Apprenticeship Diversity Champions Network
Communications Toolkit

July 2016
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1. Introduction

As the Prime Minister’s Advisor on apprenticeships, and joint Chair of the Apprenticeship Delivery Board, I am committed to raising the profile of apprenticeships. And the vision of this Government is clear. We will deliver 3 million high quality apprenticeships by 2020. I want employers to see the competitive advantage and business benefits they can gain; I want the huge pool of talented individuals out there to recognise apprenticeships as the most effective option to realising their career dreams.

Most importantly, I want the three million apprenticeships to reflect the widest spectrum of our society. I want to see individuals from every community, every background, every belief – apprentices must mirror the talents of everyone in our society. But when we look at the demographics of learners we can see that much more needs to be done to encourage under-represented groups. We must vigorously challenge persistent stereotypes; by widening access, we can boost inclusive behaviour in skills training and apprenticeships.

We stand at a crucial moment in time, after the Prime Minister’s pledge to increase the proportion of apprentices from Black, Asian and Minority Ethnic (BAME) backgrounds by 20%. We will do this by engaging with BAME groups to understand the barriers to apprenticeships and providing targeted information and support. This is not just about making up the numbers but to accurately reflect the perspectives and unique contributions of our richly diverse society.

Every industry can benefit hugely from the fresh thinking and different approaches that apprentices from diverse backgrounds bring. Imagine the innovation, design, and enterprise that is recognised when a workforce is proportionately made up of the audience it serves. This is not just about fairness, it makes perfect business sense too.

To achieve our goal, we are undertaking a range of different activities, including:

- Establishing a network of ‘Apprenticeship Diversity Champions’ from employers committed to achieving greater diversity in apprenticeships;
- Ensuring that the new campaign on youth employment includes specific material for BAME audiences;
- Working with Local Enterprise Partnerships and other stakeholders to increase understanding of BAME employers’ recruitment needs and to encourage and support employers to diversify their workforce by taking on BAME apprentices.

The ‘Apprenticeship Diversity Champions’ have such a crucial role to play. These are the committed advocates who will use their effort and passion to make the difference. This communications toolkit has been developed to engage and inspire employers and communities to make apprenticeships more diverse. Please make good use of it. We have a real chance to make a massive difference to the lives of many young people – while transforming the industries they want to work in.

Thank you.

Nadhim Zahawi MP
## 2. Role of the Diversity Champion

- Championing apprenticeship diversity in their own networks, including customers, supply chains and trade bodies
- Hosting and speaking at events for employers, BAME candidates and influencers, for example during National Apprenticeship Week.
- Informing BAME young people, parents and communities about the benefits of apprenticeships
- Supporting and influencing Local Enterprise Partnerships to promote diversity in apprenticeships
- Setting an example to other employers
- Engaging with schools and colleges to inspire BAME young people about apprenticeships
- Acting as a ‘face’ of apprenticeships (for example media, events, articles and case studies)
- Helping to create a ‘buzz’ and get people talking about apprenticeship diversity using social media.
3. Apprenticeship diversity: key statistics

10% of apprentices were from BAME backgrounds between 2010 and 2015 compared to 14.6% of the general population.  
Office for National Statistics Quarter 4 2013  

BAME people put in a relatively high proportion of applications for apprenticeships.

The proportion of BAME apprentices varies around the country. This partly reflects local demographics, but BAME apprentices are under-represented in a majority of local authority areas.

We are committed to increasing the proportion of BAME apprentices by 20% by 2020, from 10% to 11.9%. Figures are rounded.

In 2014/15, 53,190 BAME apprentices started an apprenticeship (10.6% of the total), compared to 442,340 (88.5%) apprentices from White backgrounds. FE data library: Apprenticeships.

Apprentices from Asian backgrounds appear to be particularly underrepresented: only 4.3% of starts, compared to 8.0% of the general population. FE Data Library: Apprenticeship vacancies.
4. Why apprenticeship diversity is important

1. Most business leaders agree that diverse workforces offer a variety of viewpoints and a wider range of experience, which improves decision-making and problem-solving.¹

2. Teams of mixed gender, ethnicity, physical ability, age and sexual orientation are more representative of customers.²

3. Business performance can improve by 80 per cent when levels of diversity and inclusion are high³, yet only 4% of chief executives in the FTSE 100 are from ethnic minorities.⁴

4. For every 1 per cent rise in the rate of ethnic diversity in a workforce there is a 9 per cent rise in sales revenue.⁵

5. Apprenticeships are a great way to widen your business’s recruitment pool. For example, Goldman Sachs are using degree apprenticeships to ‘tap into a broader range of technical expertise within the highly competitive STEM talent pool in the UK’.⁶

6. In 2015, the unemployment rate for BAME people was 10.2%, more than double that of White people.⁷

7. According to the Prime Minister, ‘Too many in our country are held back - often invisibly - because of their background or the colour of their skin… We must be far more demanding of our institutions, do even more to raise aspirations and be relentless in the pursuit of creative answers.’⁸

8. BAME people are more likely to enjoy their work and have far greater ambition than their white colleagues.⁹

¹ Tim Smedley, Financial Times, The evidence is growing – there really is a business case for diversity, May 15, 2014
² Tim Smedley, Financial Times, The evidence is growing – there really is a business case for diversity, May 15, 2014
⁴ http://news.sky.com/story/1632923/pm-launches-double-attack-on-racial-bias
⁵ American Sociological Association, cited by the Financial Times, 2014
⁸ Sky News
5. Recruiting diverse apprentices: 19 tips

This section includes some of the most common hints and tips from researchers, employers and BAME people. Many of them are just as relevant to recruiting other kinds of employees. This list is not exhaustive as we’ve tried to keep the toolkit brief, but lots more details are available by following the links included.

Promote vacancies

1. Advertise as widely as possible, including using Find an Apprenticeship.
2. Include a note in adverts welcoming applications from under-represented groups.
3. Engage with BAME influencers.
4. Use images of a diverse workforce in your promotional materials.
5. Make recruitment criteria specific and essential to the role.
6. Use a diverse interview team.

Use outreach

The Institute for Employment Studies suggests:

7. Appoint outreach workers with established community networks.
8. Work in schools (eg those with high proportions of ethnic minority students) and through 14-19 partnerships to promote apprenticeships.
9. Engage with radio shows on community radio stations, with ethnic minority employers and apprentices sharing experiences and advertising vacancies.
10. Use established events and campaigns to promote apprenticeships, e.g. ‘melas’ and Black History Month.
11. Raise awareness among BAME-owned businesses.

Address unconscious bias in recruitment

The Chartered Institute for Professional Development used behavioural science to recommend 18 tips for better recruitment practice, for example:

12. Group and anonymise CVs when reviewing them.
13. If discussing unconscious bias, emphasise the desired behaviour of assessors, rather than the problem.
14. Focus interviews on collecting information, not making the decision.
Emphasise progression and aspiration

The Institute for Employment Studies has noted the importance of family aspirations and cultural traditions, for example some Chinese and Asian communities have particularly high academic and professional aspirations for their young people.

15 Higher and degree apprenticeships are a great way to meet these aspirations. They are widening access to the professions, allowing people to earn while they learn at the highest level and progress into higher skilled occupations.

On the apprenticeship

16 Offer support via workplace mentors to improve retention and progression.
17 Offer staff training in issues around discrimination and harassment.

Monitoring

Business In The Community recommends the use of monitoring to:

18 Identify ‘bottle necks’ in the talent pipeline and where to target action and resources.
19 Assess how employment policies and processes are working and identify areas where these appear to be impacting disproportionally on certain groups of staff.
6. Case study: Memona Mohammed: BT

• At the age of 18 she chose an apprenticeship over biomedical science at university despite earning 3 good A levels in science based subjects.

• After 3 years on her higher apprenticeship she will have a level 4 NVQ, foundation degree and the opportunity to do a masters: all paid for by BT

• ‘Guarantee of a job definitely played a part in my decision’ ‘But also it was the chance to join a global company and develop my career in IT while learning on the job’

• Aged 22 she moved to BT Global Services and is studying part time for a degree in ICT

• Also received professional registration as an engineering technician through the institute of technology

• She has hosted students for work experience at BT to provide as well as taking part in live TV spreading the message of women in technology

• Heavily featured in the media

• Memona has since gone on to win awards from STEM for promoting women in the world of digital and engineering

‘Memona Mohammad is a good example of how women often have to seek out apprenticeships and make critical career decisions for themselves while peers head in another direction. She is now operational manager at BT and a member of Wise (Women in Science and Engineering). She said: “My school was very focused on academic results and I realised there would be limited opportunities for work experiences at university, so looking to the future beyond education I could see how the apprenticeship route would benefit me.

“When my friends heard that I was doing an apprenticeship they didn’t actually know what it was. That was three years ago and I feel now that more people understand what they involve. So the image and perception is changing.”

http://www.wearethecity.com/memona-mohammad-bt/

KPMG’s 360° apprenticeship programme offers a structured pathway to management positions and professional qualifications. Additionally, in our recruitment approach, we are committed to increasing the diversity of our workforce and creating better social mobility.

Through workshops, events and building relationships with our communities, we seek to break down barriers to entry by increasing awareness of opportunities and employability skills, giving those who may have thought roles at KPMG out of reach the confidence to apply.

The entry requirements are slightly lower than for the Audit School leaver Programme and graduate schemes, meaning the programme is able to target a broader range of candidates.

Having a range of entry points allows us to attract a diverse range of talented people, and means both KPMG and our clients benefit from the range of experience and perspectives they bring.

Read more: https://www.kpmgcareers.co.uk/who-we-are/diversity#.VuAFR9WLTGI

Other examples of large employers breaking down barriers in the workplace include National Grid & EDF.


http://race.bitc.org.uk/news-opinion/opinion/love-it-or-hate-it-%E2%80%93-apprentice-and-apprenticeship-diversity
8. Case study: Bedford College Study

Bedford College wanted to improve equality and diversity in their apprenticeship programme. The Skills Funding Agency gave them a small grant for a project. Here is a case study in their own words:

**What we did**
The project aimed to research equality and diversity in apprenticeships, promote the inclusion of learners from under-represented communities and to produce relevant case studies. Our focus areas were: Automotive, Engineering, Construction + Hair & Beauty.

The project and apprenticeship team worked with local groups to help identify the factors which act as barriers to participation and identify strategies to overcome them.

The College marketing materials have become representative of BAME. This includes changes in images on the website and on flyers. Diverse attendance at events, including an event for prospective apprentices from local schools organised with Vauxhall Motors.

**Changes in practice**
By working with existing apprentices from BAME, the College marketing department, community groups and employer, the project has raised awareness of under-representation of BAME backgrounds in apprenticeships in the College.

As a result, marketing materials and attitudes are more inclusive and we have a better understanding of how people’s attitudes towards apprenticeships impact on recruitment.

**Lessons learned**
Marketing is important and needs to consider the community and parents influence as well as targeting different groups of learners. The target audience, for information designed to attract BAME apprentices, is diverse and there can be a range of influences.

The marketing needs to reflect the advantages of an apprenticeship over staying at school to do A-levels and schools should not be relied on to push that message.

For more information, please visit equalitiestoolkit.com/content/mentoring-bame-equality
9. Recruitment to the Diversity Champions Network

Who do we want?

Diversity Champions are people who:
• Act as leaders for BAME diversity and equality in apprenticeships, both within and outside their organisations.
• Monitor data on the diversity of their apprentices compared to the general population in the areas in which they operate, and take action to address any gaps.
• Act as positive role models, taking positive action and when necessary addressing any inappropriate behaviours.
• Ask questions to check that BAME diversity is integral to decision making.

A good BAME Diversity Champion doesn’t need to know all the answers but needs to be prepared to spend some time developing their own personal competencies around diversity and equality in apprenticeships.

A BAME Diversity Champion will be able to:
• Recognise that diversity and equality are intrinsic to the success and performance of their organisation.
• Treat others with dignity and respect.
• Challenge and overcome obstacles in mainstreaming diversity and equality issues.
• Create and promote a positive work environment.
• Place a high value on diversity and fairness.
• Remove any barriers that may impede progress around diversity and equality in apprenticeships.
• Actively support efforts to make the work environment inclusive for apprentices.
• Make an effort to regularly communicate the messages from this toolkit.

How can they nominate new members?
Diversity Champions are encouraged to promote the network to other employers, and are welcome to nominate new members who share the network’s goals.
The secretariat will maintain a list of potential candidates, for discussion and agreement at Network meetings.
10. Social Media

Using social media is an ideal way of spreading the word about apprenticeship diversity and encouraging other employers to become Diversity Champions.

Twitter is a fantastic way of supporting diversity in apprenticeships with other Twitter users.

- Follow @apprenticeships, @traineeshipsgov
- Retweet @apprenticeships tweets to your followers
- Search the term ‘DiversityChamps’ on Twitter and join other Diversity Champions
- Bring your tweets to life by including any images/videos that you have to promote diversity in apprenticeships or traineeships
- Tweet about what you are doing in your organisation to improve diversity in apprenticeships.

Where possible please use hashtag #DiversityChamps in your tweets when talking about diversity in apprenticeships.

We have also written some suggested tweets which you can adapt and use:

We support #DiversityChamps as teams of mixed gender, ethnicity, physical ability, age & sexual orientation are more representative of customers

We are committed to making @apprenticeships accessible to people of all backgrounds #DiversityChamps

We are promoting diversity in @apprenticeships #DiversityChamps

We support #DiversityChamps because our apprentices have done great things for our company

We are committed to increasing the proportion of BAME apprentices #DiversityChamps

The employer toolkit is designed for employers that want to develop a more inclusive and accessible apprenticeship offer #DiversityChamps employer-toolkit.org.uk

Equality & diversity policy & practice in education/training can be found in the equalities toolkit #DiversityChamps equalitiestoolkit.com
Supporting resources and links

Employer Toolkit

This Employer Toolkit supports employers to recruit and support disabled apprentices. It includes hints, tips and case studies from large and small employers.

http://www.employer-toolkit.org.uk/

Equalities Toolkit

The Equalities Toolkit includes case studies and resources from over 100 diversity projects funded by the Skills Funding Agency.

http://www.equalitiestoolkit.com/