



INVESTING
ETHNICITY

**Guidance
notes**

ethnicity Maturity Matrix

2020 – 2021

WWW.INVESTINGINETHNICITY.ORG



FOUNDER, SARAH GARRETT MBE



Investing in Ethnicity strives to ensure that all people, regardless of their ethnicity, have the same opportunities to progress and can achieve their true potential.



Foreword

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

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

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

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

However, one year on from the Black Lives Matter movement, there is still much to do. The promises from CEOs across the country were overwhelmingly that of making a stand for racial equality and challenging racism. These public commitments showed that leaders at the top understood the need for real change.

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

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

Thank you to all the organisations who have participated in the Maturity Matrix and wider Investing in Ethnicity Initiative. It is through your input that we have been able to develop our recommendations for 2021. It's clear that a lot can be achieved when organisations actively contribute to the conversation. As a country, we have a momentous opportunity for change. Now is the time to continue these investments in the ethnicity agenda in order to realise a more equitable society where everyone is afforded the opportunity to succeed.

CONTACT US

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KEY CONTRIBUTOR

Simon Fillery

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

[CLICK HERE](#)



Strategy for Success

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



Starting Conversations

The Matrix is a framework giving key recommendations and guidance to help advance and streamline strategy for organisations at any point on their ethnicity journey.



Measuring Success

The Maturity Matrix tool indicates what level your organisation is currently at, and the aspirational levels it can work towards in the future. Accreditation is given to those who reach a defined level, measured through a points-based system.



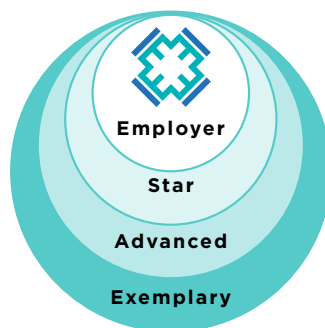
Creating Change

Recommendations have been optimised according to cross-sector best practice. The Maturity Matrix report will help to provide structure to your ethnicity strategy.



Time Efficient

You told us, and we listened! No evidence is needed upon submission. The tool collates all the information into an easy-to-use, checklist format, with minimal time requirement, ensuring that time resources can be used effectively elsewhere.



ACCREDITATION: LEVELS OF MATURITY

The Maturity Matrix has four levels:

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

SIX CATEGORIES

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



[Click below for further info](#)

FAQ

■ The Maturity Matrix is now in its fourth year and has been revised to reflect the changing D&I environment. We have collated best practice in progressing ethnicity equity, focusing on the areas where organisations are reporting positive and sustainable change.

■ Submitting the Matrix online enters participants into official scoring tables with an accreditation and report. The top-10-scoring employers are automatically shortlisted for the Ethnicity Awards' Outstanding Employers category, with a single overall winner.

■ Each company that submits their results online will receive a summary report. Investing in Ethnicity members receive a full report and a consultation (dependent on membership level).

■ **The deadline to submit the Maturity Matrix is 30 June 2021.** Please contact us if you need an extension.

REGISTER ONLINE

Please let us know how you intend to use the Matrix at InvestinginEthnicity.org/matrix



Guidance Notes



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

THERE ARE TWO WAYS TO USE THE MATRIX

1. FOR INTERNAL REFERENCE ONLY

Organisations can audit their existing strategy and framework using the Matrix.

How: Use this document in Adobe Acrobat. You can use the tick boxes in this document to internally monitor your achievements. Discover additional resources and guidance in the online portal.

2. SUBMIT THE MATRIX

Submitting the Matrix will give you a report and if you reach a certain level, you will receive an accreditation. Members receive a full report with average comparisons, areas of success and suggested next steps. The top-10-scoring organisations in the Matrix are automatically shortlisted for the Ethnicity Awards' *Outstanding Employer*.

How: Submit the Matrix online between 12 May and 30 June.

UNDERSTANDING THE MATRIX

The Maturity Matrix is broken down into six categories then further subcategories. The recommendations also have assigned levels of difficulty and 'Tags', which help us to analyse key areas and inform your report.

LEVEL: There are four levels in total. These give an indication of what stage the recommendations represent: *start; basic; advanced* and *outstanding*

TAG: Tags represent the area the recommendation falls under. E.G. *comms, strategy*. You can search for specific tags in the online version of the Matrix.

CATEGORY: There are six categories covering different areas to focus on: *Leadership & Organisational Commitment; Policy & Data; Culture & Inclusion; Network Group; Employee Life Cycle* and *External Impact*

SUBCATEGORY: Subcategories further break down the category into more specific areas of focus. E.G. *Exec Sponsor* and *Visibility*

Contents

A) LEADERSHIP & COMMITMENT

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

B) POLICY & DATA

- Policy
- Data
- Reporting

C) CULTURE & INCLUSION

- Visibility
- Recruitment
- Understanding

D) NETWORK GROUP

- Strategy
- Events
- Engagement
- Business
- External

E) EMPLOYEE LIFE CYCLE

- Attraction
- Selection
- Recruitment
- Retention
- Progression

F) EXTERNAL IMPACT

- Supply Chain
- Visibility
- Activities
- Customers & Clients





Scoring & Submissions

CATEGORY

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

ACCREDITATION & SCORING: LEVELS OF MATURITY

The Maturity Matrix has four levels of scoring.

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

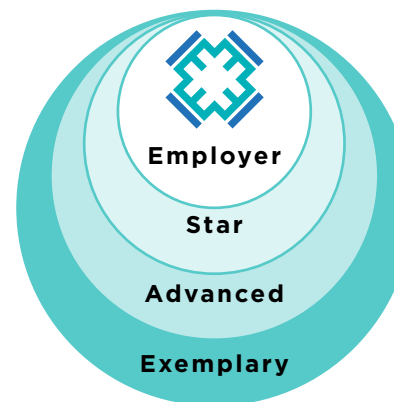
■ **Level 1: Investing in Ethnicity Employer**
Scoring must be above 30

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

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

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

The top-10-scoring organisations in the Matrix are automatically shortlisted for the Ethnicity Awards' where a final "Outstanding Employer" will be announced at the ceremony.



■ **Scoring:** All questions are allocated a single scoring point using yes or no form answers, with the opportunity to include whether an action is planned for future.

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

■ **Report:** All submissions will receive a basic report giving overall category and sub-category scores. Members receive a full report. If you would like a full report, please enquire about membership.

12 MAY - 30 JUNE
SUBMISSIONS OPEN
Please submit your Matrix results. We will supply you with a report

WINNER - OUTSTANDING EMPLOYER 2020
LLOYDS BANKING GROUP



A) Leadership & Commitment

EXEC SPONSOR /
RESOURCING / COMMS

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	AA1 / Exec Spon- sor	■ Identify an Exec Sponsor to champion ethnicity throughout the organisation.	The Exec Sponsor needs to be a visible and engaged Executive Committee member. It is recommended that they report directly to the CEO who should be prepared to use their influence to mobilise resources and remove barriers.	START	■ Network ■ Visibility
	AA2 / Exec Spon- sor	■ The Exec Sponsor must have spoken on the ethnicity agenda at an internal event at least once in the previous 12 months.	This should form a basic part of the role of the Exec Sponsor. It could be any type of event, but the sponsor will need to talk about the commitment to the agenda.	START	■ Events ■ Visibility
	AA3 / Exec Spon- sor	■ The Exec Sponsor meets with the chairs/leaders of the multicultural network at least once a quarter.	HR data should be used to help to identify gaps. At a minimum you should compare representation of different ethnic groupings to that within similar businesses and at different levels within your business.	BASIC	■ Network

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



ONE OF THE BIGGEST CHALLENGES: RESOURCING

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



A) Leadership & Commitment

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	AC1 / Visibility	■ The CEO or Exec Sponsor should make at least one annual statement committing the organisation to making progress and highlighting strategy and progress so far.	This could form part of a wider communication, but should specify ethnicity work. It should highlight any progress or changes in the previous year.	START	■ Comms
	AC2 / Visibility	■ Quarterly communications should be sent to all colleagues from the Exec Sponsor or suitable Board representative updating on progress around the ethnicity agenda.	To continue to demonstrate commitment to the agenda, the organisation should talk about what has been happening. This could form part of a wider communication, but should specify ethnicity work.	BASIC	■ Comms
	AC3 / Visibility	■ Publicly report on progress of the ethnicity plan annually to external stakeholders. Findings should be included in the annual report and on external website.	The report should be based on your existing ethnicity strategy and action plan to report on progress.	ADVANCED	■ Reporting ■ Strategy
	AC4 / Visibility	■ Ensure that your annual report includes ethnic representation across the firm.	The public report uses ethnicity data capture to help identify areas in which to implement strategy. Publishing data can include a comparison to local working age population. Where possible, it is advisable to break down your data in ethnic groups according to the census categories.	ADVANCED	■ Reporting ■ Data
	AC5 / Visibility	■ Ensure that your annual report includes a breakdown of Board, Executive Committee, Senior management, early careers and other groups of internal grades.		OUTSTANDING	■ Reporting ■ Data
	AC6 / Visibility	■ Ensure that your annual report includes a breakdown of hiring, promotion and attrition rates for general population, and a break down of ethnic groups across the organisation.		OUTSTANDING	■ Reporting ■ Data



ONE OF THE BIGGEST CHALLENGES: BUILDING TRUST

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



A) Leadership & Commitment

STRATEGY

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	AD1 / Strategy	■ Have an ethnicity inclusion strategy plan, with aspirational targets on representation, that is reported on annually and is owned/sponsored by Board, CEO, Executive Committee or equivalent leadership groups.	The inclusion strategy can span many different diversity aspects, but it will need to have a stream of work focused on ethnicity. It should align and support your organisation's strategy. It should include measures or KPIs that can be reported on. It could include: aspirations to improve representation; completing training; improving trends from surveys; improving hiring, retention, attrition or aspects of talent management.	START	■ Accountability ■ Reporting
	AD2 / Strategy	■ Have a longer term strategy that covers a three-year period.	A multi-year approach of diversity measures needs to be outlined to change culture and create and embed sustainable change.	BASIC	■ Accountability ■ Reporting
	AD3 / Strategy	■ Have a dedicated inclusion committee or ethnicity task force with a clear remit on progressing ethnicity, made up of key stakeholders who are responsible for driving inclusion.	The committee should be made up of internal stakeholders, those in leadership roles and those whose roles involve progressing the ethnicity agenda and implementing strategy.	ADVANCED	■ Resourcing
	AD4a / Strategy	■ If currently under-represented, make a commitment for a percentage increase in ethnic representation overall.	If the organisation is under-represented in ethnic diversity, the organisation should commit to year-on-year improvement, with the CEO and Executive Committee responsible for progress. If representation is unknown, please tick 'no'. If you do not have a problem with ethnic representation, please tick 'yes'. HR data should be used to help to identify gaps. At a minimum you should compare representation of different ethnic groupings to that within similar businesses and at different levels within your business. Alternatively ensure that representation is reflective of your local working population.	ADVANCED	■ Data ■ Representation
	AD4b / Strategy	■ If currently under-represented, make a commitment for a percentage increase in ethnic representation on the Board.		OUTSTANDING	■ Data ■ Representation
	AD4c / Strategy	■ If currently under-represented, make a commitment for a percentage increase in ethnic representation in Executive Committee or equivalent.		OUTSTANDING	■ Data ■ Representation
	AD4d / Strategy	■ If currently under-represented, make a commitment for a percentage increase in ethnic representation in senior management.		OUTSTANDING	■ Data ■ Representation
	AD4e / Strategy	■ If currently under-represented, make a commitment for a percentage increase in ethnic representation across all levels, including middle management and early careers.		ADVANCED	■ Data ■ Representation ■ Early Careers



A) Leadership & Commitment

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

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



B) Policy & Data

POLICY

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



B) Policy & Data

DATA

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



RESOURCES: DATA

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



B) Policy & Data

REPORTING

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



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



C) Culture & Inclusion

VISIBILITY / RECRUITMENT

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

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



C) Culture & Inclusion

TRAINING

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



D) Network Group

STRATEGY

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



RESOURCES: ALLIES TOOLKIT

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



D) Network Group

EVENTS / ENGAGEMENT

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

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	DC1 / Engagement	■ Have a communication plan in place. Share updates on ethnicity news with network members on a quarterly basis.	Regular communications from the network should be shared on the appropriate platform. They could focus on the network aims and activities and progress against them, or on national days, current events, memorials, etc.	START	■ Comms
	DC2 / Engagement	■ Have a strategy to engage existing and potential new allies from the entire organisation.	Have a comms plan on how to engage allies which will aid awareness and understanding.	BASIC	■ Allies ■ Comms



D) Network Group

BUSINESS / EXTERNAL

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

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



E) Employee Life Cycle

ATTRACTION / SELECTION

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	EA1 / Attraction	■ Ensure the imagery and language used within recruitment campaigns are reflective of ethnically diverse communities.	Your recruitment marketing should appeal to a diverse candidate pool. Imagery is important to help potential candidates see that your organisation is taking diverse representation seriously.	START	■ Recruitment
	EA2 / Attraction	■ Revise wording on job specifications to ensure that plain English is used and that it demonstrates an accurate reflection of the skills required.	The recruitment process should be accessible to a diverse candidate pool. Using language that is concise and easy to understand will help to ensure that certain candidates are not disadvantaged through the application process.	START	■ Recruitment
	EA3 / Attraction	■ Have a strategy to promote early career job opportunities to ethnically diverse communities. For example, through job fairs, demographic-specific advertising at schools and universities with higher proportions of ethnic representation.	This will ensure that career opportunities are seen by the widest talent pool possible. Challenge yourselves every year to think about different ways to reach external talent pools.	BASIC	■ Early Careers
	EA4 / Attraction	■ Promote jobs via ethnicity job boards or specialist recruiters who understand your goals around ethnic representation.	These tools are a great way to be able to reach talent pools that you may not have considered previously. They should be able to provide reporting and feedback to help you improve your processes.	ADVANCED	■ Comms

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	EB1 / Selection	■ Ensure diverse recruitment panels for senior roles.	If you are using a panel-based interview approach, ensure a diverse interview panel. Alternatively, every senior hire should have been interviewed by at least one ethnically diverse interviewer.	BASIC	■ Recruitment ■ Bias
	EB2 / Selection	■ Ensure interview panels are ethnically diverse at all levels.	This should be measured and tracked internally. If you don't use interview panels, ensure that you are tracking the representation of candidates by ethnic group at all stages of recruitment.	ADVANCED	■ Recruitment ■ Bias
	EB3a / Selection	■ At least one person on the recruitment panel must have completed recruitment and selection training that included unconscious bias.	Interviewers and the recruitment team should be able to understand the concept of bias and how to challenge it. They should be able to identify bias at every step of the process, from job design, through job description, to interviewing to hiring. They should be able to interrupt and address any issues. The aim is to work towards making this training mandatory.	BASIC	■ Training ■ Bias
	EB3b / Selection	■ 90% of panel interviewers have undergone bias training.		ADVANCED	■ Training ■ Bias
	EB3c / Selection	■ 90% of in-house recruiters have undergone bias training.		ADVANCED	■ Training ■ Bias ■ HR
	EB4 / Selection	■ Introduce and use blind CVs for all recruitment.	The recruitment process needs to be accessible to a diverse candidate pool. You should remove as much identifying information as possible to prevent bias from entering the process. Name, address, employment history and schooling should all be removed. This leaves a focus on the skills the candidate can bring to the role.	ADVANCED	■ Recruitment ■ Bias



E) Employee Life Cycle

RECRUITMENT

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



E) Employee Life Cycle

RETENTION

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



QUALITATIVE VS QUANTITATIVE: LISTENING SESSIONS SUPPORT THE DATA

The data identifies where the issues and barriers are, listening sessions tell us why they are there. Listening sessions have been an imperative part of understanding over the past year. The best organisations don't stop listening, they implement change and continue taking everyone on the journey.



E) Employee Life Cycle

PROGRESSION

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	EE1 / Progression	■ Produce detailed and transparent guidelines on how your organisation's career ladder works, including pay, promotions and rewards, and make it available to all colleagues.	This allows all colleagues to understand the pathways to internal progression, how your system works and what they need to do in order to advance their career.	BASIC	■ Understanding
	EE2 / Progression	■ Measure and report on ethnically diverse representation on talent development programmes.	Monitor the diversity of your talent pipeline and ensure you have appropriate representation on your programmes.	ADVANCED	■ Representation ■ Data ■ Training
	EE3 / Progression	■ Develop a plan to take action on under-representation by implementing diversity-based training and recruiting programmes.	Use data to understand where certain ethnic groups may be under-represented within the business. Take action to address any issues by encouraging and supporting diverse talent to engage with diversity-based training and recruiting programmes.	OUTSTANDING	■ Representation ■ Data ■ Training ■ Recruitment
	EE4a / Progression	■ Identify ethnically diverse top talent at all levels, and place them on dedicated career or talent programmes.	Supporting talent at all levels to progress in an organisation is important. You could identify talent through a process such as self-nomination or business nomination. Once selected, individuals should be supported with an additional raft of support which could include: sponsorship, mentoring, coaching or dedicated development sessions.	ADVANCED	■ Representation ■ Training
	EE4b / Progression	■ Ensure that line managers are involved in the talent development process.	Line managers are commonly cited by ethnically diverse employees as being the biggest barrier to progression. Getting line managers involved in the talent development process will encourage better buy-in and engagement with the training process.	ADVANCED	■ Representation ■ Training
	EE5 / Progression	■ Identify top ethnically diverse talent within senior and middle management and allocate a sponsor to aid career growth.	Research has shown that sponsorship is key to supporting diverse top talent to senior roles. The sponsor should be willing to use their influence to help the sponsee progress, acting as their advocate.	ADVANCED	■ Representation ■ Training
	EE6 / Progression	■ Measure and report on ethnically diverse representation in succession plans.	Monitor the diversity of your talent pipeline and ensure you have appropriate representation on your programmes.	ADVANCED	■ Representation ■ Data
	EE7 / Progression	■ Monitor whether ethnically diverse talent on career programmes are actively progressing up the ladder.	Once colleagues have been in or are going through a talent programme, tracking their progress is key to ensuring the programme is effective. Is the programme having the right impact? If not, use data to understand how you can adjust the programme to get it on track.	OUTSTANDING	■ Representation ■ Data



F) External Impact

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	FA1 / Supply Chain	■ Update or establish a supplier code of conduct to ensure that your supply chain has a strategy to support commitment to ethnic diversity and inclusion with suppliers.	Ensure that you have a code of conduct for all suppliers and that all new suppliers agree to it. At a minimum, the appropriate-sized suppliers should commit to having an inclusion and diversity plan that supports ethnic diversity in their organisations that they can share with you.	START	■ Policy
	FA2 / Supply Chain	■ Monitor and regularly review suppliers to ensure they have the highest diversity standards for ethnicity.	As part of the regular supplier reviews you should ask them to report on the progress they are making against their plans, annually, at a minimum. If they cannot, this should be treated as any other contract breach and steps should be taken to rectify.	BASIC	■ Policy
	FA3 / Supply Chain	■ Partner with suppliers to promote better ethnic diversity.	Work with your suppliers to co-create positive action. This could be a communication campaign, having a joint event or training activity focused on ethnicity and race.	ADVANCED	■ Policy
	FA4 / Supply Chain	■ Track the percentage of supplier spend that is made with companies that are owned by ethnically diverse people.	Looking at where you are spending your money and use it to support businesses with ethnically diverse owners. Supporting these businesses gives back to under-represented communities in a practical way.	ADVANCED	■ Policy
	FA5 / Supply Chain	■ Set targets or goals to monitor and if necessary, improve the percentage of your spend that is directed to ethnic-minority owned businesses.	Increasing the share of your spend to support businesses with ethnic-minority owners can help support these businesses and give back to under-represented communities in a practical way.	OUTSTANDING	■ Policy

	CODE/SUB	RECOMMENDATION	GUIDANCE	LEVEL	TAGS
	FB1 / Visibility	■ The senior sponsor should have spoken at an external event about ethnicity.	Demonstrating organisational and personal commitments to the community is important as an indicator of how seriously you are engaging with the ethnicity agenda.	BASIC	■ Exec Sponsor ■ Activities
	FB2 / Visibility	■ The CEO and other senior executives should have spoken or taken part in an external events about ethnicity.	Demonstrating organisational and personal commitments to the community is important as an indicator of how seriously you are engaging with the ethnicity agenda.	ADVANCED	■ Board ■ Activities
	FB3 / Visibility	■ Your social media channels should be used to highlight your support for ethnically diverse communities, awareness building, cultural celebrations, etc.	Use your influence to highlight the importance of culturally significant days for ethnically diverse communities.	START	■ Comms
	FB4 / Visibility	■ Have a dedicated space on your external website dedicated to your company's ethnicity journey and the wider inclusion agenda.	The dedicated space can include relevant reports, action plans and your company's commitment to progressing the ethnicity agenda.	START	■ Comms
	FB5 / Visibility	■ Work with your communications team on a press release which states your company's commitment to ethnic diversity.	Research has shown that media or PR stories are one of the most effective mediums to amplify an organisation's commitment to diversity.	OUTSTANDING	■ Comms



F) External Impact

ACTIVITIES

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



F) External Impact

CUSTOMER & CLIENTS

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



ONE OF THE BIGGEST CHALLENGES: UNDERSTANDING CUSTOMERS, CLIENTS AND COMMUNITIES
Employees who are external-facing are usually the last to receive any form of inclusion training despite being the face of your company.

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