



# RACE INCLUSION REPORTS

Report 1 – Talking about  
race at work

**Report**  
March 2021

1

2

3

4

5

6

7

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

The Institute for Employment Studies (IES) is an independent, apolitical, international centre of research and consultancy in public employment policy and HR management. It works closely with employers in all sectors, government departments, agencies, professional bodies and associations. The IES is a focus of knowledge and practical experience in employment and training policy, the operation of labour markets, and HR planning and development. The IES is a not-for-profit organisation.

## Report

# Race inclusion reports

## Report 1 – Talking about race at work

### Contents

1	Series introduction	2
2	What do we need to do to encourage talking about race at work?	5
3	Survey data	6
4	Recommendations for employers and for policy-makers	28
5	Conclusion	30
6	Appendix	31
7	Endnotes	32

### Acknowledgements

The CIPD is very grateful to those organisations and individuals who gave their time to support this research. In particular, we would like to thank:

- YouGov for assisting in the survey design and for analysing the survey data
- Jenny Holmes and Dr Duncan Brown at the IES for writing this report.

# 1 Series introduction

*Every person, regardless of their ethnicity or background, should be able to fulfil their potential at work. That is the business case as well as the moral case. Diverse organisations that attract and develop individuals from the widest pool of talent consistently perform better.*

**Baroness McGregor-Smith, Race in the Workplace: *The McGregor-Smith review (2017)***<sup>1</sup>

*Racism has no place in our society. Businesses must be part of the change we all need, to step up and stamp out prejudice, and to build diverse and supportive cultures of respect and fairness for all.*

**Peter Cheese, CIPD CEO (2020)**<sup>2</sup>

The moral case for fairness in and access to the workplace is self-evident to any people professional. There is also considerable strength in the business case, as evidenced by McKinsey in their 2020 report, *Diversity Wins: How inclusion matters*.<sup>3</sup>

*In the case of ethnic and cultural diversity, our business-case findings are equally compelling: in 2019, top-quartile companies outperformed those in the fourth one by 36 percent in profitability, slightly up from 33 percent in 2017 and 35 percent in 2014. As we have previously found, the likelihood of outperformance continues to be higher for diversity in ethnicity than for gender.*

Despite this, evidence persists of continuing racial injustice and inequalities in UK society and in our workplaces. In employment, according to Baroness McGregor-Smith's review (2017),<sup>4</sup> while one in eight of the working-age population are from a BME background, only 10% of the workforce are BME individuals and only 6% of top management positions are held by people from BME backgrounds.

Recent events such as the Windrush scandal<sup>5</sup> and the Grenfell Tower disaster<sup>6</sup> and, more recently, the COVID-19 pandemic,<sup>7</sup> alongside the major 2020 anti-racism protests after the death of George Floyd,<sup>8</sup> have highlighted the range of continuing racial injustice experienced in the UK. The COVID-19 crisis in particular has shown how intertwined economic and social indicators such as low pay, inadequate housing and poor health and wellbeing are with ethnicity and ethnic pay and representation gaps. They have also underlined the need for stronger action to be taken in society and in its workplaces to address these areas and to implement lasting and effective solutions.

Nor is the HR community itself immune from racial inequality: 88% of CIPD members identify as white and this increases with seniority, with only 7% of senior-level people professionals identifying as being from an ethnic minority. This is in line with Office for National Statistics figures showing that only 9.5% of HR professionals come from an ethnic minority background, contrasting with 14% for the general working-age population in the UK.<sup>9</sup> According to a recent *People Management*<sup>10</sup> study, 69% of ethnic minorities in HR felt that their career has been obstructed because of their race, compared with just 6% of white HR professionals. The HR profession urgently needs to take steps to improve its own diversity.

Warm words are not enough – firm action is now needed to tackle race inequality, and the demonstrations of summer 2020 show that there is a groundswell of support for much-needed change. There has already been increased action in this area by employers in 2020, beyond just voicing support for Black Lives Matter, with plans developed by organisations ranging from the English Football League to the CIPD itself. For instance, the BITC *Race at Work: Black*

1

2

3

4

5

6

7

1

2

3

4

5

6

7

voices report (2020)<sup>11</sup> states that more than 100 employers signed up for their Race at Work Charter within a six-week window in 2020, bringing the total to more than 400 employers. A petition to government to introduce mandatory ethnicity pay gap reporting in summer 2020 rapidly acquired more than 130,000 signatures.<sup>12</sup> More than 80 employers already report the differences voluntarily, including the House of Lords, Barclays, Network Rail, the Met Police, John Lewis and PwC.<sup>13</sup> The CIPD's plans focus on increasing ethnic diversity among people professionals, including mentoring and coaching programmes, as well as continuing its educational and policy activities in support of greater transparency and structural and cultural change in organisations.

However, actual progress in recent years in implementing review findings and action plans has been frustratingly slow. The Parker Review on UK FTSE board composition (2017)<sup>14</sup> set out the voluntary target that, by the end of 2021, no member of the FTSE 100 would lack a person of colour as a director. But its 2020 update<sup>15</sup> found just 11 more of the FTSE 100 companies had a person of colour on their boards and the target looks likely to be missed by a third of them.

Individual employers are in a strong position to make important changes, both for the benefit of the organisation and its employees. The CIPD states in its anti-racism strategy guide that *'employers need to maintain a zero-tolerance approach to workplace discrimination – as is required by the Equality Act 2010 – and commit to planned action'*.<sup>16</sup> It notes that *'race inequality cannot be tackled half-heartedly or by sporadic, one-off, disconnected initiatives; employers' actions need to be well planned, strategic, sustainable and taken seriously. Employers must stand against the cause (racism) and the effect (inequality).'*

As a means of addressing the barriers to change, the CIPD has set out its anti-racism policy, supported by a new anti-racism hub,<sup>17</sup> which includes a host of webinars, FAQs and practical guides. It has commissioned this series of reports on race inclusion, looking at specific barriers to progress. The CIPD continues to call for mandatory ethnicity pay reporting, but also strongly encourages employers to immediately bring further transparency and public scrutiny to ethnic inequality in the workplace by voluntarily reporting their ethnicity pay gaps and their proposed actions to address them.

This series of reports will outline some of the key areas on which employers can act now, rather than waiting for legislative obligation. Supported by literature reviews and survey evidence, they are designed to help the HR community and their employers to act on racism in three key ways:

- **by talking about race at work**, which has been highlighted by our research as a critical barrier and underpinning determinant of progress ([Report 1](#))
- to encourage **ethnicity disclosure and reporting** ([Report 2](#))
- to address **career progression inequities** ([Report 3](#)).

There are, of course, many other areas to tackle before equality of opportunity is achieved for people of all ethnicities. However, making progress on these three vital issues should be within the capability of every employer and should provide a foundation for further, more wide-ranging work and progress.

These three reports are informed by new CIPD research from a survey of **2,102 UK employees**. The research was conducted pre-COVID, between 29 November 2019 and 10 January 2020. The findings are still very relevant as they reflect long-term inequalities rather than being influenced by short-term current events. Employees were asked for their views on:

- how inclusive they feel their organisation is
- how they feel about talking about race at work
- how employers can promote conversations about race at work

- any barriers to talking about race at work
- the factors affecting whether they disclose their ethnicity to their employer
- their career progression – barriers and enablers.

Given the research is based on a survey of employees' views, not mediated through HR or their employers, it has helped to ensure these reports provide findings and recommendations that are tailored to the problems that employees actually experience in the workplace.

In each report, we:

- describe why the topic is important
- profile the main survey findings and relevant variations within the survey data on the basis of ethnicity
- draw out practical recommendations for both employers and policy-makers.

For more information, see [Report 2 – Encouraging Ethnicity Data Disclosure](#) and [Report 3 – Ensuring Equality of Career Progression Opportunities](#), or access our [anti-racism hub](#).

### Note on the CIPD's current position on terminology

We recognise that any one term will not resonate with everyone. As such, we advise employers to be sensitive in the language and terminology used when talking about race and ethnicity, being sure to engage and invite input from both their own staff and external experts.

We follow the [Race Disparity Audit's](#) recommendation, referring to 'ethnic minorities' rather than the terms BME/BAME, which highlight particular groups while omitting others. BME refers to black and minority ethnic, while BAME refers to black, Asian and minority ethnic. But research conducted by the Race Disparity Audit suggests that very few people recognise these acronyms, while few ethnic minorities identify with them.

However, both terms are widely used by government departments, public bodies, the media and other groups when referring to ethnic minority groups in the UK. We therefore reference the terms BME and BAME only in relation to research that has already been conducted using these terms (such as the government review by Baroness McGregor-Smith and previous CIPD research).

People of Colour (PoC) is a term prevalent in the USA and is gaining popularity in the UK. While it lends itself more to common parlance, it shares the issues of defining ethnic groups in relation to the white majority and that of masking issues.

We also recognise that terms like BME and BAME encompass people from a diverse range of backgrounds, cultures and traditions, who will likely be facing different barriers in the labour market, in career progression, and in their experiences at work. The Policy Exchange (Saggar et al 2016)<sup>18</sup> highlights the problem of conflation: *'Each ethnic minority group has its own cultural tradition and history, occupies a certain place on the socio-economic ladder, is on its own distinct trajectory, and sometimes has several internal divisions,'* it says. *'Looking at "BME" or "BAME" alone does nothing to tell us who is making progress and who is falling behind. Moreover, improvements in minority representation could be made by improving the lot of those already doing well rather than increasing the representation of those who need it most.'*

The CIPD wants employers and the people profession to put the spotlight on inclusion, with a continued effort to build diverse talent pipelines. Inclusive organisational culture is essential for attracting, retaining and nurturing diverse talent. The CIPD will therefore use the term 'inclusion and diversity' in all our material going forward.

1

2

3

4

5

6

7

## 2 What do we need to do to encourage talking about race at work?

*We must talk openly about race and racism within our organisations, and what it feels like to be part of a minority. The last few weeks have not only highlighted challenges but how much was not being said, and how many people are suffering in silence.... We all need to feel safe in exposing these vulnerabilities or lack of awareness. The worst that can happen is that the conversation shuts down for fear of offence.*

**Peter Cheese, CIPD CEO, July 2020**

The first of this three-part report series on race inclusion looks at the need to talk about race at work and about the barriers and facilitators to doing so. It focuses on talking about race at work, the current barriers and the key issues relating to beginning the conversations needed about race at work, considering in turn:

- who is having and initiating conversations about race at work
- the barriers to these conversations, including the importance of trust
- the relevance of terminology and the extent to which it is a barrier.

As Baroness McGregor-Smith said in her 2017 review,<sup>19</sup> *'Too many people are uncomfortable talking about race. This has to change.'*

To be able to investigate, understand and take meaningful, tailored action on race inequalities at work, people need to feel able to have conversations about race and ethnicity. Leaders, employees and HR need to be able to talk about and surface issues of racial inequality, in order to be able to understand and address them within the organisation. For example, much research tells us about the barriers to recruitment, retention and progression that exist for different ethnic minority groups and so these need to be acknowledged and acted on.

Indeed, the BITC *Race at Work: Black voices* report (2020)<sup>20</sup> includes as its second call to action for employers: *'Employers must convene big conversations in the workplace for active listening, and then make plans on agreed actions together with their black employees.'*

The CIPD's research has already shown that many people – of whatever ethnicity – can be reluctant to talk about race. This can be for various reasons, including a fear of saying the wrong thing, not recognising there are inequalities of opportunity at work, and feeling people aren't interested and that they won't be listened to. This is confirmed by the findings in the BITC toolkit for allyship,<sup>21</sup> which reports that only 38% of employees say they are comfortable talking about race in the workplace.

The CIPD's existing recommendations on talking about race are:

- Accept that talking about race in the workplace is new for most – this means there will be discomfort, mistakes will be made and false starts will happen. Organisations need to understand that this is part of the process and they will need to sit in the discomfort as they learn how to have conversations about race with their people.
- Organisations need to communicate their intention in having these conversations, recognising the wider context, the need for action on inequality at work, as well as

1

2

3

4

5

6

7



1

2

3

4

5

6

7

whether the aim is to understand the lived experiences of its people or to give space for open sharing and conversations. Business leaders need to be open about the fact that the organisation does not have all the answers, that there will be a journey with some discomfort, and how they will work through the journey.

- To be inclusive, the organisation must involve everyone in the conversation and that means all races – whether it is expressing support, seeking understanding, asking questions or sharing their own experience and learnings about race.<sup>22</sup>

This report provides further evidence of employee views on talking about race at work and makes recommendations based on the survey findings.

## 3 Survey data

### 3.1 Key findings

The key findings of this report are outlined below. More detailed breakdowns of the data are available in the full findings section and data tables. In this section, we report at a binary level comparing white British with BAME but are aware of the pitfalls of doing this (see the [Methodology](#) for a full discussion of the ethnicity groupings and terminology used).

#### **Key themes**

##### **The need to talk about race**

- Over a third (35%) of respondents felt there is a need to talk about ethnicity, rising to nearly half (45%) in the public sector and dropping to 38% in the third/voluntary sector and 30% in the private sector.
- Only 23% of white British respondents feel the need to talk about race, whereas 40% of those from BAME groups do.
- A minority have talked about race: 33% of respondents have talked about race and this was highest in the third/voluntary sector (45%) compared with the public sector (43%) and private sector (27%).
- 26% said there is specific employer support for conversations about ethnicity, for example via an employee network group or through training, communications or initiatives about inclusion and diversity.

##### **Who is talking about race?**

- Employee network groups were most commonly cited as those who initiate conversations about ethnicity, with senior leaders next, and HR the third most likely initiators.
- Overall, more respondents are comfortable speaking to their colleagues about ethnicity and race (77%) than to any other groups. 67% are comfortable talking to their manager/supervisor, 60% to HR and 56% to senior leaders.
- The response to 'talking to colleagues' is the same for BAME and white British, both 77%. BAME group respondents are less comfortable than white British respondents talking to HR, senior leaders and their managers.

##### **Barriers to talking**

- Trust in senior management is a bigger differentiator than ethnicity in the levels of comfort in talking about race. With strong trust in senior management, comfort talking to HR is 73%; with weak trust, it is 47%.
- Those who said they do not talk about ethnicity and race said the three key reasons for this are:





- They do not feel a need to talk about it (BAME group: 39%; white British ethnicity: 51%).
- They do not consider that race and ethnicity are an issue in their workplace (BAME group: 30%; white British ethnicity: 39%).
- Others didn't see there is an issue with race or ethnic inequality (BAME group: 25%; white British ethnicity: 20%). Full details can be found in Table 14.
- BAME group respondents are more likely to say:
  - People are not interested in having conversations about race (22% vs 14%).
  - They are sceptical about whether things will change following conversations (16% vs 3%).
  - People are ignoring that there is an issue with race (13% vs 2%).
  - They feel uncomfortable talking about race (10% vs 4%).
- Asking all respondents (regardless of whether they said they have talked about race) about the top three reasons for not talking about race, they said:
  - People are worried about offending someone (28%).
  - People are worried about saying the wrong thing (27%).
  - People don't see there is an issue with race or ethnic inequality (27%).
- Half of respondents (48%) think employees in their organisation are confident in their use of terminology.
- 32% said uncertainty around language and terminology stops people from having conversations about race.

### Terminology

- No single term used in describing ethnicity has the support of the majority of respondents.
- Using someone's specific ancestral origin (such as Caribbean ethnicity) is considered appropriate by the highest number of respondents (25%).
- The most inappropriate term is person of colour (32%).
- 20% of respondents said they do not know which terms are most appropriate or inappropriate, underlining the lack of certainty in this area.
- 26% said that none of these terms are inappropriate, suggesting that terminology should not be the focus of discussions and that these doubts should not stop action taking place.

The key findings of this report show that more ethnic minority employees feel the need to talk about race than white British workers. Although over three-quarters of respondents said they would be comfortable speaking about race to their colleagues, conversations about race are mainly occurring between those already committed to race inclusion, such as employee networks and HR rather than with the wider organisation. There are significant barriers to overcome, such as increased trust in senior management, to enable organisation-wide conversations about race.

## 3.2 Full survey findings

### 3.2.1 Methodology

In an online survey of a sample of UK employees by YouGov, the CIPD asked a series of questions in relation to employees' views of their workplaces and about issues relating to race at work. The fieldwork for this survey was undertaken between 29 November 2019 and 10 January 2020, so pre-dates the COVID-19 pandemic and the surge of activity and awareness around Black Lives Matter in the summer of 2020. The findings are still very relevant as they reflect long-term inequalities rather than being influenced by short-term current events.

The 2,102 respondents were:

- BAME group: 65%; white (British): 22%; white (other): 9%; with the remainder not disclosing their ethnicity – this sample contains a much higher proportion of ethnic



- minority respondents than the UK population level of 14%
- private sector: 62%; public sector: 27%; third/voluntary sector: 11%
- SMEs: 40%; large organisations: 60%.

The survey asked respondents to select which of the ethnicities listed in the left column of Table 1 they identified with. These options come from the ONS categorisation.<sup>23</sup> The majority ethnic group in the UK is white British, which we use in this report to contrast with other groups to explore differences of views and reflecting the fact that there is disadvantage for any ethnicity group that is not the majority.<sup>24</sup>

Where possible in this report, we have explored the differences by using other individual ethnicity groups in the text and by presenting the full breakdown in the accompanying tables so that all the variations in responses can be seen. It is, however, not possible to present findings from all of the individual groups across all the questions as some of them are too small to be statistically reliable. To ensure these views have been captured, we provide them in combinations, as shown in the second and third columns of Table 1.

**Table 1: Survey ethnicity categories and structure**

English/Welsh/Scottish/Northern Irish/British	NET: White British	NET: White (combined)
Irish	NET: White other	
Gypsy or Irish Traveller Any other white background		
White and black Caribbean White and black African White and Asian Any other mixed/multiple ethnic background	NET: Mixed/multiple ethnic groups	NET: BAME
Indian Pakistani Bangladeshi Chinese Any other Asian background	NET: Asian/Asian British	
African Caribbean Any other black/African/Caribbean background	NET: Black/African/Caribbean/black British	
Arab Any other ethnic group	NET: Other ethnic group	

We are acutely aware of the limitations and problems of combining disparate ethnicity groups: it is inappropriate culturally to blend groups together and present them as having a single view and, mathematically, doing so also masks some of the bigger differences between the white British majority and some ethnic minority groups. While this blending should therefore not be done in conversations with individuals or in communications with groups of employees, many employers will be in the position of needing to do this for reporting and monitoring purposes because using all the ethnicity categories for reporting and monitoring where an organisation has very small numbers of employees in some groups would result both in individuals being identifiable and also in the risk that any

tracking of the success of an initiative will reflect a single individual's experience.

In order to provide benchmarks to employers in this situation, we have contrasted the experience of those in the majority ethnic group (white British) with a combination of those in other groups using the term 'BAME'. Again, we are aware of the challenges of this term and the misunderstandings that can arise about which groups are included or not in it. In this case, the structure of the survey did not allow a comparison between white British and a single combination of all the other groups. This approach is described in the Government's ethnicity facts and figures service guidance on writing about ethnicity.<sup>25</sup> In this survey, BAME does not include 'white other'. As mentioned above, we do present information from as many groups as possible in the tables as well as commenting in the text on differences for this 'white other' group.

It is also important to note that there can be confusion between terms for nationality, a legal status, and our ethnicity terminology, which refers to much broader identity. For instance, the ethnicity grouping 'Chinese' is not limited to people with Chinese nationality but also includes British and other nationals who have Chinese ancestral origin. For clarity, in this report, we therefore refer to Chinese ethnicity respondents and so on.

The order of the categories used is that from the ONS usage for surveys.<sup>26</sup> Employers may wish to consider using these categories in alphabetical order to avoid suggestions of relative importance of the groups.

Another limitation of the survey is that it does not allow reporting on the intersection of gender and race. Prior research shows intersectionality is important when discussing matters of inclusion and diversity (I&D), that is, that different aspects of diversity and of protected characteristics interact and that there is strong evidence that this can multiply disadvantage – for example, if someone is female and also a member of an ethnic minority group.

### 3.2.2 The need to talk about race and the extent to which conversations are actually happening

When asked about **the extent to which they think there is a need to talk about ethnicity at their current organisation**, over a third (35%) of respondents agree that there is a need to talk about ethnicity, rising to nearly half (45%) in the public sector, dropping to 38% in the third/voluntary sector and dropping further still to 30% in the private sector. There is a stronger need to talk for employees in large organisations (41%) than in smaller ones (26%).

There was a range of views on the need to talk by ethnicity: 40% of BAME group respondents feel there is a need to talk compared with only 23% of white British respondents. This 40% masks a wide range of views: for instance, only 26% of those from Chinese ethnicity backgrounds feel a need to talk about race, contrasting with 49% of Caribbean ethnicity, 46% of African ethnicity and 45% of Pakistani ethnicity respondents (Figure 1).

The survey also asked whether the respondents had in fact **ever talked to anyone about ethnicity or race at work in their current organisation**. Only a third (33%) of respondents overall stated that they had talked to someone in their current organisation about ethnicity or race, compared with 61% who had not (Table 2). This was highest in the third/voluntary sector (45%) compared with the public sector (43%) and the private sector (27%). Thirty-seven per cent of respondents in larger organisations had had conversations about race but in smaller organisations this is 28%.

1

2

3

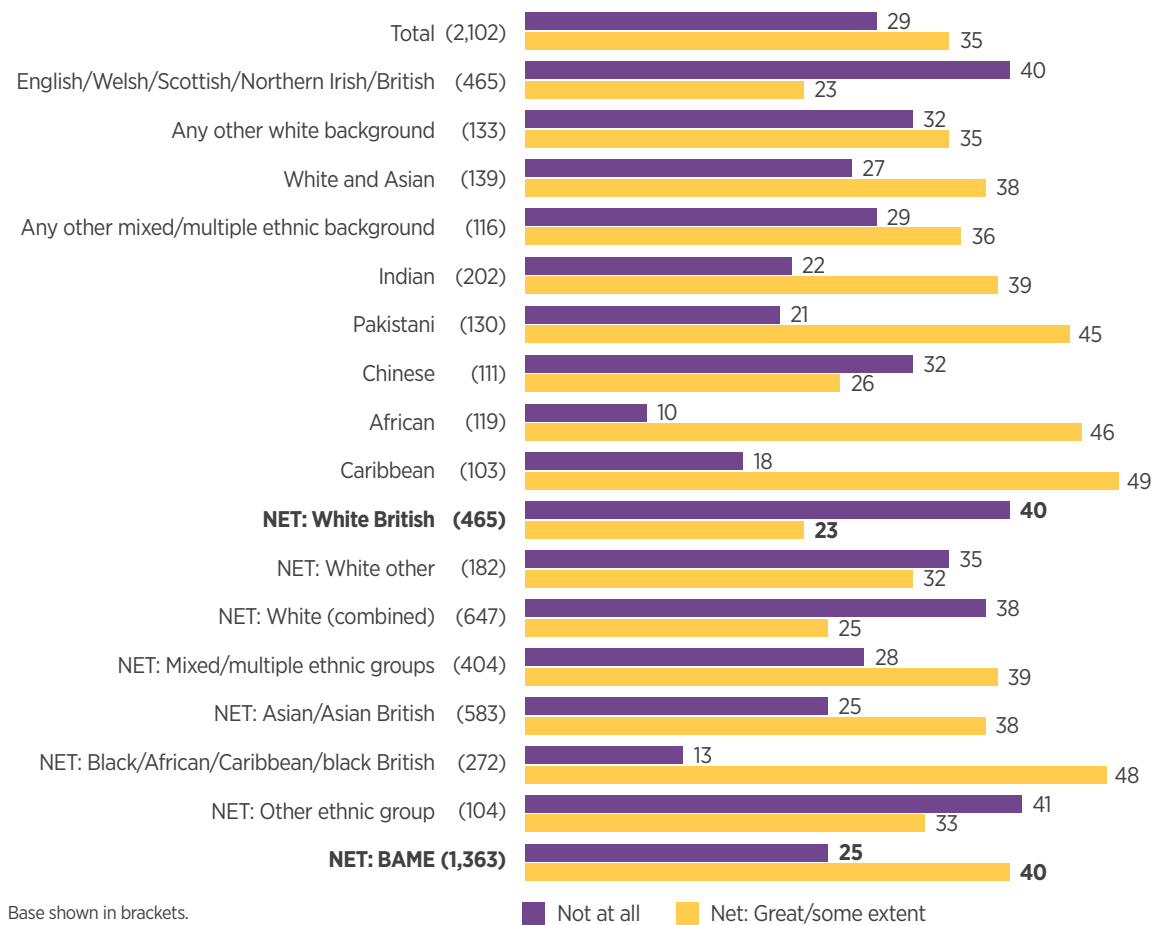
4

5

6

7

**Figure 1: To what extent do you think there is a need to talk about ethnicity at your current organisation? Responses by ethnicity (%)**



**Table 2: Have you ever talked to anyone about ethnicity or race at work in your current organisation? (%)**

Yes	33
No	61
Don't know	6

Base: 2,102

In relation to actually having conversations, there is again a gap between the BAME group (35%) and white British (26%) respondents, and we can see that the level of conversations happening is somewhat lower than the need for such discussion for BAME group respondents (40%). Chinese ethnicity respondents (22%) are least likely to have had a conversation about race at work, while those of mixed white and Asian ethnicity (48%) are most likely to have (Table 3). (This data was collected pre-COVID-19 but since the start of the pandemic, there is evidence of racist hostility towards the Chinese community.)

The variation by ethnicity may reflect a reluctance to talk about race because it may not be a priority for some groups or because they may not feel that work is a safe space to do so. Employers can encourage these important conversations through forums such as employee network groups, through training, communications or initiatives about inclusion and diversity, and by ensuring that there is good communication of these opportunities.

**Table 3: Talking about ethnicity, by ethnicity. Have you ever talked to anyone about ethnicity or race at work in your current organisation? (%)**

Ethnicity	Base: All	Yes	No
Total	2,102	33	61
English/Welsh/Scottish/Northern Irish/British	465	26	71
Any other white background	133	37	60
White and Asian	139	48	47
Any other mixed/multiple ethnic background	116	47	46
Indian	202	26	63
Pakistani	130	34	58
Chinese	111	22	75
African	119	40	55
Caribbean	103	35	58
<b>NET: White British</b>	<b>465</b>	<b>26</b>	<b>71</b>
NET: White other	182	36	61
NET: White (combined)	647	29	68
NET: Mixed/multiple ethnic groups	404	44	51
NET: Asian/Asian British	583	27	65
NET: Black/African/Caribbean/black British	272	39	56
NET: Other ethnic group	104	38	55
<b>NET: BAME</b>	<b>1,363</b>	<b>35</b>	<b>58</b>

A broader question was also asked in the survey about whether **conversations about inclusion and diversity are taking place, for example via an employee network group or through training, communications or initiatives about inclusion and diversity** (for conciseness, we're referring to this group of conversations as 'employer-supported conversations') and, if they are, which groups or protected characteristics are the focus of these employer-supported conversations.

Just over a quarter (27%) said there are no such conversations, over half (53%) of our respondents said these conversations relate to inclusion and diversity (I&D) generally (not necessarily focused on ethnicity) and another quarter (26%) said these conversations are taking place in relation to ethnicity. Public sector respondents were more likely to report general I&D employer-supported conversations (67%, compared with 45% of the private sector), which may underline the difference in obligations set up by the public sector equality duty and suggesting that, despite the business case, a lot of the activity is compliance-led. Specific ethnicity-related conversations are most common in the public sector (41%) compared with the private (18%) and third/voluntary sectors (35%).

As you might expect, these types of employer-supported conversations are more common in larger organisations (34%) than in smaller ones (14%).

A relatively small group (18%) said their employer has been externally recognised for their work on inclusion and diversity. Employer-supported conversations are much more likely in organisations that have had recognition (49%) than those who haven't (17%).

Slightly more BAME group respondents (27%) said these types of conversations are taking place than white British respondents (24%), although this varies when looking at the individual groups, with only 20% of Chinese ethnicity respondents, for example, compared with 31% of African ethnicity respondents (Table 4).

1

2

3

4

5

6

7

**Table 4: Conversations happening about inclusion and diversity. In your current organisation, are there any conversations happening about diversity and inclusion for any of the following groups? (%)**

Ethnicity	Base: All	Ethnicity	Gender	Disability	Mental health	Social class or background	Lesbian, gay, bisexual or trans employees (LGBTQ+)	None of the above	Don't know	Net: Any employee diversity and inclusion group
Total	2,102	26	27	25	37	11	32	27	20	53
English/Welsh/Scottish/Northern Irish/British	465	24	24	24	38	9	30	30	19	51
Any other white background	133	23	24	26	40	14	33	25	20	55
White and Asian	139	26	22	22	53	9	29	26	14	60
Any other mixed/multiple ethnic background	116	33	28	30	39	16	40	29	17	53
Indian	202	23	24	20	31	12	26	29	22	50
Pakistani	130	27	28	22	25	11	28	29	19	52
Bangladeshi	54	22	31	17	31	17	35	20	20	59
Chinese	111	20	28	17	28	11	30	31	27	42
African	119	31	30	28	36	14	32	24	25	50
Caribbean	103	20	25	22	37	7	28	28	17	54
<b>NET: White British</b>	<b>465</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>38</b>	<b>9</b>	<b>30</b>	<b>30</b>	<b>19</b>	<b>51</b>
NET: White other	182	24	26	30	38	13	34	25	21	54
NET: White (combined)	647	24	25	26	38	10	31	29	20	52
NET: Mixed/multiple ethnic groups	404	29	27	26	45	12	35	28	15	57
NET: Asian/Asian British	583	24	28	21	30	12	29	29	21	50
NET: Black/African/Caribbean/black British	272	28	29	26	37	10	32	25	21	54
NET: Other ethnic group	104	29	31	26	41	12	37	24	21	55
<b>NET: BAME</b>	<b>1,363</b>	<b>27</b>	<b>28</b>	<b>24</b>	<b>37</b>	<b>12</b>	<b>32</b>	<b>27</b>	<b>19</b>	<b>53</b>

1

2

3

4

5

6

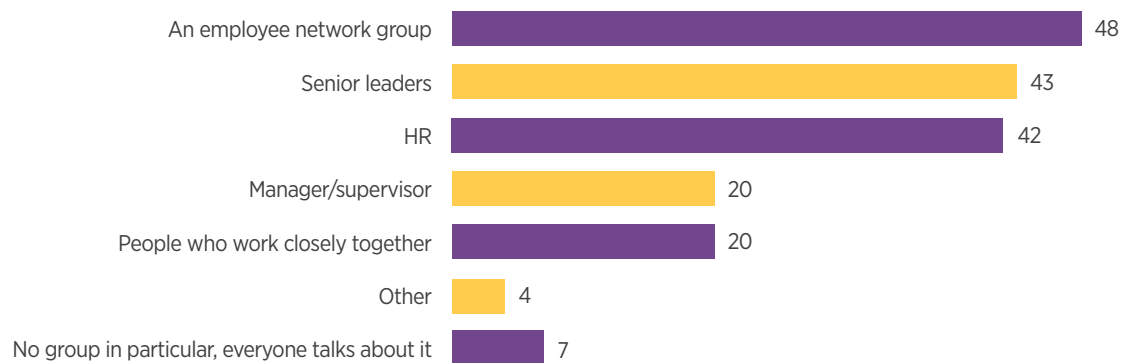
7

Ethnicity-related conversations happen at a similar level to conversations about gender, but much less frequently than conversations about mental health. This may be because of the breadth of initiatives covered by the question and the rise of discussions of the importance of mental health in the workplace, both through organisational and employee-driven actions. Employers looking to improve conversations may consider allyship as a mechanism to encourage people to come forward and also in order to provide support to employees with mental health concerns.

### 3.2.3 Who is talking about race?

We then asked **who is currently initiating conversations about race** as well as the levels of comfort employees have in talking about race with HR, senior leaders, their manager/supervisor or their colleagues (Figure 2).

**Figure 2: Who initiates conversations about ethnicity? (%)**



Base: those with organisations having conversations about ethnicity (543).

Overall employee network groups (48%) were most commonly cited as those who initiate conversations about ethnicity, with senior leaders next (43%) and HR the third most likely initiators (42%). This is the same across all ethnicities, although BAME group respondents give lower responses for all of these categories than white British respondents, suggesting the need for more initiation of conversations and broader involvement in them (Table 5).

Respondents from SMEs were less likely to cite an employee network group as an initiator and instead said managers/supervisors are most likely to start these types of conversation, reflecting that smaller organisations are less likely to have these types of groups.

Only 8% of respondents said that everyone in their organisation is talking about race.

**Table 5: Who initiates these conversations about ethnicity at your current organisation? (please indicate all that apply.) (%)**

Ethnicity	Base: those with organisations having conversations about ethnicity						
	Base: those with organisations having conversations about ethnicity	An employee network group	HR	Senior leaders	Manager/supervisor	People who work closely together	No group in particular, everyone talks about it
Total	543	48	42	43	20	20	7
<b>NET: White British</b>	<b>110</b>	<b>51</b>	<b>47</b>	<b>49</b>	<b>19</b>	<b>23</b>	<b>10</b>
NET: White (combined)	153	54	46	48	22	23	8
NET: Mixed/multiple ethnic groups	119	49	40	43	18	23	6
NET: Asian/Asian British	142	42	39	42	23	18	8
<b>NET: BAME</b>	<b>366</b>	<b>46</b>	<b>40</b>	<b>40</b>	<b>19</b>	<b>19</b>	<b>7</b>



Respondents were also asked **how comfortable they would feel talking to HR, senior leaders, managers and colleagues about ethnicity and race**. This reveals a big gap in the numbers saying they are having conversations about race (a third) and those who say they would be comfortable to do so, highlighting the need for employers to create opportunities for and support these conversations to address this unmet employee need (Table 6). Employees' perceived barriers to having conversations are explored further in the next section.

There is significant variation in who the respondents are most comfortable speaking to about race. Overall, more respondents are comfortable speaking to their colleagues (77%) than to any other groups. Sixty-seven per cent are comfortable talking to their manager/supervisor, 60% to HR and 56% to senior leaders.

**Table 6: How comfortable would you feel talking to HR, senior leaders, managers and colleagues about ethnicity and race? (%)**

	Net: comfortable	Net: uncomfortable
Colleagues	77	14
My manager/supervisor	67	23
HR	60	24
Senior leaders	56	32

Base: 2,102.

It is not clear whether these conversations are happening among colleagues of the same ethnicity or between people from ethnic minorities and those of white British ethnicity. This comfort in speaking to colleagues about race underlines the importance of peer-to-peer groups such as employee network groups, of encouraging conversations about race in everyday work situations, as well as providing support to all employees to be comfortable in these conversations and to be good allies.<sup>27</sup>

For senior leaders, this relative lack of comfort suggests a need to set an example from the top to normalise conversations about race and ethnicity, creating opportunities for them to happen more openly and in a structured way so that they become more comfortable.

For HR, there is the challenge of the duality of their role: on the one hand, promoting positive discussions of race through inclusion and diversity initiatives, while also having an employee relations role of investigating accusations of discrimination, inappropriate behaviour or bullying that may be related to race and ethnicity, which may make some employees wary of speaking to them and may explain the lower response.

As outlined earlier, HR as a profession lacks ethnic diversity and this may also be a factor in employees' lower level of comfort in speaking to HR about ethnicity and race.

There was little difference by size of organisations, although comfort in speaking to senior leaders is higher in small organisations (60%) than in large (53%), probably reflecting the relative remoteness of senior leaders in larger organisations.

Senior respondents are more comfortable having conversations than more junior respondents, irrespective of who these conversations are with (Table 7). This suggests a need for greater encouragement for these conversations to happen at all levels of organisations, to ensure that all employees feel that their contributions matter, and that all feel equally safe to broach these topics and make their views known.

1

2

3

4

5

6

7

**Table 7: How comfortable would you feel talking about ethnicity and race in your current organisation with the following people? (%)**

	Total	NET: Senior leader	NET: Middle/ junior manager	NET: No management responsibility
<b>HR</b>				
Base: All	2,102	303	987	811
Net: Comfortable	60	69	65	50
Net: Uncomfortable	24	20	23	28
<b>Senior leaders</b>				
Base: All	2,102	303	987	811
Net: Comfortable	56	71	57	48
Net: Uncomfortable	32	18	34	35
<b>My manager/supervisor</b>				
Base: All	2,102	303	987	811
Net: Comfortable	67	75	70	61
Net: Uncomfortable	23	15	23	25
<b>Colleagues</b>				
Base: All	2,102	303	987	811
Net: Comfortable	77	79	78	74
Net: Uncomfortable	14	12	15	15

BAME group and white British respondents had the same level of comfort in speaking to colleagues (both 77%), but BAME group respondents are less comfortable than white British respondents talking to HR, senior leaders and their managers (Table 8).

Respondents from the 'other' ethnicity group are the least comfortable speaking to senior leaders (45%), to their colleagues (65%) and to HR (50%). African ethnicity and 'other' ethnicity respondents are the least comfortable in speaking to their manager/supervisor (both 61%). Again, these variations suggest the need for creation of safe spaces and encouragement to talk.

### 3.2.4 Barriers to and drivers of talking about race

We have seen disparities in the need felt by employees for conversations about race, the extent to which these are happening, who is initiating them and who is comfortable talking to whom. We now look at the key barriers to talking identified by the respondents and how these vary across different groups of employees, including:

- the role of trust
- barriers to individuals and to people generally discussing ethnicity and race
- uncertainty around language and terminology as a barrier.

Understanding the barriers to discussions about race and ethnicity in your particular organisational context is important in order to understand where to focus efforts to break them down.

#### Trust as a barrier to speaking about race at work

The CIPD has highlighted in earlier research that there is a '*danger of a psychological impact for people in trusting, particularly if their trust has been broken previously*'.<sup>28</sup> This survey looked at the level of trust between employees and senior management and at how levels of trust affected how comfortable people are speaking about race.

1

2

3

4

5

6

7

**Table 8: Overall, how comfortable would you feel talking about ethnicity and race in your current organisation with the following people? (by ethnicity) (%)**

Ethnicity	HR			Senior leaders			My manager/supervisor			Colleagues		
	Base: All	Net: Comfortable	Net: Uncomfortable	Base: All	Net: Comfortable	Net: Uncomfortable	Base: All	Net: Comfortable	Net: Uncomfortable	Base: All	Net: Comfortable	Net: Uncomfortable
Total	2,102	60	24	2,102	56	32	2,102	67	23	2,102	77	14
English/Welsh/Scottish/ Northern Irish/British	465	64	17	465	61	26	465	72	16	465	77	13
Any other white background	133	65	22	133	58	29	133	69	21	133	78	11
White and Asian	139	63	26	139	58	37	139	69	26	139	81	15
Any other mixed/multiple ethnic background	116	64	22	116	54	34	116	71	22	116	80	13
Indian	202	59	29	202	53	35	202	64	27	202	76	16
Pakistani	130	56	30	130	55	32	130	64	25	130	70	18
Chinese	111	59	23	111	56	34	111	65	25	111	78	14
African	119	56	25	119	50	37	119	61	27	119	76	14
Caribbean	103	62	25	103	52	35	103	64	25	103	76	17
<b>NET: White British</b>	<b>465</b>	<b>64</b>	<b>17</b>	<b>465</b>	<b>61</b>	<b>26</b>	<b>465</b>	<b>72</b>	<b>16</b>	<b>465</b>	<b>77</b>	<b>13</b>
NET: White other	182	64	19	182	60	24	182	70	19	182	78	10
NET: White (combined)	647	64	18	647	61	25	647	71	17	647	77	12
NET: Mixed/multiple ethnic groups	404	65	23	404	57	34	404	70	23	404	82	12
NET: Asian/Asian British	583	56	30	583	55	35	583	64	26	583	75	16
NET: Black/African/ Caribbean/black British	272	58	27	272	49	39	272	62	27	272	76	17
NET: Other ethnic group	104	50	29	104	45	38	104	61	26	104	65	20
<b>NET: BAME</b>	<b>1,363</b>	<b>58</b>	<b>27</b>	<b>1,363</b>	<b>53</b>	<b>36</b>	<b>1,363</b>	<b>65</b>	<b>25</b>	<b>1,363</b>	<b>77</b>	<b>15</b>

1

2

3

4

5

6

7

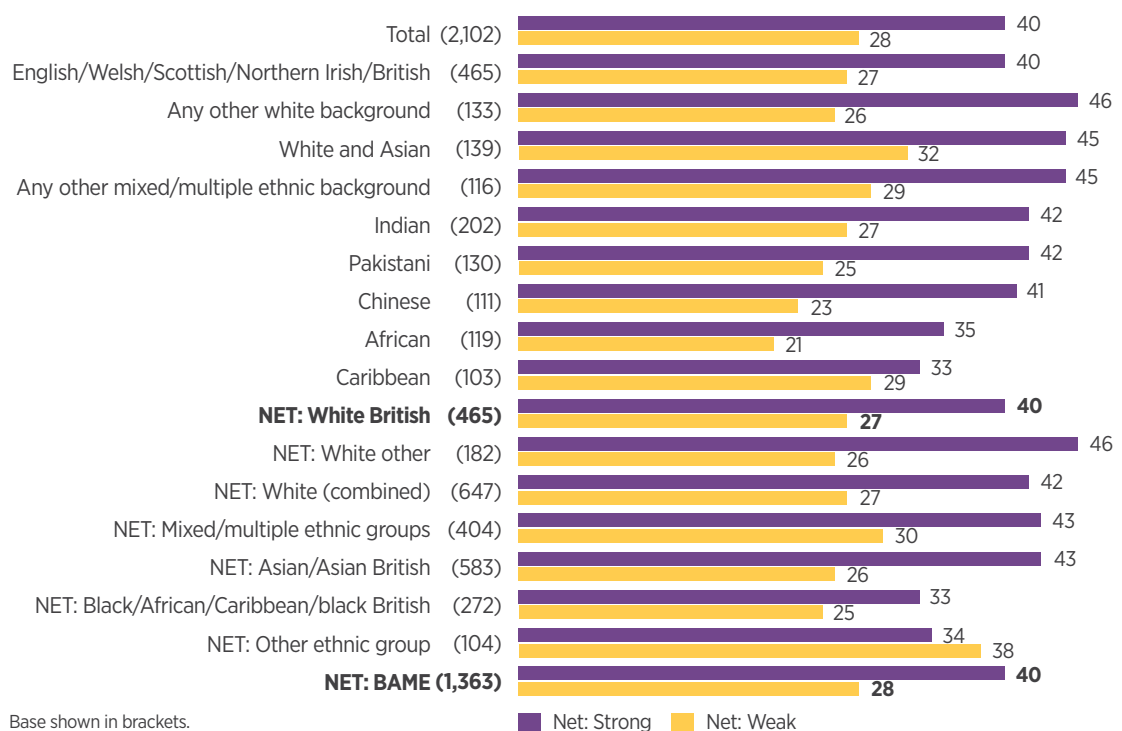
Looking at how comfortable respondents said they are in talking about race by levels of trust in senior management (Table 9), we can see far higher levels of comfort in having these discussions expressed by those who say there are strong levels of trust; these differences are higher than those we saw by ethnicity (Table 10). This increases the imperative for people professionals and employers to work on strategies that develop trust in senior management across the whole workforce.

Asked how they would rate trust, we can see that only two-fifths (40%) of respondents said trust is strong, while 28% said it is weak. BAME group and white British responses for ratings of trust are the same: 40%. However, there are variations within the more detailed ethnicity categories, for example, trust is lower for those of Caribbean ethnicity at 33% (Figure 3).

**Table 9: Overall, how comfortable would you feel talking about ethnicity and race in your current organisation with the following people? (%)**

	Trust of senior management	
	Net: Strong	Net: Weak
<b>HR</b>		
Base: All	848	583
Net: Comfortable	73	47
Net: Uncomfortable	14	37
<b>Senior leaders</b>		
Base: All	848	583
Net: Comfortable	72	37
Net: Uncomfortable	18	51
<b>My manager/supervisor</b>		
Base: All	848	583
Net: Comfortable	81	52
Net: Uncomfortable	11	37
<b>Colleagues</b>		
Base: All	848	583
Net: Comfortable	84	71
Net: Uncomfortable	9	22

**Figure 3: How would you rate the overall level of trust between employees and senior management currently in your current organisation? (%)**



Base shown in brackets.

Net: Strong Net: Weak

1

2

3

4

5

6

7

### Barriers to individuals talking about race and ethnicity

In asking the 61% of survey respondents (1,283 people) who said they do not talk about ethnicity and race at work why they don't (Table 10), we found that the three key reasons are that:

- they do not feel a need to talk about it (42%)
- they do not consider that race and ethnicity are an issue in their workplace (33%)
- other people don't see there is an issue with race or ethnic inequality (24%).

This pattern for the top three responses is the same for BAME group and white British respondents (Table 11). But there are differences in strength (that is, the percentage variation) and we also saw some large gaps between the BAME group and white British respondents in some of the less frequent responses. BAME group respondents are more likely to say:

- People are not interested in having conversations about race (22% vs 14%).
- They are sceptical about whether things will change following conversations (16% vs 3%).
- People are ignoring that there is an issue with race (13% vs 2%).
- They feel uncomfortable talking about race (10% vs 4%).

**Table 10: You said you don't talk about ethnicity and race at work. Which, if any, of the following are reasons why? (please select all that apply) (%)**

Reason I don't talk about ethnicity and race	
I don't feel the need to talk about it	42
Ethnicity and race is not an issue in my workplace	33
People don't see there is an issue with race or ethnic inequality	24
People are not interested in having conversations about race or ethnicity	19
It is not something people talk about in my organisation	18
I don't feel it's my place to have these conversations	14
There is no point talking about race or ethnicity as things won't change	11
People ignore there is an issue with race or ethnic inequality	10
I am worried about offending someone by saying the wrong thing	9
I feel uncomfortable doing so	8
I am unsure about the language to use	6

Base: 1,283.

### Barriers to people discussing ethnicity and race

We also asked all respondents what they thought are the **main barriers to people discussing ethnicity and race** in their organisation. The top three reasons are:

- People are worried about offending someone (28%).
- People are worried about saying the wrong thing (27%).
- People don't see there is an issue with race or ethnic inequality (27%) (Table 12).

**Table 11: You said you don't talk about ethnicity at work. Which, if any, of the following are reasons why? (please select all that apply) (by ethnicity) (%)**

Ethnicity	Total	English/Welsh/ Scottish/ Northern Irish/ British	Indian	NET: White British	NET: White other	NET: White (combined)	NET: Mixed/ multiple ethnic groups	NET: Asian/ Asian British	NET: Black / African / Caribbean / black British	NET: BAME
Base: those who have not talked about race at work	1,283	330	128	330	111	441	206	378	152	793
I don't feel the need to talk about it	42	51	42	51	32	46	44	35	38	39
Ethnicity and race is not an issue in my workplace	33	38	28	38	42	39	34	31	20	30
People don't see there is an issue with race or ethnic inequality	24	20	28	20	25	22	27	24	29	25
People are not interested in having conversations about race or ethnicity	19	14	21	14	16	14	21	21	27	22
It is not something people talk about in my organisation	18	16	17	16	15	16	21	17	16	19
I don't feel it's my place to have these conversations	14	14	13	14	17	15	12	13	12	13
There is no point talking about race or ethnicity as things won't change	11	3	20	3	4	3	12	18	19	16
People ignore there is an issue with race or ethnic inequality	10	2	13	2	8	4	9	13	18	13
I am worried about offending someone by saying the wrong thing	9	6	13	6	8	7	9	11	14	11
I feel uncomfortable doing so	8	4	10	4	3	4	8	11	10	10
I am unsure about the language to use	6	4	7	4	5	4	5	8	11	8

1

2

3

4

5

6

7

**Table 12: Which, if any, of the following do you think are the main barriers to people discussing ethnicity and race at your organisation? (please select up to three) (%)**

People are worried about offending someone	28
People are worried about saying the wrong thing	27
People don't see there is an issue with race or ethnic inequality	27
The conversation can feel uncomfortable	20
People are unsure about what language to use	14
People ignore there is an issue with race or ethnic inequality	14
Senior leaders don't prioritise race and ethnic diversity	14
There is an unwritten social norm that you don't talk about race or ethnicity in the workplace	14
People feel there is no point doing so as things won't change	12
People are not interested in the experience of others with a different background	11
Not applicable – people at my organisation are happy to talk about ethnicity and race	11
There is an expectation that people from an ethnic minority background lead these conversations	11
Senior leaders discourage conversations about race and ethnicity	4

Base: 2,102.

These three (see the top three rows of table 12) were consistently the top three reasons by sector and size of organisation and for BAME group and white British respondents, but we did see differences by some of the individual ethnicity groups, such as African ethnicity respondents, for whom the most important barrier is that 'people ignore there is an issue with race or ethnic inequality' (33%). For Caribbean ethnicity respondents, 'the conversation can feel uncomfortable' (28%) is one of the top three barriers (Table 13).

In addition to some differences in the top three barriers mentioned, and although the proportions raising each barrier are quite low across all ethnic groups, we again observed gaps between the BAME group and white British responses for some barriers:

- **People are not interested in the experience of others with a different background** is mentioned by 14% of the BAME group respondents (including 19% of those who are white and Asian and 16% of the black/African/Caribbean/black British) but only by 5% of the white British respondents.
- **People ignore there is an issue with race or ethnic inequality:** 17% BAME group; 9% white British, but 33% of African ethnicity.
- **People feel there is no point doing so as things won't change:** BAME group is much higher at 14% than white British (5%) and this is felt most strongly by Pakistani ethnicity respondents (21%).
- **There is an unwritten social norm that you don't talk about race or ethnicity in the workplace:** is similar for BAME group (14%) and white British (11%) but higher for Caribbean ethnicity respondents (21%).
- **Senior leaders don't prioritise race and ethnic diversity:** is said by 16% of BAME group respondents compared with 9% of white British and 21% of Caribbean ethnicity respondents.
- White British people are notably more likely than BAME group respondents to say this question about barriers is not applicable to them as '**people at my organisation are happy to talk about ethnicity and race**' (17% vs 10%). There is a wide range of responses between ethnicities, with only 3% of African ethnicity respondents saying this compared with 19% of those from mixed or multiple ethnicities. This suggests that the majority of employees are uncomfortable with these conversations, that this is more the case for BAME group respondents than others, and that therefore there is a need for the conversations to be encouraged and to be better handled.

1

2

3

4

5

6

7



**Table 13: Which, if any, of the following do you think are the main barriers to people discussing ethnicity and race at your organisation? (please select up to three) (by ethnicity) (%)**

	Total	English/Welsh/Scottish/ Northern Irish /British	Any other white background	White and Asian	Any other mixed/multiple ethnic background	Indian	Pakistani	Chinese	African	Caribbean	NET: White British	NET: White other	NET: White (combined)	NET: mixed/multiple ethnic groups	NET: Asian/Asian British	NET: Black/African/ Caribbean/black British	NET: Other ethnic group	NET: BAME
Base	2,102	465	133	139	116	202	130	111	119	103	465	182	647	404	583	272	104	1,363
People are worried about offending someone	28	25	25	31	21	27	22	34	28	31	25	25	25	30	27	31	28	29
People are worried about saying the wrong thing	27	29	29	25	20	23	23	33	29	23	29	29	29	26	25	29	30	26
People don't see there is an issue with race or ethnic inequality	27	26	23	31	36	21	15	26	29	26	26	25	26	34	23	27	21	27
The conversation can feel uncomfortable	20	15	19	19	20	18	20	22	27	28	15	18	16	21	20	28	17	22
People are unsure about what language to use	14	17	15	17	11	13	11	14	9	22	17	14	16	13	13	14	13	13
People ignore there is an issue with race or ethnic inequality	14	9	11	12	16	14	18	14	33	21	9	11	9	14	15	28	14	17
Senior leaders don't prioritise race and ethnic diversity	14	9	14	14	13	13	15	14	20	21	9	13	10	14	15	22	10	16
There is an unwritten social norm that you don't talk about race or ethnicity in the workplace	14	11	16	12	6	15	14	14	14	21	11	14	12	11	13	19	16	14
People feel there is no point doing so as things won't change	12	5	13	12	12	15	21	6	20	16	5	10	7	12	14	17	13	14
People are not interested in the experience of others with a different background	11	5	11	19	11	15	16	12	15	16	5	10	7	14	13	16	9	14
Not applicable – people at my organisation are happy to talk about ethnicity and race	11	17	10	13	19	13	8	7	3	4	17	13	16	13	10	3	10	10
There is an expectation that people from an ethnic minority background lead these conversations	11	10	12	7	15	14	12	5	4	7	10	14	11	12	11	8	7	10
Senior leaders discourage conversations about race and ethnicity	4	3	5	1	2	4	9	4	4	-	3	4	3	3	6	3	4	4
Other	2	2	5	2	3	-	1	3	1	1	2	3	2	2	1	1	7	2

1

2

3

4

5

6

7

### Uncertainty around language and terminology as a barrier

When asked how **confident they think employees are about the language and terminology to use when talking about race and ethnicity**, nearly half (48%) said that they think employees in their organisation are confident in the language and terminology to use (Table 14). White British respondents relay the most confidence (54%), BAME group respondents are lower at 46% and lowest among them are those from mixed or multiple backgrounds, at 42% (Table 15). These differences probably reflect the relative awareness of mistakes and awkwardness in the different groups, with white British respondents being least likely to be aware of this.

**Table 14: How confident or not do you think employees in your current organisation are about the language and terminology to use when talking about race and ethnicity? (%)**

Confident	48
Unconfident	30
Don't know	22

Base: 2,102.

**Table 15: How confident or not do you think employers in your current organisation are about the language and terminology to use when talking about race and ethnicity? (by ethnicity) (%)**

Ethnicity	Base: All	Net: Confident	Net: Unconfident
Total	2,102	48	30
English/Welsh/Scottish/Northern Irish/British	465	54	23
Any other white background	133	46	30
White and Asian	139	53	35
Any other mixed/multiple ethnic background	116	42	34
Indian	202	45	32
Pakistani	130	50	26
Chinese	111	46	32
African	119	46	24
Caribbean	103	43	31
<b>NET: White British</b>	<b>465</b>	<b>54</b>	<b>23</b>
NET: White other	182	51	28
NET: White (combined)	647	53	25
NET: Mixed/multiple ethnic groups	404	50	34
NET: Asian/Asian British	583	45	31
NET: Black/African/Caribbean/black British	272	43	31
NET: Other ethnic group	104	46	27
<b>NET: BAME</b>	<b>1,363</b>	<b>46</b>	<b>32</b>

The respondents were also asked to what extent they think **uncertainty around language and terminology stops people from having conversations about race**; a third (32%) said this is the case to some or a great extent, while 17% said this is not at all the reason and 20% do not know (Table 16).

BAME group respondents were more likely to say that uncertainty is stopping conversations compared with white British (35% vs 24%), and Caribbean ethnicity respondents were most likely to say this (45%) (Table 17). Only 15% of BAME group respondents said this is not at all the case compared with 23% of white British respondents and 10% of Pakistani ethnicity respondents. It should be noted that around a fifth of respondents were not sure whether this is an explanation for conversations not happening.

**Table 16: In your current organisation, to what extent do you think uncertainty around language and terminology stops people from having conversations about race? (%)**

To a great or some extent	32
Not at all	17
Don't know	20

Base: 2,102.

**Table 17: In your current organisation, to what extent do you think uncertainty around language and terminology stops people from having conversations about race? (by ethnicity) (%)**

Ethnicity	Base: All	Not at all	Don't know	Net: Great/ some extent
Total	2,102	17	20	32
English/Welsh/Scottish/Northern Irish/British	465	23	22	24
Any other white background	133	14	21	32
White and Asian	139	19	14	33
Any other mixed/multiple ethnic background	116	16	21	28
Indian	202	15	26	29
Pakistani	130	10	18	44
Chinese	111	17	19	33
African	119	11	24	40
Caribbean	103	11	19	45
<b>NET: White British</b>	<b>465</b>	<b>23</b>	<b>22</b>	<b>24</b>
NET: White other	182	15	20	34
NET: White (combined)	647	21	21	27
NET: Mixed/multiple ethnic groups	404	17	15	34
NET: Asian/Asian British	583	14	22	34
NET: Black/African/Caribbean/black British	272	11	20	44
NET: Other ethnic group	104	21	28	26
<b>NET: BAME</b>	<b>1,363</b>	<b>15</b>	<b>20</b>	<b>35</b>

Respondents from organisations with recognition for their work on inclusion and diversity (45%) felt this is more the case than those who are not (31%) and respondents where ethnicity-related inclusion and diversity groups or initiatives exist (41%) also felt this more than those where there are not (28%). It may be that this is because organisations that

1

2

3

4

5

6

7

1

2

3

4

5

6

7

have more I&D activity have surfaced these conversations more and there is a greater awareness of the pitfalls of terminology without there yet being confidence in usage.

Asked what their employer could do to encourage conversations about race at work, responses included:

- creating forums for discussion
- delivering training
- celebrating diversity in the workplace
- encouraging senior leaders to champion diversity
- recruiting more staff from diverse backgrounds.

### 3.2.5 Terminology

Respondents were also asked about terminology in relation to ethnicity and race. This is complicated as it is based on a number of elements: the legal definition of race in the Equality Act 2010<sup>29</sup> covers race, colour, ethnic and national origins as well as nationality. It is also controversial, as the categories that we see, measure and consider important in the UK are entwined with British colonial history, as is noticeable when we compare with the range of categories used in other countries, such as the US census<sup>30</sup> and the Australian census.<sup>31</sup>

There have also been changes to terminology over time, which can add to the confusion about what is appropriate to use and to the uncertainty we saw in the previous section. The categories used by the ONS for the census are consulted on for each new census and have evolved greatly since they started exploring this area in 1966.<sup>32</sup> For Census 2021, for instance, there will be a new option to record Roma ethnicity. Given this ongoing evolution, it is important that employers ensure that they are keeping track of the changes in this area and have systems that can be adjusted as needed.

As discussed in the [Methodology](#), there is also a tension between terms that are appropriate for use in relation to communication with individuals and the need for a group term that can be used for data tracking and reporting.

We asked survey respondents to choose the **one term they think most appropriate** (Table 18). The option preferred by the largest group of respondents (25%) is to refer to someone's individual ancestral origin, for example such as Bangladeshi or Indian ethnicity. In order to understand a colleague's individual ancestral origin, conversations about race and ethnicity will be needed. Employees will need to be able to ask each other which terms they personally identify with and use these appropriately.

**Table 18: Which ONE, if any, of the following do you feel is MOST appropriate to describe people who are of a different ethnicity than white British? (%)**

Someone's ancestral origin, for example Bangladeshi, Indian, African-Caribbean	25
BAME (Black, Asian and minority ethnic)	20
Don't know	20
Ethnic minority	16
Person of colour	6
Other	6
BME (black and minority ethnic)	4
Minority ethnic	3

Base: 2,102.

1

2

3

4

5

6

7

BAME (black, Asian and minority ethnic), a group term, is preferred by 20% of people. The least preferred terms are BME (black and minority ethnic) (4%) and minority ethnic (3%), but it is also worth noting that 20% said they do not know.

We also asked which **terms are considered inappropriate** (Table 19). Thirty-two per cent said that ‘person of colour’ is inappropriate. Twenty-six per cent said that none of these terms are inappropriate, in line with the BITC finding that 30% do not mind what terminology is used. This supports their conclusion that terminology should not be the focus of discussions and that these doubts should not stop action taking place.<sup>33</sup>

Looking at this issue by ethnicity, we see some variations in numbers but a similar picture of divisions across the possible terminology and a high proportion of respondents saying they don’t know (Tables 20 and 21).

Twenty per cent of respondents said they do not know which terms are most appropriate or inappropriate, underlining the lack of certainty in this area. More white British employees (24%) than those from a BAME group background (18%) said they don’t know about appropriate terminology to describe someone of a different ethnicity than white British and this is the same for inappropriate terminology.

**Table 19: Do you think that it is inappropriate to use any of the following to describe people who are of a different ethnicity than white British? (%)**

Person of colour	32
None of these are inappropriate	26
Don’t know	20
Minority ethnic	20
Ethnic minority	17
BME (black and minority ethnic)	16
BAME (black, Asian and minority ethnic)	15
Someone’s ancestral origin, for example Bangladeshi, Indian, African-Caribbean	11

Base: 2,102.

**Table 20: Which ONE, if any, of the following do you feel is MOST appropriate to describe people who are of a different ethnicity than white British? (by ethnicity) (%)**

Ethnicity	Base: All	Someone's ancestral origin, for example Bangladeshi, Indian, African-Caribbean	BAME (black, Asian and minority ethnic)	Ethnic minority	Person of colour	Other	BME (black and minority ethnic)	Minority ethnic	Don't know
Total	2,102	25	20	16	6	6	4	3	20
English/Welsh/Scottish/Northern Irish/British	465	24	21	14	6	6	3	1	24
Any other white background	133	24	17	14	9	7	2	3	25
White and Asian	139	32	22	16	6	2	4	4	14
Any other mixed/multiple ethnic background	116	31	20	12	3	12	2	2	18
Indian	202	31	19	18	5	3	3	2	18
Pakistani	130	21	24	22	3	1	5	3	22
Chinese	111	24	16	23	6	3	5	2	21
African	119	19	32	10	4	3	9	5	18
Caribbean	103	25	17	17	11	8	9	-	13
<b>NET: White British</b>	<b>465</b>	<b>24</b>	<b>21</b>	<b>14</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>24</b>
NET: White other	182	23	18	15	9	6	4	3	23
NET: White (combined)	647	24	20	14	7	6	4	1	24
NET: Mixed/multiple ethnic groups	404	31	21	14	5	6	3	3	17
NET: Asian/Asian British	583	26	20	20	5	3	4	3	20
NET: Black/African/Caribbean/black British	272	23	25	13	8	6	8	3	14
NET: Other ethnic group	104	17	14	21	2	13	3	5	24
<b>NET: BAME</b>	<b>1,363</b>	<b>26</b>	<b>21</b>	<b>17</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>18</b>

1

2

3

4

5

6

7

**Table 21: Do you think that it is inappropriate to use any of the following to describe people who are of a different ethnicity than white British? (please select all that apply) (%)**

Ethnicity	Base: All	Person of colour	None of these are inappropriate	Minority ethnic	Ethnic minority	BME (black and minority ethnic)	BAME (black, Asian and minority ethnic)	Someone's ancestral origin, for example Bangladeshi, Indian, African-Caribbean	Don't know
Total	2,102	32	26	20	17	16	15	11	20
English/Welsh/Scottish/Northern Irish/British	465	29	27	19	16	13	15	10	25
Any other white background	133	27	23	16	12	10	11	10	34
White and Asian	139	37	22	22	22	17	13	12	16
Any other mixed/multiple ethnic background	116	33	22	16	16	13	12	12	27
Indian	202	37	26	20	16	18	16	14	15
Pakistani	130	27	23	15	15	15	12	10	22
Chinese	111	27	29	21	18	15	15	11	21
African	119	40	27	17	18	24	18	10	14
Caribbean	103	30	38	24	17	16	13	13	11
<b>NET: White British</b>	<b>465</b>	<b>29</b>	<b>27</b>	<b>19</b>	<b>16</b>	<b>13</b>	<b>15</b>	<b>10</b>	<b>25</b>
NET: White other	182	30	24	19	13	12	12	11	30
NET: White (combined)	647	29	26	19	15	13	14	10	27
NET: Mixed/multiple ethnic groups	404	34	25	21	20	17	14	11	19
NET: Asian/Asian British	583	32	25	19	16	16	15	12	18
NET: Black/African/Caribbean/black British	272	35	32	21	15	18	14	11	13
NET: Other ethnic group	104	41	24	21	20	20	21	13	18
<b>NET: BAME</b>	<b>1,363</b>	<b>34</b>	<b>26</b>	<b>20</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>12</b>	<b>17</b>

1

2

3

4

5

6

7



## 4 Recommendations for employers and policy-makers

### 4.1 Recommendations for employers

Individual employers are in a strong position to make important changes, both for the benefit of the organisation and its employees. The CIPD states that *'race inequality cannot be tackled half-heartedly or by sporadic, one-off, disconnected initiatives; employers' actions need to be well planned, strategic, sustainable and taken seriously'*.<sup>34</sup>

An important aim of this survey is to use it to help people professionals to improve racial equality at work. The recommendations below are intended to support employers in encouraging talking about race at work as a starting point for further action to address workplace inequalities.

#### Establish employee network groups

Overall, employee network groups were most commonly cited as the initiators of conversations about ethnicity. Given that we know all respondents are most comfortable speaking to their colleagues, these forums should be encouraged as they provide a mechanism for conversations to happen and will support in deciding on terminology and spreading communications. The CIPD has produced guidance on how to set up employee resource groups (ERGs),<sup>35</sup> with the key recommendations being:

- Leaders, HR and internal I&D professionals from the majority group should articulate and write down the value, role and importance of black and ethnic minority networks, not just as a support group, but also to the business.
- Identify executive sponsors to formally support the ERG, to help demonstrate its importance and business value.
- Consider the budget and allocate financial resources to the ERG.
- Allocate time for ERG leaders and members to participate in company-supported activities as part of their role – within normal working hours.
- If you set up one 'multicultural' network, make sure you recognise any different cultural sub-groups within it.
- Look into allying with other groups.
- Create a clear, psychologically safe channel for colleagues to be able to share their lived experiences.
- Consider providing ERG members with guidance on governance and implementation.

#### Support and develop allyship within all employees

The survey showed that 77% of the respondents are comfortable speaking to their colleagues about race and ethnicity. This creates a responsibility for employers to ensure that all employees are equipped to have these conversations and can respond positively to them. There is a role for all, but particularly those who are white British, to behave as allies to their colleagues in ethnic minority groups. There are numerous resources for advice on how to be, or support others to be, a good ally, including Business in the Community's guide to anti-racism and allyship in the workplace<sup>36</sup>, InterLaw Diversity Forum's guide to being an effective BAME ally<sup>37</sup>, and resources within the CIPD Race Hub FAQs.<sup>38</sup> Key points from there are:

1

2

3

4

5

6

7

1

2

3

4

5

6

7

- An ally is a person who speaks up for or champions under-represented groups while not being part of that demographic, using their position to create opportunities for those less privileged.
- Allyship is important as allies have a voice and influence that allows them to be heard in ways that the under-represented group cannot.
- As part of the privileged group, allies can influence many members of the privileged group, sharing their learning and reflections with them.
- Allyship is not about taking over or coming to the rescue; the actions allies take should be agreed by the community they are serving.
- Allyship is about recognising that resolving the issues benefits everyone and then working alongside the under-represented group to address the issues.

### **Building trust**

As trust in senior management is a big differentiator in being comfortable speaking about race with HR, their senior leaders, their manager or their colleagues, it is important that people professionals and employers work on strategies that develop trust across the whole workforce. CIPD resources on employee voice are useful in understanding how organisations might do this.<sup>39</sup> Senior leaders should also agree a strategy to build trust and to talk about ethnicity, including setting the example by initiating such discussions themselves.

### **Terminology**

The picture on terminology is complicated, with no single term having the support of the majority of respondents. 'Person of colour' is the most inappropriate (32%) and using someone's individual ancestral origin is the option most commonly preferred (25%). Twenty-six per cent said no terms are inappropriate. It is therefore recommended that employers:

- work with their workforce, possibly via employee network groups, to agree the terminology, which terms are most acceptable to them while understanding that this may change
- agree processes for allowing others to learn this terminology and for mistakes in usage to be handled sensitively.

However, the survey results suggest that this should not be a barrier that prevents HR professionals and employers from starting action on more significant aspects of ethnicity at work.

### **Communications**

There is a need to increase communication about race and ethnicity. This responsibility needs to be shared to all levels of the organisation with good communication to support all employees to become involved in conversations. For details of best practice approaches, people professionals can use the CIPD FAQs<sup>40</sup> on how to educate your workforce about racism, on setting up an employee network or affinity group around race, and on facilitating a safe space and environment.

Good communication for all employees will also help address some of the specific barriers raised in the survey: that 'people are not interested in the experience of others with a different background' and that 'people don't see there is an issue with race or ethnic inequality/people ignore there is an issue with race or ethnic inequality'. These can both be tackled with positive communication to celebrate difference and highlight the business and personal benefits through diversity events. You should also share communications that highlight national or organisational data (see [Report 2](#) for issues around disclosure) to show the extent of action your organisation needs to take.

1

2

3

4

5

6

7

The survey also showed, however, that there are **specific roles for senior leaders** and for HR in communications and diversity strategy. More senior respondents are more comfortable than more junior colleagues in having conversations about race and ethnicity and should use this comfort, and the security given to them by their seniority, to lead the way in initiating positive conversations about race. They also need to work to counter some of the perceptions highlighted by the respondents that ‘senior leaders don’t prioritise race and ethnic diversity’ or that ‘senior leaders discourage conversations about race and ethnicity’ by ensuring that they are clearly visible as part of the I&D strategy and are communicating appropriately and frequently about the importance of race and ethnicity in the organisation.

**For HR**, who were said to be the third most likely initiators of conversations about ethnicity and race, there is a need to ensure that communications are clear and appropriate and that the importance of work in relation to race and ethnicity is emphasised. It is also vital that this extends beyond words into action and that progress made is well communicated to build trust, as mentioned before. Work must also be done to remove the barrier felt by many respondents that ‘people feel there is no point doing so as things won’t change’.

#### 4.2 Recommendations for policy-makers

These reports are primarily intended as a guide for practitioners rather than policy-makers, and overarching recommendations for policy are made in the executive summary. However, there are some policy recommendations emerging from the findings presented in this report.

Our findings show that only 18% of organisations have any recognition for their I&D work and that this is associated with greater action and levels of conversations about race. There are currently very few recognised award schemes in relation to race. Policy-makers should therefore consider increasing the importance of recognition schemes and supporting the sharing of best practice from within schemes.

There is also a wide gap in reported employer-supported diversity conversations by sector: 34% of private sector respondents said there are no such conversations compared with 14% of public sector respondents. This is likely to be a consequence of the obligations set up by the public sector equality duty and we would expect to see more activity in this field in private sector organisations if policy-makers extended aspects of the equality duty and related initiatives to boost equality to the private sector.

## 5 Conclusion

We have seen that being able to talk about race at work is the foundation for action to address racial inequality. Communication and understanding between employees and with their leaders enables the building of trust, support between groups and ensures that the needs of diverse groups can be expressed and responded to. However, only a third of our respondents said they had talked about race at work despite around two-thirds saying they would be comfortable to do so. Only half said they are confident in the terminology to use in conversations about ethnicity and race.

There are lots of actions highlighted in this report that employers and people professionals can take to encourage these conversations, through creating opportunities and safe spaces, for instance in employee network groups, through training in diversity, terminology and allyship, through building trust, communicating why conversations are important and through celebrating the benefits of diversity.

The CIPD, in its quest to create inclusive working environments where people can bring their whole self to work, perform at their best, and have rich, fulfilling working lives, supports the findings and recommendations of this report.

## 6 Appendix

### Sample profile of survey respondents:

#### Sector

Private	1,310
Public	563
Third/voluntary	229

#### Industry

Manufacturing and construction	180
Professional services	550
Health, education	424
Transportation	80
Retail, hospitality and leisure	225
Other	389

#### For how long have you been in your current organisation? (Please mention the total amount of time that you have been in your current organisation. It does not matter if you have changed positions.) (%)

Up to 6 months	8
More than 6 months, up to a year	7
More than a year, up to 2 years	14
More than 2 years, up to 5 years	24
More than 5 years, up to 10 years	19
More than 10 years, up to 15 years	11
More than 15 years, up to 20 years	8
More than 20 years	7
Don't know	2

1

2

3

4

5

6

7

## 7 Endnotes

1

<sup>1</sup> Department for Business, Energy and Industrial Strategy. (2017) *Race in the workplace: the McGregor-Smith review*. Available at: <https://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review>

2

<sup>2</sup> CIPD. (2020) *Racism has no place in our society*. Available at: [https://www.cipd.co.uk/news-views/news-articles/racism-no-place-society?utm\\_source=mc&utm\\_medium=email&utm\\_content=cipdupdate\\_01072020.EdL1\\_Four\\_Principles\\_Racism\\_NV&utm\\_campaign=cipd\\_update&utm\\_term=40900](https://www.cipd.co.uk/news-views/news-articles/racism-no-place-society?utm_source=mc&utm_medium=email&utm_content=cipdupdate_01072020.EdL1_Four_Principles_Racism_NV&utm_campaign=cipd_update&utm_term=40900)

3

<sup>3</sup> McKinsey & Company. (2020) *Diversity wins: how inclusion matters*. Available at: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

4

<sup>4</sup> Department for Business, Energy and Industrial Strategy. (2017) *Race in the workplace: the McGregor-Smith review*. Available at: <https://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review>

5

<sup>5</sup> The Joint Council for the Welfare of Immigrants. (2020) *Windrush scandal explained*. Available at: <https://www.jcwi.org.uk/windrush-scandal-explained>

6

<sup>6</sup> BBC News. (2020) *Grenfell Tower inquiry: fire 'inextricably linked with race'*. Available at: <https://www.bbc.co.uk/news/uk-53320082>

7

<sup>7</sup> Public Health England. (2020) *COVID-19: understanding the impact on BAME communities*. Available at: <https://www.gov.uk/government/publications/covid-19-understanding-the-impact-on-bame-communities>

<sup>8</sup> BBC News. (2020) *George Floyd: what happened in the final moments of his life*. Available at: <https://www.bbc.co.uk/news/world-us-canada-52861726>

<sup>9</sup> CIPD. (2020) *Racism – a commitment to action and change*. Available at: [https://www.cipd.co.uk/Community/blogs/b/peter\\_cheese/posts/racism-a-commitment-to-action-and-change](https://www.cipd.co.uk/Community/blogs/b/peter_cheese/posts/racism-a-commitment-to-action-and-change)

<sup>10</sup> People Management. (2020) *Why is HR so white?* Available at: <https://www.peoplemanagement.co.uk/long-reads/articles/why-hr-so-white>

<sup>11</sup> Business in the Community. (2020) *Race at work: black voices*. Available at: <https://www.bitc.org.uk/report/race-at-work-black-voices-report/>

<sup>12</sup> UK Government and Parliament. (2020) *Petition to introduce mandatory ethnicity pay gap reporting*. Available at: <https://petition.parliament.uk/petitions/300105>

<sup>13</sup> HR DataHub. (2020) *Ethnicity pay gap research report*. Available at: <https://www.hrdatahub.com/>

<sup>14</sup> EY UK. (2020) *New Parker review report reveals 'slow progress' on ethnic diversity of FTSE boards*. Available at: [https://www.ey.com/en\\_uk/news/2020/02/new-parker-review-report-reveals-slow-progress-on-ethnic-diversity-of-ftse-boards](https://www.ey.com/en_uk/news/2020/02/new-parker-review-report-reveals-slow-progress-on-ethnic-diversity-of-ftse-boards)

<sup>15</sup> Department for Business, Energy and Industrial Strategy. (2020) *Ethnic diversity of UK boards: the Parker review*. Available at: <https://www.gov.uk/government/publications/ethnic-diversity-of-uk-boards-the-parker-review>

<sup>16</sup> CIPD. (2020) *Developing an anti-racism strategy*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/reasons/diversity/anti-racism-strategy>

<sup>17</sup> CIPD. (2020) *Anti-racism hub*. Available at: <https://www.cipd.co.uk/knowledge/tackling-racism-workplace>

<sup>18</sup> Policy Exchange. (2016) *Bittersweet success? Glass ceilings for Britain's ethnic minorities at the top of business and the professions*. Available at: <https://policyexchange.org.uk/publication/bittersweet-success-glass-ceilings-for-britains-ethnic-minorities-at-the-top-of-business-and-the-professions/>

<sup>19</sup> Department for Business, Energy and Industrial Strategy. (2017) *Race in the workplace: the McGregor-Smith review*. Available at: <https://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review>



- 20 Business in the Community. (2020) *Race at work: black voices*. Available at: <https://www.bitc.org.uk/report/race-at-work-black-voices-report/>
- 21 Business in the Community. (2020) *Anti-racism and allyship in the workplace: a brief guide*. Available at: <https://www.bitc.org.uk/wp-content/uploads/2020/08/bitc-toolkit-race-allyshipguide-august20.pdf>
- 22 CIPD. (2020) *FAQs about race in the workplace*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/race-discrimination/race-workplace-faqs>
- 23 Office for National Statistics. (2016) *Measuring equality: a guide for the collection and classification of ethnic group, national identity and religion data in the UK*. Available at: <https://www.ons.gov.uk/methodology/classificationsandstandards/measuringequality/ethnicgroupnationalidentityandreligion>
- 24 Joseph Rowntree Foundation. (2015) *Ethnic minority disadvantage in the labour market*. Available at: <https://www.jrf.org.uk/report/ethnic-minority-disadvantage-labour-market>
- 25 Gov.uk. *Writing about ethnicity*. Available at: <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>
- 26 Office for National Statistics. (2016) *Measuring equality: a guide for the collection and classification of ethnic group, national identity and religion data in the UK*. Available at: <https://www.ons.gov.uk/methodology/classificationsandstandards/measuringequality/ethnicgroupnationalidentityandreligion>
- 27 Business in the Community. (2020) *Anti-racism and allyship in the workplace: a brief guide*. Available at: <https://www.bitc.org.uk/wp-content/uploads/2020/08/bitc-toolkit-race-allyshipguide-august20.pdf>
- 28 CIPD. (2019) *Ethnicity pay reporting: submission to the Department of Business, Energy, and Industrial Strategy*. Available at: [https://www.cipd.co.uk/Images/cipd-submission-to-beis-on-ethnicity-pay-reporting-jan-19-new\\_tcm18-52817.pdf](https://www.cipd.co.uk/Images/cipd-submission-to-beis-on-ethnicity-pay-reporting-jan-19-new_tcm18-52817.pdf)
- 29 Legislation.gov.uk. (2010) *Equality Act 2010*. Available at: <https://www.legislation.gov.uk/ukpga/2010/15/section/9>
- 30 US Census Bureau. (2020) *United States census 2020*. Available at: <https://www2.census.gov/programs-surveys/decennial/2020/technical-documentation/questionnaires-and-instructions/questionnaires/2020-informational-questionnaire.pdf>
- 31 Australian Bureau of Statistics. (2019) *Australian Standard Classification of Cultural and Ethnic Groups (ASCCEG)*. Available at: <https://www.abs.gov.au/ausstats/abs@.nsf/mf/1249.0>
- 32 Gov.uk. (2019) *50 years of collecting ethnicity data*. Available at <https://history.blog.gov.uk/2019/03/07/50-years-of-collecting-ethnicity-data/>
- 33 Business in the Community. (2020) *Race at work: black voices*. Available at: <https://www.bitc.org.uk/report/race-at-work-black-voices-report/>
- 34 CIPD. (2020) *Developing an anti-racism strategy*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/anti-racism-strategy>
- 35 CIPD. (2020) *How to set up an ERG for black and ethnic minority employees*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/employee-resource-group-black-ethnic-minorities>
- 36 Business in the Community. (2020) *Anti-racism and allyship in the workplace: a brief guide*. Available at: <https://www.bitc.org.uk/wp-content/uploads/2020/08/bitc-toolkit-race-allyshipguide-august20.pdf>
- 37 InterLaw Diversity Forum. (2018) *A guide to being an effective BAME ally*. Available at: <https://www.interlawdiversityforum.org/post/guide-to-being-an-effective-bame-ally>
- 38 CIPD. (2020) *FAQs about race in the workplace*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/race-discrimination/race-workplace-faqs>
- 39 CIPD. (2020) *Employee voice factsheet*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/voice-factsheet>
- 40 CIPD. (2020) *FAQs about race in the workplace*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/race-discrimination/race-workplace-faqs>



# CIPD

Chartered Institute of Personnel and Development  
151 The Broadway London SW19 1JQ United Kingdom  
**T** +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201  
**E** [cipd@cipd.co.uk](mailto:cipd@cipd.co.uk) **W** [cipd.co.uk](http://cipd.co.uk)

Incorporated by Royal Charter  
Registered as a charity in England and Wales (1079797)  
Scotland (SC045154) and Ireland (20100827)

Issued: March 2021 Reference: 8106 © CIPD 2021