

THE RACE REPORT

Staff Perceptions Survey

**Uncovering experiences of diversity and inclusion within the
environmental charity sector**

2025

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Acknowledgements

Thanks to the 50 organisations and the hundreds of employees who participated in the RACE Report staff perceptions survey in 2025. Their participation is a valuable contribution to increasing transparency, diversity and inclusion in the UK environmental charitable sector.



The RACE Report was founded by Hindu Climate Action, Nature Youth Connection and Education CIC, South Asians for Sustainability and SOS UK. SOS UK is the accountable organisation. The project is funded by Esmee Fairbairn Foundation and Synchronicity Earth in 2025.

1. Research summary

Research summary

The environment, climate, sustainability and conservation sector is unrepresentative of the racial and ethnic diversity seen across the UK. The RACE Report (Racial Action for the Climate Emergency) seeks to drive diversity and inclusion in charities and funders working on these issues through data transparency.

Racial equity is essential to a just and effective UK environmental charity sector. Racially minoritised communities are disproportionately exposed to environmental harm, while remaining persistently under-represented and excluded within environmental organisations, leadership and decision-making. This disconnect weakens the sector's ability to deliver fair and lasting solutions to the climate and nature crises. The RACE Report exists to increase transparency around racial diversity and inclusion, creating the conditions for accountability, learning and change.

The Staff Perceptions Survey is a biannual survey designed to complement the diversity data collected and collated by **The RACE Report** from charities working across the environment, climate, sustainability and conservation sector. It recognises the need to ensure any improvements in diversity are coupled with positive workplace experiences, with staff from all backgrounds and identities feeling included and supported.

In 2025 **50 organisations** participated in the Staff Perceptions Survey with **1685 people** working across the sector responding. People from all backgrounds and identities completed the survey, with analysis exploring the differences in experiences and perceptions between respondents with white identities and those who identify as people of colour or from other ethnically or racially minoritised groups.

Overall, we found a positive picture - **87% of all respondents said they enjoy working for their organisation**. However, further analysis reveals some **key differences* in the perceptions and experiences of respondents who identify as people of colour or from other racially or ethnically minoritised identities in comparison to respondents identifying as white ethnicities**. The remainder of this summary focuses on these differences, providing insights into areas where continued progress is needed.

Research summary

How the data was analysed

The organisations taking part in the staff perceptions survey varied in size according to the number of employees. As a result, the distribution of responses is unevenly spread across participating organisations. To account for this, the responses have been averaged across the participating organisations meaning the results reflect the **'average experiences and perceptions'** of staff taking part across the 50 organisations. The analysis involved calculating the results for each organisation then producing a mean figure for each question. This is the primary analysis approach, and the data presented in this report has been analysed in this way unless specified otherwise.

The data has also been reviewed on an individual basis, with the results weighted by the total number of employees in the organisations taking part. In some cases, we found that this approach revealed additional significant differences that were not shown by the averaged data (as described above).

As The RACE Report promotes transparency, we felt it important to report these findings, particularly where they reflect the experiences of people of colour and those from other ethnically or racially minoritised groups, making sure they are not 'erased' by the averaging process. The findings from the individual-level analysis are included alongside the averaged data, marked as 'individual analysis' when presented in this summary and identified with pink boxes in the detailed report.

Notes on the data

To allow an understanding of different experiences, racial and ethnic identities have been grouped for analysis purposes. This does not imply any one group is more or less important than another or that the experiences of these groups are uniform. Grouping has been carried out for practical purposes only, where populations are too small to support meaningful analysis and where grouping allows for a better understanding of trends and relationships.

The findings below draw out key differences (statistically significant at 95% confidence level, with a 5% margin of error unless specified otherwise) between respondents identifying as people of colour or from other ethnically minoritised groups, and those who identify as white ethnicities. Details of these groupings can be found on page 16 of the report.

A summary profiling the organisations that took part in the research is presented on page 11. It's also worth noting that the **Charity Commission**'s register of charities lists over 8000 charities whose objects and activities include the word 'environment' and over 2000 charities whose include the word 'nature' (however it is also likely that not all organisations whose objects and activities reference these words can truly be describe as 'environmental charities'). Whilst there may not be a true figure of the number of organisations operating in the sector available, these figures are referenced to show the need for increased participation in order to build a more reflective picture of experience.

Other RACE Report data

As well as the main diversity data report each participating organisation receives a transparency card showing data on their organisation's action on equality diversity and inclusion. If the organisation has 30 or more members of staff, their diversity data is also shown.

Access all our reports via our **website**.

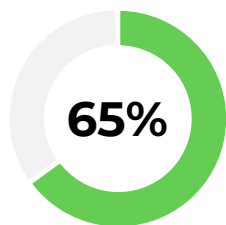
The RACE Report is designed to drive accountability across the sector through increased transparency.

We strongly encourage organisations to reflect on the findings from The RACE Report diversity data and this staff perceptions survey to explore their own equality, diversity and inclusion work and learn from others to contribute to a sector wide shift for better inclusion and increased diversity.

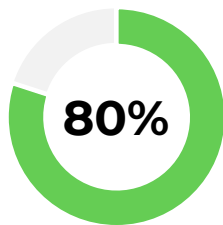
Data gathered by The RACE Report complements wider initiatives offering support and guidance to organisations and employees on diversity and inclusion, for example **Wildlife and Countryside Link's Ethnic Diversity Route Map**, **IEMA's Diverse Sustainability Initiative** and **The RACE Report Membership**.

Overall, respondents reported a generally positive experience when reflecting on working for their organisation – 87%* of all respondents say they enjoy working for their organisation. But underneath this are some different experiences and perceptions depending on race / ethnic identity including in relation to...

Feelings of value...



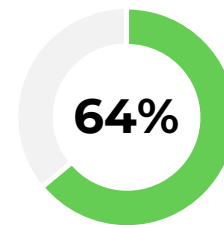
People of colour or
other ethnically
minoritised
identities



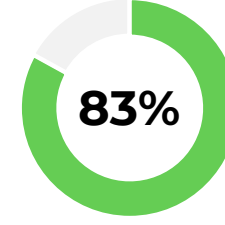
White identities

**“I feel valued for my
contributions at work”**

Belonging and identity...



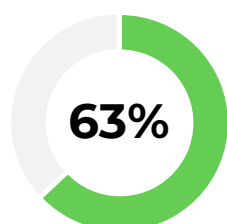
People of colour or
other ethnically
minoritised
identities



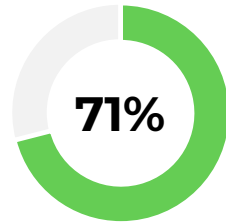
White identities

**“I feel that I belong in the
organisation I work at”**

Development and progression...

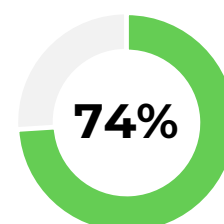


People of colour or
other ethnically
minoritised
identities

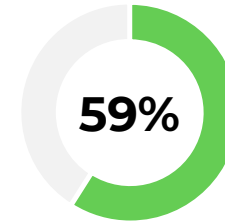


White identities

**“My organisation helps
me acquire skills and
knowledge that will
benefit my future
career”**



People of colour or
other ethnically
minoritised
identities



White identities

**“I feel there are as many
opportunities for me to
succeed in this
organisation as there are
for my peers”**

Overall, respondents reported a positive view of their organisation's approach to equality, diversity and inclusion (EDI). For example, 73% see their organisation actively identifying and opposing racism through its policies, practices and action. EDI action on race was most commonly reported as having improved during their time working at their organisation – 56% of respondents identifying as people of colour and other ethnically minoritised groups share this view along with 58% of respondents with white identities. But again, differences in experience and perception exist according to race/ethnic identity in relation to specific aspects of EDI practice including...

Their organisation's action overall...

67% People of colour or other ethnically minoritised identities

76% White identities

say they see their organisation actively identify and oppose racism through its policies, practices and actions

Embedding EDI in delivery...

62% People of colour or other ethnically minoritised identities

73% White identities

say they see their organisation considering diversity and inclusion as standard when designing and developing new areas of work

Leadership from senior staff...

56% People of colour or other ethnically minoritised identities

73% White identities

say they see senior leaders routinely champion equality, diversity and inclusion to staff and key stakeholders

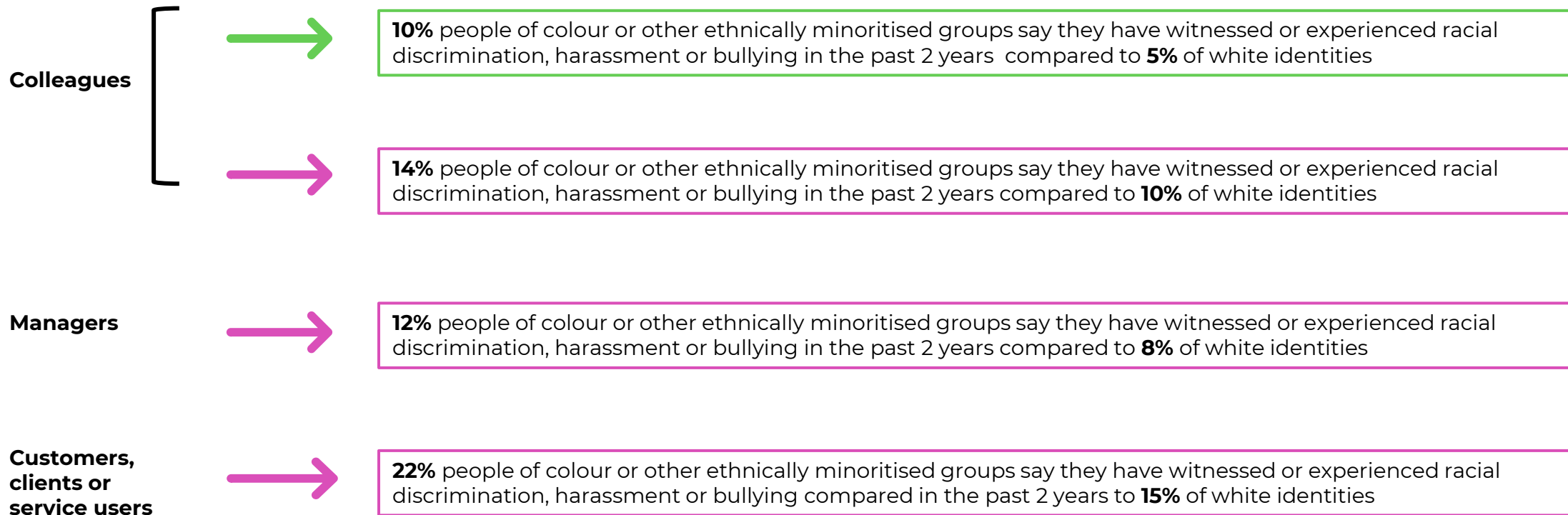
And the relevance of EDI

60% People of colour or other ethnically minoritised identities

71% White identities

say they feel like their organisation's work on diversity and inclusion is relevant to their role

Reflecting on the past two years, respondents most commonly reported experiencing or witnessing racial harassment, bullying or other types of discrimination in their interactions with customers, clients or service users (12%). There are significant differences in experience when taking into account the racial or ethnic identity of respondents, for example considering these behaviours amongst...



Averaging analysis

Individual analysis

2023 - 2025: changing staff perceptions in repeat organisations

Findings from 29 organisations show both shared and distinct shifts in experience and perception across racial/ethnic identity groups, including...

Significant decreases in agreement between 2023 and 2025*:

- “I enjoy working for my organisation”**
 - People of colour and other ethnically minoritised groups: **95% → 87%**
 - White identities: **96% → 86%**
- “I feel that I belong in the organisation I work at”**
 - People of colour and other ethnically minoritised groups: **85% → 61%**
 - White identities: **88% → 83%**
- “My organisation helps me acquire skills and knowledge that will benefit my future career”**
 - People of colour and other ethnically minoritised groups: **79% → 66%**
 - White identities: **83% → 66%**
- “I see my workplace celebrating individuality and difference”**
 - People of colour and other ethnically minoritised groups: **70% → 48%**
 - White identities: **86% → 79%**

Significant increases between 2023 and 2025:

- Rating of organisation action on protected characteristics covered by the Equality Act as ‘doing all they can’ (scoring 8-10 out of 10):**
 - People of colour and other ethnically minoritised groups : significant improvements in ratings for age and pregnancy and maternity.
 - White respondents: significant improvements for age, disability, marriage and civil partnership, pregnancy and maternity, religion and belief, and sex.
- Experiencing or witnessing racially motivated harassment, discrimination or bullying (over the past 2 years) amongst clients, customers or service users:**
 - People of colour and other ethnically minoritised groups: **12% → 20%** (non-significant increase)
 - White identities: **9% → 18%**

2023-2025: Trends amongst repeat organisations

2. About The RACE Report Staff Perceptions Survey

What is The RACE Report staff perceptions survey?

Environment and conservation professions are amongst the least diverse in the country. **The RACE Report** (Racial Action for the Climate Emergency) was launched in April 2022 with the goal of increasing transparency amongst charities working on these issues and creating an impetus to go further and faster on diversity and inclusion.

The RACE Report involves charities working across the environment, climate, sustainability and conservation sector submitting data on the diversity characteristics of their staff and trustees, contributing to building a picture of diversity across the sector. This process is repeated annually, allowing changes and progress to be identified and celebrated.

In 2023, an optional Staff Perceptions Survey was introduced to help understand how the diversity data submitted through the main reporting process translates to the experiences of inclusion by staff working in organisations across the sector. The survey is repeated biannually and 2025 is the second iteration of the research.

The survey data was gathered over June and July 2025 and a total of **1685** respondents answered the survey, from **50** organisations working across the environmental charity sector who opted into the research. People from all backgrounds and identities completed the survey, with analysis exploring the differences in experiences and perceptions between respondents with white identities and those who identify as people of colour or from other ethnically or racially minoritised groups (see page 16 for details of these groupings).

How the data was analysed

The organisations taking part in the staff perceptions survey varied in size according to the number of employees. As a result, the distribution of responses is unevenly spread across participating organisations. To account for this, the responses have been averaged across the participating organisations meaning the results reflect the **‘average experiences and perceptions’** of staff taking part across the 50 organisations. The analysis involved calculating the results for each organisation then producing a mean figure for each question. This is the primary analysis approach, and the data presented in this report has been analysed in this way unless specified otherwise.

The data has also been reviewed on an individual basis, with the results weighted by the total number of employees in the organisations taking part. In some cases, we found that this approach revealed additional significant differences that were not shown by the averaged data (as described above).

As The RACE Report promotes transparency, we felt it important to report these findings, particularly where they reflect the experiences of people of colour and those from other ethnically or racially minoritised groups, making sure they are not ‘erased’ by the averaging process. The findings from the individual-level analysis are included alongside the averaged data, marked as ‘individual analysis’ and identified with pink boxes in the detailed report as shown here:

Individual analysis

As outlined in section 1 of this report, adopting an individual analysis approach reveals experiences not reflected by averaging responses across organisations taking part in the survey. The same significant differences exist using this approach as are reported above.

The survey covered topics including:

- Perceptions of their role, and general feelings about their workplace
- Experiences of progression and development opportunities
- Feelings of inclusion and belonging
- Organisation action on equality, diversity and inclusion
- Experiencing or witnessing harassment, bullying or discrimination at work

Changes to the 2025 survey

Whilst most statements used in the questions have been kept the same as the previous survey carried out in 2023, additional questions have been added under the category of 'organisation action on equality, diversity and inclusion'. In addition, the answer scales have been amended following methodological research which highlights the increased levels of engagement with survey questions when scales contain a personal reference. Based on this evidence we changed from the 2023 survey scale of 'Strongly agree' to 'Strongly disagree', to 'Very much like me' to 'Not at all like me'. It's important to bear this in mind where comparisons are made between the two years of data.

Race and ethnicity

To allow an understanding of different experiences, racial and ethnic identities have been grouped for analysis purposes. This does not imply any one group is more or less important than another or that the experiences of these groups are uniform. Grouping has been carried out for practical purposes only, where populations are too small to support meaningful analysis and where grouping allows for a better understanding of trends and relationships. The data in each chapter of this report is first presented for all respondents combined, followed by a breakdown presenting data from respondents identifying as people of colour or from other ethnically minoritised groups, and those who identify as white ethnicities. Details of these groupings can be found on page 16 of the report.

The findings presented in the report draw out key differences statistically significant at 95% confidence level, with a 5% margin of error unless specified otherwise.

A summary profiling the organisations that took part in the research is presented on page 15. It's also worth noting that the **Charity Commission's** register of charities lists over 8000 charities whose objects and activities include the word 'environment' and over 2000 charities whose include the word 'nature' (however it is also likely that not all organisations whose objects and activities reference these words can truly be describe as 'environmental charities'). Whilst there may not be a true figure of the number of organisations operating in the sector available, these figures are referenced to show the need for increased participation to build a more reflective picture of experience.

Other RACE Report data

As well as the main diversity data report each participating organisation has received a transparency card showing data on their organisation's action on equality diversity and inclusion. If the organisation has 30 or more members of staff, their diversity data is also shown. You can access the transparency cards and the main diversity data report via the [website](#).

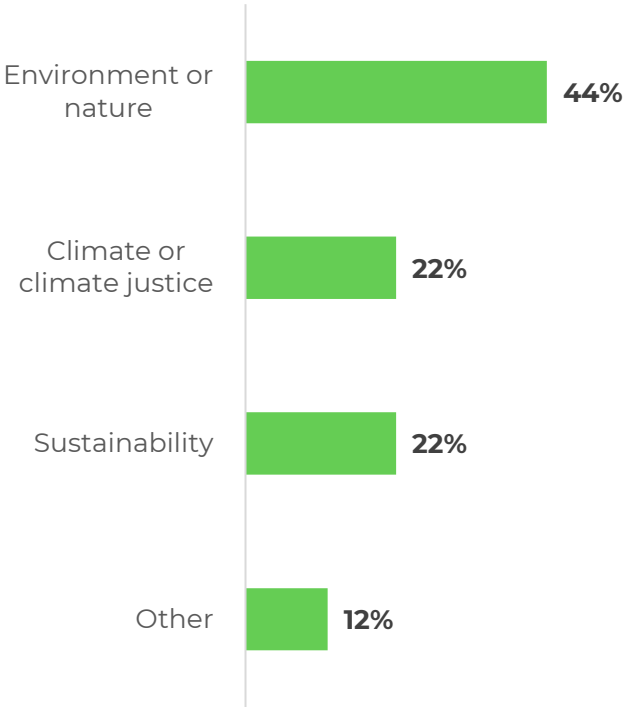
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The RACE Report complements wider initiatives offering support and guidance to organisations and employees on diversity and inclusion, for example **Wildlife and Countryside Link's Ethnic Diversity Route Map**, **IEMA's Diverse Sustainability Initiative** and **The RACE Report Membership**.

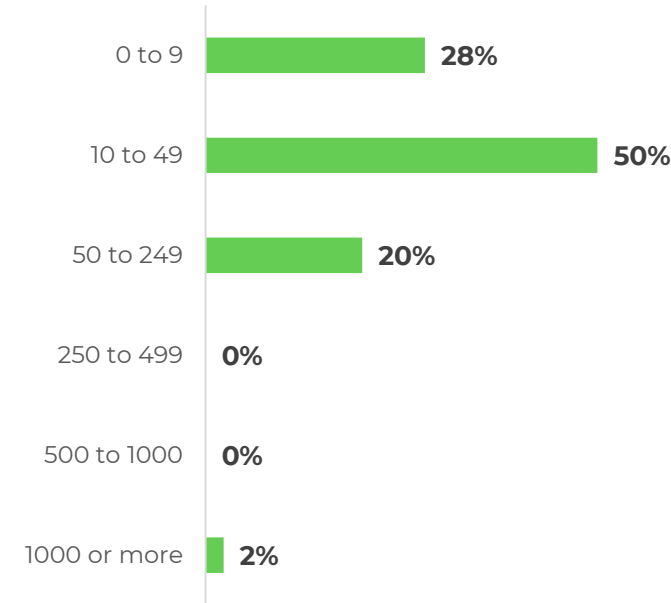
Participating organisations

The 50 organisations who took part in The RACE Report’s 2025 Staff Perceptions Survey can be described as:

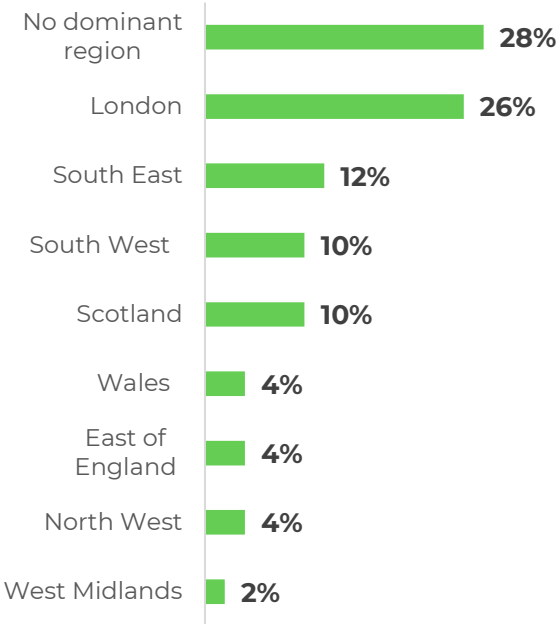
Focus of organisation



Members of staff (FTE)



Region most staff are based in



Note: Data sourced from the organisation’s most recent data submission to The RACE Report (including 2023, 2024, 2025)

To understand different experiences, racial and ethnic identities have been grouped as follows for analysis purposes. Throughout the remainder of this report, significant differences in experiences or perceptions between these groupings are drawn out.

People of colour and racially/ethnically minoritised groups

- Arab
- Asian/Asian British - Indian
- Asian/Asian British – Pakistani
- Asian/Asian British – Bangladeshi
- Asian/Asian British – Chinese
- Asian/Asian British – Any other Asian background
- Black/African/Caribbean/Black British – Caribbean
- Black/African/Caribbean/Black British – African
- Black/African/Caribbean/Black British – British
- Black/African/Caribbean/Black British – Any other Black/African/Caribbean/Black British background
- Gypsy or Traveller communities

- Jewish
- Latin/South/Central American
- Mixed/Multiple ethnic groups – White and Black Caribbean
- Mixed/Multiple ethnic groups – White and Black African
- Mixed/Multiple ethnic groups – White and Asian
- Mixed/Multiple ethnic groups – White and Latin/South/Central American
- Mixed/Multiple ethnic groups – Any other Mixed/Multiple ethnic background
- Roma

White ethnicities

- White – English
- White – Scottish
- White – Welsh
- White – Northern Irish
- White – British
- White – Irish
- White – Any other White background

Other ethnicity

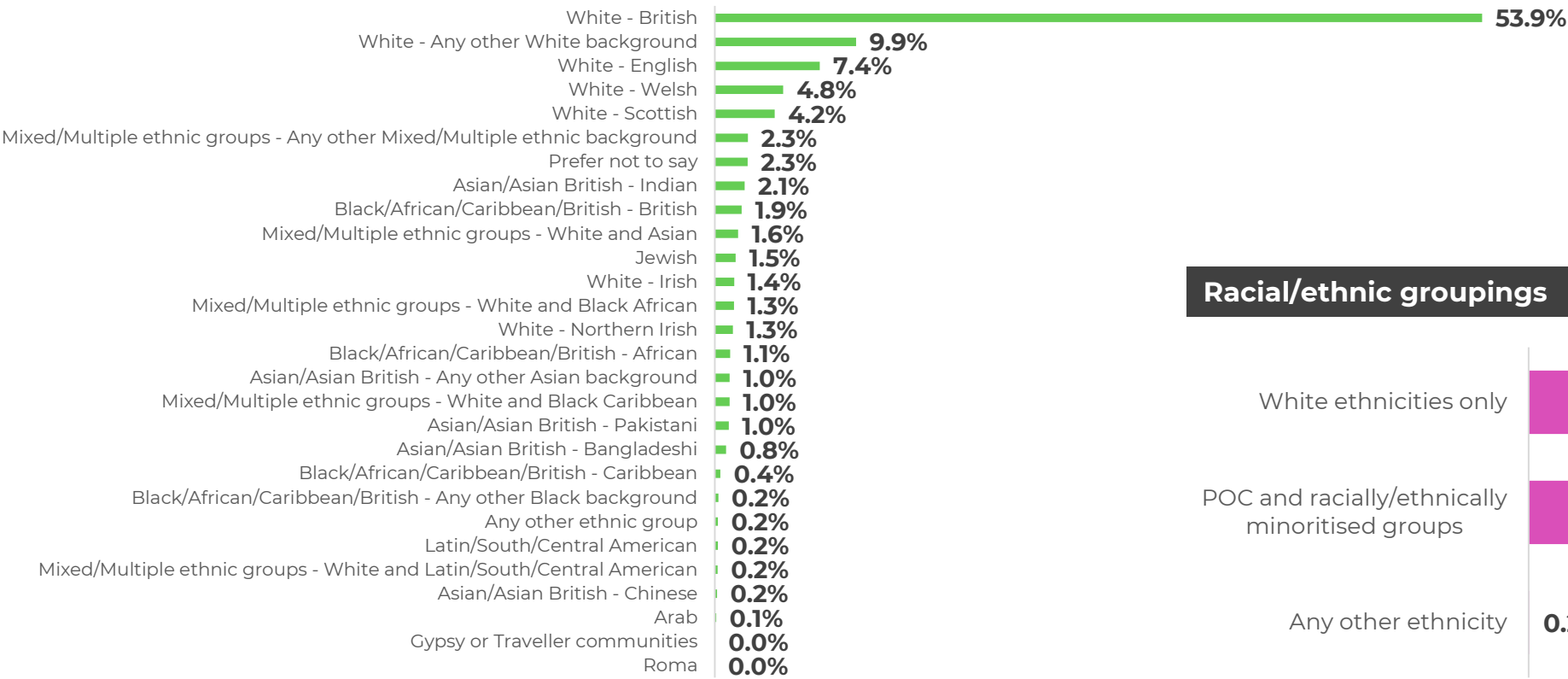
- Any other ethnic group

Not disclosed

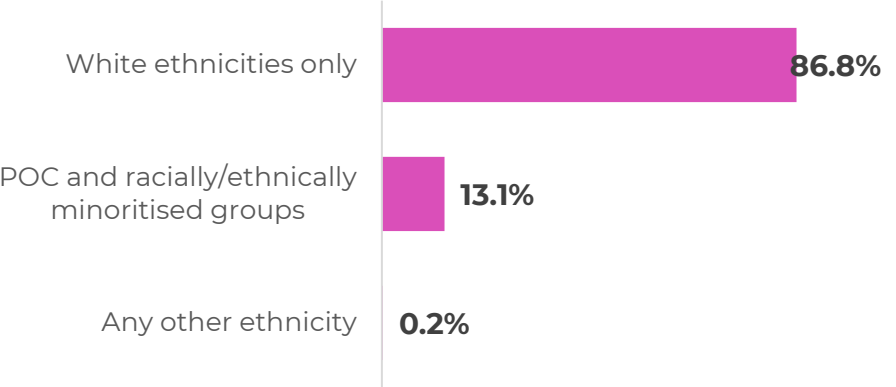
- Individuals that have not disclosed this information

When averaged across the participating organisations (as described on page 12), **87%** of respondents identify as **white ethnicities** and **13%** identify as **people of colour or from other racially or ethnically minoritised groups**. Later in the report, findings are presented according to these two groupings. The results from individuals selecting ‘any other ethnicity’ have not been included within the analysis in the remainder of this report due to the small sample size.

Detailed racial / ethnic identities



Racial/ethnic groupings



Q: Which of the following best describes your ethnic group?
Base:1769 responses; Balance: No response

3. Research findings

3.1 General role and workplace experiences

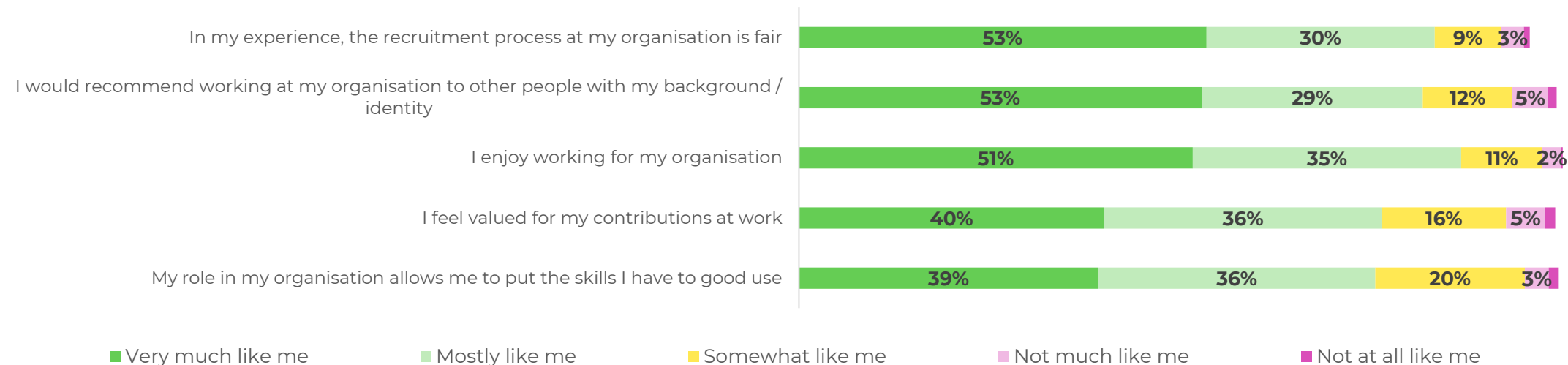
3.1 General role and workplace experiences

All respondents

There are high levels of enjoyment when thinking about working for their organisation, with **87%** agreeing they **enjoy working for their organisation**. Overall, **82%** say they would **recommend working at their organisation to other people with their background/identity**.

Respondents also report a range of other positive experiences within their organisations, for example most respondents feel that:

- in their experience, the **recruitment process is fair** (83%).
- they **feel valued** for their contributions at work (76%), and
- their role allows them to **put the skills they have into good use** (75%).



Q: When thinking about your experiences at work, to what extent, if at all, do you agree or disagree with the following statements?
Base: c.1665; Balance: Don't know, Rather not say

Racial/ethnic identity breakdown

General role and workplace experiences

In my experience, the recruitment process at my organisation is fair



I enjoy working for my organisation



I would recommend working at my organisation to other people with my background/identity



I feel like my current role allows me to put the skills I have to good use



I feel valued for my contributions at work



■ People of colour and other ethnically minoritised groups (n=c.212)

■ White ethnicities (n=c.1419)

Q: When thinking about your experiences at work, how much, if at all, do the following statements describe you? Base: c.1548; Only 'Very much like me' and 'Mostly like me' responses shown.

Analysing the responses according to respondents' race/ethnic identity shows variation in experience and perception, with some differences being statistically significant.

Recommending their organisation:

Respondents identifying as people of colour or from other ethnically minoritised identities are less likely to say they would recommend working at their organisation to other people with their background / identity (**75%** said this, compared to **84%** of respondents with white identities).

Putting skills into use:

The same respondents are also less likely to say they feel like their current role allows them to put the skills they have to good use (**70%** compared to **79%** of respondents with white identities).

Feeling valued:

Respondents identifying as people of colour or from other ethnically minoritised identities are also less likely to say they feel valued for their contributions at work (**65%** compared to **80%** of respondents with white identities).

Individual analysis [see section 2 for details]

The same significant differences exist using this approach as are reported above.

Reflections on general role and workplace experiences

People of colour and other ethnically minoritised groups

Comments from respondents in this group about their general role and work experiences were reviewed and common themes were drawn out.

Inclusion (7)

“I really enjoy working with my organisation, especially as a queer POC with hidden disabilities. My organisation has done really well in creating an efficient, positive and inclusive work environment by formalising and embedding EDI into all aspects of our work..”

“I have sometimes received push back from a small number of colleagues on actions to improve the inclusivity of our work, which has been slightly demoralising. Although much more of my time working here is dominated by support for inclusive action and I feel listened to by 99% of my colleagues. It has been very validating recently to speak to newly employed people of colour in my organisation, especially a mixed-race person like myself.”

Isolation, awareness and resilience (10)

“I am Indian origin international person, and I do feel it would be very difficult for someone with my background to get involved. You need to really love the problem and the sector and have thick skin.”

“In terms of recommending to work for my organisation to other people like, I would warn that it can feel quite alienating to not seeing other colleagues with your ethnicity.”

Value, progression and development (13)

“I feel like my current role have deflated my confidence and has not used my key skills but instead kept me doing a lot of mundane and admin tasks that are extremely manual and time consuming instead of building on my skills and challenging me. I occasionally get to put my actual skills to use.”

“I do not think that my organisation makes good use of my skills and feel that my progression is capped here.”

Recruitment (6)

“I have received interview questions for previous jobs with this organisation which were targeted to me being female and were irrelevant to the job criteria. Every job interview I have had has been with a panel of a very specific demographic: older, white English, male.”

“I would recommend this job to people with my heritage because of the general approach to flexibility and wellbeing, but I do think that more work is put on POC, particularly around recruitment and trying to make sure we have a visible POC on panels, etc. We have lost a lot of POC colleagues and I think this is one of the reasons why.”

Q: If you would like to make any comments related to your answers to the statements above, please use this box.
33 responses coded

White identities

400 comments from respondents with white identities about general role and work experiences were reviewed and the most common themes that emerged were concerns about diversity, inclusion and bias in the recruitment process, organisation culture, and a lack of recognition.

Concerns about diversity, inclusion and bias in recruitment process	49
Organisational culture and practices causing negative outcomes	26
Lack of recognition, feeling heard and value (including pay)	18
Positive support, respect and challenge	8

“Recruitment it not fair. Many times people with non-British appearing names are overlooked. Applications need to be anonymised.”

“The recruitment process is very biased and allows hiring managers to see details including age, gender, address. I believe it would be more equitable to have a blind recruitment process. Similarly, the job adverts are confusing and complicated which acts as a barrier, as does the low salaries.”

“My immediate colleagues and those I support appear to value me greatly, whereas senior staff appear not to recognise my contribution at all.”

“As far as I can tell, I think our recruitment process itself is fair (i.e. broadly unbiased), but I suspect our low-wages mean fewer ethnic minority applicants (due to typically low socio-economic position) apply in the first place.”

“The recruitment process I think is improving, there is more of a willingness to consider EDI, but it has a long way to go with many still idealising the traditional format and process that doesn't work for all (e.g. my experiences as a neurodivergent person, but I expect also impacts on race too).”

“I've not found working at my organisation easy - it's a high stress environment and I don't feel I've been given adequate support. High stress and burnout are normalised.”

“The recruitment process was very welcoming, but did not feel standardised, which does raise concerns about fairness e.g. unclear if/how my answers were scored.”

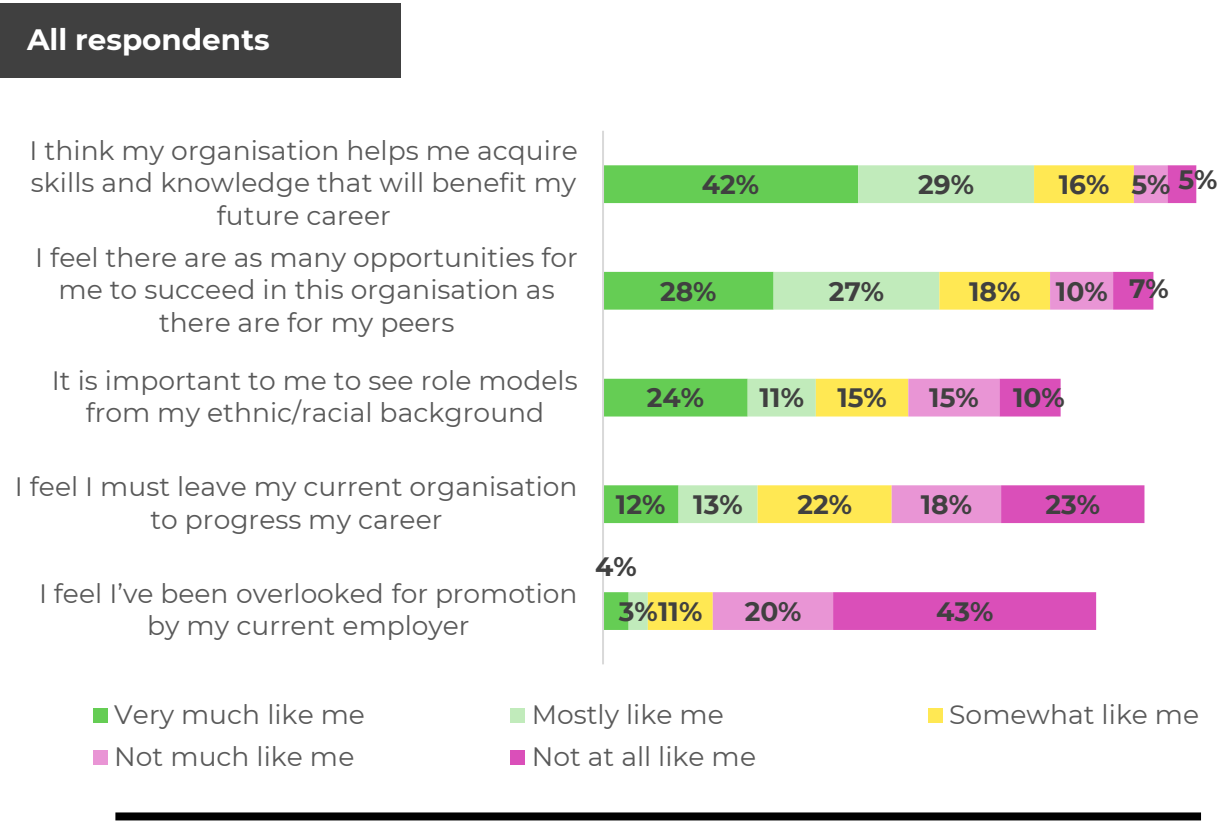
“This is the happiest I have felt in a job. With a small team who is open to challenge and conversation I feel we have a constructive way of working.”

“I feel that many people are overlooked for potential roles they could excel in, and there is almost no support for career development. Contributions often go unappreciated, or others get credit for them.”

Q: If you would like to make any comments related to your answers to the statements above, please use this box.

3.2 Experiences of development opportunities and progression

3.2 Experiences of development opportunities and progression



When thinking about their experiences of development and progression within their organisation, respondents shared the following perspectives:

Skills and training:
71% of respondents feel that their organisation is helping them to acquire skills and knowledge that will benefit their future career. For **69%** of respondents, this has included paid-for training within the last two years.

Progression and promotion:
Thinking about their opportunities in relation to their peers, **55%** agree that there are equal opportunities for progression for them compared to their peers. Some respondents identify a lack of internal progression opportunities with a quarter (**25%**) of respondents feeling they will have to leave their organisation to progress their careers. A small proportion (**7%**) feel they have been overlooked for promotion by their current employers.

Role models:
Reflecting on progression and development overall, **35%** say it is important for them to see role models from their ethnic or racial background.



TOP CHART: Q: When thinking about your experiences at work, how much, if at all, do the following statements describe you?
Base:
BOTTOM CHART: Q: Has your organisation paid for you to take part in training in the past 2 years?
BOTH CHARTS: c.1670, Balance: Don't know, Rather not say, Not applicable

Racial/ethnic identity breakdown

Development and progression

When looking at the differences in perception and reported experience by respondents with different identities and backgrounds, differences exist across all statements however statistically significant differences exist for the following statements:

Role models:

Respondents who identify as people of colour or from other ethnically minoritised groups are significantly more likely to say it's important for them to see role models from their ethnic/racial background (**57%**) than respondents with white ethnicities (**28%**)*

Skills:

Respondents who identify as people of colour or from other ethnically minoritised groups are significantly less likely to report that their organisation helps them to acquire skills and knowledge that will benefit their future career (**63%** compared with **71%** identifying as white)

Opportunities:

Those who identify as people of colour or other ethnically minoritised backgrounds are **significantly more likely to feel there are as many opportunities for them to succeed in their organisation as there are for their peers** compared to respondents with white identities (**74%** compared to **59%**)*.

Individual analysis [see section 2 for details]

In addition to the significant differences highlighted above, an individual analysis shows:

- Respondents identifying as people of colour or from other ethnically minoritised backgrounds are significantly more likely to say **they feel they have to leave their organisation to progress their career** (**31%** compared to **24%** white identities)*

Q: When thinking about your experiences at work, how much, if at all, do the following statements describe you? Base: see chart Balance: Somewhat, not much, not at all like me, Don't know, Rather not say, Not applicable

My organisation has paid for me to take part in training in the past 2 years



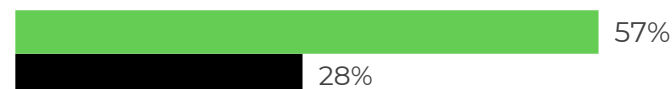
I feel there are as many opportunities for me to succeed in this organisation as there are for my peers



My organisation helps me acquire skills and knowledge that will benefit my future career



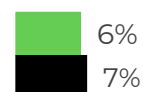
It is important to me to see role models from my ethnic/racial background



I feel I have to leave my current organisation to progress my career



I feel I've been overlooked for promotion by my current employer



■ People of colour and other ethnically minoritised groups (n=c.212)

■ White ethnicities (n=c.1419)

Reflections on experiences of development opportunities and progression

People of colour and other ethnically minoritised groups

Comments from respondents identifying as people of colour or other ethnically minoritised backgrounds on experiences of development opportunities and progression were reviewed and showed mixed experiences on these issues.

Positive experience of training and development (12)

"My organisation is always very supportive to learning and progression and will invest in employees."

"I have not done any training paid for by my organisation. But I feel that I have gained a huge amount of on-the-job training and have been given several opportunities to widen my skillset through extended employment in a variety of roles."

"My organisation is great at promoting professional development and training. Including paying for training courses required and relevant for my role, they have also paid for me to attend conferences based on my interests and those linked to EDI goals."

Limited or biased training and progression opportunities (11)

"Whilst some training has been provided, it is sometimes difficult to see the benefit. Training tends to be performed by rather left-field organisations and lacks external recognition, the company seem more interested in providing lip service to development rather than helping me build a proper career."

"It is really hard for us to undertake training and development as there often isn't really any time, we don't get enough reminders or opportunities, and no one knows how much we are allowed to actually spend individually."

"Due to being all employees being freelance there is little motivation to progress in the company, there are no opportunities for professional development if you are not in a clique with the more 'relevant' team members."

Q: If you would like to make any comments related to your answers to the statements above, please use this box 24 comments coded.

White identities

400 comments from respondents identifying as white about their experiences of development opportunities and progression were reviewed and the most common themes that emerged were concerns about the lack of career progression opportunities, lack of diversity and inclusion and lack of training and development opportunities.

Difficult to access due to funding, capacity and organisation prioritisation and consistency of training and development	43
Positive experience of training provision	33
General, 'free' or in-house training e.g. first aid, line management easily accessed	23
Lack of role-relevant training	21
Progression opportunities are limited / feel inaccessible	7

"I would really like to do an apprenticeship but it is impossible to justify the time, given that I'm underpaid for my basic current role, and have taken on further additional responsibilities for two other roles over the last 10 months. I barely have time to focus on just one role, so how would I fit in an apprenticeship or training course? Classic case of being overworked and underpaid, and unable to progress out of the cycle, leaving the only options to either accept the status quo or leave the organisation."

"The organisation has plenty of role models who are from my ethnic/racial background. I would certainly like to see senior leaders and trustees from a broader demographic, specifically age and racial/ethnic background."

"My role is in the same sphere as a cleaner or carer, there is no promotion or progression, I have applied for a role 3 times previously but was unsuccessful for reasons unknown to me or that I am unable to prove."

"Sometimes it feels like you are expected to want to climb into managerial roles and if you don't you aren't driven. I don't want to climb into management, but I very much do want to save nature and be the best in my role I can be. I feel we need to be able to recognise that there is a great value in staff being very good at their chosen role regardless of whether they climb to higher roles or not."

"My manager has been especially supportive and enthusiastic in this space - supporting me in my development, trusting me with work which challenges me and builds confidence, actively providing opportunities for me to develop and celebrating my successes. I do feel however that this experience is not necessarily consistent across the organisation and having a supportive manager who promotes development will vary."

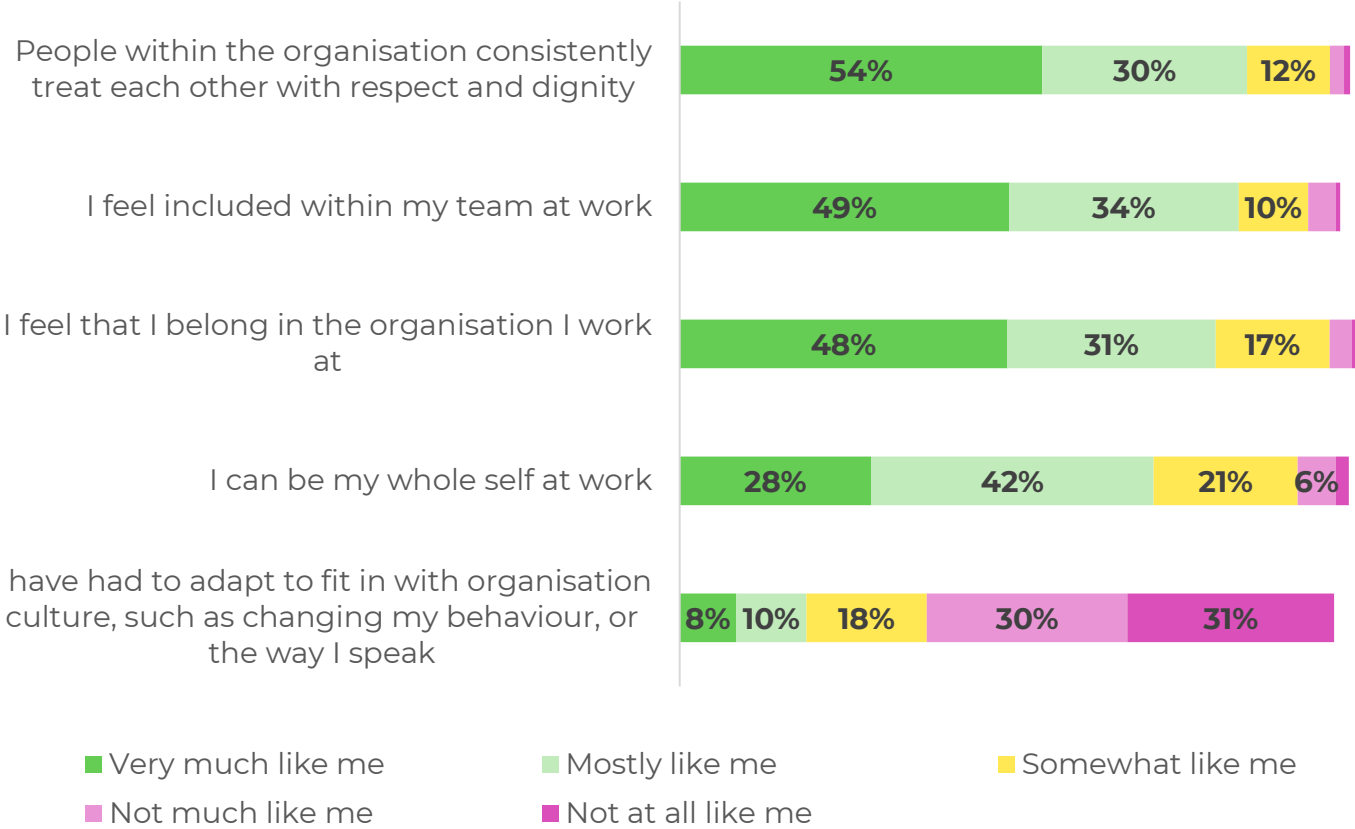
"One training course when first started but then training budget was removed."

Q: If you would like to make any comments related to your answers to the statements above, please use this box.

3.3 Feelings of inclusion and belonging

3.3 Feelings of inclusion and belonging

All respondents



Most respondents report positive experiences at work in this area.

Inclusion and belonging:

The majority of respondents say they feel included within their team (**83%**) and that they belong in the organisation they work for (**79%**).

Colleagues:

On the whole, respondents feel like their colleagues consistently treat each other with dignity and respect (**84%**).

Identity and adaptation:

Most respondents also feel able to be their 'whole self' at work (**70%**), however around a fifth (**19%**) agree that they have had to adapt to fit in with organisation culture at their place of work, for example changing their behaviour or the way they speak.

Q: When thinking about your experiences at work, how much, if at all, do the following statements describe you?
Base: c.1643; Balance: Don't know, Rather not say, Not applicable

Racial/ethnic identity breakdown

Inclusion and belonging

People within the organisation consistently treat each other with respect and dignity



I feel included within my team at work



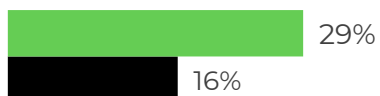
I feel that I belong in the organisation I work at



I can be my whole self at work



I have had to adapt to fit in with organisation culture, such as changing my behaviour, or the way I speak



- People of colour and other ethnically minoritised groups (n=c.212)
- White ethnicities (n=c.1419)

Q: When thinking about your experiences at work, how much, if at all, do the following statements describe you? Base: c.1545; Balance: Somewhat, not much, not at all, Don't know, Rather not say, Not applicable

When thinking about inclusion and belonging within their organisation, respondents report a varied experience according to their racial/ethnic background. There are significant differences* across all statements.

Belonging:

Significantly less likely to report feeling that they belong in the organisation they work at (**64%** compared to **83%** of respondents with white identities)

Identity:

Significantly less likely to report they can be their whole self at work (**53%** compared to **76%** of respondents identifying as white)

Adaptation:

- Significantly more likely to say they have had to adapt to fit in with organisation culture, for example through changing their behaviour or the way they speak (**29%** compared with **16%** of respondents with white identities)

Individual analysis [see section 2 for details]

The same significant differences exist using this approach as are reported above.

3.4 Organisation action on equality, diversity and inclusion

3.4 Organisation action on equality, diversity and inclusion

Policies and leadership

All respondents



Respondents report positive practices by their organisations in the area of equality, diversity and inclusion (EDI) however there are also areas where perceptions suggest there is room for improvement. For example:

Positive action and emphasis:

- **73%** see their organisation actively identifying and opposing racism through its policies, practices and action
- **70%** see senior leaders at their organisation routinely champion EDI to staff and key stakeholders
- **5%** think too much emphasis is placed on diversity and inclusion at their organisation

Areas for improvement:

- **47%** think the employee networks designed to support diversity and inclusion at their organisation are effective
- **31%** believe their organisation needs to do more to understand the interactions between EDI and their sustainability, climate and nature goals

Q: When thinking about your experiences at work, to what extent, if at all, do you agree or disagree with the following statements?
Base: c.1546; Balance: Don't know, Rather not say, Not applicable

Racial/ethnic identity breakdown

Policies and leadership



■ People of colour and other ethnically minoritised groups (n=212)
 ■ White ethnicities (n=c.1419)

Q: When thinking about your experiences at work, to what extent, if at all, do you agree or disagree with the following statements?
 Base: c.1546; Balance: Don't know, Rather not say, Not applicable

Whilst most statements show small, non-significant variations in perspectives and experience according to racial/ethnic identity, in some instances there is a statistically significant difference, including:

Policies, practices and action:

Agreement that their organisation actively identifies and opposes racism through its policies, practices and actions, where **67%** of respondents who identify as people of colour or other ethnically minoritised groups agree, compared with **76%** of respondents with white identities

Senior leadership:

Respondents who identify as people of colour / other ethnically minoritised backgrounds are significantly less likely to agree senior leaders routinely champion equality, diversity and inclusion to staff and key stakeholders compared to respondents identifying as white ethnicities (**56%** compared to **73%**)

Embedding EDI in delivery:

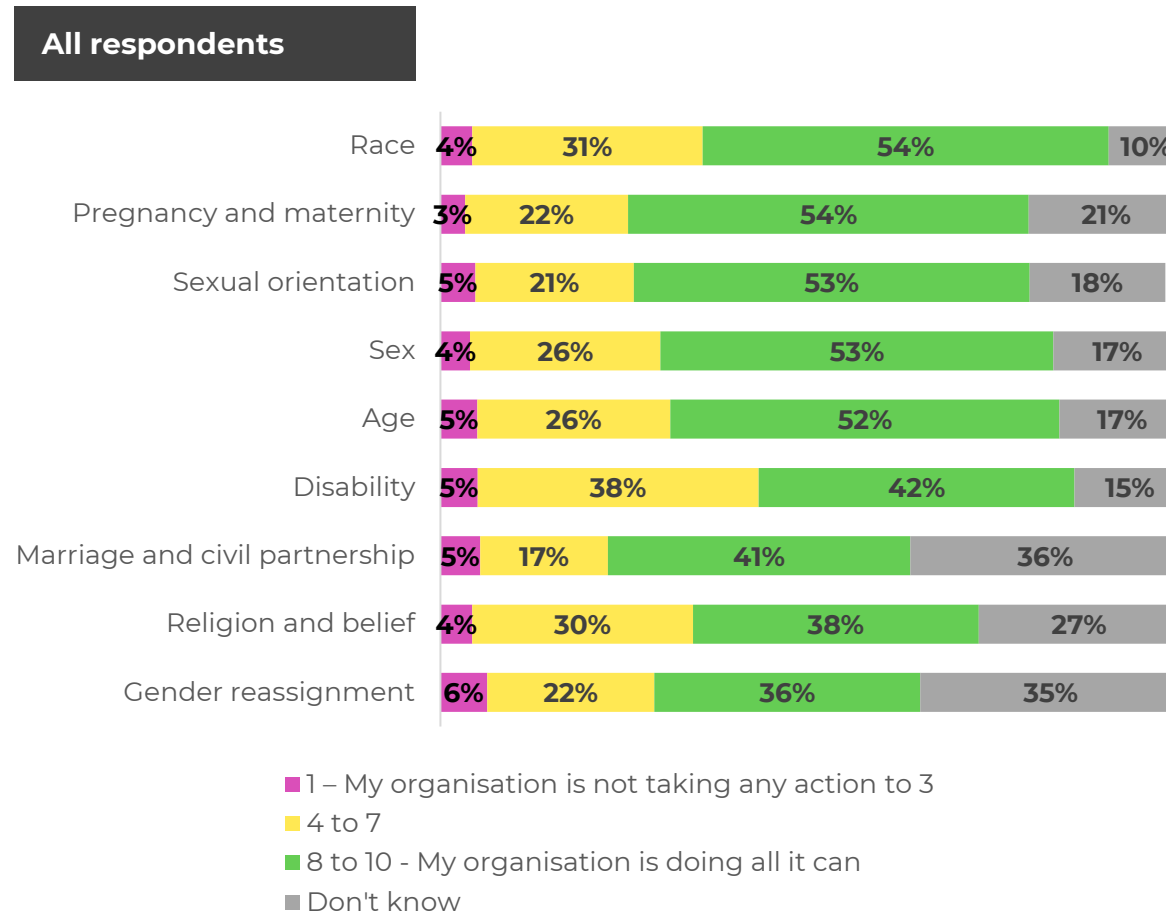
- Perceptions of whether their organisations considers diversity and inclusion when designing and developing new areas of work also differ significantly (**62%** people of colour and other ethnically minoritised groups think this compared to **73%** of white identities)

Individual analysis [see section 2 for details]

In addition to the significant differences highlighted above, an individual analysis shows:

- Respondents who identify as people of colour are significantly less likely to say they think **the employee networks designed to support diversity and inclusion at their organisation are effective** than respondents who identify as white (**63%** compared with **74%**)

Rating organisation's EDI performance



Q: Thinking about the policies and practices within your organisation, how would you rate the performance of your organisation to achieving equality, diversity and inclusion in relation to the following 'protected characteristics'? Please note: Protected characteristics are described in the Equality Act (2010) as personal characteristics which it is against the law to discriminate against in the workplace. These terms are used here as the legal definitions of personal characteristics protected by the Equality Act, however we recognise that they may not always align with how people personally identify and does not cover all groups that may experience discrimination.

Base: c.1636; Balance: Don't know, Rather not say, Not applicable

Respondents were asked to score their organisations action on EDI using a scale of 1 to 10, where 1 represents 'My organisation is not taking any action' and 10 represents 'My organisation is doing all it can'. The scoring considered policies and practices that relate to each of the protected characteristics covered by The Equality Act.

Strongest performance:

Respondents are most likely to identify positive performance for the characteristics of:

- Pregnancy and maternity (**54%** scored 8-10)
- Race (**54%** scored 8-10)
- Sex (**53%** scored 8-10)
- Sexual orientation (**53%** scored 8-10)

Room for improvement:

Respondents are least likely to report perceptions of positive performance for:

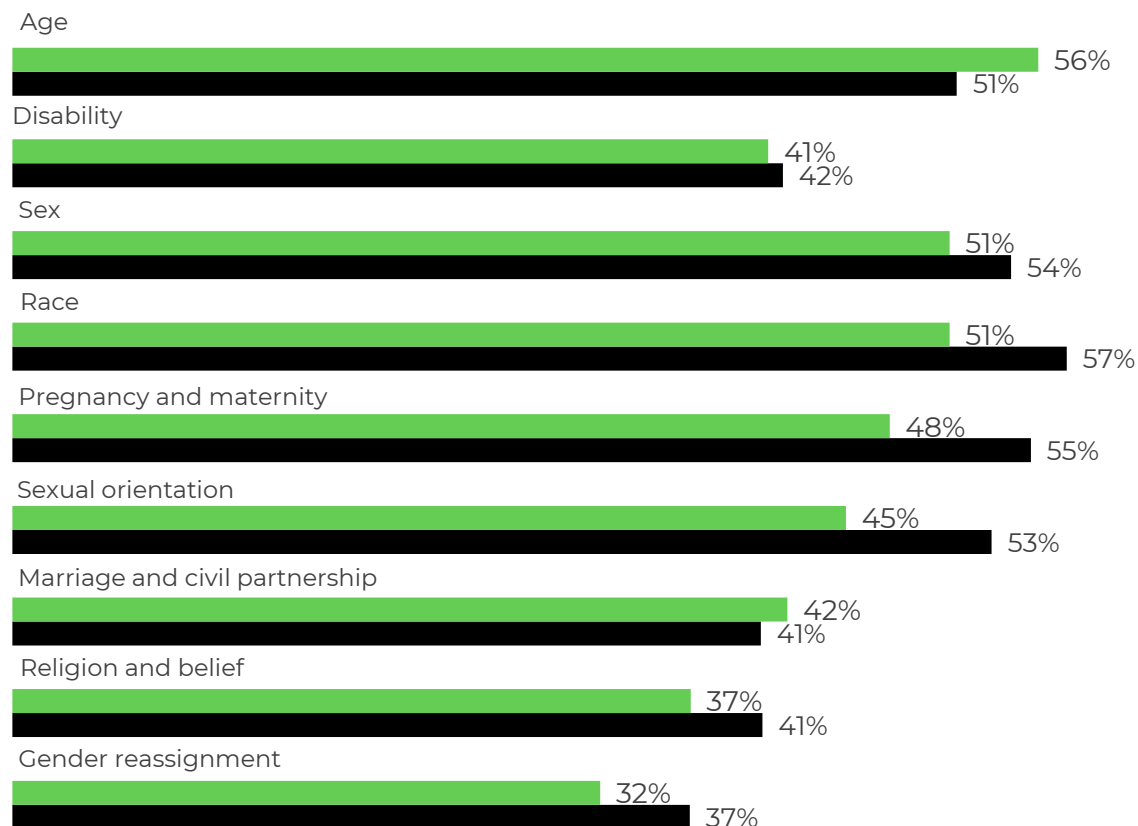
- Religion and belief (**38%** scored 8-10)
- Gender reassignment (**36%** scored 8-10)

Uncertainty:

In terms of respondents that don't know how to rate the action their organisation is taking, the lowest level reported was for action on race, with **10%** saying they don't know. The highest was for marriage and civil partnership with **36%** saying they don't know how to rate the action their organisation is taking.

Racial/ethnic identity breakdown

Rating organisation's EDI performance



- People of colour and other ethnically minoritised groups (n=c.212)
- White ethnicities (n=c.1419)

The adjacent chart shows responses for '8-10' where 10 indicates a perception that their organisation is 'doing all it can' on achieving equality, diversity and inclusion on the characteristics.

There are variations in perspectives according to racial/ethnic identity when looking at the ratings given for positive performance in most areas, with people of colour or from other ethnically minoritised identities less likely to report a positive perception that those with white identities in most instances. These variations are **not statistically significant apart from** perceptions of action on **pregnancy and maternity** and **sexual orientation**.

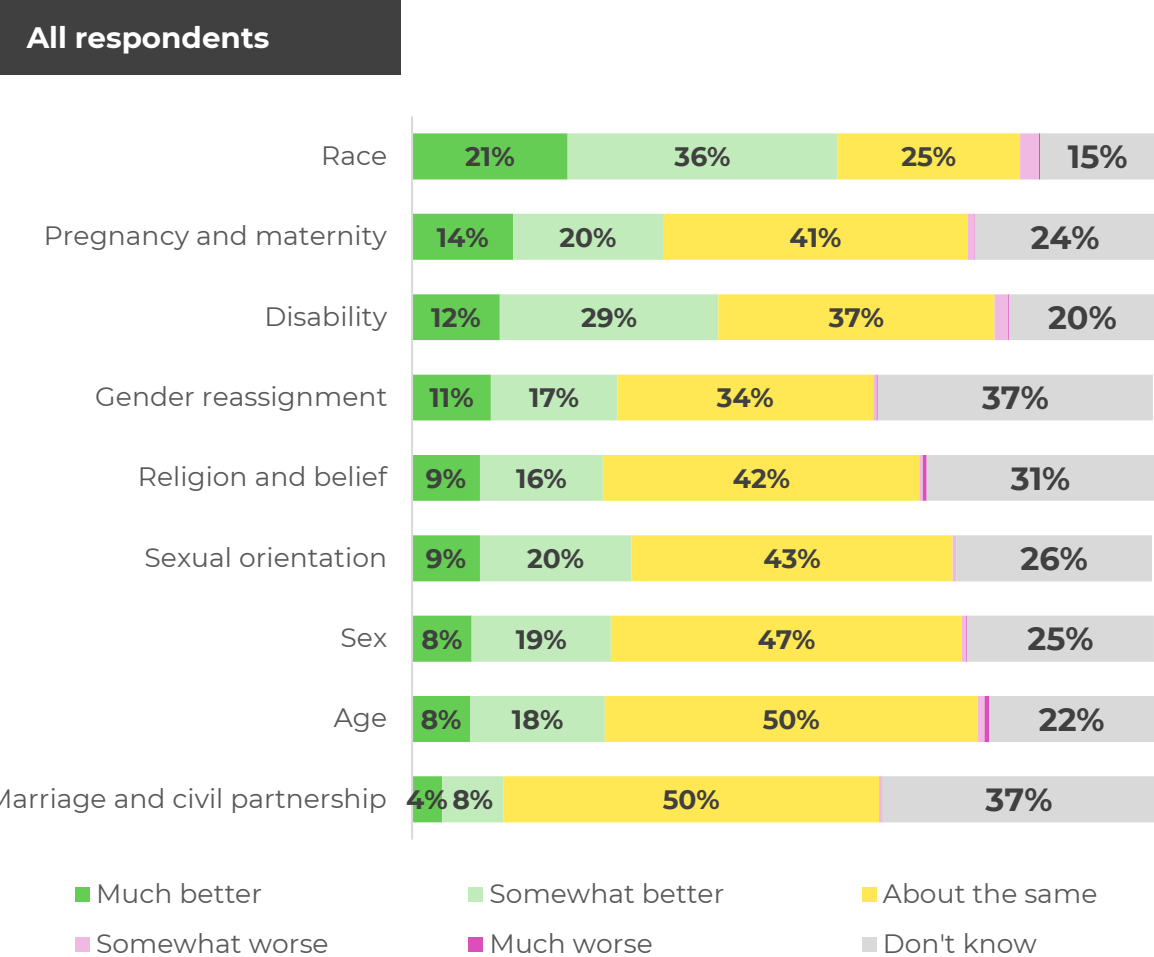
When looking at action on equality, diversity and inclusion linked to **race**, there is no statistical difference between different identity groupings amongst those who rate their organisation highly, nor amongst those who rate their organisation poorly.

Individual analysis [see section 2 for details]

No significant differences were identified using this approach.

Q: Thinking about the policies and practices within your organisation, how would you rate the performance of your organisation to achieving equality, diversity and inclusion in relation to the following 'protected characteristics'?

Perceived changes in organisation's EDI performance



Respondents were asked to reflect on any changes in performance on achieving equality, diversity and inclusion in relation to the Equality Act protected characteristics since they started working at their organisation.

Most improved:

Action on EDI in relation to **race** shows the biggest change, with **57%** of respondents sharing that their organisation's performance is somewhat or much better since they started working there. Action to progress EDI in relation to **disability** also shows a shift in performance, with **41%** reporting that their organisation's performance is somewhat or much better in the time they've worked there.

No change:

Characteristics where performance is most often reported as being 'about the same' for the duration that respondents have worked at their organisation include **age (50%)** and **marriage and civil partnership (50%)**.

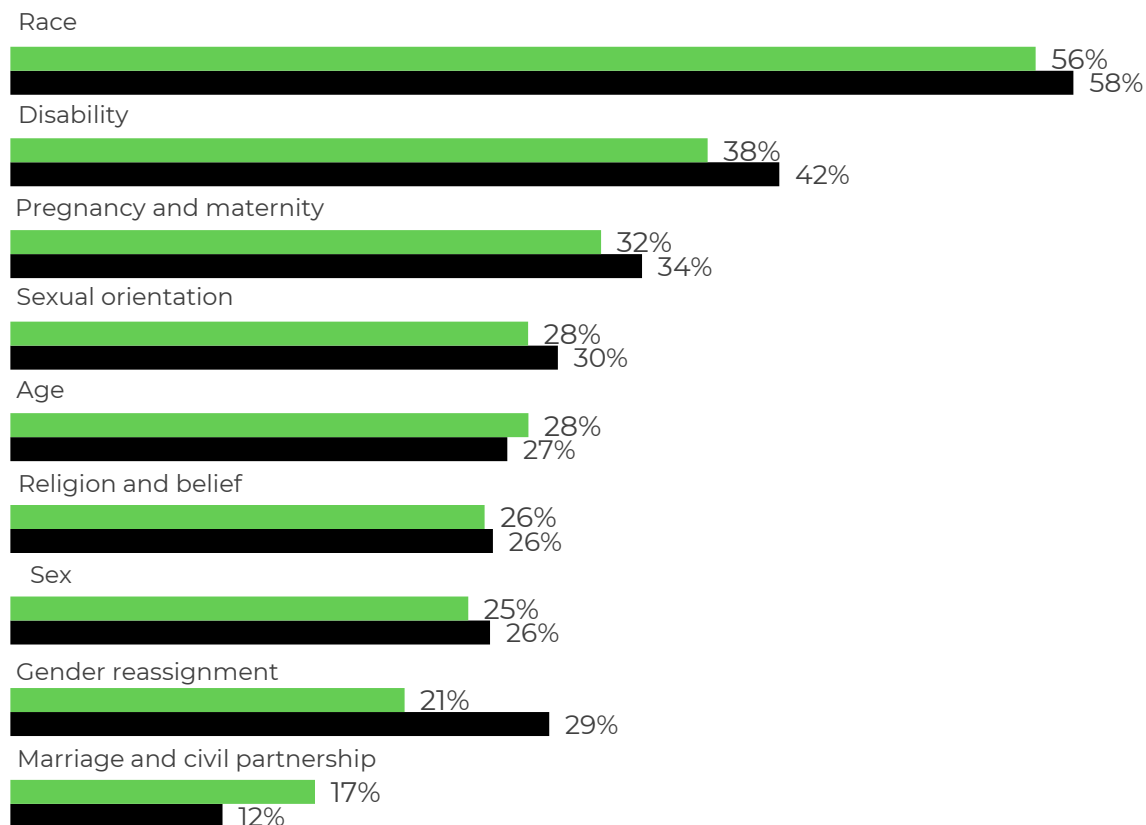
Uncertain about change:

For most characteristics, around a quarter to a third of respondents shared that they didn't know how performance had changed e.g. **37%** stated this for **gender reassignment**. Lower levels of uncertainty were reported for **race (15%)** and **disability (20%)**.

Q: Since you have been working at your organisation, how would you describe the change, if any, in its performance on achieving equality, diversity and inclusion?
Base: c.1636; Balance: Rather not say, No response

Racial/ethnic identity breakdown

Perceived changes in organisation's EDI performance



■ People of colour and other ethnically minoritised groups (n=c.212)
 ■ White ethnicities (n=c.1419)

Looking at perceptions of change in performance on EDI according to the protected characteristics covered by the Equality Act, there are some small but significant differences in perception according to the race/ethnic identity of respondents. Respondents who identify as people of colour or from other ethnically minoritised groups, when compared to respondents identifying as white, are:

- Less likely to report a positive change in performance on **gender reassignment** (21% compared with 29%)
- More likely to report a positive change in performance on **marriage and civil partnership** (17% compared with 12%)

Both identity groupings most commonly reported an improvement in performance on EDI in relation to **race**, with **56%** of people of colour and other ethnically minoritised groups saying performance was much or somewhat better, **58%** of respondents identifying as white shared this view.

Individual analysis [see section 2 for details]

Respondents who identify as people of colour are significantly more likely to rate their organisation as having achieved positive change in performance on **marriage and civil partnership** (16% compared to 10% amongst white identities)

Q: Since you have been working at your organisation, how would you describe the change, if any, in its performance on achieving equality, diversity and inclusion?
 Base: c.1636; Balance: Rather not say, No response

Aspirations for action on EDI

People of colour and other ethnically minoritised groups

Respondents were asked to reflect on the three changes they would most like to see at their organisation to support increased diversity and inclusion. Their responses were reviewed and common themes drawn out, including:

Proactive inclusion of different identities/groups	57
Recruitment, progression, development and support	55
Formalised or improved policies and strategies	50
Improved internal communications	44
Changes to communications, and better outreach	41
Improved organisational understanding	37
Leadership diversity and commitment	25
Physical /structural changes	10
Capacity, funding and resource for EDI	16
Already doing enough	8
Sector-wide action	2

“See and feel a commitment from all staff members, especially those with privilege - not just those from a marginalised background on supporting increased diversity and inclusion. For race especially, that burden is unfairly felt by people of colour.”

“To actively champion people of colour in the organisation into senior positions, currently, all of management and senior management are white passing folk.”

“I think there is a strong focus on race, often times ignoring class, or importantly, the intersection between race and class.”

“Creating a culture of talking more about how we are perceived for our protected characteristics (as most of us are client-facing) and how that affects us.”

“Better engagement/partnerships with groups supporting people from underrepresented groups in conservation.”

“Going beyond recognition and making material changes to support diversity (review of hiring practices, very low pay for some career levels).”

“Actions speak louder than words - stop promoting inclusion when it hasn't been backed up action - real changes means challenging poor practice and being proactive across all areas not just ticking boxes.”

“Properly invest in diversity and inclusion initiatives - don't just add it to people's very busy schedules.”

Q: If you would like to make any comments related to your answers to the statements above, please use this box. 388 comments coded

Aspirations for action on EDI

White identities

400 comments from respondents identifying as white about their aspirations for action on EDI at their organisation were also reviewed, revealing the following common themes:

Changes to organisation culture and / or practices	49
Changes to communications, and better outreach	46
Improved internal communications	35
Leadership diversity and commitment	32
Physical /structural changes	18
Progression, development and support	16
Capacity, funding and resource for EDI	16
Pay	4
Sector-wide action	4

“More conversations around the EDI strategy (if there is one?) and how it relates to my work.”

“Publicly talking about these issues in relation to our work and set up.”

“More compassion and flexibility around people's differences and requirements.”

“More action from senior leaders and stakeholder - true allyship threaded throughout the organisation so that the burden does not keep falling to those from minoritised groups.”

“More coproduction and collaboration with external and representative groups to determine organisational priorities. We need to look externally to really know what matters to people and understand how to make people aware of issues that impact them.”

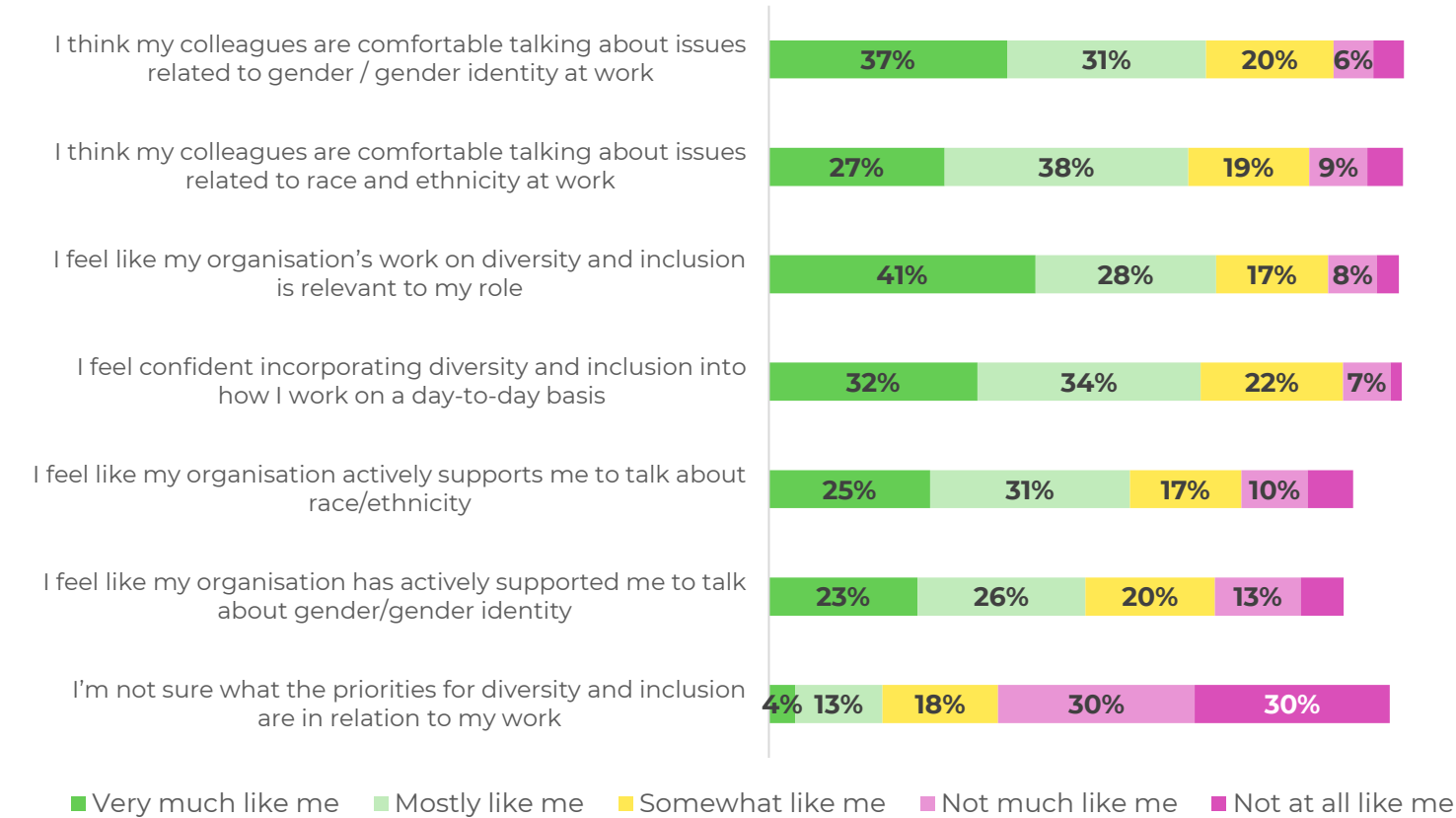
“We take a lot of actions externally to support diversity and inclusion within the food movement, which is really important. It would be great to keep this culture inwards looking, too - perhaps through some kind of reflection practice or peer-to-peer support/learning around different areas of diversity and inclusion.”

“Better diversity - at senior leadership and spokesperson level. This could be achieved through reverse mentoring or clearer routes / pathways for promotion for junior staff. perhaps occasionally inviting junior staff into senior decision making. As with all organisations, diversity seems to decrease the higher you get promoted here.”

“An inclusive culture where everyone is culturally aware and sensitive, and everyone can be themselves without being pressured to behave differently.”

Personal and peer engagement with EDI

All respondents



Reflecting on their engagement with EDI at work, and also how their colleagues engage, respondents reported:

Their role and work:

- **69%** think the work their organisation is doing on diversity and inclusion is relevant to their role
- **67%** report feeling confident incorporating diversity and inclusion into how they work on a day-to-day basis
- **18%** say they're not sure what the priorities for diversity and inclusion are in relation to their work

Colleague engagement:

- **65%** think their colleagues are comfortable talking about issues related to race and ethnicity at work

Organisation support:

- **56%** feel like their organisation has actively supported them to talk about race / ethnicity

Q: When thinking about your experiences at work, to what extent, if at all, do you agree or disagree with the following statements?
Base: c.1546; Balance: Don't know, Rather not say, Not applicable

Racial/ethnic identity breakdown

Personal and peer engagement with EDI

I feel confident incorporating diversity and inclusion into how I work on a day-to-day basis



I think my colleagues are comfortable talking about issues related to gender / gender identity at work



I think my colleagues are comfortable talking about issues related to race and ethnicity at work



I feel like my organisation's work on diversity and inclusion is relevant to my role



I feel like my organisation actively supports me to talk about race/ethnicity



I feel like my organisation has actively supported me to talk about gender/gender identity



I'm not sure what the priorities for diversity and inclusion are in relation to my work



- People of colour and other ethnically minoritised groups (n=162)
- White ethnicities (n=c.1326)

Whilst most statements show small, non-significant variations in perspectives and experience according to racial/ethnic identity, in some instances there is a statistically significant difference, including:

Relevance to role:

- Agreement that their organisation's work on diversity and inclusion is relevant to their role with respondents who identify as people of colour / other ethnically minoritised backgrounds are significantly less likely to feel this compared to white ethnicities (**60%** compared to **71%**)

Support to engage:

- The same respondents are also less likely to feel like their organisation actively supports them to talk about race and ethnicity (**49%** compared to **57%** white identities) and gender/gender identity (**41%** compared with **52%** white identities).

Individual analysis [see section 2 for details]

In addition to the significant differences highlighted above, an individual analysis shows:

- Respondents who identify as people of colour are significantly more likely to say they **feel confident incorporating diversity and inclusion into how they work on a day-to-day basis** compared to respondents with white identities (**64%** compared to **55%**).

Q: When thinking about your experiences at work, to what extent, if at all, do you agree or disagree with the following statements?

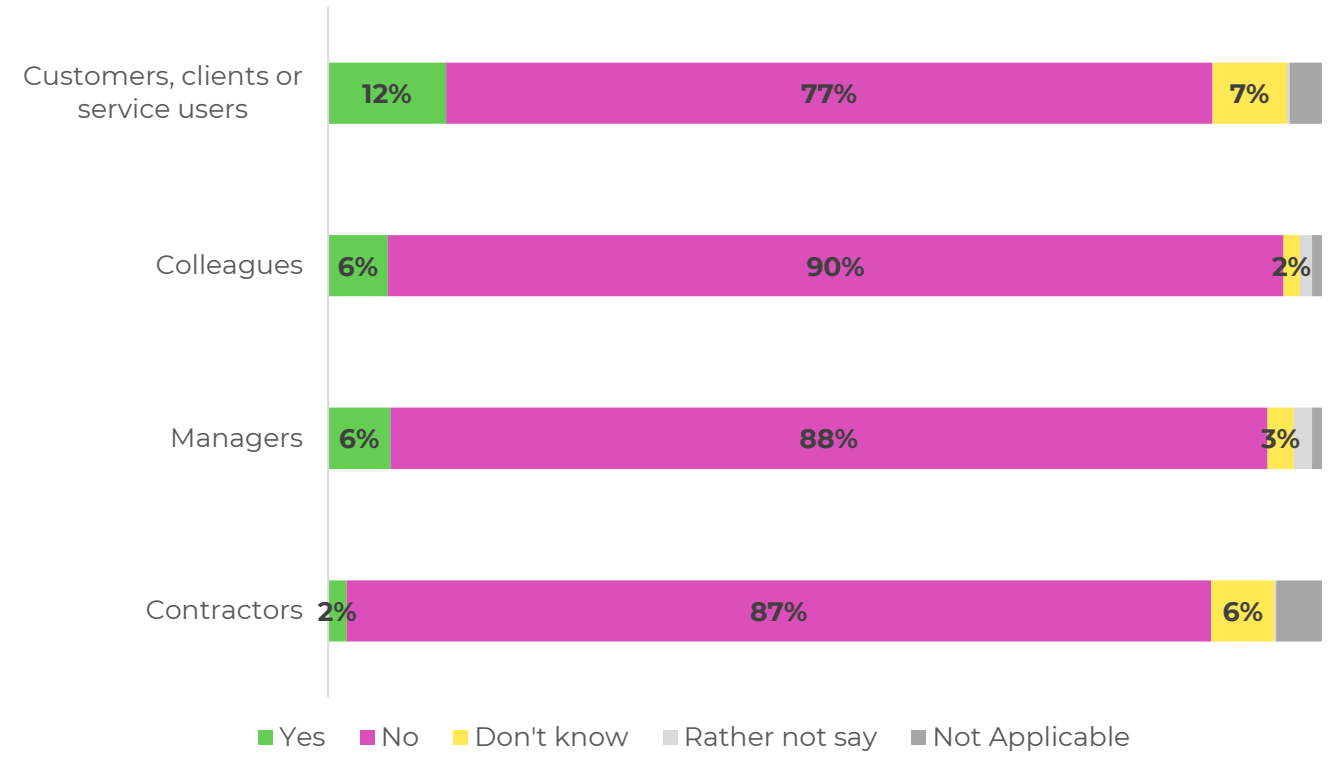
Base: c.1546; Balance: Don't know, Rather not say, Not applicable

3.5 Experiencing or witnessing harassment, bullying or discrimination at work

3.5 Experiencing or witnessing harassment, bullying or discrimination at work

All respondents

Racist harassment, bullying or other types of discrimination



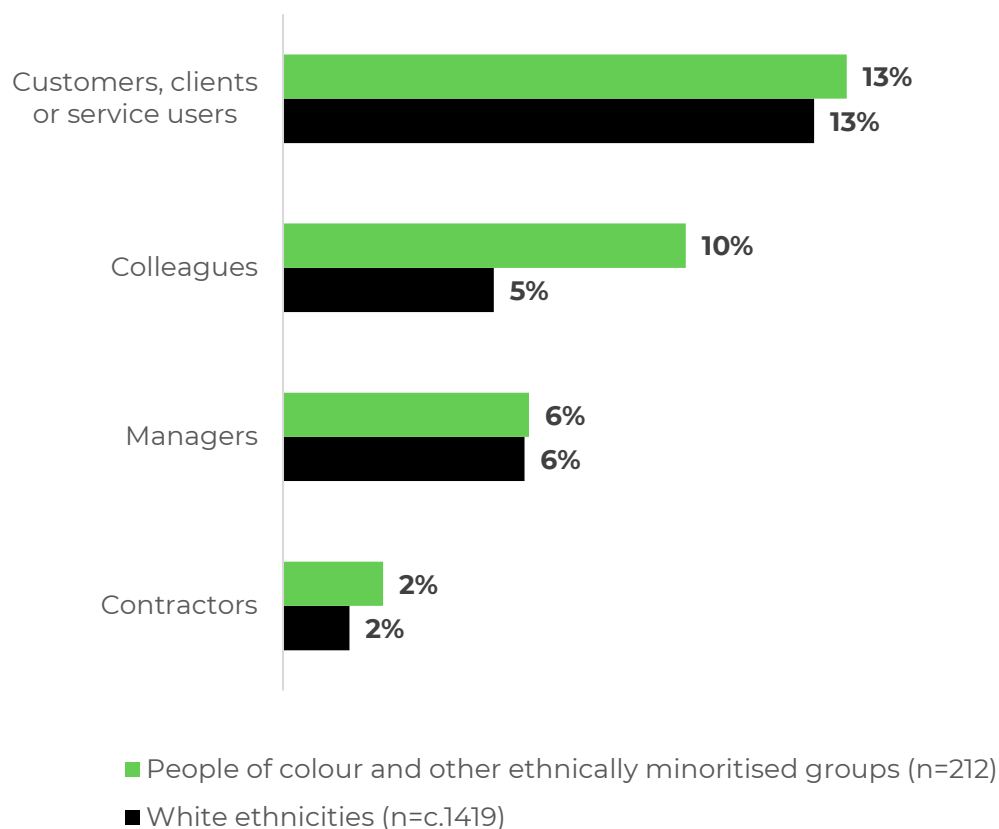
Respondents most commonly report experiencing or witnessing racist harassment, bullying or other types of discrimination in the last two years when thinking about their interactions with **customers, clients or service users (12%)**.

Thinking about experiences within their organisation, **6%** report these incidents during interactions with **colleagues**, and **6%** report incidents with **managers**.

Q: Have you experienced or witnessed any racist harassment, bullying or other types of discrimination from any of following in the last 2 years?
Base: c.1660; Balance: Rather not say

Racial/ethnic identity breakdown

Racist harassment, bullying or other types of discrimination



There are small, non-significant variations in perspectives on racist harassment, bullying or other types of discrimination between different identity groupings when looking at the data analysed according to the average across all organisations participating in the research. The exception to this is witnessing or experiencing discrimination amongst **colleagues**, with respondents who are people of colour or from other ethnically minoritised groups more likely to have than respondents with white identities (**10%** compared to **5%**) **experienced or witnessed racial discrimination or harassment**.

Individual analysis [see section 2 for details]

The individual analysis shows:

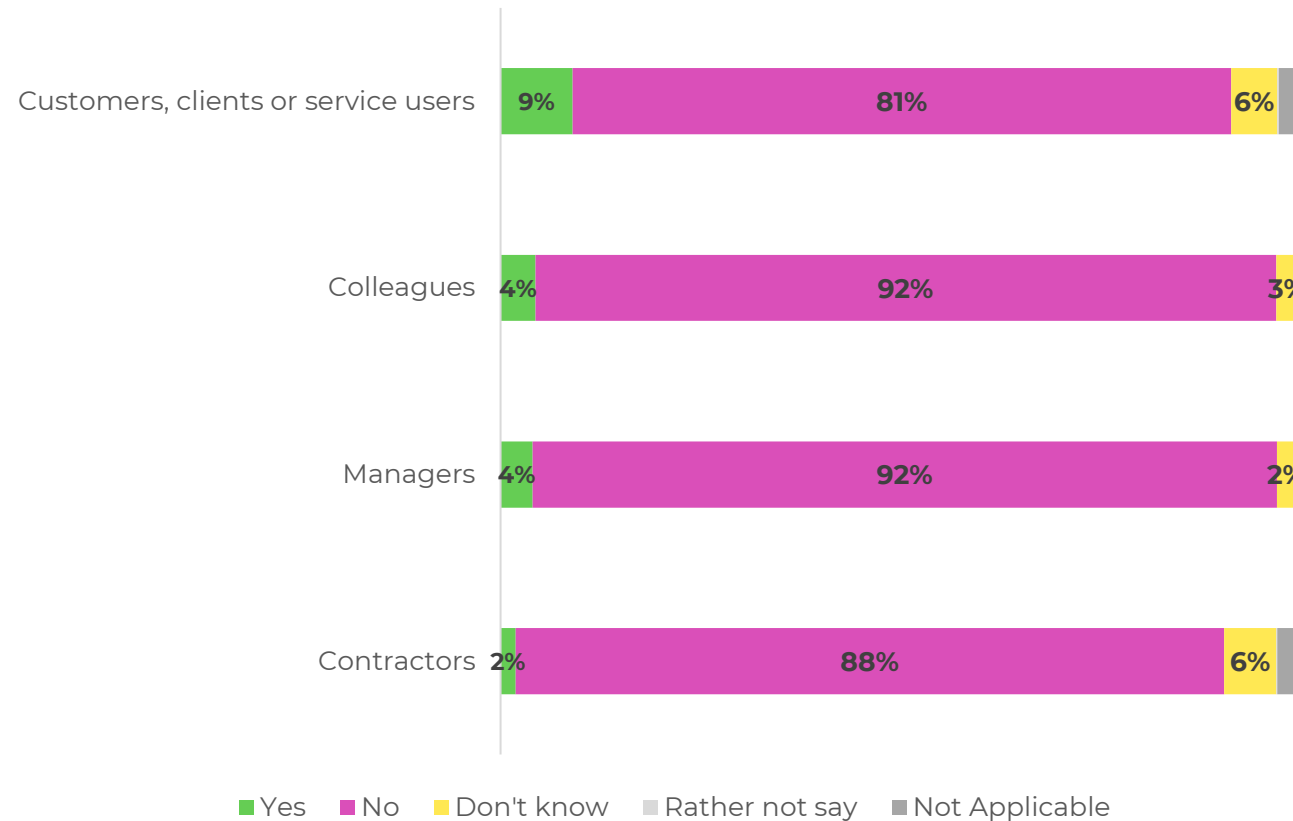
- Respondents who identify as people of colour are significantly more likely to say they have witnessed or experienced racist harassment, bullying or discrimination amongst **managers** than their counterparts identifying as white (**12%** compared to **8%**)
- This same significant difference exists when considering **colleagues**, with **14%** of respondents identifying as people of colour or from other ethnically minoritised groups reporting these experiences compared to **10%** of respondents with white identities.
- The experience of witnessing or experiencing racism is also significantly higher amongst people of colour or those from other ethnically minoritised groups when considering **customers, clients or service users** (**22%** compared with **15%** of respondents with white identities)

Q: Have you experienced or witnessed any racist harassment, bullying or other types of discrimination from any of following in the last 2 years?

Base: see chart; Balance: Rather not say

All respondents

Harassment, bullying or other types of discrimination – gender/gender identity



To provide a comparison, respondents were also asked to reflect on harassment, bullying or other types of discrimination related to **gender or gender identity** they may have experienced or witnessed within the last two years.

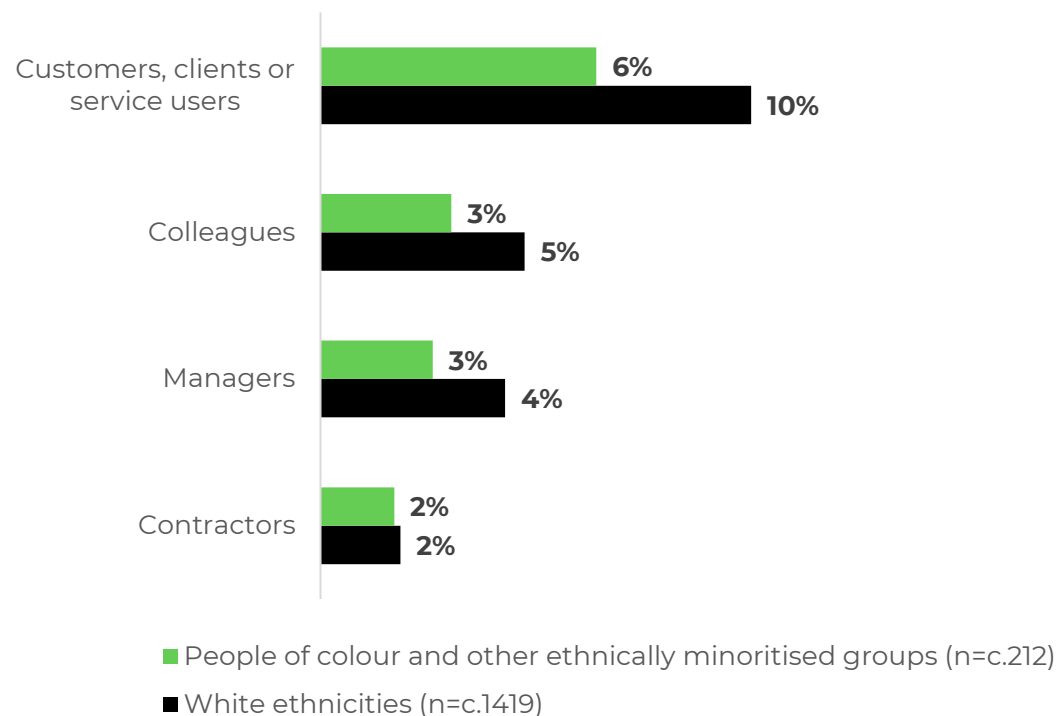
Again, this type of harassment/discrimination was most commonly reported amongst **customers, clients or service users (9%)**. **4%** say they have experienced or witnessed these behaviours from **colleagues**, and **4%** report these behaviours amongst **managers**. **2%** have experienced gender/gender identity related harassment, bullying or other discrimination amongst contractors.

When comparing these gender/gender identity results with the reported experiences of racist harassment, bullying or other discrimination, significant differences were identified. Respondents are more likely to report experiences linked to race compared to gender amongst all categories apart from contractors.

Q: Have you experienced or witnessed any harassment, bullying or other types of discrimination linked to gender/gender identity from any of following in the last 2 years?
Base: c.1660; Balance: Rather not say

Racial/ethnic identity breakdown

Harassment, bullying or other types of discrimination – gender/gender identity



Whilst some differences in the experiencing or witnessing of harassment, bullying or other types of discrimination related to gender/gender identity exist between respondents with different racial/ethnic backgrounds, none are statistically significant when using the approach of averaging across participating organisations.

Individual analysis [see section 2 for details]
 No significant differences were identified using this approach.

Q: Have you experienced or witnessed any racist harassment, bullying or other types of discrimination from any of following in the last 2 years?

Base: c.1543; Balance: Rather not say

Reflections on their organisation and issues linked to harassment, bullying or discrimination

People of colour and other ethnically minoritised groups

Following the same coding process, comments from respondents identifying as people of colour or other ethnically minoritised included experiencing or witnessing racial discrimination within and outside their organisation.

Experiences of discrimination in public-facing environments (10)

“As a public facing charity, we do encounter individuals in our daily working who sometimes can be racist or misogynistic. This is usually members of the public or one-off contractors who visit the site, not regular members of our team.”

“Whilst delivering my colleague and I were subject to some racist comments which I addressed in a calm, diplomatic way and diffused the situation.”

“Some members of our volunteer and supporter community have left discriminatory comments on our social media posts relating to race/ethnicity, gender etc.”

Experiences within organisations (4)

“Discrimination from staff has often been associated with extreme political views that have made Jewish colleagues and myself feel unsafe and threatened, and this was inadequately challenged by HR and this behaviour has continued.”

“Sinophobic comments heard from a manager.” [Note: Sinophobia is fear, intense dislike, prejudice, or hatred of China, Chinese people, or Chinese culture]

Organisation creates a safe environment (3)

“I think all colleagues, managers and senior leadership are very mindful of external experiences and create safe spaces to check in about matters such as this and provide a lot of support, which makes an employee feel protected and respected and safe to carry out necessary work.”

Q: If you would like to make any comments related to your answers to the statements above, please use this box. Base: 22

White identities

200 comments from respondents with white identities about experiences of harassment, discrimination or bullying were reviewed and revealed the following themes:

Witnessing/experiencing discrimination lined to sex or gender identity	78
Witnessing/hearing of racial/ethnic discrimination	20
Experiences related to individuals from outside their organisation	49
Experiences related to colleagues	44
Recognition of micro-aggressions	26
Belief that incidents witnessed / experienced were unintentional	16
Belief that experiences at work are reflective of wider society	7
Feeling that shift to online working makes incidents more difficult to 'see'	5
Implication that inclusive practices have 'gone too far'	4

"This has been quite in direct i.e. what I have seen a lot of is members of the public sharing racist and prejudice views with me and trying to make me agree with them."

"Customers have made comments about other races which made me uncomfortable and sad. Volunteers have refused to share accommodation with trans people, also really disappointing."

As a woman I experience gender bias, micro-aggressions and discrimination in all elements of the sector. I have witnessed contractors we use be racist and challenged them, only for them to repeat the behaviour."

"So often the discrimination is in the form of unintentional microaggressions. Particularly from managers and colleagues who aren't intentionally doing it but can often fall into gender norms patterns of management and task delegation. This is partly reflective of society as a whole, and the way we are brought up and conditioned, where there is a lot of internalised misogyny. More training for managers would help them be aware of this and prevent microaggression behaviours. It's harder for me to comment on racism since I am not directly affected by it, but I have observed the ways it impacts colleagues, again based on microaggressions from managers which I don't think are intentional."

"I have witnessed a culture that doesn't hold people behaviours to account. With a more remote workforce behaviours are going unchallenged and potentially unnoticed which creates an undercurrent of poor behaviour and low expectations of standards which become set."

"Some of our membership and supporter base is not well aligned with DEI, which threatens levels of support for our core activities if we do not factor this in to how we approach DEI."

Q: If you would like to make any comments related to your answers to the statements above, please use this box.

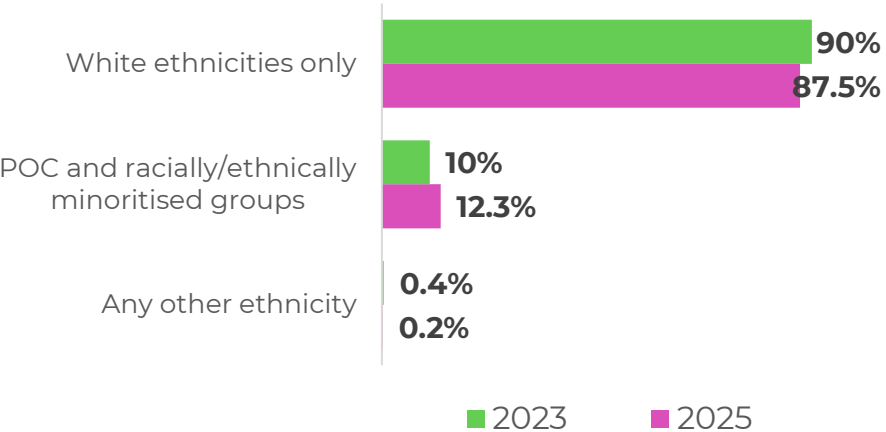
3.6 2023-2025 trends in repeat participants (organisations)

3.6 2023-2025: Trends amongst repeat participants (organisations)

The following section of this report considers the responses from staff working in organisations that took part in both waves of the survey – in 2023 and in 2025. The responses may not be from the same individuals; however, they are drawn from the same group of **29 organisations** that participated in the research in both years.

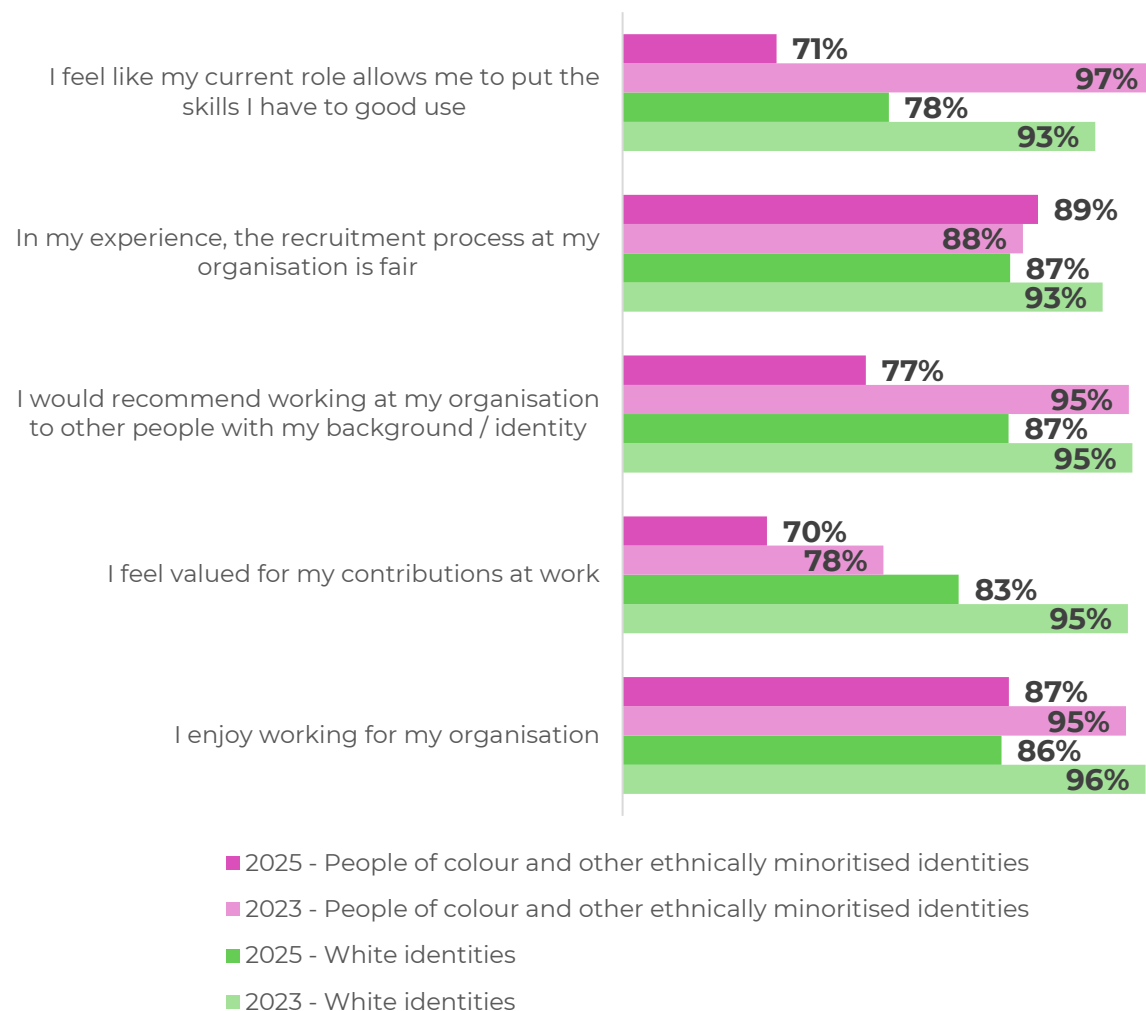
The data presented here has been analysed using the same averaging approach as described on page 11. And shows the proportion of respondents that indicated positive responses in relation to the statements presented to them throughout the survey. On each page, the chart presents data from overall respondents, with key differences amongst respondents identifying as people of colour or from other ethnically minoritised groups highlighted in the text.

It is worth noting, as described on page 13, that the answer scales to the questions were changed between 2023 and 2025 which may have influenced the answers respondents provided. As a reminder, the 2023 survey used a strongly agree to strongly disagree scale, however the 2025 survey ranged from ‘very much like me’ to ‘not at all like me’. As outlined previously, this change was initiated in response to methodological research that has identified a stronger consideration of the question and response amongst survey participants when presented with a scale based on describing themselves as opposed to a more abstract scale (such as agree-disagree). The survey will be repeated again in 2027, offering an opportunity to verify the findings presented here.



Racial/ethnic groupings

The adjacent chart shows the racial/ethnic breakdown of respondents from organisations who participated in both 2023 and 2-25 surveys.

**Overall:**

When comparing perspectives amongst all respondents across the two waves of surveys there are significant differences in perception. For example, respondents are significantly less likely to report that they:

- Enjoy working for their organisation (**87%** in 2025 compared to **95%** in 2023)
- Feel valued for their contributions at work (**70%** in 2025 compared with **78%** in 2023)
- Would recommend working at their organisation to other people with their background / identity (**77%** in 2025 compared with 95% in 2023)
- Feel like their current role allows them to put the skills they have to good use (**71%** in 2025 compared with **97%** in 2023)

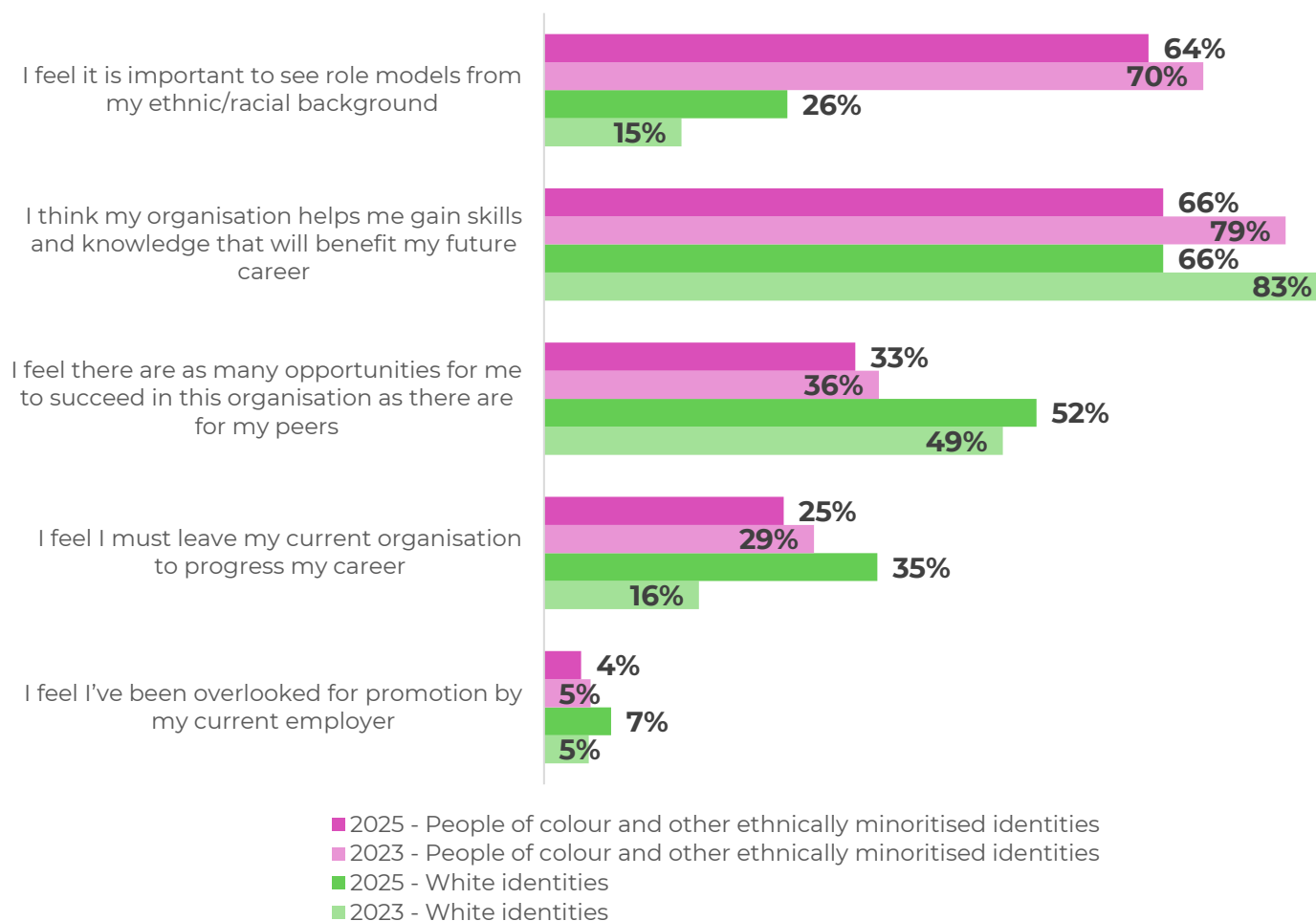
People of colour and other ethnically minoritised groups:

Looking just at the responses from people of colour and other ethnically minoritised groups, there are significant decreases in the proportion of respondents stating they:

- Enjoy working for their organisation (**95%** in 2023 compared to **87%** in 2025)
- Would recommend working at their organisation to other people with their background / identity (**95%** in 2023 compared to **77%** in 2025)
- Feel like their current role allows them to put the skills they have to good use (**97%** in 2023 compared to **71%** in 2025)

2023-25 trends

Experiences of development opportunities and progression



Overall:

Responses from all respondents combined across the two waves of surveys show significant differences in perception including in the proportion of respondents that feel:

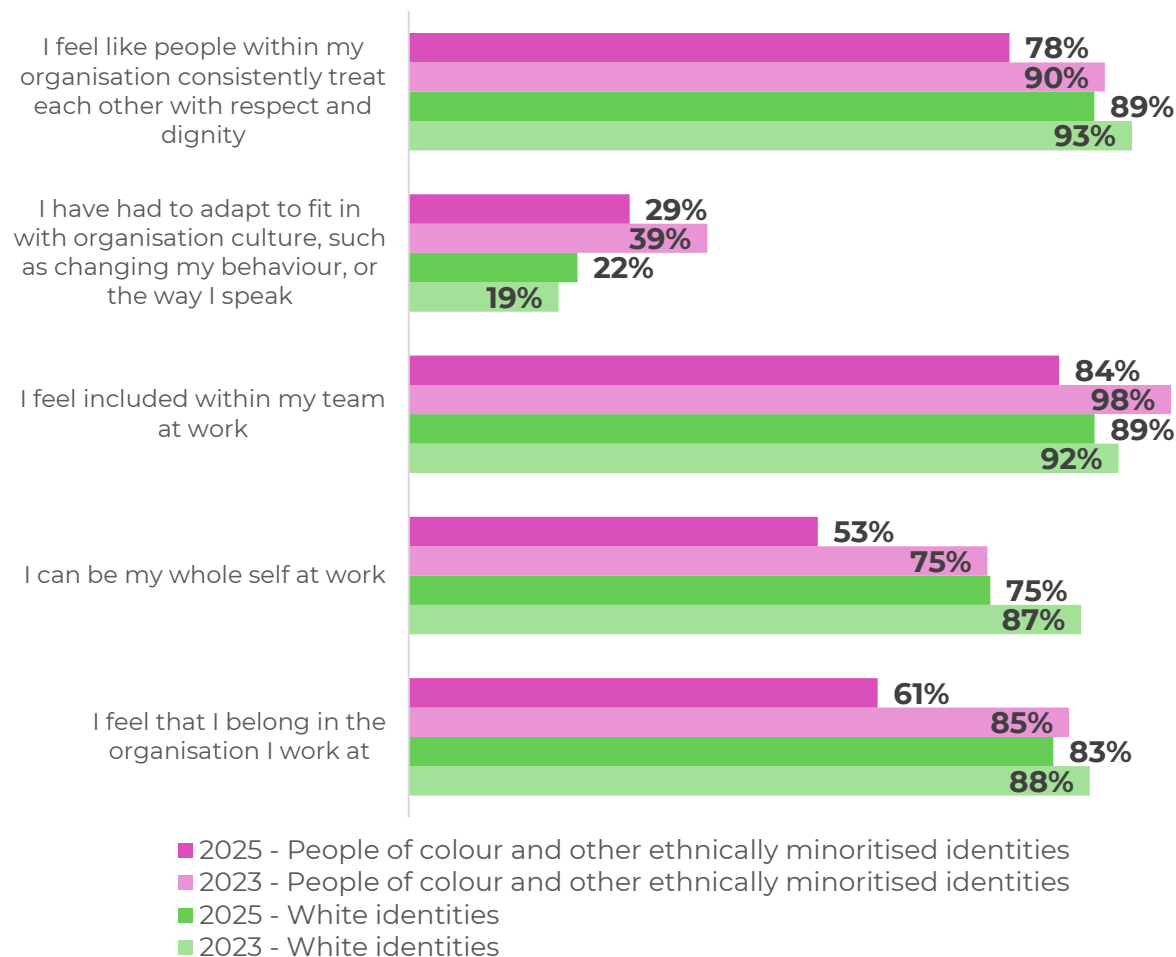
- There are as many opportunities for them to succeed in their organisation as there are for their peers (**53%** in 2025 compared with **59%** in 2023)
- Their organisation helps them gain skills and knowledge that will benefit their future career (**71%** in 2025 compared with **77%** in 2023)
- That it's important to see role models from their ethnic / racial background (**36%** compared with **27%** in 2023).

People of colour and other ethnically minoritised groups:

Amongst respondents who identify as people of colour or from other ethnically minoritised groups, a significantly lower proportion in 2025 compared to 2023 say their organisation helps them gain skills and knowledge that will benefit their future career (**66%** in 2025 compared to **79%** in 2023).

2023-25 trends

Feelings of inclusion and belonging



Overall respondents:

When considering perceptions of inclusion and belonging, again there are significant differences amongst responses from all respondents between 2023 and 2025. For example, in 2025, respondents are less likely to say they:

- Feel like they belong at the organisation they work at (**75%** compared to **80%** in 2023)
- Feel included within their team at work (**78%** compared to **86%** in 2023)
- Feel like people within their organisation consistently treat each other with respect and dignity (**84%** compared to **91%** in 2023)

People of colour and other ethnically minoritised groups:

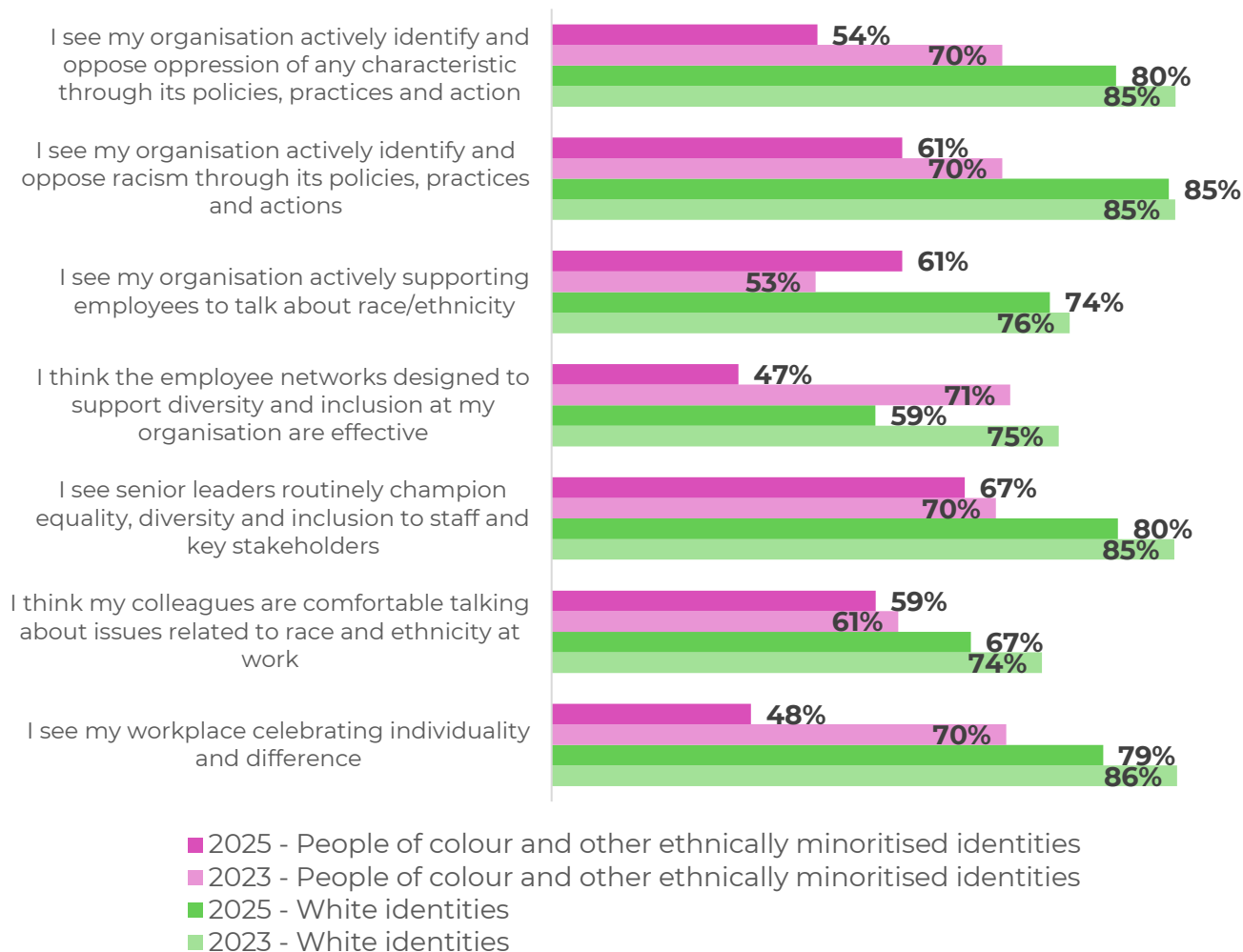
Amongst respondents identifying as people of colour and other ethnically minoritised groups, the same significant decreases are seen as reported above:

- **85%** said they feel they belong in 2023 compared to **61%** in 2025
- **98%** said they feel included in their team in 2023 compared to **84%** in 2025
- **90%** said they feel like people in their organisation treat each other with respect and dignity

In addition, the proportion of respondents saying they feel like they can be their whole self at work is significantly lower in 2025 compared to 2023 (**53%** compared to **75%** respectively).

2023-25 trends

Organisation action on equality, diversity and inclusion



Overall respondents:

When reflecting on their organisation's action on equality, diversity and inclusion, the responses from all respondents combined show some significant changes in perception. For example, respondents are significantly more likely to report positive perceptions in 2025 compared to 2023 for the following statements:

- I think my colleagues are comfortable talking about issues related to race and ethnicity at work
- I see my organisation actively supporting employees to talk about race/ethnicity
- I see my organisation actively identify and oppose racism through its policies, practices and actions
- I see my organisation actively identify and oppose oppression of any characteristic through its policies, practices and action

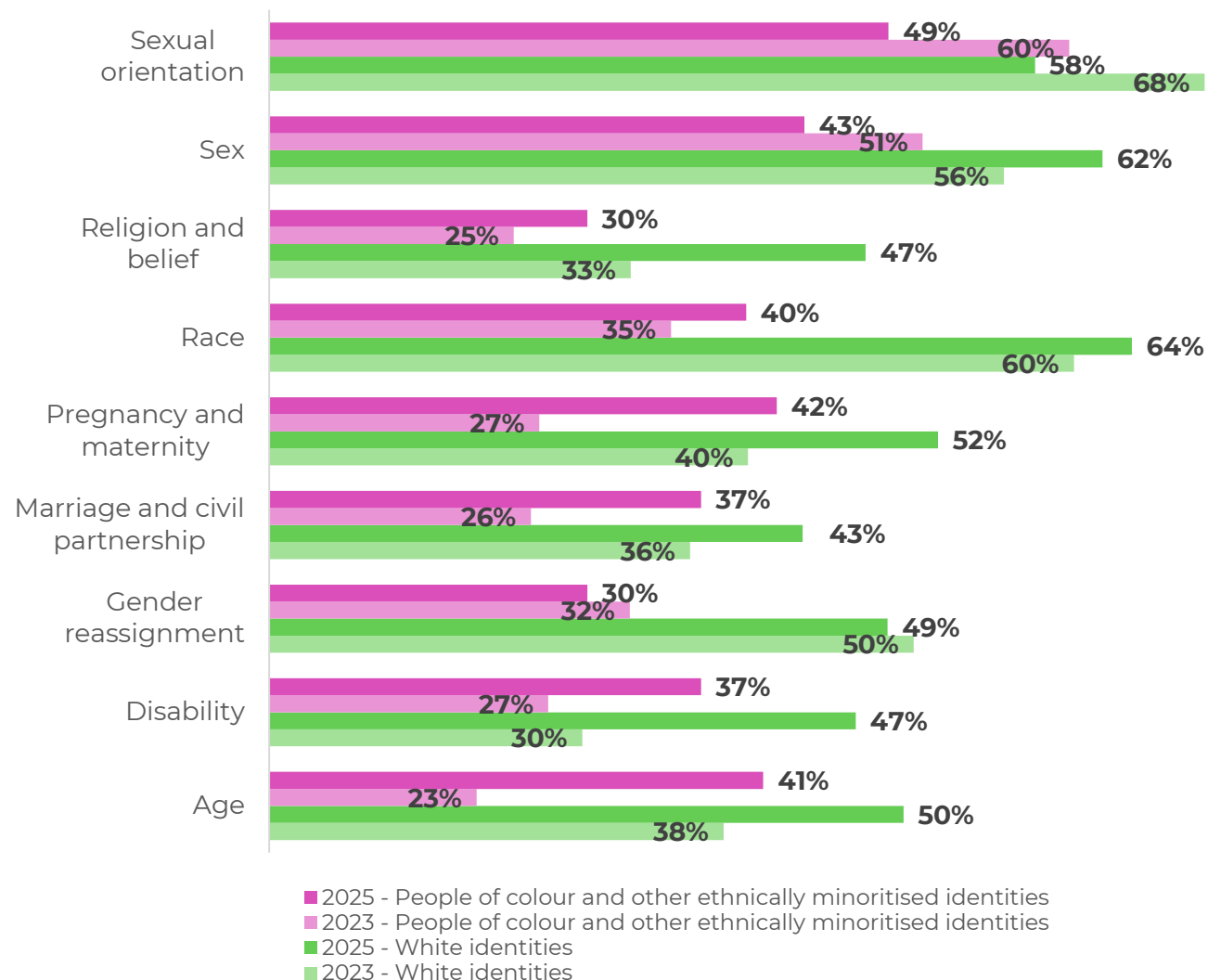
People of colour and other ethnically minoritised groups:

Looking at the responses specifically from respondents who identify as people of colour and other ethnically minoritised groups, only one aspect shows a positive change:

- I see my organisation actively supporting employees to talk about race/ethnicity

2023-25 trends

Organisation action on equality, diversity and inclusion



Respondents were asked to score their organisations action on EDI using a scale of 1 to 10, where 1 represents 'My organisation is not taking any action' and 10 represents 'My organisation is doing all it can'. The scoring considered policies and practices that relate to each of the protected characteristics covered by The Equality Act. The chart here shows responses grouping ratings 8-10.

Overall respondents:

Considering the specific action taken on EDI against personal characteristics covered by the Equality Act, overall respondents are significantly more likely to rate their organisation as 8-10, where 10 is 'doing all they can' for all but one 'characteristic' – pregnancy and maternity.

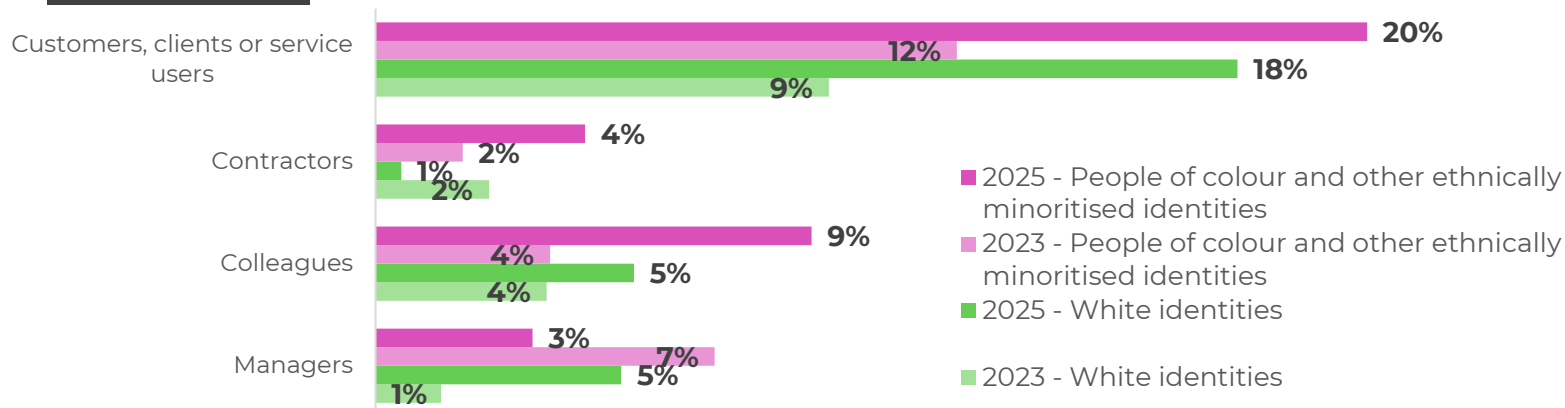
People of colour and other ethnically minoritised groups:

Conversely, amongst respondents identifying as people of colour or from other ethnically minoritised groups, action on 'pregnancy and maternity' is the one aspect where rating of action by their organisation has significantly increased.

2023-25 trends

Experiencing or witnessing harassment, bullying or discrimination at work

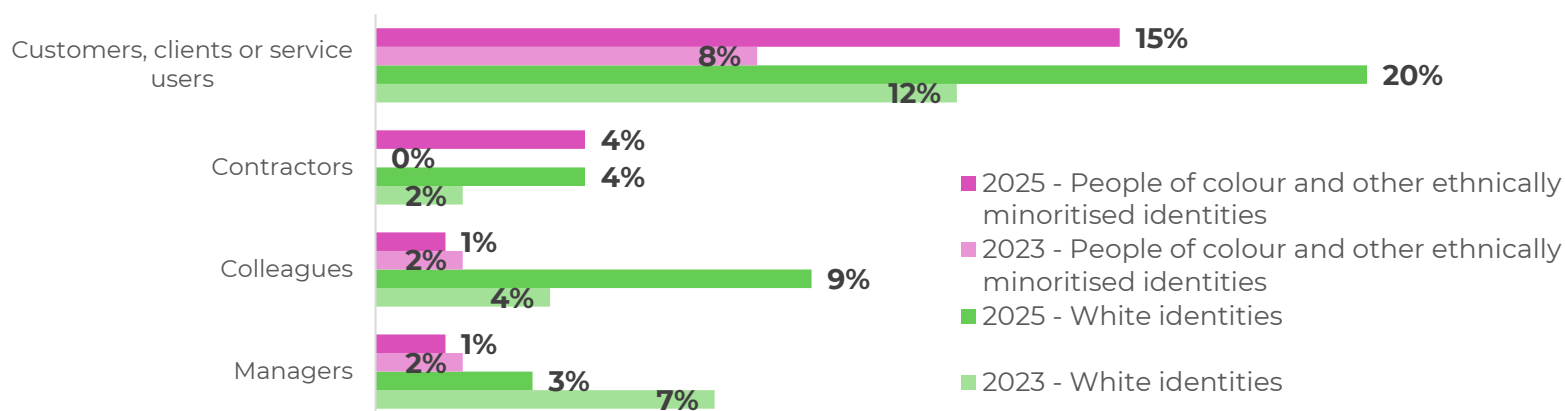
Race



Overall respondents:

When considering direct experience of harassment, bullying or discrimination (or witnessing of) on the grounds of race, the findings from all respondents combined show a significant increase in these behaviours between 2023 and 2025 amongst customers, clients or service users. No significant differences are reported when considering these behaviours in relation to gender.

Gender



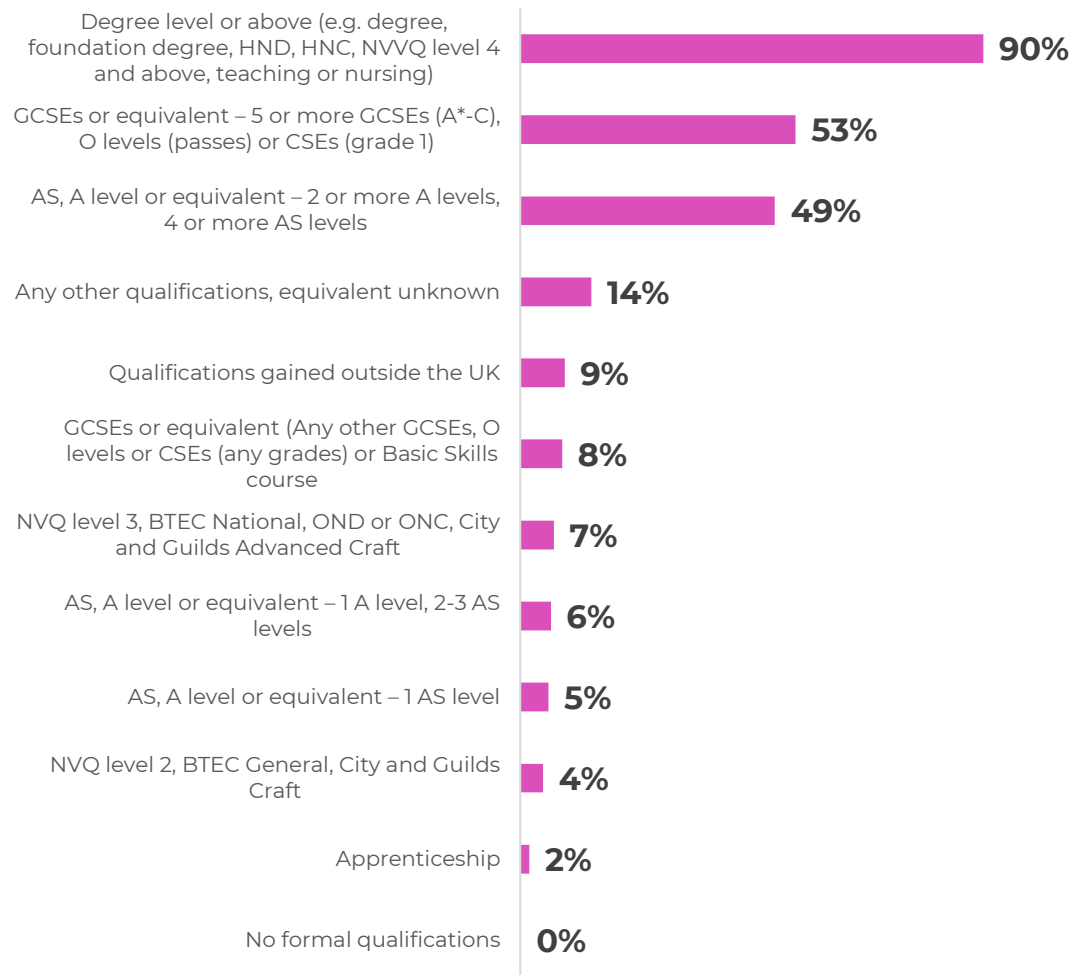
People of colour and other ethnically minoritised groups:

Amongst people of colour and those from other ethnically minoritised groups, whilst there are differences reported, the only statistically significant difference is in relation to witnessing or experiencing these behaviours in relation to gender amongst contractors.

3.7 Demographics

The demographic data presented here has been averaged across all participating organisations, as described on page 9.

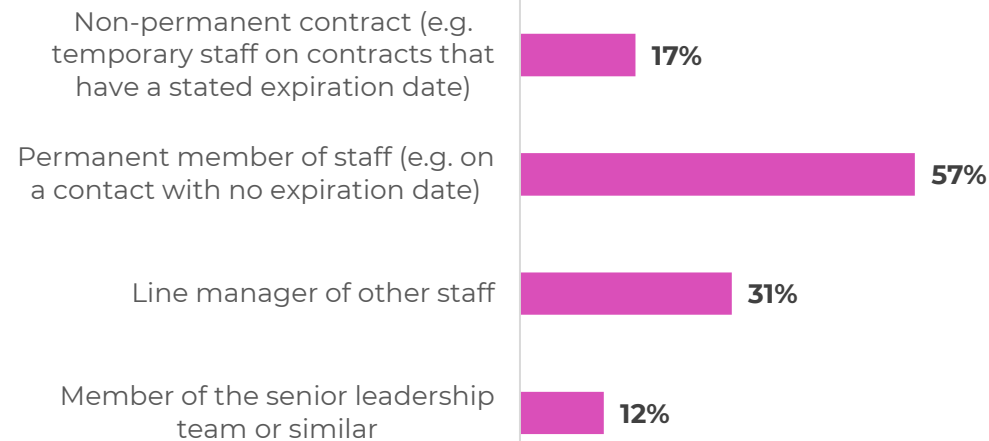
QUALIFICATIONS



Q: Which of these qualifications do you have?
Base:1666; Balance: No response

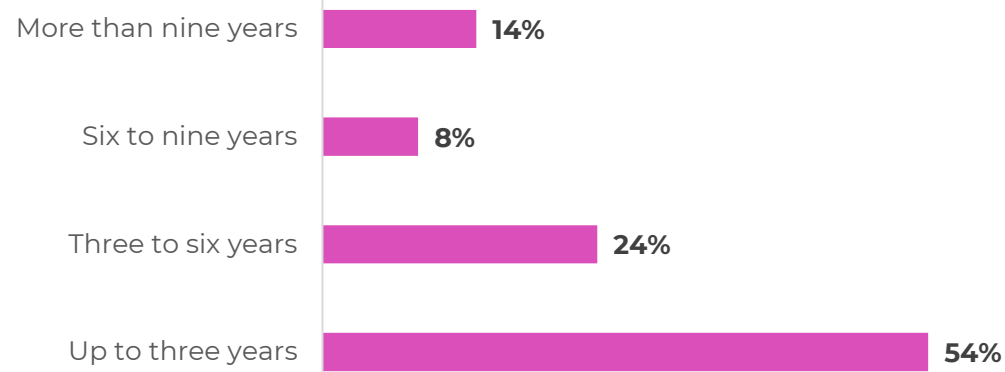
ROLE TYPE

Q: Which of the following options describes your role? Base:1678; Balance: No response

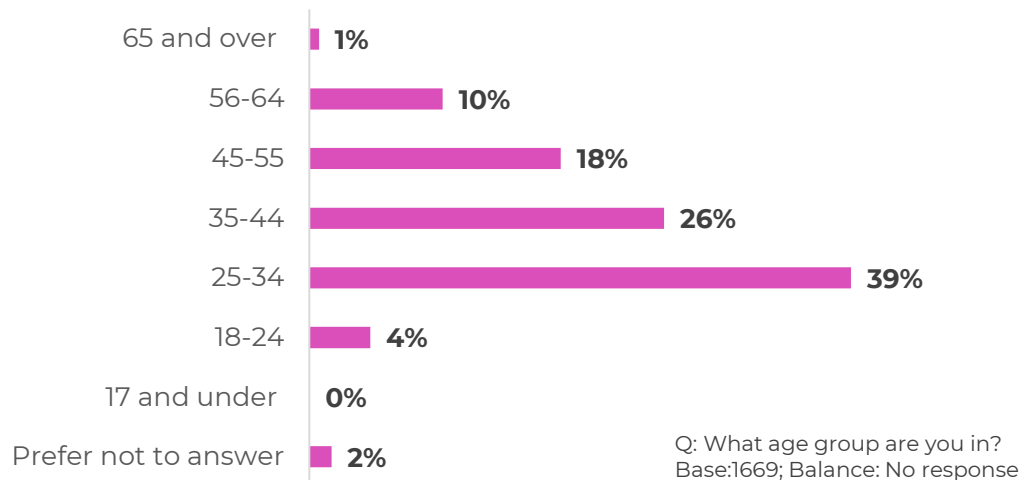


LENGTH OF EMPLOYMENT

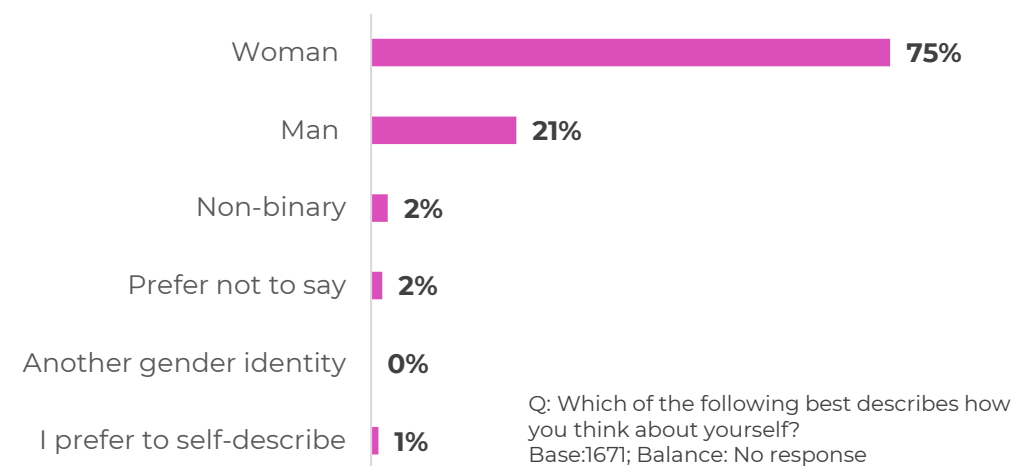
Q: How long have you worked at your organisation? Base:1672; Balance: No response



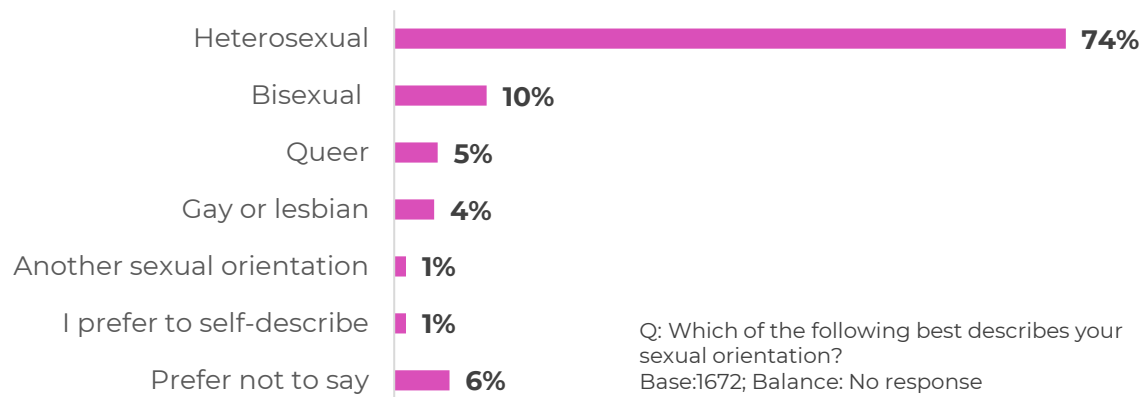
AGE



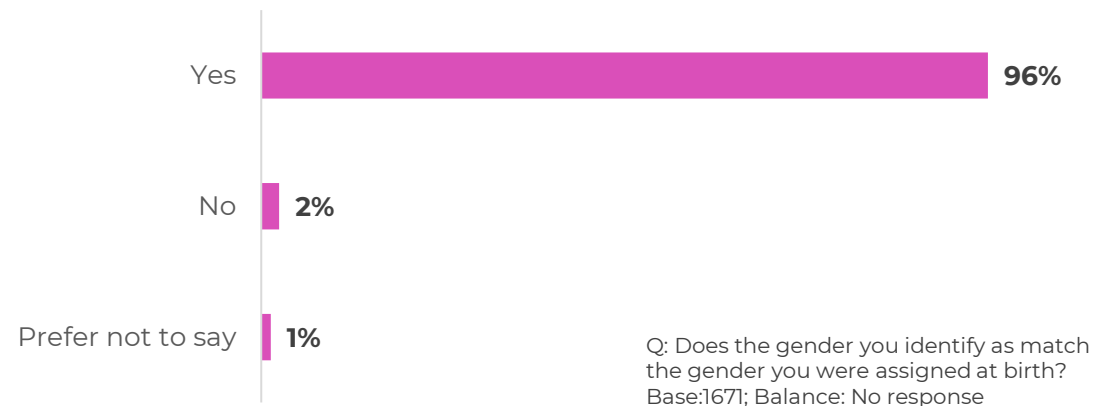
GENDER IDENTITY



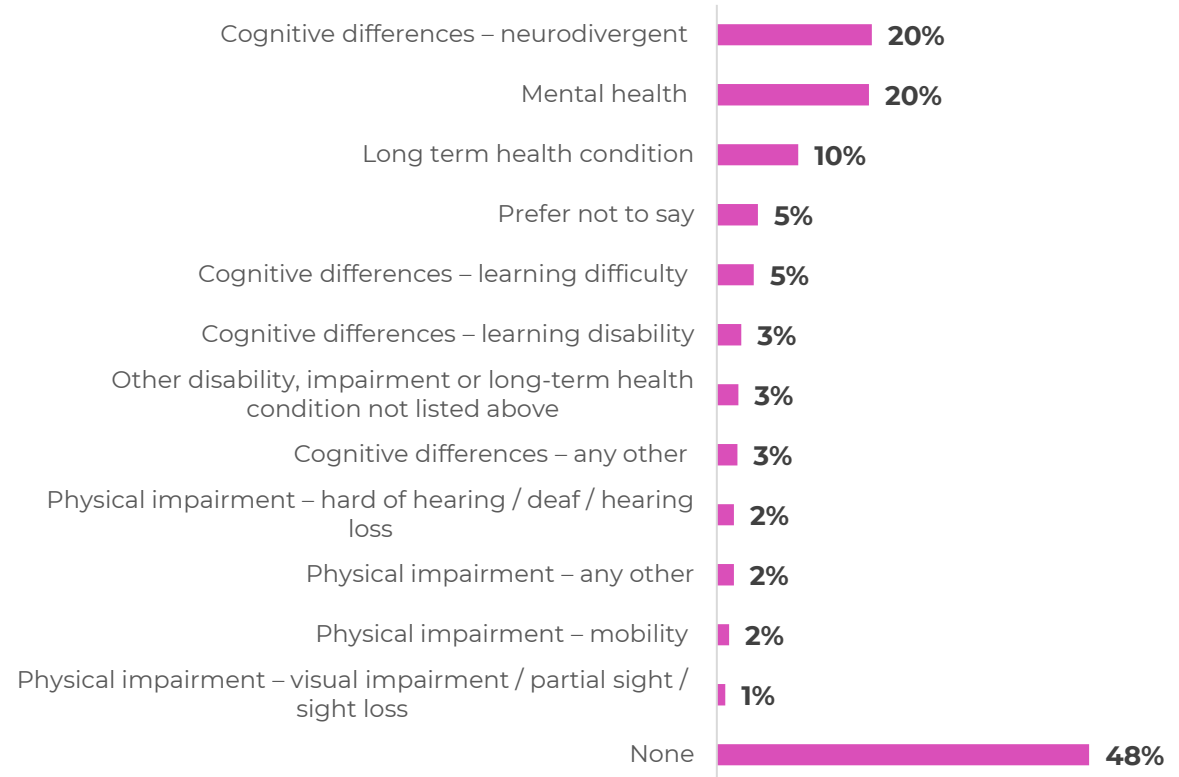
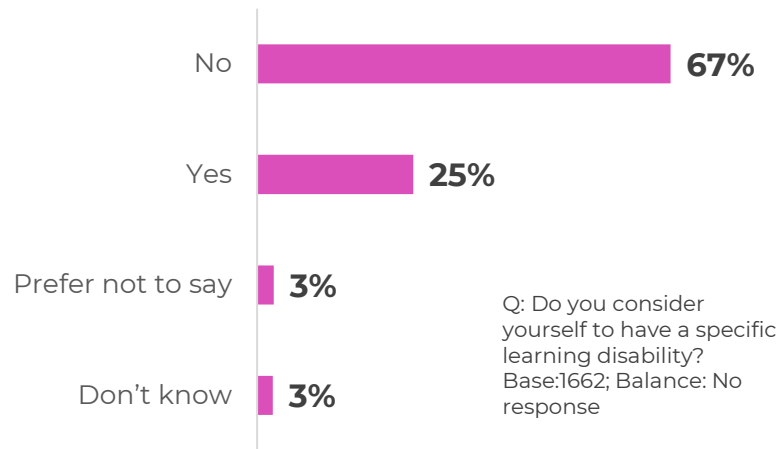
SEXUAL ORIENTATION



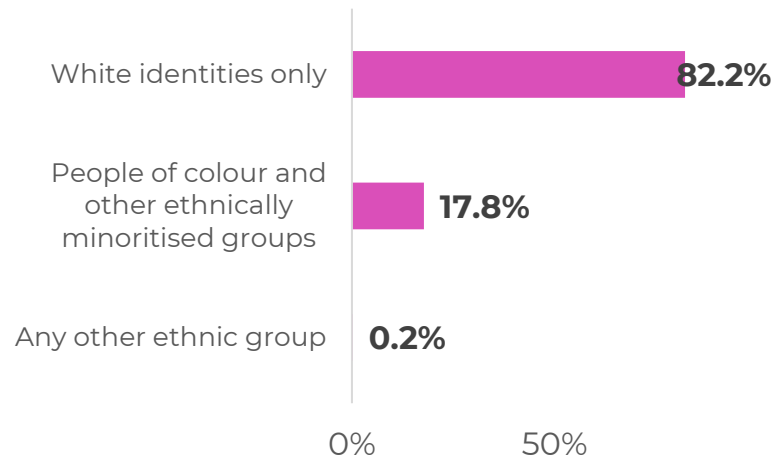
GENDER REASSIGNMENT



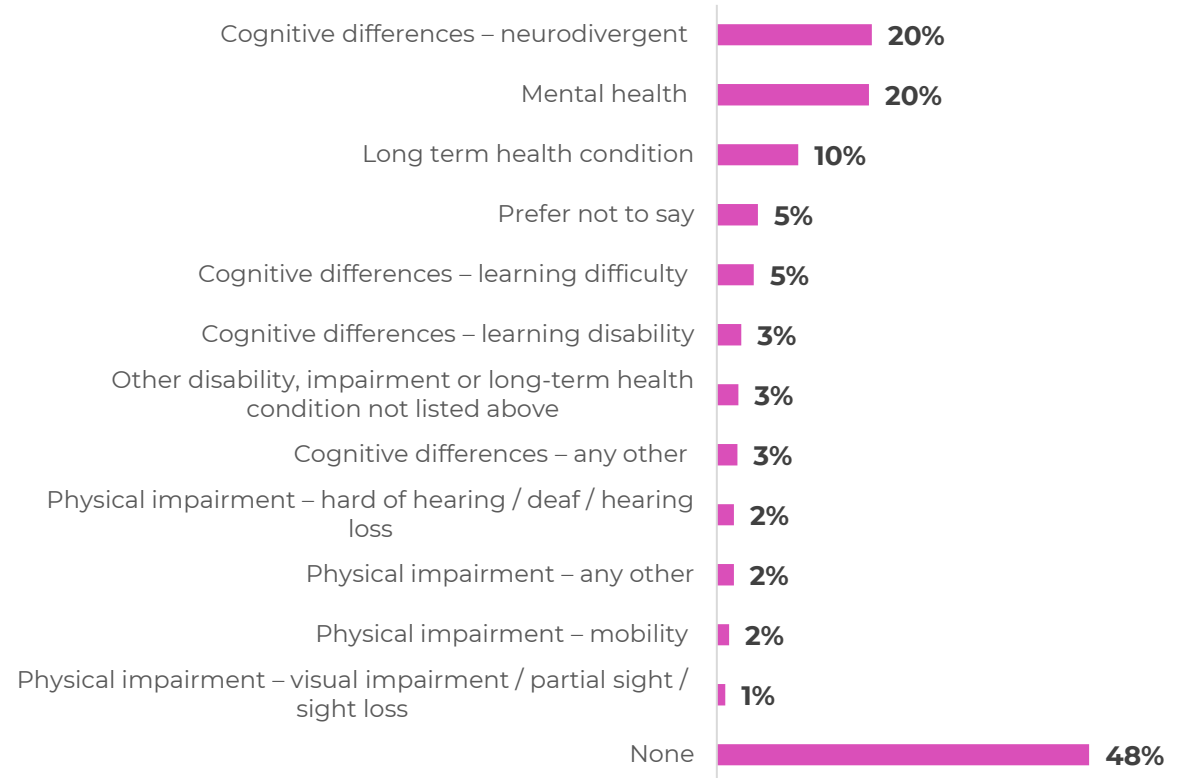
DISABILITY



RACE/ETHNICITY

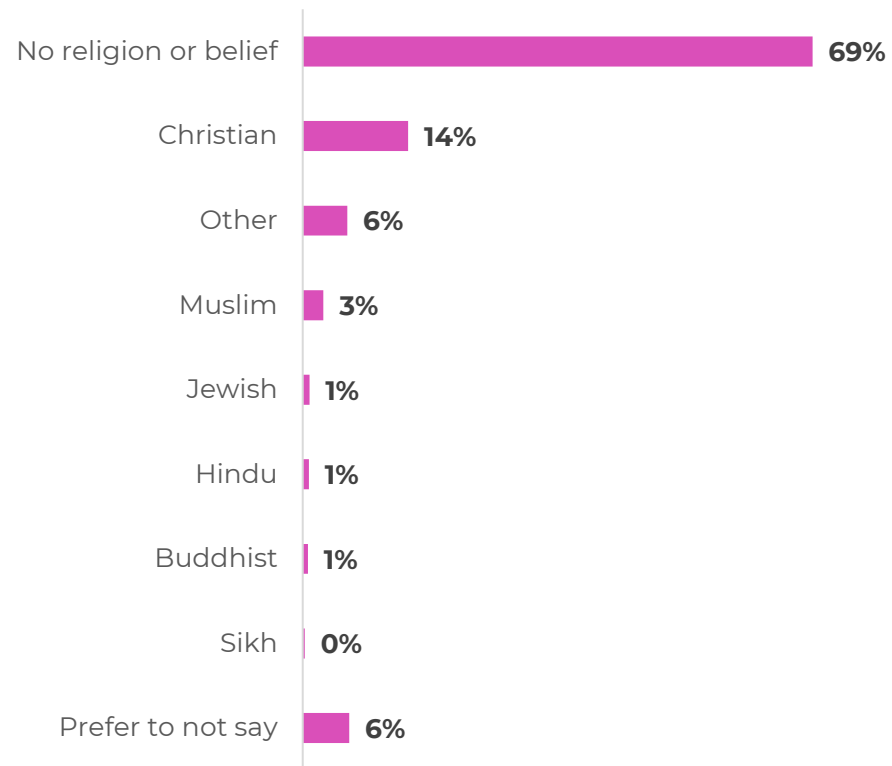


Q: Do you consider yourself to have a specific learning disability, other disability, impairment or health condition?
Base:1662; Balance: No response



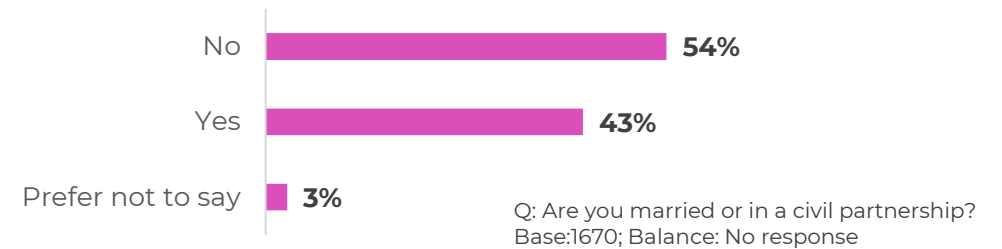
Q: Please describe your disability, impairment, or long-term health condition?
Base:1077; Balance: No response

RELIGION / BELIEF

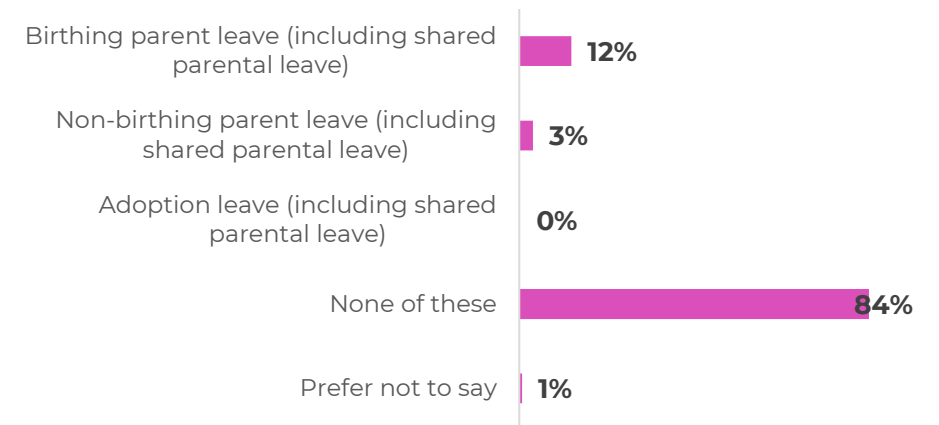


Q: Do you think of yourself as belonging to any particular religion or belief?
Base:1670; Balance: No response

MARRIAGE / CIVIL PARTNERSHIP

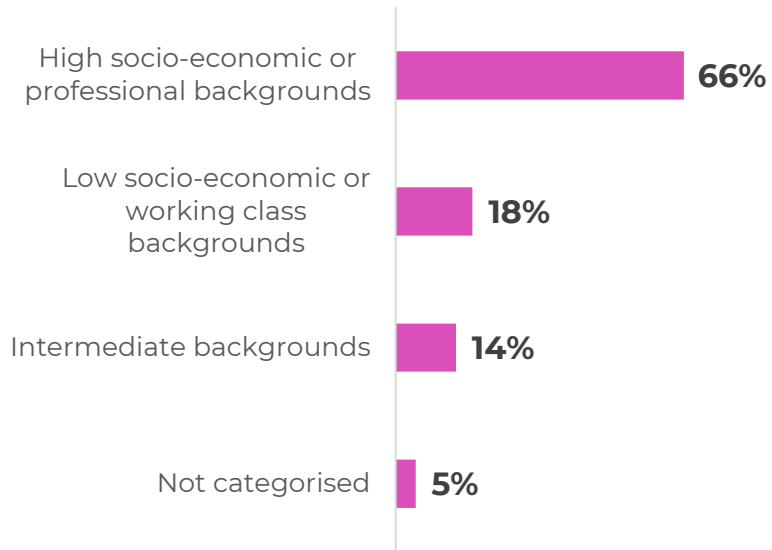


PARENTAL LEAVE



Q: Have you taken any of the following types of leave since you started working at your current organisation?
Base:1668; Balance: No response

SOCIO-ECONOMIC BACKGROUND



Q: What was the occupation of your main household earner when you were aged about 14?
Base:1661; Balance: No response

For more information about this measure, please read the Social Mobility Commission's [guidance for employers](#)

THE RACE REPORT



For more information about The RACE Report please visit our [website](https://www.sos-uk.org/race-report) or get in touch at: race-report@sos-uk.org