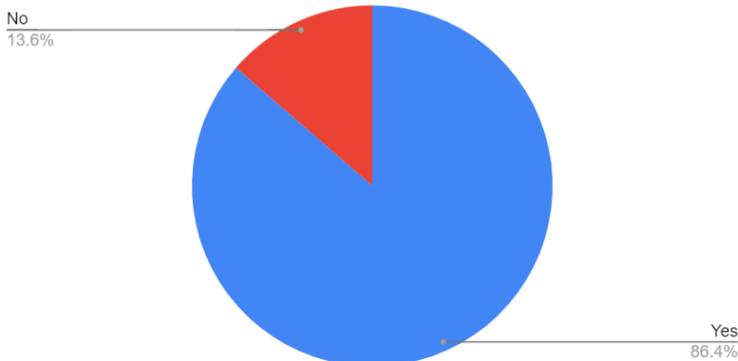


Employer Data Summary

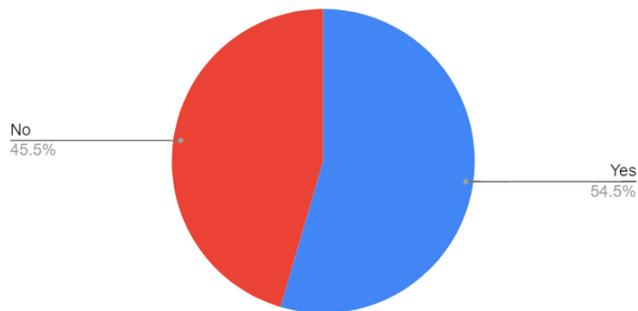
Employer overview:

Responses: 22

Count of Does your organisation have policies in place to deal with racial harassment?



Count of Does your organisation collect and review gender and race disaggregated data for salaries?



2. What does diversity and inclusion mean to your organisation?

Summary

Inclusion is embedded into different organisation's core values. For some, it means embracing all cultures and diversity of employees and reflecting the diverse communities in Scotland. Some responses were contradictory - one organisation does not proactively source candidates from BAME group although they have stated that they "recruit to ensure a cultural diversity", none of the organisation's practices indicate this outcome. This alone implies at best a secondary importance is given to inclusion and diversity,

contrary to what is claimed. Specifically in the legal sector, there was a focus on removing barriers however the organisation lacked an intersectional approach which is further exemplified in their lack of data collection on gender and race salary information. The finance sector showed a more promising commitment to their principles of inclusion with tangible actions around collection of race and gender disaggregated salary data, mentorship programmes and careers development talks for BAME women, facilitated through their BAME and Women's Networks.

Direct Quotes:

- “Committed to promoting and implementing equality of opportunity”
- Talked in depth about specific examples of their work rather than diversity and inclusion meaning - “committed to promoting equality, diversity and human rights in all its work’ and ‘a focus on inclusive economic growth”
- “Everyone is treated equally, no matter their background, race, gender, sexual orientation and culture” = emphasis on equality
- Anything outside of inclusivity is seen as “excluding yourself and your team from endless opportunities”
- “Promote community integration and employment prospects”
- “fully committed to ensuring an inclusive workplace which reflects the make up of the city we serve”
- “[building] relationships with Scotland’s diverse communities
- “Empowers our whole community”
- “[making] sure everyone is embraced”
- “diverse organisations work smarter, encourage innovation, and maximise the creativity that is fundamental to academic excellence.”
- “Challenging white privilege”
- where everyone is given the chance to shine and contribute in their own way

3. What policies and practices do you have in place to support diversity and inclusion for BAME women?

Summary

Some organisations have an Inclusion and Diversity policy or a “Diversity and Inclusion Working group [...which] designs and oversees a diversity and inclusion strategy and action plan.” This encompasses individuals with protected characteristics. However, it is unclear whether there are specific policies for BAME women and how these are implemented or reviewed. For example, in one response, the employer mentioned advertising roles to a wider group of candidates however it is unclear how this will address BAME groups in particular or achieve ‘diversity’. One organisation was also vague on how recruitment policy “ensures cultural diversity”. In the private sector there was a lack of intersectionality to the approach, with most approaches being geared towards gender and ethnicity separately. There was more of a commitment to reporting on talent attraction

and acquisition data in the finance sector however this was not intersectional. Overall, BAME-specific inclusion and diversity policies were seldomly implemented, however, we believe our survey sparked a new awareness with regards to the BAME issues among the employers.

Direct Quotes:

- “Supports its employees who have protected characteristics” [...] “person-centred approach to individual employees supporting them to overcome any challenges or barriers they experience in the workplace as a result of having a protected characteristic”
- Inclusion and diversity policy that references groups with protected characteristics, including women and BAME groups as a whole. “probably could be more supportive and specific.”
- “Our Inclusion-related policies, including our recruitment policy, cover all aspects of diversity. We review our talent attraction and acquisition data monthly, covering both gender and ethnicity, reporting this to senior stakeholders including our Group Executive Committee. “

4. Young BAME women in Scotland are underrepresented in the workforce. What measures has your organisation taken to proactively source candidates from this group?

Summary

The responses were mixed here. One organisation noted a project that offers volunteering opportunities to women including those who have been in long-term unemployment, experienced domestic abuse and to black and ethnic minority women. It is unclear, however, how many BAME women were recruited. Another respondent reported that they advertised job vacancies in BAME specific media such as magazines and BAME forums. This was seen as a good practice by Young Women Lead. Another good example was “[posting] role opportunities on “DESIBlitz ” which reaches the Asian Community incl young BAME women. This organisation also attended career fairs at the Mosque. One respondent mentions holding a Disability Confident (Employer) Level 2 award. However, this is not specific to BAME women. A smaller business expressed that the size of their organisation, they “cannot afford to proactively source any candidates”.

In the private sector there was a mixed response. The legal sector focused on specifically South Asian groups and reference ‘SEMLA’ as an organisation they work closely with and hold conversations with schools in areas with a higher BAME demographic, and stated they “do not have any issues recruiting or retaining BAME employees”. However this does not tie in with the companies demographic where circa 3% of the organization's employees solicitors were BAME with only one BAME person in a senior position according to their website. In the finance sector there was a more tangible approach with

technology being used to de-gender job descriptions and adverts and showing a more diverse outlook on online platforms.

Direct Quotes

- “In house training/work placements” to encourage and support women from the Sikh community (a minority within minority ethnic group) to provide them with employment in an 'industry' that has very few BME community/youth workers/office administration/Managers.
- BME Employment Support Providers - helps recruit BME employees and sustain their employment. It is not clear how this is done and ensure sustainability.
- “We have not been made aware of any issues or challenges that our firm has in retaining (or recruiting for that matter) BAME women in particular.”

5. How does your organisation support the education to work transition for BAME women?

Summary

Organisations stated they had links with schools, universities, “opportunities for work placement” through a programme or offering apprenticeships but the majority do not support BAME women specifically. The reason for this was not mentioned. If they did work alongside schools to support this transition, it is not known whether they review how successful this is or collect any race by gender data to illustrate BAME women’s involvement. There was a noticeable lack of support here within private sector employers which needs to be addressed.

6. How has your organisation attempted to reduce any bias during the recruitment process?

Summary

Emphasis throughout the sectors on unconscious bias training for recruiters, HR teams and interview panels. Some organisations introduced blind recruitment and ensured the interview panels were diverse. This was broad and the content of the unconscious bias training was not shared. An organization in the charity sector provided applications in different languages to ensure it was accessible as possible. More information needs to be given on the quality of the training developed and rolled out. There is potential here for the government to set a standard of training and roll this out to all sectors.

7. BAME women are underrepresented in positions of decision-making in the workplace. How does your organisation support young BAME women with their professional development goals?

Summary

Majority of the organisations stated usual development practices such as employee to manager 1 to 1 meetings however it has been observed that these usual practices are

not helping BAME women to progress especially when looking at the structure of the organisations taking part. In the finance sector there appears to be more tangible actions to ensure BAME women are supported through mentorship programmes and the provision of advice on career development from internal and external speakers. The education sector, specifically universities, took part in “Aurora Programme” which is an external women-only leadership development programme, designed to take positive action to address the under-representation of women in leadership positions in the higher education (HE) sector. This is a promising step however it is clear a more intersectional approach is required to target BAME women specifically.

8. Exit interviews are an effective opportunity for employers to gain open and honest feedback and insight into retention. Please comment on what challenges your organisation has found in retaining young BAME women.

Summary

Overall this question was very briefly answered with employers not collecting this level of information at the exit interview stage or not being able to source this. One organisation stated BAME women quoted childcare as an issue forcing them to leave employment and in the case of the charity sector, an organization quoted lack of funding as a major challenge to retaining BAME women employees.

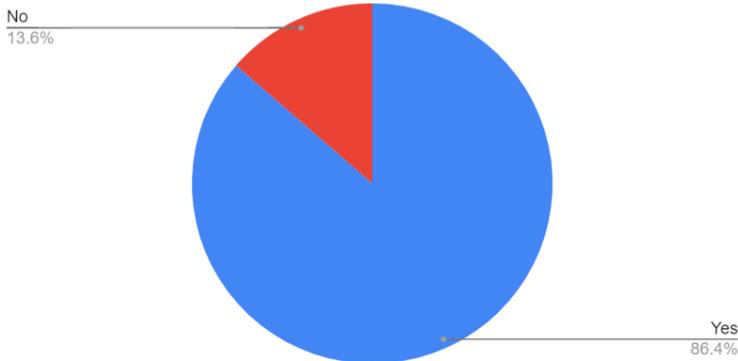
9. What mechanisms does your organisation have in place through which young BAME women can raise matters affecting them at work?

Summary

Overall employers referred to employee grievance policies with the majority of employers participating, stating line managers as a main form of raising matters. This is contradictory with the employee survey as many employees stated they would not feel comfortable talking to their line managers and many were not aware of the grievance policies in place and felt the policies would not be effective, especially in smaller organisations.

10. Does your organisation have policies in place to deal with racial harassment?

Count of Does your organisation have policies in place to deal with racial harassment?



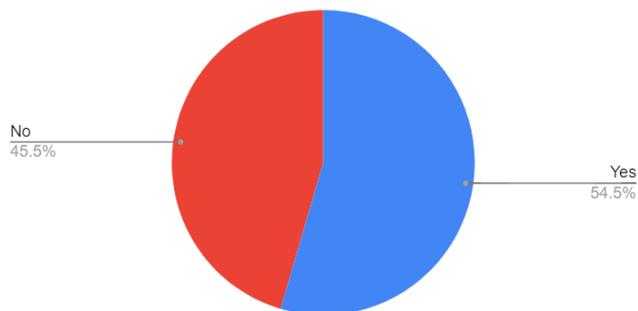
11. How are employees made aware of these policies?

Summary

54% of the employers who answered yes provided very similar responses. The majority mentioned they have a code of conduct in place that all employees must read and sign during induction and others said their employees carry out mandatory Diversity and Inclusion training. One respondent mentioned that all their employees attend a three hour "Respect at Work" workshop to explore issues of bullying, harassment and discrimination and to consider how their own conduct might be more consistent with promoting a respectful working environment. They also recently ran pilot training sessions on White Privilege with CRER and are hoping to expand on this following lockdown. Three employers stated their staff were made "aware" of policies in place and their company intranet has access to all the information. Although these employer's state these policies are in place we are unsure if anything is done to ensure employees actually read and understand these policies. This coincides with the employee responses where the majority did not actually read or were aware of the policies in place. Only a few organisations mentioned it was mandatory for staff to read their policies.

12. Does your organisation collect and review gender and race disaggregated data for salaries?

Count of Does your organisation collect and review gender and race disaggregated data for salaries?



13. What support would be helpful in order for your organisation to achieve a more diverse workforce which includes young BAME women?

Summary

Organisations stated they would like more training or an understanding of best practice on what they could do. They are wanting to improve but require more guidance. Best practice examples from other organisations derived from this inquiry’s findings could be shared with them.

There also seems to be an ask in a lot of responses for BAME women to apply more in sectors such as law. However from university demographics, law is one of the disciplines where the majority of BAME groups graduate. The view of the cohort here is that more work needs to be done by the employer to make themselves more accessible. In the finance sector there is a view to have a “better understanding in schools and colleges of the range of opportunities that exists within the financial services industry, linked to decent careers advice and support”. This is more of a tangible approach and one that would help to create a recommendation. This approach from the finance industry highly correlates with the education research so we would like to tie this in here.

Several charities have answered they would like more funding and support from the Government.

Good practices (recommendations to SP?)	Bad practices
- Offering opportunities to women-	- Legal sector - lack of awareness of

only. However, more could be done to ensure BAME women are targeted.

- Attend career fairs in secondary schools and go to ones with a higher proportion of BAME people.
- Post role opportunities on “DESIBlitz” which reaches the Asian Community including young BAME women.
- Career fairs at the Mosque
- “In house training/work placements” to encourage and support women from the Sikh community (a minority within minority ethnic group) to provide them with employment in an 'industry' that has very few BME community/youth workers/office administration/Managers.
- Mentorship programmes
- Providing qualifications and certificates for the training/work placements/mentorship programmes
- Commissioning recruitment companies to source BAME employees
- Finance sector working on Ethnicity disaggregated salary data - “We have recently implemented a new HR system and are now launching a campaign to encourage our people to share their demographic data, including ethnicity. This will then allow us to collect and review salary data from that perspective, in the same way that we currently do under the Gender Pay Gap regulations. We keep salaries under constant review and have a published salary range for each position below executive level. We aim to have all satisfactory performers at the mid-point within their respective salary range. By doing this, we would expect to

issues in their own organisation ‘ no issues recruiting or retaining BAME employees’ when it is clear from the website only 3 BAME employees are in the organization with only one in a senior position.

- Use of language such as ‘coloured people’
- Lack of data on effectiveness of programmes and training currently in place.
- Lack of disaggregated data at an intersectional level. Even more concerning is the lack of data at a Ethnicity level. Only the financial sector noted ethnicity as an area they do report on regarding recruitment.
- Lack of general understanding regarding the challenges BAME women face during the recruitment process or while working. This could be addressed through encouraging open discussions on accessible platforms.
- Employers have support tools for BAME women to report racial harassment but employee responses suggest that they don’t feel comfortable reporting this especially if they are the only BAME person in the organisation

<p>minimise the risk of inequities within pay bands.”</p> <ul style="list-style-type: none"> - Unconscious bias training and diverse interview panels (but how do you make sure these are effective?) - Online tools to de-gender applications and have brand ambassadors (BAME women employees) on websites etc. - Reporting talent attraction and acquisition data monthly, however this needs to be intersectional. - “A better understanding in schools and colleges of the range of opportunities that exist within the Financial Services industry, linked to decent careers advice and support.” - Employers sitting on Race Equality Committees - hopefully this informs work around racial equality - Blind recruitment - removing names and images (if candidates have included this in their application) to decrease unconscious bias . - Diversity and Inclusion training driven by BAME people - “We are currently bringing in trainers from individuals with protected characteristics to educate the team on key areas of diversity and inclusion” - Review salary pay gap by gender and ethnicity each year 	
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Further questions for future research

The YWL survey and interviews conducted valuable data and in-depth insight into the challenges that BAME women face, however there is still much room for further research. For Instance, while our employers survey data indicates that employers are generally satisfied with their current BAME policies and plans, the overall employees’ data suggests that the sentiment is not shared by employees. How and what policies can bridge the gap between the employees' understanding of an inclusive and diverse workforce and working environment and current structures that are in place? Questions such as “If the

government offers tax relief or compromises for organisations that source and maintain their workforce within a standard inclusion frame, in what ways organisations would have changed their current policies?” remain unanswered.

University Interview Themes and Summary

Themes From Interview	Notes
Academic BAME support vs Professional Support Staff support	Emphasis on Academic support in career progression in mentorship
No support for BAME specific groups	Recruitment, Widening Participation or Career Progression. Diversity rooted in gender. No intersectional lens.
Role Models/Mentors	Awareness of lack of BAME representation in senior staff, and its effect on employees and students. Lacking in helping create a diverse and inclusive culture in the workplace.
BAME Staff Networks	Staff led excel. Support in reaching out to wider BAME networks nationally. Seeking examples of good practices.
Widening Participation	Including BAME in the WP criteria in Scotland There is the school to education support, but lack of focus on education to employment support
Racial harassment	Support tools are in place however, despite hearing a variety of racial harassment experienced by staff and students, none of this has been formally reported.