Route map towards greater ethnic diversity

The problem: The environment sector is one of the least ethnically diverse in the UK. Just 4.81% of professionals identify as Black, Asian or from other minority ethnic groups, compared to 12.64% across all UK professions.

There is also evidence that people of colour within the sector experience racism in the form of stereotyping, discrimination, exclusion from networking and mentorship and a lack of opportunity for progression.

Full Colour research for Wildlife and Countryside Link (Link) revealed high appetite for action in the sector but a lack of direction. Only 4% of organisations have a plan to increase ethnic diversity and are regularly implementing it. Results also showed that while 86% of leaders say increasing ethnic diversity should be a priority for the sector, only 22% say it currently is.
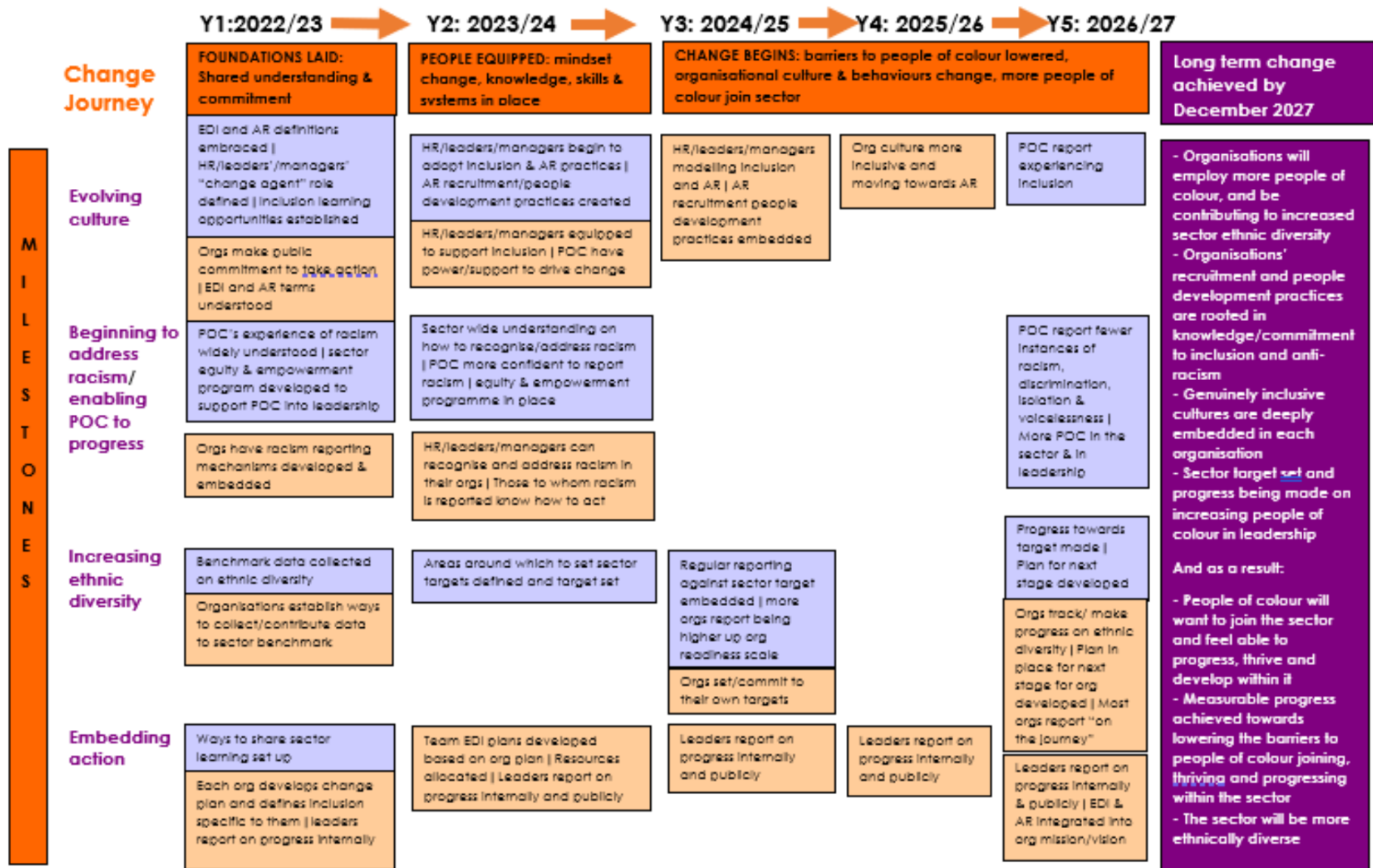
The route map: This is why Link commissioned Full Colour to work with colleagues in the sector to develop a route map for change. The route map sets sector-wide objectives to be met by December 2027, with key milestones to be met each year along the way.

Each organisation is at a different point on its journey, and the route map recognizes and caters to this. It is a supportive not prescriptive programme with overarching aims, which can be arrived at through varied actions tailored to your organisation.

While the route map will not solve all the issues around lack of ethnic diversity or the presence of racism in the sector, profound change is possible by working together towards a shared goal. The route map and accompanying guidance manual set out how.

First steps: We thank your organisation for joining this movement. We recommend reviewing the route map objectives and first year milestones on the following pages as a starting point.

Our guidance manual takes you step-by-step through many aspects of the milestones, providing suggestions for actions and free resources that can be utilised. The manual assumes your organisation is at the start of your journey, but contains information that can be valuable at any stage.

Change Journey

	Y1: 2022/23	Y2: 2023/24	Y3: 2024/25	Y4: 2025/26	Y5: 2026/27	Long term change achieved by December 2027
Change Journey	**FOUNDATIONS LAID:** Shared understanding & commitment	**PEOPLE EQUIPPED:** mindset change, knowledge, skills & systems in place	**CHANGE BEGINS:** barriers to people of colour lowered, organisational culture & behaviours change, more people of colour join sector			Long term change achieved by December 2027

MILESTONES

Milestone	Y1: 2022/23	Y2: 2023/24	Y3: 2024/25	Y4: 2025/26	Y5: 2026/27
Evolving culture	EDI and AR definitions embraced | HR/leaders'/managers' "change agent" role defined | Inclusion learning opportunities established — Orgs make public commitment to take action | EDI and AR terms understood	HR/leaders/managers begin to adopt inclusion & AR practices | AR recruitment/people development practices created — HR/leaders/managers equipped to support inclusion | POC have power/support to drive change	HR/leaders/managers modelling inclusion and AR | AR recruitment people development practices embedded	Org culture more inclusive and moving towards AR	POC report experiencing inclusion
Beginning to address racism/ enabling POC to progress	POC's experience of racism widely understood | sector equity & empowerment program developed to support POC into leadership — Orgs have racism reporting mechanisms developed & embedded	Sector wide understanding on how to recognise/address racism | POC more confident to report racism | equity & empowerment programme in place — HR/leaders/managers can recognise and address racism in their orgs | Those to whom racism is reported know how to act			POC report fewer instances of racism, discrimination, isolation & voicelessness | More POC in the sector & in leadership
Increasing ethnic diversity	Benchmark data collected on ethnic diversity — Organisations establish ways to collect/contribute data to sector benchmark	Areas around which to set sector targets defined and target set	Regular reporting against sector target embedded | more orgs report being higher up org readiness scale — Orgs set/commit to their own targets		Progress towards target made | Plan for next stage developed — Orgs track/ make progress on ethnic diversity | Plan in place for next stage for org developed | Most orgs report "on the journey"
Embedding action	Ways to share sector learning set up — Each org develops change plan and defines inclusion specific to them | leaders report on progress internally	Team EDI plans developed based on org plan | Resources allocated | Leaders report on progress internally and publicly	Leaders report on progress internally and publicly	Leaders report on progress internally and publicly	Leaders report on progress internally & publicly | EDI & AR integrated into org mission/vision

Long term change achieved by December 2027

- Organisations will employ more people of colour, and be contributing to increased sector ethnic diversity
- Organisations' recruitment and people development practices are rooted in knowledge/commitment to inclusion and anti-racism
- Genuinely inclusive cultures are deeply embedded in each organisation
- Sector target set and progress being made on increasing people of colour in leadership

And as a result:

- People of colour will want to join the sector and feel able to progress, thrive and develop within it
- Measurable progress achieved towards lowering the barriers to people of colour joining, thriving and progressing within the sector
- The sector will be more ethnically diverse

The route map - Actions to achieve first year's milestones

Further work will be needed on future year's actions which would need to take account of progress in year 1.

Milestone category: ■ (orange)   **Sector milestones:** ■ (light purple)   **Organisational milestones:** ■ (light orange)

	Milestone summary descriptor	Milestone descriptor in full	Actions

Evolving culture	EDI and AR definitions embraced | HR/leaders'/managers' "change agent" roles defined | Inclusion learning opportunities established	Sector wide definitions of key terms understood and embraced in ways that lead to action
		
		AND
		
		Inclusive and anti-racist behaviours expected of leaders, managers and HR professionals have been defined
			Link and/or other sector bodies to:
			1. Develop guidance on key terms/definitions, the roles of leaders, managers and HR practitioners in creating a change programme and driving change towards greater ethnic diversity, becoming genuinely inclusive in ways that acknowledge the racism experienced by people of colour and identify steps towards becoming anti-racist
			2. Develop guidance on inclusive behaviours at an organisational and personal level
			3. Work in partnership with sector-wide organisations to develop fundraising plans to secure long-term funding to support change
			4. Organise sector-wide event to
			   a. Share route map
			   b. Share research on experiences of POC
			   c. Launch call to action for members
			NB: Race report is collecting data on ethnicity

		The proactive roles of leaders, HR professionals and managers in driving change have been defined	
		Learning opportunities established	

		Learning opportunities to support leaders, managers and HR colleagues adopt inclusive behaviours and understand racism & anti-racism have been developed	Link and/or other sector bodies to: 1. Subject to funding, provide sector-wide training on: a. Methods to debias recruitment and development b. Roles that leaders, managers and HR professionals need to play c. Developing genuinely inclusive cultures and behaviours d. Understanding racism and anti-racism 2. Develop peer learning circles (see below) 3. Develop and disseminate sector-wide guidance on how to review and revise structures for reporting and addressing racism 4. Examples of existing good practice by Link members shared on increasing ethnic diversity, inclusive practice and anti-racist practice
	Public commitment to take action	Public commitment made by Link members to take action and implement this route map	1. Each organisation to sign up to Link call to action and take part in sector-wide opportunities to develop and implement change 2. Cascade training and guidance within organisations on key terms, roles and responsibilities based on sector-wide training (see above) 3. Cascade training and guidance on inclusion and anti-racism based on sector-wide training (see above) 4. People of colour already within organisations are supported to identify the role they want to play in driving change, including identifying resources/ support they need and the influence and decision-making power they will have

Beginning to address racism/ enabling people of colour to progress	POC's experience of racism widely understood | sector equity & empowerment program developed to support POC into leadership	Sector-wide research on the experience of people of colour and how racism in all its forms plays out is widely understood	1. This to form part of sector-wide training set out above 2. (Subject to approval by IES) provide podcast on key findings of their report on minority ethnic environment professionals' experiences
		A sector-wide equity & empowerment programme is developed to progress the careers of colleagues of colour including supporting their journeys into leadership	1. Provider for sector-wide equity and empowerment programme for people of colour is commissioned, programme developed and pilot run
	Organisations have racism reporting mechanisms developed & embedded	Ways to report and address racism in all its forms developed, understood and embedded in each organisation	1. Develop clear ways within organisations to report and address racism, ensuring that people of colour have support in place in raising concerns 2. Provide training to managers on implementing the racism reporting system
Ethnic diversity	Benchmark data collected on ethnic diversity	Benchmark data collected on ethnic diversity	1. Race Report
	Organisations establish ways to collect/contribute data to sector benchmark	Each organisation has an established system to contribute to sector-wide data collection	1. Race Report

Embedding action	Ways to share sector learning set up	Ways to share sector-wide learning set up	1. Link to devise temperature check surveys to report on sector progress on developing and implementing change plans on ethnic diversity, inclusion and anti-racism for use annually from 2023/4 onwards. To include collection of good practice examples 2. Learning circles established, grouping organisations with similar traits for leaders, HR professionals and managers to share learning 3. Link to agree online "expert" webinars on key concepts such as inclusion and anti-racism and practical topics such as data gathering and usage
	Each organisation develops change plan and defines inclusion specific to them | leaders report on progress internally	Each organisation develops a change plan to increase ethnic diversity, reduce barriers to entry and progression for people of colour and embed this work into their overall strategic plan. This will include inclusive and anti-racist recruitment and development practices. It will also include each organisation defining what an inclusive culture looks like and how they will work towards creating that culture NOTE: this section links with the Evolving Culture section above	1. Organisations to review route map and decide which actions they will adopt, how these will be resourced, how to approach setting internal targets on ethnic diversity and how leaders will regularly report on progress internally. Based on this, develop change plan* 2. Organisations to set up internal and external reporting, ready for sharing progress from 2023/4 onwards 3. Establish senior leader and board champions to drive change on EDI and AR and hold colleagues to account for implementing change in policies, practice and behaviours 4. Organisations to develop definitions of equality, diversity, inclusion and anti-racism specific to them 5. Organisations to audit how staff currently experience the organisation's culture and the

		Leaders report on progress within their organisations	degree to which it is inclusive, based on their definition. 6. Organisations to develop an inclusive behaviours framework to drive change on culture, and integrate the framework into staff objective setting and performance appraisals 7. Organisations to review and amend policies and practices which most impact on their ability to become more ethnically diverse, particularly focusing on inclusive and anti-racist recruitment, development, retention and pay policies and practices 8. Organisations to develop an anti-racism policy and approach 9. Organisations to develop ways to conduct equality impact assessments of their programmes of work 10. Leaders develop ways appropriate to their organisation to report internally on progress

* Areas of work that could be included in change plan:
- Identifying organisation specific barriers to greater ethnic diversity
- Absorbing and acting on advice already available to the sector
- Commissioning specialist advice on how to reduce barriers to greater ethnic diversity
- Collecting monitoring data on ethnicity, e.g. in job applications, who gets shortlisted, who gets appointed
- Analysing monitoring data on ethnicity e.g. in job applications
- Consulting with ethnically diverse staff and/or stakeholders on their lived experience of your organisation
- Setting up staff networks for people of colour or, if there are too few staff, connecting with Link's People of Colour Group
- Defining "equality", "diversity", "inclusion" and "anti-racism" in relation to your organisation and its day-to-day practice
- Identifying budget for the work II Creating a specific budget or funding for diversity, inclusion and anti-racism initiatives
- Including increasing ethnic diversity as an organisational objective
- Appointing a senior executive and/or Trustee to lead and drive change on equality, diversity, inclusion and anti-racism
- Commissioning in-house training on EDI and anti-racism