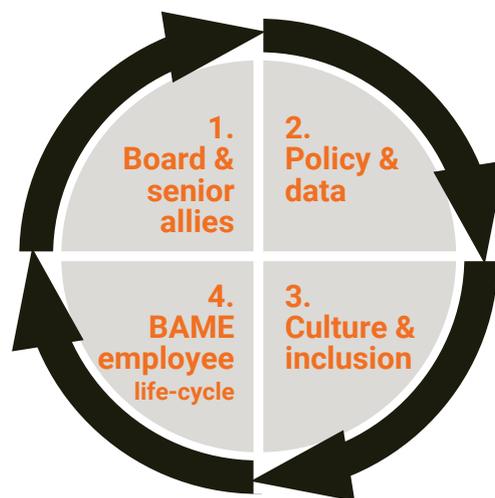
The Maturity Matrix is one of the first steps toward this and has been commissioned and devised based on feedback from professionals and businesses across the UK that are passionate about taking positive action. The Matrix provides the necessary and important measures needed to help organisations. The Maturity Matrix is an online live tool which aims to not only help organisations but evolve as feedback is received, therefore the more organisations use it, the better it will be.

As the Shadow Minister for Women and Equalities, I am personally committed to making sure that the government is also doing its part to stamp out inequality. Not least with a focus on achieving pay parity by pushing for BAME pay gap reporting, and ensuring BAME employees have equal access to recruitment opportunities and career progression. This in turn would encourage an increase in qualified, experienced and previously overlooked visible Minorities at senior levels. This is sadly severely lacking across all industries.

We all have a responsibility to ensure that everyone is treated fairly in the workplace. The BAME agenda has been overlooked for too long but armed with the right tools to engage others within our organisations to do more, we can all make a difference.

**Yours sincerely,
Dawn Butler MP
Chair of the APPG on Governance and Inclusive Leadership and
Shadow Minister for Women and Equalities**

What's next? The Maturity Matrix



The Maturity Matrix provides the next steps for organisations to create real, sustainable change, following inputs from organisations and recommendations from recent reports.

The Matrix is an easy-to-use, check-list tool. By following the activities and processes demonstrated, organisations can deliver and embed a sustainable system of change.

Objectives

■ **Starting conversations:** This Matrix should primarily be seen as a tool to initiate dialogues within organisations. For continued progress, the tool should be used to create a business case with key stakeholders in organisations and to introduce key topics to a wider audience.

■ **Creating change:** The self-assessment tool is intended to support practical change through positive actions within organisations, and to improve outcomes for the BAME workforce by providing a structure to work through.

■ **Measuring success:** The tool shows what level an organisation is currently at and where they need to progress towards. By implementing the Matrix an organisation will gain better insights into the journey of furthering the race and ethnicity agenda, identifying areas of strength and areas for development.

■ **Keeping it simple:** The Matrix has been devised based on feedback from a survey, Action Groups, key inclusion professionals, and recent reports. The tool collates all the information into an easy-to-use format, ensuring that time resources are used effectively.

What is the Matrix?

■ The tool has been developed based on input from action group sessions with over 50 organisations and a further surveyed 168 organisations, and is already being used by a number of businesses and organisations within the Private and Public Sector.

■ The Matrix is a live document; from year two onwards, the Matrix will include additional action points to assist organisations on this journey.

■ The tool is aligned to many recent report recommendations, including McGregor-Smith, CMI's Delivering Diversity and CPID's addressing career progression, and will simplify the process of enabling businesses to work towards positive improvements and narrowing inequalities surrounding race in the workplace.

■ The Matrix is designed to be used collaboratively and can be cohesively aligned to an organisation's strategy, key objectives and values. Most importantly, the Matrix is designed to be weaved into business practice and will embed much-needed change.

■ The Investing in Ethnicity initiative will continue to offer guidance through the annual conference, workshops, round tables and action group sessions, and will recognise all organisations that have completed stages of the Matrix. Please find further information at investinginethnicity.com

The Matrix focuses on the following key areas:

1. The influence of board members and senior allies in creating change
2. The importance of policy, data and monitoring
3. Culture and Inclusion: Events & Training, Network Groups, Communications
4. BAME Employee Life Cycle: Recruitment and Progression: Creating a pipeline

Who can use the Matrix?

- Companies just starting the journey can look at the first stage (a) and (b), entry level recommendations of the Matrix, and kick start this agenda in their workplaces.
- Companies that have already carried out work in this space can use the Matrix to audit their organisation and keep the momentum going through the ongoing stages.
- Companies that have advanced beyond and completed most of the tasks, can feed back into the Matrix, join our committee and help other organisations by being known as a thought leader. Please get in touch.

Insights: What we have learnt so far

Despite almost half of the organisations that completed last year's Matrix not making it to the first level as an 'Investing in Ethnicity Employer', we want to say a big thank you and congratulations to all that have started the journey on the BAME agenda with us. There is still much to be done, and we have pledged to support these organisations, no matter where they are on this agenda, to achieve greater impact in 2019.

Based on the input to the Maturity Matrix from over 50 organisations across varying industries, including financial services, professional services, legal, education, energy, construction, broadcasting, media, technology and the public sector, we have gathered some key insights.

- On average, companies had successfully completed two-thirds of the 'Employee Life Cycle' section which focuses on progressing BAME people into senior positions.
- Data collection falls short with only half of the organisations collecting data, and less than a third utilising it in a productive way. This is reflected in recent findings.
- According to EHRC, 44% collect data and only 3% analyse the data collected.

Average % of Completion by section

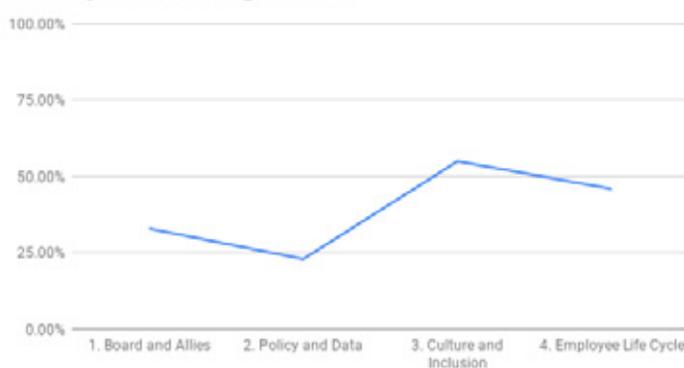
■ **1. Board and Senior Allies:**
33%

■ **2. Policy and Data:** 23%

■ **3. Culture and Inclusion:**
55%

■ **4. Employee Life Cycle:**
46%

Maturity Matrix Average Scores



Our findings show that organisations create an impact through improving Culture and Inclusion and focusing on Employee Life Cycle (sections 3 and 4), but implement less measures within their board and senior leadership teams (sections 2). Policy and Data (section 2), had the lowest completion rate from the 52 organisations that completed the Matrix. This is an area we are focussing on as it is essential to measuring vital areas, especially in light of Ethnicity Pay Gap Reporting.

Some Matrix facts based on last year's results...

1. Board and Senior Allies

- Whilst the majority of the companies that completed the Matrix (over 95%) had a senior champion or sponsor in place to champion the organisation's network, only 40% of the sponsors influenced the wider business.
- 72% of the organisations didn't have any structure in place where boards or senior teams were held accountable for the BAME or Diversity agenda within their organisation's KPIs.
- Six out of ten organisations said that their executive team didn't reference steps to improve the BAME agenda within their annual report.

2. Policy and Data

- Data reporting was the weakest area within the Matrix. All three major political parties included a commitment to Ethnicity Pay Gap Reporting in their manifestos. We held an All-Party Parliamentary Group for Governance and Inclusive Leadership roundtable with thought leaders in business to look at ensuring that organisations have the correct data capture. Please enquire about the full report.
- 32% of organisations collect basic ethnicity data, however only 23% of them collect data capturing a breakdown of BAME employees by pay band or pay gap with a view to publishing this kind of data. These figures are in line with the national averages recorded by the Equalities and Human Rights Commission.

■ Outstanding employer of the year:
Lloyds Banking Group

■ Top 10 employers (no order):
BBC, BP, Deloitte, Freshfields, HSBC, JLL, KPMG, Lloyds Banking Group, Ministry of Defence, RBS.

3. Culture and Inclusion

- 84% of organisations do not have some form of inclusion training offered to all members of staff. Whilst 88% of organisations offer inclusion training within the workplace, it is not open to all employees. Some organisations have noted that it is only available when individuals are promoted or recruited into a specific, often senior position. 92% of organisations have a Network Group or Employee Resource Group.

4. Employee Life Cycle

- Over half of the respondents said that their organisations didn't specifically ensure BAME staff were represented on talent programmes or didn't have a dedicated programme to support BAME talent.
- Nearly 6 out of 10 of the respondents didn't monitor stages of the recruitment process to ensure BAME candidates were well represented.

1. Board & Senior Allies

LEVEL 1 (A): Investing in Ethnicity Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Champion Sponsor	A.1	Identify an executive sponsor to champion ethnicity and race throughout the organisation that will be accountable for aspirational targets and driving the BAME agenda from the top.	Executive sponsors or senior champions do not need to be from a minority ethnic background. It is NOT essential that the senior champion is knowledgeable on this agenda, but imperative that they have a passion for advancing the agenda within their organisation and are committed to learning. Ideally, they should also be in a position to be able to positively influence the executive team and/or Board, as a member of one of these teams. If you have a Diversity and Inclusion lead, it is important that they are engaged in this process. The Executive sponsor can also influence their organisation to set up a BAME network, if they do not already have one and/or include BAME interest in a general network, as appropriate.	5
Budget	A.2	Establish a ringfenced budget to bring in expertise to aid advancement where necessary. Ideally, this should be set annually, with a budget strategy in place.	A ring-fenced allocated budget is important for bringing in external expertise or consultants where necessary, for internal and external events and for training such as career acceleration, mentoring and inclusion training. If your organisation's network group (or Employee Resource Group) is established it is useful to include their involvement on the budget and best placed allocation.	10
Strategy	A.3	Have a BAME Inclusion strategy and plan that spans at least one year, with aspirational targets that can be reported on annually.	When implementing the Matrix it is useful to have knowledge of existing diversity and inclusion strategy within your organisation, as many of the recommendations may already have been executed or can align to existing initiatives or processes. Delivery against the race strategic plan should be monitored quarterly with an annual report produced to provide an annual view in progressing the race agenda.	10
TOTAL MAXIMUM SCORE FOR LEVEL 1				25

LEVEL 2 (B): Investing in Ethnicity Star Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Active Engagement	B.1a	Your executive sponsor must have spoken on the BAME agenda at a company event at least once in the past twelve months.	The executive sponsor should have spoken about the organisation's commitment to race through a business event with senior leadership or an internal awareness event, and independently of the BAME network group. This may be thorough articulating and sharing their point of view on D&I, as well as how ethnicity and race are part of the broader inclusion agenda and strategy.	5
Employee Network	B.1b	Regularly meet with the chairs / leaders of the BAME network.	The meeting with the chairs of the BAME network should discuss annual strategy and how the executive sponsor can further support.	5
Internal Comms	B.1c	Demonstrable commitment to the BAME agenda through frequent internal communications.	Internal communications can include the executive sponsor giving an interview, speaking or promoting the agenda throughout the organisation. This can be carried out on the intranet or through a bulletin. This is an opportunity to articulate a point of view and strategy around diversity and inclusion, and show the link to business strategy and commercial priorities.	5
Mentoring	B.2	Initiate a reverse and reciprocal BAME Inclusion Mentoring Programme (or similar - please give details on next page) with BAME professionals and senior team members. (PART 1)	Reverse or reciprocal mentoring is a useful way of engaging senior teams in this agenda. This can be done through utilising the network group and senior teams and developing a programme of regular meetings. If you would like to find out more about structured mentoring programmes, please refer to our resources at investinethnicity.com	10
TOTAL MAXIMUM SCORE FOR LEVEL 2				25

LEVEL 3 (C): Investing in Ethnicity Advanced Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Training L&D	C.1	Ensure that executive and senior teams have had BAME inclusion training, either through a stand-alone programme, integrated into existing programmes or unconscious bias training.	<p>This type of training can be woven into existing programmes or as a dedicated inclusive leadership programme, which has been proven to provide better results than stand-alone unconscious bias training. Compulsory e-learning or webinars can also be an effective way to introduce senior teams to this agenda, however those who are decision makers in the recruitment development processes should also participate in deeper dive F2F programmes with external expertise.</p> <p>Modular inclusive leadership programmes can also include a segment with a focus on the particular barriers around BAME inclusion within your organisation. Please let us know if you would like further information on training programmes.</p> <p>Ensure some form of BAME inclusion training is openly available to all senior and exec teams. All exec and senior teams have had some form of BAME inclusion training.</p>	10
Annual Reporting	C.2	The executive team should reference what steps they are taking to improve BAME representation and progression within their annual report.	<p>The executive team should develop and articulate the business and moral case for ethnic diversity, and communicate this to the rest of the organisation, as part of the business strategy.</p> <p>The report should mention data, where relevant, and include the areas where improvement is needed and what measures are being put in place.</p> <p>This can be included as part of overall inclusion objectives, but must specifically talk about measures to improve the race agenda.</p>	5
KPIs Diversity Objectives	C.3	Exhibit general diversity and inclusion as a key performance indicator (KPI): All senior leaders should have clear diversity and inclusion objectives included in their annual appraisal.	<p>The KPIs included should be measurable objectives that align to wider inclusion objectives and be assessed annually.</p> <p>KPIs can be tied to the data for each department to ensure that BAME employees are given the same access to career progression and programmes, and that recruitment of appointments are chosen fairly from a diverse talent pool.</p>	10
TOTAL MAXIMUM SCORE FOR LEVEL 3				25

LEVEL 4 (D): Investing in Ethnicity Exemplary Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Mentoring	D.1	Initiate a reverse or reciprocal BAME Inclusion Mentoring Programme Part 2 for BAME professionals with at least 20 per cent of your senior team. (PART 2)	<p>Board, executive team members and senior allies should be seen to invest time in creating a culture that is actively inclusive. This can be achieved through a personal commitment to furthering a more diverse workforce by reciprocal mentoring or sponsoring diverse talent at junior and mid-level, in order to feed into the long-term talent pool.</p> <p>The benefits of reciprocal mentoring lie in breaking down barriers and prejudices, as each participant takes turn being the mentor and the mentee, doubling the potential for learning regardless of level of seniority.</p>	10
KPIs BAME Objectives	D.2	Ensure that the executive team's annual objectives and KPIs include the BAME agenda, with specific focus on BAME representation and progression.	<p>Use data and strategy to help implement KPIs which align to company's diversity and inclusion goals. KPIs should be tailored and different depending on the executive's role. These can be published externally as well as internally as part of the annual reporting requirement.</p>	15
TOTAL MAXIMUM SCORE FOR LEVEL 4				25

2. Policy & Data

LEVEL 1 (A): Investing in Ethnicity Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
HR Data	A.4a	Ensure that your HR systems are capturing data on ethnicity.	Data collection is essential in developing strategy and helping to achieve buy-in on areas where your business needs it the most. It is recommended that basic data on BAME representation at all levels of your workforce should be available to those involved in progressing the agenda.	10
Employee Survey	A.4b	Ensure your employee survey includes the capture of ethnicity data. Encourage good disclosure rates by clearly outlining the purpose of the survey.	If your organisation already has an employee survey, ensure that it includes ethnic origin. Encourage good disclosure rates by clearly communicating the purpose of the survey.	5
Policy	A.5	Ensure that your HR Policies distinctly highlight the Equality Act and the seriousness of any sort of discrimination, especially around race or ethnicity.	Organisations should have Equal opportunities / Equality and Inclusion Policies in place in line with the Equality Act 2010, which should be easily accessible by all employees. These can be developed or incorporated, and should include the procedure that an employee can go through if they feel they are a victim of racial discrimination, bullying or harassment. It is recommended that once you have revised your policy, that it is available to all new employees starting in the company and is accessible through internal systems, such as on the intranet.	5
TOTAL MAXIMUM SCORE FOR LEVEL 1				20

LEVEL 2 (B): Investing in Ethnicity Star Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Supply Chain Diversity Strategy	B.3	Ensure that your supply chain has a strategy towards its commitment to diversity and inclusion with suppliers.	Supplier diversity guidelines should be documented and made available to the person(s) responsible for procurement. A list of preferred suppliers can be included, these organisations share similar values i.e have a strategy, aspirational targets and/or principles to your own around the BAME agenda. Develop guidelines for suppliers as part of diversity and inclusion strategy. A Supplier Diversity Programme may help prove that your supply chain actively seeks to align with businesses that exhibit good ethical values and good practice around the BAME agenda.	5
Annual Reports	B.4	Use HR data to analyse BAME representation at all levels within annual reports and to align to strategy. Ensure that data is seen by the executive sponsor.	The data should be approached in the same way as performance or sales targets and data should be analysed to form a picture of BAME representation patterns and presented at a senior level within your organisation. This data can be split into departmental/business unit level to track and monitor progress.	10
TOTAL MAXIMUM SCORE FOR LEVEL 2				15

LEVEL 3 (C): Investing in Ethnicity Advanced Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
HR Data	C.4	Use HR data to annually monitor progression, retention and attrition of BAME employees at all levels of the business. Ensure that data is seen by the executive sponsor.	Use annual HR data to assess levels of BAME employment throughout all levels of seniority. Correlate this with previous data to identify progress or areas that need improvement. Establish which areas of the business have barriers to progression or low levels of retention for BAME employees. Ensure there is a process to capture exit data, including the use of externalists to gather data confidentially.	5
Employee Relations	C.5	Monitor the level of BAME employees that have reported grievances or complaints for discrimination, bullying or harassment, and compare to the proportion of reported incidents for the overall workforce.	Ensure HR and Employee Relations manage data that monitors ethnicity within discrimination, harassment and bullying cases. A process should be put in place where results show higher levels of discrimination for BAME employees. If within certain areas of the business, this should be investigated and addressed formally.	10
TOTAL MAXIMUM SCORE FOR LEVEL 3				15

LEVEL 4 (D): Investing in Ethnicity Exemplary Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Pay Data & Analysis	D.3	Ensure that data is capturing a breakdown of BAME employees by pay band and/or pay gap with a view to publishing data in the future. Align to your organisation's gender pay-gap rules if there is disparity.	Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Using a similar matrix, critically examine a breakdown of BAME employee data by pay band or pay gap.	20
Monitor ER & PIP Cases	D.4	Frequently monitor Employee Relations (ER) information regarding disciplinary cases to ensure that the proportion of those cases are not exceeding the proportion of BAME employees to non-BAME in your organisation. You may consider also including Performance Improvement Plans (PIP) in this analysis.	Put a process in place to ensure transparency of the disciplinary process. If BAME average figures are higher than the overall average for all employees, then investigate the causes. Organisations that are experiencing higher than usual numbers of BAME employees going through the disciplinary process or Performance Improvement Plans often result from a lack of communication or understanding when resolving disputes, unconscious as well as conscious bias, as well as lack of understanding of cultural differences. For support in cross-cultural awareness training and communication, tailored to your organisation, please contact us.	10
TOTAL MAXIMUM SCORE FOR LEVEL 4				30

3. Culture & Inclusion

LEVEL 1 (A): Investing in Ethnicity Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
General Events	A.6	Hold an internal event which starts conversations on the BAME agenda and is open to ALL employees.	The aim of the event is to encourage BAME inclusion. Examples of events include a conference, keynote speaker, storytelling events, workshops on starting conversations or engagement sessions. This does not need to be a stand-alone BAME event, but could be incorporated into existing events.	5
Employee Network	A.7	Have an active BAME network group in place within your organisation.	Set up a BAME network if you don't have one already. Actively build up members within your organisation. Enlist stakeholders who are passionate about race (see A.1). It is recommended that there are opportunities to engage the wider organisation beyond BAME employees.	5
Employee Network	A.8	Appoint a BAME network chair and complete terms of reference.	When setting up a new network, it is important to have a core committee consisting of a chair or co-chairs and supported by others within the organisation. When setting up terms of reference, identify the purpose and objectives, chair and membership and also the key activities. Please note that not all BAME members of staff will want to be involved in the network, others may want to observe only, so it is recommended that a communication plan is included.	5
Internal Comms	A.9	Send one company-wide communication that includes BAME news within a 12 month time-frame.	Existing company-wide communication methods such as newsletters, bulletins, intranet articles and publications can be utilised to update the workforce on BAME activities.	10
Internal Comms	A.10	Include a resource on your intranet which promotes use of language around race, ethnicity, BAME etc.	Be mindful of terminology and understanding. A terminology guide on your company's intranet will help staff better understand acceptable terminology. Additional resources, such as 'Understanding Race Terminology - use of language' can also be found at gailappg.org.uk and investinginethnicity.com	5
TOTAL MAXIMUM SCORE FOR LEVEL 1				30

LEVEL 2 (B): Investing in Ethnicity Star Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Education & Training	B.5	Review inclusive leadership or similar training programmes to ensure that they challenge behaviour and deliver actions around the BAME agenda.	A BAME inclusion focus should be incorporated into existing internal training or new training programmes. Hold sessions that break down barriers around ethnicity and race, and enable a space for honest conversations whilst empowering senior leadership to be able to address issues around race within their departments. Topics areas can include a focus on language and stereotypes, how to challenge behavior and increasing awareness of bias. For an external objective assessment of these interventions with an expert diversity and inclusion learning perspective, please contact us.	10
Employee Network	B.6	Hold at least one internal or external network event every 12 months with an executive sponsor.	In year one, the event could include a report on collected data, a panel speaker event or a workshop session. This event should be open to the whole organisation. The network should be able to engage and gain senior sponsorship by demonstrating the value of the network to the business: Identify committed volunteers to help establish the network with committee members and have clear roles and deliverables. Ideally there should be a senior level sponsor, in addition to the executive sponsor/champion, who visibly sponsors the network.	5
Employee Network	B.7	Ensure that the BAME network has its own operating budget.	The BAME network should be able to propose allocation of budget for training, to bring in external expertise and consultants or for internal and external events where necessary.	5
Recognition	B.8	Participation in the BAME committee should be recognised within annual appraisals.	Network chairs and committee members should be recognised for their active involvement and participation outside of their day job within their performance reviews. Line-managers and department managers should be made aware that this is statutory and helps the organisation's overall diversity and inclusion goals.	5
Employee Network	B.9	Hold a collaborative intersectional event with another employee network group within your organisation.	Externally link up with other organisations' networks or partner other organisations that focus on this agenda. This can be done through an external network or by directly approaching other network groups, and will provide the opportunity to approach wider issues and give further insights through collaboration, which will benefit both organisations.	5
Internal Comms	B.10	Profile stories and case studies on your intranet that include BAME professionals as role models.	The power of real-life case studies can provide a showcase for your organisation, via positive role modelling and good news stories. Please note, the use BAME role models can be viewed as tokenistic and outdated, instead consider using the opportunity to showcase achievements or different career stories which ensure that BAME employees are included in a wider initiative. Ensure that you have included a range of ethnic diversity to showcase, and also include information on different diverse backgrounds within the profile. Ideally the role models should also be in key business roles, with successful delivery of important, high profile business projects.	5
TOTAL MAXIMUM SCORE FOR LEVEL 2				35

LEVEL 3 (C): Investing in Ethnicity Advanced Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Education & Training	C.6	50 per cent of your organisation should have completed at least one session of inclusion training that has a focus on ethnicity and race.	This can be completed as an introductory values session for new employees, which should include a focus on ethnicity and race. Webinars or e-learning may be an effective option for engaging a large number of employees, or if the workforce is working across multiple sites / locations.	15
Employee Network	C.7	Make your network fully inclusive, ensuring a work plan to engage all employees.	Develop an annual work plan detailing all activities to be undertaken to ensure the BAME network welcomes and is inclusive of allies. Ensure any activities carried out by the network has a focus on being inclusive and engages all staff. Organisations should utilise channels to ensure that the network is promoted to the wider organisation and include information on the involvement of allies.	5
Employee Network	C.8	Set an annual comms strategy for communications about BAME news every quarter.	This can include information about specific training programmes available that include the race agenda, news around provisions being put in place, stories from BAME employees or allies This can be promoted through a dedicated space on the intranet, bulletins or newsletters.	5
Education & Training	C.9	Hold a professional development event for BAME employees within a 12-month period.	Hold an event that is open to the network that concentrates on professional development, this can be a workshop or training session. Sessions can be on navigating your career, being a better role model to being an inclusive employee or ally.	5
General Events	C.10	The network group should collaborate with other external BAME employee network groups.	This is a good way of introducing your network and members to others within the organisation and helps broaden awareness of the network to other employees. This can be achieved by using speakers from the networks and discussing all areas of intersectionality. Examples of this could be a joint Lesbian, Gay, Bisexual and Transgender (LGBT) network or Gender and BAME network event.	5
External Activities	C.11	Promote your organisation's support of the BAME agenda, ie. through sponsorship, speaker opportunities for external events or by supporting an external event.	Publicise any achievements externally. Explain to stakeholders the importance of positioning your organisation externally as one that invests in this agenda.	5
TOTAL MAXIMUM SCORE FOR LEVEL 3				40

LEVEL 4 (D): Investing in Ethnicity Exemplary Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Education & Training	D.5	All employees should have completed at least one session of inclusion training that has a focus on ethnicity and race within the last 24 months.	Training can be implemented via e-learning modules or one-off training to ensure it is accessible by all employees. Training should ideally be sustainable and undergo annual review to ensure long-term organisational culture change, as well as offer individual development.	20
Network Mentoring	D.6	Hold one event which offers peer mentoring within the BAME network.	Hold an event which introduces the concept of peer mentoring and explains its practical application. The focus of peer mentoring can be on helping career progression or navigating the organisation. To make this more effective, consider training peer coaches who can deliver sessions on being a peer mentor. This can either be with a view to utilising peer support in-house or through an external organisation and across companies.	5
Network Policy	D.7	Your network should align its strategy to D&I and provide insight into company values and policy.	The network group or Employee Resource Group should help to support the HR department when reviewing relevant and new policies to ensure they don't adversely impact BAME staff, approve the right language is used and that policy is fully inclusive. This measure will provide added value to the business in offering unique insights that can support not only the development of internal policies and processes, but also external customer and brand development. The formal inclusion of networks and ERGs in the development of HR policies and processes should be part of the overall project plan where getting input from diverse populations is naturally integrated and is a standard step in their policy review processes.	10
Employee Network	D.8	Have network meetings at least once a quarter.	Your network should hold meetings with key committee members, and focus on formulation and implementation on the network's strategy around company values and goals, reviewing how the network engages members through communication and events.	5
External Activities	D.9	Help and engage other organisations starting on their journey. Mentor a partner organisation on this agenda.	Team up with at least one other organisation to work together and share ideas on improving their network. This can be a powerful way of brainstorming innovative ideas or sharing resources whilst helping another network on the start of their journey.	5
External Activities	D.10	Prioritise engagement with schools in areas with above-average multicultural representation.	Work with schools in areas with above average multicultural representation. The sessions could be focussed on careers, BAME role models within your organisation, or the different pathways into employment. Alternatively work with an existing organisation that engages with multicultural schools. Identify and focus on schools where there are already corporate/CSR community links to ensure alignment with corporate partnerships. Where there are no existing links with local multicultural schools, develop a proposal for the company to begin links and engagement with them, setting it out with the normal 'business case' approach to help ensure buy-in. You may need to consider what you can do on a voluntary, personal basis at the initial stages to reach out and make connections.	5
TOTAL MAXIMUM SCORE FOR LEVEL 4				50

4. Employee Life Cycle

LEVEL 1 (A): Investing in Ethnicity Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Recruitment Advertising	A.11	Ensure the imagery and/or language used within recruitment campaigns are inclusive of BAME people.	Imagery should show the diversity of the workforce or intended workforce. This is very powerful if you want to attract diverse candidates and gives a solid first impression of your organisation to potential candidates. It is important for candidates to be able to visualise themselves in the role.	5
Recruitment Advertising	A.12	Revise wording on job specifications to ensure that plain English is used, demonstrating an accurate reflection of the skills required.	Ensure the wording on your job advert is inclusive, and doesn't seem subtly biased towards one particular group. Ensure that the advert is also written in a way that does not eliminate top candidates who may not speak English as a first language. Future plans on recruitment: Consider adding an inclusive statement in your adverts that insures that applications are welcome from people of all backgrounds.	5
HR & Talent	A.13	Take positive action to actively encourage BAME representation on talent programmes.	If you have a talent programme, please ensure that BAME employees are aware of the opportunities to self-nominate. The demographic of those selected should be representative of the proportion of BAME employees at that particular level.	5
Education & Training	A.14	Hold a series of focus groups or listening sessions to better understand the lived experiences of BAME staff. This may lead to positive and constructive feedback.	Focus groups or listening sessions should be small group exercises to achieve good feedback on the particular barriers highlighted within your organisation, whilst giving suggestions of how BAME employees feel these should be overcome. This should help back to up data within reporting. It is essential to include BAME employee involvement, experiences and feedback when undertaking any work around progress on this agenda.	15
TOTAL MAXIMUM SCORE FOR LEVEL 1				30

LEVEL 2 (B): Investing in Ethnicity Star Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Recruitment Advertising	B.11	Actively promote early career job opportunities to BAME communities. i.e. through job fairs, demographic-specific advertising.	This is a great way to attract candidates from BAME backgrounds and help them to consider a career which they may not otherwise have associated with their demographic. If there are limited opportunities to ensure BAME-only recruitment initiatives, then demonstrate that you have actively included a strategy to focus on aligning with initiatives which have a higher than average proportion of BAME jobseekers engaged. Consider new, non-traditional recruitment routes e.g agencies with a successful track record of BAME recruitment, local schools, universities, BAME societies, etc.	5
Recruitment & Selection	B.12	At least one person on the recruitment panel must have completed recruitment and selection training that included unconscious bias.	Ensure that at least one member of the panel has carried out some form of awareness or unconscious bias training that is specifically tailored to recruitment selection. Training can include e-learning or a formal training programme that specifies practical ways to eliminate bias and discrimination through the recruitment process. The panel member should be able to share the potential areas where unconscious bias can play out in the interview process (before, during and after). They should also be able to call-out bias - positive and/or negative - in the review session afterwards, with their points taken into account to ensure any subjective approaches can be eliminated. Future plans on recruitment: If possible, evaluate the outcome between panels who have had the training and those who have not.	5
HR & Talent	B.13	Produce detailed and transparent guidelines with information on how your organisation's career ladder works, including pay, promotions and rewards. This should be available to all staff including new entrants.	This resource should be obtainable through the intranet or a similar accessible form of communication that is available to all employees.	10
HR & Talent	B.14	Identify top BAME talent at middle and senior levels, and place them on career or talent programmes.	Ensure that there is a focus on diversity throughout the selection process for talent programmes, especially areas that are under-represented. Explain the benefits of strengthening the pipeline of BAME staff when looking at nomination process for talent programmes to line-managers through senior executives. Where necessary, use data to illustrate areas where retention of BAME staff is low, and build this talent pool by looking at career progression. Ask line-managers to recommend top talent at middle and senior levels, ensuring that they are representative of BAME employees. Talent programmes should be either be stand-alone and dedicated to ensure career progression of BAME employees or can be aligned into existing programmes, but ensuring that they are inclusive of BAME employees.	10
Mentoring B.2		Your organisation should have a reverse or reciprocal mentoring programme, which is accessible to BAME staff. OR Start a dedicated BAME reverse or reciprocal mentoring programme (see B.2).	Reverse or reciprocal mentoring is a useful way of engaging senior teams on this agenda. This can be done through utilising the network group and senior teams and developing a programme of regular meetings. If you would like to find out more about structured mentoring programmes, please get in touch with our team.	See B.2 (pts awarded above)
TOTAL MAXIMUM SCORE FOR LEVEL 2				30

LEVEL 3 (C): Investing in Ethnicity Advanced Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
3RD Party Recruitment	C.13	Actively ensure a diverse long and short list from head hunters and recruitment agencies for all senior recruitment positions. When recruiting through third parties, reject lists that are neither reflective nor representative of the ethnic origin of the local working age population.	<p>If you use a third party to recruit for senior positions, ensure that they are monitoring the ethnic origin of their candidates. Review whether your existing suppliers and agencies have a D&I policy, and whether your contacts have undergone any inclusive leadership or unconscious bias training to demonstrate alignment with your company values and aspirations in this area. (As in point B.3)</p> <p>Reject long and short lists of candidates that do not fulfil a minimum diversity requirement. This should reflect the local working age ethnic representation of the local area you are recruiting for.</p>	5
Recruitment & Selection	C.14	Ensure diverse recruitment panels for senior roles.	Implement a process which ensures those responsible for the recruitment for all senior roles are from diverse backgrounds, and panels are made up of mixed gender. This can be achieved by ensuring that there is input from diverse recruiters throughout all stages of the recruitment process.	5
Recruitment & Selection	C.15	When recruiting potential managers, pose inclusion-related questions during the interview.	<p>Ensuring that the right messaging throughout the recruitment process will help position your organisation as one that puts inclusion highly on its agenda.</p> <p>A mindset of valuing difference and a culture of active inclusion is key for line managers. For example, you could ask a scenario-based question around a race related issue, regarding how they would deal with discrimination in the workplace or ask for examples of what they have done to promote and value diversity in their existing teams, as well as what they think could be done to improve diversity and/or inclusion in the team and the organisation.</p>	5
HR & Talent	C.16	Ensure the percentage of BAME professionals on talent programmes is reflective of BAME representation within your organisation or local working population.	If you have a talent programme, ensure the demographic of those selected are representative of the proportion of BAME employees at that particular level.	10
HR & Talent	C.17	Produce detailed and transparent guidelines with information on how your organisation's career ladder works, including pay, promotions and rewards. This should be available to all staff including new entrants.	<p>Use available data and create a report aimed at senior executives outlining the key areas which need to be addressed and proposed measures that you recommend are put in place. Review existing external research and use this to identify potential areas to start your quantitative and qualitative analysis.</p> <p>Areas to address can include recruitment, career progression or lack of representation at certain levels of the organisation, and can be used to get buy-in from the top to implement further measures.</p> <p>The report should be simple and cover areas that need attention, key recommendations and outcomes but can also include an overview of where your organisations is, what activities are currently taking place and where the organisation is succeeding on this agenda.</p> <p>This report can be used to help support the business case for inclusion training for executives or to ensure measures are put in place from the top around access to training or to promotional openings.</p>	10
TOTAL MAXIMUM SCORE FOR LEVEL 3				35

LEVEL 4 (D): Investing in Ethnicity Exemplary Employer				
SUB - CATEGORY	CODE	ACTION	GUIDANCE	MAX SCORE
Recruitment & Selection	D.11	Monitor BAME representation at all stages of the recruitment process: application; shortlist and appointment.	<p>Implement and review data at all levels of the recruitment process and review the difference between applied, shortlisted and appointed posts for BAME employees, compared with that of all staff. Use information to assess if there are areas in the recruitment process should be addressed.</p> <p>This requires continued communication with recruitment agencies or internal recruiters to challenge their criteria, search pools and set stretch targets. This should be managed alongside internal line interviewers who should also be fully aware, before the interview process begins, of (their own) potential negative bias.</p>	10
Recruitment & Selection	D.12	Ensure at least one BAME representative features on recruitment panels and is involved throughout the recruitment process for senior roles.	Ensure that you have representation from a BAME representative on the recruitment panel for senior positions and they have input, and the ability to influence and challenge decisions, as appropriate, into recruitment outcomes. i.e they are not just 'token' representatives.	5
Recruitment & Selection	D.13	Exhibit positive action within the selection process by ensuring interviews for BAME applicants reach minimum criteria when underrepresented.	If representation of BAME applicants are not reaching interview stage, investigate why candidates are being rejected and revise criteria and processes around recruitment. Where BAME representation isn't reflective of the percentage of BAME local working age population, put processes in place to ensure that BAME candidates with minimum criteria are reaching interview stage or recruiters actively seek further BAME applicants.	10
Recruitment Advertising	D.14	Ensure that job opportunities for entry level and first career positions are not prioritised on university qualifications.	<p>Where applicable, put a process in place so that candidates for entry level jobs are measured on achievements and attributes other than university qualifications.</p> <p>Removing University qualifications from the selection process for interviews has been proven to help broaden the diversity of those selected.</p>	5
HR & Talent	D.15	Identify top BAME talent within senior and middle management and allocate a sponsor to aid career growth.	<p>Your organisation should have a sponsorship programme in place with a focus on including BAME talent.</p> <p>Sponsorship can be a useful way to enable career acceleration for talent within the organisation. However, it is important that sponsors are carefully matched for the process to be effective.</p> <p>Also consider aligning emerging talent to a senior sponsor to enable better career growth.</p>	15
HR & Talent	D.16	Ensure that BAME talent on career programmes are actively progressing up the ladder.	Put a process in place to monitor the BAME talent programme and the progress of those on talent programmes, with a specific focus on areas and levels of the organisation where BAME staff are under-represented.	10
TOTAL MAXIMUM SCORE FOR LEVEL 4				55



The Matrix background

The Matrix was formulated as part of the Investing in Ethnicity initiative from SPM Group, and a collaboration with the All-Party Parliamentary Group on Governance and Inclusive Leadership. The APPG on GAIL established a common goal to improve diversity and inclusion in the workplace so it became an ideal partnership and platform to launch the report.

Dawn Butler MP chair of the APPG group has played a vital role in helping progress the Matrix. The APPG group has a progressive plan that extends beyond taking evidence from organisations and employees to ensure the Matrix evolves. If you would like to get involved or give evidence please email: matrix@gailappg.org.uk.

Appendix a: Development stage

■ Round table discussions: To determine the best method to progress the ethnicity and race agenda

Three round table discussions took place during the latter part of 2016 involving 30 organisations. Recommendations included, a) delivering a conference for employers and b) giving employers step-by-step resource on how to move the BAME agenda forward. It was decided that Employer Action Groups would take place during 2017 to examine key areas and discuss further recommendations.

■ Employer Action Groups: To determine recommendations for key areas

Five round table discussions took place during the first five months in 2017, the key topic areas included: Employee Life Cycle, Board and Leadership, BAME Employees, Policy, Data and Monitoring, and Brand and External Engagement. Over 50 organisations took part in this process.

■ Survey from the Investing in Ethnicity conference

168 attendees answered the survey, which asked for participants to give the main barriers and key measures that they felt would help their organisation's progress.

■ Input from recent reports and recommendations

Recommendations from recent reports including: McGregor-Smith, CMI's Delivering Diversity and CPID's Addressing Career Progression, have been collated into one document.

Appendix b: Submitting the Matrix

Please register your interest for full guidance notes and the scoring sheet, via the website investinginethnicity.com. Matrix can be submitted via the website by 30 June 2019.

The submissions will then be scored, any organisation that completes any level will be accredited and included in the eight-page Guardian Supplement in November.

The Top 10 employers, based on scoring, will be automatically included in the Outstanding Employer category of the Investing in Ethnicity Awards in November, where the overall winner will be announced.

Please note, members of the Investing in Ethnicity initiative will receive a full report and consultation following completing the Matrix.

