



MOVING THE DIAL ON RACE

A Practical Guide on Workplace Inclusion

October 2020

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“ This entire conversation has been an ongoing conversation throughout my lifetime. What matters to me now is when are we really going to move the dial? We have been banging our heads against a brick wall for most of our lives. The time has come to pull those walls down!

Delroy Beverley CMgr CCMI, Managing Director of York Teaching Hospital NHS Partnership, Chair CMI North East, Yorkshire and Humberside, and CMI Race advisory committee member





ABOUT THIS GUIDE

“

I have been overwhelmed by the support we have received from across the Chartered Management Institute to develop this guide. Our Managers Voice community shared their experiences of race at work with the CMI Research team, who analysed the findings with lead advisor Dr Jummy Okoya FCMI, to generate the evidence we partially present here. The new CMI Race advisory committee members have been invaluable as professional leaders and race champions willing to give their time to share their insights. It has been a community effort and I look forward to enlarging and enriching the **CMI Race network** as we lead the race at work conversation.

Pavita Cooper CMgr CCMI, CMI Race Chair

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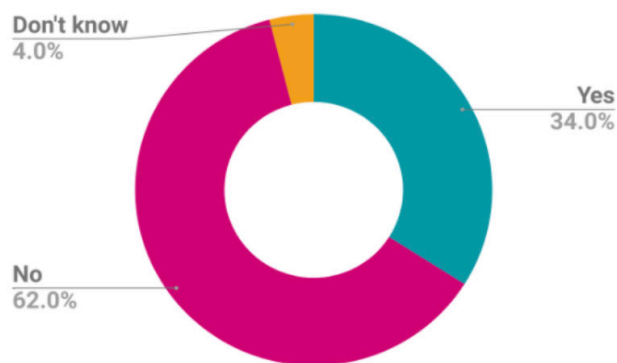
The CMI Race network supports people to create more equal, diverse and inclusive organisations by driving change through professional leadership and management practices.

The series of shocks and tragic events in 2020 has sparked conversations, heightened awareness and renewed a commitment by many organisations to make their workplace more equitable.

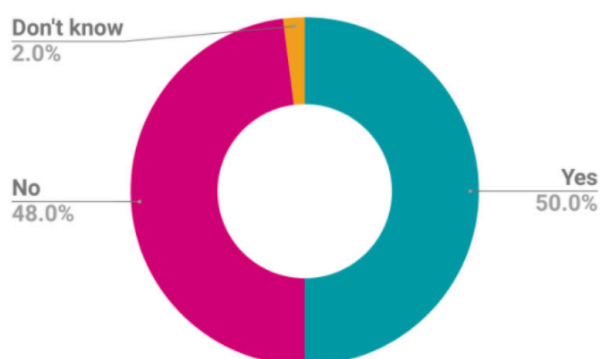
We understand that to truly move the dial on race will require significant efforts across society and that the conversation around race is passionate, emotional, political and often divisive. We recognise that this guidance alone is not enough but we are committed to the ongoing work required to dig deep into the conversation and support our members.

Managers are crucial to institute zero-tolerance to racism in organisations in practical ways. They are key to developing a culture that empowers people to connect and feel safe to share their own experiences. At CMI, we draw from our wide reach across different types of organisations in different parts of the economy to share best practice. This is the best way we can support leaders and managers in all organisations - large and small - as they strive to make real change happen.

We have not focused on providing legal advice but instead best practice that might be adapted in the UK and beyond. However, the Equality Act 2010 sets legal requirements for people and employers in the UK. **Guidance for employers** is available from the Equality and Human Rights Commission (EHRC) on how to comply with equality law and implement good practice in all aspects of employment including recruitment, pay, working hours, managing staff and developing policies. Acas provides **support on disciplinary and grievance procedures**.



Managers who have spoken to their team about their organisations response to the Black Lives Matter movement.



Proportion of managers who had conversations with their team about racial justice and equality in society.

“When the Black Lives Matter movement gathered pace earlier in the year, colleagues asked for support in garnering views on how to respond with a commitment to ongoing action to progress an anti-racist movement and culture. It remains early days and it depends on people’s involvement and whether there is a momentum and a commitment to continue to evolve an anti-racist culture. I recognise the fear in some colleagues, none have approached me first. But I remain hopeful.

Managers Voice Respondent

SIX STEPS FOR BETTER MANAGERS TO MOVE THE DIAL

1 SUPPORT PEOPLE WHO FACE RACISM

- Prioritise anti-racism
- Lead with empathy
- Educate themselves
- Create safe spaces
- Encourage true identities at work

Practical step: schedule a conversation with colleagues who face racism to better understand their experiences and agree how the conversation might best continue.

2 LEARN HOW TO TALK ABOUT RACE

- Don't generalise
- Be specific and accurate
- Put people first
- Avoid acronyms
- Keep up with evolving terminology

Practical step: commit time each week to learn more about anti-racism.

3 END MICROAGGRESSIONS AT WORK

- Understand each type of microaggression
- Respond every time you notice them
- Discern the nuances
- Disarm aggressors
- Define the problem to aid reflection

Practical step: train your team to understand microaggressions and ensure all staff are clear on zero tolerance to racism and how incidents will be addressed.

4 BUILD SUPPORT

- Facilitate small group conversations
- Reassure people who share their experiences
- Praise people who actively listen
- Confirm that there will be no ridicule
- Communicate how vital diversity is

Practical step: create or join a network to enable people to share, learn, make mistakes and deliver clear outcomes.

5 RAISE AWARENESS

- Become a race champion
- Be intentional on inclusion
- Promote curiosity in your team

Practical step: re-examine recruitment and promotion processes to ensure they are free from unconscious bias and that short lists are balanced.

6 RAISE SKILLS

- Invest in training on Diversity & Inclusion
- Communicate the value of this training with your organisation & employees
- Ensure that training is flexible and skills gained are adaptable

Practical step: ask about training for you and your team and seek a long term solution.
See how CMI could help.

MANAGERS MUST BE BETTER ALLIES

Reetu Kansal CMgr FCMI, Senior Project Manager, University of London and CMI Race advisory committee member suggests:

STOP

- Being a bystander to microaggressions and any acts of exclusion
- Being afraid to speak up because you fear using the wrong words
- Thinking that your actions will not make a difference

START

- Learning about racial inequality
- Using positive language
- Understanding and dealing with the emotions of privilege

CONTINUE

- Listening to your colleagues to embed inclusion and active anti-racism
- Championing racial equality on an ongoing basis - not just around Awareness Days & Events
- Collect data (e.g. through surveys) on staff experiences and use this to review progress & actively address issues



SUPPORTING PEOPLE WHO FACE RACISM

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Hearing the lived experiences and personal insights of colleagues has raised awareness, as have blogs and historical reporting. Openly talking about inclusion has made a difference, supported by consistent, visible leadership.

Managers Voice Respondent

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5 WAYS TO A MORE SUPPORTIVE ENVIRONMENT

In order to support employees who encounter racism, leaders must educate themselves on the complexities of racism and prioritise anti-racist policies and behaviours.

1 **EDUCATE**
yourself and others on
racism and privilege

2 **CREATE**
safe spaces for employees who
encounter racism to talk about it

3 **LEAD**
with empathy

4 **PRIORITISE**
anti-racism at work

5 **ENCOURAGE**
employees to be themselves and to
bring their 'whole self' to work

TERMS OF RACISM

RACIST

Viewing a racial group as culturally or socially inferior is **racism**.

Marginalising people because of this is **racist**.

Sometimes racism is obvious but at other times it is subtle. This makes it rife and often difficult to measure.

NON-RACIST

Trying to assume neutrality as a 'non-racist' results in being a bystander to racial inequities.

Saying "I'm not racist" does not prevent racism.

You may trust in processes and policies, but if you don't look for ways to actively root out racism within them, then you may be inadvertently supporting racism.

ANTI-RACIST

To be anti-racist is to **proactively** uphold the idea of racial equality.

Anti-racism is a system that promotes the creation of policies, practices, and procedures for racial equality.

Being anti-racist requires active resistance to and dismantling of the system of racism.



START WITH DATA, SUPPORT EMOTIONS AND FLEX YOUR STYLE

Aquilla Cozzella, Delivery Director and Chair of Diversity & Inclusion, Corndel, and CMI Race committee member

Aquilla Cozzella describes data as the starting point for leaders looking to create an anti-racist organisation. “It is really important to start by carrying out an exercise which looks at the data. I work in an environment where the majority of the workforce identify as White. Even before the pandemic, around 95 per cent of our workforce worked from home and so the lack of racial and ethnic diversity was less noticeable. It was initially quite shocking to see the data. Having to share that back to the business was uncomfortable, but it is so important to be driven by the data in order to see real, lasting change.

“The organisation I work for is amazing. We are open to change, eager to evolve. The death of George Floyd spurred us on to **recognise what we were as a business and what we wanted to achieve**. We acknowledged the disparity between different demographics and looked at how that compared with the national statistics. Only then were we in a position to explore where we wanted to be, and how best to get there.

As we started to consider ‘what can we do about it?’, we made a fundamental decision to first **create a safe space to talk about things and actually be willing to be uncomfortable**. We started the

conversation through an online group exercise designed to help us move from a ‘safe space’ to a ‘brave space’. Sharing experiences of racism and White privilege can be incredibly difficult. Creating ground rules collectively is advisable but aim for rules which open up, not shut down, discussion, sharing and learning.

I was appointed as Chair of Diversity & Inclusion in July 2020. **I decided together with my colleagues that the best model to use to drive inclusivity and sustained change was the appreciative enquiry model.**

- **Define** the purpose and focus of the inquiry through team collaboration
- **Discover** others’ experiences of the firm when it is working at its best, identifying the organisation’s strengths and highlighting what is already good
- **Dream** a joint vision, articulating aspirations for the firm based on identified strengths
- **Design** supportive systems and structures to fulfil the dream
- **Deliver** implement the supportive systems and structures.

We looked at the feedback data and grouped together themes. We created task groups for each theme and then I appointed task group leaders. From appointing these leads, we could promote and talk about equity at work, racism, diversity and belonging, what we were lacking as a business and what we would like to have happen.

We also champion what we are doing particularly well and try to make that part of our everyday society within the workplace. I now also hold a monthly meeting open to the entire business during which we've so far had breakout room sessions; used a TED talk by Hip Hop artist, writer and historian, Akala; talked about microaggressions and unconscious bias; and referred to the concept of Dr Ibram X Kendi, which talks about how to become an anti-racist organisation.

I gave a disclaimer, bringing mental health into our conversations and highlighting some of the emotions that people would likely feel. A reminder of our Employer Assistance Programme services, because when conversations are open and honest, a range of raw emotions are awakened.

The great thing is that we are using the skillsets of colleagues who can facilitate good conversations, ensuring that everybody has a voice. We're also challenging people who do not believe in unconscious bias and microaggressions. **Sometimes a subtle approach is all that's needed; sometimes a more direct approach – it's about flexing your style.**

The transformative action of becoming anti-racist is to recognise the structural and systemic inequalities that are built into apparently fair, meritocratic processes, policies and practices. At the same time, we are individuals with the responsibility and voice to enact change on an individual level and as a community.

Follow [Aquilla's work at Corndel on LinkedIn](#).

“

Do not stop this wave of discussion and communication. This is an underlying problem that has never been dealt with and will need a long term plan for years to come.

Managers Voice Respondent

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PRIVILEGE AND THE WORKPLACE

White privilege describes the advantages people have as a result of systems created mostly for and by White people. These advantages can be unfair opportunities at work and in wider society. Privilege is the flip side of discrimination, so it is vital to be aware of how privilege and power play out.

Privilege can be used positively to help dismantle the walls that people from diverse ethnic groups can come up against in workplaces and society:

- Put in the work to look at your organisations and wider society from fresh, new perspectives
- Consider your privilege and how it can be used for positive change
- Champion racial justice
- Listen and learn with humility

You may have also heard the term 'White fragility'. This is when White people react defensively or look to place blame when matters of racism, injustice or privilege are raised.



I have had White colleagues voice their White privilege to me and mention that they never had experienced what I, and some other people from diverse ethnic groups have experienced. This was interesting because what matters is what people then do about it. One of the colleagues has gone about business as usual, benefitted from a recent promotion and now some time has passed since the conversation without visible action. So was this basically self-promotion and virtue-signalling? Maybe, maybe not. The other colleague has continued to advocate allyship, reached out for catch-ups and has extended tangible support to the race agenda. **So action is paramount!**

CMI Member



In an EDI Working Group meeting we held here at The Children's Trust, a White manager was stunned to hear about the microaggressions and offensive comments that a Black colleague was experiencing on a weekly basis. "This is a clear example of my White privilege, because it's like you're describing a different organisation to me - this is not my experience at all. I've been completely unaware of this and how often it happens." It has highlighted the vastly different experiences of Black, Asian and diverse ethnic members of staff to their White colleagues. White privilege is not having to manage or even be conscious of an undercurrent of hostility in your working life based on your race or ethnicity.

Dalton Leong CMgr CCMI, Chief Executive, Children's Trust, CMI Race advisory committee member





My firm has instituted a 'reverse mentor' program to help our senior management team learn from those whose background and experiences may be different from ours. The Black female associate who functions in this capacity for me has impeccable credentials, a strong work ethic, and experience working in an industry segment that is one of the strongest and most active in our firm.

As a result of her stint in the corporate world, she is slightly more mature than the average associate and far more confident. Her sales skills are superb; her arguments are well reasoned and unassailable, and her presentation style is professional and well received by clients. Yet she is being woefully underutilised. **Despite asking repeatedly to be allowed to work on matters for which she is well qualified, she is constantly being shunted to pro bono work, being ignored when she asks for work to develop her skills, or being put on other work that does not lead to the kind of profile deemed necessary for partnership.**

I remember being a new associate many years ago and asking for additional work in an area that I found interesting. I was given plenty of it, and it eventually resulted in my being transferred permanently into that practice, where I have had a lifetime career. I see so much of myself in her. But I am White and she is Black, and **it is clear to me now that White privilege explains the difference in how I was treated and how she is being treated. I can't change my history, but I can acknowledge that I had an advantage that my associate doesn't have, so I am working to put my 'thumb on the scale' for her - and others like her - who just need help to be seen for the talents that they are.**

To get my colleagues to put this talented and hardworking associate on their teams, I have written a memo to each of the key partners on a current big litigation project, outlining the reasons I believe this associate can make a valuable contribution to their matter. **I will continue to put her forward to all the leaders of projects for which she is qualified - and there are many.** If this approach doesn't work, I will call my partners personally and **ask why.**

CMI Member





A DIFFERENT WAY OF THINKING

Simon Blake CMgr CCMI, Chief Executive, Mental Health First Aid England and CMI Race committee member

Simon Blake CMgr CCMI, says the biggest issue he is faced with as a leader seeking to create an anti-racist organisation is that “there isn’t a single thing that we have to do that doesn’t require us to rethink it.”

“There are some things which just need doing and there are some things which are going to take a bit longer. It’s about finding that balance of pace to demonstrate momentum, but get things done well and recognise that this is not something that we are going to fix in a very short amount of time.”

Then there is the question of how to ensure that you adopt a zero tolerance stance. For Simon that **“includes a set of non-punitive learning opportunities**, which is true to your commitment...but also recognises that not everybody understands, because they have grown up in a structurally racist society.”

“We’ve focused on privilege as much as on racism so the other thing that we’ve talked a lot about is

what should I be doing as the chief executive? *What should I be doing as a White senior leader?* We talk a lot.”

Simon feels it is important that he, as chief executive, is the executive sponsor. “We talk in the team a lot about the positions of power we hold, but also the power on the basis of my Whiteness or of their racial identity. Having those conversations all of the time is quite powerful.” Simon suggests that **leaders consciously consider their positional power** when making decisions and think carefully whether they can share or offer their platform to others. It’s about **“ceding the power base, which is sometimes the more difficult case.”**

For Simon “it’s all part of our public commitment both inside and outside the organisation, because **we’ve put ourselves into a position of accountability and scrutiny.**”

CONSTANT REINFORCEMENT

Anti-racism at work is an ongoing duty that requires constant reinforcement. For example public services such as transport and healthcare post caution signs reminding users that abuse or violence towards staff will not be tolerated. Managers and leaders should look at how their organisation reinforces health and safety at work and give equal importance to communicating zero-tolerance to racism and commitment to anti-racism.

ACTIONS TO TAKE

LEADERS

- Ensure that time is allocated so that communications can take place.
- Plan training or coaching to ensure that line managers have the skills needed to carry out face-to-face discussions at all levels within the organisation.

EMPLOYEES

- Involve workers or their representatives in planning communications activities.
- Are workers able to give feedback and report their concerns?
- Have you considered groups of workers with potentially traumatic lived experiences or additional support needs in your communications plans?¹

MANAGERS

- Formulate plans for cascading information, considering how you will get messages across to all staff in all locations.
- Think about what needs to be communicated and to whom. How will your zero tolerance to racism policy and anti-racism commitments and initiatives be shared?
- Lay out clear communications procedures for reporting racism and consider extending this to microaggressions.
- Plan your communications with stakeholders. Who will coordinate this and how?
- Ensure that communication is included in change management procedures.
- Ensure that written communications are clear, consistent and up to date.
- Ensure that anti-racism messages have been given attention and are understood.

¹ Adapted from [advice on communication by the Health and Safety Executive](#) (HSE)



RAISE AWARENESS

Zaheer Ahmad MBE, Head of Strategic Delivery, Diversity & Inclusiveness, EY (UK&I) and CMI Race advisory committee member

Zaheer Ahmad MBE, says “the first and key point is **raising awareness of the challenge that our workplaces and our society face on racism. So raising awareness is at the heart of any organisation aspiring or aiming to create that anti-racist culture.**”

“**Some people don’t believe that racism exists in their organisation.** They believe that because of their code of conduct, because of their policies, because of their values, they are almost immune from being a racist organisation.”

Part of raising awareness is to “challenge the perception that because recent events have taken place in the US, that it is a US issue and not a UK issue at all. Or if it is a UK issue, it’s not on the scale as the Black community claims it to be - so it’s a small matter not linked to their organisation.

“Once we raise awareness we can **shine a light on systemic racism** and bring it to life, to the individuals who have the power, the influence, the clout to change the systems.”

Zaheer says that the lack of representation in senior ranks means work to raise awareness will continue for a period of time. “To put it very simply, **if we have more diverse leaders, the behaviours change, the culture changes.**”



Donna Catley, Chief People Officer, Compass Group, UK & Ireland

LISTEN

Donna Catley advises that organisations must listen to all staff and for the large food services business it is critical to listen to front-line staff:

- **Are their managers supportive?**
- **Do they know what it takes to 'get on' and where the opportunities are to develop?**

Compass Group UK & Ireland uses employee surveys and listening forums and makes sure they are asking the right open questions. Responses then inform the actions and the process repeats as an iterative cycle.

As a large organisation that employs tens of thousands people, they are targeted and thoughtful in how they encourage people to join the business. To improve ethnic diversity, they consider where to hire and study their selection choices and practices closely. In particular they focus efforts on training the approximately 6000 unit managers on equality, diversity and inclusion best practice, carefully equipping them with the right skills on managing diverse teams and fair recruitment practices. Leadership programmes, mentoring, actively managing career paths and checking personal development plans are up to date are also important actions, but in the end “it all comes back to listening.”



Cindy Rampersaud CMgr CCMI, Senior Vice President, BTEC and Apprenticeships, Pearson and CMI Race advisory committee member

Cindy Rampersaud CMgr CCMI, says “the key issue is for people, leaders and organisations to **honestly acknowledge that there is a problem.**

There has been a spotlight on other equality, diversity and inclusion issues, including sexuality, disability and gender, although there is still much more work to be done on these. **Race has taken so long to get to the table for discussion.**

In terms of culture it's about dignity, respect and inclusion - both on a human basis but also for the business benefits to be gained from diversity. It's about setting expectations about behaviours - what's acceptable what's not acceptable.

Data matters, absolutely - but equally so does culture. You have to create a safe space, you have to **give people a reason to trust in the organisation**, that the organisation will act on all issues raised.

It's also about allowing people to fumble and have uncomfortable conversations. For example, in a recent meeting a leader raised an honest question and was clumsy

with terminology, but it was clear they were trying to learn. They were demonstrating empathy and a sense of their own vulnerability by asking this question, however clumsy it may have been.”

On a personal level Cindy has actively sought out and pulled up talent, being conscious to look for people with potential from diverse ethnic groups. Cindy believes in and practices sponsorship, as well as mentoring. In fact this takes up a huge amount of her time but she sets aside 30-minute conversations to listen and understand, but also to help people to shine and have a voice.

Overall, “it is impactful to be both brave and civil in conversations”. Cindy gave the following example: when discussing a potential roundtable for women with other leaders, she suggested they also hold one for young Black men, who were underrepresented. It was about challenging appropriately, it was politely bringing the conversation back to race and representation. It is important to keep race in focus, bring people on board

and on side, because this is about accountability and working together - not blame, which would hold efforts back.

Fundamentally it is about encouraging the right culture; this is the most impactful action that leaders can take. Cindy is proud of John Fallon, CEO, Pearson, and his statement acknowledging systemic racism in his organisation. At Pearson there is underrepresentation of Black and Hispanic groups in the US, and Black groups in the UK. So they set up a task force comprising Cindy, four secondees and Amaechi Performance Systems.

They worked on four pillars; people, product, society, and data. They held global and local listening sessions, provided training for senior leaders, developed a new editorial policy and looked back on previous publications, developed a new code of conduct, and offered the US election day as a holiday (in order to increase representational vote turnout). They also introduced volunteering days, published representation data, and set targets. Employee Resource Groups (ERG) developed new programs, including the McKinsey Black Leadership Academy.

They developed a plan to reinforce and sustain this work, to be rolled out over the next 12 to 18 months, and are recruiting a chief diversity officer to ensure successful delivery.

Cindy offers some advice for how large and small organisations can collaborate. Large organisations can share resources and best practice, make available some of the toolkits and support they develop. Small and medium business leaders could get involved more on sponsorship of those from diverse ethnic groups. It's also important and relatively straightforward to create or update their code of conduct and the small business or organisation can use a simple set of criteria to help choose their partners and who they work with.

Another key area is apprenticeships, "it's important to hold organisations to account by publishing data focusing on representation. Crucially for small medium enterprises, they shouldn't hide behind being small and should certainly look at whether they are representative of their customers and society."

WHAT ARE THE BENEFITS OF EMPLOYEE RESOURCE GROUPS?



Jan Gooding, Non-Executive Chair of Given and PAMCo, President of the Market Research Society and CMI Race advisory committee member

While Global Inclusion Director at Aviva, we established six Employee Resource Groups (ERGs) including one we called 'Origins'. All our ERG's were co-chaired with a gender balanced partnership of colleagues who put themselves forward for these leadership roles and were elected by the members of the ERG. This gave them the opportunity to set out their vision for a two year period which the members of the network effectively endorsed through the voting process.

We felt it was important to give agency to employees to choose their leaders and the areas of focus rather than cajoling specific volunteers to do it. Each ERG was awarded a budget to get going and we agreed with the board that the chairs would be allowed 3 days per month to work on this within working hours. Not surprisingly at the start a lot emphasis was placed on events as people wanted to get together to talk and share knowledge and experiences. It's important to really emphasise that ERG's are doing legitimate work that is helping to change the culture of the organisation so you've got to honour the people who do it. Having board level agreement to the time

involved in leading a network helped address any resistance from middle management with respect to allowing their staff time within working hours.

As with all the others, we brought in a relevant specialist to help us work through our approach to establishing Origins, in this instance they had particular expertise in race equity and ERG's. From the outset engaging existing staff from Black, Asian and diverse ethnic groups and persuading them to get involved and share their experiences of racism at Aviva was a challenge. More so than with the other ERG groups tackling the dimensions of age, sexual orientation, gender, disability and carers. It took a lot to get people on board and was mainly achieved through word of mouth, as employees sought each other's views and support to build their trust in the initiative.

We had to be thoughtful in how we created space for this conversation

and it was quickly made apparent that the first honest conversation should be facilitated by our specialist consultant. They then formally reported back to me and my team, with the consent of attendees as to what would be shared. I was shocked by the feedback I eventually received which I think is probably not untypical of anyone who elicits listening conversations in this area. However, the consultant provided the feedback within the context of a framework for action to help us follow up on the wide range of issues that had been surfaced by the exercise. It reinforced to me the importance of having advisors who specialise in race equity beside you as you work. They can help both in the gathering of insights and evidence and then converting your response into meaningful action. This is essential, otherwise you could easily find yourself guilty of wasting people's time by asking them to share their experiences and not demonstrating they were heard through follow-up action. We found it helpful to focus on the employee lifecycle, and invited the ERG to help us reshape our approach at every stage.



Dr Jummy Okoya FCMI says there are many benefits in creating employee resource groups (ERGs). They serve as a forum for connecting employees together and act as a bridge between senior leaders and employees.

Organisations should provide a community and a platform for employees from diverse ethnic groups to share their lived experiences and to help mobilise action for organisational change.

- Use employee's internal and external lived experiences shared to **shape organisational decisions and policies** by collaborating and consulting with ERG members and leads throughout development or review processes.
- Promote ERG events and **encourage diverse representation of employees to attend**.
- Ensure ERGs are **adequately resourced and championed by a senior leader**.
- Promote and provide access to **educational materials on racial literacy**.



TERMINOLOGY

“

Different businesses may settle on different terms. Whatever the language, we emphasise that the important thing is for businesses to have the conversation in the first place and to take action that delivers change.

Delivering Diversity, CMI Race, 2017 - [Learn More](#)

”

UNDERSTANDING THE TERMS

RACE

Race is **legally defined** in [Section 9 of the Equality Act 2010](#).

It can mean a person's colour or nationality (including their citizenship).

It can also mean a person's ethnic or national origins, which may not be the same as their current nationality.

NATIONAL IDENTITY

The concepts of nationality and citizenship are complex. HM Government defines [6 different types of British nationality](#).

National identity is a measure of self-identity.

Asking about national identity allows a person to express a preference as to which country or countries, nation or nations they feel most affiliated to. (ONS)

ETHNICITY

The terminology used to describe ethnic groups has changed a lot over time and tends to evolve in the context of social and political attitudes or developments.

'Ethnic group' is also very diverse, encompassing common ancestry and elements of culture, identity, religion, language and physical appearance. (ONS)

BE BRAVE.

Managers must be brave and start the conversation about race in the workplace, now. Acknowledging to yourself and your team that you will build your knowledge and confidence about what language and terminology to use - and may well make mistakes along the way - is the most **important first step** you can take against inaction.

ASK.

If in doubt, treat people how they would like to be treated and **ask** how they prefer to describe their racial, ethnic or national identities.

EVOLVE.

Terminology around race and ethnicity evolves continuously, so managers should learn about preferred terminology in their organisation and remain actively conscious of changes. **This commitment alone can be considered a powerful act of allyship.**

ACRONYMS

The use of collective terms and associated acronyms is widespread and results from efforts to collect complex data. 'Black and Minority Ethnic' (BME) and 'Black, Asian and Minority Ethnic' (BAME) are commonly used in the UK.

These collective terms and associated acronyms are **considered problematic** because they:

- Put incredibly diverse racial, ethnic and cultural groups in one homogenous 'box'
- Reinforce racial inequality by maintaining the White identity as privileged
- Minoritise and subordinate groups, many of which are global majorities
- Are widely misunderstood

For example, **the overall pay gap between White and 'ethnic minority' groups is at its lowest level (2.3%) since 2012 (5.8%)**. Sounds like great progress? Well, there is variation for specific ethnic

groups. For example, **the largest pay gap (+16%) is between the White British group and the Pakistani group**. Whether an employee is born in the UK or not continues to be a key pay gap driver. CMI Race is tackling this problem of collective terminology head on. We will be looking at what needs to change, what the alternatives are, and what these look like in practice.

In the meantime, when thinking about what terms to use instead, start by thinking of:

1. Those who experience racism
2. Those who do not experience racism

You can then be more specific about the groups that can fall into each category, by learning from your conversations about race and racism with colleagues. Recognise that different groups and people will experience racism differently. To understand this properly requires close attention to numerical data alongside people's personal responses to surveys, forums, workshops or other methods of collecting feedback on lived experiences. Without analysing data, leaders and managers can be **oblivious** to problems in their organisations.

TOP TIP

For managers, it is important to recognise that categorising race, ethnicity or national identity for data analysis and reporting is **important but imperfect**. Understanding the **specific** ways that people in your team identify will help you better understand your organisation's reports and shape the terminology you use in conversations.

5 STEPS TO GETTING IT RIGHT

The language around race and ethnicity can be complex, but it is important not to fall into a trap of looking for an easy solution. Even if well-intended, suggesting that a person's experience is no different from the experience of people of other races is considered a **racial microaggression**.

1

KEEP UP

Keeping up with evolving terminology

2

BE SPECIFIC

Be as specific as possible and fully understand the terms you use

3

AVOID ACRONYMS

Avoid acronyms, especially referring to someone's identity as an acronym

4

DON'T GENERALISE

Avoid referring to groups as generalisations or as colours ("blacks" or "whites")

5

PEOPLE FIRST

Put the person or people first, recognising their individuality and preferences

“

Some individuals report that they have difficulty completing questionnaires which ask for their ethnic identity because they do not associate themselves with any of the categories or because they associate themselves with more than one category.

BEIS consultation on ethnicity pay reporting (p20)

- [Learn more](#) about the consultation and [CMI's response](#).

”

“

There has been a lack of data to evidence the issues. If you're uncomfortable talking about it and if there's no obvious data to tell you that there's a problem – you could actually believe there isn't one.

Chika Aghadiuno CMgr CCMI -

[Learn more](#).

”

“

Signal your availability to talk about difference, and make it possible for all employees to do the same. Actively call out biased behavior with a focus on learning and development, and encourage your team to do so.

Delivering Diversity -

[Learn more](#)

”



MICROAGGRESSIONS

“

Inclusive means not just having a diverse team but actually making sure everyone is allowed to contribute and be listened to.

Managers Voice Respondent

”

WHAT ARE MICROAGGRESSIONS?

MICROASSAULT

When a person behaves in a discriminatory manner without explicitly intending to be racist.

Examples include unnecessarily describing people by their race out of context, excluding people from different races when socialising or networking, or telling a joke that is racist.

MICROINSULT

When a person unintentionally and subtly communicates discriminatory racial messages.

These can be verbal or behavioural, and they are often intended to come across as complimentary.

MICROINVALIDATION

When a person undermines the realities of what members of racial groups experience.

Denying the reality of the discrimination that people who experience racism face is harmful.

Our recent research showed most managers are **confident** to call out racial microaggressions or offensive language used by their team members. This is important because **when left unaddressed, these comments and behaviours become permissible and normalised in organisational culture**. Better managers make it a point to intervene by challenging underlying biases and assumptions.

1 in 10

managers are **not confident** to do this. Confidence comes from **listening** and **learning**. It is the responsibility of managers to take ownership of their own personal development, but organisations should support this too.

21%

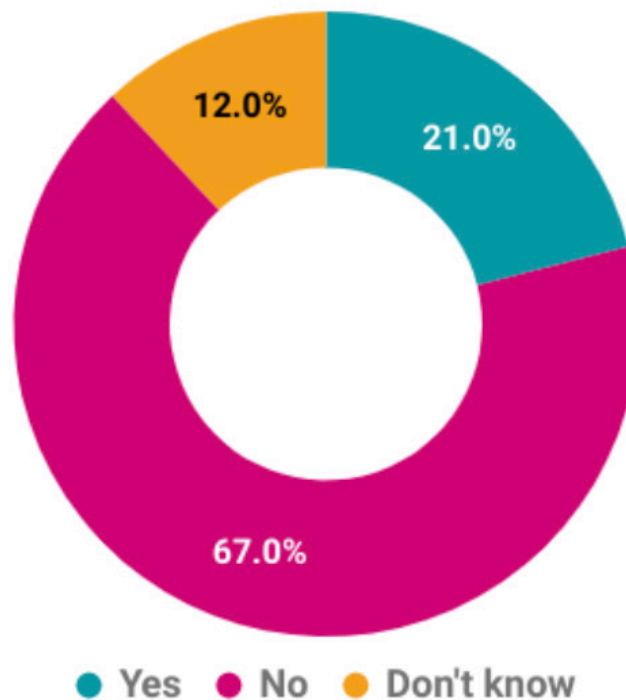
of managers from a diverse racial group said they had experienced a situation in the physical or virtual workplace that they would consider to be a racial microaggression **within the last 6 months**, and a further **12%** didn't know if they had.

“

When only **two in three** managers from diverse racial groups can categorically say they have not experienced a racial microaggression at work during this summer of shocks, it shows the enormity of the issue we must face up to, and end.

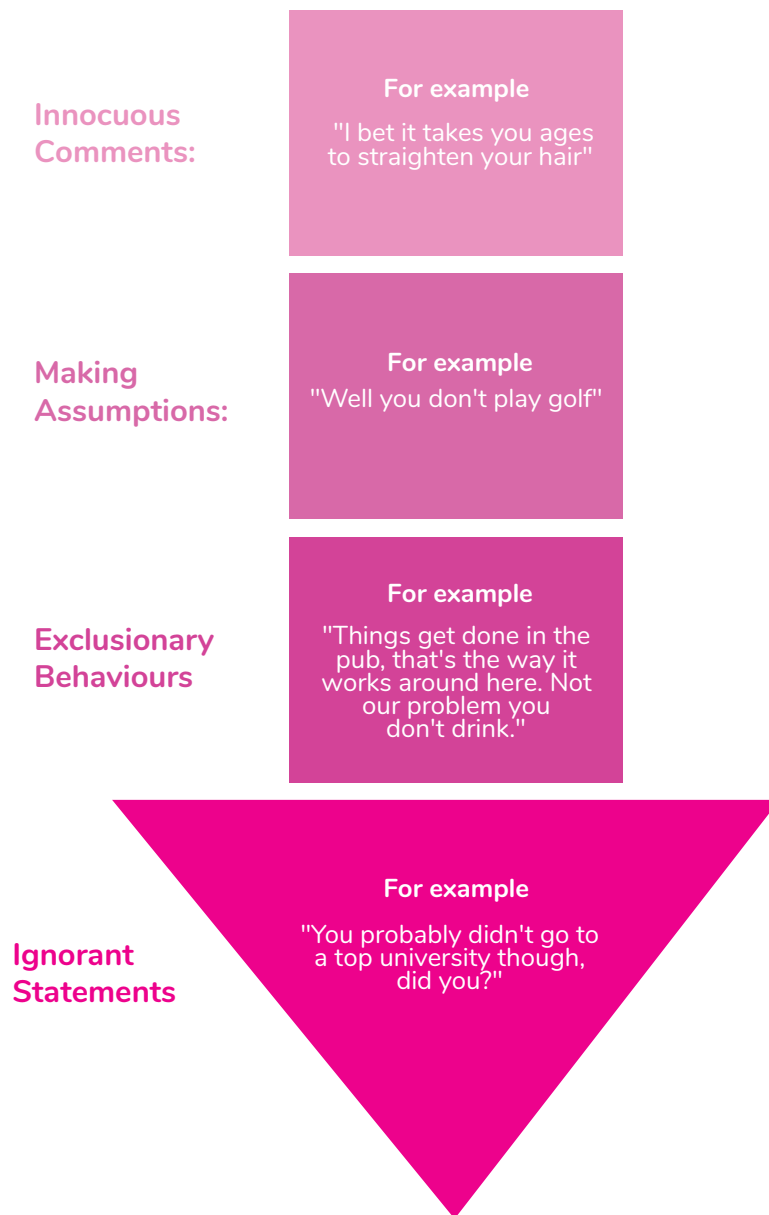
Ann Francke OBE,
Chief Executive, CMI

”



Reported microaggressions experienced by diverse racial group managers at the workplace in the last six months

STAY ALERT TO DIFFERENT TYPES OF MICRO AGGRESSION



“ We were hoping to have a conversation about the different ways systemic racism impacts on colleagues from diverse ethnic groups. Very early in the meeting a White senior leader expressed that, as a woman, she had been well supported and had never encountered barriers to progression, so she thought the organisation was very fair. Needless to say, **this invalidated the experiences of people from different races** and as she was so senior, no-one wanted to open up and share their experiences after that. It ruined the whole thing but no-one really knew how to respond because of the position she held. ”

CMI Member

Dalton Leong CMgr CCMI, Chief Executive, The Children's Trust, CMI Race advisory committee member shares some examples of microaggressions from within his organisation.

A Black member of staff was sat in their team office listening to her colleagues discussing the Black Lives Matter protests.

There was clear hostility in the way their colleagues were saying things such as 'those people are so irresponsible' and 'all we ever hear about now is Black Lives Matter blah blah blah' when she was sat next to them. She took no action because she didn't know how to challenge it, and didn't want to 'play into a stereotype' by raising the fact it made her uncomfortable and was worried it would cause tension in the team.

A member of our EDI Working Group was sat in a room when their colleague commented "the training this morning was good" which the person then implied was surprising because 'the facilitator was Asian.' A Working Group member said "it's so hard to constantly challenge this kind of thing, it drains me. You don't always want to have to be the one who 'makes a fuss' and tries to explain it as the only non-White person in the room. Usually I don't, and instead I go home and say 'you won't believe what I heard today.' "

A White British member of the EDI Working Group said that whenever she raised examples of microaggressions linked to race and ethnicity that she had witnessed or overheard, she was told by management that 'a note will be made' and then nothing would ever happen. She was frequently told that it was her responsibility to find a way to educate those making the comments. She feels like she has now been identified as a 'trouble maker' for highlighting when inappropriate comments are made, and that she is often met with impatience and flippancy.

Dalton says it was challenging but essential for him to hear these examples of microaggressions from people in his organisation. He was able to understand the scale of the issues and has responded by working with staff to clarify the process for reporting similar incidents, and arranging diversity training for managers. He praised colleagues for sharing and reminded all staff that speaking up was absolutely the right thing to do. Dalton has delivered significant organisational, cultural and performance transformation at The Children's Trust - but believes that learning is a lifelong journey and he remains on that journey.

[Read more about Dalton.](#)



TIPS FOR MANAGERS ENCOUNTERING MICROAGGRESSIONS

Dr Jummy Okoya FCMI, Senior Lecturer and Wellbeing Psychologist, University of East London, CMI Women committee member and CMI Race advisor, **says:**

RESPOND

Decide whether to respond immediately, or later, but **do not avoid it**. Responding immediately gives the advantage of addressing the issue and explaining the impact of the incident while it is still fresh. Immediacy is a key factor in correcting bad behaviour.

DISCERN

Determine the importance of the issue and the relationship you have with the aggressor.

DISARM

Be prepared to disarm the person who committed it, make them aware how what they said or did made you feel or could make others feel, and **be ready to have the conversation** even if they get defensive.

DEFINE

Seek further clarification of their statement or action by challenging the aggressor and asking probing questions such as: ***How do you mean that?*** This allows individuals an opportunity to **reflect** on what has happened and gives you an opportunity to assess intent.

“

Policies don't create an inclusive culture, people do - so people of influence must set the example for others to follow, starting at the top. Fairness is a requirement of good leadership so any form of discrimination contradicts this and should see the leader removed.

Managers Voice Respondent

”



LEARN FROM THE GENDER AGENDA

Tamara Box CMgr CCMi Managing Partner, Europe & Middle East, Reed Smith LLP and CMI Race advisory committee member **says:**

All microaggressions - even the unintentional ones - are damaging. Constantly interrupting or speaking over a woman in a meeting is one example; even well-meaning 'nice guys' do this without realising the offense they are causing. In the US Vice-Presidential debate, **Kamala Harris called out this behaviour with a firm but respectful, 'Mr Vice-President, I'm speaking.'** Women around the world would do well to emulate this approach in asserting our right to be heard.

I like to use a humorous or witty reply to call out a microaggression.

Recently a letter came to me from a recruiter describing a candidate as 'ambitious (in a good way).' I responded, 'Is there any other way?' It seems that the word 'ambitious' is generally seen as pejorative when applied to a woman but not to a man...

It seems that some people need to be reminded that women exist.

After Andy Murray's win at the 2016 Rio Olympics, a BBC commentator congratulated him on being the first person to ever win two gold medals in tennis. Andy replied, 'I think Venus and Serena have won about four each.' In 2017, Murray was asked about Sam Querrey being 'the first American player to reach the semi-final of a Slam since 2009,' to which Andy quickly interjected, 'MALE player.' Similarly, just recently when Novak Djokovic described his rivalry with Rafa Nadal as 'the biggest head-to-head ever in the history of the sport', Chris Evert tweeted, 'Well, true... in men's tennis... @Martina and I played 80 times...'. **Calling it out works!**

LEARN MORE: **CMI Insight:** [Understanding and Overcoming Microaggressions](#)
CMI Insight: [Toxic Team Cultures and How to Improve Them](#)



BUILDING SUPPORT

“

Don't just play lip service to inclusion by having a “working group”. Have the difficult conversations, and ensure everyone can challenge unacceptable behaviours, in safety.

Managers Voice Respondent

”

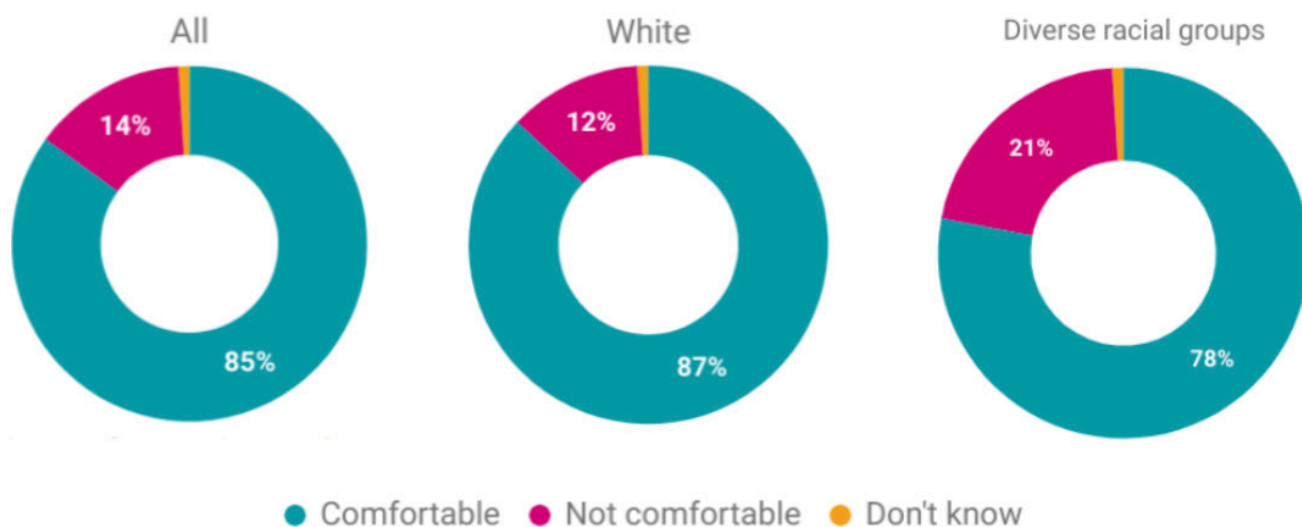
1 in 10

feel unsupported

CMI research shows that the majority of managers feel they have enough support to talk to their teams about race at work.

HOWEVER,

Managers from diverse racial groups are significantly more likely to say they do not have enough support to talk to their teams about race at work than White managers. Feeling unsupported and isolated is emotionally exhausting for people who experience racism.



Managers' attitudes on conversations about race with their team.

CREATING SAFE SPACES

Better managers and leaders should create a safe space for people to talk about the issues they're facing and the support that might be needed. Demonstrate empathy by recognising that the subject of race may invoke trauma for people, including managers, who experience racism. This can be helped by:

FACILITATING

the conversation in
small groups

PRAISING

those who listen
non-judgmentally to others

EXPLAINING

how diversity will help your
team and organisation be better
in every way

REASSURING

those who share their own
authentic experiences
that no one should fear negative
perception, backlash or ridicule

TOP TIP

Remember to lead with a human face - our core message to those managing and leading their teams through the global pandemic crisis. Understand that your colleagues may encounter experiences in their everyday lives that might impact on their wellbeing, performance or engagement.

CMI Insight: Creating psychological safe spaces and an inclusive culture

DEVELOPING NETWORKS

You can **team up** with managers in your own organisation by joining or starting a network. Build relationships with managers in other organisations by joining a network like CMI Race. As a manager you have the power to encourage relationships and facilitate bonding by developing systems; like scheduling regular inclusive social events in your own team and between teams. Try to talk beyond organisational issues and register your commitment to wider society to get a better understanding of what matters to your team.

“ The Army BAME network has been a really effective measure in closing some of the gaps in diversity and inclusion. ”

Managers Voice Respondent



“

Professor Nic Beech, Vice Chancellor, Middlesex University, said the most impactful action he had personally taken to promote race equality at work was **reverse mentoring**.

Having the willingness as a leader to listen and use reverse mentoring to see things from the eyes of the people who have really lived the experience. That really brings things to life.

To encourage race conversations, managers and leaders should create “magic moments in meetings where people feel safe to share their lived experience in a free-flowing and authentic manner, such that people don’t mind deviating from the meeting agenda.”

CMI Insight: **Me, Myself, and My Mentor: A how-to guide for beginners**

”

JOIN THE CMI RACE COMMUNITY

There are a range of options to include everyone.

All of our community will be kept updated with the **CMI Race** conversation and ways to get involved.

ENGAGING WORKS

As a manager, you can proactively provide specific support for people to develop larger, more diverse networks. Having talked to your team about what matters to them, consider using this as a base for better internal and external engagement, for example:

- **Organising**
team volunteering days or learning lunches
- **Arranging**
talks by external speakers or organisations on themes identified
- **Engaging**
with charities or community groups on specific issues
- **Seeking**
opportunities to work on joint projects with different organisations
- **Providing**
opportunities to attend interesting external or internal events
- **Encouraging**
participation and representation in company communication content
- **Looking for ways**
that people might **gain new perspectives** to share with the team, for example internal and external secondment opportunities - or job shadowing



“ In a world where there are not as many potential opportunities to step up to the next level, the really smart organisations have been looking at lateral moves. Assignments that give people stretch, the ability to really shine and ability to acquire new skills. Looking at secondments out into diverse organisations where people can learn a new skillset. ”

Pavita Cooper CMgr CCMI, CMI Race Chair, [learn more.](#)



“ Secondments are a great way for people to gain new experiences between teams and organisations. I have completed secondments between teams in the same organisation and between organisations, learning a lot about different ways of working. Most importantly, I met and worked closely with a lot of new people, gaining fresh perspectives and new friends. ”

Matt Jayes, CMI Strategic Networks and Partnerships Manager, [learn more.](#)

WORKING TOGETHER

Our research showed that senior leaders in organisations can do more overall, with small and medium size enterprises (SME) behind large organisations, and the private sector behind the public sector. We want to support managers in organisations of all sizes and sectors to make their every action count. Our experts say this is best achieved by **sharing knowledge** to create a **collaborative advantage**.

.....

Case Study: Senior Leaders and Network Champions



“ D&I needs to be promoted from the top down, with endorsement from the Board, so that it can become embedded in the culture and not just something that is seen as a box ticking exercise. ”

Natalie Bowkett, Senior Engineering Manager, Mace

The Mace Ethnic Diversity Inclusion Network (EDIN) was founded in early 2019 and is run by a Steering Committee of employees from different grades, locations and racial backgrounds. EDIN, like all our Networks, has a Group Board Sponsor. We have found that having visible endorsement at a senior level is hugely important in terms of promoting visibility of networks and creating a culture of inclusion.

In the past year, the network has amassed more than 220 members across the business. It has fostered continuous internal and external engagement, with networking sessions between colleagues to mark key awareness days, collaborating with our client base and on-going social media campaigns. We have found that it's not just important to celebrate key events,

but to continually promote ethnic inclusion and engage with staff and the external community via a range of media; intranet, social media, posters, toolbox talks, safety moments and more.

EDIN, along with all the Mace Networks, has worked closely with our Inclusion Manager and HR Director to drive the revision of the Mace Inclusion Strategy, review policies and improve recruitment and retention of staff.

Promotion and awareness formed the first step and we are now looking at lasting change through education and training for managers and teams, and support with career progression to close the ethnicity pay gap. Mace is an equal opportunities employer, which is embedded in our recruitment policy.

The new inclusion strategy looks at how to robustly capture data, monitor KPI's and examine progress. However, we want to ensure this is not just a box ticking activity but is translated into real changes to the lives of employees.

Challenges faced when creating a racially and ethnically diverse organisation

Encouraging more **active** allies, particularly from senior management levels. Whilst most people support D&I, encouraging them to be a part of one or more of the employee networks can be difficult. A select few 'get' the vision, but it's reaching the many who perhaps don't get involved because it does not personally affect them, so may not see the value.

Establishing a budget for network activities. We are fortunate in that we have internal resources in place i.e. D&I Manager, HR, Media Team, Talent and Development Team etc, so its about finding a way to utilise these as best we can.

It is also important to ensure that all protected characteristics (race, gender identity, sexual orientation, disability etc) are given equal importance and support, despite the barriers and issues affecting individuals being different. Cross collaboration and intersectionality are areas we are looking to focus on.

All networks are run by passionate staff, on top of their day jobs, so finding the right balance can be difficult, particularly for staff with already large workloads. Mace does allow all staff one paid volunteer day per year, so this does assist with time commitments.

Establishing clear governance and remits of HR, employee networks and other key functions is important, to ensure areas

such as recruitment, retention, career progression etc. are continually improved upon. Having clear key performance indicators (KPI's) as outlined in the new Inclusion Strategy will facilitate this.

RESULTS

- Fostered continuous engagement with staff through internal networking events and engaging with community through external events
- Developed a more inclusive culture through engaging all stakeholders and creating an inclusion strategy.

KEY TAKEAWAYS

- Having active, visible allies at all levels of the organisations helps to embed D&I
- Senior leaders sponsoring staff networks promotes visibility and development of inclusive culture. **Effective allyship is contingent on staff training which creates lasting change.**



ALLYSHIP

“

Allyship is actively championing the causes of people that are discriminated against or treated unfairly. Allies challenge their own behaviour and that of others.

CMI Race advisory committee member

”

RACE CHAMPION REETU KANSAL ON MAKING AN IMPACT

We asked race champion **Reetu Kansal** **CMgr FCMI, Senior Project Manager, University of London and CMI Race committee member** to share her insights.

What are the main issues you are faced with as a leader seeking to create an anti-racist organisation?

“Committing **time** and **resources** to the race agenda alongside business as usual when people are already working in a high pressure environment such as now.

To counter this, I continue to **reinforce the importance of being an anti-racist organisation**. To get everyone on board, the agenda needs to be developed with buy-in and input from senior leadership as well as other colleagues in the organisation.”

What are the most impactful actions you have personally taken to promote race equality at work?

“I co-founded the University of London’s first Race Equality Group. I also Chair the Race Equality Group Steering Committee, which worked with management and staff at the University to identify an action

plan around recruitment, training and appraisals.

I have engaged the staff in constructive dialogue through Town Hall type forums. All with an interest in race equality are welcome to attend. It has very healthy senior leadership representation and gives a voice to the changes staff would most like to see.

I think most significantly perhaps, I have written the Allyship Toolkit for the University. It is so simple and implementable, with three steps: stop, start and continue.”

“**Understand what White privilege is to appreciate the unequal playing field.**”



Reetu's simple toolkit to enable managers to build their own strategy and practice, and to embed allyship in their professional and personal environments.

STOP - START - CONTINUE

THREE THINGS TO STOP DOING:

1. Stop being a bystander when you hear a stereotype, inappropriate joke or derogatory term.
2. Stop thinking that your actions will not make a difference. Every effort and **every action matters**, even more so at individual levels.
3. Stop being afraid to speak up because you are afraid you might get the words wrong. It is important to be part of the conversation and rather be corrected. Be prepared to be uncomfortable and to **learn each time**.

THREE THINGS TO START DOING:

1. **Learn** more about racial inequality, to be able to empathise with the issues. Use books, podcasts and mentoring (reciprocal and reverse) to gain authentic insights. The very act of researching resources will be a rewarding first step.
2. Understand what White privilege is to appreciate the unequal playing field. Embrace any discomfort, guilt and embarrassment that may initially rise.
3. Use **positive language** and be vocal about your intent as an ally. Be present with the person, and understand what inspires and motivates the people around you. Perceptions of the same scenario can vary from person to person, depending on their background, personal experiences and values.

THREE THINGS TO CONTINUE DOING:

“Reinforce the importance of being an anti-racist organisation”

1. **Listen** to your colleagues and team, and embed an appreciation of racial inequalities, intersectionality and White privilege.
2. Champion racial equality beyond major national and international events. Develop a long-term strategy to continue to build on initiatives in motion.
3. Review progress, by factoring in the composition of your team and measuring staff satisfaction. **Actively address issues.**



RAISE AWARENESS, KNOWLEDGE & SKILLS

“

It is our collective responsibility to listen, learn, educate, and take action. To be active allies, to never be bystanders against any act of exclusion.

Pavita Cooper, CMI Race Chair

”

MOVING FORWARD

In 2017 we said it was time to break the silence on race at work and that remains the case for those leaders and managers who have not. For those who have, it is time to move the dial from conversations to measurable actions.

Better managers and leaders must turn up the dial for change even higher and use the shock of 2020 to truly unlock our organisations for all, for good.

Our research highlighted specific training on equality, diversity and inclusion as a key requirement for managers:

- Nearly one in four managers said that diversity training was not yet in place.
- Nearly half of managers working in small and medium enterprises (SMEs) reported that diversity training was not in place - significantly more than managers in large organisations.
- Managers in the public sector and third sector were significantly more likely to report diversity training was in place than managers in the private sector.
- Just over 1 in 10 managers in the public sector reported that diversity training was not yet in place.

1 in 4

managers said that diversity training was not yet in place

< 1 in 2

managers working in SMEs reported diversity training was in place

> 1 in 3

managers from private sector organisations said that diversity training was not yet in place

> 1 in 10

managers in the public sector reported that diversity training was not yet in place



We must design and deliver awareness, education and continuous learning in a way that is **accessible to everybody that is scalable across the firm**, because most of the learning products that organisations create or deliver are not scalable and not accessible to the entire firm. Make a genuine commitment that continuous learning is part of the journey that individuals in the organisation need to go on to become an anti-racist individual, then **apply their skills or the knowledge they have gained to help the organisation move the dial on race**.

Zaheer Ahmad MBE, Head of Strategic Delivery, Diversity & Inclusiveness, EY (UK&I) and CMI Race advisory committee member



NEXT STEPS

“ For me as a manager to be able to effectively champion the organisation as being an inclusive one... it needs to be seen that actual action will be taken to include staff from all backgrounds. Inclusion in **training, appointments and opportunities for further development**, including opportunities provided to **middle managers**. ”

Managers Voice Respondent

CMI QUALIFICATIONS

Our mission is to increase the number and **standard** of professionally qualified managers. We champion professional development for people to drive change on equality, diversity and inclusion in their organisations.

Find out more about our supporting qualifications

- [Managing Equality, Diversity & Inclusion \(Level 5\)](#)
- [Strategic Approaches to Equality, Diversity & Inclusion \(Level 7\)](#)

“

It was really useful to go through the steps to develop an EDI plan that could be used for the business. It encouraged me to think about unknown aspects and develop new ideas, for example creating a library of EDI resources for staff. The business has EDI policies on recruitment and discrimination, but these are things in the background. I have written to the MD to encourage her to create more opportunities for learning about this topic. I'm going to push for EDI training opportunities.

Toby Townsend, Data analyst, British Beet Research Organisation

”

CMI BITESIZE

Our research revealed that the move to remote working is allowing more people to undertake diversity and inclusion training than before. To support employers and our partners meet this opportunity, we have launched a digital CMI Bitesize programme on Equality, Diversity & Inclusion covering:

- Legal and organisational approaches
- Roles and responsibilities of a manager
- How to develop and implement plans and reports

Employers and partners can **get in touch** to discuss delivering CMI Bitesize programmes.

“

The content in the Bitesize programme is engaging and in-depth, yet it's simple to follow, which is great.

**Logan Watt CMgr MCMI,
Project Manager, Fraser Watt Enterprises**

”

We hope this guide has provided you with examples of how better managers and leaders are discussing and confronting racial injustice in their workplaces. Please share widely - we have produced this guide for the benefit of all managers. Managers Voice responses and the data presented in this report come primarily from CMI research conducted in September and a full report on these findings is forthcoming in 2020.

If you would like to receive regular support and guidance on the major issues facing managers and leaders:

Join the CMI Race Community

There are a range of options to include everyone.

All of our community will be kept updated with the **CMI Race** conversation and ways to get involved.

Take a stand.
Be anti-racist.
Be vocal.

Ann Francke OBE
Chief Executive, CMI



ALLY

An “ally” is an individual who actively speaks out and stands up for a person or group that is discriminated against or treated unfairly; they challenge themselves, their own behaviours and the behaviours of people around them.

ADVOCATE or CHAMPION

A person who publicly supports or recommends a particular cause or policy.

BIAS

Biases are associations made by individuals in the unconscious state of mind. Racial bias can cause people to unknowingly act in discriminatory ways.

- **CMI Insight:** [How to Eradicate Unconscious Bias at Work](#)
- **CMI Women Blueprint for Balance resource:** [Unconscious bias 3 minute animation](#)

BULLYING

Unsolicited, repeated aggressiveness that causes psychological or physical harm, and creates a psychological power imbalance between people.

- **CMI Insight:** [Dealing with bullying at work](#)

BYSTANDER

A person who sees something happening which may be serious or minor, one-time or repeated, but the bystander knows what is happening is wrong. An active bystander takes steps to positively influence the [situation](#).

CODE-SWITCHING

Behavioural adjustment used by diverse ethnic groups to successfully navigate interracial interactions at work or in society.

- **CMI Insight:** [Five ways to create an anti-racist workplace](#)

DIRECT DISCRIMINATION

This is where a person is treated worse than someone else because of a protected characteristic, such as race. Direct discrimination can include when someone thinks you have that protected characteristic or when you are connected to someone with that protected characteristic.

- **EHRC:** [What is direct and indirect discrimination?](#)

DIVERSITY

Diversity refers to the recognition and embracing of differences between people and the ways in which those differences can contribute to a richer, creative, and more productive working environment in an empowering way.

- **CMI Insight:** [Chaotic change, accelerating diversity, and listening with our hearts](#)

EQUALITY, EQUITY, INEQUALITY AND JUSTICE

Equality - providing resources and opportunities evenly (EHRC: [Understanding Equality](#)).

Equity - customised resources and assistance that address unfair access to opportunities.

Inequality - unequal access to resources

and opportunities.

Justice - fixing systems to offer equal access to resources and opportunities.

- **Tech x Business x Design:** Design in tech report 2019 - [A visual summary](#)
- **CMI Blog:** [How to fight inequality – and why that fight needs you](#)

HARASSMENT

Unwelcomed and hostile behaviour that is as a result of an individual or group's membership in a protected class.

- **CMI Insight:** [Do you have a respect problem?](#)
- [CMI Policy on Prevention of Harassment \(Including Sexual Harassment\) and Bullying](#)

INCLUSION

Mutual change towards a new culture, not one group changing to be included in the culture of another group.

- **CMI Insight:** [How to create a truly inclusive organisation](#)

INDIRECT DISCRIMINATION

Indirect discrimination happens when there is a policy that applies in the same way for everybody but disadvantages a group of people who share a protected characteristic, and you are disadvantaged as part of this group.

- **EHRC:** [What is direct and indirect discrimination?](#)

INTERSECTIONALITY

Describes how race, class, gender, and other individual characteristics “intersect” with one another and overlap.

- **CMI Insight:** [Diversity - How the FTSE 100 is Doing](#)

INSTITUTIONAL RACISM

A form of racism that exists in organisations which results in unequal access to resources, power and opportunity in a way that disadvantages ethnic diverse groups.

- **CMI Insight:** [4 Signs That Racism May Be an Issue in Your Workplace](#)

PREJUDICE

Prejudice is based on stereotypes and stems from pre-judging other people's characteristics which can include habits, customs, clothes, ways of speaking, values and many others.

- **CMI Insight:** [How to settle workplace disputes: a legal mediator's take](#)

PRIVILEGE

Refers to the benefits available to a group of people because of their identity or membership in a social group this can be due to your race, gender, sexual orientation, ability, religion, wealth or class. Privilege influences power distribution unfairly.

- **CMI Insight:** [Rethinking boardrooms - how to build a next gen-board](#)

STEREOTYPES

Stereotypes are beliefs or expectations that a person has a whole range of characteristics and abilities that we assume all members of that group have.

- **CMI Blog:** [Taking Up Space - A Black Girl's Manifesto and University Guide](#)

VIRTUE SIGNALING

Feigning support for an issue just to look good publicly.

The CMI Race Advisory Committee

Pavita Cooper CMgr CCMI, Chair CMI Race and Founder,
More Difference

Zaheer Ahmad MBE, Head of Strategic Delivery -
Diversity & Inclusiveness - EY (UK&I)

Professor Nic Beech CMgr CCMI, VC, Middlesex University

Delroy Beverley CMgr CCMI, Chair CMI NEYH, Managing Director,
York Teaching Hospital NHS Partnership

Simon Blake OBE CMgr CCMI, CEO, Mental Health First Aid England

Tamara Box CMgr CCMI, Managing Partner, EME
and global board member, Reed Smith LLP

Donna Catley, Chief People Officer, Compass Group

Aquilla Cozzella, Delivery Director and Chair,
Diversity and Inclusion Board, Corndel

Matt Elliott CMgr CCMI, Chief People Officer, Bank of Ireland

Jan Gooding, Non-Executive Chair of Given and PAMCo,
President of the Market Research Society

Reetu Kansal CMgr FCMI, Diversity and Inclusion Lead on the CMI
London Board and Senior Project Manager, University of London

Dr Daljit Kaur CMgr FCMI, Assistant Professor, Coventry University

Dalton Leong CMgr CCMI, CEO, The Children's Trust

Dr Heather Melville OBE CMgr CCMI, Chair CMI Women and Director
and head of client experience, PwC UK

Anisa Missaghi, Global Head of Corporate Affairs
and Communications, pladis

Manisha Mistry CMgr MCMI, Head of Digital Culture,
R2 Data Labs, Rolls Royce

Cindy Rampersaud CMgr CCMI, Senior Vice President,
BTEC and Apprenticeships, Pearson

Chartered Management Institute (CMI)

The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector.

In fact, CMI has more than **90,000** people training to be better managers right now.

Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade.

Practical insight on critical issues for a **140,000** plus membership community and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

For more information, please visit www.managers.org.uk
Chartered Management Institute on LinkedIn, Facebook, Twitter and Instagram.



Twitter: @cmi_managers



Facebook: facebook.com/bettermanagers



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Instagram: @cmi_managers



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