

# ANTI-RACISM PROGRESS REPORT



# ACTION PLAN YEAR 2

# INTRODUCTION

The BSB seeks to provide an inclusive workplace for all. In 2024 we published our Anti-Racist Strategy 2024-2027 and Year 1 Action Plan. We outlined ambitions to become an anti-racist organisation and lead by example for the profession by setting and meeting high standards in our own approach. We are a diverse regulator with 47 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 guided our work over the last year to ensure an equitable experience for our current and future workforce. This is the first report of progress in achieving our anti-racist ambitions and an insight into what we wish to deliver next in our Year 2 Action Plan.

Our greatest achievement by far has been the engagement and support of colleagues at the BSB who have given their time to advance diversity and inclusion. They demonstrate that this work is everyone’s responsibility. We also thank our passionate and driven Anti-Racist Implementation Group (ARIG) who formed in the last year to monitor and ensure progress against our anti-racism objectives. The group is comprised of voluntary members from across the BSB, members of the People team, and a Board Sponsor. We celebrate the dedication of all our BSB people as we continue on our anti-racist journey.



## Our Anti-Racism Strategy 2024-2027 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.

From our last published Diversity report as of December 2024

**53%** of our workforce was White

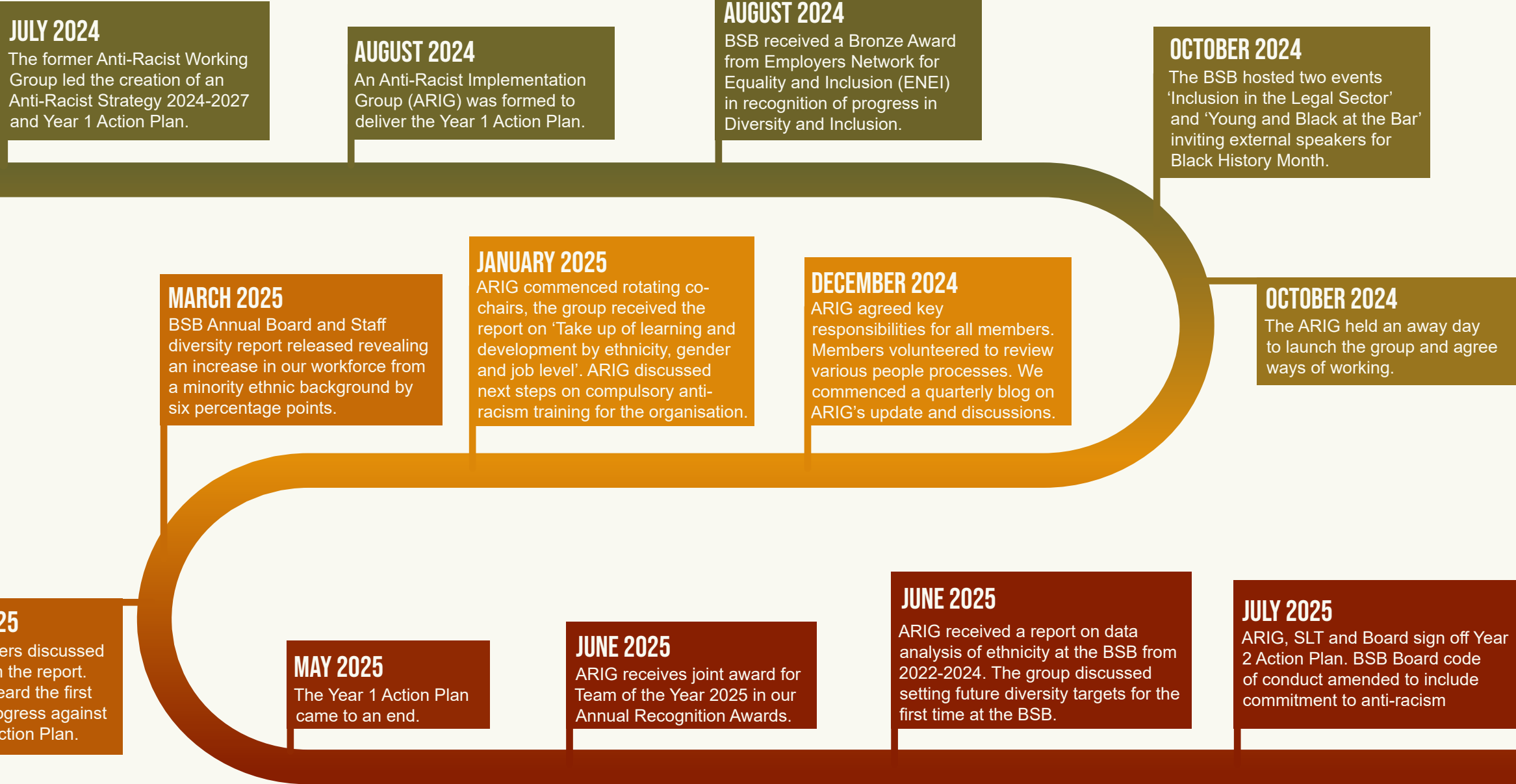
**20%** of our workforce was Asian/  
Asian British

**16%** of our workforce was Black/  
Black British

**9%** of our workforce was Mixed/  
Multiple ethnic backgrounds

# TIMELINE

The following timeline provides a snapshot of our achievements and milestones for the first year of our Anti-Racism Strategy 2024-2027.





# OUR PROGRESS

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



High engagement with internal communications from the Anti-Racist Implementation Group.



High participation in internal events and briefings on anti-racism, a steady stream of colleagues applying to join the implementation group.



Peer recognition from colleagues across the organisation resulting in the group being awarded joint BSB Team of the Year 2025.



Anecdotal feedback from colleagues on ARIG that they truly value being part of and recognised for impactful work at the BSB.

We will continue to monitor the quantitative impact of our work through our annual People Survey.

Some key achievements from Year 1 of our Anti-Racism Strategy 2024-2027.

## INCLUSIVE CULTURE

We have supported the growth of an inclusive culture through our new Inclusion and Wellbeing Calendar where we now host regular in-person and hybrid events related to diversity inclusion and wellbeing. In line with 2024’s Black History Month theme, Reclaiming Narratives, we hosted two events ‘Inclusion in the Legal Sector’ and ‘Young and Black at the Bar’.

## VISIBLE LEADERSHIP AND EFFECTIVE GOVERNANCE ON ANTI-RACISM EQUALITY DIVERSITY AND INCLUSION

We have achieved visibility in our anti-racism work through the receipt of our first external award, a Bronze Award from Employers Network for Equality and Inclusion (ENEI), in recognition of visible progress in Diversity and Inclusion.

## DIVERSE WORKFORCE AT MANAGEMENT & BOARD LEVEL

The percentage of colleagues from racially minoritised backgrounds in management positions (job level 1-4) was 27% in 2022/23, 29% in 2023/24 and 26% in 2024/25. There is significant progression in the percentage of colleagues in management positions (job level 1-4) from Black backgrounds, 9% in 2022/23 to 13% in 2024/25.

## INCIDENTS OF RACISM MANAGED EFFECTIVELY

Our Anti-Racist Implementation Group led a review of various people processes to support us in gathering data on the experiences of BSB people.

# INCLUSIVE CULTURE

## AMBITION

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

## PROGRESS

- We launched our Inclusive Language Guidance, intended to empower BSB people to confidently communicate.
- We introduced compulsory race relations training attended by **101** BSB people.
- We launched our Anti-Racism Resources Hub, a collection of educative content to support colleagues in their anti-racist learning.
- As part of our new Inclusion and Wellbeing Calendar we hosted regular in-person and hybrid events related to diversity inclusion and wellbeing. Our Young and Black at the Bar event was attended by **75** colleagues.
- We received our first external award: a Bronze Award from Employers Network for Equality and Inclusion (ENEI), in recognition of visible progress in Diversity and Inclusion.



“This was such a **creative and beneficial** way to have a conversation and learn about Black barristers’ experiences at the Bar. The conversational style of the presentation was really **engaging** and I think allowed people to really **understand and reflect** on the personal experiences.”

-Young and Black at the Bar event attendee, October 2024

	ACTION	STATUS	NEXT STEPS
1.1	Develop inclusive language guidance	Complete	84 Total views Improve usage and further embed.
1.2	Introduce Compulsory Race Relations training	Complete	101 BSB people trained Introduce new Anti-Racism e-learning module and continue compulsory training for new starters.
1.3	Develop and promote Anti- Racism Resources Hub on intranet	Complete	93 Total Views Improve usage and further embed.
1.4	Design Inclusion and Wellbeing Calendar	Complete	14 events held, 9 guest speakers invited, 29 notable dates celebrated.
1.5	Review onboarding system	Complete	Recommendations for system improvement included in Action Plan Year 2.
1.6	Review exit interview process	Complete	We will ask more targeted questions on BSB’s anti-racist culture, new EDI form to be created.

# VISIBLE LEADERSHIP AND EFFECTIVE GOVERNANCE ON ANTI-RACISM AND EDI

## AMBITION

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 that enables the organisation to listen to, and act on, any issues or concerns.

## PROGRESS

- We successfully established the Anti Racism Implementation Group in August 2024 to monitor and contribute to the delivery of the strategy and action plan.
- The ARIG achieved peer recognition through winning Team of the Year in our 2025 Annual Recognition Awards.
- Our Senior Leadership Team have agreed a race equality objective to support BSB people engagement in EDI learning events and uptake of learning and development opportunities. We have amended our BSB Board Code of Conduct to include a commitment to anti-racism.
- We started an ARIG quarterly update blog to keep the BSB up to date with progress on Anti-Racism.
- We are launching a new performance management review system that better embeds equality diversity and inclusion into all objectives our BSB people set.

“Joining ARIG felt **refreshingly different** from other diversity initiatives I’ve encountered. It wasn’t about ticking boxes or appeasing external expectations.”

- Anti-Racism Implementation Group member July 2025

	ACTION	STATUS	NEXT STEPS
2.1	Establish the Anti-Racist Implementation Group	Complete	Group established will monitor and deliver Year 2 Action Plan.
2.2	Build robust EDI communications and plan	Complete	ARIG communications plan agreed, new quarterly internal blog.
2.3	Develop and distribute EDI activity report	In progress	First EDI report drafted and due for release March 2026.
2.4	Review use of all staff objectives on creating an inclusive organisation	Complete	New performance management approach embeds EDI in all objectives.
2.5	SLT and Board objective on race equality	Complete	SLT Objective agreed and BSB Board Code of Conduct amended.
2.6	Repeat Race in the workplace survey	Deferred to Year 2 Action Plan	To be held in March 2026.

# DIVERSE WORKFORCE AT MANAGEMENT & BOARD LEVEL

## AMBITION

BSB people fully represent the diversity of the national and local populations and are supported to thrive. The diversity of Management and Board members, and the talent pathways better reflect the wider population.

## PROGRESS

- Our latest Board and Staff Diversity report shows **47%** of those who provided their ethnicity data in our workforce were from a minority ethnic background. This is **6** percentage points higher than that seen in December 2023.
- We have agreed in principle the identification and setting of targets for diversity at management level, job level 1-4. Currently **26%** of colleagues in job level 1-4 are from an ethnic minority background.
- We reported on the take-up of Learning and Development by Job level, Gender and Ethnicity. This revealed a need to do more to support diverse groups accessing individual learning.



	ACTION	STATUS	NEXT STEPS
3.1	Undertake review of Performance Management and implement improvements	In Progress	New performance review system due to launch by 2025 year end.
3.2	Data analysis of job progression by ethnicity at the BSB	Complete	Analysis shared and continual monitoring in place.
3.3	Data analysis of learning and development uptake by ethnicity	Complete	Analysis complete, action for Year 2 to ensure diverse BSB people access learning opportunities.
3.4	Determine where further underrepresentation exists through data analysis	Complete	Analysis complete, data used to inform Year 2 Action Plan.
3.5	Review recruitment process	Complete	Review complete, improvements to data collection identified for Year 2 Action Plan.
3.6	Investigate progression opportunities internal and external e.g. Informal mentoring, job shadowing	Deferred to Year 2 Action Plan	We will continue to track data on progression, identify targets for diversity at management level.



# INCIDENTS OF RACISM MANAGED EFFECTIVELY

## AMBITION

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

## PROGRESS

- We reviewed our people processes from onboarding to exit interviews revealing an opportunity to ask more targeted questions on the BSB’s anti-racist culture.
- We identified the need to explore an anonymous reporting tool or systems for whistleblowing and reporting racism.

	ACTION	STATUS	NEXT STEPS
4.1	Review current provisions for reporting incidents of racism	Deferred To Year 2 Action Plan	We will gather data on ethnicity and race in grievance and disciplinary procedures and explore anonymous reporting tools.

“The ARIG is important because it can be seen as **a driver for change** for all types of injustices particularly in matters involving race relations. It also shows the BSB’s commitment in tackling issues of racism and to break any systemic racism that might occur within the organisation”.

- Anti-Racism Implementation Group member July 2025





# ANTI-RACISM YEAR 2 ACTION PLAN

This plan has been drafted based on extensive data analysis and collection, feedback from our People Survey, consultation with the Anti-Racism Implementation Group and consideration of requirements arising out of work completed in the Year 1 Action Plan.



# INCLUSIVE CULTURE

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

	ACTION	RATIONALE	IMPACT	MEASURE OF SUCCESS
1.1	Introduce compulsory Anti-Racism e-learning module	New e-learning is proposed to embed ongoing anti-racism learning building on Year 1's training . This will be in addition to the current Anti-Racism training for all new starters.	BSB people from diverse backgrounds feel valued and recognised. BSB people are informed and aware of the dynamics of race and impact of racism.	Training completion rates of 100% with positive feedback on the impact of the training on understanding of Anti Racism.
1.2	Further promotion of Anti-Racism Resources Hub	Since launch of the hub in Year 1, it has only had 93 Total Views and 8 Unique Views (6% of BSB people).	BSB people feel confident and competent, learning more about the impact of racism and race.	Website analytics 65 Unique Views (50% of BSB people) Race in the Workplace Survey reduction in % of respondents thinking that colleagues are not comfortable in talking about race and racism.
1.3	Support the establishment of BSB People Networks	Year 1 ARIG's review of onboarding processes highlighted the need for more BSB special interest groups and networks to support community.	BSB people feel a strong sense of belonging and have spaces to be their whole selves.	At least 1 new BSB People Network has been founded and supported in the process of launching.
1.4	Enhanced guidance for Buddy role for new starters	Year 1 ARIG's review of onboarding processes highlighted the need for more support for buddies to ensure they can fulfil their role inducting new starters ensuring they feel welcomed and inducted in the BSB culture.	BSB people are fully supported to act as buddies for new starters ensuring a great transition for them.	Positive feedback from both new starters and buddies in joining survey.
1.5	Further feedback on BSB culture from New Starters	Year 1 ARIG's review of onboarding processes highlighted the need for more feedback from new starters on the culture at the BSB, a new question will be added to the onboarding survey.	New Starters at the BSB are given opportunities to comment on and enhance BSB culture.	Onboarding survey feedback gathered.

# 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, that enables the organisation to listen to, and act on, any issues or concerns.

	ACTION	RATIONALE	IMPACT	MEASURE OF SUCCESS
2.1	SLT objective on Race Equality embedded	This action rolls over from our Action Plan Year 1. To be fully embedded in SLT appraisals.	All BSB people are supported and encouraged to take part in learning activities in line with development goals SLT demonstrate visible leadership on anti-racism.	Race in the Workplace survey increase in % of ethnic minority respondents answering favourably that leaders are proactive in tackling racism.
2.2	Board Objective on Race Equality in Code of Conduct	First established in Year 1, the board objective on race equality is to be embedded in the Board Code of Conduct and agreed by Board members.	Board demonstrate visible leadership in anti-racism.	Race in the Workplace survey increase in % of ethnic minority respondents answering favourably that leaders are proactive in tackling racism.
2.3	Repeat Race in the Workplace survey	The survey was on hold in Year 1 it is now due to be run in Year 2 to note progress on actions and gain further insight into the experience of colleagues and race at the BSB as a halfway point through our strategy.	BSB people aware of progress and shape our anti-racist work and forward journey.	Survey completed and high response rate (80%).



# DIVERSE WORKFORCE AT MANAGEMENT AND BOARD LEVEL

BSB people fully represent the diversity of the national and local populations and are supported to thrive. The diversity of Management and Board members, and the talent pathways better reflect the wider population.

	ACTION	RATIONALE	IMPACT	MEASURE OF SUCCESS
3.1	Support take-up of learning and development opportunities by diverse groups	Our Year 1 review of Learning and Development showed that the take up of individual learning opportunities in job levels 5 – 7 is lower (49%) than their proportion in the workforce (59%). These job levels include a higher proportion of people from minoritised backgrounds.	All BSB people are supported and encouraged to take part in learning activities in line with development goals.	An increase in the take up of individual learning opportunities in Job Level 5-7 from 49% to 59%. Race survey increase in % of ethnic minority respondents answering favourably that managers take the time to coaching and developing skills.
3.2	Implement new Performance Management policy and guidance	This new approach will embed inclusion into all objectives instead of standalone objectives. This is to be outlined in the new Performance management review guidance.	BSB people are empowered to act inclusively in all aspects of their duties.	Guidance and policy document in action.
3.3	Review effectiveness of assessments as part of the BSB’s recruitment and selection process.	Our Year 1 review of our recruitment processes recommended that discussions about assessments could take place in the recruitment campaign preparation stages to ensure the interview and assessments criteria are fair to the role.	Prospective and current BSB people are assessed in a fair and proportionate way for the roles they apply to.	Guidance added to the form.

	ACTION	RATIONALE	IMPACT	MEASURE OF SUCCESS
3.4	Set targets for diversity at management level	Our Year 1 review of our recruitment processes revealed that we should understand how diversity at the BSB stands in relation to other regulators. Following a review of other regulators we will set our own targets for diversity at management level. We wish to ensure we meet or exceed the make-up of other regulators.	The BSB is a sector leader for diversity in regulation.	Diversity reviewed and presented at ARIG. Ambitious and achievable targets for diversity set.
3.5	Identify any improvements to data collection on application, shortlist and offer	We currently have limited diversity data on application, shortlist and offer due our current tool being limited. We will work with the provider to find improvements to strive for better data collection.	The BSB has strong data collection capacity for application cycles.	Feasibility and cost of improvements to processes known and assessed.
3.6	Data analysis of internal decision-making groups e.g SLT, Leadership Group	Identify any disproportional spread of systemic influence and power in our organisation. To understand access for those from minoritised ethnic backgrounds in decision making spaces.	The BSB addresses any power imbalances in decision-making structures.	Data gathered and analysed, presented to ARIG.
3.7	Continue tracking data on job progression for those from minoritised backgrounds	In Year 1 we tracked ethnicity data in job progression. We identified that white colleagues are slightly more likely to be promoted to the grade above than colleagues from minoritised backgrounds. We will continue to monitor the numbers and backgrounds of internal moves and promotions yearly to note future trends.	The BSB builds a picture of job progression identifying any over or underrepresentation.	Data gathered and analysed in SLT reporting.

# INCIDENTS OF RACISM MANAGED EFFECTIVELY

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

ACTION		RATIONALE	IMPACT	MEASURE OF SUCCESS
4.1	Create new EDI form for exit interviews	In Year 1 we conducted a review of our exit interview process. We discovered the need to ask more targeted questions about the BSB’s anti racist culture. We will create a new EDI form in addition to the current Exit Interview form.	BSB people have opportunities to feedback about the BSB culture and confidence that their views will be listened to.	New EDI form created and data gained informing culture
	Gather data on ethnicity and race in grievance and disciplinary procedures	We wish to understand grievances related to racism and any trends in colleagues from a minoritised background being subject to disciplinary or grievance procedures.	BSB understands trends in grievance and disciplinary procedures.	Data gathered and analysed.
	Explore anonymous reporting tool	We wish to understand more about how BSB colleagues can confidently report incidents of racism and ‘whistleblow’. We will prepare an initial review and overview of systems for whistleblowing and reporting racism to explore further possibilities.	BSB people have confidence to and are supported to report instances of racism.	Paper sent to ARIG to review.