

DECODING INCLUSION

THE GREY AREA SURVEY RESULTS

PREPARED BY

HIRA ALI

Co-Founder The Grey Area

AND

CHERRON INKO-TARIAH MBE

Co-Founder The Grey Area

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ABOUT

Organisations are increasingly trying to find solutions to diversity and inclusion challenges by opting for black or white solutions and that's where THE GREY AREA comes in! A solution which is not entirely black or white but a combination of both. What we are trying to establish is that achieving inclusion is not simple. Many forces are at play and hence, the answer cannot be either/or. If you are trying to be more inclusive then perhaps it's about time you step into THE GREY AREA.

The phrase GREY AREA itself indicates an ill-defined area. We may know something exists but we can't exactly pinpoint what it is. It's always there and doesn't go away and we often mistakenly try to work around it or try to avoid it. We at the GREY AREA aim to redefine and reconfigure balance of power in an organisation by giving a voice to diverse racial groups and hearing from them as to what exactly it is that they need in order to progress. We designed two sets of surveys, the primary purpose of which is to capture the working experience of these diverse racial groups working in the public and private sector. We also surveyed the white ethnic group and collected their feedback.

The GREY AREA Team wishes to support employees and employers walking through the GREY AREA by asking those rather difficult questions so that they can understand and realize what inclusion means to them. We wish to help Managers re-frame their thought process by helping them recognize this grey area exists - we can't ignore it so we might as well dive in, find out what's going on and dispel the myths and ambiguity. Could the Grey Area hold some of the solutions to truly embracing inclusion?



**GENUINELY
RECOGNISING
ETHNICITIES
YOUR VOICE MATTERS!**

www.thegreyarea.uk/surveys
Info@thegreyarea.uk
[@TGAIInclusion](https://twitter.com/TGAIInclusion)
[#decodinginclusion](https://twitter.com/decodinginclusion)

MEET THE TEAM

PEOPLE BEHIND THE BRAND



HIRA ALI



CHERRON INKO-TARIAH MBE

Hira Ali and **Cherron Inko-Tariah MBE** and are two ethnic minority women with a major focus on empowering people stuck in what is often called the 'messy middle' or sticky floors. They met four years ago at a mentoring workshop and since then have shared many common interests and passions. They are both authors, trainers, coaches and passionate about inclusion. Hira Ali, in her book: *Her Way To The Top*, surveyed 300 women across the globe on the challenges holding them back in their career. This survey revealed a combination of internal AND external challenges derailing women. During her survey and book research Hira found an overlap in the challenges faced by people from marginalized groups.

While working in their respective fields, both women discovered something; capturing the experiences of Black and Brown people as well as White Ethnic groups is a bit of a Grey Area and they wished to test this further.

Employees are often left feeling isolated and invisible - something Cherron (author of *The Incredible Power of Staff Networks*) has found in her work with employee networks. As one of the UK's leaders on networks, Cherron works with different groups to help them find their voice and be influential in the organisation.

THE STORY BEHIND OUR LOGO

Our logo has been carefully designed keeping several aspects in mind:

- The circles represent human beings and the wide spectrum of colours reflect the wide varieties of skin colours present at any workplace.
- The circles are all of the same size and have been placed uniformly in a horizontal line which shows equity at workplace that organisations must strive for.
- Each circle is an individual identity on its own. Yet the circles intersect which means that all human beings irrespective of their background and colour share some similarities and by focusing on similarities, we can perhaps find a solution to inclusion.
- In between the extreme left which is black and extreme right which is white are shades of grey and this depicts the grey area which we want to focus on/highlight.
- There are total of 9 circles, 9 being an odd number and an 'odd' number was purposely chosen to reflect the supposed oddity/stereotype of certain backgrounds.
- The pattern of circles and their placement also indicates a code of some sort which can lead to decoding inclusion.



OUR PURPOSE

Why are we doing this?

Because we want to see change in the workplace in our lifetime! We want to help decode inclusion and foster healthier work environments where anyone can progress should they choose to.

What will we do with the information?

Analyse the results and present the findings to create awareness of the challenges faced by diverse racial groups.

What is the way forward?

The survey for 2020 is now closed and results compiled in this report. We will be further conducting organisation/team specific surveys on demand so that individuals and their organisations can benefit with solutions customized for their unique needs and challenges. An action plan will be devised to address the issues highlighted in our research and an effective follow-up plan will be put in place.

OUR ALLIES

"WE ARE REALLY THANKFUL TO ORGANISATIONS THAT SUPPORTED OUR SURVEY AND ENABLED US TO EXPAND OUR REACH BY SHARING THE SURVEY LINKS IN THEIR MEDIA PUBLICATIONS, NEWSLETTERS, LIVE SHOWS."



OUR SURVEY METHODOLOGY

SURVEY LAUNCHED IN SEPTEMBER 2019



The Grey Area survey launched in 2019 during National Inclusion Week aims to capture the workplace experiences of Blacks, Asians, Minority Ethnics working in the public & private sector. The survey collected information based on a variety of demographics i.e. ethnicity, age, gender, socioeconomic background, number of years in UK, Management Level, sector and language. These, along with other questions, sought opinions on various aspects impacting their progression and overall experience.

We conducted two different surveys targeting two main groups:

1. Black, Asian, Minority Ethnics respondents
2. White respondents

Since we did not have access to a huge database of contacts, our main medium of communication for reaching out to people was newsletters, LinkedIn, Twitter and word of mouth. The objective behind these two surveys was to compare lived experiences & perceptions between the two sets of respondents and highlight differences/ discrepancies if any. The survey was left open for a year and participants were encouraged to share feedback and since it was anonymous, many respondents candidly shared their feedback via the comments section.

We shared the results in a webinar attended by leading D&I representatives earlier this summer. The feedback was great. We had an honest and open conversation around inclusion and we are very thankful to all the participants for their enthusiastic feedback and participation.

OUR KEY FINDINGS

OVER 225 PEOPLE RESPONDED

THERE WERE MARKED DIFFERENCES IN THE LIVED WORK EXPERIENCE AS WELL AS PERCEPTION OF BLACKS, ASIAN, MINORITY ETHNIC RESPONDENTS VERSUS THAT OF WHITE RESPONDENTS

CONSCIOUS/UNCONSCIOUS BIAS

More than 50% of respondents have experienced unconscious or conscious bias at work. Many others suffer from impostor syndrome, stereotype threat, shadeism, minority stress, lack of confidence and self-esteem, perfectionism, fear of vulnerability, fear of failure, tokenism bias, accent bias, and other limiting mindsets.

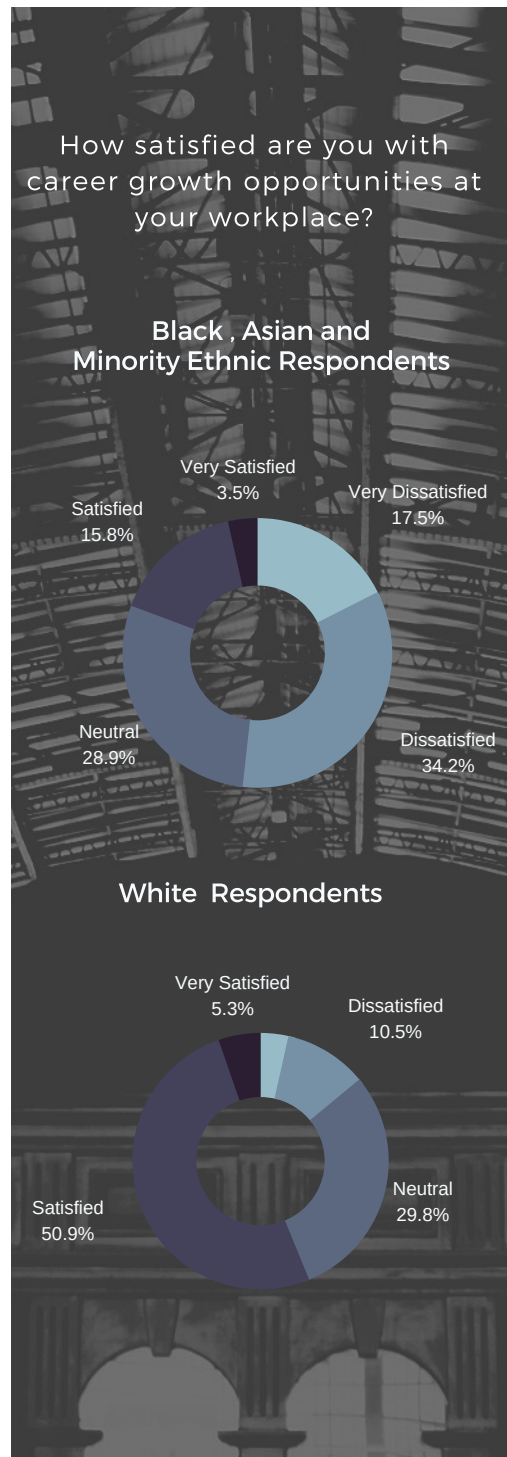
COMMUNICATING GRIEVANCES

More than 50% of the Black, Asian Minority ethnic respondents did not believe that they had adequate avenues to communicate workplace challenges and barriers or those that did offer these avenue were seen to be merely tick box options.

FACTORS ENABLING PROGRESS

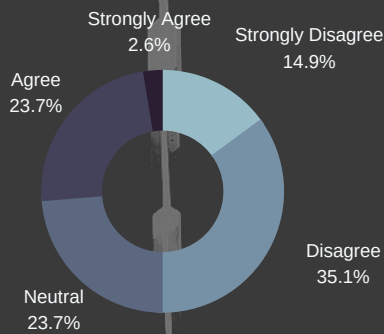
Top 3 factors that enabled ethnic progress as shared by Black, Asians & minority ethnic respondents were **resilience, confidence & self-belief and, positive attitude** whereas top 3 factors as per white ethnic respondents were **talent, hard work & supportive Managers**.

When asked what could help ethnic minorities progress, white respondents believed **unconscious bias training and role models/mentors** would help the most whereas ethnics ranked **role models and increased opportunities to interact with Senior Management** as most beneficial enablers for progression.

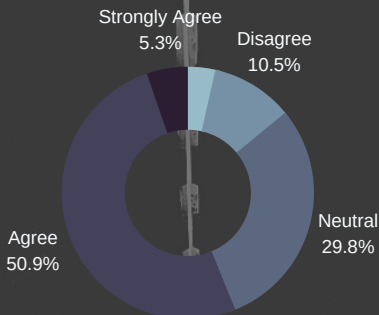


If you wanted to, would you say that you have the opportunities to get to a senior level in your organisation?

Black, Asian and Minority Ethnic Respondents



White Respondents



Have you ever been made to feel uncomfortable because of your hair or head covering, your beard or anything that is part of your ethnicity or faith?

Black, Asian and Minority Ethnic Respondents



White Respondents



GETTING TO THE SENIOR LEVEL

50% of Black, Asians and Minority Ethnic respondents either disagreed or strongly disagreed with the statement that they had opportunities to get to a senior level in their organisation. In contrast, only 12.5% of white respondents either disagreed or strongly disagree with this belief for their own progression.

MISSING PROMOTIONS/ PAY RAISES

43.3% of white respondents were aware/ knew of discrimination against colleagues of color who missed out on key opportunities owing to ethnic backgrounds.

61.2% Blacks, Asians, Minority ethnic respondents felt that their ethnic background had a role to play in missing out a pay raise, promotion, key assignment or chance to get ahead.

MICRO AGGRESSIONS

46.5% of Black, Asians, minority ethnic respondents have been made to feel uncomfortable because of their hair or head covering, their beard or anything that is part of their ethnicity or faith. 37.3% whites confirmed they knew ethnics who were made uncomfortable for same reasons. Only Black, Asian and minority ethnic respondents cited micro-aggressions as an external challenge.

CAREER PROGRESSION SATISFACTION

56.2% of White respondents were satisfied or very satisfied with their career progression at workplace whereas only 19.3% Black, Asians & Ethnic Minority respondents were satisfied or very satisfied with their career progression.

FACTORS IMPEDING CAREER SUCCESS

Top 3 factors holding back ethnics as per the white respondents was **unconscious bias, lack of confidence & self-esteem** and **lack of Line Manager support** whereas ethnics believed that the top factors holding them back was **unconscious bias, micro aggressions and conscious bias**.

BLACK, BROWN, ETHNIC MINORITIES

SURVEY RESULTS

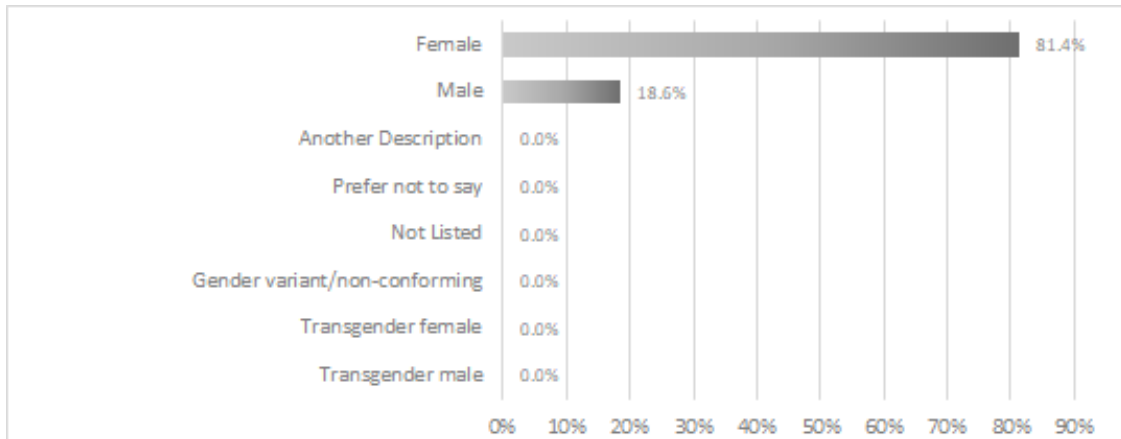
Majority of the survey respondents were females between the ages of 35-54, had English as their first language, belonged to African, Caribbean descent, (44%) were Indians and Pakistanis (29%), earning between £30,000-£70,000, Majority also had a Masters or Bachelors degree, considered themselves to be middle class, belonged to the public sector, working at Mid-level position and were in the UK for more than 15 years or all their life.

Top factors enabling their progress included resilience, confidence & self belief, positive attitude, making themselves heard and interpersonal Skills. Majority disagreed or strongly disagreed that they has opportunities to progress to a senior level. Most were dissatisfied or very dissatisfied with career progression at work. Majority also felt that their ethnic background has played a role in missing out on a pay rise, promotion, key assignment, or chance to get ahead.

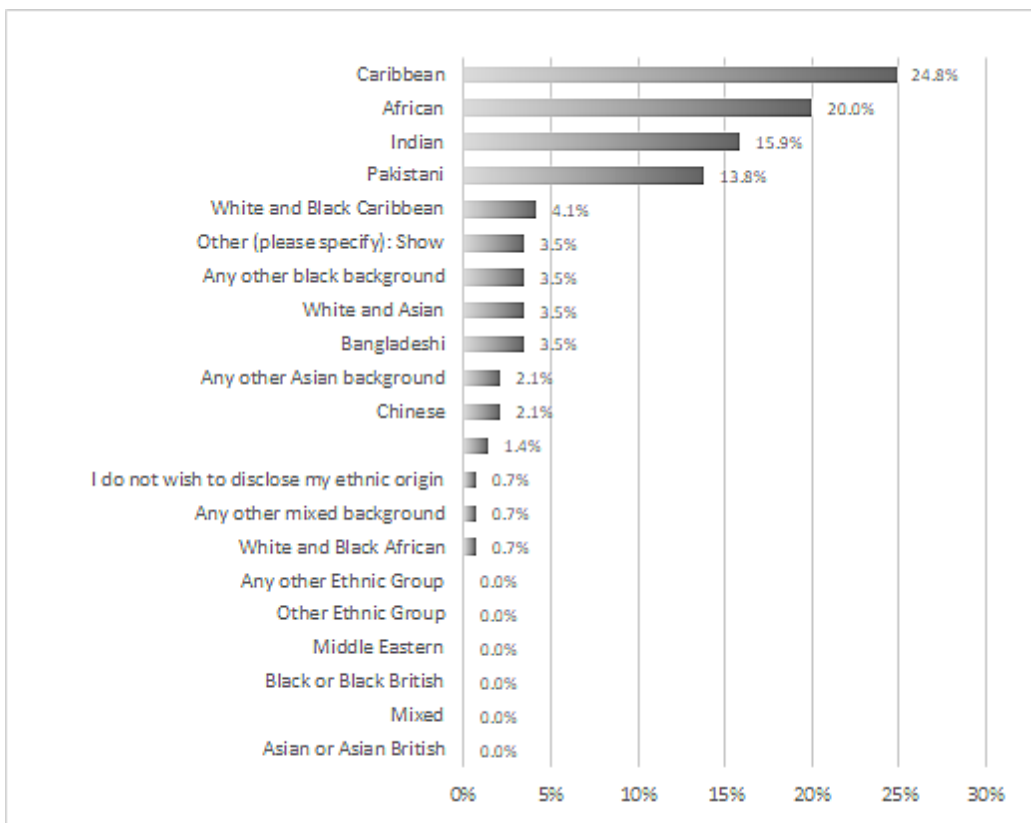
Nearly 50% of the respondents were ever made to feel comfortable owing to anything that is part of their ethnicity or faith. Majority were part of a network/ERG and ranked conscious bias, unconscious bias, micro aggressions, lack of manager support and lack of confidence and self-esteem to be top factors impeding progress. Majority also felt that their company did not provide opportunities to communicate barriers holding them back and avenues that did exist were seen to be unhelpful, superficial and merely tick box options. Role models, sponsors, reverse mentoring, Confidence and leadership trainings were ranked highest in terms of progress enablers.

**A TOTAL OF 145
PEOPLE FROM THE
PUBLIC & PRIVATE
SECTOR
RESPONDED.**

TO WHICH GENDER DO YOU MOST IDENTIFY?

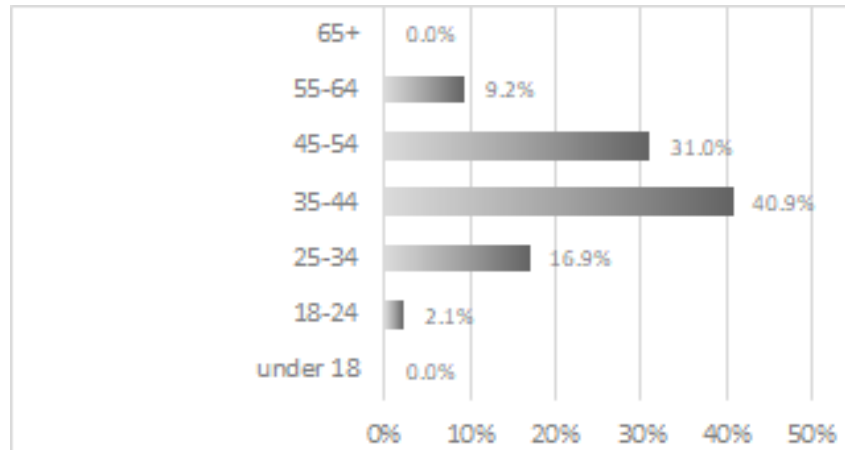


WHAT RACE/ETHNICITY BEST DESCRIBES YOU?

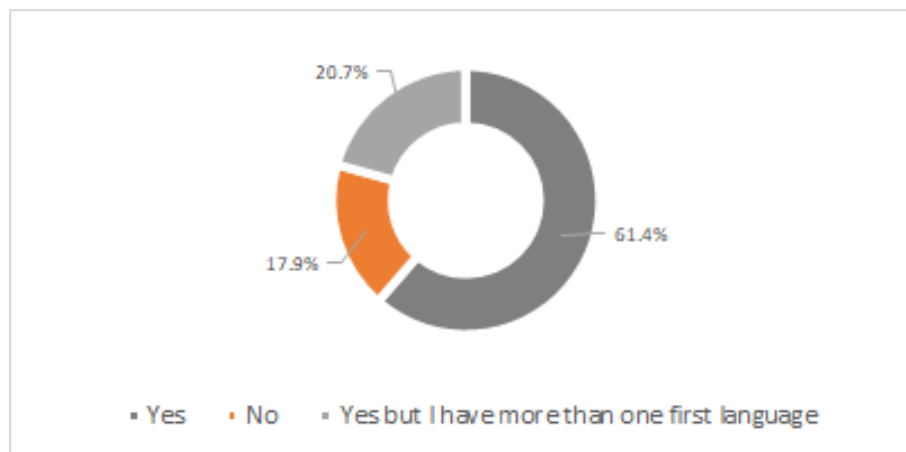


Other:
 "European & East Asian"
 "Kiwi-gujurati-Indian"
 "Hispanic-Latino"
 "Filipino"

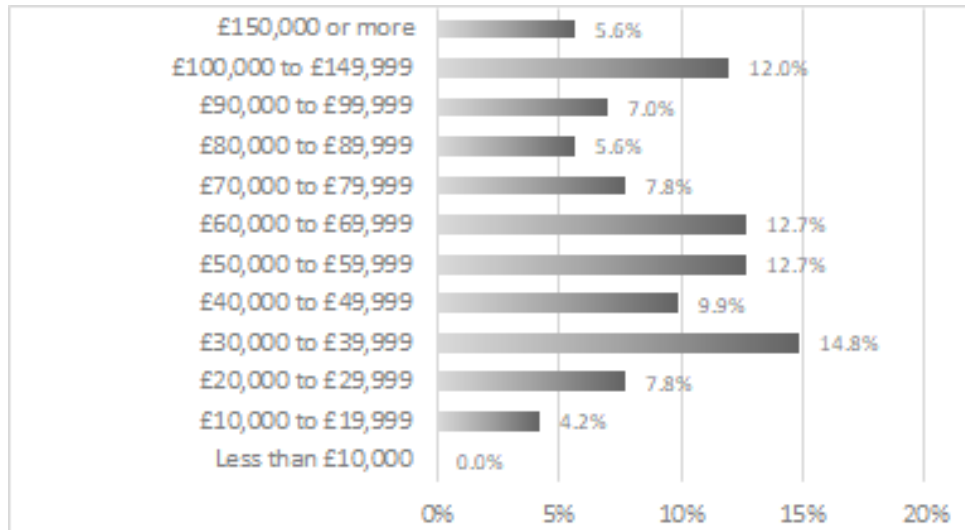
WHAT IS YOUR AGE BRACKET?



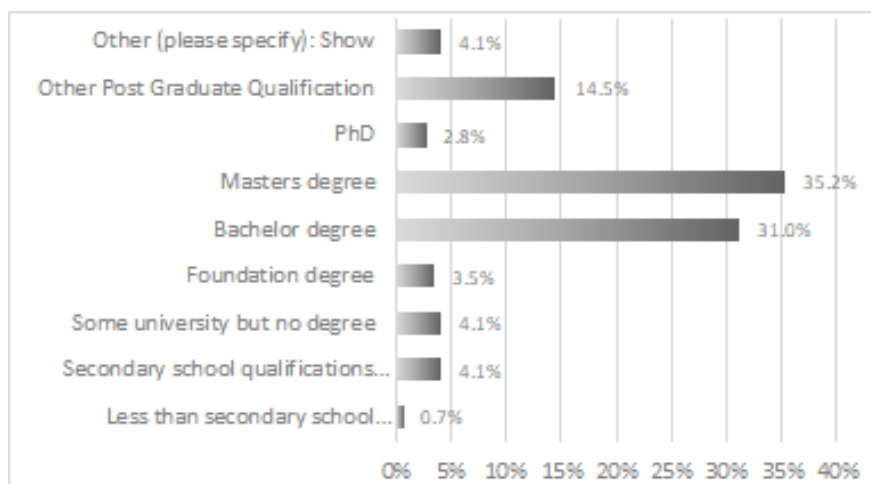
IS ENGLISH YOUR FIRST LANGUAGE?



WHAT IS YOUR ANNUAL HOUSEHOLD INCOME?



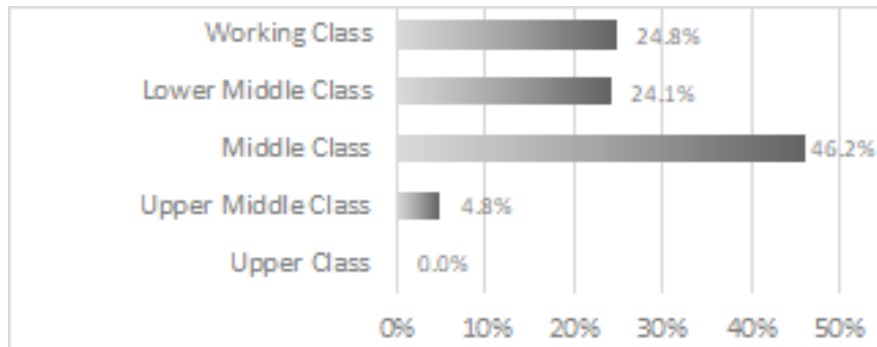
WHAT IS YOUR QUALIFICATION?



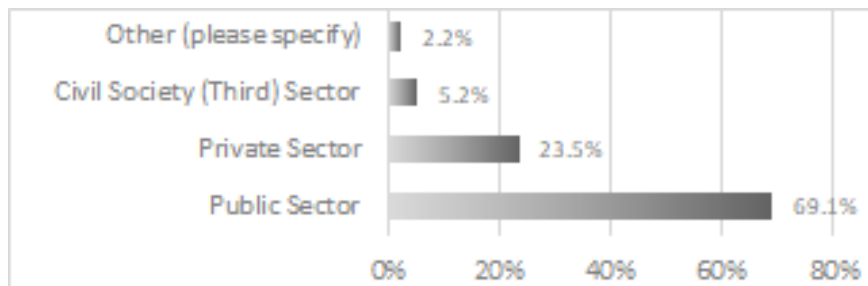
Other:

- "Barrister in law"
- "ACCA"
- "CFA"
- "A- Level"
- "Chartership"
- "NVQ level 3"

HOW WOULD YOU BEST DESCRIBE YOUR SOCIAL MOBILITY/CLASS?



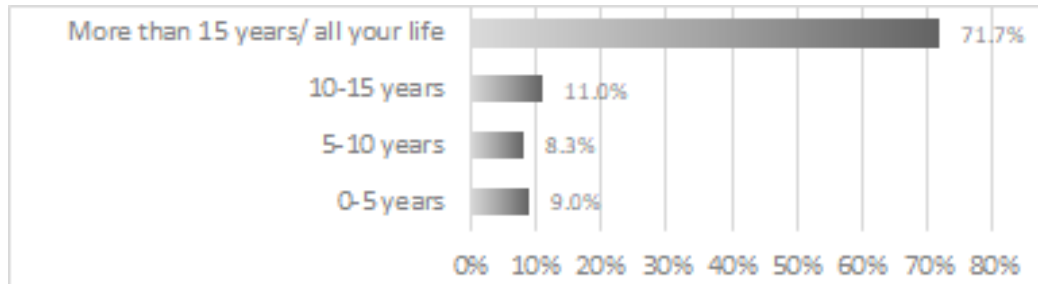
WHERE DO YOU WORK/HAVE WORKED?



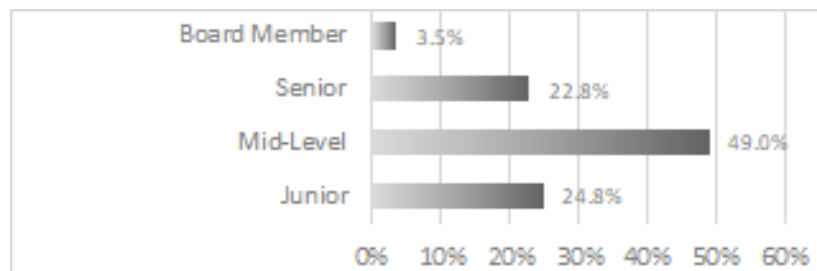
Other :

- "Public and private."
- "Housing Charity."
- "Higher Education (University)"

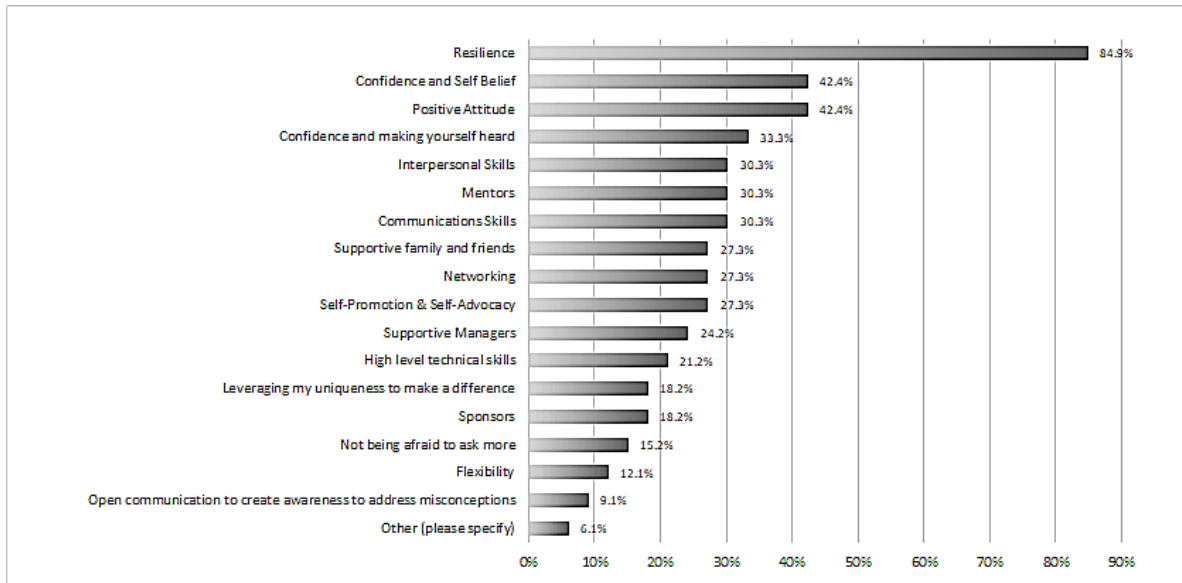
HOW LONG HAVE YOU BEEN WORKING IN THE UK?



WHAT IS YOUR LEVEL IN THE ORGANISATION?



CHOOSE THE TOP 5 FACTORS THAT HAVE ENABLED YOUR PROGRESS THUS FAR?



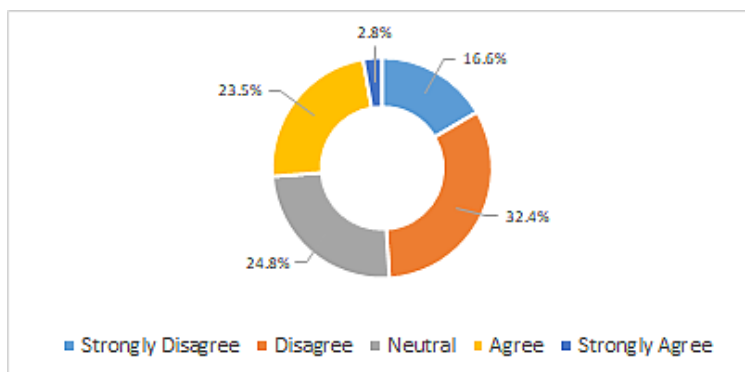
Other:

"Hard work."
"Prayer."

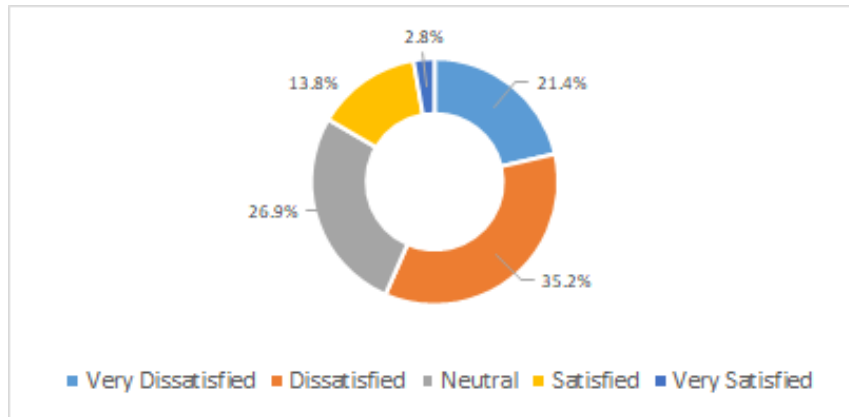
Comments:

"Navigation of the organisation's culture played a huge part and understanding what the business really valued. My clients also ensured their voice was heard. Hardest thing was seeing how they rallied around their own and if you wanted to make things happen you had to work really hard to find allies."

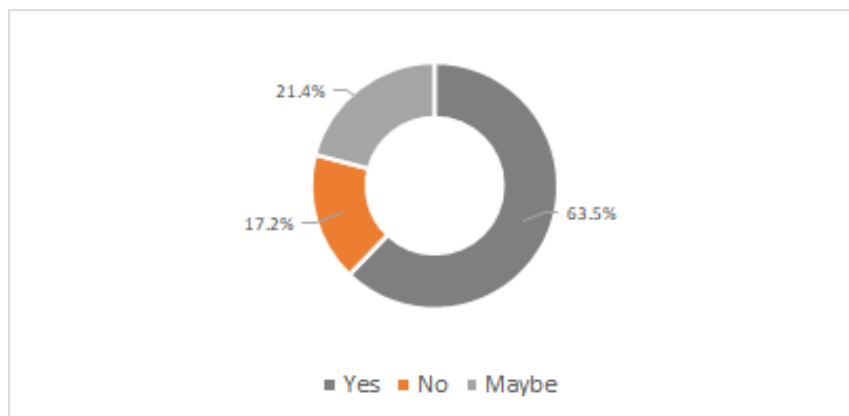
DO YOU HAVE THE OPPORTUNITIES TO GET TO A SENIOR LEVEL IN YOUR ORGANISATION?



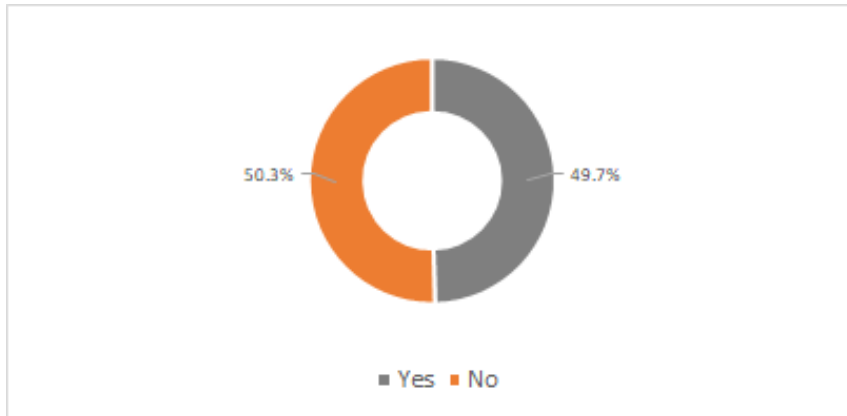
HOW SATISFIED ARE YOU WITH CAREER GROWTH OPPORTUNITIES AT YOUR WORKPLACE?



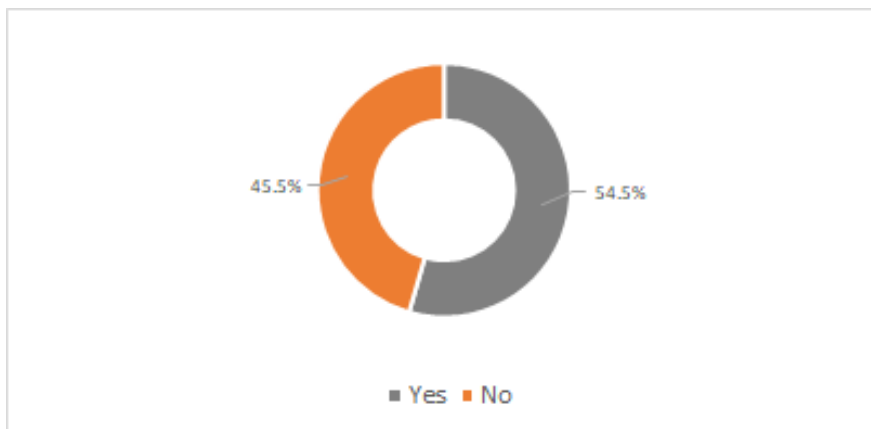
HAS YOUR ETHNIC BACKGROUND PLAYED A ROLE IN YOU MISSING OUT ON PAY RISE, PROMOTION, KEY ASSIGNMENT, OR CHANCE TO GET AHEAD?



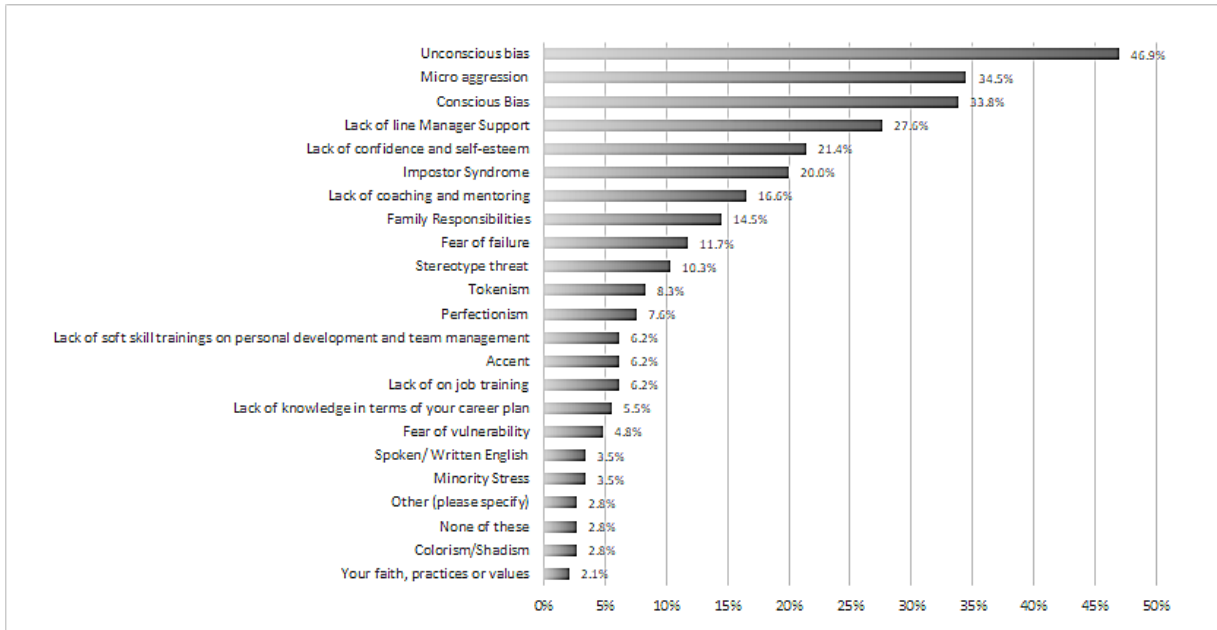
HAVE YOU EVER MADE TO FEEL UNCOMFORTABLE BECAUSE OF ANYTHING THAT IS PART OF YOUR ETHNICITY OR FAITH?



ARE YOU PART OF ANY EMPLOYEE NETWORK/EMPLOYER RESOURCE GROUP?



WHICH OF THESE HAVE AFFECTED YOUR CAREER SUCCESS?



Other :

- "Career break."
- "Lack of sponsorship."
- "Sexual orientation."
- "Lack of opportunities."

RESPONDENTS' COMMENTS ON THIS QUESTION

"These are a combination of issues that have arisen throughout my career as a whole rather than a range occurring at this time."

"I work in a highly competitive environment. I am a secretary and that role is restrictive even in its simplest form. I chose this role as I had children and this was well paid for role and not too demanding. I am now studying for a Masters as my children are getting older and I may be considered for more senior roles that become available."

RESPONDENTS' COMMENTS CONTINUED ...

"My organisation is into mentoring but simply cannot conceive of sponsorship for anyone in an I represented group with exception for those of a similar class. We have to move beyond mentoring. Sponsorship isn't a substitute for personal application but it is difficult to rise without a sponsor particularly if other senior gatekeepers simply do not and cannot see your leadership potential."

"Previous employment."

"I feel my organisation have a lot of D&I policy in place but do think it is not rippling down to mid-level management and some people pay lot of lip service in general to tick the boxes."

"Not knowing the corporate culture I was operating in and lack of sponsors."

"There is little opportunity to progress within this organisation due to the tight, nepotistic, hierarchical structure. Although the board are speaking the language of diversity, inclusion and equality of opportunity, this does not translate to the daily experience."

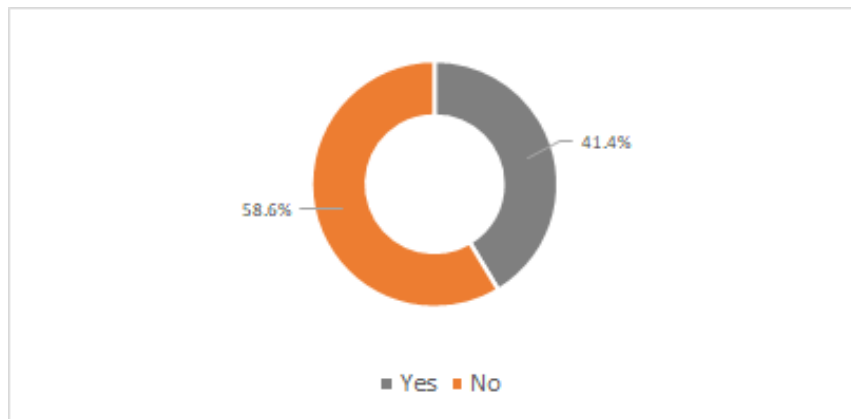
"I work in a sector throughout my career where there are plenty of ethnic minorities but we are all at the bottom, not getting same opportunities as the minority white people who are always at the top."

"Greatest barrier has been others deciding they won't let you go further even if you have the skills and setting the bar for top performance so high for you as an ethnic person that your ability to succeed is slim. Acting like you don't deserve your success and highlighting 'you are not one of us!'"

"Lack of success at internal job interviews with poor feedback that provides no help with how to improve so stand a chance next time."

"I was unaware of all these factors at first, i just worked hard, did great work and expected i would get ahead until I saw less experienced and skilled white colleagues leap frog over me, and i was repeatedly overlooked, repeatedly bullied and sidelined, underpaid in relations to my skills/ expertise/ achievements. That's when i woke up and smelled the coffee and educated myself about systemic racism and barriers to progression. I have been on 3 different mentoring and leadership programmes for women and BAME, i have been a high achiever in every respect, but i have been stuck on the same grade for 14 years. If i was allowed to, i would tick about 10 of the above that have impacted on my career."

DOES THE COMPANY PROVIDE OPPORTUNITIES TO COMMUNICATE THE BARRIERS HOLDING YOU BACK?



RESPONDENTS COMMENTS ON THIS QUESTION

"Yes and no. A range of training including diversity awareness for all staff is available. However, issues such as unconscious bias is not recognized and therefore not dealt with."

"Even if they did I would not feel comfortable. There are diversity programs but I would be reluctant to join unless I was in a senior role."

"Not in a meaningful way. Every year we have the same "merry go round" - there's a staff survey. The results show staff report discrimination, bullying harassment. There is a staff engagement group and action plan, statements of outrage and wanting to stamp the issues out and then the next survey shows the same thing again and we do the same thing again. When will our leaders take responsibility for culture and climate and I'd like to see someone in my organisation who is willing and able to hear about the experiences of BAME staff, sit with the discomfort of that and actively seek/create solutions. I am fed up of talking about what is happening only to be met with some statement designed to minimise my distress. Don't tell me "We've come a long way, things aren't as bad as they used to be..." instead of listening to what I'm telling you about the situation now. I am fed up of minimising my pain so you can feel OK."

"Previous company didn't. No interest at all."

"Through staff network."

RESPONDENTS' COMMENTS CONTINUED...

"In principle they show they do however with lip service we do not see authentic genuine attempt actions arising from this to improve the opportunities holding ethnic or BAME employees back".

"Technically yes as there is a diversity committee but can i relate to them? No. So would i feel comfortable going to them? No!"

"I always felt highlighting lack of confidence or self-esteem would be seen as a sign of weakness in a high powered job. There was never time to address such problems in a busy job."

"Yes and no. A range of training including diversity awareness for all staff is available. However, issues such as unconscious bias is not recognized and therefore not dealt with."

"1:2:1 with boss but not further."

"Now I am senior they do ."

"In the last year we have established a diversity and inclusion working group, which has helped black staff to speak up."

"Annual staff survey."

"There is an avoidance to address the barriers that exist and implement solutions such as progression /recruitment board recourse to appeal decisions/markings."

"Recent conversations are taking place."

"I think so, I just don't know what they are and if I feel comfortable bringing it up with the current HR team."

"However it is suggesting that it will enable conversations via the newly formed BAME network. As a nascent organisation it hasn't any traction at present, and it is unclear at what level voices will be heard or to what extent it will be taken seriously."

"...in theory."

"There is a staff group for BAME staff but I would be cautious of saying anything real."

"The annual review could be potentially useful but currently there is no 360 review."

"Consultations, staff networks"

"Strategies employed to change culture within the work space do not work, they are not sustainable, as bias & negativity is embedded within the sector I work."

"The Black Asian Minority and Ethnic network."

"The opportunities are there but are restrictive and anyone that accesses them are labelled as troublemakers."

RESPONDENTS' COMMENTS CONTINUED...

"Sometimes it depends on the situation."

"Yes, but it's just a tick box exercise."

"Well, in theory they champion, openness and transparency but don't practice it."

"Any attempt to discuss is viewed as you trying to grab attention, complain and an inability in you to just get on with it."

"Communication is implicitly discouraged."

"I have the platform as Diversity & Inclusion Lead and have recently secured a seat on SLT Advisory Board."

"During supervision, we touch briefly on them (we have done so more recently, especially since COVID-19- However, it would be nice to speak to a BAME person about any concerns, as I believe they would take it more seriously and truly understand my experience."

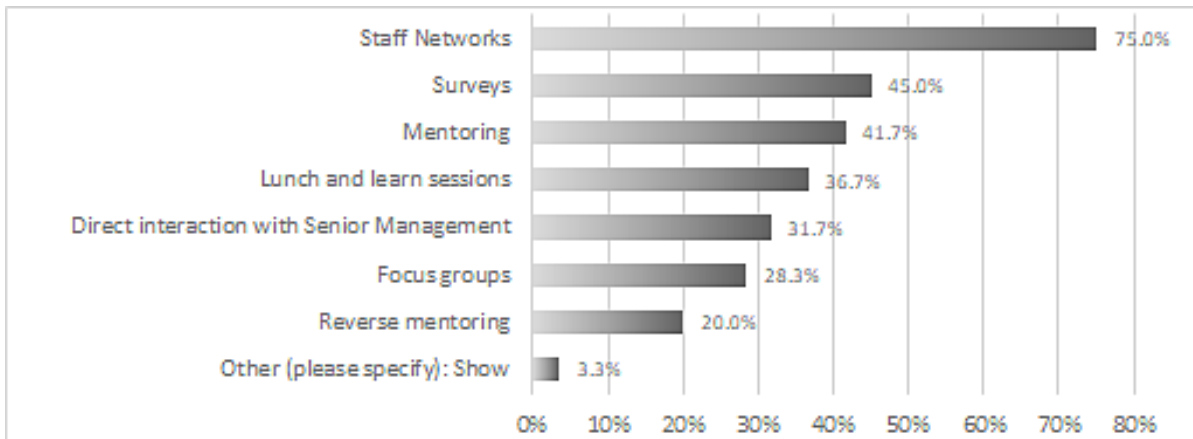
"They offered training for Business Grammar Skills"

"I am not convinced it's on paper and not convinced real actions are taken."

"My previous answer was throughout my career not just my present employer."

"Annual staff survey, no follow-up action or neutral/targeted (biased) follow-up actions."

WHAT KIND OF OPPORTUNITIES DOES THE COMPANY PROVIDE?



Other :

"Training and development."
 "Anonymous suggestion box."

Comments:

"Only just introducing mentoring and reverse mentoring and not rolled out yet."

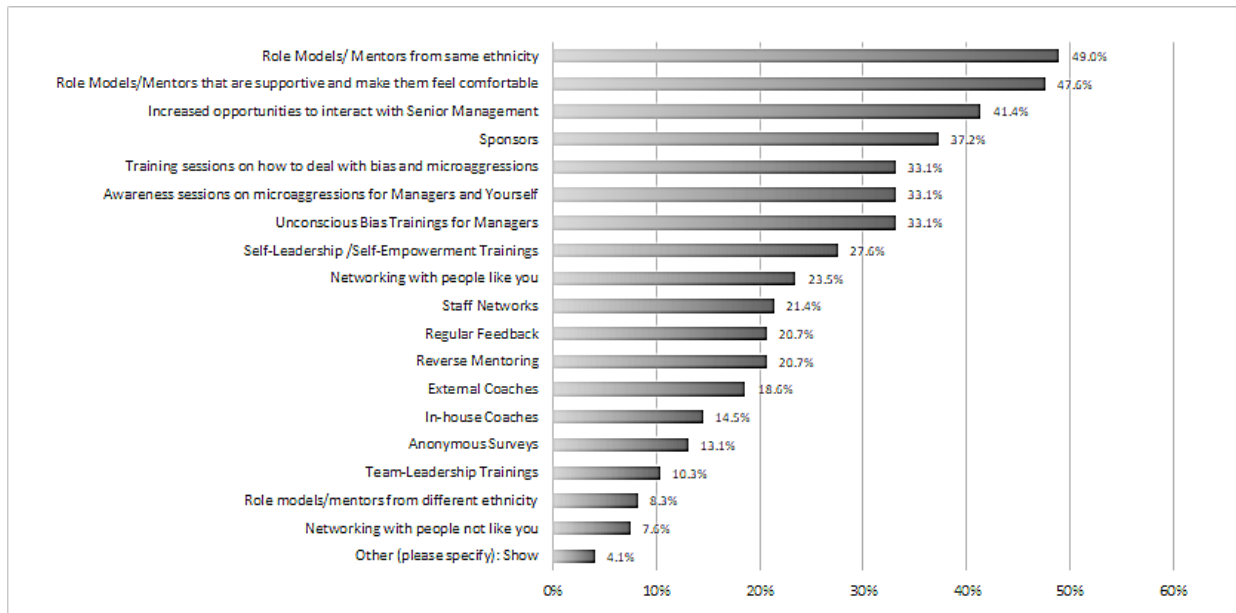
"These are relatively new. Something to do with getting on to a good employer list but I have been here for 5 years and it's only in the last year that these have appeared. The staff leaving has been phenomenal."

"Leadership development training, Coaching."

"I have brokered my own Reverse Mentoring with senior civil servant and am advocating this in my organisation."

"All these are available - to selected parties whose 'faces fit' - including 'model minorities'."

WHAT DO YOU THINK ARE THE TOP 5 SOLUTIONS THAT WILL ENABLE ETHNIC MINORITIES TO PROGRESS IN THEIR CAREER?



Other:

"Access to opportunities."

"Transparency in talent conversations within Senior Leadership Team."

"Recourse for appeal."

"Fair access to opportunities."

"Backing from the top of the organisation and accountability for departments & management that fail to funnel people up the career pipe-line."

RESPONDENTS' COMMENTS ON PREVIOUS QUESTION

"A general acknowledgement that bias is a hurdle for ethnic minorities would be a start."

"Appropriately resourced (full time staff AND budget) for representative & aligned Staff Networks as business critical entities is KEY!"

"Any BAME talent development opportunities are controlled by talent conversations I get little or no transparent feedback from. I do know there is another BAME woman in my Directorate; opportunities go to her. Not wrong, but how would I know. I do know it's unfortunate that I'm 'justifiably' denied opportunities as they're making us our competition."

"A collective cross government commitment to address the effects of white privilege and fragility."

"These roles models could be from a range of ethnic minority backgrounds; both the same and different."

"Clearly there are many approaches, but in our organisation where BAME staff have attended more courses and show more appetite for advancement than their non-BAME counterparts, mentors, sponsors and non-biased senior management are likely to make the greatest difference."

"I'm going to be starting external coaching sessions and it makes me more free to say what I need to, whereas my friend is starting in house coaching and she needs to be more constraint what she says about her team dynamics."

"There is something in being given high profile assignments which actually goes beyond just interacting with Senior Management as they get to see you perform. Role of external coaches is to provide a safe place to share your challenges and get feedback but note they can have bias too."

"If the heads of these companies do not put money & real resources behind any of these initiatives- they will fail from the starting block. (It also requires full backing from the top of the organisation and accountability for departments & management that fail to funnel people up the career pipe-line.)"

WHITE ETHNIC RESPONDENTS

SURVEY RESULTS

Majority of the survey respondents were females between the ages of 35-54, had English as their first language, were British including Welsh and Scottish, earning between £40,000-£90,000, had a Masters or Bachelors degree, considered themselves to be middle class, belonged to the public sector, working at Mid-level position and and were in the UK all their life. Majority also had ethnic colleagues in their team.

According to them, top factors enabling ethnic progress included talent, hard work, supportive managers, confidence & self-belief & resilience.

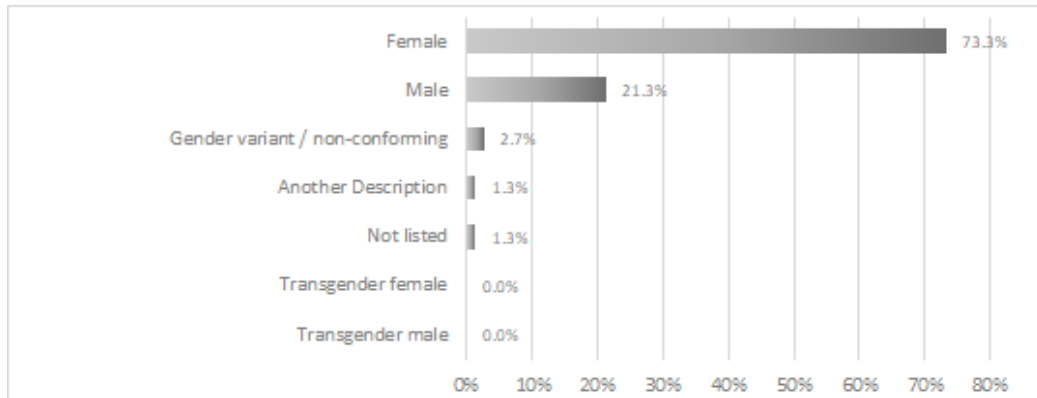
Most were satisfied with career progression at work. Majority also believed that someone's ethnic background does play a role in missing out on a pay rise, promotion, key assignment, or chance to get ahead.

Most were never made to feel comfortable owing to anything that is part of their ethnicity or faith but 37% of respondents were aware of other ethnics who were made to feel uncomfortable. Majority were part of a network/ERG and ranked unconscious bias, lack of confidence & self-esteem, lack of Line Manager support, family responsibilities & conscious bias to be top factors impeding ethnic progress. Majority felt that their company provided opportunities to communicate the barriers holding ethnics back though many expressed mistrust in the system especially in terms of gender bias.

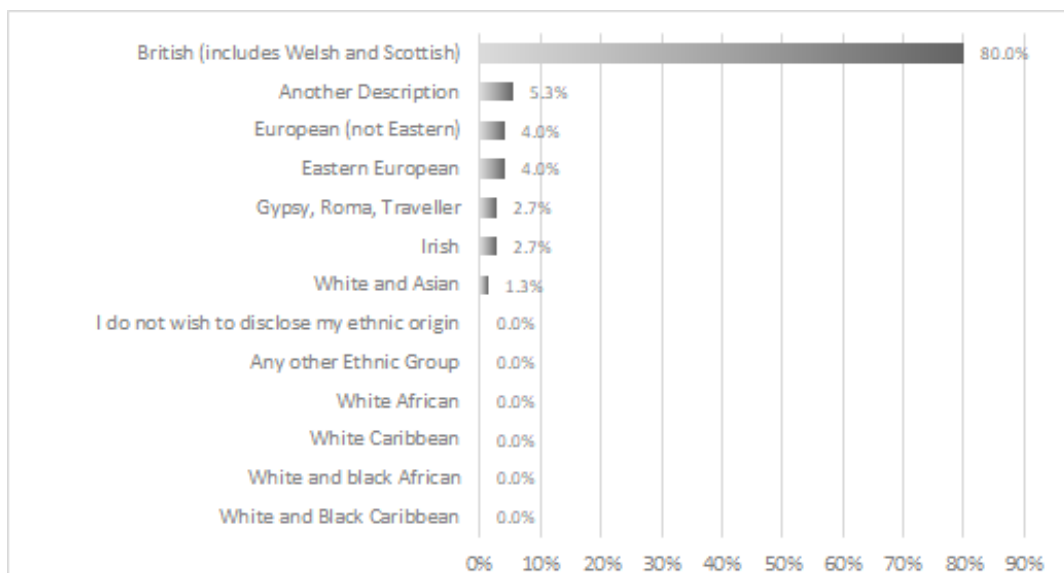
Unconscious bias training for Managers, role models/mentors, staff networks & Training sessions on how to deal with bias and micro aggressions were ranked highest in terms of progress enablers by this group.

**A TOTAL OF 75
PEOPLE FROM THE
PUBLIC & PRIVATE
SECTOR
RESPONDED.**

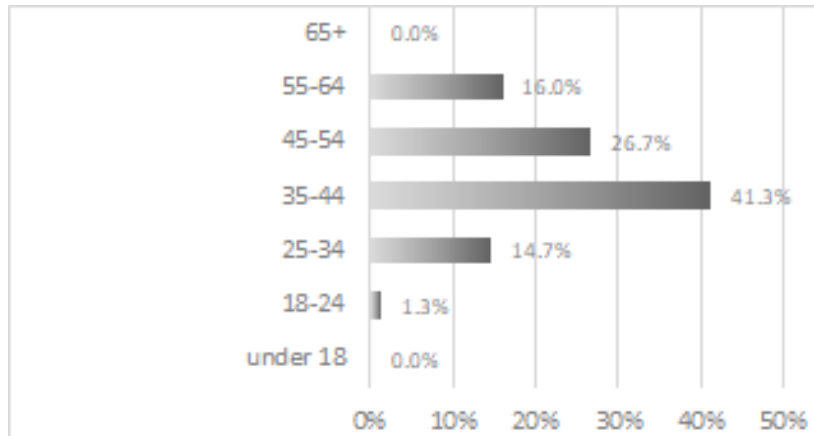
TO WHICH GENDER DO YOU MOST IDENTIFY?



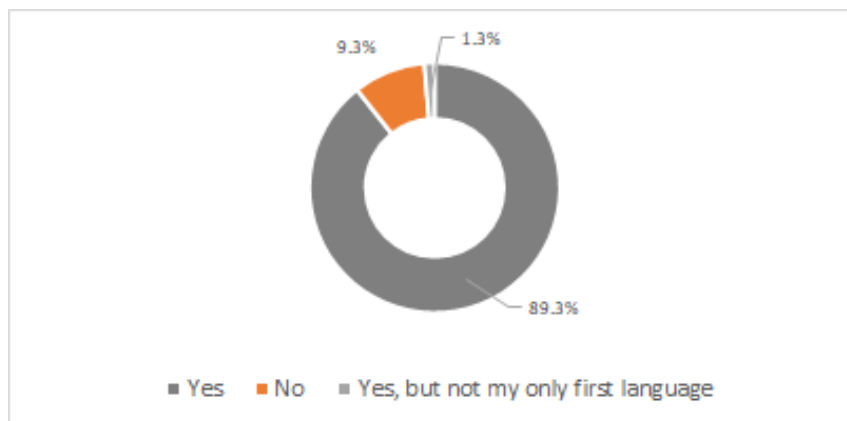
WHAT RACE/ETHNICITY BEST DESCRIBES YOU?



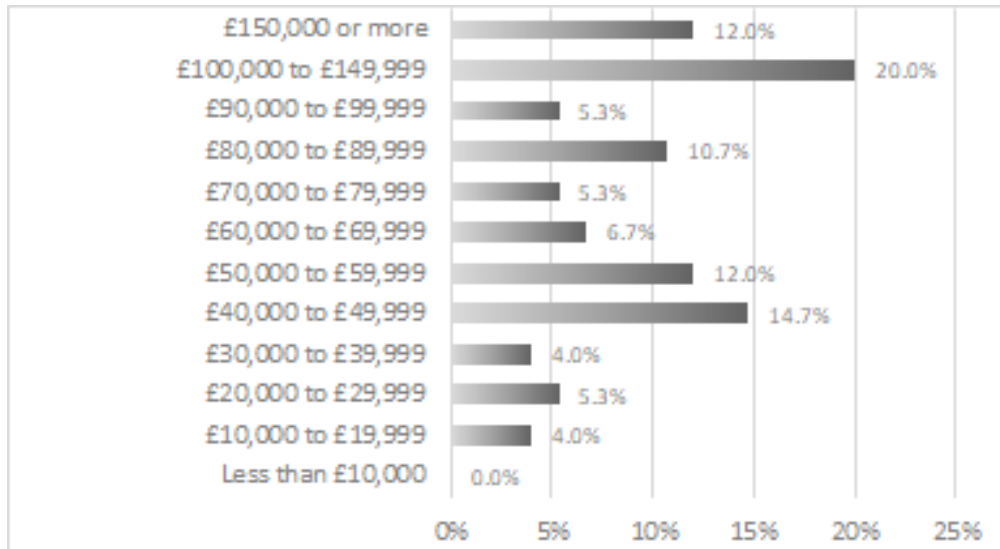
WHAT IS YOUR AGE BRACKET?



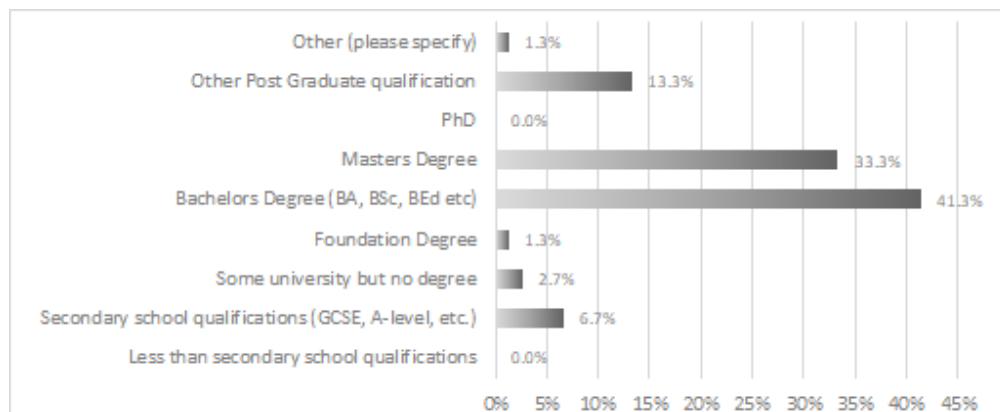
IS ENGLISH YOUR FIRST LANGUAGE?



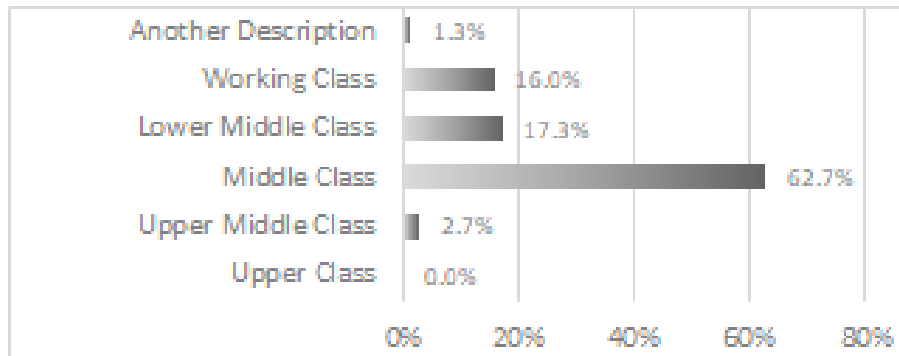
WHAT IS YOUR ANNUAL HOUSEHOLD INCOME?



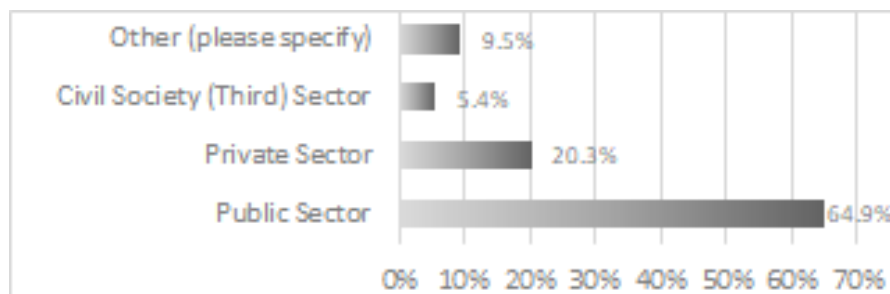
WHAT IS YOUR QUALIFICATION?



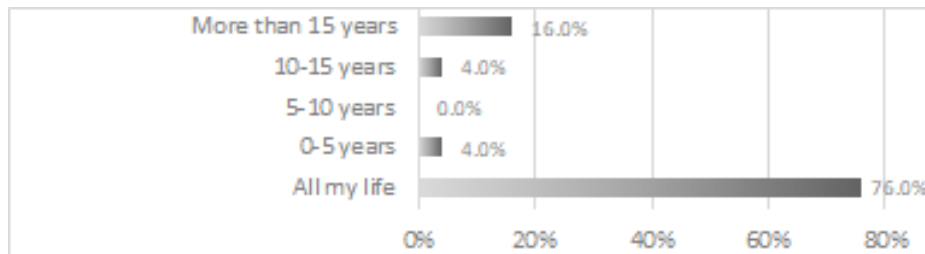
HOW WOULD YOU BEST DESCRIBE YOUR SOCIAL MOBILITY/CLASS?



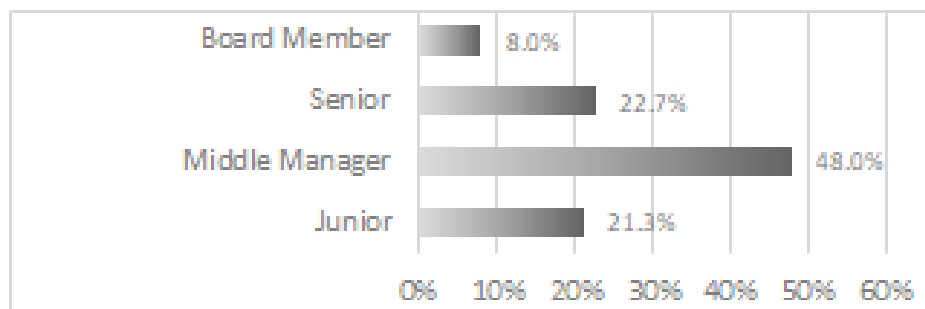
WHERE DO YOU WORK/HAVE WORKED?



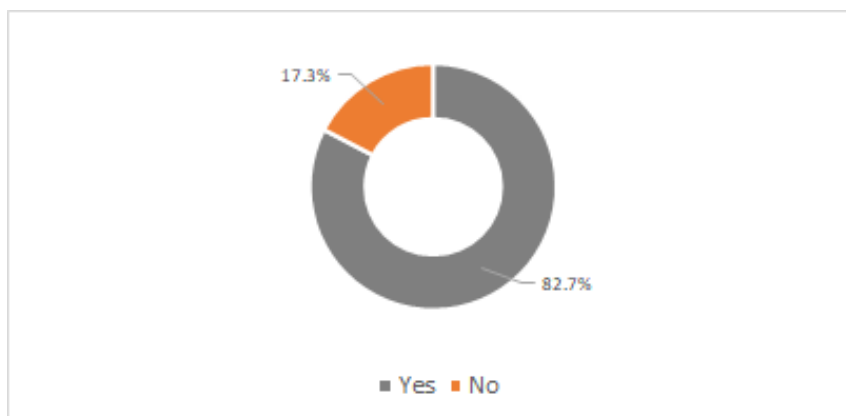
HOW LONG HAVE YOU BEEN WORKING IN THE UK?



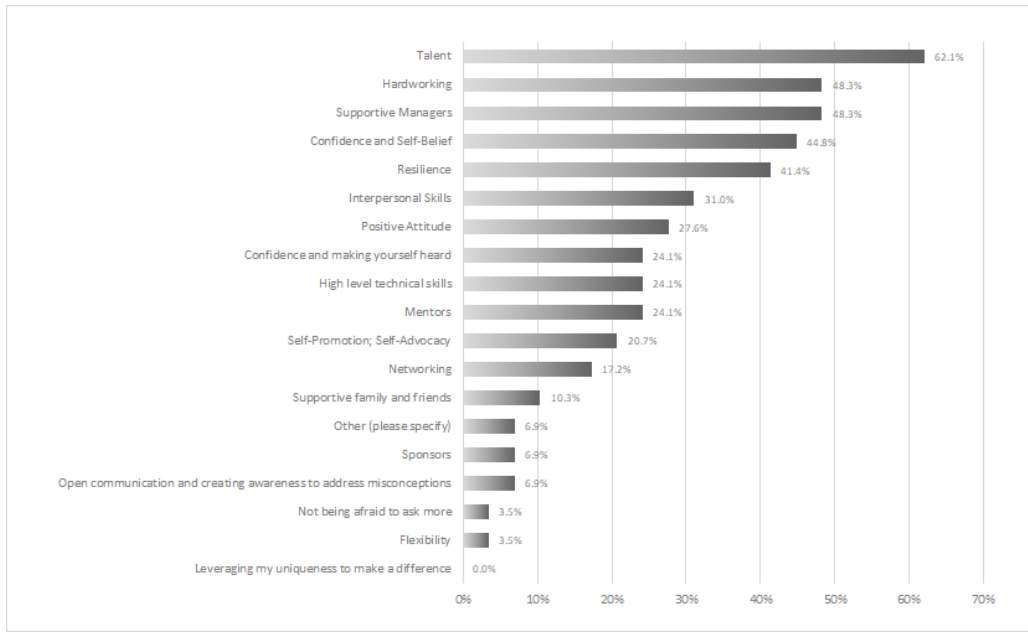
WHAT IS YOUR LEVEL IN THE ORGANISATION?



DO YOU HAVE TEAM MEMBERS BELONGING TO ETHNIC MINORITY GROUPS?



CHOOSE THE TOP 5 FACTORS THAT HAVE ENABLED PROGRESS OF ETHNIC MINORITIES



Other:

"Ability to communicate in the style of the organisation."

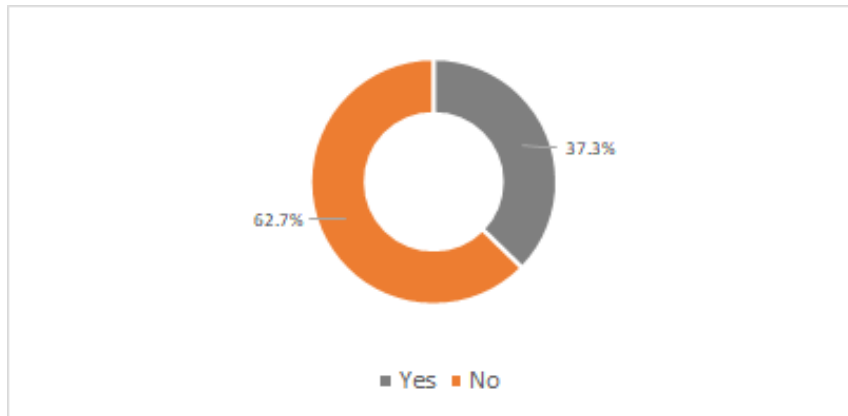
"Some people are promoted simply to increase BME numbers and it's a tick box exercise with the board remaining pale male and stale and the culture remaining hostile but demonstrating one or two brown faces."

"I don't know any ethnic minorities in senior positions local to me or my team."

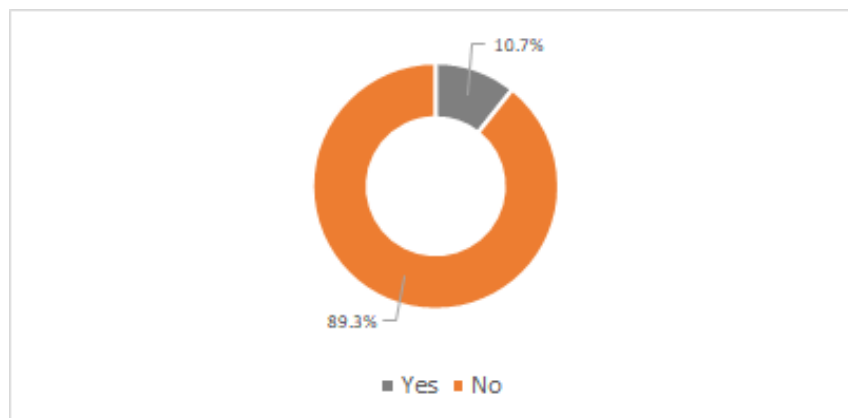
"I find this question difficult to answer as I am not a Person of Colour and therefore have no lived experience of this."

"Firstly this should say 'in your opinion'. Secondly I have no idea how people reach senior positions - irrespective of their ethnic background. I've no doubt it is harder for minorities to gain more senior positions but it is impossible to generalise and say what factors enabled them."

DO YOU KNOW SOMEONE MADE UNCOMFORTABLE BECAUSE OF THEIR ETHNICITY OR FAITH?



HAVE YOU EVER BEEN MADE TO FEEL UNCOMFORTABLE BECAUSE OF ANYTHING THAT IS PART OF YOUR ETHNICITY OR FAITH?



RESPONDENTS' COMMENTS ON PREVIOUS QUESTION

"Skin colour, a fellow officer's language was felt to be subtly racist."

"Just because I am not aware does not mean this has not occurred"

"Not in this organisation, but in others"

"I wouldn't say this has happened explicitly but people have questioned other people's ethnicity based on headwear."

"Working in a clinical environment I am aware of occasions when individuals have been questioned about their religious attire. As to whether it is ""safe enough"" for them to be wearing that."

"I've not remembered anything specific but i'm sure there have been comments which I'm sure made people feel uncomfortable."

"I am self employed so don't have employees, but i have been aware of colleagues and peers that have. In previous roles i have heard and noticed this."

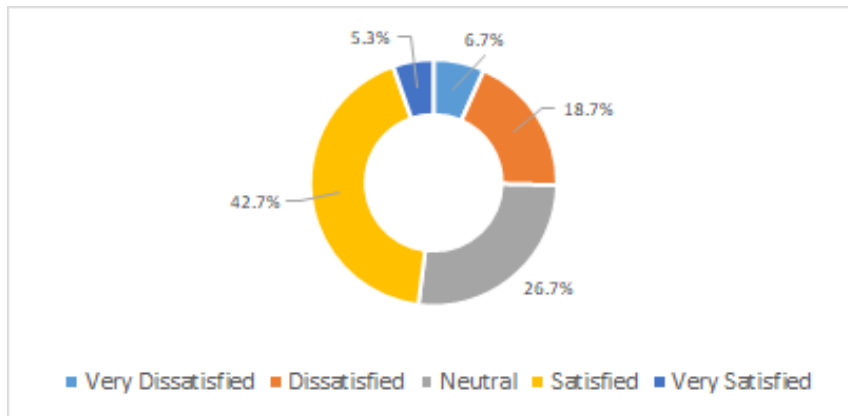
"I am not aware of this, but that does not mean it hasn't happened."

"My hijabi colleague tells me she is usually presumed to work for the Arabic part of the business, which she doesn't."

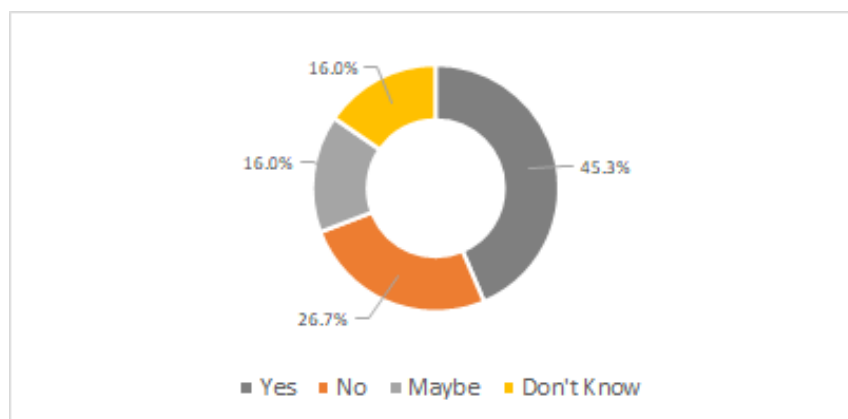
"Many people feel discriminated against ...bullied...ignored because of class, diversity, ethnicity, age."

"I have not heard anything directly only second hand from staff members who are talking about things that have to others. Most of these comments seem to be part of unconscious bias or someone not thinking but the impact of those comments are certainly felt even if the intent was not to hurt."

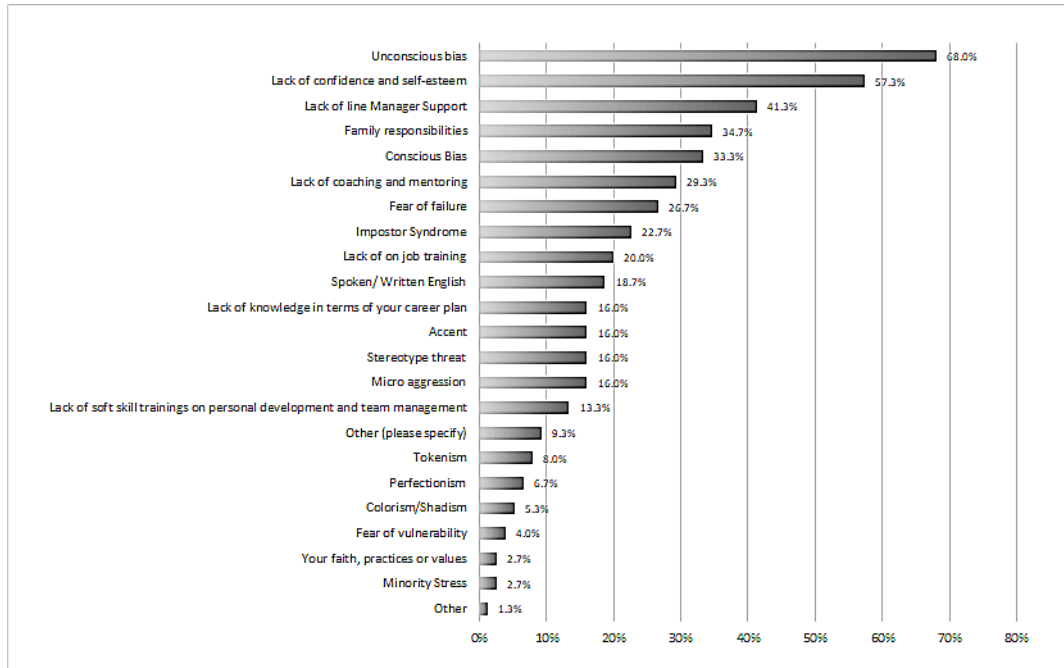
HOW SATISFIED ARE YOU WITH CAREER GROWTH OPPORTUNITIES AT YOUR WORKPLACE?



HAVE YOU FELT SOMEONE'S ETHNIC BACKGROUND HAS PLAYED A ROLE IN YOU MISSING OUT ON PAY RISE, PROMOTION, KEY ASSIGNMENT, CHANCE TO GET AHEAD?



WHICH OF THESE HAVE AFFECTED YOUR CAREER SUCCESS?



Other :

- "Not making opportunities known to all."
- "Lack of ambition."
- "Sexism."
- "Overlooked for people outside the organisation that the senior manager has worked with before."
- "Face doesn't fit"
- "Ageism."
- "Being outspoken seen as troublemaker."

RESPONDENTS' COMMENTS ON PREVIOUS QUESTION

"Very difficult to just pick 5!"

"I have picked things that effect a lot of people and that I am more aware of. I think the items in the list are not always discreetly different in people's lived reality."

"I've tried to balance personal experience and perspective with more objective elements of what I see influencing others' success - but obviously every situation is different!"

"Struggled to differentiate between unconscious and conscious bias so ticked both for me they are both bias to differentiate seems unhelpful as they seem to belong to the same family if that makes sense."

"Somehow all the senior roles in my department ""just happen"" to be held by older white men. While I know multiple talented women (white and of colour) who would relish the challenge, but somehow never get the chance."

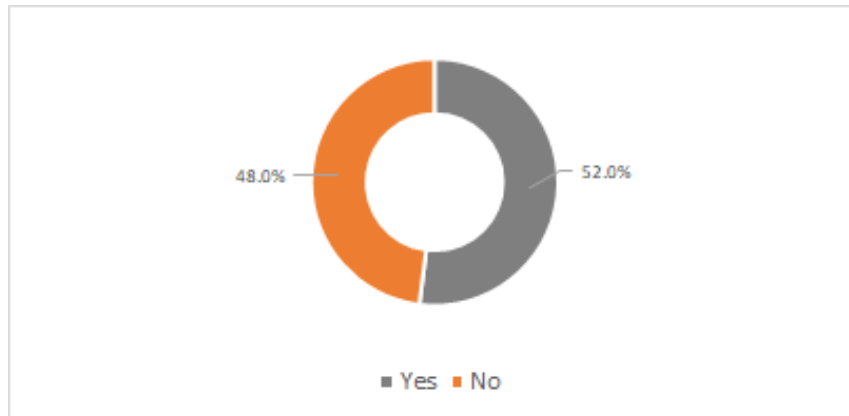
"I have definitely felt bias - whether conscious or unconscious - and overlooked or paid unfairly over as a female, but I know looking back i will have received privileged on these areas based on my skin color."

"Our organisation has promoted young women and young BAME males and LBGTQ staff. White older males have not been promoted in 4 years in my area."

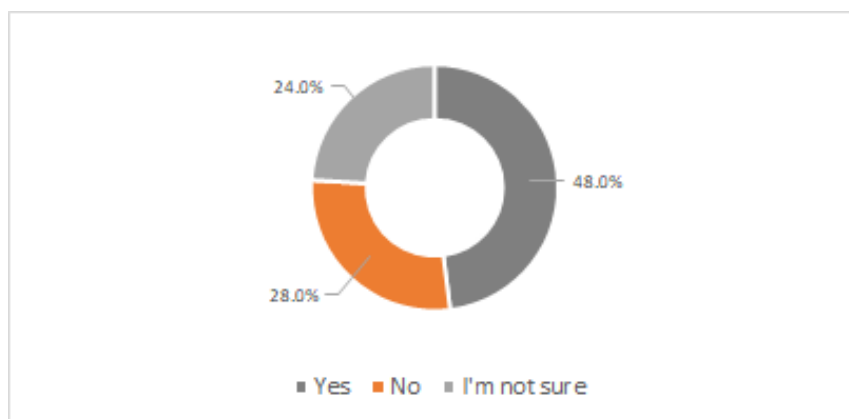
"Work in a patriarchy. As a woman I have repeatedly fought and lost, for equal pay, for promoted opportunities, to be recognized for the excellent team work I am part of and that I lead. But I am more and more aware that while women are treated unfairly every single day, paid less, and have lower pensions and fewer accolades, women of color face an impossible task. I've seen women of color thrive only in fields of diversity, have their lived experience ignored. It must be exhausting. The workplace needs to LISTEN,. And frankly many of the over represented groups, like white middle class men, will have to step aside. This won't change without a major change in the way workplaces are run, and a major change in WHO runs them."

"I feel as I challenge bosses and work.practices they have decided I should not progress."

ARE YOU PART OF ANY EMPLOYEE NETWORK/ EMPLOYEE RESOURCE GROUP?



DOES THE ORGANISATION PROVIDE OPPORTUNITIES TO COMMUNICATE BARRIERS HOLDING BACK PROGRESSION?



RESPONDENTS' COMMENTS ON PREVIOUS QUESTION

"I am self-employed so I am the only employee."

"They are available but not widely known / fear to use."

"We have exit interviews and generally an open and honest working environment but I think we could do more."

"The boys club is alive and well. I still see an all male board struggling to cope with diversity of gender as well as ethnicity."

"Supposedly, but the team ascribed to this isn't actually that helpful and issues raised tend to be partially dealt with and then fizzle out."

"Not really, prior to a merger they did annual feedback surveys but this kind of question wasn't asked. Since merger they decided to stop doing these and not provided adequate alternative. The network group is not taken seriously in regards to these issues either."

"I've only been at my current organisation 6 months so haven't seen. My last place (NHS trust) did not have very good processes for flagging things."

"I am self-employed / my business has only me in it. This is something i want to ensure happens as I begin to employ."

"Organisation could and will do much much more."

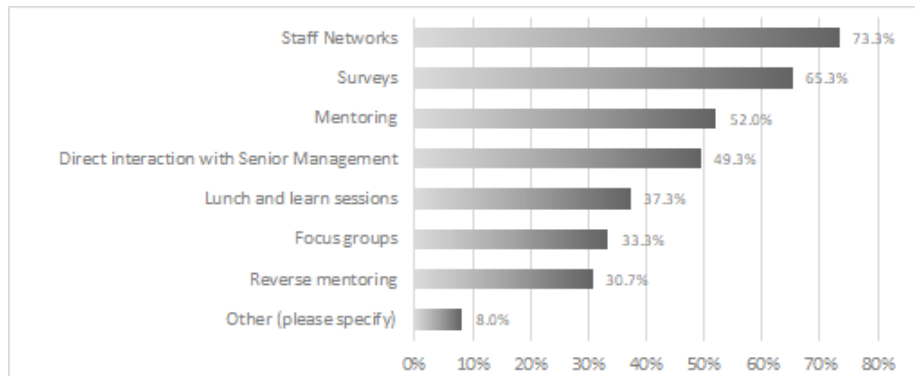
"Yes all the time, no one listens, really listens. BBC senior managers have with straight faces spoken of how lived experience is not as important as their freedom of "thinking" as though an understanding of what others have lived through second hand is enough. We despair!"

"In the past no recently yes they allow you to say something but hold it against you and nothing actually changes the same people get promoted all the time."

"Not sufficiently on a one to one basis and insufficient championing of skills and job promotion outcomes are too often pre-determined."

"They do have them but I am not convinced they actually work otherwise so many of us would not be feeling unheard and invalidated."

WHAT KIND OF OPPORTUNITIES DOES THE COMPANY PROVIDE?



Other:

- "Listening Group."
- "Annual Staff survey."
- "On the job training and support."
- "Absolutely none!"
- "Again the kinds of things i want to include in the future."

Comments:

- "I am self-employed so I am the only employee."
- "You can interact with senior management, but you have to have an "in" first. This can be extremely difficult and I have seen incidents of my non-white colleagues being ignored. There's mentoring but it often seems limited to or overly focused on clinical staff/consultants (true for the last three NHS trusts I've worked in)"
- "The senior interaction is a once monthly session to deliver key areas of feedback and ask questions."
- "The direct interaction with SMs is a virtual briefing where people can type-ask questions in the chat section."
- "It's all talk.no action- we need change fast and now."

WHAT DO YOU THINK ARE THE TOP 5 SOLUTIONS THAT WILL ENABLE ETHNIC MINORITIES TO PROGRESS IN THEIR CAREER?



Other :

"Fair access to opportunities - advertising vacancies."

Comments:

"Being able to see themselves reflected in the senior management team. In my institution, the majority of senior management is over 45, cis male and white. There are some women, but tend to all be cis white women."

"It is the non-minorities that need to change."

"It needs to happen transparently and be consistent it is neither."

RESPONDENTS' COMMENTS ON PREVIOUS QUESTION

"I acknowledge white privilege and am keen to work hard to make my professional network more diverse."

"From a general sense of progress a few years things seem to be going backwards and poor attitudes behaviors and values are resurfacing."

"Tricky as still recovering from cancer treatment."

"I work remotely from home so don't have direct interaction in an office/team environment so it's quite difficult to see some of the things you're asking. I can only comment from my own home working perspective which is probably quite different to the team office environment."

"Thanks for the opportunity."

"Yes! A few key things, from my own experience:

a) See the report by Exeter University that perception of work life balance is not influenced by flexible working hours or patterns per se, but about whether someone can see others above them in the organisation who are like them, shared values, "fit".

b) We collect data on prevalence (how many women or BAME staff in senior roles, having training, etc) what we DON'T collect is information on the barriers and blocks. How many people applied for training? How many people were refused training?

c) Breaking down infrastructure that binds us. The Nye Bevan Programme is a recognized senior management leadership programme and open to all... except pregnant and breastfeeding women. I am a good candidate for this, 20 years unblemished NHS experience, three degrees, and developing into senior leadership roles. I wanted to apply at least four times, but I was advised that I "HAD" to commit to all sessions in advance, even those in different parts of the country from where I lived. Totally discriminatory against pregnant and breastfeeding women. I bet if the men had a sick week, they wouldn't be thrown off the programme! This is one of the key NHS training programmes and it's completely inaccessible to pregnant/breastfeeding women, and more inaccessible to women in general as they are more likely to be carers for family members, or single parents. Not easy to arrange or fund multiple days away from home 3-4 times a year if you have a disabled child, an elderly parent, young children or any other commitments. Very poor and the application process had never changed, despite my flagging it up.

d) Breaking down social infrastructure and norms. As a senior 8b woman I was regularly asked to wheel in tea and coffee, buy and cut sandwiches etc for meetings. Other senior women (8a and over) were also asked to do this, on approximately a monthly basis. I suggested it was more appropriate use of NHS funds, managerial time, and career development/equality to use junior staff for this and it was not "allowed". Senior men in the team were not asked to do this, despite holding the same roles and grades as the senior women being asked to act as tea ladies and rattle in to serve meetings with tea and coffee. If I sound cross, it's because I am - I liked my team and my manager and don't mind "pitching in" to help, but not serve tea coffee and sandwiches once a month. It's completely devastating to your own-self image as well as how others perceive you. Really important that we challenge these behaviours and practices."

RESPONDENTS' COMMENTS CONTINUED...

"Don't assume gender bias is not alive and well and the only bias is based on ethnicity or religious beliefs- being a woman is still a barrier and an issue in many senior management role in terms of being in the " club "."

"I know many people who do feel that their ethnic background is an obstacle in their career progression. I personally feel that it's more your personal inadequacy that holds one back. However, it might depend on what ethnic minority group you belong to."

"I'm very new to my organisation so answers may be skewed!"

"I try to be the best ally I can be to all my colleagues. I will point out hypocrisy and challenge language in a non-confrontational way when possible. I have been discriminated against for my working class background, but in no way has this been comparable to what some of my non-white colleagues faced. It tends to be very subtle, but all you have to do is look around the department/directorate."

"Well done for doing this important work."

"Thanks for doing this."

"The only time I have felt discrimination was when I started a family, I needed more flexible working arrangements and this was denied and I have been unable to progress my career ever since. However I would love to see more people of every background in senior leadership roles within my organisation. Currently its a sea of white faces."

"Do not forget about ageism."

"Reverse mentoring seems to be yet another free offering to help managers make up for their ignorance. Where is the benefit for the mentor?"

"Act less talk. Now not future. Do more for diversity inclusion age sex class and ethnicity all issues in a mainly white male public school educated Oxford Cambridge boss company..they hire other men like themselves when there are better different candidates."

"It is distorting the discussion around the importance of prioritizing skills over what color people are."

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