BREAK THE SILENCE.

Race and ethnicity in the management pipeline.

Black, Asian and minority ethnic (BAME) people are under-represented in business and especially in management roles. It's time for change.

LET'S TALK ABOUT RACE

Many managers are uncomfortable discussing it and wary of causing offence

Only 54% of senior FTSE 100 leaders champion BAME diversity

FACE THE NUMBERS

21% of companies surveyed report publicly on BAME, compared to **71%** on gender diversity

83% of HR/Diversity leaders say they need better data to drive progress on race and ethnicity

The view from business:

"*There is definitely a lack of proportionate BAME representation from middle management upwards; this is visible across all business areas in our company. There does not seem to be a real effort to acknowledge this.*"

FTSE 100 DIVERSITY LEADER

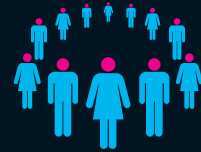## TOP THREE BUSINESS DRIVERS FOR BAME DIVERSITY IN THE FTSE 100

1. Improved business performance

2. Greater understanding of customers

3. Improved business culture

Only 6% of managers in the UK are BAME

SOURCE: MCGREGOR-SMITH REVIEW 2017

Full BAME representation would be worth £24 billion a year

SOURCE: BEIS 2017

Businesses are 35% more likely to outperform if they have ethnically diverse leadership

SOURCE: MCKINSEY 2017

For more insights, case studies, and to sign up for CMI Race:

**www.managers.org.uk/deliveringdiversity**
@cmi_managers #CMIRace

DELIVERING DIVERSITY: ACTION FOR LEADERS

1. BREAK THE SILENCE

- Re-boot the conversation. Show commitment, make the business case and build employee buy-in to deliver diversity
- Support BAME networks to voice BAME employees' views
- Build line managers' capacity to deliver diversity. Make it OK to be curious and ask questions
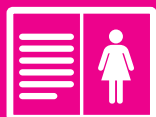
2. CHANGE THE STORY

- Generate momentum: make BAME your focus and define a plan for change
- Use the power of transparency. Publish your strategies, your targets and your progress
- Show inclusive leadership and call out bias

3. MEASURE IT, MANAGE IT, REPORT IT

- Measure BAME diversity throughout the talent pipeline, including representation at management levels
- Build employee trust and confidence for the use of personal data on ethnicity
- Establish pipeline indicators and use time-trend data to manage progress

4. TAP INTO THE POWER OF SPONSORSHIP

- Create more opportunities for senior leaders to meet emerging BAME leaders and build diverse networks
- Actively seek out diverse emerging leaders to sponsors and advocate for within the organisation

5. BUILD DIVERSITY THROUGH 'NEXT UP' LEADERSHIP

- Identify and use 'next up' mentors and role models, not just remote senior leaders. Make mentoring the norm
- Use mentoring circles and reverse mentoring
- Share stories of diverse employees and showcase cultural differences

6. BE INCLUSIVE AND ADAPTIVE

- Make clear that the company values difference and diversity so no minority employee is left questioning their perceived 'fit' in the company
- Build adaptive cultures that respond to the differences people bring to work, rather than just asking others to fit in
- Prove to the external world that your organisation is diverse, remembering that your online presence is your public face

7. BENCHMARK AND COLLABORATE

- Benchmark with others in your sector
- Collaborate and share good practice to accelerate change
- Build diversity training into management and leadership development and make it a requirement for career progression