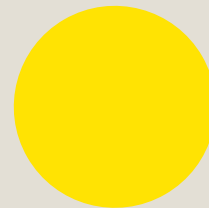


BAR
STANDARDS
BOARD

REGULATING BARRISTERS

The Bar Standards Board **Anti-Racism Progress Report 2025/26**



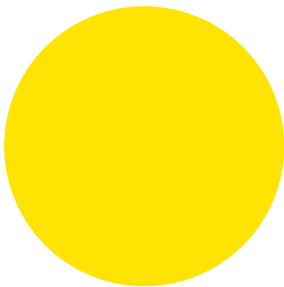
At the Bar Standards Board we seek to provide an inclusive workplace for all. In 2024 we published our Anti-Racist Strategy 2024-2027 outlining ambitions to become an anti-racist organisation. We recognised the important role of a regulator in leading by example for the profession we regulate by setting and meeting high standards in our own approach. Over the last two years we have produced annual action plans to target our activity and drive success. This is the second report of progress in achieving our anti-racist ambitions and an insight into what we wish to deliver in the final year of our plan.

We are proud to be a diverse regulator with 37 per cent of our workforce coming from a minoritised ethnic background. Our Anti-Racist Strategy 2024-2027 sets out the vision and mission statement which has ensured we are striving to achieve an equitable experience for our current and future workforce.

Our greatest achievement has been our ability to progress this work amongst a significant period of change in our organisation over the last year. Our BSB people have continued to give their time to advance diversity and inclusion helping us to achieve an 86% completion rate on our anti-racist learning module along with a 74% turnout for our Race in the Workplace survey. BSB people have demonstrated that this work is everyone's responsibility by their unwavering commitment while delivering business as usual activity. We also thank our passionate and driven Anti-Racist Implementation Group who have continued to drive progress against our anti-racist objectives. The group is comprised of voluntary members from across the BSB and a Board Sponsor. We celebrate the dedication of all our BSB people as we continue into the final year of our anti-racist strategy.



Our Anti-Racism Strategy 2024-2027 Vision and Mission Statement



Vision

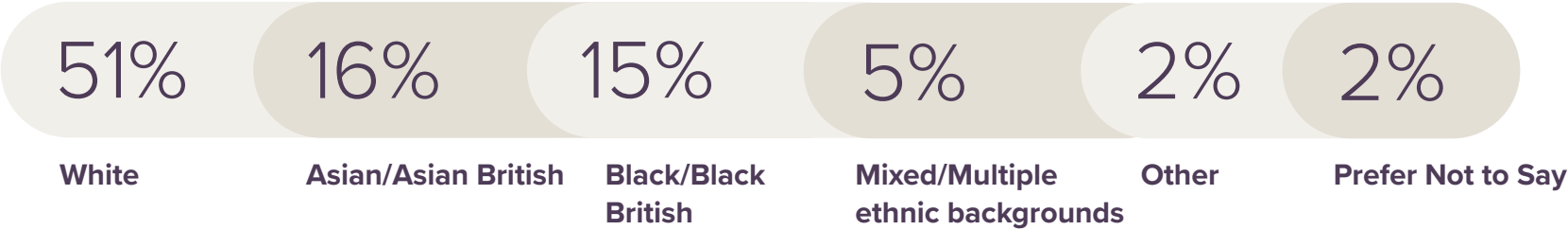
To be a place of work where there is equality, belonging and wellbeing for all our people. We want everyone to feel seen, appreciated, included, and bring their whole selves to work.

Mission Statement

To create an inclusive culture at the BSB that supports a diverse and engaged workforce, where racism is actively addressed, and any incidents of racism are challenged and managed effectively.

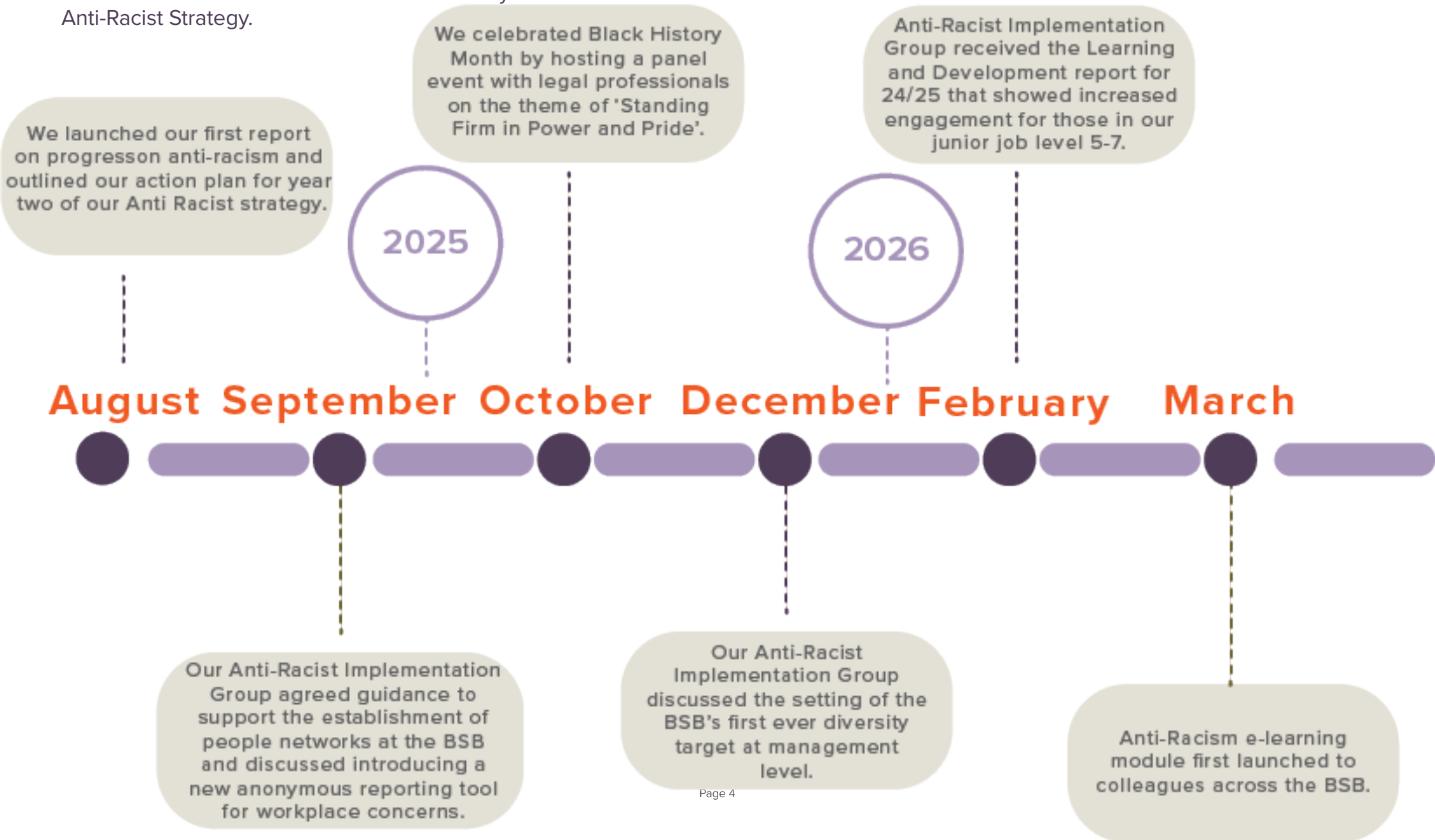
As of 31 March 2026

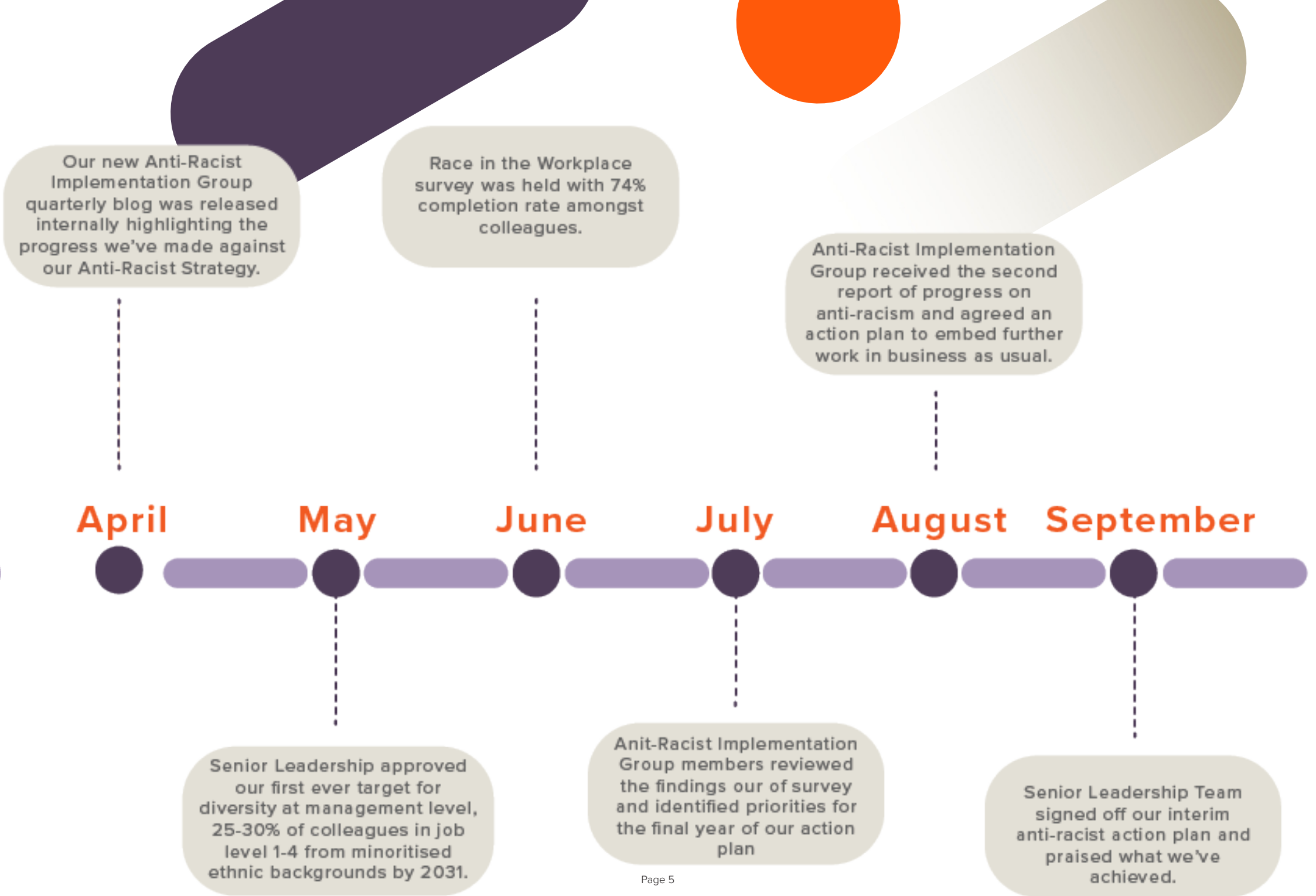
% of our workforce



Achievements and Milestones

The following timeline provides a snapshot of our achievements and milestones for the second year of our Anti-Racist Strategy.





Our progress

There are several indicators that our anti-racist work over the past year has had a positive impact on our culture.



We received high engagement with our Race in the Workplace survey obtaining a 74% completion rate.



Our survey findings show that more BSB people feel their ethnic backgrounds are respected by others, and that workplace events and the environment are inclusive.



Our survey highlighted that colleagues from white backgrounds feel more confident talking about race and racism than when we began this journey in 2021.



Our Senior Leadership Team have agreed our first ever diversity target: 25% -30% colleagues from minoritised ethnic backgrounds in job levels 1-4 (i.e. management) by 2031.

Here are some of the highlights from the outcomes established in our Anti Racism Strategy:

Inclusive Culture

We have supported the growth of an inclusive culture through the introduction of our new anti-racism module and learning opportunities on race equity. In October 2025 we hosted a panel event on the theme of 'Standing Firm in Power and Pride' and in July 2026 we marked our first South Asian Heritage Month with a podcast release on Bangladeshi and British identity.

Visible Leadership and Effective Governance on Anti-Racism and Equality Diversity and Inclusion

We have been able to champion ownership of our anti-racist ambitions at the highest level of our organisation despite a period of significant change. This year we added an anti-racist commitment to our Board Code of Conduct and welcomed a new Board sponsor to our Anti-Racist Implementation Group.

Diverse Workforce at Management & Board Level

The percentage of colleagues from racially minoritised backgrounds in management positions (job level 1-4) fell this year from 26% in 2024/25 to 17% in 2025/6. Our strong ethnic diversity at job level 5-7, 52% from Black Asian, Mixed or Other Ethnic backgrounds suggests we must focus on improvements in our talent succession pipeline to support diverse progression into management level.

Incidents of Racism Managed Effectively

We launched a new whistleblowing and dignity at work reporting tool to provide BSB people with an additional channel to make reports to us should they not feel confident making a report internally to the People Team or to a manager.

Inclusive Culture

Ambition

The BSB welcomes, respects and ensures everyone, including, ethnically, and culturally diverse communities, has a sense of belonging to the organisation.

Highlights:

In our Race in the workplace survey 79% of colleagues from minoritised ethnic backgrounds agreed their backgrounds are respected by colleagues. This is an increase of 59% compared to 2021.

We introduced compulsory anti-racism e-learning module completed by 86% of BSB people.

We supported the establishment of our first BSB People Network for LGBTQ+ people, demonstrating an impact on wider equality.

We celebrated Black History Month by hosting a panel on the theme of ‘Standing Firm in Power and Pride’. We received substantial positive feedback on this as a standout event for our people.

Action	Status	Progress and next steps
1.1	Introduce compulsory Anti-Racism e-learning module	Completed 86% completion on module, chase non-completion to reach 100%
1.2	Further promotion of Anti-Racism Resources Hub	Completed 133 total views, 22 unique views (14% BSB people) Revisit communication plan to improve visibility
1.3	Support the establishment of BSB People Networks	Completed Guidance on setting up networks written and new People Network due to launch September 26 (LGBTQ+ Network)
1.4	Enhanced guidance for Buddy role for New Starters	Completed Guidance written and improvements to Buddy process were made by People Team
1.5	Further feedback on BSB culture from New Starters	Completed New question on culture was added to onboarding survey

“

I really enjoyed the diversity of the panel and the wide range of experiences they shared. It made for an engaging and insightful discussion, with valuable perspectives that deepened my understanding of inclusion in different contexts.”

Black History Month event attendee, October 2025

Visible Leadership and Governance on Anti-Racism and Equality Diversity and Inclusion

Ambition

The BSB consistently provides visible and vocal leadership on anti-racism and equality, diversity and inclusion. The BSB has good practice governance structures and processes in place which deliver effectively on anti-racism and equality, diversity and inclusion. The regular communication between leaders and BSB people is key to enabling the organisation to listen to, and act on, any issues or concerns.

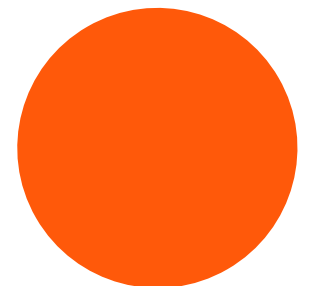
Highlights:

We held our Race in the Workplace survey which gained a 74% completion rate highlighting how visibly invested our people remain in this work.

In our Race in the Workplace survey, 80% of colleagues from minoritised backgrounds felt their ethnic background is respected by managers. This is an increase of 60 percentage points compared to 2021.

Despite a period of significant leadership change we have continued to embed ownership of our anti-racism ambitions at both Board and SLT level.

Action	Status	Progress and next steps
2.1 SLT objective on Race Equality embedded	Completed	Three-part SLT objective on championing anti-racism agreed July 2025.
2.2 Board Objective on Race Equality in Code of Conduct	Completed	Anti-racism commitment added to Code of Conduct, new board sponsor now in place.
2.3 Repeat Race in the Workplace survey	Completed	Survey repeated with 74% completion rate.



Diverse Workforce at Management & Board Level

Ambition

BSB People fully represent the diversity of the national and local populations and is supported to thrive. The diversity of management and board members and the talent pathways better reflect the wider population.

Highlights:

We’ve set our first ever target for ethnic diversity. We wish to have 25-30% of colleagues from minoritised ethnic backgrounds in job level 1-4 by 2031.

We have increased the take up of learning from 49% in March 24 to 56% March 25 for our most ethnically diverse job levels 5-7.

The People Team have developed the discussions on assessments with hiring managers to reduce potential barriers in our selection processes.

Action		Status	Progress and next steps
3.1	Support take-up of learning and development opportunities by diverse groups	Completed	Increased the take up of learning for those in job level 5-7 where we have the greatest ethnic diversity. Participation increased from 49% in March 24 to 56% March 25.
3.2	Implement new Performance Management policy and guidance	Completed	Implemented in 2025. Mid-year and Annual review processes both run using the new policy.
3.3	Review effectiveness of assessments as part of the BSB’s recruitment and selection process.	Completed	Alternative measures in recruitment processes are now explored, such a non-timed assessments to reduce potential barriers in the selection process
3,4	Set targets for diversity at management level	Completed	Target agreed by SLT 25% -30% colleagues from minoritised ethnic backgrounds in job level 1-4 by 2031.
3.5	Identify any improvements to data collection on application, shortlist and offer	Completed	Improvements identified and data obtained from Networx pending analysis.
3.6	Data analysis of internal decision-making groups e.g SLT, Leadership Group	Deferred	This action was deferred due to changes to key roles and leadership structures. To be considered in next plan.
3.7	Continue tracking data on job progression for those from minoritised backgrounds	Completed	Included as part of HR quarterly report. Relevant data to be published internally to encourage better transparency.

Incidents of Racism Managed Effectively

Ambition

The BSB manages internal incidents of racism effectively with effective support systems, transparent reporting and disciplinary procedures and have built trust, so people are confident to report incidents.

Highlights:

69% of colleagues from white backgrounds agreed that they feel comfortable when talking about race or racism. This is an increase of 56 percentage points compared to 2021.

We reviewed our people processes from onboarding to exit interviews introducing more targeted questions on the BSB's anti-racist culture.

We identified and launched a new reporting tool for whistleblowing and dignity at work concerns.

Action	Status	Progress and next steps
4.1 Create new EDI form for exit interviews	Completed	Supplementary form now in use. Data to be gathered on trends to improve BSB culture.
4.2 Gather data on ethnicity and race in grievance and disciplinary procedures	Completed	Following a review there were less than 5 grievances related to race and ethnicity. Further investigation on reporting to take place through listening circles in September/October.
4.3 Explore anonymous reporting tool	Completed	New reporting tool to launch September 2026.

The Bar Standards Board **Anti-Racism Year 3 Action Plan**



Our Anti-Racism Year 3 Action Plan

This document outlines the BSB's Year 3 Action Plan for Anti-Racism. This plan has been drafted based on extensive data analysis and collection, and consultation with the Anti-Racist Implementation Group. The commitments in this plan are intended to cover a six-month period from October 2026 to April 2027. We have decided to deliver a six-month Anti Racism plan as we bring the standalone strategy to a close and embed the final action plan within our business plan for 2027/28.

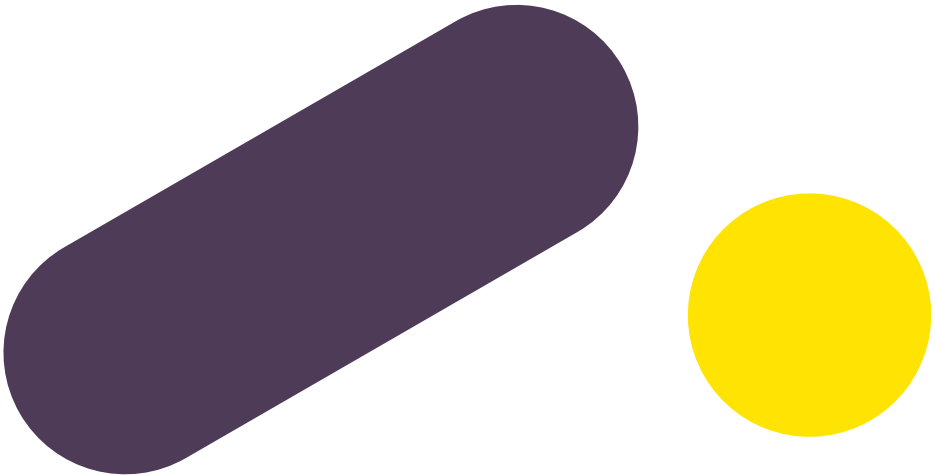


Inclusive Culture

The BSB welcomes, respects and ensures everyone, including, ethnically, and culturally diverse communities, has a sense of belonging to the organisation.

No.	Action	Rationale	Impact	Measure of Success
1.1	Launch new Values and Behaviours Framework embedding anti racism.	• In the Race in the Workplace Survey 48 per cent of colleagues from minoritised backgrounds answered favourably to 'Managers are effective in promoting an anti-racist workplace.' • 52 per cent of colleagues from minoritised ethnic backgrounds feel 'Colleagues are effective in promoting an anti-racist workplace.' • Serves as a tool to support managers and colleagues in championing an anti-racist approach.	• Increase confidence of managers and colleagues in their ability to champion anti-racist approaches. • BSB people understand how anti-racism work fits into BSB's new culture and values.	• Framework is launched and available to colleagues with guidance on when and how to incorporate into workplace scenarios
1.2	Launch toolkit on Repairing Harm	• To equip managers and colleagues with tools on how to repair and a framework to use to de-escalate challenging situations.	• Managers and individuals feel safe to challenge and feel confident in their ability to repair when situations take a difficult turn.	• Toolkit is launched with good usage and viewer rate.
1.3	Deliver training to reduce bias in performance processes.	• Managers should be supported to reflect on their own unconscious and conscious biases to ensure no perceived or actual inequality in the business.	• Bias and disparity are removed from performance processes. • BSB people feel confident in managers ability to assess performance objectively.	• Good attendance, positive feedback from training, positive perceptions on a fair performance process.

Visible Leadership and Effective Governance on Anti-Racism and EDI



The BSB consistently provides visible and vocal leadership on anti-racism and EDI. The BSB has good practice governance structures and processes in place which deliver effectively on anti-racism and EDI. There is regular communication between leaders and BSB people, key to enabling the organisation to listen to, and act on, any issues or concerns.

No.	Action	Rationale	Impact	Measure of Success
2.1	Embed anti-racism into high performing culture and core business plan 27/28	• To support embedding anti-racism as business as usual in new high performing culture focus. • Articulate how equality and inclusion will be centred in this new approach. • To identify and mitigate against perceived or actual inequality in the business as we introduce new approaches to performance management.	• BSB people feel positive and confident about equality and inclusion within high performing culture. • BSB can demonstrate equality and inclusion has been considered as part of new processes.	• Positive responses on BSB culture in People Survey. • Positive feedback from BSB people

Diverse Workforce and at Management and Board Level

BSB People fully represent the diversity of the national and local populations and is supported to thrive. The diversity of management and board members, and the talent pathways better reflect the wider population.

No.	Action	Rationale	Impact	Measure of Success
3.1	Provide broader learning and development opportunities to job level 5-7	• To support achievement of our org target 25%-30% colleagues from minoritised backgrounds into job levels 1-4 by 2031. • Job level 5 contains a diverse pool of talent to develop into job level 4. This will help us to nurture, retain and develop talent using methods we are currently exploring for job levels 3-4.	• BSB people in job level 5-7 feel supported in their learning and development at the BSB	• Maintaining and/or increasing ethnic diversity in job levels 1-4
3.2	Publish data on recruitment and progression by ethnicity	• Greater transparency on progression was recommended following our Race in the Workplace survey. • We currently publish this data in our HR Quarterly reports but it is not shared more widely.	• To ensure transparency on our data and to be held account on achieving diversity.	• Data is published with good viewership.
3.3	Support communications on informal job shadowing, mentoring and skills sharing	• Addresses concerns on development and progression opportunities for BSB people. • To support colleagues to gain skills in different areas of the business. • To support achievement of our org target 25%-30% colleagues from minoritised backgrounds into job levels 1-4 by 2031.	• The BSB is seen to be supporting development opportunities for the junior job level 5-7.	• Scheme is launched with positive feedback • Achievement of our org target 25%-30% colleagues from minoritised backgrounds into job levels 1-4 by 2031. • Increase in progression of our

Incidents of Racism Managed Effectively

The BSB manages internal incidents of racism effectively with effective support systems, transparent reporting and disciplinary procedures and have built trust, so people are confident to report incidents.

No.	Action	Rationale	Impact	Measure of Success
4.1	Launch and monitor use of new reporting concerns tool for whistleblowing and dignity at work concerns	Our previous people survey showed a 10 percentage point drop in favourable responses to 'If I raised a concern, I feel confident that I would be treated fairly and taken seriously'	- BSB people feel confident in their knowledge of how to report and feel supported to do so. - Providing BSB people with more avenues to report concerns at the BSB, anonymously, semi anonymously and in full disclosure.	People survey: increased favourable responses to confidence in raising concerns