



## Core actions for key people

This resource accompanies our [guidance for employers on taking an anti-racist approach to tackling gender inequality in the workplace](#). It sets out what actions should be taken by key people in your organisation. This will help you allocate the right actions to the right people and support consistent progress towards your goals.

Key people have huge potential to create change for racially minoritised women in your workplace. This resource lists actions that you can use to build a tailored action plan for your organisation.

It's important key people receive training relevant to their roles to support them in this work. You can find out more about what training they might need in our [Capacity building for key roles resource](#).

### Senior leaders

#### 1. Communications

Send a strong message that there is no place for racism in your workplaces. Make it clear in all-staff communications that you acknowledge that racism exists, you recognise racially minoritised women's inequality at work and you are committed to taking action to address it in the organisation.

## 2. Championing gender equality and anti-racism

Designate a senior leader as a champion for gender equality and anti-racism. This shows it is a priority for your organisation and increases visibility of the action you are taking.

## 3. Setting an action plan

A single action is not enough. You should develop an action plan to address systemic racism and sexism in the workplace, including discrimination and prejudice. We've created an **action plan checklist** that you can use to create a roadmap for your organisation.

## 4. Ensuring accountability

Include equality, diversity and inclusion objectives in senior managers' performance management framework. This is key to driving action and accountability.

## 5. Tracking progress

You should set objectives and targets around racial and gender equality in the workplace, and measuring progress against those targets annually. Reporting progress against these helps demonstrate commitment and openness, and builds women's trust in the organisation.

## Line managers

### 1. Supporting flexibility

Line managers should ensure they are making flexible working work for their staff. They should ensure the decisions they make on flexible working are fair and objective, and consider barriers caused by racism and gender inequality. Line managers are key gatekeepers on flexible working, so it's important they understand how to manage different modes of flexible working in their teams.

### 2. Creating an inclusive culture in teams

Line managers should challenge microaggressions, and racist and sexist behaviour from their staff where they see it. This will help to build a workplace culture that prevents such behaviour from happening in the first place, and promotes equality diversity and inclusion.

# HR

## 1. Managing reports and disciplinary action

HR should ensure there is a clear and objective process in place for reporting race discrimination and/or harassment. HR should ensure that all staff who have responsibility for handling reports and disciplinarys are properly trained in the process and in understanding how racism and sexism function in the workplace.

## 2. Reviewing and improving processes

Racism and sexism can be embedded in workplace policy and practice. This can lead to unequal outcomes, for example in decisions on who gets hired or promoted, or is allowed to work flexibly. HR staff should review policies to identify where they could result in unintentional negative impacts on different groups of women and make improvements where necessary.

## 3. Co-ordinating engagement with racially minoritised women in your organisation

HR have a key role to play in creating spaces for open and frank discussion so that women are able share their experiences at work. This will help build confidence among staff that you're prepared to look honestly at your workplace culture.

**There's more information on engaging with women in our guidance.**

## 4. Using data to identify priorities for action

Gather data on your workforce to identify how different groups of women are represented in your organisation. If you aren't already gathering staff data that you can break down by gender and race (including data on learning and development and flexible working) you should start doing it. This will give you the building blocks you need to identify where to start.

It's important to remember that data is not an end in itself. Some employers can become too focussed on this stage, leading to a delay in the work of culture and practice change. There's more information on how to use your data in our [Using data resource](#).

**If there are no racially minoritised women in your organisation, prioritise action on recruitment. You can find the information you need to get started in our guidance.**

## Learning and development leads

### 1. Ensure you have a transparent process for accessing learning and development.

It's a quick and easy step to make sure development opportunities are communicated to all staff through a formal process. You should build capacity in staff involved in decision-making around training and development so they understand the barriers created by racism and sexism and how they can improve their own practice to create change.

### 2. Offer a broader range of training and development opportunities.

Offering a wide variety of development opportunities that makes it easier for your people to access the right progression pathway for them and for your organisation. You should ensure that opportunities are scheduled to accommodate part-time and flexible workers, and employees who may not be office-based.

**You can find out more about best practice in recruitment, development, data, flexible working and more in our wide range of employer guides. For large companies visit [Close Your Pay Gap](#) and for SMEs visit [Think Business, Think Equality](#). Public sector employers can access our [guidance on meeting the public sector equality duty](#).**

Close the Gap works in Scotland on women's labour market participation. We work with policymakers, employers and unions to influence and enable action that will address the causes of women's inequality at work.

Close the Gap  
166 Buchanan Street  
Glasgow  
G1 2LW

0141 572 4730

[info@closethegap.org.uk](mailto:info@closethegap.org.uk)

[www.closethegap.org.uk](http://www.closethegap.org.uk)

Twitter: @closethepaygap



Close the Gap

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