GLA London Anchor Institutions' Network

Recruitment and Retention Roundtable – Ethnicity Focus

June 2023

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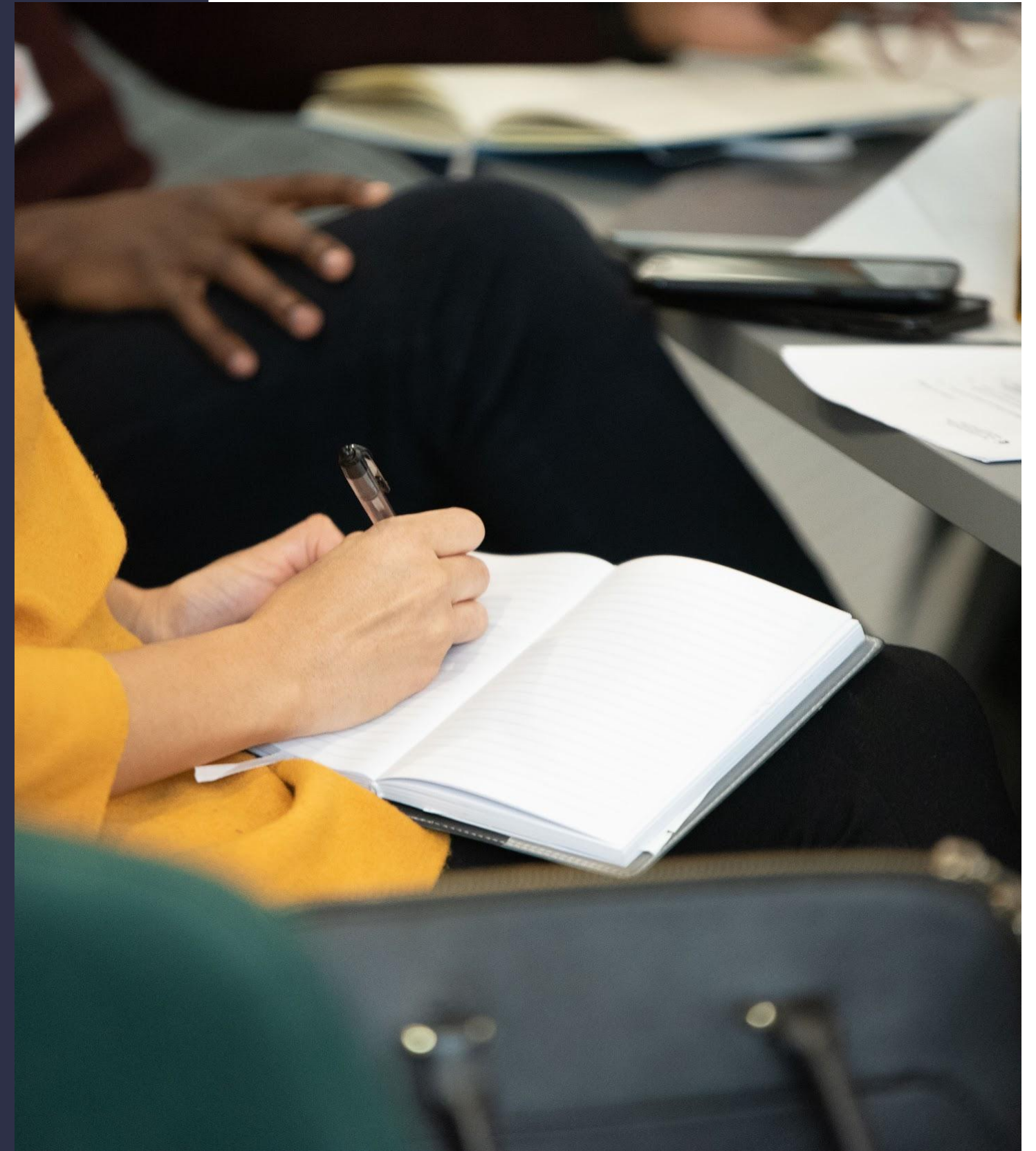
Race and Ethnicity

Aims

- Introduce Today's Session and Discuss LAIN Programme Updates

- Recap on Previous Session (Disability)

- **Consider Race and Ethnicity:**

  - **Explore the London Landscape**

  - **Consider proactive approaches**

  - **Case studies + commitments**

Think about what you would like to get out of today's session.

Our General Approach

Obtain EDI Data

Identify Operational Gaps

Set Strategic Targets

Implement Strategic Interventions

Track Progress

Refine, Re-plan, Repeat!

Some of Our Portfolio

Safe Space

- We will be exploring sensitive topics that you may or may not have had personal experience of.

- Please participate with as much or as little as feels comfortable. Take breaks if you need to.

- Feel comfortable sharing views - no judgement but be respectful.

- Confidentiality - this is a safe space.

- Your input is invaluable - feel free to use the chat function.

Discussion

How would you define Race?

What does BAME mean?

What does it mean to 'not see' colour?

"I don't see colour!"

"Not seeing race does little to deconstruct racist structures or materially improve the conditions which people of colour are subject to daily. In order to dismantle unjust, racist structures, we must see race. We must see who benefits from their race, who is disproportionately impacted by negative stereotypes about their race, and to who power and privilege is bestowed upon - earned or not - because of their race, their class, and their gender. Seeing race is essential to changing the system."

— Reni Eddo-Lodge,
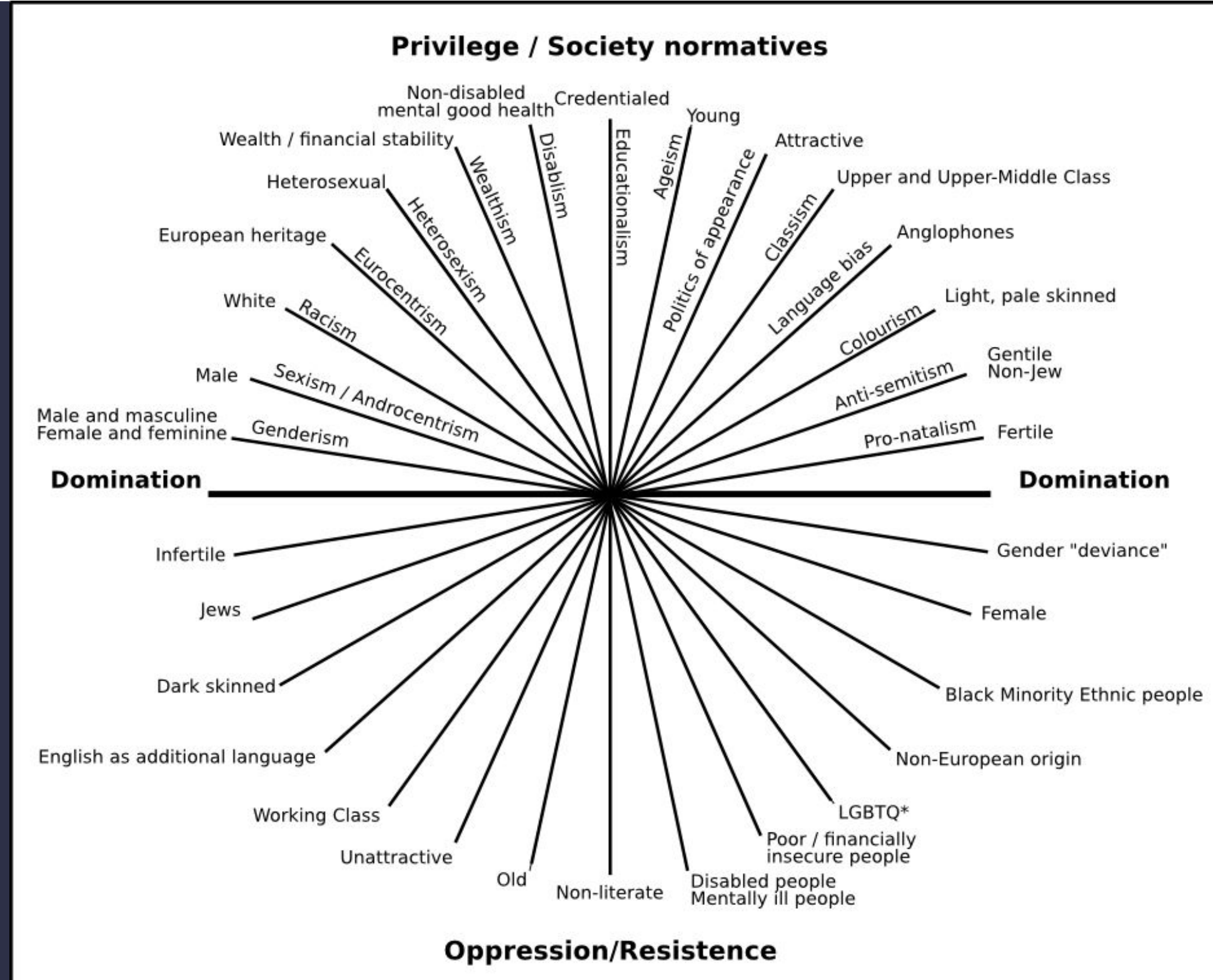**Why I'm No Longer Talking to White People About Race**

Understanding Privilege Video

Understanding Privilege

Privilege: A set of unearned benefits given to people who fit into a specific social group.

E.g. White privilege: it doesn't mean your life has not been hard but it means your skin tone is not one of the things that has made it harder.

Privilege / Society normatives

Non-disabled mental good health · Credentialed · Young · Attractive
Wealth / financial stability · Wealthism · Disablism · Educationalism · Ageism · Politics of appearance · Classism · Upper and Upper-Middle Class
Heterosexual · Heterosexism · Anglophones
European heritage · Eurocentrism · Language bias · Light, pale skinned
White · Racism · Colourism · Gentile Non-Jew
Male · Sexism / Androcentrism · Anti-semitism
Male and masculine / Female and feminine · Genderism · Pro-natalism · Fertile

Domination — **Domination**

Infertile · Gender "deviance"
Jews · Female
Dark skinned · Black Minority Ethnic people
English as additional language · Non-European origin
Working Class · LGBTQ*
Unattractive · Poor / financially insecure people
Old · Non-literate · Disabled people / Mentally ill people

Oppression/Resistence

Definition of Racism

- **A belief that race is a fundamental determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race.**

- **The systemic oppression of a racial group to the social, economic, and political advantage of another.**

- **A political or social system founded on racism and designed to execute its principles**

This definition has recently been updated.

Racism: According to Runnymede Trust

"Racism is about power and the elevation of some populations to positions of primacy and domination and the denigration and subordination of others. It is about who is deemed worthy/unworthy of a place in a society/territory; who will receive the protection of the law; and who will be subject to unusual punishment and control. And the work of racism is enacted and reproduced in the main by institutional forces in society with results that can be seen, for example, in the courtroom, the boardroom and the classroom. Racism is brought to life by categorising certain populations as deeply and irreversibly flawed/ dangerous because of their biological and/or cultural failings."

Understanding Systemic Racism

A form of racism that is embedded as normal practice within society or an organization. It can lead to such issues as discrimination in criminal justice, employment, housing, health care, political power, and education, among other issues.

"Systemic racism", or "institutional racism", refers to how ideas of white superiority are captured in everyday thinking at a systems level: taking in the big picture of how society operates, rather than looking at one-on-one interactions.

These systems can include laws and regulations, but also unquestioned social systems. Systemic racism can stem from education, hiring practices or access.

London's Context

- Population: +9m people – set to grow to c.10.5m by 2050. [GLA]
- A super diverse city – White / White British account for 37% (82% across UK).
  - 20.7% Asian / 17% White non-British / 13.5% Black / 5.7% Mixed or multiple ethnicities / 6.3% from other groups.
- More than 4 in 10 (40.6%) of London's population were born outside the UK.
- Londoners speak over 300 different languages and, 21.6% report that English was not their main language.

Structural Issues across London

- **The unemployment rate for ethnic minorities in London is 12.9%, compared to 6.3% for white people.** (Source: Equality and Human Rights Commission)

- **Black workers with degrees earn 23.1% less on average than white workers.** (Source: Equality and Human Rights Commission)

- **In Britain, significantly lower percentages of ethnic minorities (8.8%) worked as managers, directors and senior officials, compared with White people (10.7%).** (Source: Equality and Human Rights Commission)

Predicted grades are a lottery of privilege where Black students almost always lose

Sofia Akel Follow
May 4, 2020 · 6 min read ★

The cancelling of A-Level and GCSE examinations this year has resurged conversations on the inherent inequalities that predicted grades pose for Black students. We must plan for life after COVID-19 and scrap this archaic system.
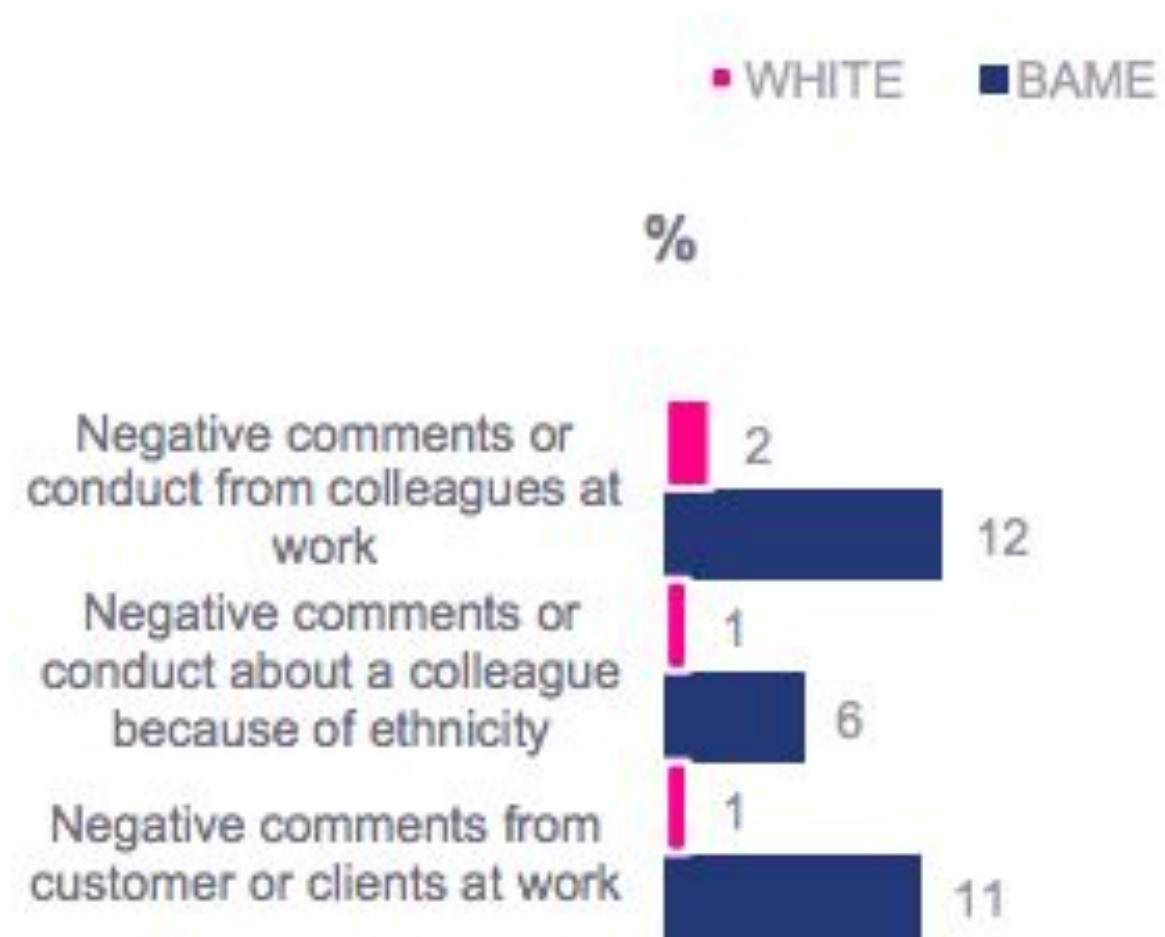
Structural Issues across London

- **People from the Pakistani ethnic group were over 3 times as likely as White British people to live in the most overall deprived 10% of neighbourhoods in England.** (Source: GOV.UK)

- **Rates of infant and maternal mortality, cardiovascular disease (CVD) and diabetes are higher among Black and South Asian groups than white groups.** (Source: The King's Fund)

Race in the Workplace

Graph 1: Experiencing negative behaviour in past year due to ethnicity - percentage

WHITE   BAME

%

	WHITE	BAME
Negative comments or conduct from colleagues at work	2	12
Negative comments or conduct about a colleague because of ethnicity	1	6
Negative comments from customer or clients at work	1	11

- **Black school leavers with A-levels are on average paid 14.3% less than their white peers (Equality & Human Rights Commission)**

- **On average, Black workers with degrees earn 23.1% less than white workers (Equality & Human Rights Commission)**

- **Using identical CVs and cover letters, BAME job applicants had to send 60% more applications to receive the same number of callbacks as white applicants (Nuffield College Centre for Social Investigation, 2019)**

Race in the Workplace

Graph 1: Experiencing negative behaviour in past year due to ethnicity - percentage
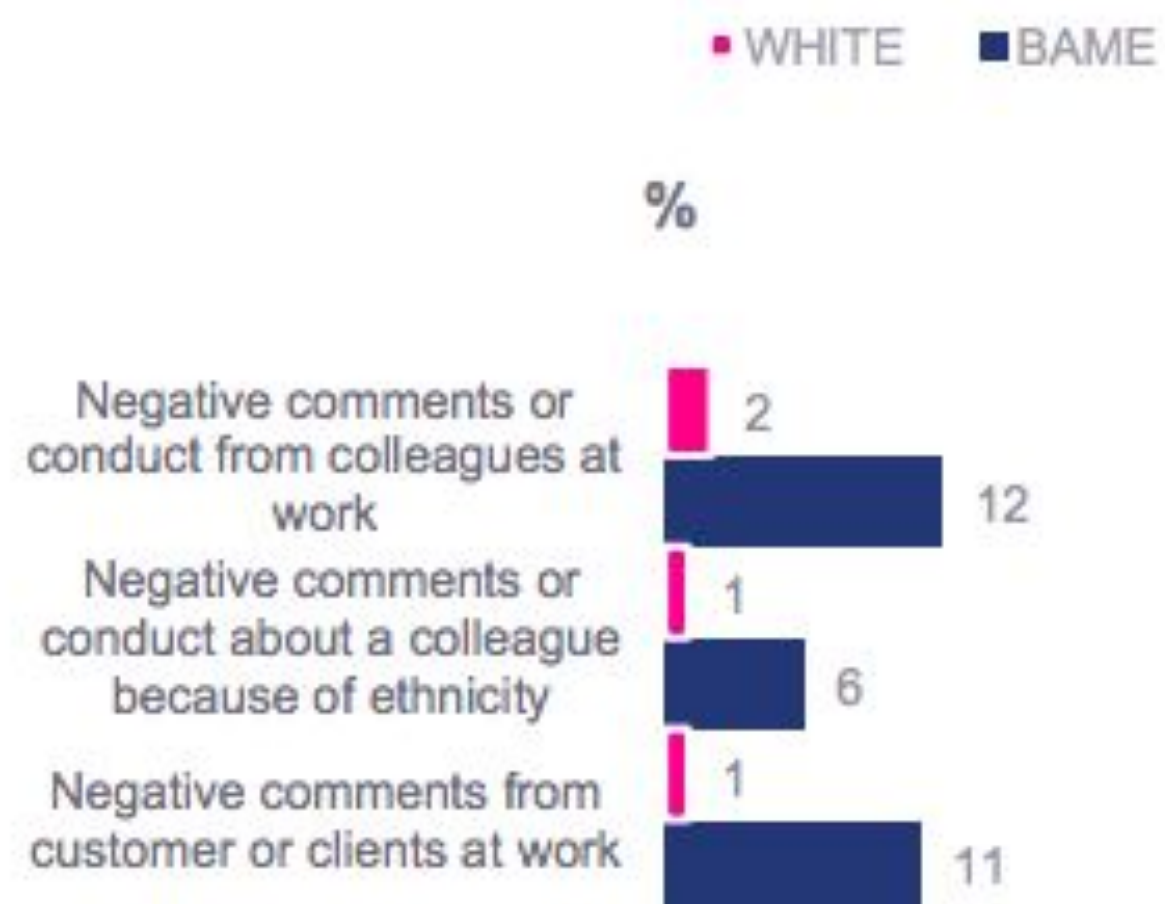
- **In the UK, BAME workers are paid around £3.2bn less than their white counterparts every year (Gender Pay Gap Campaign, 2018)**

- **Almost two in five (39%) of employees have experienced poor mental health where work was a contributing factor in the past year. However, for BAME employees it was almost one in two (47%).**

- **Of those BAME employees who have experienced mental health symptoms related to work, a quarter (25%) stated their ethnicity was a factor in these symptoms, compared to only 1% of those with work related symptoms who were white.**
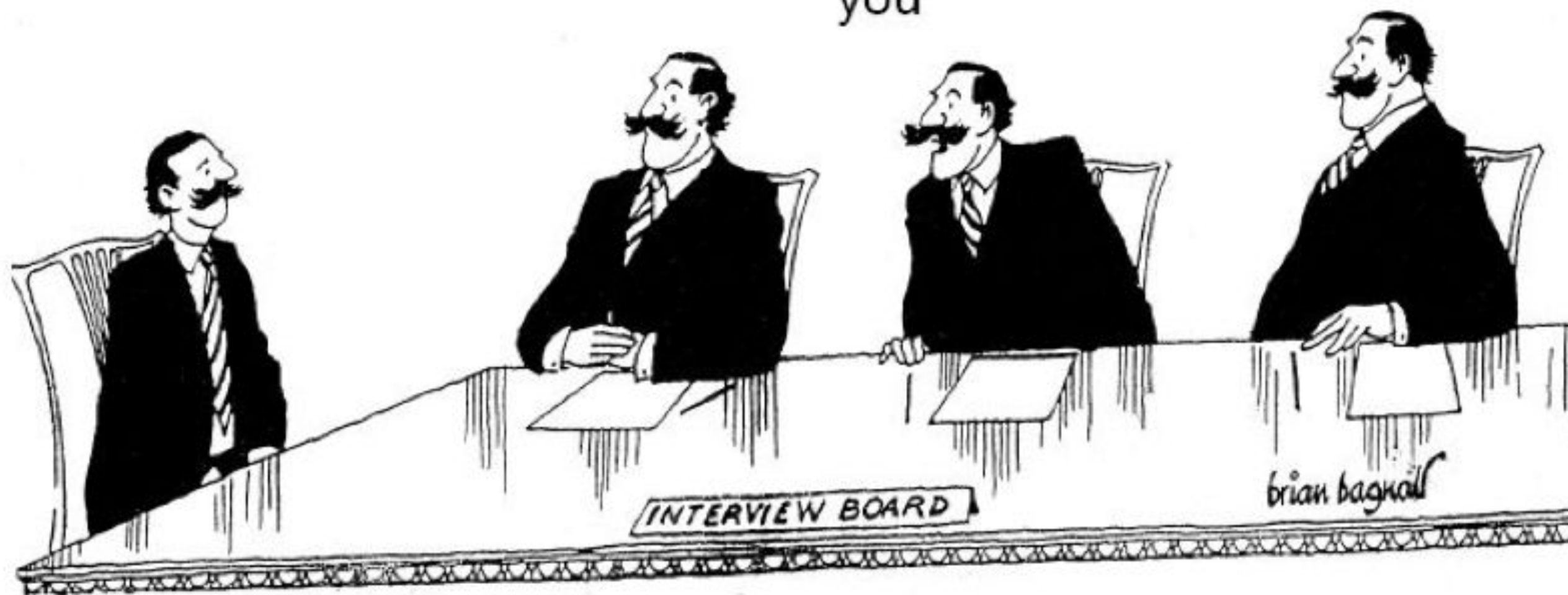
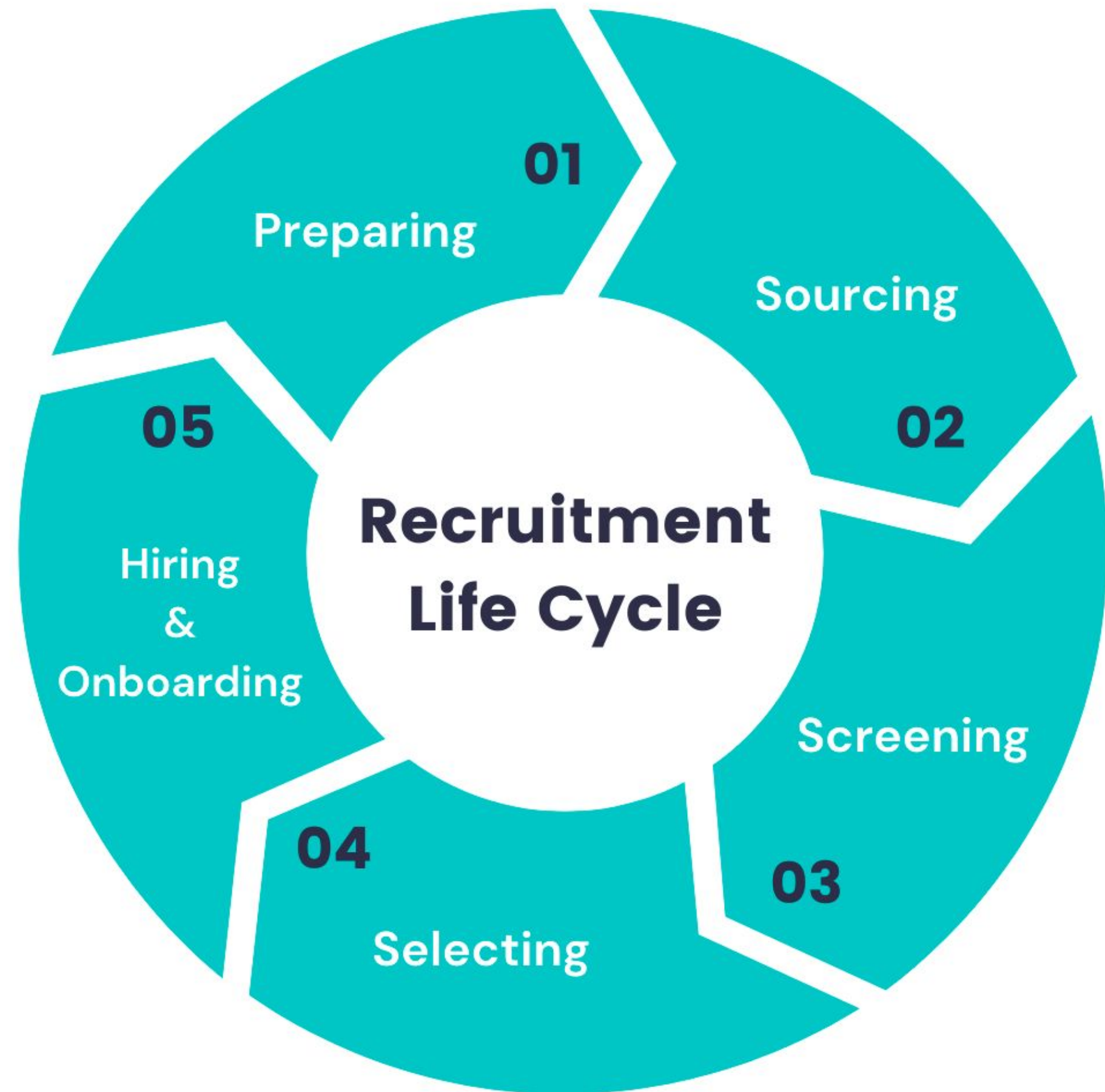# Recruitment Lens

Approaches to Inclusive Recruitment

Identify issues relating to racism in your organisation through collecting relevant data, then systematically working through thematic areas:

- **Recruitment – from attraction to selection, interview, offer and onboarding**

- Remuneration

- Progression and promotions

- Retention

- Performance management

- Disciplinary

- Probation

- Learning and development

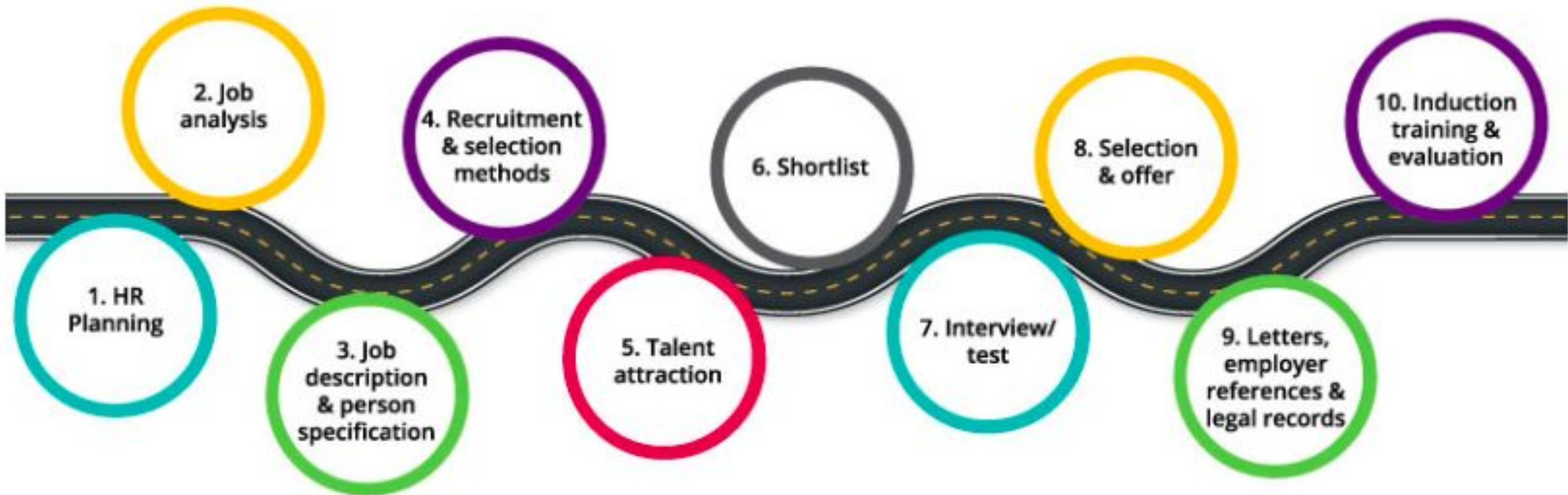- Leadership programmes

- Grievances

- Exits

Recruitment Stages:

Recruitment Life Cycle

- 01 Preparing
- 02 Sourcing
- 03 Screening
- 04 Selecting
- 05 Hiring & Onboarding

CIPD Recruitment Stages:

1. HR Planning

2. Job analysis

3. Job description & person specification

4. Recruitment & selection methods

5. Talent attraction

6. Shortlist

7. Interview/ test

8. Selection & offer

9. Letters, employer references & legal records

10. Induction training & evaluation

Core Areas of Focus: Recruitment

Diversity

Key considerations:

- End to end pipeline;
- Proven strategies;
- Stronger talent pools (long term focus);

Data

Key considerations:

- Anonymity;
- Robust analysis;
- Actionable insight;
- Scalable / proportionate;

Delivery

Key considerations:

- Supporting staff with best practice;
- Providing useful reports and ownership for leadership;

Data Points

1. Preparing

2. Sourcing

3. Screening

4. Selecting

5. Hiring & Onboarding

Design Labs: Overview

GLA WIN Design Labs - Companies

SGN

J Murphy & Sons Ltd

Wates Ltd

UK Power Networks

Ground Control Ltd

McGinley Support Services

Skanska

Balfour Beatty

Mott MacDonald

Ferrovial Construction UK

Laing O'Rourke

Morrison Water Services

ISG

Jacobs Engineering Group

Hyperoptic

Balfour Beatty Vinci Systra JV - HS2 OOC Station Partner

Thames Water

Affinity Water

Kier

Northumbrian Water Limited

Cross Sector Context: GLA Design Labs

Individual Companies

Understanding

We help companies understand the need for change and the means to achieve it in a sustainable and measurable way.

Guidance

We help companies to overcome any issues / barriers that they may be facing in relation to EDI.

Collective Action

Best Practice

We facilitate cross sector sessions exploring best practice and how best to adopt proven approaches.

Contextual Progress

We track and monitor EDI metrics to demonstrate where progress is being made and which issues are unique.

GLA Design Labs

Foundational

Covering the foundational belief systems that impact young Black men in the workplace.

- Talking about race in the workplace
- Looking at intersectional issues
- Exploring microaggressions, what they are and how to deal with them

Structural

Covering areas that will allow companies to identify & resolve differences between groups.

- Collecting and analysing robust EDI Data
- Providing sustainable careers
- Breaking down and reviewing the recruitment process
- Impacting and influencing the supply chain

Humanising Inclusion

Reflection: 'Little' Actions

- What are the 'little' acts / actions that made a big difference in their career:
  - What gave you **confidence**;
  - What made you feel a sense of **belonging**;
  - What convinced you to **persevere**;

- How do we scale up the 'little things' that make a major difference?

> **What 'little' actions can you commit to between now and the next session.**

Thank You

The Equal Group
1 Victoria Square
Birmingham
B1 1BD

(+44) 0121 616 0155
contact@theequalgroup.com

Contact Us:

Mac Alonge
CEO

(+44) 07452 822 126
mac@theequalgroup.com

The Equal Group is a data-driven, equality, diversity and inclusion tech company, focused on providing forward thinking organisations with the tools and support that they need to optimise their equality, diversity and inclusion efforts.

The Equal Group implement a range of tech based products and strategic services to enable organisations to initiate a clear, concise and consistent approach to equality, diversity and inclusion – resulting in significant improvements in employee retention, candidate attraction and general workplace culture.