



## HOW-TO GUIDE

# SETTING GOALS AND MEASURING PROGRESS

Race at Work Charter  
Executive Sponsor





## Introduction

An important role of Executive Sponsors in advancing racial equity is to not only set clear and meaningful goals but also to measure progress toward those goals.

Goals can be set at both national and local level and BITC has produced the Regional Insights on Race factsheets to help employers look at regional data when setting goals.

Our 2023 Race at Work Charter survey found when asked about goal setting (internal and public) to increase the racial diversity of board and senior executive teams? More than half (53%), of the employers participating said yes to this question in 2023. This shows an increase from 41% of employers who said this in 2020.

## Why set goals and measure

“Setting clear goals and measuring progress is essential for driving success. But it’s not just about numbers—it’s about engaging employees at every level and empowering them to contribute to the journey.

When we tap into the collective strength of our employee network groups and engage them in decision making at different levels, we foster collaboration and ownership, creating a culture where progress is not just tracked, but actively shaped by everyone." - **Roland Ilube SVP Finance Mobility, Shell and member of BITC Race Leadership Team**

There is the well-known adage: “What gets measured gets done.” Organisations set goals and metrics to measure progress in key areas of the business and to drive change. Setting goals for ethnically diverse should be no different.

Clear goals set the timeline and pace of change required and focus activity to deliver the desired outcome.

Goals and targets are a clear representation of what needs to be achieved and by when, so that leaders in the organisation can easily understand and engage.

Goals supported by regular reporting of progress against them enables prompt remedial action if progress is not at required level.

## Setting Goals for your organisation

Organisations must set goals for representation by ethnicity for the different levels in the organisation. This is because typically the ethnic diversity represented at junior levels is not reflected at the senior levels.

Three areas can deliver the greatest impact in delivering target achievement.

1. **Recruitment**
2. **Progression**
3. **Retention**

## How to set goals

These three stages outline the elements that should be considered when setting goals for an organisation.

### 1. Understand the current state

Understand the problem that needs addressing by asking these questions:

- What is the ethnic composition of your workforce?
- How does it split by level?

- How many applications from Black, Asian, Mixed Race and other ethnically diverse people do you attract?
- How do those applications progress compared to others – how many are longlisted, short-listed, offered roles, take up roles?
- How do your ethnically diverse recruits fare once employed?

### 2. Determine the future state

Decide where the organisation should be by taking these steps:

- Agree the skills and human resources (including the desired diversity of the future skill base) that the organisation needs over the target period
- Agree the desirable level of voluntary turnover for the organisation or set a turnover target that is typical turnover for its sector
- Determine what types of role changes constitute a promotion
- Understand the diversity of the recruitment market (such as demographics of region or skill

set). Use the BITC Regional Insights Factsheets.

### 3. Determine the type of target

Agree how targets will help the organisation get there by considering these elements:

- Consider agreeing different goals for different parts of the organisation depending on current state of these parts.
- Consider targets for different ethnic groups to address imbalance in representation.
- Consider if the target needs to be proportionate. For example, should it be proportionate to the grade of the talent pool individuals were promoted from or an absolute number.

Determine if you want to set a year-on-year improvement target, an absolute number or if the target is to close any differential (such as in turnover rates for all ethnic minorities compared to white or specific ethnically diverse groups compared to white).

To achieve goals, Executive Sponsors should establish and embed the following:

#### Leadership commitment

- Leaders must set a clear tone from the top, explaining why targets are required, why leaders need to engage and to position ethnicity targets alongside other business measures.
- Set a clear timeline for target achievement.
- Use organisational trend data to engage leaders on the issues to be resolved to inform targets.
- Require targets to be sufficiently stretching to deliver the desired change.

#### Accountability and ownership

- Ensure leaders understand they are accountable for delivering the targets and the supporting actions.
- Embed target achievement into your performance and reward review processes to drive accountability and consider

- publishing external for transparency and accountability.
- Ensure regular board-level review of progress against targets
- Provide regular reporting to leaders so they can monitor progress against targets and take prompt remedial actions if not on track.

### **Manage senior Black, Asian, Mixed Race and other ethnically diverse leadership pipeline**

- Identify ethnically diverse in the leadership pipeline and ensure they are provided with the sponsorship, work opportunities and development they need to progress.
- Review the roles that feed leadership positions to ensure ethnically diverse representation and act to address issues to build the pipeline.

- Implement board member sponsorship of Black, Asian, Mixed Race and other ethnically diverse staff in roles that feed leadership roles
- Develop tailored leadership development interventions for senior Black, Asian, Mixed Race and other ethnically diverse talented employees.

### **Success to career-defining roles**

- Identify those career-enhancing roles that provide people with the exposure and experience to prepare them for the next level. Ensure there is proportionate representation in these roles and regularly review.
- Identify your key talent and ensure key Black, Asian, Mixed Race and other ethnically diverse ethnically diverse talent has access to these career-enhancing roles.

## **Advocacy**

- Ensure Black, Asian, Mixed Race and other ethnically diverse key talent have senior sponsors who can influence and make changes to give access to opportunities.

## **Managing talent pipeline and promotion processes**

- Review all Black, Asian, Mixed Race and other ethnically diverse talent to identify if there are talented individuals who have been overlooked and should be identified as key talent.
- Determine the talent pipeline for progression to next level and review to ensure proportionate Black, Asian, Mixed Race and other ethnically diverse representation. Monitor regularly to ensure it remains diverse.
- Require promotions to be at least proportionate and challenge where this is not the case.
- Conduct a diversity review of all proposed promotions before they are finalised.

- Mandatory training for all those who make talent progression decisions, so they understand how bias can impact their decisions and take action to take to mitigate.

## **Support for Black, Asian, Mixed Race and other ethnically diverse talent**

- Ensure Black, Asian, Mixed Race and other ethnically diverse talent is paired with skilled career progression coaches
- Consider tailored leadership development interventions for Black, Asian, Mixed Race and other ethnically diverse talent
- Review applications for self-nomination development programmes and target individuals who may need encouragement to apply
- Ensure Black, Asian, Mixed Race and other ethnically diverse employees have access to skilled mentors
- Profile ethnically diverse role models in your organisation.

## Retention

### Senior Representation

- Ensure you have Black, Asian, Mixed Race and other ethnically diverse representation at senior levels.

### Profile

- Profile your Black, Asian, Mixed Race and other ethnically diverse leaders, and ensure they are visible in leadership events, annual, general and internal staff meetings and the organisation's communications.
- Encourage them to share their career journey stories.

### Engage and consult your people

- Conduct regular staff engagement surveys to understand level of engagement among Black, Asian, Mixed Race and other ethnically diverse staff and to both enable early identification of issues that could increase turnover and issues that would support retention.

- Conduct focus groups with teams with low or high retention to understand issues and what supports high retention. Engage team members on actions to address issues.
- Engage the organisation's Black, Asian, Mixed Race and other ethnically diverse people networks and seek their views on its reputation with the communities they represent.
- Conduct exit interviews with Black, Asian, Mixed Race and other ethnically diverse employees to understand their reasons for leaving.

### Employee networks

- Create opportunities where Black, Asian, Mixed Race and other ethnically diverse staff can informally raise issues, seek support and mentoring from others
- Support establishment of Black, Asian, Mixed Race and other ethnically diverse employee networks and seek their input for ethnicity inclusion strategy.

## **Support different cultures**

- Provide prayer facilities.
- Recognise cultural events, festivities and religious celebrations.
- Raise awareness of actions being taken to support Black, Asian, Mixed Race and other ethnically diverse talent.
- Provide culturally diverse food in the organisation's catering facilities.

## **Acknowledgements**

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