

Building inclusive places:

Anti-racism in
North East businesses

A REPORT BY THE
RACE, ETHNICITY
AND DISCRIMINATION
COMMISSION

SUPPORTED BY



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Foreword

Over the past two years, the Commission on Race, Ethnicity and Discrimination in North East Business has listened carefully to the views of business leaders, specialists and policymakers from the North East and beyond. Our recommendations are based on what we have heard, as well as our own research.

Some of this report makes for challenging reading. People from Black and minoritised ethnic communities across the North East continue to face racism and discrimination, and this spills over from everyday life into the workplace far too often.

This is not simply a moral issue: it is a problem which is also holding back our businesses. There is powerful evidence to show that companies which embrace diversity perform better, and are better places to work, than those which do not.

Promoting anti-racism within our businesses isn't just good for some of us, it's good for all of us. In sharing this final report, the Commission urges business leaders across the North East to rise to the challenge of addressing workplace related barriers, to move forward and end racism and discrimination within our business community.



Nagma Ebanks-Beni MBE
Chair of the Commission



Rhiannon Bearne
Chamber executive director
of policy and deputy CEO

Supporting and encouraging diversity and inclusion is the foundation of a progressive business community. On behalf of the Chamber, I extend my thanks to all of those who have supported and participated in the Commission's work. Under the leadership of Nagma Ebanks-Beni MBE, the Commission has made a significant contribution to an important conversation. A conversation about our shared responsibility to tackle racism and discrimination, and actively promote anti-racism, across the North East business community.

Now is the time to turn conversation into action. As highlighted in this report and accompanying briefings, the Commission makes 20 practical recommendations spanning all aspects of day-to-day business activity. Whatever the size of your business, your sector or your role, each one of us has a part to play in making the North East the most inclusive, diverse and equitable place it can be.

At the Chamber, we recognise there is much to do, and we are committed to progressing this vital agenda. We look forward to working alongside businesses and partners from across the North East as part of this journey.

Executive summary

In 2021, the North East Chamber of Commerce launched its Commission on Race, Ethnicity and Discrimination in North East Business.

The Commission was chaired by Nagma Ebanks-Beni MBE, co-chief executive officer of Prima Cheese, alongside leaders from across the North East with diverse insights into the challenges of addressing racism and discrimination within organisations.

The Commission recognises that addressing racism is a major challenge for North East businesses and employers will require business leaders to engage in a learning journey. This will be difficult, demanding, and at times uncomfortable.

The Commission urges organisations across the North East to demonstrate the corporate courage to go further, promoting anti-racism and committing to sustained action on workplace racism and discrimination across our region.

The work of the commission and this report has been made possible by the generous support of Newcastle University and its Policy Support Fund. We are grateful to Professor Peter Hopkins, professor of social geography at Newcastle University for his support across the Commission's two phases of work in 2021 and 2023.

Our thanks also to Suzanne Robson, deputy director of stakeholder and funding development at Newcastle University for her involvement in this project and Jen Harrison from Connected by Change for helping with the final draft.

Recommendations

The Commission makes 20 recommendations across four key areas: enhancing your business through addressing racism; workplace education and training; recruitment; and retention, promotion and progression.

ENHANCING YOUR BUSINESS THROUGH ADDRESSING RACISM

1. Commit to the journey of anti-racism.
2. Demonstrate leadership on diversity and inclusion.
3. Embed diversity within your business strategies, plans and initiatives.
4. Make promoting anti-racism a shared priority.
5. Collaborate with others who share your commitment.

WORKPLACE EDUCATION AND TRAINING

6. Encourage workplace conversations about race, ethnicity and discrimination.
7. Adopt a zero-tolerance policy to racism.
8. Commit to frequent training on race, ethnicity, and discrimination.
9. Only work with high-quality training providers.
10. Communicate widely about your commitment and learning.

RECRUITMENT

11. Nurture your talent pipeline within Black and minoritised ethnic communities.
12. Proactively advertise opportunities to encourage diversity.
13. Provide accessible information about your business.
14. Eliminate bias within your application process.
15. Commit to diversity on interview panels.

RETENTION, PROMOTION AND PROGRESSION

16. Reduce barriers to opportunity for people from Black and minoritised ethnic backgrounds.
17. Provide equitable access to promotion, progression, reward and recognition.
18. Commit to supporting the careers of Black and minoritised ethnic colleagues.
19. Establish a staff network focused on fairness and inclusion.
20. Prioritise inclusion and belonging.

COMMITTING TO THE JOURNEY

To succeed, businesses must commit to the journey of anti-racism for the long term and at all levels of business. The Commission urges all members of the North East business community to act now in encouraging inclusion and advocating for diversity across our region.

Introduction

In 2021, the North East Chamber of Commerce launched its Commission on Race, Ethnicity and Discrimination in North East Business.

The business-led Commission met 15 times over a two-year period to explore, examine, and understand the barriers to opportunity created by racial and ethnic discrimination in the North East.

There are many ways that racism may feature in our workplaces. While often unintentional, it may be present in our recruitment processes, who gets promoted and rewarded, and how we engage with our clients and customers.

Many would argue that society has made great progress with challenging racism. However, racism continues to be pervasive in the North East.

For example, research shows that racism is a prominent feature for young people growing up in the region¹ and that three-quarters of people feel that anti-Muslim hatred and racism is getting worse in the North East.²

The Commission recognises that addressing racism is a major challenge for North East businesses and will require business leaders to engage in a learning journey that will be difficult, demanding, and at times uncomfortable.

The report is aptly titled 'Building inclusive places: anti-racism in North East business'.³ The Commission urges North East businesses to demonstrate the corporate courage to go further, promoting anti-racism and committing to sustained action on workplace racism and discrimination across our region.

ABOUT THE COMMISSION

The Commission was chaired by Nagma Ebanks-Beni MBE, co-chief executive officer of Prima Cheese, alongside leaders from across the North East with diverse insights into the challenges of addressing racism and discrimination in business.

Nagma Ebanks-Beni MBE (Chair)

Co-chief executive officer
Prima Cheese

Dan Appleby

Managing director
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Diversity and inclusion manager
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¹ Finlay, R., Nayak, A., Benwell, M., Hopkins, P., Pande, R., and Richardson, M. (2020) Growing up in Sunderland: young people, politics and place. Newcastle University: Newcastle upon Tyne.

² Hopkins, P., Clayton, J. and TellMAMA (2020) Islamophobia and anti-Muslim hatred in North East England. Newcastle University: Newcastle upon Tyne.

³ Williams, S. (2020) Anti racist ally: an introduction to action and activism. London: Harper Collins.

The Commission set out to:

- Develop recommendations for North East businesses to tackle racism and discrimination.
- Identify opportunities for North East businesses to adopt and promote best practice in areas such as recruitment, progression, and board representation.
- Champion the benefits of adopting a positive, inclusive, and anti-racist approach to business.
- Challenge misconceptions around equality and diversity with regards to race and ethnicity.

The Commission spoke with business leaders, specialists, and policymakers from the North East and beyond.

We also surveyed 120 Chamber members at the beginning of the Commission's work to gauge business attitudes towards diversity, inclusion, and discrimination.

PRINCIPLES AND VALUES

The Commission agrees with this set of overarching values:

- Racism is a real and prevalent feature of our society.
- Racism is about power and oppression.
- Racism has psychological and material effects.
- Racism takes many forms and is constantly being reshaped.
- Racism is visible and elusive; it is overtly and covertly, knowingly and unknowingly enacted; and it is individualised and systemic.
- Racism can be present through omissions, obfuscations and silences.
- Racism interacts with other forms of oppression in intersectional ways.
- Being anti-racist is not the same thing as being non-racist; anti-racism requires vigilant action, prioritisation and embedded practice.
- Being anti-racist means to actively look and see, to describe and understand, and to dismantle racism.⁴

⁴ Smith, Heather and Lander, Vini (2022) Anti-racist framework for initial teaching education/training. Newcastle University: Newcastle upon Tyne.

Initial observations

The Commission made the following observations in their early discussions.

- Diversity helps to bring about a familiarity with difference. It helps dispel negative stereotypes about different groups of people that are not within our own social networks. It also helps us to recognise and respect cultural differences and the contribution that language skills, new ways of thinking, different experiences and knowledge bring to our society.
- All aspects of our businesses and companies should reflect wider society and the clients and customers we serve and work with, including those from diverse Black and ethnic minority backgrounds.
- Even before entering the workplace, there are several challenges for people from Black and minoritised ethnic communities. This may include accessing work-related networks, engaging in recruitment processes, as well as wider experiences of racism and exclusion.
- Language and terminology were consistently raised as being hugely difficult for many, with most people today still finding it difficult to talk about ethnicity and race, especially within the workplace.
- There is a distinct lack of role models for people from Black and minoritised ethnic communities within our businesses, at all levels.

Research shows that people from Black and minoritised ethnic communities are more likely to perceive workplaces as hostile, due to lack of inclusivity. People from Black and minoritised ethnic communities also feel that, compared to others, they are less likely to be offered interviews, less likely to be offered promotions, and likely to be disciplined more harshly.

- Leadership and culture play a key role in providing solutions that enable people from Black and minoritised ethnic communities to succeed. It is critical that business leaders foster inclusive cultures that enable all employees to bring their 'whole selves' to work, to contribute, and to speak openly about their experiences.
- Inclusive businesses and organisations must be led from the top. This needs to filter down through organisations, with all management playing their part in supporting people from all backgrounds. This should be a key goal of businesses in the region.
- A lack of ethnic diversity in the North East was frequently mentioned as a barrier by businesses to progressing their work on this agenda. However, the North East is becoming increasingly diverse⁵ and many businesses operate in markets across the UK and internationally.

⁵ Census data shows that the younger age categories for nearly every Black and minoritised ethnic group are larger than the older age categories

Enhancing your business through addressing racism

The Commission observed a mixed picture of progress on tackling racism across North East businesses. Encouragingly, many businesses indicated confidence in tackling racism and were eager to see change. However, on the other hand, the results demonstrated uncertainty around what discrimination looks and feels like, and a desire to learn more about how to promote diversity and to learn from best practice. The findings of the survey also identified a key challenge being that business leaders were unsure about the appropriate terminology to use with respect to race and ethnicity.

The Commission also observed a lack of understanding among many business leaders about what racism is and the diverse ways in which it can manifest. For example, there is a general tendency for people to claim that they are 'not racist', that racism only happens in other places or amongst specific groups (such as the Far Right), and that racism is an issue of the past.

Others made assertions about colour-blindness and 'treating everyone the same'. Some claimed to not really think about race very often and others made claims to not being racist as their partner, friend, boss, or best friend belongs to a Black or minoritised ethnic group.

The Commission urges North East businesses to recognise racism as a significant challenge and adopt an active anti-racist approach.

Tackling barriers to inclusion on the grounds of race and ethnicity is important on moral grounds alone. But the business case for promoting equality and diversity is also the strongest it has ever been, with the potential to bring many economic benefits to businesses in the region.

These benefits include:

INCREASED PRODUCTIVITY AND PROFIT

Diverse businesses outperform their rivals when it comes to profitability, and this has increased over time. In terms of ethnic and cultural diversity, companies in the top quartile are over a third more profitable than those in the bottom quartile. And across the UK, an estimated £24 billion⁶ is lost annually by failing to include Black and minoritised ethnic professionals in the workplace.

INCREASED CREATIVITY

A diverse workforce is likely to be more creative, have a greater diversity of ideas, and bring a mixture of different problem-solving ideas to the table. Without diversity, businesses are losing valuable opportunities for innovation and creativity.

ENHANCED DECISION-MAKING AND ENGAGEMENT

A greater diversity of ideas and solutions being presented at work can lead to better decision making and enhanced engagement from staff.

IMPROVED EMPLOYEE RETENTION

Staff who feel comfortable, included, and valued at work, and who are not exposed to hostile or toxic relationships, are less likely to look for work elsewhere. This means a lower staff turnover, lower recruitment costs and less time invested in training new staff.

BOOSTED REPUTATION AND ENRICHED RECRUITMENT

The many benefits already mentioned above are likely to boost reputation and enrich recruitment opportunities for diverse and inclusive businesses.

The Commission urges all North East business leaders to take a courageous step forward on the journey of anti-racism. This means integrating anti-racism into all aspects of business, including how data is collected from your staff, customers and clients, who you choose to do business with and why, and proactively working to ensure that your leadership reflects the people and communities you serve.

⁶McKinsey and Company (2020) Diversity wins: how inclusion matters. Available at: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters> [Accessed Feb 2024]

Recommendations for action

The Commission recommends that North East business leaders should:

COMMIT TO THE JOURNEY OF ANTI-RACISM

Recognise and act where you have the power to make a difference. Make your commitment public and reiterate it frequently.

DEMONSTRATE LEADERSHIP ON DIVERSITY AND INCLUSION

Identify an executive sponsor for race, equality and discrimination. Consider reserved seats for non-executive directors from Black and minoritised ethnic communities.

EMBED DIVERSITY WITHIN YOUR BUSINESS STRATEGIES, PLANS AND INITIATIVES

Develop, monitor and review key performance indicators relating to race, ethnicity, and discrimination. Consider publishing a breakdown of workforce by race and ethnicity, including pay band.

MAKE PROMOTING ANTI-RACISM A SHARED PRIORITY

Commit to learning and sharing best practice to tackle racism and discrimination. Involve colleagues from Black and minoritised ethnic communities in promoting anti-racism, but recognise that it is responsibility of everyone.

COLLABORATE WITH OTHERS WHO SHARE YOUR COMMITMENT

Work with other businesses who promote equality and diversity, and enterprises led by members of the Black and minoritised ethnic business sector. Sign up to the **Business in the Community (BITC) Race at Work Charter** or similar charters.

Workplace education and training

Many of the evidence sessions held by the Commission touched upon the need to educate the workforce and the importance of workplace training on race, ethnicity, and discrimination. A key conclusion of the Commission is that one-off training sessions on 'race awareness' rarely make any impact on promoting inclusivity or challenging racism in the workplace. Likewise, the Commission resisted the idea that unconscious bias training provides a 'quick fix' for equality and diversity issues.

Instead, the Commission concluded that it is crucial for education and training to start from leadership, should be a frequent component of workplace culture, and should focus on advancing anti-racism. The Commission recommends that the focus should be on moving towards creating an actively anti-racist business, rather than simply focusing on 'race awareness'.

Recommendations for action

The Commission recommends that North East business leaders should:

ENCOURAGE WORKPLACE CONVERSATIONS ABOUT RACE, ETHNICITY AND DISCRIMINATION

Include consideration of race, ethnicity and discrimination in all board and staff meeting agendas. Where possible, integrate 'micro-teaching' opportunities within these meetings (for example, a short discussion). Consider opportunities to engage staff around anti-racism and inclusion (for example, a staff campaign, or a shared statement on anti-racism and diversity).

ADOPT A ZERO-TOLERANCE POLICY

Support managers to identify and address microaggressions. Provide a safe and confidential channel for staff to report concerns. Share examples of how this works to give staff confidence.

COMMIT TO FREQUENT TRAINING ON RACE, ETHNICITY AND DISCRIMINATION

Make this training mandatory at all levels, including leadership. Regularly review the content of training by seeking feedback from staff. Allow time for learning to become effectively embedded into your business. Where appropriate, partner with other organisations.

ONLY WORK WITH HIGH-QUALITY TRAINING PROVIDERS

Seek assurances that training providers value the importance of lived experience and have a high level of understanding about race, ethnicity, and discrimination.

COMMUNICATE WIDELY ABOUT YOUR COMMITMENT AND LEARNING JOURNEY

Talk about racism, ethnicity and discrimination with staff and customers, across channels including your company websites, social media, newsletters, podcasts and blog posts.

Recruitment

The Commission agrees that inclusive and anti-racist recruitment practices are crucial to address racism and discrimination. This should take a holistic approach, including:

Proactively engaging with prospective candidates from Black and minoritised ethnic communities.

For example, this might include working with local schools and colleges.

Breaking down organisational barriers to workplace engagement.

For example, this might include providing explanatory materials about your business.

Introducing processes to eliminate bias throughout the recruitment process.

For example, this might include anonymising job applications during shortlisting and ensuring diversity on interview panels.

Recommendations for action

The Commission recommends that North East business leaders should:

NURTURE YOUR TALENT PIPELINE WITHIN BLACK AND MINORITISED ETHNIC COMMUNITIES

Build relationships and hold recruitment fairs at with local schools and colleges. Encourage young people from Black and minoritised ethnic communities to consider a career with your business.

PROACTIVELY ADVERTISE OPPORTUNITIES TO ENCOURAGE DIVERSITY

Advertise vacancies where they will reach people from Black and minoritised ethnic communities. Consider working with specialist organisations to support you to do this.

PROVIDE ACCESSIBLE INFORMATION ABOUT YOUR BUSINESS

Publish recruitment materials to explain your business. Explain your commitment to anti-racism within all job adverts. Actively encourage people from Black and minoritised ethnic backgrounds to apply.

ELIMINATE BIAS WITHIN YOUR APPLICATION PROCESS

Be aware of the risk of bias during recruitment. Anonymise job applications during the recruitment process. Ensure that job application shortlists include candidates from Black and minoritised ethnic backgrounds.

COMMIT TO DIVERSITY ON INTERVIEW PANELS

Ensure that composition of your interview panels reflects your commitment to anti-racism. Wherever possible, encourage staff members from Black and minoritised ethnic communities to participate in the recruitment process.

Retention, promotion and progression

The Commission agrees that businesses must support positive recruitment practices with opportunities for the retention, promotion, and progression of people from Black and minoritised ethnic backgrounds.

One Commission member noted that without this, there is a risk that people from Black and minoritised ethnic backgrounds are “invited to the party, but not allowed to dance”. In other words, they may be restricted from openings in the workplace that could lead to promotion and other professional development opportunities.

Recommendations for action

The Commission recommends that North East business leaders should:

REDUCE BARRIERS TO OPPORTUNITY FOR PEOPLE FROM BLACK AND MINORITISED ETHNIC BACKGROUNDS

Offer work experience opportunities and paid internships. Implement reciprocal mentoring opportunities so that senior leaders in your business can learn from Black and minoritised ethnic colleagues in different roles.

PROVIDE EQUITABLE ACCESS TO PROMOTION, PROGRESSION, REWARD AND RECOGNITION

Create opportunities and encourage colleagues to disclose data about their race and ethnicity to help you improve your record on diversity.

COMMIT TO SUPPORTING THE CAREERS OF BLACK AND MINORITISED ETHNIC COLLEAGUES

Offer sponsorship, mentoring, coaching and other opportunities. Be transparent and provide examples of what a successful career path can look like.

ESTABLISH A STAFF NETWORK FOCUSED ON FAIRNESS AND INCLUSION

Encourage peer reflection and ensure this network provides a safe space for staff to raise issues and suggest solutions.

PRIORITISE INCLUSION AND BELONGING

Commit to holding workplace or teambuilding events that are inclusive of all cultures. Encourage staff members to share their views and experiences.

COMMITTING TO THE JOURNEY: Encouraging inclusion and advocating for diversity

The Commission has explored the ways that businesses can factor issues of race, ethnicity and discrimination into the workplace.

However, the report recommendations are not intended to be a quick fix for addressing racism and discrimination.

To succeed, businesses must commit to the journey of anti-racism for the long term and at all levels of business.

The Commission urges all members of the North East business community to act now in encouraging inclusion and advocating for diversity across our region.

APPENDIX A: SUMMARY OF RECOMMENDATIONS

ENHANCING YOUR BUSINESS THROUGH ADDRESSING RACISM

- 1. Commit to the journey of anti-racism:** Recognise and act where you have the power to make a difference. Make your commitment public and reiterate it frequently.
- 2. Demonstrate leadership on diversity and inclusion:** Identify an executive sponsor for race, equality and discrimination. Consider reserved seats for non-executive directors from Black and minoritised ethnic communities.
- 3. Embed diversity within your business strategies, plans and initiatives:** Develop, monitor and review key performance indicators relating to race, ethnicity, and discrimination. Consider publishing a breakdown of workforce by race and ethnicity, including pay band.
- 4. Make promoting anti-racism a shared priority:** Commit to learning and sharing best practice to tackle racism and discrimination. Involve colleagues from Black and minoritised ethnic communities in promoting anti-racism, but recognise that it is responsibility of everyone.
- 5. Collaborate with others who share your commitment:** Work with other businesses who promote equality and diversity, and enterprises led by members of the Black and minoritised ethnic business sector. Sign up to the Business in the Community (BITC) Race at Work Charter or similar charters.

WORKPLACE EDUCATION AND TRAINING

- 1. Encourage workplace conversations about race, ethnicity and discrimination:** Include consideration of race, ethnicity and discrimination in all board and staff meeting agendas. Where possible, integrate 'micro-teaching' opportunities within these meetings (for example, a short discussion). Consider opportunities to engage staff around anti-racism and inclusion (for example, a staff campaign, or a shared statement on anti-racism and diversity).
- 2. Adopt a zero-tolerance policy:** Support managers to identify and address microaggressions. Provide a safe and confidential channel for staff to report concerns. Share examples of how this works to give staff confidence.
- 3. Commit to frequent training on race, ethnicity, and discrimination:** Make this training mandatory at all levels, including leadership. Regularly review the content of training by seeking feedback from staff. Allow time for learning to become effectively embedded into your business. Where appropriate, partner with other organisations.
- 4. Only work with high-quality training providers:** Seek assurances that training providers value the importance of lived experience and have a high level of understanding about race, ethnicity, and discrimination.
- 5. Communicate widely about your commitment and learning journey:** Talk about racism, ethnicity and discrimination with staff and customers, across channels including your company websites, social media, newsletters, podcasts and blog posts.

RECRUITMENT

11. **Nurture your talent pipeline within Black and minoritised ethnic communities:** Build relationships and hold recruitment fairs at with local schools and colleges. Encourage young people from Black and minoritised ethnic communities to consider a career with your business.

12. **Proactively advertise opportunities to encourage diversity:** Advertise vacancies where they will reach people from Black and minoritised ethnic communities. Consider working with specialist organisations to support you to do this.

13. **Provide accessible information about your business:** Publish recruitment materials to explain your business. Explain your commitment to anti-racism within all job adverts. Actively encourage people from Black and minoritised ethnic backgrounds to apply.

14. **Eliminate bias within your application process:** Be aware of the risk of bias during recruitment. Anonymise job applications during the recruitment process. Ensure that job application shortlists include candidates from Black and minoritised ethnic backgrounds.

15. **Commit to diversity on interview panels:** Ensure that composition of your interview panels reflects your commitment to anti-racism. Wherever possible, encourage staff members from Black and minoritised ethnic communities to participate in the recruitment process.

RETENTION, PROMOTION AND PROGRESSION

16. **Reduce barriers to opportunity for people from Black and minoritised ethnic backgrounds:** Offer work experience opportunities and paid internships. Implement reciprocal mentoring opportunities so that senior leaders in your business can learn from Black and minoritised ethnic colleagues in different roles.

17. **Provide equitable access to promotion, progression, reward and recognition:** Create opportunities and encourage colleagues to disclose data about their race and ethnicity to help you improve your record on diversity.

18. **Commit to supporting the careers of Black and minoritised ethnic colleagues:** Offer sponsorship, mentoring, coaching and other opportunities. Be transparent and provide examples of what a successful career path can look like.

19. **Establish a staff network focused on fairness and inclusion:** Encourage peer reflection and ensure this network provides a safe space for staff to raise issues and suggest solutions. Prioritise inclusion and belonging: commit to holding workplace or teambuilding events that are inclusive of all cultures. Encourage staff members to share their views and experiences.

20. **Prioritise inclusion and belonging:** Commit to holding workplace or teambuilding events that are inclusive of all cultures. Encourage staff members to share their views and experiences.

APPENDIX B: IMPORTANT TERMINOLOGY

Term	Description
Anti-racism	Anti-racism means taking an active stance to stand up against racism. Being anti-racist involves supporting anti-racist policies and initiatives in the workplace. An anti-racist policy is any initiative that operates to promote racial equity.
Ethnicity	Ethnicity is a term used to describe the social group a person belongs to, as a result of a mix of cultural and other factors including language, diet, religion, ancestry and physical features traditionally associated with race. ⁷
Equity	Unlike 'equality' which is to treat everyone in the same way, 'equity' seeks to address the barriers that are faced by different people and groups to ensure everyone has equal access to opportunities and outcomes.
Intersectionality	Intersectionality describes the way that multiple forms of inequality (for example, based on gender, sexual orientation or a disability) can compound experiences of racism and discrimination.
Race	Race is a social construct used to describe a group of people who share similar inherited physical characteristics. There are no biological categories that correspond with the racial groups that make up society. We see this in the varying ways that different countries refer to specific groups.
Racism	<p>Racism is a term used to describe prejudice or discrimination against a person or community based on their race and/or ethnicity. People may experience personal, individual, systemic, institutional, and structural forms of racism.</p> <p>Racism can also take different forms. It can be about how people or groups are represented (such as on images or photos), it can be verbal (such as name calling), or it can be about forms of behaviour (such as inviting specific colleagues out for dinner but not others), a microaggression (a statement, action, or occurrence that subtly or unintentionally discriminates against or marginalises) and the expression of values (such as those associated with political issues).</p>

⁷ Bhopal R. Glossary of terms relating to ethnicity and race: for reflection and debate. J Epidemiol Community Health 2004;58:441-445.

⁸ Kendi, I.X. (2020) Be anti-racist: a journal for awareness, reflection and action. London: Bodley Head.

APPENDIX B: RECOMMENDED READING

You can read our report guides here:

[Business strategy and leadership](#)

[Workplace education and training](#)

[Recruitment practices](#)

[Retention, progression and promotion](#)

Other recommended reading:

Business in the Community (2024) [Race](#)

CIPD (2017) [Addressing the barriers to BAME employee career progression to the top](#)

CIPD (2021) [Developing an anti-racism strategy](#)

Inclusive Employers (2024) [What is allyship? A quick guide](#)

Open Data Institute (2020) [The dividing line: how we represent race in data](#)

Race Equality Matters (2024) [Race Equality Week](#)



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