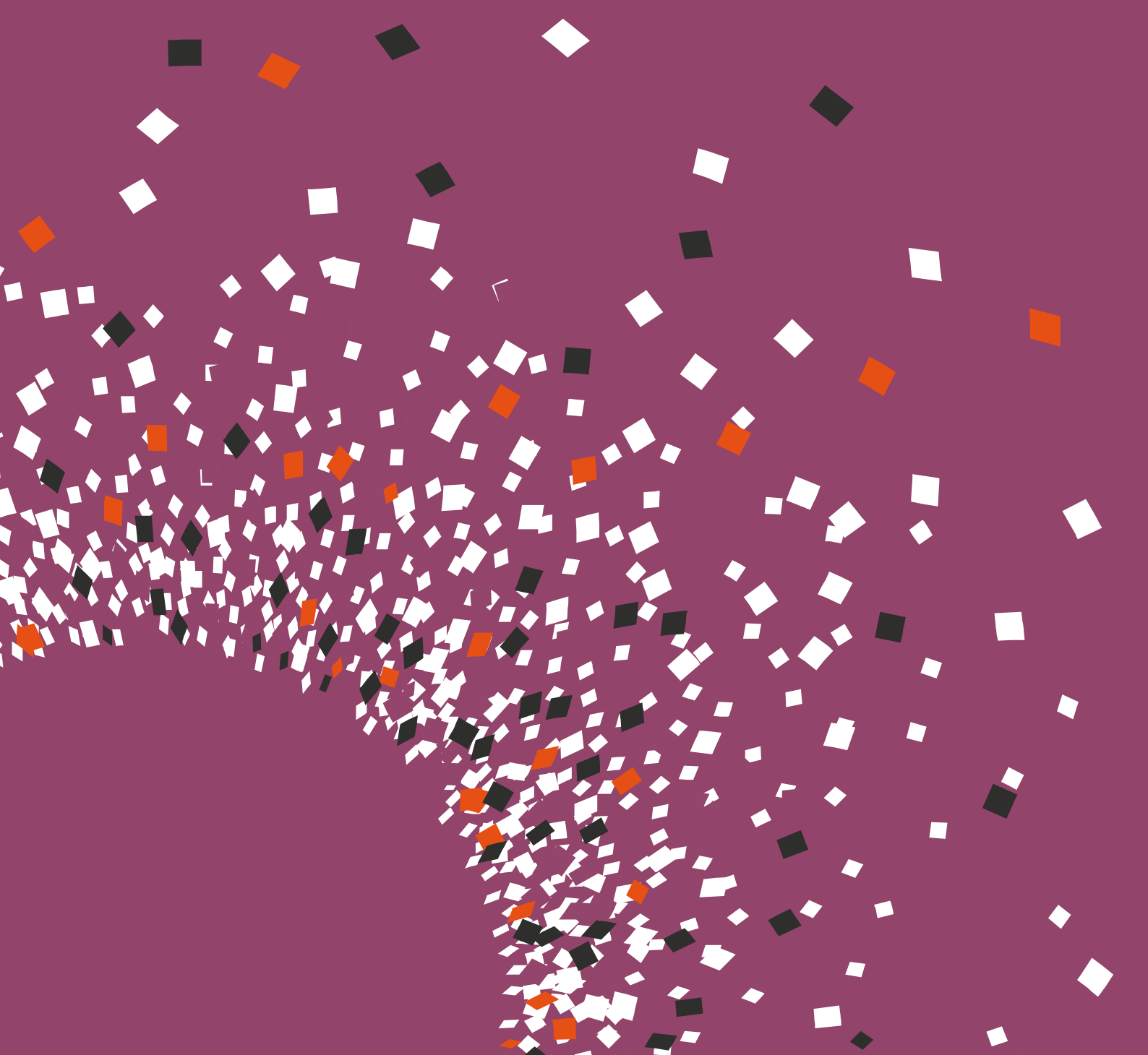


Report

EQUALITY, DIVERSITY AND INCLUSION IN THE MARKET RESEARCH SECTOR 2022



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Foreword

As a sector, we probably know more than most that bias is incredibly hard to shift. I always knew in starting the MRS Inclusion Pledge initiative three years ago that we were at the start of a long journey to improve equality, diversity and inclusion in the research sector. That we would need to build allies and create a great number of resources and campaigns on the way went without saying.

This sort of journey starts with awareness and understanding of the nature of the problem faced and for that, as we say in MRS, “evidence matters.” The research, conducted by Kantar and supported by so many skilled volunteers, has been incredibly important in creating that evidence and helping set the priorities for action to make change happen.

As a marketer whose first jobs involved selling soap powder to the great British public, I know very personally that in big projects like this, key performance indicators are always going to show gradual incremental improvement. It is always tempting to make changes frequently when the numbers don't seem to reward the effort. I am grateful that the wonderful volunteers on the MRS ED&I Council have worked collectively and consistently in putting effort behind the initiatives that make up the MRS ED&I programme.

This research shows that we are making progress. All those companies who have signed the MRS Inclusion Pledge, those individuals who have stepped forward, volunteered, spoken out, are making a difference. We

deserve to say a quiet “hurrah” before acknowledging how long our journey yet is.

The research gives us grounds for optimism as well as identifying the tasks we have yet to do. I am confident that with the continued efforts of all those on the MRS ED&I Council and in the networks - MRS Pride, MRS Unlimited, MRS &More and CoRe and WiRe - and, above all, with the help of all you who read this report, we can accelerate change.

In 2022, as a result of the last research, the MRS Social Inclusion Group was launched [[you can find the link to its launch programme here](#)]. This year, as we consider new imperatives arising from this, the latest report, we need to remember to make sure that all the work that has been started is sustainable. So, I urge you to join in: join a network, make a difference, get your voice heard. We are a great sector. Our initiatives on inclusive representative research are world leading [[all the latest resources are here](#)]. Collectively, however, we can do much better for ourselves and our colleagues.

With huge thanks to [Kantar](#) for the research, [Judith Staig](#) for writing this report and our sponsors [Zappi](#), [Cobalt Sky](#) and [Hasson Associates](#), I look forward to seeing more progress in the year to come.



Jane Frost CBE,
CEO of MRS

Primary sponsor



Sponsors



Summary

Seven take outs from the report

1. The time for talking about ED&I has passed; we have raised awareness and it is now time for action.
2. ED&I statements relating to workplace culture and individual experiences have improved significantly since 2020, and awareness of MRS ED&I activities has increased.
3. Most people are willing to act to improve ED&I in their organisations.
4. The key areas identified in this survey for action are as follows: carers, health and mental health conditions and disability, neurodiversity, age discrimination, pay gaps and representation in our organisations.
5. These key areas will be taken on by relevant programmes run by the [MRS ED&I Council](#), [MRS People and Talent](#) and MRS networks ([MRSPride](#), [MRSUnlimited](#), [MRS&More](#) and the [MRS Social Inclusion Group](#)), and by [WiRe](#) and [CORe](#), working closely with the MRS.
6. In addition, the MRS ED&I Council will work with these groups to define our ambition for ED&I in the sector.
7. ED&I benefits everyone, not just those in protected groups; nobody is excluded and we can all play a part, so please share this report, keep up to date with MRS ED&I Council and network activities and urge your CEO to sign the [Inclusion Pledge](#).

Introduction

Why do we conduct equality, diversity and inclusion (ED&I) research? The answer to this question, like the themes we are trying to uncover, is not static. Back in 2018 when the MRS conducted the first industry-wide survey, the answer might have been something like, “to put a stake in the ground” or, “to take the pulse of the industry.” This is the third such survey and we no longer need to question whether the industry is a fair and inclusive place for all; we know it is not.

So, the goal of this survey has been not to put a stake in the ground but to see if our efforts so far have had an impact and to understand how to move forward, to help define our ambition for ED&I within our industry and to inspire us all - our leaders, colleagues, friends, partners, clients and suppliers - to make the changes that will help us achieve that ambition.

Why does this matter? It matters for the same reasons that it has always mattered. Not only because it is just and right to strive for a fair and inclusive industry but also because fairness and inclusivity benefit us

all – not only those in protected groups. It has been well documented that more diverse and inclusive organisations are more profitable, attract more talent and find it easier to retain their staff.

In the last few years, interest in and discussions about ED&I have flourished, not just in our sector but across the world. However, people who are not directly affected by ED&I issues may feel separate or excluded from the conversation. To these people we say, “you are part of this, you are welcome, and you may be surprised by how much you stand to gain.” To everyone who is reading this report, you are in the right place.

“People in leadership positions need to recognise that these issues are important to their employees. If they don’t get on board now, they will be left behind.”

Shazia Ginai,
MRS ED&I Council and Chair of CORe

What we did

The questionnaire

The questions we want to ask about ED&I evolve as the situation evolves. As researchers, we well understand the tension between keeping questions the same so we can track and updating questions so they meet our current needs. We have erred on the side of change but kept some statements the same so we can compare with the second survey, conducted in 2020. (No comparison with 2018 is possible as the sample was too different.)

The sample

We are encouraged to see that respondent numbers have increased from 470 in 2020 to 670 in 2022. We looked at the sample by a range of demographics and found that there was a sufficiently good match to 2020 that we can compare without weighting the data.

Having said this, the sample is unlikely to be representative of the

industry. Inevitably, those with more of a personal interest in issues of ED&I (typically those belonging to protected groups) are more likely to take part: white straight cis non-disabled men without health or mental health conditions (straight white men for short) made up only 17% of the sample, white straight cis non-disabled women without health or mental health conditions (straight white women) were 28% and everybody else – those who are discernibly members of protected groups through sexuality, ethnicity, gender expression, disability or health/mental health condition - made up 52%¹.

The survey

The survey was designed and conducted by Kantar and carried out online between 13 May and 6 June 2022. The invitation to take part was sent to MRS members and customers plus was promoted more widely on social media, so it was open to anyone who chose to take part.

1 Not 100% as some exclusions of people preferring not to answer qualifying questions. These groups have been updated and so are not exact replicas of the Type1/2/3 groups used in the 2020 report. We have retained this method of analysis from 2020 as it gives us a sufficiently large base to compare differences – we do not intend to suggest that people in these groups are homogeneous. *Straight white men* is shorthand throughout the report for anyone who is straight, does not identify as trans or non-binary, is not a member of an ethnic minority and does not have a physical disability, health or mental health condition. People with stress and anxiety **are** included in this group. The *straight white women* group is the same for women, and *everyone else* includes people who have identified as members of ethnic minorities (including Irish), trans or non-binary, bisexual or gay man or lesbian or other sexual orientation excluding heterosexual/straight, with a physical disability, health condition including fatigue or mental health condition (but not stress and anxiety).

Findings

ED&I is improving

We have seen significant increases since 2020 in how people evaluate their place of work: people are more likely to say that women and members of minority groups are supported and represented, that ED&I is taken seriously and that managers are fair. We have also seen that workplace culture is improving, making people feel better about the working environment: people are significantly more likely to say that they have flexibility, recognition and opportunities to progress and that they feel like they belong, are supported and are valued for being themselves.

For both sets of statements, the improvements have been felt across the board, but it is encouraging to see that some of the biggest improvements from 2020 data are reported by people from ethnic minorities. Although two data points don't make a trend, this feels like real change.

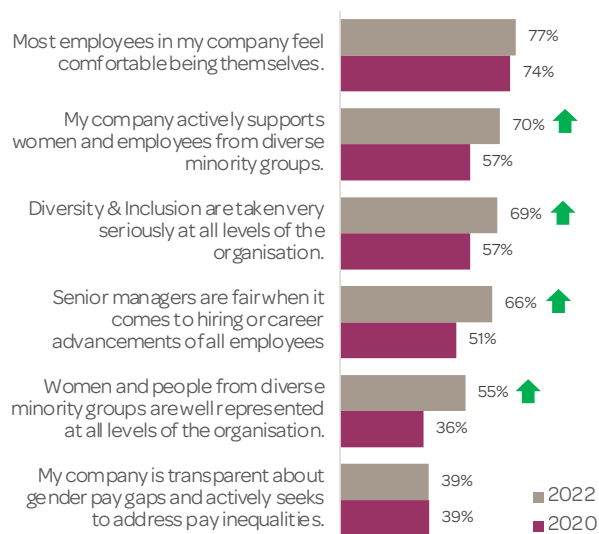
There are still gaps in workplace perceptions. Generally speaking, people from protected groups still give lower scores for these statements than straight white men. In addition, two statements (arguably the two most important of these statements) are notable for being low - 'Women and people from diverse minority groups are well represented...' (55%) - or for being low, and not improving - 'My company is transparent about gender pay gaps...' (39%).

Despite this, we can conclude that there have been tangible improvements in people's perceptions of their working environments since 2020.

"If you were a brand manager and you had shifted the dial on your KPIs like this, you would be getting a bonus. This is good news in firmly making ED&I part of the conversation."

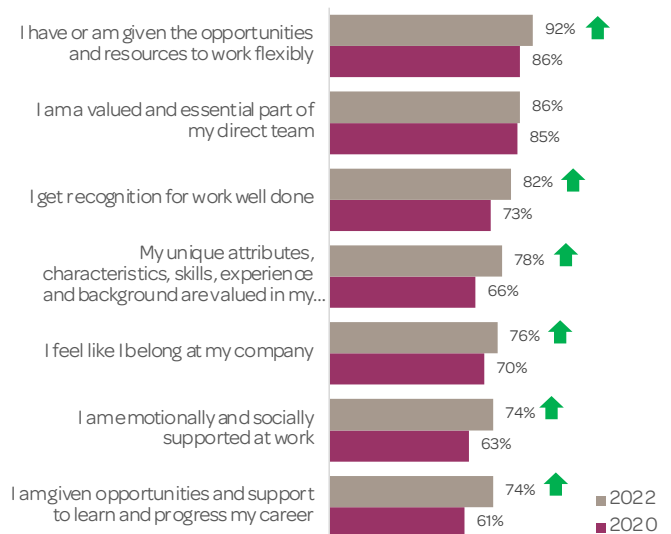
Danielle Todd, MRS ED&I Council and WiRE Advisory Board

ED&I has improved since 2020



Q 24: How would you evaluate your place of work (or most recent)? Top 2 box. Base: Company size 6+ employees 2020 n=357, 2022 n=524. Green arrow indicates significant increase.

Workplaces feel better



Q 23: The culture of your current workplace How does it feel in your current role within your current (or most recent) company? Top 2 box. Base: Company size 6+ employees 2020 n= 357, 2022 n=526. Green arrow indicates significant increase

Findings

Discrimination is relatively rare

We can't compare directly with 2020 but it seems that the proportion of people experiencing and witnessing discrimination may have fallen. Although this is good news, we are clear that any proportion of people experiencing discrimination is too high. The proportions experiencing overt discrimination such as sexual harassment (1%), or demeaning language (5%), may sound small but these are the real experiences of our colleagues. It is not good enough and we, as an industry, will not accept it.

"I do not drink alcohol and I am mocked because of it - my religion (Islam) is repeatedly brought up and made fun of."

"My line manager will often emphasis in meetings my neurodiversity in a manner that feels mocking."

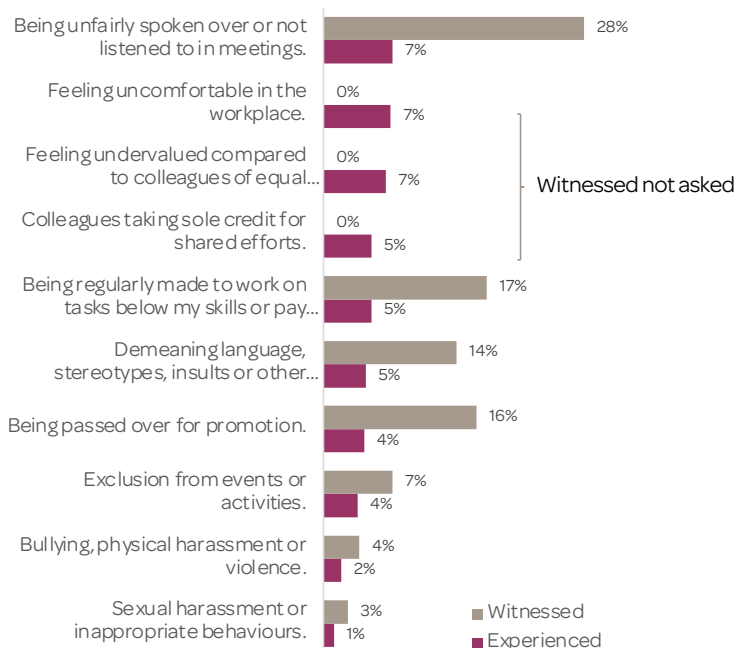
"[Senior older man] regularly talks over me, takes credit for my ideas or says my assertions back to me as instructions. Because I am a younger woman, he struggles to hear my words as anything but his own thoughts. He often asks or expects me to complete admin tasks which would not be expected of a male in my [senior] position e.g. diary rearrangement, note-taking."

"As an EU National, I also often feel less trusted to build relationships with British clients."

Discrimination can be insidious. It is not always possible to tell if the unfair treatment you are receiving is related to protected characteristics or whether it is just bad behaviour, and the perpetrator would treat anyone that way. In addition, some of the categories of unfair treatment may be exacerbated by changing contexts over the last two years. For example, more work is conducted from home and more meetings are online; people may be being excluded or spoken over, for example, as we all learn how to navigate these new methods.

We must all do more to stamp out these behaviours, regardless of the cause, and to hold our leaders to account in creating an organisational culture where people feel safe and supported to report what they have experienced or witnessed.

Discrimination is relatively rare



Q25/6) The following section focusses on direct discrimination you might have personally experienced or witnessed in relation to others in your current (or most recent) place of work. Have you personally experienced/directly witnessed any of the following within the last 12 months at work? n=532

Findings

MRS ED&I activities cut through

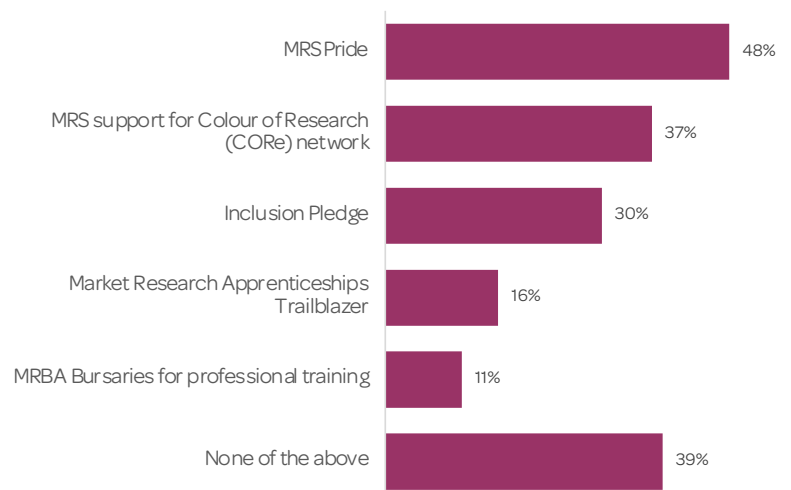
Again, not a direct comparison, but it appears that more people are now aware of activities of the MRS ED&I Council. MRSPride stands out as a great example of what the individual networks can do to build awareness, with CORE, founded more recently, following close behind.

It is notable that the experiences of ED&I reported by LGBTQ+ people surveyed were generally not significantly different to the total industry as a whole. This does not mean that there is no discrimination against LGBTQ+ people within the industry, but that there are other groups where discrimination may be more keenly felt. The experiences and expertise of MRS Pride in raising the profile of the network and supporting their members will be invaluable for the other networks as they grow in strength and efficacy.

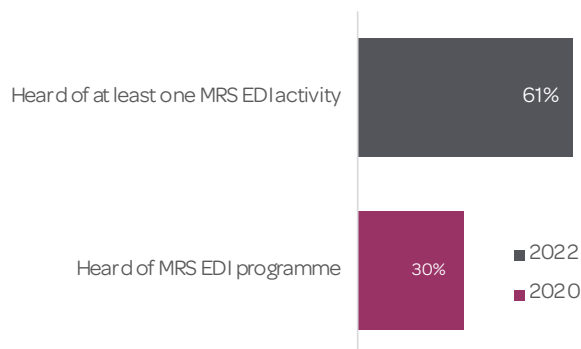
Awareness of MRS activities is the one area in the survey where we found significant differences between people based in London and the South East and people based in other regions: only 30% in the SE had not heard of any activities vs 51% in other regions.

This suggests that there are no major ED&I differences by region but that MRS activities are not cutting through with people outside of the 'SE bubble' – another area of focus for the Council.

MRS ED&I activities cut through



Q35: Which of these activities within the MRS Diversity & Inclusion programme have you heard of? Base 2022 n= 670



Q33: Before today, were you aware the MRS runs a Diversity & Inclusion programme? Base 2020 n=470

Findings

And most people will take action

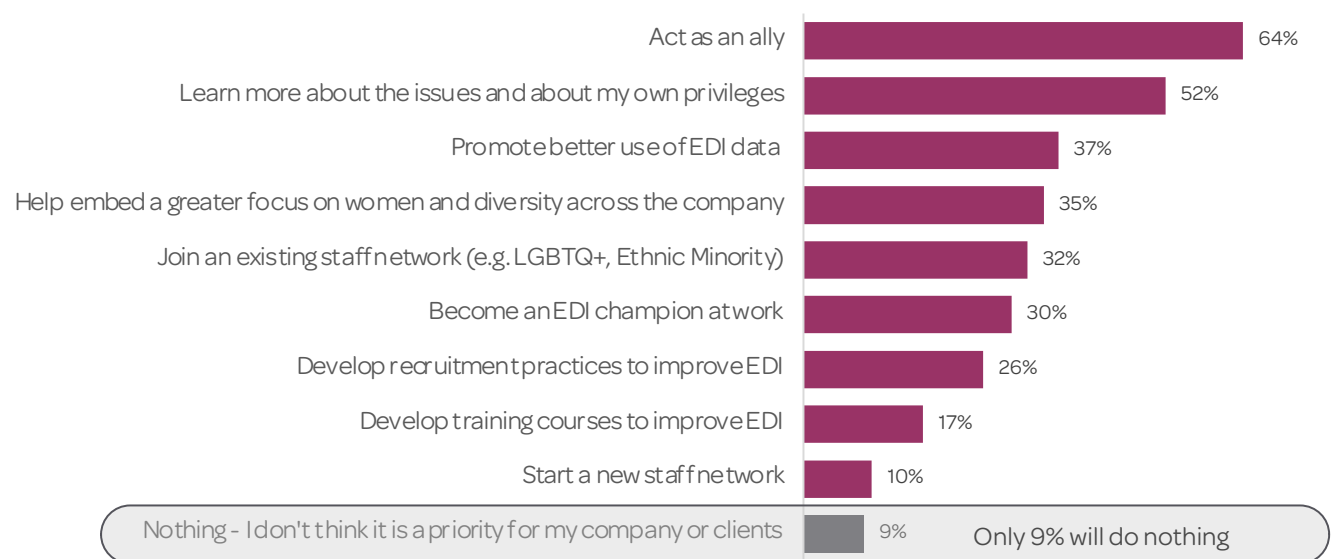
Only 9% of people say that there is nothing that they are personally prepared to do to improve ED&I at work. This is encouraging. The 9% over index on people identifying as men, those aged over 55 and straight people, but there may be many reasons for not prioritising ED&I activities and we would like to understand more; it may be that the 9% already work somewhere incredibly inclusive and fair so don't see it as a priority for that reason.

It is interesting that there are 36% of people aren't prepared to act as an ally and 48% who say they won't learn more about the issues. It could be argued that while the other activities are more challenging and involve some level of public commitment to activism, being an ally and learning are less involved and more 'entry level' ED&I activities.

Again, there could be many reasons for people not wishing to undertake these activities or not prioritising them over other business issues and concerns. It may be that these activities are not well understood or, as we suggested in the introduction, that people don't feel they apply to them.

It is, broadly speaking, straight white men who are less likely to say they will act as allies and learn about the issues; those aged over 55 are also significantly less likely to, as are people with physical disabilities. There is a task here for the Council to understand more and to ensure that everyone knows that ED&I is relevant for them.

Most people will take action



Q31: What are you personally prepared to do to improve Diversity, Inclusion and Equality in your day-to-day work? Base all 2022. n= 670

So what?

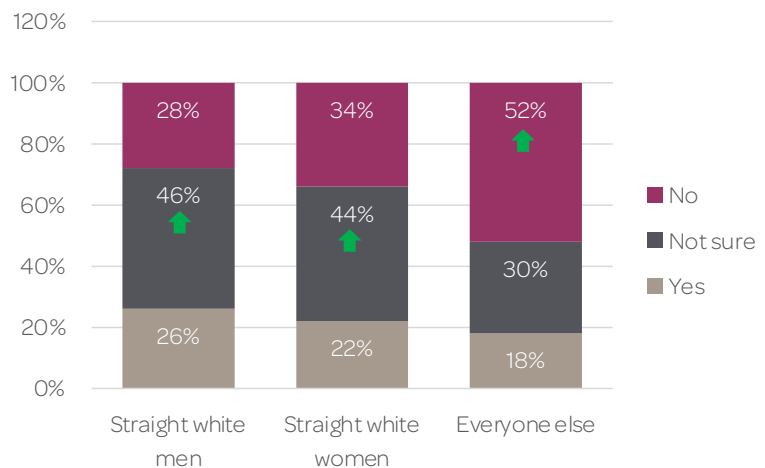
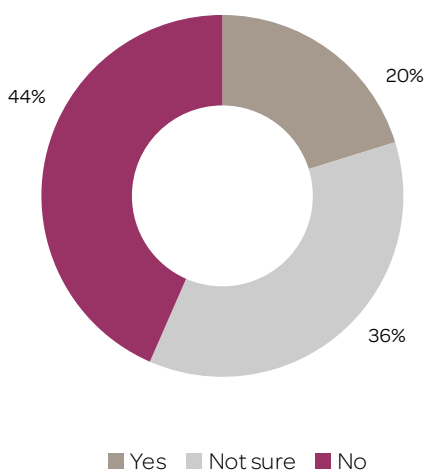
So, is the industry now fair and inclusive for all? Of course not. Only 20% think it is – and 52% of people in protected groups think it is not. Despite indications that this is about average across other industries, this is not good enough.

It is interesting to note that the proportion of people who are ‘not sure’ is significantly higher amongst straight white people than amongst everyone else, and while direct comparison is not possible, the indications are that the proportion of those who are unsure has grown since 2020 while that of those who say yes has fallen.

Our hypothesis is that we have been successful in starting conversations about ED&I, raising awareness and getting people thinking about other people’s experiences, hence the uncertainty. Overall, perceptions of workplace conditions have improved, there is more awareness of ED&I activity and people are less complacent about the lack of fairness in the industry.

We can conclude that the efforts of everyone who has been working on ED&I over the last few years have had an impact. But, if it isn’t too incongruous to quote Churchill in a report about ED&I, this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.

So, is the industry fair, equitable and inclusive for all?



Q44: Do you believe that everyone in the market research research/insight/data analytics sector has the same opportunities to progress and is rewarded fairly regardless of background, gender, ethnicity, disability and sexual orientation? Base: Total n=514 White straight cis non-disabled men without health or mental health conditions n= 78 White straight cis non-disabled women without health or mental health conditions n=149 Everyone else=275. Green arrows indicate significantly higher than others in the same crossbreak

So, what next?

We don't believe that "is the industry now fair and inclusive for all?" is the right question. Rather, we should be asking the following:

- ▲ What is our ambition for ED&I in the market research industry?
- ▲ What has been the impact of what we have done so far?
- ▲ And what should we do next?

We've just looked at the impact of our work so far. This section discusses the areas that the survey revealed we should tackle next. We will address the question of ambition in the final section, 'What the MRS ED&I Council will do next.'

We've been successful in raising awareness about the issues. But now, it's time to act.

The survey highlighted the following areas where people are having significantly worse experiences or where there are problems relating to ED&I.

- ▲ Carers
- ▲ Health and mental health conditions and disability
- ▲ Neurodiversity
- ▲ Age discrimination
- ▲ Gender pay-gap
- ▲ Representation in organisations

So, what next?

Carers

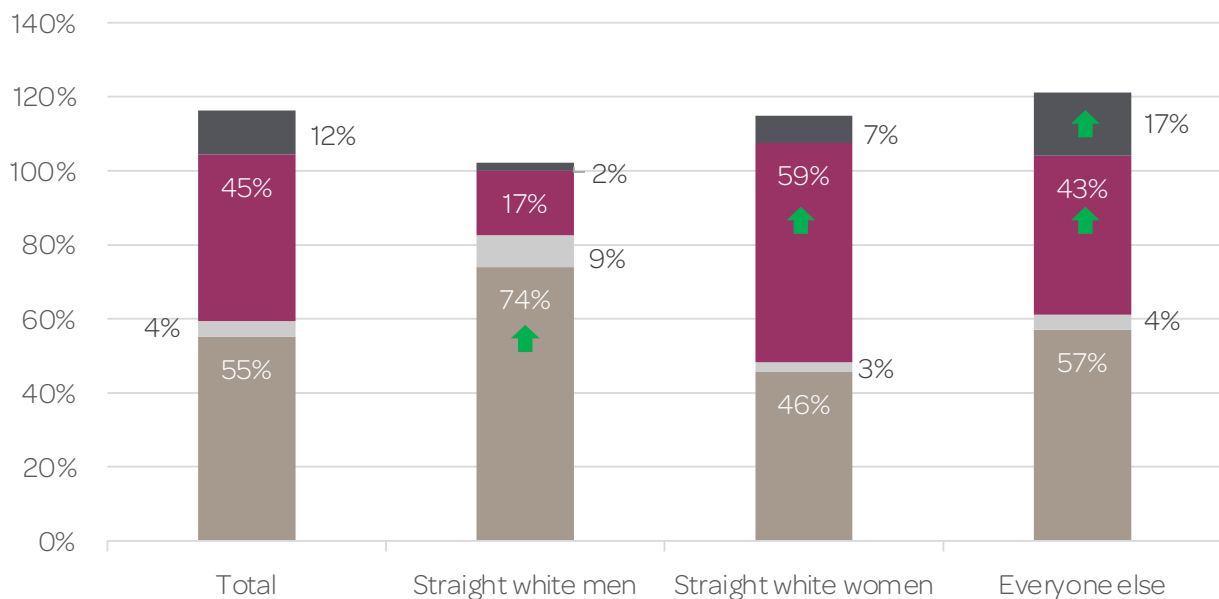
Carers are primarily people looking after children – and primarily women – but people caring for other family members are also included. Nearly half of all carers feel disadvantaged and that caring has damaged their career progression. Although the base for straight white male carers is low, they are most likely to say that caring responsibilities haven't impacted their career progression.

“I worked from home and part time for many years (pre COVID) and it stopped my progression almost entirely as it was deemed I couldn't run a team remotely.”

“Qualitative research is not family friendly.”

“Not being able to do early meetings or late meetings or being restricted at half terms and school summer breaks meant I was not considered for opportunities in the same way as co-workers.”

Nearly half of all carers feel disadvantaged



Q12: Has having caring responsibilities impacted your career progression?
 Base: All carers (for anyone, not just children) Total n=256 White straight cis non-disabled men without health or mental health conditions n= 46 low base White straight cis non-disabled women without health or mental health conditions n=81 low base Everyone else=121. Green arrows indicate significantly higher than others in the same crossbreak

- Don't know/NA
- Put me at a disadvantage
- Gave me an advantage
- No difference

So, what next?

Health and mental health conditions and disability

People with disabilities, chronic and ongoing health conditions including fatigue, and mental health conditions including stress and anxiety also feel disadvantaged regarding career progression.

It is interesting that people with physical disabilities are less likely to feel disadvantaged than those with health and mental health/stress conditions. Over a quarter of people in the survey (28%) had some form of mental health condition or stress and anxiety – which is likely to include those with an official diagnosis and those without.

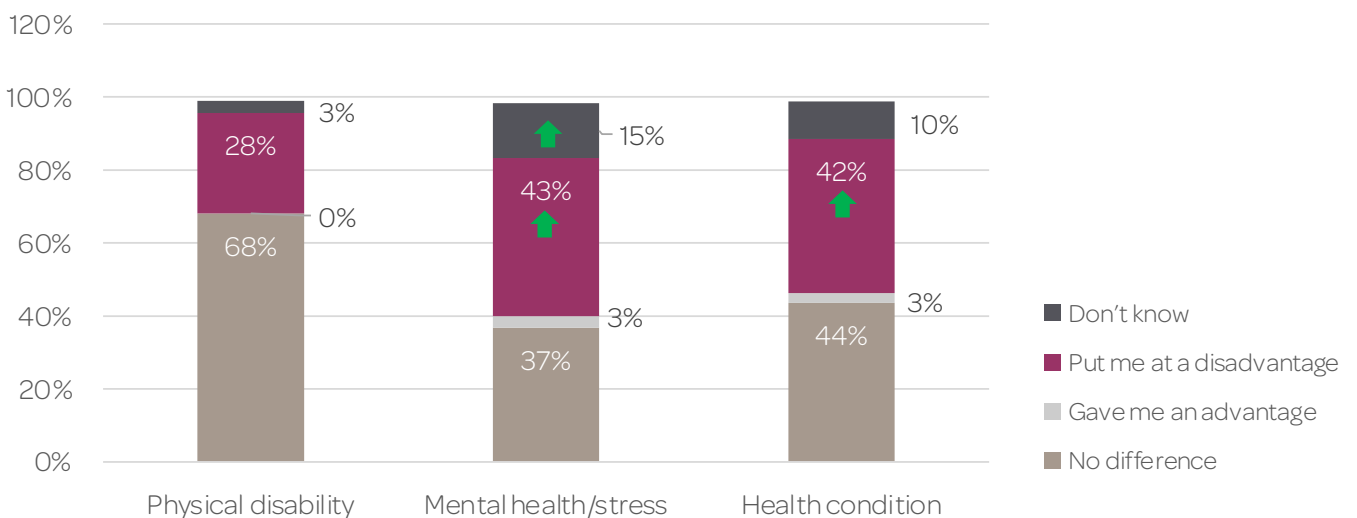
We know that awareness of mental health and the impact on the workplace is growing worldwide, especially following the pandemic; although the recent [Opinium Wellbeing in Research Tracker](#) has shown improvements, this is clearly still a challenge for the industry.

“I have taken a step back from trying to progress to the next level because I feel I cannot handle more stress.”

“Work-related stress and anxiety limit the roles I am suitable for or am willing to apply for.”

“Finding an employer sympathetic to my health challenges and who values the level and length of experience I have has been an ongoing challenge throughout my career.”

People with disabilities, health and mental health conditions also feel disadvantaged



Q10a: Regarding the impairment(s) or health condition(s) you mentioned, has it/ have these impacted your career progression in any way? Base: All with condition. Physical disability n=91, mental health/stress n=185, health condition n=78. Green arrows indicate significantly higher than others in the same crossbreak

So, what next?

Neurodiversity

The base of people who identified as neurodivergent was too low to report any data but there are indications from the verbatim comments that there needs to be more support and understanding.

Despite these sorts of challenges, it is also important to recognise that neurodivergence can also enhance people's skills and abilities.

"Lack of understanding of neurodivergence makes traditional workplaces difficult."

"Finding it difficult to initiate and maintain strong working relationships, especially regarding the social aspect expected."

"Hot desked fluorescent noisy environments are amongst the most obvious problems."

"In certain tasks, having ADHD can be an advantage as it helps me think outside of the box and perform with more intensity on tasks that interest me, than what I see in some of my peers."

So, what next?

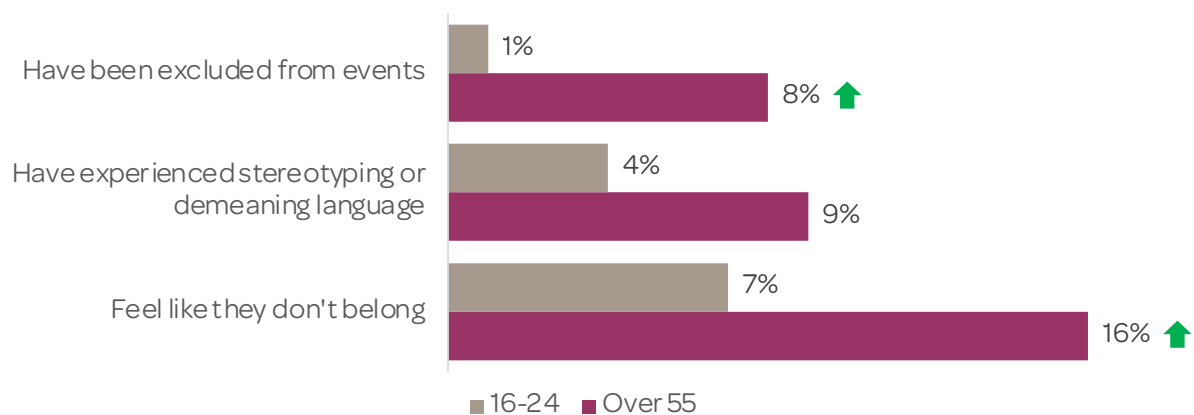
Age discrimination

People aged 55 and over need to be – and feel – more included. In general, they are more likely than younger people to be negative about the culture of their workplaces and experiences at work and they are also less likely to be aware of or engage with any MRS activities.

Over 55s are least likely to...



Over 55s are most likely to...



Base varies by question. Over 55 n= 128, 16-34 n= 193 Green arrows indicate significantly higher than other age group shown here

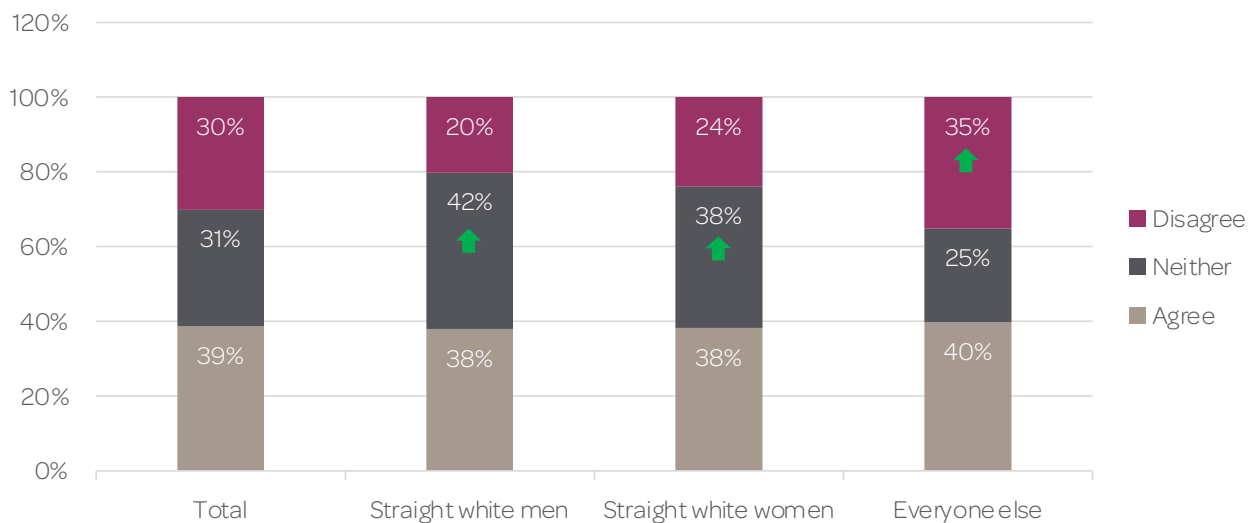
So, what next?

Pay gaps

One metric that hasn't improved since 2020 is the statement "my company is transparent about gender pay gaps and actively seeks to address pay inequalities." Measuring gender – and ethnic other minority group - pay gaps is not always easy to do but understanding where gaps exist and being open about them is the first step towards addressing them.

It is interesting that the people who were most likely to agree with this statement were in mid-size (100 – 499) companies; those in 6-99 and 500+ employee companies were significantly less likely to agree. We do recognise that smaller companies can find it harder to be transparent without revealing individuals' salaries but this is likely to be less of an issue for larger organisations. We would like to understand more about the challenges for companies in our sector.

My company is transparent about gender pay gaps and seeks to address inequalities



Q24: My company is transparent about gender pay gaps and actively seeks to address pay inequalities
 Base: 6+ companies Total n=524, White straight cis non-disabled men without health or mental health conditions n= 79 low base White straight cis non-disabled women without health or mental health conditions n=154 Everyone else= n=279. Green arrows indicate significantly higher than others in the same crossbreak

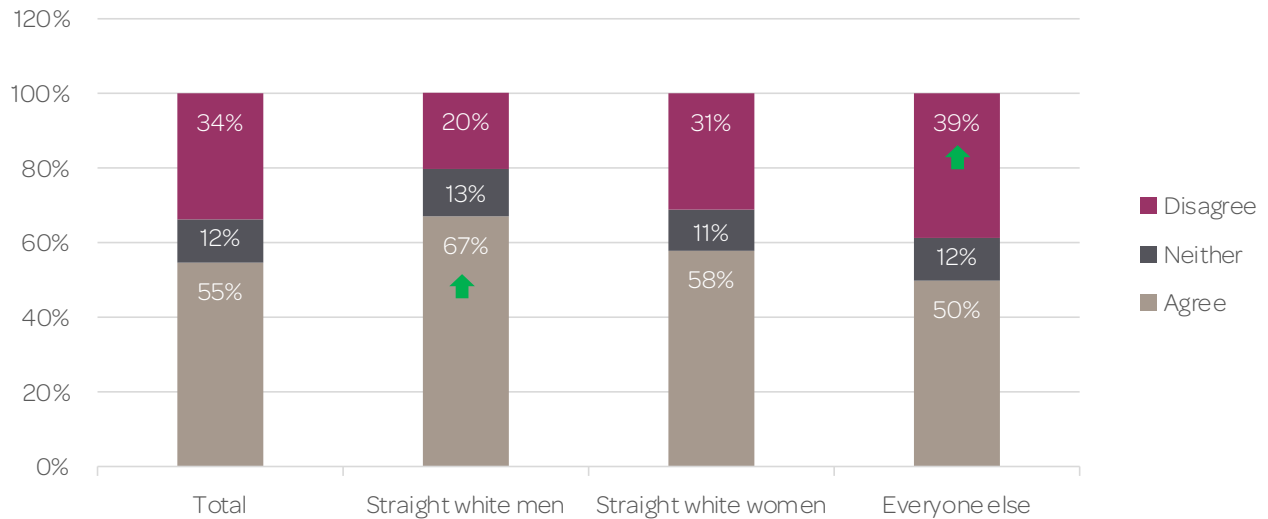
So, what next?

Representation in organisations

Agreement with the statement 'Women and people from diverse minority groups are well represented at all levels of the organisation' has improved from 36% in 2020 to 55% in 2022. However, a third of people overall

(34%) and almost two fifths (39%) of people in protected groups say that representation is not good in their organisation. Notably, straight white men are most likely to think that this is not a problem. **Other research** also shows that representation is still a key issue for our sector.

Women and diverse minority groups are well represented in my company



Q24: Women and people from diverse minority groups are well represented at all levels of the organisation. Base: 6+ companies Total n=524, White straight cis non-disabled men without health or mental health conditions n= 79 low base White straight cis non-disabled women without health or mental health conditions n=154 Everyone else= n=279. Green arrows indicate significantly higher than others in the same crossbreak

What the MRS ED&I Council will do next

The Council is committed to addressing the areas this report has highlighted and the questions it has raised. We feel we have achieved our initial goal of putting ED&I firmly on the agenda and now we want to drive action.

“When we first set up the ED&I Council, we hoped to change the industry, but we knew that our first job would be to raise awareness. It is gratifying to see that we have succeeded in doing so. I am excited to see the changes that we will now work to bring about, together with the many other committed and dedicated people who are working to improve ED&I in our sector.” Babita Earle, MRS ED&I Council Chair

First, and steering all other activity for the Council, the MRS and associated networks is the question, “what is our ambition for ED&I in the market research industry?”

We will work together with representatives from the following networks and groups to define our ambition so that we can be clear what we are working towards and what success might look like:

- ▲ MRS Pride
- ▲ Colour of Research (CORe)
- ▲ Women in Research (WIRe)
- ▲ MRS Unlimited
- ▲ MRS Social Inclusion group
- ▲ MRS People and Talent group
- ▲ MRS Flex Forum
- ▲ MRS Mental Wellbeing group

What the MRS ED&I Council will do next

Key focus areas

The relevant networks will take on these issues, conducting deep dives into the survey data and additional work to find practical solutions.

Carers: as this issue disproportionately affects women, WIRe will take it on as a priority area. The issue also falls under the remit of MRS Flex Forum, which was set up to provide guidance on a fairer and more productive workplace; flexible working can be critically important for carers.

Health conditions: the remit of MRS Unlimited – the group for disability and neurodiversity will be extended to cover people experiencing chronic and debilitating health conditions.

Mental health, stress and anxiety: this is the remit of the MRS Mental Wellbeing group who are working through the results of the recent survey to create an action plan.

Neurodiversity: this falls within the remit of the MRS Unlimited group.

Age discrimination: there is currently no network or support

group specifically for older people. The Council will create a plan to deal with this issue. Age discrimination can work both ways so, although there was little evidence in the survey of discrimination against younger people, the [MRS &more](#) network can support young researchers.

Representation of people from diverse backgrounds: this falls within the remit of the People and Talent Group which was set up to look at the wider issue of talent shortage within the industry. Initiatives so far include [1,000 Black Interns](#) and the [Apprenticeship Programme](#).

Gender pay-gap: We will investigate industry benchmarks for pay gaps and create resources to help companies to measure, report and address their gaps. We are also working on an updated version of the [Inclusion Pledge](#) which will make this – and representation – more of a priority.

What the MRS ED&I Council will do next

Other areas that need attention

Regional differences: As discussed above, the main difference in the data by region was that people outside of London and the South East were less likely to be aware of any of the MRS initiatives.

We will commit to ensuring that more events take place either virtually or in other regions of the country and the individual networks and support groups will actively seek representatives from other regions.

Our analysis looked only at the region where the survey respondent currently lives. We recognise that this approach won't uncover any bias that occurs because people have moved to another region where they are in a minority, and we will look into the most effective way to measure this in the next survey.

Social mobility: in the analysis, we used a proxy to determine social class (similar to that used in the 2020

survey) – a combination of having attended a state school and being the first generation to attend university or not having attended university. This did not reveal significant differences for key metrics. The MRS Social Inclusion group will investigate the most effective way of measuring social mobility for future surveys. The Social Inclusion group also takes a keen interest in the Apprenticeship programme, mentioned above, which creates opportunities for young people from all backgrounds to enter the industry.

Allyship and learning about privilege: we know that the terms 'ally' and 'privilege' can be loaded and not always understood in the same way by everyone. We commit to work further on this issue, to explore the many possible meanings of these terms and to create resources that help more people to feel included and be part of the push to achieve our ED&I ambition.

What you can do

We urge you to share the report with your network, to keep yourself informed about the activities of the MRS ED&I Council, to join the networks and support groups and to attend events. Please also sign or encourage your CEO to sign the MRS Inclusion Pledge.

We particularly want to encourage those who feel that they may not belong in the networks to come along and find out what they do.

“I have had White people ask if they are allowed to volunteer for the CORE mentoring scheme. We happily welcome any mentors that can provide value to the people of colour who are CORE mentees. They just need to respect the difference in lived experiences and get past their own discomfort with conversations around race”

Shazia Ginai,
MRS ED&I Council and Chair of CORE

“What can people do? Be aware, be interested, be an ally.”

John Bizzell,
MRS ED&I Council

Throughout this report we have looked at the differences in attitudes and experiences of the group we have called ‘straight white men’ for short. This group comprises people who don’t have protected characteristics and are less likely to experience discrimination.

Historically, workplaces in our sector were established and run primarily by people who would fit into this section of the population. We want to emphasis here that we have not singled this group out for blame or for shame but to highlight that everyone’s experience is different and that we want to move on from traditional workplace structures. Every single person in the sector can benefit from learning more about someone else’s experience and perspective and everyone is welcome as an ally.

As we said in the introduction, if you are reading this report, you are already in the right place.

