Leeds Racial Diversity in Digital Research

WILD

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Leeds has the commitment and power to be the catalyst for national change

WILD Digital has evolved over the last 4 years and now sees its place in the Leeds Digital ecosystem as the community organisation -- supporting partners with the right people to make true change when there is inequality.

Every day we see panels, reports, funding and huge amounts of time invested in racial diversity conversation -- but it feels that there is very little action.

When we come back to the measurables, the dial hasn't changed.

Leeds is a special city with a connected community. We understand that working together doesn't detract from our own profitability and focus, but gives us the power to make greater change as a whole.

This project has been about us taking time to really understand the now, our communities' lived experiences and to set real-world objectives about how we can make real, sustainable, incremental and effective change across our city.

This is just the beginning of Leeds' journey. We have already shown we can be brave together to challenge the topic of racial diversity -- which at times makes us afraid and uncomfortable.

By tackling the hardest problems together head on, we can lead the country and beyond on how to become truly inclusive and diverse organisations. WILD's goal is to help Leeds achieve the mission to be the best city to live and work in.

I am proud that our city is the first to start this work. A huge thank you to all those who have supported and sponsored this important research.

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We've been here before...

The first version of the race relations act to mention employment was released in 1968. Since then, there have been hundreds, if not thousands of studies done on the effects of racial inequalities in British society. Both the negative impacts and benefits have been extensively documented -- and yet, the issues remain.

Racial inequality in the workplace has become a complex problem. The findings from this research are not a silver bullet. Paradoxically, although it is complex, fixing it is not complicated -- it's just not something that can happen overnight.

The bravery of WILD, Leeds City Council and our sponsors to back this research, along with the drive to create a city region full of successful businesses, where every citizen has equal opportunity to fulfil their potential, is reason for hope.

The purpose of this report is not to sit on a shelf -- it is a conversation starter, designed to be the first step of lasting change.

We've done enough talking. It's time to act...

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CONTENTS

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CURRENT LANDSCAPE

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THE LANDSCAPE

As much as we may sometimes try to deny, there's no secret, nor shortage of evidence-based research revealing where we are as a society in terms of race equality. The issues are **current** and range **across our society**.

THE POTENTIAL

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THE POTENTIAL

There is much to gain from fixing these inequalities -- especially for the Tech sector, which influences every part of our daily lives.

Research confirms the potential benefits of diversity in Digital organisations

35

ETHNICALLY diverse, inclusive organisations are 35% more profitable**

21

GENDER diverse, inclusive organisations are 21% more profitable**

50

Diverse teams are 50% more innovative*

* (Scientific American) - https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/
** (McKinsey) - https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity

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9

£24bn

Potential benefit to the UK from full representation of BME individuals across the labour market

And not just for business, for society too. The MacGregor-Smith Review found: *The potential benefit to the UK economy from full representation of BME individuals across the labour market through improved participation and progression is estimated to be £24 billion a year, which represents 1.3% of GDP.*

£40bn

Potential gain to society by ending discrimination in the workplace

Route2, is a sustainability consultancy. In 2020, they researched the impact of discrimination and found that... Discrimination in the workplace carries an estimated annual cost to society of £40bn. See the breakdown here. Think about the difference a share of this could make to Leeds city region.

LEEDS

9k DIGITAL COMPANIES

102k STAFF

18% OF POPULATION FROM

140 ETHNIC GROUPS

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Leeds city region has the fastest growing digital economy outside London with 9k digital companies employing 102k staff. According to the 2011 census, 18% of the population of Leeds is made up of people from more than 140 ethnic groups. This diversity isn't reflected in the sector... yet.

12

THE RESEARCH

"BAME" is not fit for purpose

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Black, Asian and Minority Ethnic or BAME is a term used to describe people who are non-White British. People of colour experience life very differently depending on ethnicity, background, socio-economic status and stereotype so for this study, we measured views/outcomes for each group -- Black, Asian, Dual Heritage, Other Ethnic and White.

GENDER

AGE

SEXUAL ORIENTATION

PHYSICAL / MENTAL ABILITY

SOCIO-ECONOMIC STATUS

RELIGION

EDUCATION

CARING RESPONSIBILITIES

RACE / ETHNICITY

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Race/ethnicity is the only special characteristic that intersects all others. Making focused efforts to fix inequalities across race means that the impact is more likely be felt across all other dimensions of diversity.

15

THE SURVEY

OPEN JULY 1ST - 10TH SEPTEMBER

729 Responses

557 Currently working in Digital

443 Fully completed responses

25 90 minute interviews

ASIAN
10%

BLACK
6%

DUAL HERITAGE
5%

OTHER ETHNIC
9%

WHITE
69%
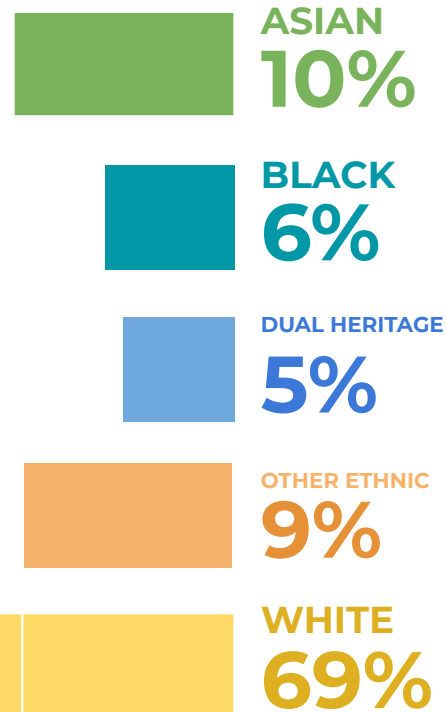
Using both the quantitative survey and qualitative interviews provided a richness and depth to the research that we would have been unable to achieve using just one method. Qualitative interview participants were selected from survey respondents that were open to being interviewed. We used a matrix to ensure that the interview subjects had different views and ranged from a variety of backgrounds, experiences and levels of seniority.

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FINDINGS

Cause and Effect

Culture ← **Belonging**

Perception ← **Behaviour**

Power ← **Apathy**

Representation ← **Accountability**
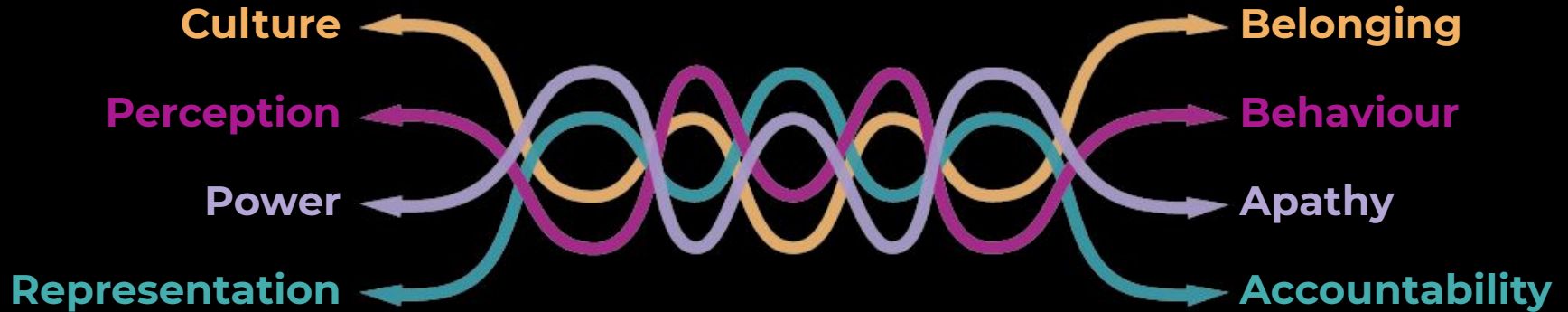
Problem-solvers at heart, we were keen to unearth ROOT CAUSES of ethnic inequalities in the workplace. Using the survey to discover the WHAT and the interviews to unearth the WHY, what we discovered were nuanced, intertwined, interlinking patterns of cause and effect..

18

THE THEMES

Culture
Perception
Power
Representation

Culture

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Culture

An organisation's or team's culture is it's HOW. It's in how work is assigned, completed and how colleagues/leaders support and interact with each other

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Culture

Culture was one of the main areas explored during our qualitative research. During interviews we asked questions around how participants felt about going to work, how their ideas are received and how people socialised in their workplace.

The link between culture, inclusivity and belonging became very apparent through the interviews -- the more inclusive an organisation's culture was, the more people felt that they belonged there, regardless of their characteristics. The inverse was also true.

Subthemes:

Social culture

Safe to be yourself

Career support

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43% of overall respondents believed their workplaces to be diverse

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Overall, 94% of respondents enjoyed working in their organisation

84% feel valued for who they are and what they can offer

Overall, respondents answered overwhelmingly, that they enjoyed working in their organisations and felt valued for their contributions.

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The benefits of diversity can only be achieved when **environments are inclusive**, where people feel safe to bring their whole selves to work and where their **differences are acknowledged and recognised**.

Many factors impact whether people feel this is achieved including -- recognition for their work, how their ideas are received and how their concerns are dealt with.

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Overall, 67% feel that everyone is treated equally and fairly at their organisation

Although some latter answers to survey questions revealed more nuance and complexity beneath the surface.

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Examples of what is going well...

"I very much wear my heart on my sleeve. I think that you need to let your personality show through. It's an act otherwise"

"If I want to speak up in a meeting and say something I definitely feel like I can. (...) I don't really feel like I have to do anything different or nothing like that."

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what is going well…

"I feel like I get plenty of positive feedback and feel quite sort of well rewarded and sort of looked after, etc. "

"It feels good. It feels nice to know that people are aware of what's going on. (...) I very much thrive off of having an impact."

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British Asian responses trended with White responses across most survey questions. The biggest variation was with: "I feel like I can progress upward in my current organisation" which was 53% vs White at 74%

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Examples of what needs to improve…

"I was under the same manager for about three years. This is where we did the building of the department from the ground up. (…) It was almost expected of me that, you know, this is just what you do is your job. Get on with it."

"Sometimes, doesn't happen a lot, they kind of compliment your job. I don't think there's any other way to measure recognition."

Examples of what needs to improve...

"I feel partly recognised. I mean the thing is that you know... I suppose it's because you get used to saying an idea and then it getting ignored that you stop giving ideas.

I've been involved in really major pieces of work. But where some people have literally got promoted three or four times since that piece of work I'm still in the same place. So I feel like in terms of recognition, It's not there. like, people just tend to forget about me and that's it."

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Examples of what needs to improve...

"Really hard. I don't think it comes as easy to be yourself. (...) I just don't feel like they are themselves either."

"You know, where when it's a male dominated environment being seen as professional is sort of having to think of, 'How, how is a man going to see me?', and how is my boss going to see me?' 'How do I have to act around this person?'"

Our survey shows that there has been a **surge of recruitment of young people of colour in the last year**, which is very positive.

Both the survey and interviews point to the **lack of support with career progression** and without this support, businesses are at risk of losing talent long term, due to frustration.

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OVERALL

ASIAN

BLACK

DUAL
HERITAGE

OTHER
ETHNIC

WHITE

Examples of what is going well...

"At least for 10, 15 years, I can see myself moving within the company and growing... and having something to work for. It's not just work work work and go home. It's nice that you're trying to get to a place."

It's something that I can chat to my manager when the time comes. I'm sure that there will be opportunities at some point."

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what is going well...

"I do a lot of learning on the job. So, being on the projects I am, there's always a learning opportunity with, you know, the learning by doing. I'm also able to take, not official, structured learning and development courses as well, where appropriate. (...) Makes me feel good. And again you can see the results from that. Even month on month, every couple of months, I can see that I learned so much and know so much more than before."

Overall, 80% of respondents feel recognised for their work

64% Asian and British Asian respondents feel recognised for their work

OVERALL
ASIAN
BLACK
DUAL HERITAGE
OTHER ETHNIC
WHITE

Examples of what needs to improve...

"Throughout my career, I've never really had an idea of.... None of my managers have ever, ever been able to say, you know, 'this is what you need to do to progress', like actual actionable, SMART objectives"

58% Black respondents feel they can progress upward in their current organisation vs 74% White respondents

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Examples of what needs to improve...

"They don't have feedback sessions. (...) Would be good to know if what you're doing is good, if it's ok, if it's not ok. (...) You don't know what they're thinking. There are some opinions and you don't know what these opinions are. And you're trying to figure that out."

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Cause and Effect
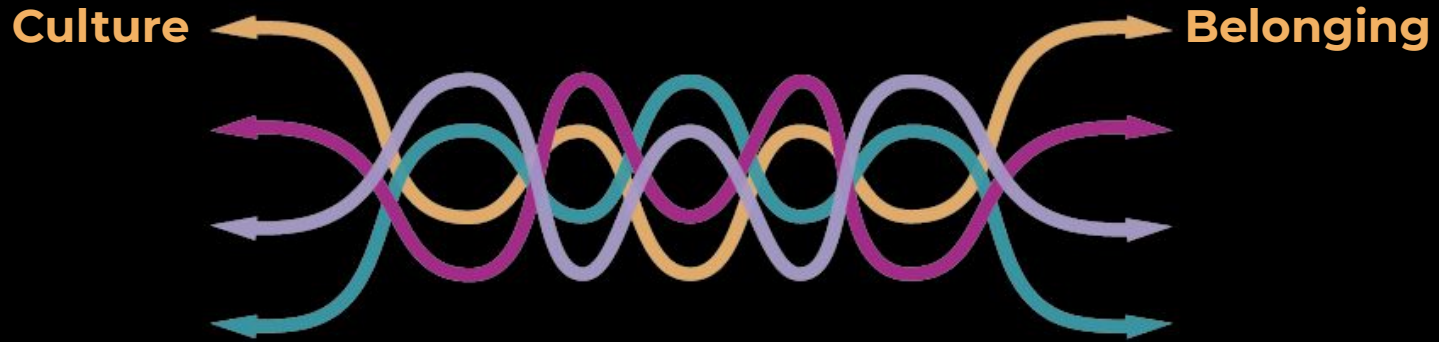
Culture ← ⟷ → Belonging

Culture >> Belonging
Organisational/team culture fosters or detracts from sense of belonging

OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

"You had to alter your identity to have a chance at it (progression) and it was really frustrating."

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"Maybe myself is not something they can relate with."

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Culture
Perception
Power
Representation

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Perception

Perception

Is linked to an organisation's WHY. It runs alongside the prevailing narrative of the organisation and at the root of decisions pertaining to value and allocation of resources

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Perception

Stereotypical views held of people of colour often mean that they are viewed as needing to be "helped" in order to carry out their roles, despite plenty of evidence to the contrary.

With an **unclear narrative** from leadership of the BUSINESS BENEFIT of why diversity is important, people of colour are often **incorrectly viewed** as being hired solely to fit a quota -- unfairly being placed in role over a more qualified White person and offering less value to the business/team than other team members.

Subthemes:

| Perception of value | Stereotyping | Narrative |

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Our previous research discovered that, in order to progress, people of colour **work harder for less** -- especially when in environments where they are "the only one". This effort is usually valued less than the efforts of White peers and is left unrewarded.

A key theme from this research was around the **lack of transparency for progression**, including promotions and salary increases. Participants often depicted how it was unclear what they needed to do in order to be promoted, with some recalling instances of nepotism and favouritism.

Overall 74% of respondents feel valued for who they are and what they can offer

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Examples of what is going well...

"Even in meetings with directors or people who've worked here for 15 years, it never feels like my opinion isn't valued, which is kind of crazy as (a 20-25) year old"

Examples of what needs to improve...

"There are, you know, senior managers who enable some staff to go through and find reasons for other staff not to. And that's mainly because our leadership is very very un-diverse. Our management is very un-diverse. You can see people getting stuck."

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what needs to improve...

"I was like 'I can't believe I've had to fight for this.' And I've had to do the job for two years to be on the salary that I am now. And they've just got the job last week. And they're on the same.' That's frustrating. That's really frustrating."

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In the society that we live in negative stereotypes around the abilities, aptitudes and attitudes of people of colour are prevalent. These **ill-informed stereotypes** often play out in the workplace and result in behaviours such as **microaggressions**, **lack of recognition and stunted progression**.

For example, people of colour are often seen as untrustworthy and not qualified for roles even when there is evidence to the contrary.

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OVERALL

ASIAN

BLACK

DUAL
HERITAGE

OTHER
ETHNIC

WHITE

Examples of what needs to improve...

"People are more critical of you. You have to behave in certain ways and if you don't behave in certain ways, then you know, you're just aggressive"

" I was told that maybe the reason I wasn't being promoted was because I didn't smile enough"

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Examples of what needs to improve...

"And I had to pull out my notes, speak to my colleague, get him involved, and say 'look, we did it independently' and had to prove that I wasn't being that person -- but I was conscious of the fact that people might say that"

"Nobody else would've had to do that, but I had to go that extra length in proving that I wasn't favouring Asian people over non-Asian people. It was -purely about the ability to do the job and I had to back myself up to do that beforehand."

People who identified as Black African and Black Caribbean represented 3% of survey responses yet held **25% of all PhD qualifications**

91% of Black respondents held Bachelors and above

In our interviews with organisations, one of the biggest beliefs is that there isn't enough ethnic talent in the market. Black talent is more likely to be qualified for roles than White talent. Of the small number of respondents who did not yet work in Digital, 44% were Black with Tech based bachelors degrees.

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Examples of what needs to improve...

"We interviewed a Nigerian guy (...) I came across this guy, he was brilliant. He ticks all of our boxes got all the experience that we need (...) my manager says 'but you know about the scammers...'"

Overall 30% respondents experience microaggressions at their current organisation.

54% of respondents identifying as Dual Heritage experience microaggressions at their current organisation.

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Communicating a strong why both internally and externally is crucial to the success of this work.

Focusing on **profitability, innovation and business benefit** ensures leaders' long term commitment to the outcomes and helps the rest of the organisation understand that they are not being replaced or disadvantaged -- that diversity benefits them too.

Examples of what is going well…

"The preamble for the interview was - 'This is how we're going to do the interview, the reason we're holding the interview like this is because we want to treat everybody fairly and consistently'"

Examples of what needs to improve...

"It might get put out to advert but if they want you, then you will get the job. So I think that happens more -- I'm aware of more than a few occasions where that kind of thing happens."

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Cause and Effect

Perception

Behaviour

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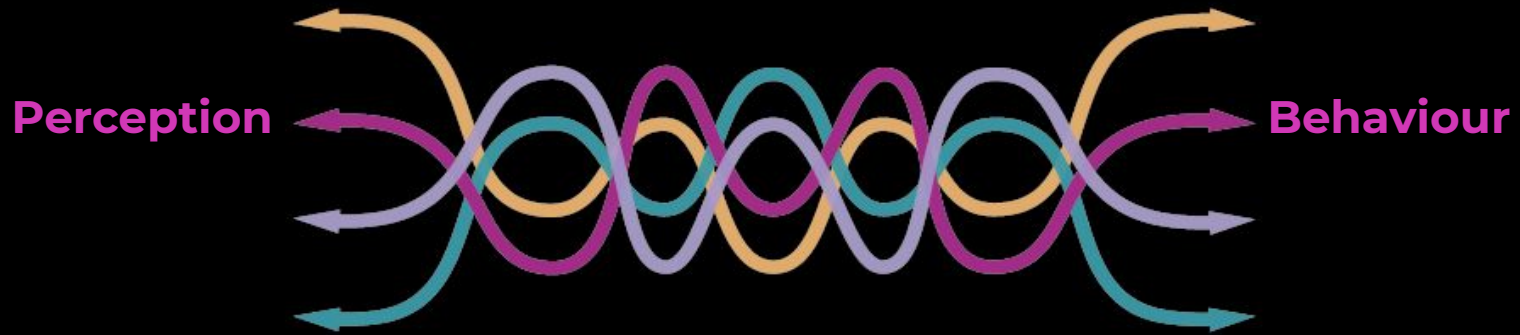
Perception >> Behaviours

Ill-informed perceptions of people of colour often lead to behaviours that interfere with their progression, retention and wellbeing.

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"You're always thinking ahead, I was lucky. I was lucky to get a promotion. A lot of people are still stuck and have been here for 10 years or more in the same role. (...)

Managers don't actively show you that a promotion is happening, unless you're their favorite of course."

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"People tend to promote based on people who are like them."

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"**These were people I hired in, these were people I trained, these were people I coached, these are people I line managed, and they were suddenly given opportunities that I could never be afforded.**

And not a single person could tell me why I couldn't be afforded it."

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Culture
Perception
Power
Representation

Power

WILD divers&e

Power

WHAT is prioritised and invested in is determined by power. Where power sits in an organisation is clearly visible through structure and outcomes

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Power

Examining the output from the qualitative research lead us to explore the dynamic of power.

What we discovered is that often **the insinuation of racism is often treated more seriously than the effect of racism**. Organisations have policies and procedures in place but often discard organisational values to prevent consequences to the perpetrator. This often results in the onus being put on the person who has been the "victim" of the incident to work to make amends.

Subthemes:

Processes	The Race Card	Follow through

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67% of all respondents feel everyone is treated equally and fairly at their current organisation

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75% feel as though racism in their current workplace is/would be taken seriously

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Even though overall 75% and 76% agreed that racism and sexism (respectively) would be taken seriously in their workplace, instances of microaggressions and bullying in the workplace were relayed during interviews.

Most of the incidents have the potential to identify our participants, **so we won't be including many quotes in this section**.

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Examples of what needs to improve...

(Processes to report) "Not clear at all. They had the usual spiel, you know. So, there was a booklet you get... so certainly at (organisation), they did have a set of behaviors that they expected from their staff, but they're very vague and very fluffy, so 'treat everybody with respect', not specific. 'Do not talk over somebody', you know, not anything actionable."

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Examples of what needs to improve...

"Because my workplace was quite small and I know that even though the policy says that there won't be any retaliation, or they can't be, that it wouldn't be great within such a small workplace."

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Examples of what needs to improve...

"A lot of the issues with promotion, (...) is that they're very opaque and ill-defined and it helps that situation where you can just decide who gets promoted without any real challenge as to why"

OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what needs to improve…

"I applied for a role and I was interviewed for it after the role had already been offered." I may not have been suitable for the role but that wasn't the point.

Why was I being interviewed when the job has already been offered? (…) "It's a kind of box-ticking exercise, as opposed to following the process. And that happens a lot"

The Race Card

People of colour are **afraid to speak out** when instances of racism happen to them for fear of being accused of playing "The Race Card". This accusation can often have **disastrous consequences** for their careers.

We have found in our research that accusations of racism are the very LAST conclusion that a person of colour will come to after exploring other options -- first attributing harmful comments and actions to ignorance and misguided intentions **before turning inward and questioning their lived experiences**.

The effect of this can be quite harmful -- especially when situations play out over a long period of time. They have ended with people leaving organisations or industry altogether to protect their mental health.

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Microaggressions are normalised

Microaggressions are behaviours that people of colour deal with on a regular basis. In the survey, 70% of respondents of colour reported that they HADN'T experienced microaggressions, then when asked an open ended question about microaggressions during interview, they easily recalled personal incidents.

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what needs to improve...

"Sometimes people will make these micro aggressive comments and they don't realise the impact that they're having. Ends up being quite tiresome always being the one that's saying 'you sure you should say that' or trying to educate people on why it's not okay to say certain things as well. (...) I don't know if I have seen any consequences or certainly none that are coming to mind."

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what needs to improve...

"But other people have suffered around the organisation. Being ignored, not being invited to meetings, turning up to a meeting and having people say "how come you're in this meeting? Thought you didn't work this day.

To me that feels like a microaggression, constantly getting ignored and people not responding to you."

Examples of what needs to improve...

"They are not unfair, they are just not used to being around minorities and that's why they behave the way that they do"

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Follow through

Throughout the incidents we heard about during interviews, there was a trend where unclear or unaccountable reporting processes resulted in **zero consequences**.

Feeling unsafe at work, this led to people adopting coping mechanisms such as minimising traumatic episodes and downplaying intent.

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97% of White respondents feel as though racism in their current workplace is/would be taken seriously vs 58% of Dual Heritage respondents

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Overall, 16% of respondents have experienced bullying and/or harassment at their organisation vs 31% of Black respondents

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Examples of what needs to improve...

"If you go to HR and say, I have an issue... experiencing bullying harassment or whatever, they will just say 'go and talk to the employee assistance.'"

Examples of what needs to improve...

"You think, "what's wrong with me? Why, why, why do I feel like I'm just being left to drown?"

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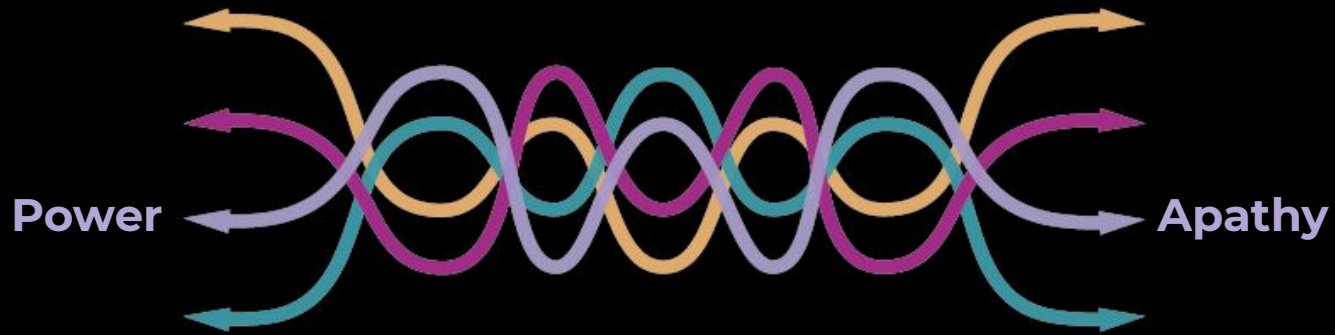# Examples of what needs to improve...

"A lot of people I actually know, who've gone down that route (tribunal). Even if they've won they're a mental wreck afterwards.

Quite often not even working anymore."

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Cause and Effect

Power

Apathy

Power >> Apathy
Being unable to shield themselves from negative outcomes and behaviours has a harmful effect on an employee's sense of self and wellbeing

"If you don't want to exclude yourself, you have to run in the pattern and think long term to plan to ensure that you're getting the best outcome, with little backlash. Let's say, you just don't want to rock the boat."

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"Someone's one throwaway comment impacts my whole week of work, and then it's really hard, to give as much as my colleagues can, because they're not worried about these things, they're not pausing and thinking about all of these kind of microaggressions."

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"I know I'm good at my job. I know I am. But you lose all confidence. You just feel so battered. That I just thought "I can't deal with this."

Which is why I've ended up just leaving completely and going back to university. I'm thinking I'm going to do a complete career change because I just can't deal with that crap now."

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Culture
Perception
Power
Representation

Representation

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Representation

Demographic distribution at leadership that reflects the team/organisation and wider area. This is key to WHO has the ability to make decisions and effect lasting change.

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Representation

A lack of representation, especially in leadership, happens **as a consequence of non-inclusive culture, poor perceptions of the business benefit of diversity and unequal power**.

One of the strongest themes that emerged throughout both surveys and interviews was how the reality of the glass ceiling played out for people of colour. Representation at senior level was seen as a key measure of whether an organisation took diversity seriously, or if it was **just a box ticking exercise**.

Subthemes:

| Glass ceiling | Retention | Box ticking |

43% of overall respondents feel their workplaces are diverse

36% feel senior roles are diverse

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The strongest trend from the qualitative research has been the **presence of a glass ceiling** in organisations. This means that even though the business might have diversity, it is restricted to its lower levels, usually not ascending past mid-level management.

This not only affects role modeling, as people of colour feel like they don't have someone they can relate to at executive level, it also **sends a message** to prospective and existing talent that they **will not be able to progress their career** within the organisation.

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76% of White respondents feel that everyone is treated equally and fairly at their organisation vs 58% respondents of Dual Heritage

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Examples of what needs to improve...

"It's just that there's not much. I think, at the highest levels they're mostly men, mostly white, and maybe from different backgrounds. (...) I don't really see anybody who looks like me at those levels. I think that's quite common any way but yes, the higher you go, the fewer women there are, the fewer people of colour there are."

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OVERALL

ASIAN

BLACK

DUAL HERITAGE

OTHER ETHNIC

WHITE

Examples of what needs to improve...

"Once I started seeing other people progressing. And I felt I was facing, I was nose to nose with this glass ceiling, I did go and speak to my manager about it. And he was really quite flippant, to be honest."

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Examples of what needs to improve…

"No. I thought I'd be much further along by now, although I've changed to different jobs, I'm pretty much at the same grade that I was, probably six or seven years ago.

And it almost felt a bit more like 'what more can I do', because I'm already quite skilled and I've already got lots of years work experience"

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We identified a **steady, equal pattern** of the number of White respondents across the 9 age ranges between 18 - 60+.

While overall, 24% of respondents were aged between 18 - 30, for Black and Dual Heritage respondents 65% were 18-30.

Only 27% spanned across the 4 age ranges between 30-50. This could point to a trend of **mid-level people leaving the industry**, possibly due to lack of progression.

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84% of White respondents plan on staying in their workplace for the next 2 years vs 67% Black/Other Ethnic respondents and 70% Asian/ Dual Heritage

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Examples of what needs to improve…

"I think more about leaving and find another job that pays better. I wouldn't know how the process (of promotions) is. (…) No idea. I've been given no information about that."

Examples of what needs to improve...

"Yeah it does sort of make me feel like where do I go from there? Do I need to change career to get any further, or how hard am I going to have to work to get any further as well?"

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When diversity work is done without **positive change at its root**, the effect it generates **can yield negative results**.

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Examples of what needs to improve...

"I wasn't seen as a person who they brought in to help the team. It was more I was brought in just to have a female in the team."

Examples of what needs to improve...

"I don't feel like they are fully bought into it. And I don't know if I feel like that because the board itself don't represent diversity."

WILD

Examples of what needs to improve...

"There's a lot of talk about having a workforce of ethnic people. Now for me, that's great. But if you're not going to give those people the same opportunities concerned with development, progression and promotion, then it's just a box ticking exercise."

Representation >> Accountability
Lack of representation in senior roles signals that diversity initiatives are not taken seriously and results in people of colour leaving to progress their careers

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Cause and Effect

Representation

Accountability

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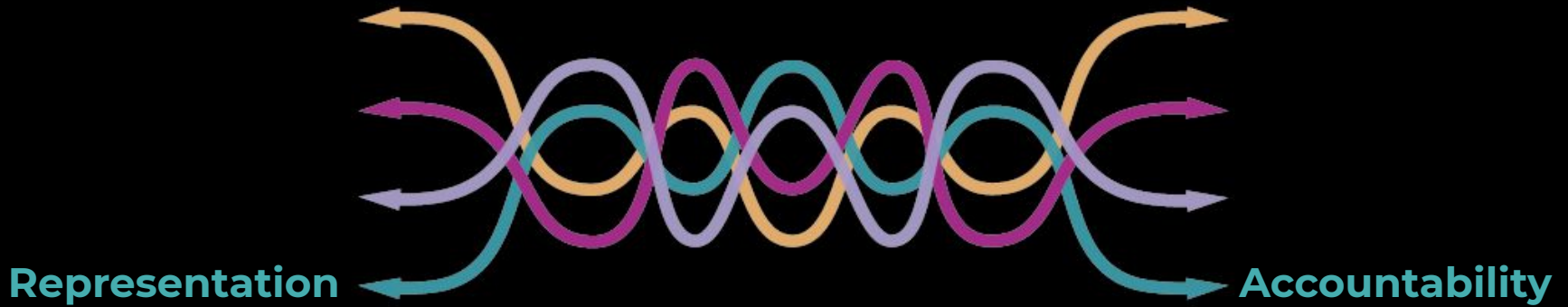
"I don't see many people like me there so it does sort of make me feel how far can I go in my career before I hit that point where I'm going to stop getting promotions."

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"It was a contributing factor I think to my deciding to leave my last place because there's not a lot of diversity there."

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"I don't feel represented at all."

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RECOMMENDATIONS

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Cause and Effect

Culture → Belonging
Perception → Behaviour
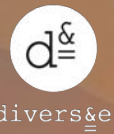Power → Apathy
Representation → Accountability
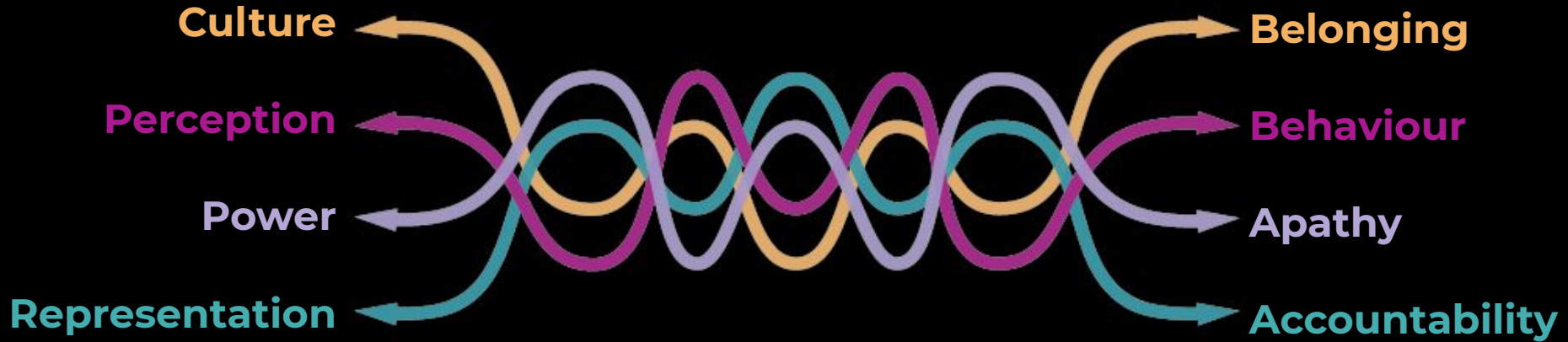
We need to to tackle **root causes** to enable **real and lasting change**.

So, what can YOU DO?

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1. Assign a budget, an Exec sponsor and measure OUTCOMES

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2. Communicate a strong, consistent WHY

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3. Do the work to create a fully INCLUSIVE culture

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4. Hire the BEST person for the job

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5. Make managers ACCOUNTABLE with checks and balances

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6. Make it EASY to report bias and ACT

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7. RETHINK the word... "racism"

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Racism is NOT...
GOOD people vs BAD people

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Being addressed about doing something racist is NOT an attack on character

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RACISM = PREJUDICE with POWER

Racism is an action or system that results in more negative outcomes for individuals and/or groups based on their ethnic background

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Let's take the 'charge' out of the word 'RACISM' so we can have **open dialogue.**

Because, **nothing** ever changes if it's not discussed.

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8. Create anti-racist policies that follow through with CONSEQUENCES

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9. Understand that creating an inclusive culture is a MARATHON and not a sprint. Plan for CONSISTENT, incremental PROGRESS -- and START TODAY!

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THANK YOU

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