

# MAYOR OF LONDON



## Inclusive Employers Toolkit

Young Black men in construction and technology

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## ABOUT THE AUTHORS

The Greater London Authority (GLA) commissioned the Black Training and Enterprise Group (BTEG) to conduct this research. BTEG's mission is to end racial inequality. It champions fairness, challenges discriminations and pioneers' innovative solutions to empower BAME communities through education, employment and enterprise.

Jeremy Crook OBE, Chief Executive of BTEG led the development of this toolkit.

### ADDENDUM

**In 2022 the Black Training and Enterprise Group (BTEG) rebranded as Action for Race Equality (ARE). For more information visit: <https://www.actionforraceequality.org.uk/>**

## ACKNOWLEDGEMENTS

We would like to thank the 46 employers across London's digital and construction sector who have contributed to the development and testing of this toolkit.

Finally, we would like to thank the young Black men whose generous contributions have been critical to the development of this toolkit.

## ABOUT MOVING ON UP

**Moving on Up (MoU)** is an initiative which aims to improve employment outcomes for young Black men in London. The initiative was established in 2014 and is a collaboration between BTEG (now Action for Race Equality), City Bridge Trust (now City Bridge Foundation), Trust for London and, since 2018, the GLA's Workforce Integration Network.

MoU has invested over £1.5 million in testing what works to increase the number of young Black men securing good quality jobs, through collaboration with employment support providers, Jobcentre Plus, local authorities and employers. Since late 2017 MoU has focused on developing and testing a 'collective impact model' to improve employment support and outcomes for young Black men in two London boroughs, and on engaging employers in the Construction, Digital and Finance sectors to develop practical measures to recruit more young Black men into these sectors, where they have traditionally been under-represented. This toolkit has been developed through MoU's collaborative engagement with construction and digital sector employers.

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## MAYOR'S FOREWORD

London is a rich mosaic of communities and a global symbol of opportunity. Our diversity underpins our success. It gives us a competitive edge and makes our city a unique and exciting place to start, grow and run a business. Yet despite this, too many Londoners are still not able to access good employment or progress in the workplace. This means that too many businesses are missing out on the opportunity of harnessing brilliant talent and the productivity gains and profit that come with it.

The COVID-19 pandemic has sparked an unprecedented economic crisis that is sending shockwaves across our city, with unemployment rising and many businesses struggling for survival. It has also exposed – and exacerbated – the deep-rooted socio-economic and racial inequalities that too many Londoners face.

As we chart a course for our economic recovery, tackling these inequalities must be at the heart of our approach. And, as Mayor, I am committed to supporting employers to build diverse workforces that help their companies – and our economy – thrive. I want to ensure that London is ready to meet the challenges of the future – with a workforce that truly reflects our city's diversity and is capable of improving financial performance, boosting innovation and driving growth.

That is why we launched the Workforce Integration Network (WIN) in 2018 as part of our Strategy for Social Integration. WIN aims to improve pathways to employment for underrepresented groups in technology and construction – two growth sectors of London's economy. Employers have a vital role to play in this effort and so I would very much encourage you to join WIN, make full use of the network's expertise and resources, and become an employer that champions diversity and reaps the benefits.

One in five of London's young men is Black. This is a creative and skilled talent pool that is vital to our city's success. Regrettably though, young Black men experience an unemployment rate that is one of the highest in our city (33 per cent) and more than twice that of their White counterparts. This inequality exists at every educational level, with Black graduate unemployment at 13 per cent compared to 4 per cent for White graduates. We must act to close such gaps because they are not acceptable or inevitable. My administration is committed to taking an anti-racist approach and that is why, in its first phase, WIN will focus on supporting young Black men to achieve their potential.

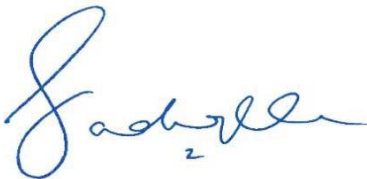
For the past year, City Hall has been working closely with businesses to spur real change through our targeted careers work and partnership with Moving on Up. We know that employers want to be inclusive. However, the reality is many struggle to identify and take concrete steps that would improve recruitment, retention and progression practices in their organisations. Where good work is already happening, more needs to be done to break down the barriers young Black men face.

This is a challenge for all of us to confront together. That is why City Hall has developed this good practice toolkit to help you, as an organisation, achieve far-reaching cultural change. This will not only benefit young Black men, but many others facing structural barriers and discrimination. And at City Hall, we are determined to lead from the front by ensuring that both the Greater London Authority and Mayor's Office for Policing And Crime implement the actions outlined in the toolkit.

This initiative has been developed in partnership with businesses across the technology and construction sectors to ensure the actions are clear and realistic. I believe that any employer willing and committed to improving diversity can use the toolkit to help bring about meaningful change. In fact, the actions and resources it contains can also be adapted and applied to other groups and industries.

So please, do work with us by adopting this guidance in your organisation, no matter its size. I want businesses to be bold and actively engage with this challenge. Do not shy away from the difficult but crucial internal conversations and find out what you can do to recruit, and retain, young Black men in your workforce. At City Hall, we plan to do the same and to support you on this journey every step of the way.

Finally, I want to say a big thank you to all the employers who contributed to the development of this toolkit, and all those already taking action. My administration cannot create a fairer city without the commitment, support and leadership of businesses like yours. We can only do it together.

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small number '2' written below the name.

**Sadiq Khan**  
**Mayor of London**

**The Toolkit is more than a checklist; it's a long-term strategy to change behaviours and generate a shift in attitude. The Toolkit offers very practical and realistic achievements of short, medium and long-term goals which all employers can strive towards.**

Dawn Moore,  
Group People Director,  
J. Murphy & Sons Limited



# INTRODUCTION

## ABOUT THE INCLUSIVE EMPLOYERS TOOLKIT

The *inclusive employers toolkit* aims to help companies increase recruitment, retention and progression of young Black men within their workforces. The toolkit is for use by senior leaders and recruitment staff within companies in the construction and digital technology industries, and their suppliers. It will equip employers with practical tools and examples of good practice from within these sectors.

This toolkit focuses on a specific group of people in London who are under-represented within the construction and digital sector workforces: young Black men<sup>1</sup>. However, many of the actions outlined can be adapted and applied to other under-represented groups and to other industries. Where possible it illustrates actions in practice using case studies focused on young Black men. However, due to the innovative nature of work supporting young Black men directly, high quality examples of existing good practice were not always available.

Many good practice examples highlighted were developed by employers to address the representation and progression of Black, Asian and minority ethnic individuals. We believe more targeted work is needed where universal approaches have failed specific groups to date, evident in the disparities in employment outcomes between different ethnic groups. Universal approaches can often mask where particular groups are facing persistently worse outcomes. The examples in this toolkit can be adapted to focus specifically on young Black men and other under-represented groups.

This toolkit was developed by the Black Training and Enterprise Group (BTEG), as part of the Moving on Up (MoU) initiative to improve employment outcomes for young Black men in London.



BTEG undertook extensive engagement with **46 employers<sup>2</sup>** and **200 young Black men<sup>3</sup>** to produce and test this toolkit.

<sup>1</sup> For the WIN and Moving on Up initiatives *young* means aged 16 to 24 and *Black* means Black African, Black Caribbean, Black British and mixed Black ethnic groups.

<sup>2</sup> See Annexe Three for a full list of contributing companies

<sup>3</sup> These young men were aged 16 to 24, of Black Caribbean, African, British and mixed Black heritage, many with degree or higher-degree level qualifications. They included a mix of unemployed job seekers and those already in employment looking for better quality jobs.

Through MoU's engagement with construction and digital sector companies, more than 46 employers, including Morgan Sindall and Tideway, contributed to the development of this toolkit. Additionally, over the course of the MoU initiative, more than 200 young Black men have participated in discussions, focus groups and consultations about their experiences of seeking good quality construction and digital sector jobs, and the actions they believe would lead to fairer outcomes. The views and experiences of these young men have shaped the actions set out in this toolkit.

Consultation with young Black men forms part of the Moving on Up initiative to improve employment outcomes for young Black men in London.

## ABOUT THE WORKFORCE INTEGRATION NETWORK

In 2018, the Mayor launched the Workforce Integration Network (WIN) as part of his Strategy for Social Integration. It aims to change the way businesses in London function. The programme is laying the foundations for a more diverse workforce by helping employers to tackle the under-representation of different groups of Londoners. It has a bold and ambitious overarching aim - to bring together business leaders to tackle structural barriers faced by underrepresented groups, in turn create a ripple effect through their sector, and ultimately significantly shifting the dial on creating inclusive sectors that represent the diversity of London.

In its first phase the WIN programme is supporting young Black men aged 16 to 24 years to access and progress into good quality employment, focusing on the Digital/Technology and Construction sectors in London. You can learn more about the programme and contact the team by visiting: [www.london.gov.uk/what-we-do/workforce-integration-network-win](http://www.london.gov.uk/what-we-do/workforce-integration-network-win)



## WHY DO WE NEED TO FOCUS ON YOUNG BLACK MEN



Around 90,000 young men in London are from Black and mixed ethnic groups<sup>45</sup>

This represents around **18 per cent** or nearly **1 in 5** of all young men in London.



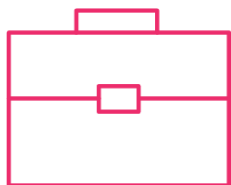
Young Black men face consistently lower employment rates than most other groups of young people, regardless of their qualification level

In 2019, **33 per cent** who were available and looking for work were unemployed compared to **15 per cent** for young White men<sup>6</sup>.



Unemployment disparities persist despite improvements in their educational attainment

Black graduate unemployment at **13 per cent** compared to **4 per cent** for White graduates<sup>7</sup>.



Young Black men who are in employment are more likely to be working in **low paid, low opportunity** jobs, and are under-represented in industries which offer quality job and career opportunities, such as the construction and digital technology sectors.

<sup>4</sup> GLA ethnic group population projections – 2020 projection

<sup>5</sup> Estimates vary

<sup>6</sup> Annual Population Survey, January to December 2019

<sup>7</sup> GOV.UK, 2020. *Graduate Labour Market Statistics, 2019*.

The contributors to this toolkit believe that addressing under-representation of young Black men is ‘the right thing to do’, but also that there are sound commercial reasons, because increasing workforce diversity:

- Improves business performance
- Increases capacity within the industry
- Enhances creativity and innovation
- Meets the requirements of public sector clients
- Reduces the cost of recruitment
- Increases the talent pipeline throughout the organisation
- Gains critical customer insight
- Tackles skills shortages

In the course of developing this toolkit we were frequently challenged about whether it is reasonable or fair to focus employment actions on young Black men. Employers using the toolkit will face the same challenges from within and outside their companies. To help respond to the challenges, we have put together our responses to the questions which employers frequently asked us, including why there should be a focus on young Black men. These Q&As are in Annexe One for you to use to make the case for action.

## USING THE INCLUSIVE EMPLOYERS TOOLKIT

The toolkit sets out a series of actions which you should take to review the representation of young Black men within your workforce and practical steps to address any under-representation. The toolkit actions are sequential; the early ones lay the foundations which subsequent actions build on. We advise you to work through them in order, starting with the first, fundamental action of securing a leadership commitment to taking action on employment of young Black men.

The toolkit is intended for use by senior leaders in companies of all sizes. To be effective, all the actions in the toolkit require leadership from the Chief Executive and head of Human Resources, and support from all senior leaders and recruitment managers. While companies of all sizes can use the toolkit, the data monitoring and target setting measures (Actions 2, 3 and 4 in the ‘Commitment’ section) should be considered essential for companies with more than 100 employees and desirable for smaller employers.

Companies who do not currently employ any young Black men, or any Black staff, should focus on the Commitment and the Engagement and Recruitment actions in this toolkit. These actions provide the foundations, including data monitoring and target setting, which will help to increase the diversity of your workforce.

Using the *inclusive employers toolkit* should raise your awareness about the young Black male talent pool, make it easier to recruit from it, and ensure that young Black male employees stay and progress within the company. The toolkit also works as a checklist of good practice which you can use to assess current performance on diversity and inclusion, and to set targets for improvements if needed.

Do not be daunted by the number of actions in the toolkit. As one employer who helped to produce this toolkit put it, 'the more you do, the better you'll be.' In preparing this toolkit we reviewed a range of existing diversity and inclusion toolkits which you may also find useful. They are listed in Annexe Two.

You can find an online interactive version of the toolkit [here](#). The online version will be updated with new case studies and resources as they emerge. It also contains a [self-assessment form](#) that you can utilise to understand your organisation's current status and progress in implementing the toolkit.

***Finally, a note on language.***

There are a range of terms used throughout this toolkit including Black Asian and minority ethnic, BAME, ethnic minority and minority ethnic. While we understand the limitations of these terms, throughout the toolkit we have kept the terminology used by the publications, research documents and interviewees that informed the toolkit.

We recognise that whilst concepts and terms like 'BAME' can be useful, particularly in research contexts, few people self-identify as BAME. Further, overuse can prevent employers from realising and understanding the nuance of experiences and barriers that individuals from different groups, like young Black men, face. We recommend employers aim to be considered and specific in their use of language and terminology.

We also use the term 'young Black men' consistently throughout the toolkit. For the WIN and Moving on Up initiatives young means aged 16 to 24 and Black means Black African, Black Caribbean, Black British and mixed Black ethnic groups.

# INCLUSIVE EMPLOYERS TOOLKIT: SUMMARY

## COMMITMENT

- 1 The company leadership commits to a diversity and inclusion policy which includes an undertaking to review and take action on employment of young Black men.
- 2 The company carries out recruitment and workforce monitoring at a level which provides information about the number of young Black men who apply and are employed.
- 3 The company sets a target to recruit young Black men at a level which reflects the local/regional population.
- 4 Senior managers regularly review monitoring data to identify progress in appointing, retaining and promoting young Black men.
- 5 All managers have diversity and inclusion objectives and are confident about working to these.
- 6 The company adopts recognised diversity and inclusion standards.

## ENGAGEMENT & RECRUITMENT

- 1 Images of young Black men are included across the full range of marketing materials.
- 2 The company takes proactive recruitment measures to engage directly with young Black men.
- 3 All staff involved in recruitment receive diversity, inclusion and anti-racism training.
- 4 Potential sources of recruiter bias are removed from the application process.
- 5 Selection panels are always ethnically and gender diverse and include a senior Black employee wherever possible.
- 6 All staff involved in recruitment understand what Positive Action measures are permitted under the Equality Act 2010.

## RETENTION & PROGRESSION

- 1 The company encourages a supportive workplace for young Black men.
- 2 The company takes action against all incidences of racism in the workplace.
- 3 The company sets targets and provides support to increase the number of young Black men progressing to senior levels.

## SUPPLIERS

- 1 The company undertakes a review of their existing suppliers & monitors the proportion of Black-led businesses and SMEs.
- 2 The company requires suppliers to demonstrate their commitments to recruitment, retention and progression of young Black men.



# COMMITMENT

# 1

**The company leadership commits to a diversity and inclusion policy which includes an undertaking to review and take action on employment of young Black men.**

Successful workforce integration needs senior commitment. This commitment should be reflected within company policies and in the day to day actions of senior staff. The company's current diversity and inclusion policy should be reviewed to include specific commitments and actions relating to young Black men. Steps should be taken to clearly communicate senior commitment to taking action on employment of young Black men to everyone in the company.

## SPOTLIGHT ON: MORGAN SINDALL

In June 2017 the Human Resources leadership in the Infrastructure business worked with the board to pilot adopting a diversity policy setting out its commitment to inclusion and equal opportunity within the board itself. Their 'people report' submitted to the board covered key statistics and details of activities undertaken by each division to improve inclusion. These include activities to broaden the range of skills, industry experience, gender, ethnicity, disability, age, nationality and other characteristics. Whilst the policy did not include a specific commitment to young Black men, it provided a good basis to build on, including senior leadership on diversity and inclusion; recruitment and workforce monitoring by gender, age and ethnicity, and regular board-level review of diversity data.



# 2

**The company carries out recruitment and workforce monitoring at a level which provides information about the number of young Black men who apply and are employed.**

Inclusive recruitment of young Black men is only possible if the company collects and reviews recruitment data by age, gender and ethnicity. This should be part of a comprehensive and intersectional monitoring approach which collects applicant and workforce data on protected characteristics and socio-economic status and analyses the data by different characteristics to provide insight and evidence of the company's inclusivity. Data on the age, gender and ethnicity of all applicants and appointees is required to identify the rates at which young Black males apply and succeed in joining the company.

Monitoring age, gender and ethnicity should be carried out at all stages of the recruitment process; application, rejections and success rates. Without this data, the company cannot know what stage interventions are required, for example whether young Black men are applying for jobs and apprenticeships, nor whether applications from young Black men are more or less successful than those from other applicants.

Companies should also collect and analyse workforce data by age, gender and ethnic group to identify any possible disparities in the grades and average salaries of young Black male employees.

For companies operating on multiple geographical sites where recruitment is managed at each delivery unit, monitoring data should be collated, analysed and shared across the company by head office, to ensure consistency in the quality and use of monitoring data.

Regular collection and review of monitoring data will provide:

- Starting points from which company progress on ethnic diversity can be measured;
- Evidence on which the company can base decisions about where and how to invest resources to retain talent, increase engagement or remove barriers for young Black men and other under-represented groups;
- Benchmarks of ethnic diversity within the company against the local population;
- Reassurance to ethnic minority staff (and other under-represented groups) that the company is serious in its commitment to fairness in recruitment, retention and progression.

## USEFUL RESOURCES

1. The London Datastore is a free and open data-sharing portal, containing a wealth of data on Londoners – including relating to employment and skills. This data could be used for benchmarking purposes, to monitor your recruitment and workforce data against local populations. You can access the London Datastore here: <https://data.london.gov.uk/topic/employment-and-skills>
2. The Race at Work Charter supports employers to ensure that ethnic minority employees are represented at all levels. One of its five calls to action is: capture ethnicity data and publicise progress. Business in the Community have produced a range of resources to support employers to implement this, they can be found here: <https://www.bitc.org.uk/capturing-ethnicity-data>
3. See Gov.uk Ethnicity, facts and figures for list of ethnic groups recommended for use by UK government when they ask for someone's ethnicity: <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/ethnic-groups>
4. The forthcoming Workforce Data Guide commissioned by the Workforce Integration Network will provide in-depth guidance and resources on monitoring recruitment and workforce data. This is set to be published here in late 2020: <https://www.london.gov.uk/what-we-do/workforce-integration-network-win>

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## SPOTLIGHT ON: MONZO

Monzo's workforce monitoring covers ethnicity. They analyse their data regularly, publishing annual public updates. The data they collect, analyse and publish on ethnicity is broken down by ethnic group, beyond binary White and BAME categories often reported.

The ethnicity data publicly reported is further broken down to show representation across all staff, technical and leadership roles. The company uses London's demographic as their benchmark as that is where most of their employees live and work. You can read their latest report analysing their workforce diversity data here: <https://monzo.com/blog/2019/03/21/diversity-and-inclusion>

# 3

**The company sets a target to recruit young Black men at a level which reflects the local/regional population.**

Around one in five young men in London are from Black ethnic groups (this and further data on London's demography can be found in the GLA's London Datastore: <https://data.london.gov.uk/>).

London companies should aim to reflect this population in their workforce; e.g. around one in five young male employees should be Black.

Setting a target shows real intent from senior leaders and provides accountability on any progress. It is important to explain to all staff why the target has been set, and to share the data that informed the target.

The Q&As in Annexe One of this toolkit can help respond to internal challenges about setting a recruitment target for young Black men. For example, one common query is whether it is illegal to set targets. This is not true; target setting is lawful and should not be confused with quotas, which are unlawful.

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## SPOTLIGHT ON: WATES

Wates 2025 Diversity and Inclusion plan aims to have 20% BAME workforce across the UK, across all levels in the business by 2025. They have also set targets for other protected characteristics. They have publicly published their current workforce demographics, five-year target demographics and an action plan addressing leadership, training, staff involvement and developing inclusive workplaces.

You can read more here: <https://www.wates.co.uk/diversity-and-inclusion/>

# 4

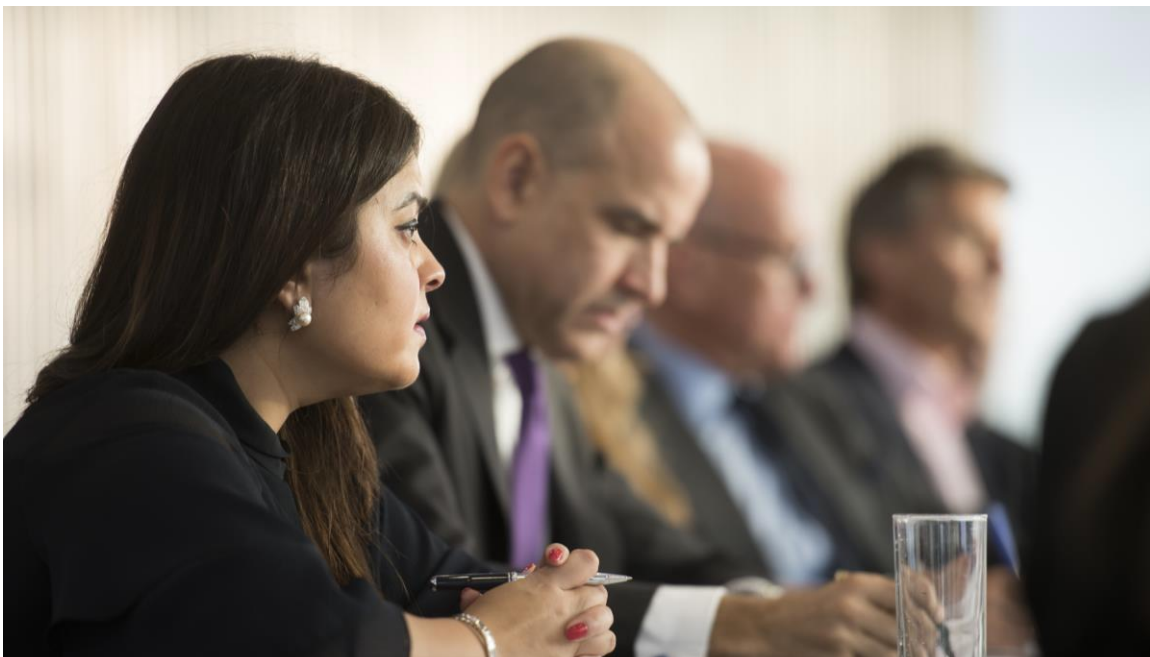
**Senior managers regularly review monitoring data to identify progress in appointing, retaining and promoting young Black men.**

Chief executives, HR managers and all managers with recruitment responsibilities should be using recruitment and workforce monitoring data to regularly ask:

- *How are we performing on the recruitment, retention and progression of young Black men?*
- *What actions do we need to take to ensure that the representation of young Black men within our company reflects the local/regional population?*

Where improvements are needed, actions should be agreed, with clarity about who is responsible for managing and reporting back on these. Specific responsibilities should be built into managers' performance objectives (see Action 5, 'Commitment' section).

Gender pay gap reporting is mandatory for organisations larger than 250 employees. Monitoring and publishing ethnicity pay gap analysis can be a key tool to ensure that the right actions are identified to ensure young Black men are progressing within the organisation and representation at senior levels is increasing.



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### SPOTLIGHT ON: EY

At EY, diversity and inclusion (D&I) is prioritised to the same degree as any other commercial objective. They see D&I as a business imperative. Their strategy has a differential focus on race and gender and involves a number of actions and initiatives. Ultimately, they want to create an environment where everyone feels they belong.

They use data to track the progress being made against their D&I targets and to challenge any processes that may be hindering change. They look at all their employee data through a diversity lens.

For example, following an analysis of EY's student recruitment data in the UK, they established a new Black Heritage in Business event to help attract and recruit more Black students to EY. Their recruitment team also work with grass roots organisations such as Young Diverse World Changer and TapIn to host events that can help them attract Black talent. At these events, candidates have the opportunity meet leaders from across the business, gaining valuable career insights into EY.

# 5

**All managers have diversity and inclusion objectives and are confident about working to these.**

The company commitment to diversity and inclusion should ensure that responsibilities for this are shared at every level of the company. Setting diversity and inclusion objectives for all managers can ensure the company commitment is fully embedded. When set within the company's performance and appraisal framework, responsibilities for diversity and inclusion are shared and progress can be measured.

Managers will need training and support to set diversity and inclusion objectives and to feel confident about working to these. High quality diversity, inclusion, unconscious bias and anti-racism training helps to build understanding and confidence of line managers. Training and discussions will benefit from drawing on the company's most recent recruitment and workforce monitoring data (see Action 2, 'Commitment' section).

Some employers find it difficult to discuss race or ethnicity in the workplace. Training and on-going support which can help with this includes reverse mentoring, where young Black men mentor senior leaders (see Action 3 'Retention and Progression' section).

## USEFUL RESOURCES

- Business in the Community's Race at Work survey (2015) found that employees of all ethnicities felt their employers were not comfortable talking about race. In response, Business in the Community has produced a pocket guide to help employers talk about race in the workplace.  
<https://www.bitc.org.uk/toolkit/lets-talk-about-race/>
- There are a range of FAQ's in Annexe One that can be used to facilitate and support discussions about race and ethnicity in the workplace.



# 6

## The company adopts recognised diversity and inclusion standards.

There are a number of relevant quality standards which internally and externally demonstrate and support a company's commitment to diversity and inclusion. They also lay out clear action and provide resources for employers to progress on their journey of building diverse and inclusive workplaces. While none of these are specific to young Black men, they provide useful benchmarks and resources to help companies achieve their diversity and inclusion goals.

Companies should review the diversity and inclusion standards, identify which are most relevant for them, and commit to adopting those which are most appropriate.

### USEFUL RESOURCES

Relevant standards for diversity and inclusion include:

- [Mayor's Fund For London's Diversity Pledge](#)
- [Mayor of London's Infrastructure Pledges](#)
- [Mayor for London Good Work Standard \(Pillar 4\)](#)
- [Business in the Community's Race At Work Charter](#)
- [EY National Equality Standard](#)
- [Disability Confident](#)
- [Stonewall Workplace Equality Index](#)

# ENGAGEMENT AND RECRUITMENT

# 1

## Images of young Black men are included across the full range of marketing materials.

It is important for companies to reflect young Black men in their websites, products and communications materials. The extensive consultation with young Black men carried out through Moving on Up found that:

- Many young Black men (including graduates) have low knowledge of career opportunities in construction and digital technology industries;
- Young Black men are reluctant to apply for jobs in industries (including construction and digital) which they perceive as less likely to recruit them;
- Young Black men are encouraged to apply for opportunities when they can see their images reflected in company communications.

Chief Executives and senior HR managers should ensure that design colleagues and website managers understand the importance of visual inclusion and are provided with appropriate guidance to action this.

It is important however that this action not be taken alone, recent research from the Runnymede Trust<sup>8</sup> shows that young Black men recognise where imagery does not reflect the actual diversity of an employer's workforce and appreciate more openness and honesty from employers about challenges

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### SPOTLIGHT ON: BERKELEY GROUP, WATES, BT, YOUTUBE

The links below illustrate how companies can use imagery in their recruitment materials.

- [Apprenticeships recruitment, Berkeley Group](#)
- [Early careers recruitment, Wates](#)
- [Recruitment landing page, Youtube](#)
- [Early careers recruitment, BT](#)

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<sup>8</sup> Voices of the Underrepresented, The Runnymede Trust, 2020

# 2

## The company takes proactive recruitment measures to engage directly with young Black men.

Construction and digital technology companies are unlikely to attract young Black men to apply for jobs or apprenticeships without taking proactive measures to reach this target group. Potential measures include:

- Visiting schools, colleges and universities with high young Black male student populations, for careers talks and other engagement events;
- Organising or participating in targeted recruitment events. Young Black men are very responsive to events which are aimed specifically at them; nearly 500 young Black men registered for the 2019 Workforce Integration Network / Moving on Up construction jobs fair;
- Developing pre-employment initiatives which give young Black men information and support to apply for job or apprenticeship opportunities. [Traineeships](#) can be a useful tool for young people who don't have all the necessary entry qualifications or competences;
- Building relationships with organisations providing pre-employment support for young Black men. The Workforce Integration Network and Moving on Up initiatives can help find your nearest specialist pre-employment support provider;
- Requiring any recruitment agencies used by the company to put forward diverse candidates, including young Black men, for all job roles.

## SPOTLIGHT ON: GOOGLE

Google Top Black Talent Program 2018 gave opportunities to participate in talks and workshops on a variety of topics related to the technology industry including challenges users and communities are facing. Participants were able to chat with Googlers from several teams, check out their office, learn about current opportunities and get insights into the Google recruitment process. The programme was open to all higher education students currently studying or who have graduated within the last 12 months from any university in the UK or Ireland. Whilst this program has been designed to support the growth and development of individuals who identify as Black and who are considering careers in the technology industry, it was not exclusive to individuals who identify as Black.



# 3

## Potential sources of recruiter bias are removed from the application process.

Evidence shows that ethnic minority job applicants are less likely to be successful based on the personal information they provide on application forms or CVs, such as their name and where they live. In one [recent study](#), job seekers from ethnic minority backgrounds needed to send an average of 60% more applications to receive the same level of interest as those from majority groups: 24% of applicants from White backgrounds received a call back from companies but only 15% of applicants from a minority ethnic background had a positive response.

The following measures can help in preventing any conscious or unconscious bias from recruiting managers:

- Candidate names should be removed from application forms and CVs before these are seen by recruitment managers/panels;
- Applicants' addresses, including postcodes, should not be seen by recruitment managers/panels during the recruitment process;
- Additional identifying information should only be asked for where needed. Are names of schools, colleges or universities necessary? If not, instruct applicants not to provide this information. If the information is essential for company purposes, it should be removed before being seen by recruitment managers/panels.

These measures should be accompanied by a longer-term strategy to improve recruitment practice and train staff.

# 4

## All staff involved in recruitment receive diversity, inclusion and anti-racism training.

All staff involved in recruitment should receive appropriate training to ensure that their decisions are based on the merits of the candidates and not on any characteristics that are outside the assessment criteria.

Regular review of recruitment processes by senior leadership teams should include consideration of the following:

- Are all staff with recruitment responsibilities completing training on diversity, inclusion and anti-racism?
- Does the training appear to be effective? E.g. are more young Black men appointed by recruitment panels with trained staff?
- Is the quality of diversity, inclusion and anti-racism training of a high standard? Possible ways to check for quality include:
  - Is the training provider signed up to any of the quality standards listed in Action 6 in the 'Commitment' section of this toolkit?
  - Is the training offer adapted to the company needs e.g. does it cover the company's commitment to and target for recruiting young Black men?
  - Has the training offer been quality assured by the company's BAME staff network?

# 5

**Selection panels are always ethnically and gender diverse and include a senior Black employee wherever possible.**

Diverse selection panels can remove bias from the recruitment process. Ensuring that panels are diverse can counter the conscious or unconscious biases that arise when panel members are all from the same gender and ethnic group.

Candidates will also be encouraged to see the company recognises the value of ethnic diversity on the recruitment panel. It demonstrates people that look like them can progress in the company and the culture is more likely to be welcoming and inclusive.

Many companies will struggle to find enough senior Black staff to sit on all recruitment panels and there is a risk of putting undue pressure on these staff.

Possible measures to address this include:

- Bring in external panel members, from other companies in your sector or from specialist recruitment or pre-employment support companies.
- Relax any recruitment panel seniority requirements (e.g. that panel members must be more senior than the vacancy being recruited to). The ideal is to include a senior Black employee but the requirement for diversity should be greater than for seniority, so if no senior Black employees are available, less senior Black staff should be given the opportunity to take on this role. This should be accompanied with proper training and support so that the member of staff feels able to carry out the role.



# 6

All staff involved in recruitment understand what Positive Action measures are permitted under the Equality Act 2010.

Employers should be aware of what actions they can take within equalities law to reach and recruit young Black men and be confident about the difference between positive action, which is lawful, and positive discrimination, which is unlawful.

**'Positive action'** means treating one group more favourably where this helps them overcome a disadvantage or participate more fully. It also means acting to meet needs they have that are different from the wider population.<sup>9</sup>

Positive actions are lawful under the following sections of the Equality Act 2010:

## Section 158

Actions might include training to enable individuals to gain employment, or health services to address their needs. For example, if a company is seeking to recruit diverse candidates for a specific, technical role but has been unable to find any potential employees from groups which are under-represented in that role e.g. young Black men, the company may use Section 158 of the Equality Act to develop and promote a training course for young Black men to develop the technical skills required for the role.

## Section 159

Permits an employer to take a protected characteristic into consideration when deciding whom to recruit or promote, where people having the protected characteristic are at a disadvantage or are under-represented - this positive action can be taken only where the candidates are "as qualified as" each other. For example, if two candidates for the same job are equally well qualified for the role, and one of those candidates is from a demographic which is under-represented in the company, e.g. a young Black man, a company may use Section 159 of the Equality Act to offer the position to the candidate from the under-represented group.

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<sup>9</sup> Extract from Mayor of London Handbook Supporting Diversity Good Growth By Design [https://www.london.gov.uk/sites/default/files/supporting\\_diversity\\_handbook\\_web.pdf](https://www.london.gov.uk/sites/default/files/supporting_diversity_handbook_web.pdf)

## USEFUL RESOURCES

- The Equality and Human Rights Commission recommends positive action as one of the tools available to employers to address under-representation (EHRC, Research report 123, p57, 2019)
- Government Equalities Office: Equality Act 2010: What do I need to know? A Quick Start Guide To Using Positive Action In Recruitment And Promotion
- CIPD, Diversity Management That Works An evidence-based view, Research report October 2019.
- ARE's Positive Action Guide created with employers on Moving on Up's Employer's Champions Group



# RETENTION AND PROGRESSION

## 1

**The company encourages a supportive workplace for young Black men.**

In industries and companies where young Black men are under-represented, those who join the workforce can feel isolated and excluded from mainstream company culture. Practical steps which companies can take to overcome this include:

- Encourage and support staff to form networks such as a Black staff network and encourage any new young Black male starters to join the network;
- Ensure staff networks are allowed to formalise and are provided with senior leadership sponsorship. Give staff networks a 'meaningful voice' in shaping company policies and priorities;
- Encourage or formalise 'buddying' for new staff;
- Ensure that all line managers complete diversity, inclusion and anti-racism training.



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### **SPOTLIGHT ON: BALFOUR BEATTY**

In companies such as BT, Capgemini and EY, diversity networks are encouraged because they help leaders to build inclusive cultures, celebrate ethnic diversity and inform positive action. They provide essential scrutiny of diversity and inclusion practice, and offer learning, development and support networks for staff. These networks act as one voice rather than one person.

Employers should actively encourage new young employees to share their experiences in the company and make suggestions for improving talent progression practice.

Balfour Beatty has four Affinity Networks covering Multi-Cultural, LGBT+, Ability and Gender Equality. The Multi-Cultural network are working to improve the representation of Black, Asian, and minority ethnic people across Balfour Beatty, and provide fair access to leadership roles. The network helps the business understand cultural experiences and provides an open platform for employees to bring their own unique perspective to the development of the business's working culture. Its members raise awareness, support events, and help to identify and remove any barriers that might be holding back their peers from flourishing in the company.

# 2

## The company takes action against all incidences of racism in the workplace.

Through the Moving on Up initiative, young Black men have reported that a reputation for unchallenged workplace racism is one of the reasons why they don't want to work in the construction industry. To create and maintain diverse and inclusive workplaces, employers must take action on all incidences of racism. Measures should also be taken to raise awareness of the impact of everyday micro-aggressions which individually are not reportable as 'racist incidents' but cumulatively contribute to a workplace which young Black men find uncomfortable or hostile. Actions to address workplace racism include:

- Senior leaders should formally commit to investigating and tackling workplace racism, and communicate this commitment to all staff;
- The company's policies (on diversity and inclusion, and on bullying, harassment and discrimination) should set out the processes for reporting and dealing with racism in the workplace;
- Information about how to report workplace racism should be clearly displayed on the staff intranet, in staff handbooks and in induction materials for new staff. All staff should know when, how and where to report racist language, events or abuse;
- All staff should be encouraged to take responsibility for reporting racism, not just Black staff;
- All line managers should undertake anti-racism training which includes recognising and challenging micro-aggressions, and dealing with racism in the workplace;
- Independent support should be available to staff who want to report racist incidents, and all staff should be made aware of how they can access this support;
- Action must be taken against perpetrators of workplace racism – whatever penalties or disciplinary actions are set out in the company policy must be applied.

# 3

## The company sets targets and provides support to increase the number of young Black men progressing to senior levels.

Regular review of monitoring data by senior managers (see Actions 2 & 4, 'Commitment' section) may show that young Black men are not staying or progressing within the company. Signs of this include:

- Lower than average pay rates for young Black men compared with other young employees;
- Black male employees have shorter than average length of service;
- Young Black males are less likely to apply for or secure places on company leadership or talent programmes, or less likely to be promoted on completion of these;
- Young Black male apprentices are less likely to move into permanent posts once their apprenticeship is completed.

Where Black men are under-represented in the workforce at middle and senior levels consideration should be given to targeted interventions to develop talented young Black men. Potential interventions include:

- Work shadowing or mentoring - senior volunteers from all ethnic backgrounds can serve as mentors or offer work shadowing opportunities;
- Leadership programmes specifically designed to nurture the talent of young Black male employees;
- Reverse mentoring schemes, where young Black men mentor senior leaders, can have the twin benefits of increasing senior manager awareness of the workplace challenges experienced by this group, and increase the confidence and leadership skills of the young mentors.

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### SPOTLIGHT ON: REVERSE MENTORING

Business in the Community encourages companies to implement reverse mentoring programmes. They advocate that reverse mentoring is an effective way to build genuine awareness of barriers faced by BAME staff and involvement in schemes by senior leaders demonstrates to all staff a commitment to race equality.

[Read Business in the Community's factsheet here.](#)





# SUPPLIERS

# 1

**The company undertakes a review of their existing suppliers & monitors the proportion of Black-led businesses and SMEs.**

Large companies and public sector bodies invest significant amounts through their supply chains. They have a responsibility to ensure that these funds are invested in equitably and reach Black-led businesses and SMEs.

Undertaking a review of existing suppliers on leadership and governance alongside conducting ongoing monitoring will allow companies to understand their baseline and set targets for improving. Actions to improve representation may include:

1. A review of procurement processes to identify barriers to Black-led businesses and SMEs
2. Pro-active outreach and relationship building with Black-led businesses and SMEs as part of broader procurement strategies

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## **SPOTLIGHT ON: BPIC NETWORK**

The [BPIC Network](#) (Black Professionals in Construction) is a platform for Black and ethnic minority professionals within the construction industry here in the UK and across the world. Their aim is to connect underrepresented groups within the industry and work directly with key organisations in order to champion the importance of diversity in the built environment.

As part of this, BPIC has created a minority owned construction supply chain [portal](#), providing a centralised hub as well as helping industry connect with projects and developments.

# 2

**The company requires suppliers to demonstrate their commitments to recruitment, retention and progression of young Black men.**

Commissioning companies should include the 'Commitment' actions in supplier contracts and discuss with their suppliers' additional specific actions depending on the contract and its geographical coverage. Influencing supply chains will be a critical tool to growing the number of companies with ethnically inclusive and integrated workforces.

Public bodies and large companies can have a significant influence on ethnic diversity in the workforce through their supply chains. There is often a contractual requirement for a certain percentage of local labour and small firms to benefit. This is an opportunity and should be monitored throughout by senior HR staff. The commissioning organisation should lead by example by demonstrating their track record of action to improve ethnic diversity. Companies can gain competitive advantage by demonstrating how they reach and attract ethnically diverse young people from the local area.

The company must provide accountability by reviewing suppliers' commitments to recruitment, retention and progression of young Black men to ensure these are delivered. Requiring suppliers to provide regular diversity and inclusion reports on performance will demonstrate the importance of delivering on agreed employment outcomes for young Black men.

## **USEFUL RESOURCES**

- Minority Supplier Development UK supports organisations to create inclusive and diverse supply chains through their innovation, knowledge and procurements hubs.

# ANNEXE

## ANNEXE ONE: WHY FOCUS ON YOUNG BLACK MEN? FAQs

The Moving on Up initiative has experience of engaging with the capital's employers about recruitment and progression of young Black men since 2020. In this time, we have found that employers are usually apprehensive and often reluctant to talk directly about young Black men. They are concerned about 'singling out' one group on the basis of ethnicity. The negative stereotypes associated with young Black men may add to this reluctance to have open discussions about recruitment and progression. More positive stories about the positive contribution young Black men make to London's workforce and culture and the untapped talent pool they represent would help. Employers can play their part through the actions in this toolkit.

We want to encourage many more London employers to openly discuss underrepresented groups such as young Black men and use this toolkit to take action. We encourage you to use this Q&A section to stimulate internal conversations and when you're talking to other employers and training providers.

Employers have asked us the following questions:

### **Are young Black men the most discriminated against group of young people?**

It is not helpful or desirable to create a league table of the most underrepresented or disadvantaged. There are a range of groups underrepresented in London's workforce and they should all be valued and have access to opportunities. We believe more targeted work is needed where universal approaches have failed specific groups to date, evident in the disparities in employment outcomes between different ethnic groups. Universal approaches can often mask where particular groups are facing persistently worse outcomes.

Compared to White young men there are employment rate disparities for young Black men.

Young Black men have higher unemployment rates: The Annual Population Survey shows that in the period January to December 2019 the unemployment rate for young Black men in London was 33%, indicating that around 11,000 young Black men were available for and actively seeking work. The unemployment rate for young White men in the same period was 15%.

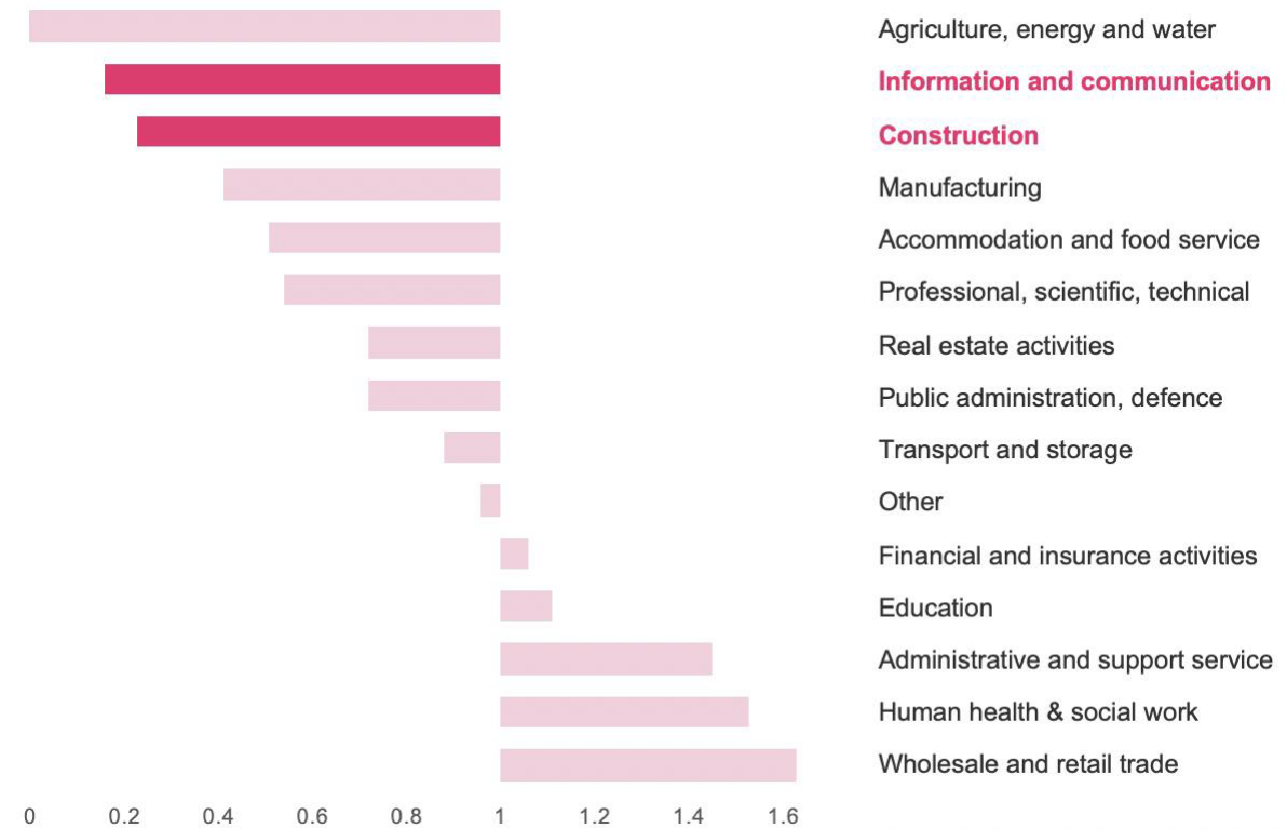
According to the Government's Ethnicity, Facts and Figures website people in Great Britain from ethnic minority groups (excluding White minorities) aged 16-24 were more likely to be unemployed (18%) as people from the White group (11%) this was the largest gap of any age group, at 7 percentage points.

Young Black men aged 18-24 are more likely to be on Jobseekers Allowance: Over the period January to December 2019, the proportion of young male JSA claimants in London who were young Black men averaged 31%, although young Black men are 16% of the young male population aged 18-24. In the same period, young White men made up 39% of young male JSA claimants although make up around 51% of all young men in London. (Sources: Jobseeker's Allowance stocks and flows by ethnicity, age and duration; GLA ethnic group population projections – 2020 projection)

Black graduates are more likely to be unemployed: Labour Force Survey (LFS) data for 2019 showed Black graduates aged 21-30 unemployment at **12.5%** compared to **3.7%** for White graduates aged 21-30.

Young Black men are less likely to be employed in higher earning sectors: Young Black men who are in employment are more likely to be working in wholesale and retail trades, transport and storage, education and in health and social care jobs. They are less likely to be working in construction, manufacturing, information and communication jobs and professional, scientific and technical roles, where average salaries tend to be higher. (Sources: Annual Population Survey 3-year pooled dataset 2016-18; ONS average weekly earnings by industry)

Representation of young Black people (16 to 24) by employment sector in London<sup>10</sup>



<sup>10</sup> Source: 2011 Census data

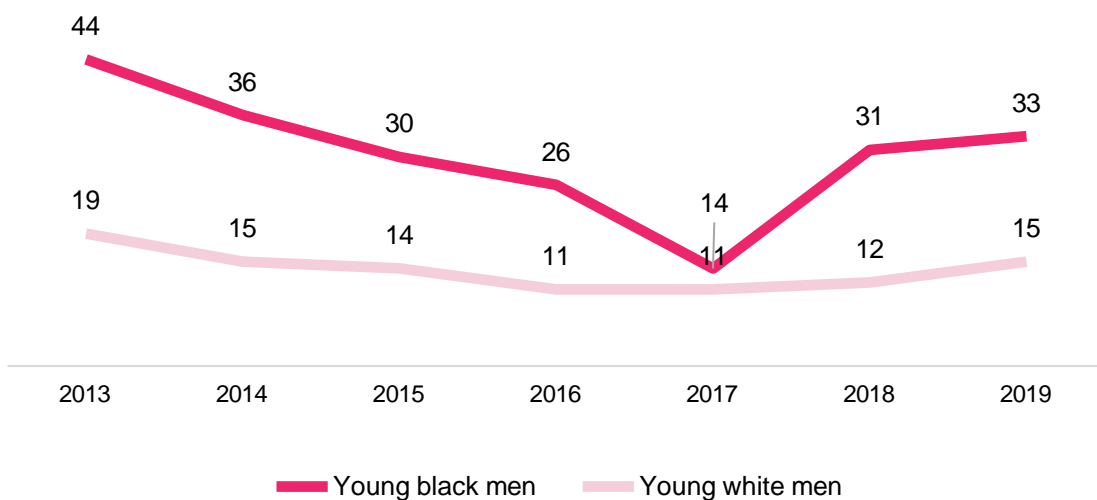
In this chart a value of 1 means the same proportion of young Black people are employed in this industry as for all young people. A value below 1 indicates under-representation and a value above 1 indicates over-representation. Data are for all young Black people, no breakdown by gender

**What’s the evidence to justify focusing on young Black men?**

Between 85,000 and 100,000 young men in London are from Black and mixed Black ethnic groups (estimates vary). Young Black men make up around 20% or 1 in 5 of all young men in London.

Young Black men have persistently higher unemployment rates than young White men.

Unemployment rates for young men in London (% of economically active population available for and actively seeking work) <sup>11</sup>



**Is WIN asking an employer to show positive discrimination to this group?**

WIN is not advocating positive discrimination or racial quotas. This would be unlawful under the Equality Act 2010. We are encouraging employers to take proactive, targeted actions to reach and recruit a proportion of young Black men that is reflective of London’s population. We are also signposting employers to the positive action measures in the Equality Act which are useful for tackling ethnic underrepresentation in companies.

**Won’t targets and quotas take employers in the wrong direction?**

<sup>11</sup> Annual Population Survey

We should try and avoid using targets and quotas interchangeably. Ethnic quotas are unlawful and problematic. A company can probably take one of two approaches. They can decide they want to do better by monitoring their recruitment processes and adopting some or all of the good practice set out in this toolkit. Alternatively, they could set a target based on their baseline to achieve a recruitment number for young Black men over a specified period of time.

### **Do you have young Black male role models in construction and digital technology companies?**

Yes, there are young Black male role models in these sectors. There are construction and digital technology companies that employ young Black men and some of these individuals are actively supporting their companies' efforts to attract other young people from similar backgrounds. Not all young Black men employed by a company will want to be held up as a role model but there is no harm asking for their participation in public facing activities. The following organisations and networks may be another source for identifying young Black male role models:

UKBlack Tech, BAME in Games, Melanin Gamers, POC in play, Colorintech, AFBE-UK, Black Professionals in Construction and DiverseCity Surveyors

The Workforce Integration Network supports a huge talent pool of young Black men looking to enter and working within the technology and construction industries. You can get in touch [here](#) to advertise your opportunities and vacancies with this talent pool.



## ANNEXE TWO: OTHER USEFUL DIVERSITY AND INCLUSION TOOLKITS

1. [CIHT, Routes to Diversity & Inclusion](#), A toolkit to help employers recruit, retain and develop a diverse workforce (2015) Chartered Institution of Highways & Transportation (CIHT)
2. [Investing in Ethnicity & Race in the Workplace The Maturity Matrix](#)- A simple and effective toolkit to help organisations move the dial on their journey with the ethnicity and race agenda, 2018.
3. [ENGIE Diversity and Inclusion Discrimination Training Booklet](#)
4. [Attracting under-represented groups to digital apprenticeships](#)

## ANNEXE THREE: COMPANIES THAT SUPPORTED THE DEVELOPMENT OF THE TOOLKIT

A New Direction	Livity
BCS	London Legacy Development Corporation
Berkeley Group	Microsoft
BT	Morgan Sindall
CITB	Natwest Markets
Colourintech	Occumi
Creative Assembly	Optimity
Danny Sullivan	Profusion
ENGIE	PwC
EY	RBS
Foundervine	Salesforce
Games London	Space Ape Games
Games London	Sports Interactive
Goldman Sachs	Tech Nation
H2S	Tideway
hackajob	Transport for London
Hackney Digital Apprenticeship team	Urbanis
IBM	Urban MBA
Institute of Coding	Ustwo
JP Morgan	Veritas Investments
Just IT	VGC Group
KeyHaven Capital	Wates
LendLease	WhiteHat

## ANNEXE FOUR: VIEWS OF YOUNG BLACK MEN

The following are verbatim quotes from 40 Black men aged 16 to 24 living in Brent and Newham. The young men took part in six consultation events in early 2019. The events were organised and facilitated by partners in the Moving on Up collective impact partnerships established in the boroughs of Brent and Newham with the aim of improving employment outcomes for young Black men.

The views below were expressed by the young men in response to the question:

### **What could employers do to help more young Black men to get good jobs?**

#### Create opportunities

- Give them more of a chance - they don't give us chances - you don't see a lot of Black people in most jobs - the council is a bit different - different departments, in retail and restaurants, you don't see Black people - maybe only in the back, not on show.
- Help them get work experience even if it's not in the field they want.
- Give people with a criminal record another chance. Dismiss minor criminal records.
- Help them develop and get training - it's all about building connections and meeting people and about trust.
- Buddy them up with another Black man in the same role who they can get tips from about how to get employment.
- Take them in as trainees so that they can get a feel for the environment that they want to put themselves in.
- Offer work experience.
- Offer roles related to Black young men.
- Create roles for them.
- Help them find jobs in the same field or alternative field either at their company or elsewhere.

#### Communicate directly

- Invite them in as much as possible, let them into discussions
- By letting Black males know what exactly you want from them.
- Listen more and give that push to help us out.
- Put jobs out that interest young people and are easier to find.
- Advertise more in-job training.
- Advertising targeted at young Black men
- They should promote more Black workers when marketing but not be tokenistic
- Use social media- Twitter, Instagram, Snapchat, LinkedIn
- Run employer networking events in the local community and at universities

### Eradicate bias and stereotyping

- Recruiters should not be able to see the candidates so they can only judge based on responses and not images.
- They are too biased - if you are Black, young and don't wear a suit they dismiss you.
- Take them on as trainees or apprentices and give them a chance by being fair.
- Be more versatile – we're not all lazy gang members smoking weed.
- As with the general population they believe media which is always negative against Black men - the same as the police.
- There should be more Black recruitment managers and Black people in senior positions - that will inspire others.

## **Other formats and languages**

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

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City Hall  
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Telephone **020 7983 4100**  
**[www.london.gov.uk](http://www.london.gov.uk)**

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.