



# WHY INVESTING IN ETHNICITY AND RACE MEANS INVESTING IN GREAT BRITAIN



**Diversity and inclusion and Investing in Ethnicity Awards founder, Sarah Garrett MBE examines what it means to be an ethnic minority in modern Britain**

**In 2017/18, there were 94,098 hate crime offences recorded by the police in England and Wales.**

Worryingly, over three quarters of these (76%) were race hate crimes and the EU Referendum and the 2017 terrorist attacks were named as two likely contributors to the 17% spike compared to previous years.

At the same time, black people are nine times more likely to be stopped and searched when compared with white people. David Lammy MP calls the current practice of stop and search 'a racist fantasy' in light of the fact that black people actually use illegal substances at a lower rate compared to their white counterparts. What's more, we are starting to see a public crackdown on ethnicity pay gaps after the government recently announced a consultation to address this workplace disparity.

These facts paint a sobering picture for what it means to be someone from a different race or ethnicity who faces

discrimination on a day-to-day basis as a result of their skin colour. Whether it's on the streets or in the workplace, some of the UK's most marginalised communities face huge barriers to integrate and thrive in modern-day society. This just isn't acceptable. It's our job to keep breaking down stereotypes around race and religion, to educate the majority, ensure fair job opportunities and to push for true equality for all.

One organisation striving for that is Lloyds Banking Group. By introducing public goals to increase the representation of BAME colleagues, particularly at senior management level, they have been able to make real progress that delivers on the bottom line. This, along with unlocking 'the sponsor' effect, where minority employees benefit from increased visibility.

We founded the Investing in Ethnicity initiative to help and celebrate organisations like Lloyds Banking Group and shine a light on the various individuals and organisations that have been inspirational in addressing inequality. Each of them has been on a journey in pushing for positive change.

What unites them is a set of stories and role models that deserve to be recognised, publicised and documented.

The work we do goes beyond the awards, however. Since starting our Investing in Ethnicity and Race programme three years ago, we have worked with hundreds of organisations to help shift the dial and enable their ethnic minorities to have fair opportunities to career progression. We have held Action Groups with over 200 organisations and brought together leaders in the industry to collectively raise the bar.

We saw how powerful this was at the first Investing in Ethnicity and Race Conference in 2017. Supported by Mayor of London, Sadiq Khan, we brought together over 250 people to discuss the barriers facing BAME people in the workplace. We heard about how the biggest blockers to true inclusion was unconscious bias; a fear of honest conversations; a lack of senior role models; broken recruitment processes and a lack of leadership buy-in. We acted on this and developed a Leadership Pledge that includes the likes of Ian Stuart, CEO of HSBC UK and Benny Higgins, CEO of Tesco

Bank, who have committed to shifting the dial within their businesses.

These are the same businesses that have also worked with us to develop The Maturity Matrix - a simple toolkit that helps organisations move the dial on their journey within the ethnicity and race agenda. We've outlined an easy-to-use checklist that includes starting conversations, creating change, measuring success and above all, keeping things simple. With Ethnicity Pay Gap Reporting on the horizon, making things as easy as possible to collect data and implement meaningful change is one of our biggest priorities.

In 2019 and in the context of Brexit, it is more important than ever to integrate people from different ethnicities and races and help them thrive in a multicultural society. The work we do isn't just about investing in ethnicity and race, it's about investing in a more prosperous future for the whole of Great Britain.

On the following pages you'll find the winners of the Investing in Ethnicity Awards.

To find out more, visit [investinginethnicity.com](https://investinginethnicity.com)





# INVESTING IN ETHNICITY AWARD WINNERS AND TOP 8s

## CHARITY OR COMMUNITY INITIATIVE

**WINNER\*:**  
**GAL-DEM**



Gal-dem is an online and print magazine and creative collective comprised by over 70 women and non-binary people of colour. Founded by Liv Little in response to the lack of diversity at her university and in the mainstream media, the aim of gal-dem is to open the experiences of women of colour to a wider audience.

### TOP 8s:

- AWAAZ
- BLACK HISTORY MONTH
- FORWARD UK (FGM)
- GAL-DEM\*
- KARMA NIRVANA
- NOTTING HILL CARNIVAL
- SANGAM CENTRE
- THE ALETO FOUNDATION

## WORKPLACE HERO

**WINNER\*:**  
**ROB NEIL, THE MINISTRY OF JUSTICE**



Rob was a founding member of the MoJ's BAME Staff network in 2001 and the first elected Chair of the Civil Service Race Equality Network [CSREN] – known today as CSRF – the Civil Service Race Forum.

In 2016 Rob was chosen to lead the MoJ's Race Project – an inward facing programme of work aimed at supporting the MoJ's published Diversity & Inclusion objectives and turning the dial on race equality.

In September 2016 Rob was elected Chair of the Civil Service Race Forum. The Civil Service Race Forum [CSRF] is an umbrella network of BAME Staff Networks across the civil service made up of over 30 Government departments, reaching in excess of 6,000 BAME civil servants working at all levels.

Rob ended his one year tenure as Chair of CSRF in January 2018 and remains a member the CSRF Executive Committee

as Non- Executive Director.

Most recently, Rob was awarded an OBE in The Queen's 2018 New Year's Honours list for 'Services to Race Equality in the workplace and the community'.

### TOP 8s:

- PRISCILLA BAFFOUR, ITN
- SANDRA CLOUGH, BNP PARIBAS
- KENE EJIKEME, GOLDMAN SACHS
- MOHAMED KEBBAY, TSB
- WINCIE KNIGHT, VIACOM
- PAULETTE MASTIN, LINKLATERS LLP
- ROB NEIL, THE MINISTRY OF JUSTICE\*
- ASIF SADIQ MBE, EY

## BAME FUTURE LEADER

**WINNER\*:**  
**JUSTIN ONUKWEWUSI, LGIM**



Justin is a multi-asset fund manager working at Legal & General Investment Management (LGIM). Raised in Manchester, he is of both Grenadian and Nigerian heritage. Throughout his career Justin has been active in joining and contributing to diversity and inclusion initiatives at the companies in which he has worked.

He currently co-chairs the Investment Diversity Working Group for LGIM, which has set about making change in five key areas for the investment floor: recruitment and retention (including mentoring), culture/cognitive diversity, agile working, barriers to diversity and inclusion and understanding the business risks stemming from a lack of diversity. Due to the successes of the initiatives that have been put in place, he was asked to join the diversity and inclusion team at group level (L&G).

Outside of LGIM, Justin has recently featured in the 2018 EMpower Ethnic Minority Future Leaders List. He is adviser to the board of City Hive Ltd, which focuses on driving diversity initiatives throughout the asset management industry, including gender, ethnicity and LGBT. Justin has also taken the role as Diversity Lead on the Association of Professional Fund Investors (APFI) to help drive diversity across the industry.

Finally, Justin sits on the ethnicity workstream of the industry-wide Diversity project, established by Dame Helena Morrissey. His focus on the workstream

is the representation of BAME and in particular, the severe underrepresentation of black people at senior levels within the asset management industry.

### TOP 8s:

- AJI AYORINDE, ASHURST
- NINA BHAGWAT, CHANNEL 4
- AMANI KIFLEMARIAM, CREDIT SUISSE
- CHINWE ODIMBA-CHAPMAN, CLIFFORD CHANCE
- JUSTIN ONUKWEWUSI, LGIM\*
- MUSHTAQ RAJ MBE, UK HOME OFFICE
- KEON STEWART, FIELDFISHER
- AISHA SULEIMAN, AMAZON

## CHAMPION (ALLY)

**WINNER\*:**  
**NANCY LENGTHORN, MEDIACOM**



Nancy Lengthorn is Head of Diversity, Inclusion and Future Talent at MediaCom, and has worked in the media industry for almost 20 years. A passion for driving change and equality meant that she began to focus her attention on internal projects and set up the industry's first Apprentice scheme in 2011. Refusing to allow privilege or bias to shape the industry, Nancy has put particular focus on championing BAME issues within the workplace, creating a positive.

### TOP 8s:

- GEORGIA ARNOLD, VIACOM
- EMMA CODD, DELOITTE
- COLETTE COMERFORD, LGIM
- KEVIN ELLIS, PWC
- NANCY LENGTHORN, MEDIACOM\*
- NEIL PRIME, JLL
- MARJORIE STRACHAN, RBS
- KAREN VENN, NETWORK RAIL

## BAME INSPIRATIONAL LEADER

**WINNER\*:**  
**KAREN BLACKETT OBE, WPP**  
Karen is WPP UK's country manager, the world's largest marketing services group, and Chairwoman of MediaCom, the largest media agency in the UK.

In October she was appointed the role of race equality business champion by the Prime Minister as part of a Race at Work Charter, to drive forward race equality in the workplace.



In June 2014, Karen received an OBE in the Queen's Birthday honours and in 2015 Karen was the first business woman to be named Britain's Most Influential Black person in the Power List.

Karen is an external advisor to the UK Government Civil Service and a Business Ambassador to the Department of International Trade. Karen sits on the board for Creative England, is a council member for the Creative Industries Federation, and Chancellor of the University of Portsmouth.

### TOP 8s:

- KAREN BLACKETT OBE, WPP\*
- GAUTAM BHATTACHARYYA, REED SMITH LLP
- VISHAL DIXIT, VODAFONE
- NAZIR FAQUIR, PWC
- RAGHUJIT NARULA, HSBC UK
- RUPAL KANTARIA, OLIVER WYMAN
- DR. RAJ PATEL, SAINSBURY'S
- NAZREEN VISRAM, BARCLAYS

## NETWORK GROUP (ERG)

**JOINT WINNER\*:**  
**EMBRACE, HSBC**



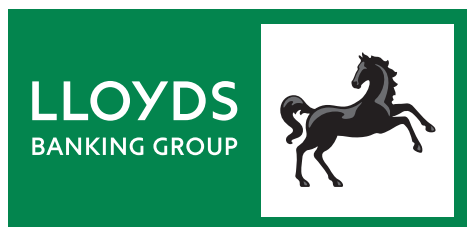
Embrace Network is an inclusive employee resource group focused on the inclusion of Black, Asian and Minority Ethnic employees, which helps us attract, retain and engage a more diverse ethnic and multicultural workforce within HSBC.

The Embrace Network are fully aligned to the business and fully support the UK D&I agenda. The Network's increased activity and visibility has led to increasing visible role models, with some members of the network being recognised in external power lists based around ethnicity and race. The Embrace Network's activities and external partnerships has served to support BAME colleagues and BAME individuals in the communities HSBC serves.

**JOINT WINNER\*:**  
**REACH, LLOYDS BANKING GROUP**

Lloyds Banking Group is committed to ensuring that our workforce reflects the diversity of our customer base and





we were proud to be the first FTSE 100 company in February 2018 to set a public goal to increase BAME representation at senior levels as part of our 'Helping Britain Prosper Plan'. Our ethnicity strategy is led from the top and supported by comprehensive plans to ensure we make sustainable progress, including targeted career development interventions, a robust focus on increasing visibility of BAME role models and a range of activities to build cultural awareness understanding and advocacy across our workforce.

#### TOP 8s:

- ADVANCE NETWORK, MOTT MACDONALD
- ARMY BAME NETWORK
- CULTURAL FUSION BAME NETWORK, NETWORK RAIL
- EMBRACE, HSBC\*
- HOGAN LOVELLS MULTICULTURAL NETWORK
- MOODY'S MULTICULTURAL EMPLOYEE RESOURCE GROUP
- ONE, NATIONAL GRID
- REACH, LLOYDS BANKING GROUP\*

#### INSPIRATIONAL PUBLIC FIGURE

##### WINNER\*:

##### ORE ODUBA

On-air, on-screen and on stage, Ore has established himself as a true all-rounder



since winning the 14th series of *Strictly Come Dancing*. He has fronted some of the biggest national events, from the Queen's 90th Birthday celebrations to One Love Manchester for BBC1. He is a regular presenter on *The One Show* and ITV's *This Morning*, while *Claimed and Shamed* continues to be a ratings winner in the daytime schedule. Ore also dedicates much of his time to charitable causes including Comic and Sport Relief, Children in Need and Stand Up to Cancer.

#### TOP 8s:

- GEMMA CHAN
- ALESHA DIXON
- CHIWETEL EJIOFOR
- MEGHAN MARKLE
- ORE ODUBA\*
- MOHAMED SALAH
- BABITA SHARMA
- LETITIA WRIGHT

#### INFLUENCER

##### WINNER\*:

##### FARRAH STORR, EDITOR-IN-CHIEF, COSMOPOLITAN MAGAZINE



Farrah Storr is Cosmopolitan magazine's award-winning editor-in-chief. Since taking over the monthly mag in 2015, she has diversified the brand and increased circulation by a whopping 59%. In 2017 she was named as a 'BAME leader' in The Guardian & Operation Black Votes UK's 100 Power List.

#### TOP 8s:

- ADWOA ABOAH
- HUMZA ARSHAD
- RENI EDDO-LODGE
- JAMAL EDWARDS MBE
- JAMEELA JAMIL
- NADIR NAHDI
- KOJEY RADICAL
- FARRAH STORR\*

#### BRAND

##### WINNER\*:

##### ADIDAS



According to Adidas, "diversity isn't a box to check, it's our secret formula for inventing the future of sport".

This ideology has been evident in Adidas' recent global campaigns, 'Calling all Creators' and 'See Creativity'. Both campaigns feature, celebrate and empower diverse voices by championing the message that one must look beyond gender, colour, and background to appreciate creativity. Celebrities and models of various ethnicities and races are depicted as role models providing valuable representation in the sports industry.

During their New York Fashion Week outing this year, Adidas presented its Originals collection with more than half of the models being of non-Caucasian ethnicities in order to promote inclusive athleisure. The models represented

**LLOYDS BANKING GROUP**

**ANTHONY**

**"I'M INSPIRED BY THE PEOPLE AROUND ME"**

Whether he's mentoring future leaders of the BAME community or delivering national IT projects, Anthony is helping Britain prosper. He's passionate about helping BAME colleagues realise their full potential, taking part in a number of internal and external events on intersectionality as a Group Ethnicity Role Model. His dedication and determination to promote diversity and inclusion has earned him a place on the 2018 Financial Times EMpower list, which recognises the Top 50 BAME Future Leaders. Join us and, like Anthony, we'll help you prosper as you help others.

**TOGETHER WE MAKE IT POSSIBLE**

Find out how at [www.lloydsbankinggroup.com/careers](http://www.lloydsbankinggroup.com/careers)

**INVESTING IN ETHNICITY & RACE**

**2019 MEMBERS' PROGRAMME**

**GET YOUR ORGANISATION ON BOARD!... BECOME A MEMBER**

- WORKPLACE CONFERENCE: 28TH MARCH 2019
- ACTION GROUP SESSIONS
- MATRIX WORKSHOPS
- CEO & BOARD PLEDGE
- EXECUTIVE BREAKFASTS
- FULL CONSULTATION ON MATRIX SUBMISSION
- 1-2-1 SUPPORT
- THOUGHT LEADERS THINKTANK (SELECTED ORGANISATIONS)
- ACCESS TO TOOLKITS
- ETHNICITY PAY GAP REPORTING INSIGHTS (APPG GAIL)

USE OUR FREE MATURITY MATRIX TOOL HELPING ORGANISATIONS TO ACHIEVE ETHNICITY GOALS (backed by the All-Party Parliamentary Group GAIL)

[WWW.INVESTINGINETHNICITY.COM](http://WWW.INVESTINGINETHNICITY.COM)

**Investing in Ethnicity & Race in the workplace**

The Maturity Matrix

Produced by



**SPM GROUP LIMITED**  
37 IVOR PLACE  
LONDON NW1 6EA  
[www.spmgroup.co.uk](http://www.spmgroup.co.uk)



everyday women, with one of them in a hijab.

TOP 8s:

- ADIDAS\*
- BRITISH VOGUE
- GLOSSIER
- JOHN LEWIS
- MCCAIN
- MISSGUIDED
- RIVER ISLAND
- SPOTIFY

OUTSTANDING CONTRIBUTION TO COMMUNITIES

WINNER\*: HARUN KHAN



Harun Khan is Secretary-General of the Muslim Council of Britain (MCB), the first second-generation Muslim to be elected into the leadership. The MCB serves to empower the Muslim community to contribute towards achieving a cohesive, just and successful British society. Khan has volunteered with the MCB since he was a teenager, and founded the Eid celebrations in London’s Trafalgar Square in partnership with the Mayor of London and attended by up to 20,000 visitors.

TOP 8s:

- ADE HASSAN MBE
- HARUN KHAN\*
- DOREEN LAWRENCE OBE
- LEON LOPEZ
- PAUL REID
- JASVINDER SANGHERA CBE
- PAULETTE SIMPSON
- DR YVONNE THOMPSON CBE

MEDIA IMPACT

WINNER\*: STORMZY’S BRIT AWARDS PERFORMANCE



The grime artist pulled out all the stops to create an epic show for his Brit Awards performance in February. The impressive set started with a powerful rap in the rain and went on to include a 40-piece symphony orchestra, 100-foot flames, and giant video screens. The musician also scooped two major awards and used his platform on the night to call for justice for those affected by the Grenfell Tower disaster.

TOP 8s:

- BLACK PANTHER’S BOX-OFFICE RECORD-BREAKING RELEASE
- EASTENDERS COVERAGE OF REAL-LIFE KNIFE CRIME, FEATURING YOUNG BAME ACTORS

- EDWARD ENNINFUL’S APPOINTMENT AND WORK TO DIVERSIFY BRITISH VOGUE
- JORDAN PEELE’S OSCAR WIN FOR GET OUT
- OPRAH WINFREY’S INSPIRING SPEECH AT THE GOLDEN GLOBES
- THE MOST DIVERSE ROYAL WEDDING IN BRITISH HISTORY
- SIKH GUARDSMAN BECOMES FIRST TO WEAR TURBAN DURING TROOPING THE COLOUR
- STORMZY’S BRIT AWARDS PERFORMANCE\*

POLITICAL FIGURE

WINNER\*: DIANE ABBOTT MP



Abbott became the first black woman to hold a seat in the House of Commons when she was elected as the Member of Parliament for Hackney North and Stoke Newington at the 1987 general election. The prominent Labour politician is a leading campaigner on equality issues and as Shadow Home Secretary, has been working vociferously for justice for the Windrush generation.

TOP 8s:

- DIANE ABBOTT MP\*
- RUSHANARA ALI MP
- DAWN BUTLER MP
- SAJID JAVID MP

- DAVID LAMMY MP
- MAGID MAGID
- ALAN MAK MP
- TANMANJEET SINGH DHESI M

LEGACYAWARD

WINNER\*: KANYA KING MBE



Kanya King MBE is the CEO and founder of the MOBO Awards, which now reach more than 400 million viewers in over 200 countries. Since the organisation’s inception in 1996, the MOBO organisation has established itself as a champion of diversity, inclusion and recognition for BME talent within music, culture, arts, fashion, media and larger society as a whole. King was presented with an MBE in 1999 for services to the music industry.

TOP 8s:

- OZWALD BOATENG
- GRACE JONES
- KANYA KING \*
- VANESSA KINGORI MBE
- SIR TREVOR MCDONALD
- MEERA SYAL CBE
- LORD WAHEED ALLI
- ALAN YAU

HSBC’S STRATEGY FOR CHANGE

In the UK the Black, Asian and Ethnic Minority (BAME) population represent 14% of the UK population. According to the BEIS Analysis (2016)<sup>1</sup> the potential benefit to the UK economy from full representation of BAME individuals across the labour market, through improved participation and progression, is estimated to be £24 billion a year, which represents 1.3% of GDP.

This makes a powerful business case for BAME inclusion.

THE FOUR ELEMENTS

At HSBC UK there are four elements that make up a strong business case for leveraging diversity and driving inclusion more broadly. It’s about decision-making and innovation, connecting with our customers, having access to a larger talent pool and finally, it’s about employee satisfaction. All of these elements, together, affect the overall competitiveness of any business.

REPRESENTING OUR CUSTOMERS

The customer is at the heart of all we do

and we need to go above and beyond to meet their needs. By having a diverse workforce, we have insights into our customers, so we can offer the best products and services that represent their financial wants and needs.

CHALLENGING THE NORM

Research such as the McGregor Review proved that individuals from BAME backgrounds in the UK are under-represented at senior levels and are less likely to progress.

Our Hiring Essentials programme helps leaders to attract a pool of diverse candidates, by challenging their mind-set, questioning their approach and modifying the terminology or language they use.

INCLUSIVE LEADERS, INCLUSIVE BEHAVIOURS

Inclusive behaviours are required for an organisation to thrive and grow in a changing society.

‘Driving Inclusion’ training for key leaders and influencers was created to further embed our inclusive culture; giving leaders the tools they need to build, lead

and manage diverse teams. An additional ‘inclusion’ led objective has also been applied to their performance scorecards.

Our Employee Resource Groups We want HSBC UK to be a place where people are valued, respected and supported to achieve their full potential. Our aim is to build an environment where people feel they can speak up, work together to remove the barriers and to put the best ideas into practice. Our Employee Resource Groups play an integral role in this aim.

We have a variety of Employee Resource Groups with visible executive sponsors and role models, who work collaboratively to support our inclusive agenda. Our Embrace network focuses on BAME inclusion and they play an important role in ensuring the BAME lens is applied to key aspects of our business. The network also provides a platform for the organisation to speak openly about race and their continuous calendar of events, both in and outside the organisation, enables colleagues to connect with a network, access a mentoring programme and share personal stories.



“An inclusive culture that reflects the diverse communities you serve is the key to a successful business”  
Fiona Daniel, Head of Diversity & Inclusion UK at HSBC UK

OUR PEOPLE

To get the best out of our people, we need workplaces that are truly inclusive and where all colleagues feel comfortable to bring their authentic self to work. Only then will we attract and retain the best people from all walks of life.

<sup>1</sup> BEIS Analysis (2016) -<https://www.gov.uk/government/statistics/bme-individuals-in-the-labour-market-analysis-of-fullrepresentation>





# WINNER OUTSTANDING EMPLOYER AWARD LLOYDS BANKING GROUP



## THE MATURITY MATRIX

Outstanding Employer was awarded based on the Investing in Ethnicity Maturity Matrix, which is designed to help organisations assess whether they are achieving progression of the ethnicity agenda in the workplace, by providing practical change through positive actions, in order to improve outcomes.

It was devised by diversity and inclusion experts SPM Group over the past three years, which saw the Investing in Ethnicity initiative consult with over 200 companies through Action Group sessions. The Maturity Matrix is supported by the All-Party Parliamentary Group for Governance and Inclusive Leadership (GAIL).

Over 50 top organisations completed the Maturity Matrix, with Lloyds Banking Group coming out on top as an organisation that has gone above and beyond to be awarded the Outstanding Employer Award.

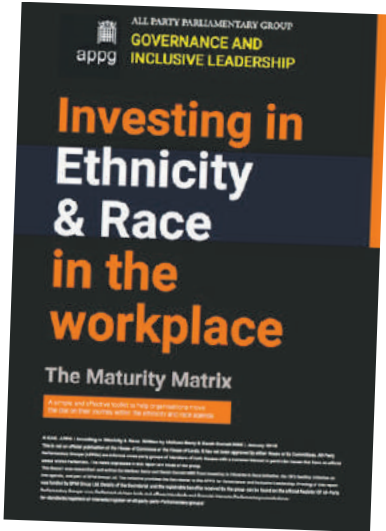
For further information, please visit [investinginethnicity.com](http://investinginethnicity.com) & [gailappg.org.uk](http://gailappg.org.uk)

### TOP 10 OUTSTANDING EMPLOYERS, LEADING ON PROGRESSION OF ETHNICITY IN THE WORKPLACE, VIA THE MATURITY MATRIX

1. LLOYDS BANKING GROUP – WINNER
2. KPMG
3. RBS
4. DELOITTE
5. FRESHFIELDS
6. HSBC
7. BBC
8. MINISTRY OF DEFENCE
9. BP
10. JLL

Of 52 employers that completed the Maturity Matrix, 50% achieved the minimum level for accreditation (in alphabetical order):

- ASHURST
- ATOS
- BANK OF ENGLAND
- BBC
- CHANNEL 4
- FUJITSU
- GOLDMAN SACHS
- HSBC
- HUDDERSFIELD STUDENT UNION
- ITN
- KINGSTON UNIVERSITY
- LINKLATERS LLP
- MINISTRY OF DEFENCE
- NATIONAL GRID
- TATE
- TSB
- VIACOM
- VODAFONE



The Maturity Matrix

## LLOYDS BANKING GROUP'S WINNING APPROACH



**Fiona Cannon OBE, Group Director, Responsible Business & Inclusion, Lloyds Banking Group tells us how, and why, they go above and beyond when it comes to BAME talent.**

Our purpose is to Help Britain Prosper and we achieve that by being the best bank for customers. If we are to genuinely understand and meet the needs of customers it helps if our workforce reflects the communities we serve – 12% of the UK workforce and 10% of our customer base is from a BAME background.

In February 2018 we introduced public goals to increase the representation of BAME colleagues from 8.3% at the end of 2017 to 10% by 2020 overall and from 5.6% at the end of 2017 to 8% by 2020 at senior management level specifically.

Detailed research was undertaken and a comprehensive plan built to ensure we are able to make sustainable and meaningful progress. Based on the findings from our research, our plan focuses on three key areas: career development, role models and inclusive behaviour.

As well as targeted career development and leadership programmes, this year we also introduced a new Sponsorship programme; research shows that sponsorship is key to progression into senior management positions, however women and BAME individuals are less likely to have a sponsor and benefit from 'the sponsor effect'. Sponsorship is different to mentoring – whilst a mentor will talk to you and provide advice and guidance, a sponsor will talk about you, providing impactful advocacy and exposure.

We've learnt that supporting under-represented colleagues to develop through learning interventions is important but not enough – line managers and leaders also need to be engaged and proactive, as the decisions they make are pivotal and have a key impact. Line managers of colleagues who take part in our career development and leadership programmes now receive coaching to ensure they are equipped to proactively support participants effectively and the introduction of our Sponsorship programme is delivering strong results – quintupling the rate of progression.

To increase the visibility of BAME role models, we have published an annual Ethnicity Role Models List for the last two years and through our colleague network for ethnicity, REACH, we hold events throughout the year to give colleagues the opportunity to get close to these role models and hear their inspirational stories.

To build cultural awareness and understanding, our Managing Directors have been holding listening sessions to help them understand first-hand the challenges which BAME colleagues can face and the role they can play in helping to dismantle identified barriers and create a truly inclusive culture for all. These sessions have been very impactful in building engagement and advocacy – advocacy which we've harnessed with a new Advocates programme for colleagues who are passionate about proactively championing ethnicity and culture.

As well as training – annual unconscious bias training for all colleagues, as well as inclusive leadership and cultural awareness upskilling – we've made it our mission to create an ongoing drum beat which encourages colleagues to talk openly about ethnicity and culture. March and October see high profile celebrations of International Day for the Elimination of Racial Discrimination and Black History Month and the messaging is clear; we all have a part to play in building an inclusive environment – celebrating and learning about each other's cultures, not only brings us together, but makes Lloyds a better place to work.

While huge progress is being made we recognise there is still much more to do done. We will continue our work to ensure BAME colleagues feel inspired and motivated and are able to reach their full potential.





**“Social inclusion and mobility is as much about class and poverty as it is about race”**

## WE’VE COME A LONG WAY

**Awards host Ranvir Singh, the award-winning presenter and Political Editor for ITV’s *Good Morning Britain*, tells us why she thinks it’s important to recognise the achievements of ethnic minorities and how she thinks attitudes towards diversity have changed since growing up as a young Sikh girl in the north of England and why the Investing in Ethnicity awards are important.**

It’s powerful to get together and look around at the achievements of others and feel proud. There are obstacles that BAME talent have to deal with – that will never be recognised or acknowledged in the office because everyone’s just busy getting on with doing their job. So it’s healthy to have a moment to say well done, and keep going, because there’s still a way to go.

I vividly recall seeing Zainab Badawi on *Channel 4 News* interviewing someone when I was about 12. It was the most magical, captivating and startling thing I had ever seen – there, in my front room, was this dark-skinned woman totally in control and owning her space – in charge and upfront. Wow, it still takes my breath away when I think about how magnificent it felt to me at the time. In 2018, diverse role models need to be from working class backgrounds – not just racially diverse.

I remember my dad getting shouted at by kids on bikes and swerved into, because he wore a turban, the ‘P’ word being used towards me on the walk home from primary school and our windows at home getting broken with alarming regularity. After my dad had his first heart attack when I was eight he decided, at great cost, to put double glazing in the house, my mum went mad because we couldn’t

afford it and he said to her, “What are you going to do after I’m gone? Who’s going to board up the windows every other day for you?”. He died a year later.

I think diversity has definitely improved on screen – but my fear is that managers are falling into the trap of thinking they have put more brown/black faces on TV (sometimes just one) so – job done.

In fact, I have two more worries. First that we don’t have enough ethnically diverse people influencing decisions in editorial meetings. You have to feel able to bring your blackness, your culture, your feelings into the workplace, into meetings and for your views to be held in equal esteem to those of white colleagues. As I get older I often ask myself if I was able to get on in this industry because I left the Indian part of myself at the door every morning.

Second, social inclusion and mobility is as much about class and poverty as it is about race. I went to an almost all white grammar school – so I learned how to talk and behave around posh, rich, white (lovely and kind) families. So perhaps I felt more able to move into the BBC because I understood the environment and I knew how to mix in. So, for me, diversity is about helping those with no advantage to get into the industry – it is our obligation to do so.



### See yourself here.

At Goldman Sachs, we believe who you are makes you better at what you do. We seek out people with all types of skills, interests and experiences. So whether you’ve been trading penny stocks since the eighth grade or have never imagined a career in finance, there’s a place for you here.

For us, it’s all about bringing together people who are curious, collaborative and have the drive to make things possible for our clients and communities.

### Application Deadlines

#### 2 December 2018

All applications for the following programmes (excluding Engineering, Off-Cycle and Warsaw\*):

- Spring Programme
- Summer Analyst
- Work Placement
- New Analyst

#### 6 January 2019

Engineering Programme

- Spring Programme
- Summer Analyst
- New Analyst

\*Off-Cycle and Warsaw will be a rolling-deadline.



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# 5 THINGS YOU NEED TO KNOW ABOUT THE ETHNICITY PAY GAP

The ethnicity pay gap, the ethnic pay gap, the race pay gap. These are all interchangeable definitions that business leaders need to get their heads around, fast. The government recently announced a consultation that may force companies to reveal figures on pay for people of different ethnicities and race. Forerunners such as PwC, ITN, Transport for London and the Metropolitan Police are already prepared for this reporting to align to the Government measures on gender, and have voluntarily released figures.

## 1 THE ETHNICITY PAY GAP IS NOT JUST ABOUT EQUAL PAY

There needs to be better education in the press and throughout the business on what the results of pay gap reporting signify. The results paint a picture more about where people with different characteristics are within the organisation and that gap is measured by pay band, then it does about equal pay and if you are being paid a different salary for doing the same job.

The point of the government's consultation and how we address this is to gather data and meaningful information that can be used for senior decision making. We have been investigating this for over 3 years with more than 200 organisations through our Investing in Ethnicity and Race Programme and we have consistently seen that the only way to build a meaningful argument at the top levels of organisations is to start with the data. As we saw with the gender pay gap, it is only once companies had the data that they were able to take steps to addressing the problem.

## 2 COMPANIES STRUGGLE TO COLLECT DATA

One of the major problems is that disclosure rates on ethnicity are low. Employees tend not to trust companies with this information and unless it is gathered when someone starts a new job, it is difficult to get retrospectively.

What's more, ethnicity is subject to self identification. This can be very confusing and there are grey areas in how ethnicity is categorised. Companies need to be very clear on how they band ethnicity and we have to ensure there is a consistent approach. This is something we can help with by looking at non-white and white comparisons or parameters around self defining ethnicity.

## 3 THERE ARE MORE DIMENSIONS THAN JUST ETHNICITY

Gathering ethnicity data should not happen in a silo. There are many other factors that impact how someone performs at work and what opportunities they have to progress their career. Organisations need to collate data on the basis of intersectionality - i.e. look at other factors that have an impact on someone's pay. For example a black woman might earn a different amount to a white woman and to a black man. We have to look at various dimensions in order to get a more well rounded picture of how an intersectional identity impacts employees. Aligning gender, disability and ethnicity would definitely help get a fuller picture.

## 4 YOU CAN'T JUST FIX IT BY PUTTING BAME PEOPLE ON THE BOARD

One of the biggest risks we have seen is around fast-tracking diversity on to senior roles. The great thing about pay gap data is that it will paint an honest picture throughout your business and ensure you can see areas you are failing throughout your pipeline. This is great for succession planning and sustainability, rather than what we have seen which is to get as much diversity on to board level. What we really need to achieve is a point where despite being female or from a ethnic minority background, you are given the same opportunities for career progression, which has not been the case for many.

Real change will come through embedding why diversity and inclusion is important and through nurturing talent from different backgrounds to the top.

## 5 YOU CAN LEARN FROM OTHERS

Since we launched the Investing in Ethnicity and Race Programme three years ago we have worked with hundreds of organisations to help shift the dial and enable their ethnic minorities to have fair opportunities to career progression. We have held Action Groups with over 200 organisations and brought together leaders in the industry to collectively raise the bar. Our Investing in Ethnicity and Race Conference next year will bring together leaders once again to debate and discuss how we collectively tackle the barriers.

Alongside this, our The Maturity Matrix - a simple toolkit that helps organisations move the dial on their journey within the ethnicity and race agenda - is being used by many to level the playing field. We've outlined an easy-to-use checklist that includes starting conversations, creating change, measuring success and above all keeping things simple.

Ethnicity pay gap reporting is only going to become more important over the coming months. It's important we keep things simple and collectively push forward for better outcomes for society.

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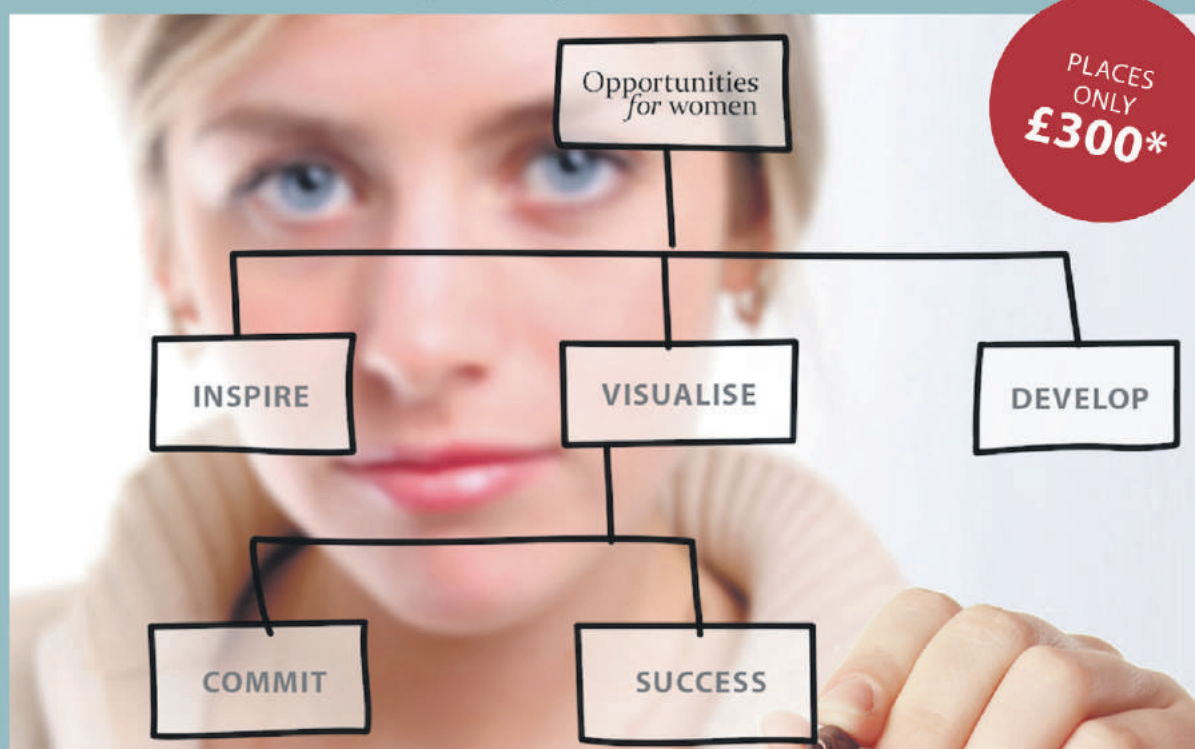
\*Places are limited, and discounted to £300 please mention Guardian when booking. Please inquire about bookings of 10 or more.

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Inspirational speakers | Choice of break out interactive workshops  
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- 98% of delegates said they would take action to progress their career as a result
- Opportunities 4 Women programmes and events have been running since 2012, the programme has since evolved due to delegate feedback to ensure greater success.
- We now deliver internal bespoke programmes worldwide which develop the whole organisation including line-managers, leaders and HR.
- Engaging many major employers across sectors, including HSBC, Armed Forces, Vodafone, National Grid, adidas. etc.
- In line and designed to help Gender Pay Gap Reporting figures





# THE COTTON STREET PROJECT

## Entrepreneur takes homeless crisis into his own hands

**A hotel entrepreneur, who wants to help end the scourge of Britain's homeless epidemic, has taken the crisis into his own hands through opening a new centre for rough sleepers in his native Liverpool.**

Lawrence Kenwright – owner of the award-winning property company Signature Living – is spending almost £900,000 of his personal fortune on the shelter and other support for rough sleepers. Football icon Jamie Carragher has given his full support to the forward-thinking facility which has been described as the Big Brother house for rough sleepers.

The state-of-the-art shelter, known as the Cotton Street Project, opened on World Homeless Day. More than 300,000 people in Britain – equivalent to one in every 200 – are officially recorded as homeless, according to figures released by the charity Shelter earlier this year.

The centre is set to be the UK's first shelter to offer full, wrap around support to tackle the deep-rooted problems including alcohol and drug addiction – which see individuals sleeping rough. It will provide food, accommodation and training workshops.

The converted warehouse, which operates 24-hours a day, has the capacity for 50 people to sleep the night and boasts a communal area with a pool table, a table tennis table, chessboards and beanbags. The venue will be used as a cafe in the day, which could feed up to 200 of Liverpool's most vulnerable citizens. There will be medical professionals on call and drug and alcohol counsellors will also be on site.

There are also plans to host workshops to help people improve their job skills and gain decent employment in a bid to boost the local economy. Mr Kenwright asked the former England international Carragher to help open the shelter, as the fellow Liverpoolian has been an avid campaigner on homelessness for some time. In January 2018, he hosted a football match to raise vital funds for Signature Living's inaugural shelter, Kingsway House.

Jamie Carragher said:

"Rough sleeping is increasing day by day. I've heard horror stories from people whose lives have been turned upside down after losing their homes and ending up on the streets. There isn't enough support for them at all and I don't think local councils or the Government quite understands the scale of the problem but it isn't just a problem for them – it is down to all of us to help out where we can.

"What Lawrence is doing is fantastic. I am proud to give him and the Cotton Street Project my support. I'll be keeping in regular contact with those using the shelter and hopefully helping them to turn their lives around for the better."

Lawrence Kenwright added:

"It's fantastic to have the support of Jamie Carragher and heart-warming that he's working with us to support this huge effort to tackle rough sleeping. "We have got a humanitarian crisis on our hands and a Government that has turned its back on homeless people. In the fifth richest economy in the world, how can that be right?"

"I'm in a fortunate position to help, that's why I'm doing something about it. As the cold of winter draws closer, we cannot stand still and do nothing as people freeze to death on our streets.

"It's not just a problem for Local Authorities – which have had millions slashed from their budgets in recent years – it's a problem for all of us. And if the public and private sector work better together I believe we can help end the plight of homelessness in Liverpool.

"The spirit of Liverpool is one of generosity – and through opening the homeless shelter I'm only doing what anyone in my position would do."



Lawrence Kenwright & Jamie Carragher in Cotton Street

For further details, please visit:  
[www.thecottonstreetproject.co.uk](http://www.thecottonstreetproject.co.uk)