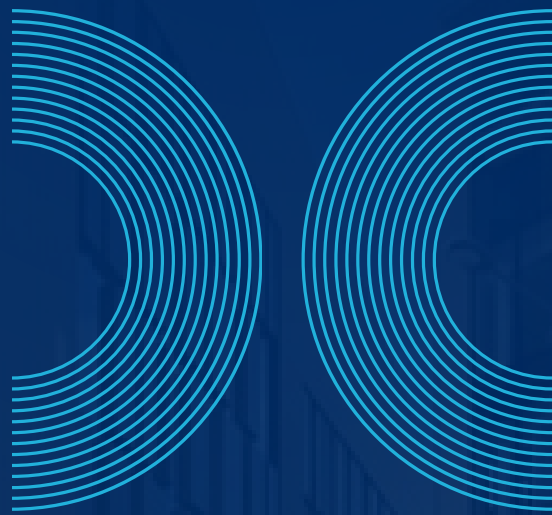


HARNESSING TALENT UNLOCKING SCOTLAND'S COMPETITIVE EDGE



2026

blackprofessionals.uk

TABLE OF CONTENTS

Acknowledgements	3
Foreword	4
Executive Summary	6
Introduction	9
Key Findings	10
Insights & Themes	14
Recommendations	16
Conclusion and Call to Action	21
Contact Information	21
References	22

ACKNOWLEDGEMENT



We extend our sincere gratitude to all Black Professionals UK members who participated in the Big Survey and shared their lived experiences. Your insights have been invaluable in shaping this report and deepening our understanding of the challenges and opportunities facing Black professionals in Scotland.

We also thank our partners, community stakeholders, and supporters who provided context and feedback throughout this process. Your contributions have strengthened the relevance and impact of our findings.

Finally, we acknowledge the efforts of data providers and collaborators who assisted in validating and reviewing our analysis within a demanding timeframe. Your cooperation and expertise have been critical in ensuring the integrity and quality of this report.

Black Professionals UK:
Harnessing Talent

FOREWORD



BACKGROUND

This report presents findings from the Black Professionals UK's (BPU) Big Survey,

offering a snapshot of the lived realities of Black professionals in Scotland. It builds on BPU's mission to dismantle systemic barriers and empower Scotland to unlock its competitive edge.

Enoch Adeyemi

Founder & CEO

Black Professionals UK

Aim of Our Report

We analysed survey responses to understand career challenges and experiences of racism. Our goal is to provide evidence-based insights that inform employers, policymakers, and community leaders, driving meaningful change for Black professionals and Scotland as a whole.

FOREWORD

A Mixed Picture

Scotland's ambition to become a Fair Work Nation by 2025 is commendable, yet progress remains uneven. While educational attainment among minority ethnic groups is strong, with over 70% of respondents holding a Master's degree, underemployment persists. Nearly half of respondents have experienced racism, and systemic barriers such as bias in recruitment and under-recognition of overseas qualifications continue to limit opportunities.

Signs of Progress

There is growing recognition of Black talent which is encouraging, however, we still have a long way to go as a society if we want to fully harness the growing number of under-utilised talent within our nation.

Persistent Inequalities

Despite Scotland's demographic shifts, 12.9% of the population now identifies as minority ethnic, representation in leadership roles remains limited. Pay gaps and occupational segregation endure, and experiences of racism affect both professionals and their families.

Data and Evidence Gaps

Our findings highlight the need for better data transparency and targeted interventions. Without robust evidence, systemic inequities remain hidden, and opportunities for reform are missed.

RECOMMENDATIONS

We call for coordinated action to drive meaningful change. Employers must embed inclusive recruitment and progression practices across all levels, ensuring fair access to opportunities. Policymakers should strengthen equality legislation and introduce mandatory ethnicity pay gap reporting to improve transparency and accountability. At the same time, BPU will continue to collaborate with forward-thinking organisations to design innovative solutions that dismantle systemic barriers and empowers Scotland to truly tap into this vast, under-utilised talent pool.

EXECUTIVE SUMMARY

This report presents findings from the Black Professionals UK's (BPU) Big Survey, offering insights into the lived realities of Black professionals in Scotland. The survey responses reflect both individual career journeys and systemic challenges that mirror broader societal trends in Scotland's labour market.

CONTEXT IN WIDER SOCIETY

In Scotland, minority ethnic communities including Black professionals, continue to face persistent inequalities in employment, progression, and representation in leadership roles. Evidence from the Scottish Government's Race Equality Framework (2016–2030) and the Anti-Racist Employment Strategy highlights that minority ethnic people experience disproportionate barriers to fair work, despite Scotland's ambition to become a leading Fair Work Nation by 2025. These barriers include systemic discrimination, occupational segregation, and under-recognition of overseas qualifications, all of which limit access to senior roles and career progression.

Recent analysis of labour market outcomes shows that the employment rate for minority ethnic groups in Scotland is 11.7 percentage points lower than for the white population, with even greater gaps for minority ethnic women which is estimated at 22% below white women's employment rate. Pay disparities persist, with Scotland's ethnicity pay gap recorded at 10.3%, and minority ethnic workers concentrated in lower-paid sectors such as hospitality and care, while underrepresented in leadership positions.

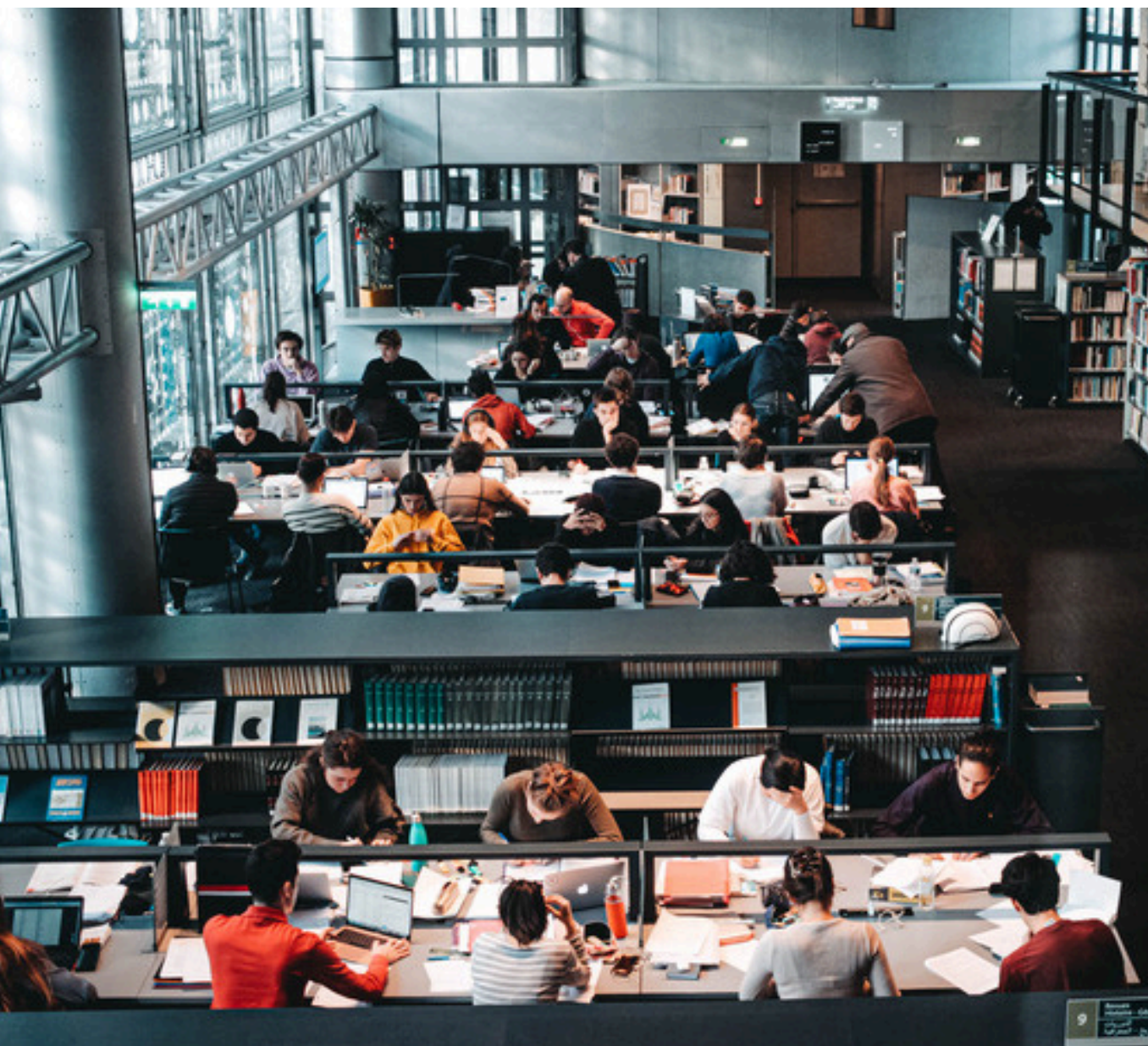


Black Professionals UK:
Harnessing Talent

EXECUTIVE SUMMARY

These patterns are reinforced by findings from Close the Gap, which report that Black and minority ethnic women face compounded discrimination, with over 70% experiencing racism or bias in the workplace.

The Scottish Parliament's Equalities and Human Rights Committee has also raised concerns about the lack of progress in tackling race inequality across public sector employment, calling for stronger leadership and accountability. Furthermore, the Equality and Human Rights Commission's "Is Scotland Fairer?" report confirms that systemic racism and structural barriers remain embedded in recruitment and progression practices, contributing to persistent gaps in pay and representation.



Black Professionals UK:
Harnessing Talent

SCOTLAND'S CHANGING DEMOGRAPHICS AND CULTURAL LANDSCAPE

The 2022 Scottish Census highlights significant demographic shifts that reinforce the urgency of addressing workplace inequalities. Scotland's population is now more diverse than ever, with 12.9% identifying as belonging to a minority ethnic group, up from 8.2% in 2011.



Migration remains the primary driver of population growth, with net migration contributing over 27,000 people in a single year, many of whom are highly educated and internationally experienced. These trends underscore the need for inclusive employment strategies that reflect Scotland's growing diversity and align with its ambition to be a Fair Work Nation. Employers and policymakers must recognise that harnessing talent is not a future aspiration, but rather, it is Scotland's present reality, and failing to do so risks economic stagnation and social inequality.

This survey findings align with these Scotland-specific trends: highly qualified Black professionals, many with postgraduate degrees and international experience, are still underemployed or excluded from leadership roles. This is not only a personal challenge but a societal and economic issue. Scotland's vision of inclusive growth and fair work cannot be realised without dismantling these barriers and ensuring that talent is recognised and rewarded equitably.

Black Professionals UK:
Harnessing Talent

KEY INSIGHTS FROM THE SURVEY

Highly Skilled but Underutilised

70%

Over 70% of respondents hold a Master's degree or higher, yet many remain underemployed or unemployed. This disconnect between qualifications and career outcomes signals systemic inefficiencies in Scotland's labour market and a significant loss of economic potential.

Racism and Its Ripple Effect

47.5%

Nearly half of respondents (47.5%) have personally experienced racism, and 16.1% report their children have faced racism. These figures highlight the deep-rooted nature of discrimination and its impact on confidence, wellbeing, and career progression, underscoring the urgent need for anti-racist workplace practices.

Support Exists, But Gaps Remain

While members value BPU's networking, career support services, work placement and other initiatives, there are still more opportunities to support Black talent.

WHY THIS MATTERS

The findings reinforce that career barriers for Black professionals are not solely individual challenges, they are symptomatic of systemic inequities. Addressing these requires a multi-pronged approach: empowering individuals through tailored support, influencing employer practices, and advocating for policy reforms that promote equity and inclusion.

Black Professionals UK:
Harnessing Talent

INTRODUCTION

Black Professionals UK (BPU) was established to address the persistent underrepresentation and career challenges faced by Black professionals across the United Kingdom. While progress has been made in promoting diversity and inclusion, significant disparities remain in employment outcomes, career progression, and access to leadership roles for ethnic minority groups. These disparities are not isolated incidents; they reflect systemic issues that have been documented in national reports such as Inclusive Britain and research by organisations like The King's Fund.

The purpose of this survey was to capture the lived experiences of BPU members in Scotland, providing a data-driven understanding of their professional journeys, barriers encountered, and engagement with BPU's services. Scotland's growing multicultural workforce presents both opportunities and challenges: while employers increasingly recognise the value of diversity, many Black professionals continue to face structural obstacles including bias in recruitment, lack of access to influential networks, and under-recognition of overseas qualifications.

This report aims to:



Highlight key demographic and professional characteristics of Scotland's Black talent.



Identify common barriers to career progression and wellbeing.



Assess the impact and perceived value of BPU programmes and services.



Provide actionable recommendations for employers, policymakers, and community organisations.

By situating these findings within the wider societal context, the report seeks to inform strategies that not only empower individuals but also drive systemic change. Our goal is to ensure that Black professionals in Scotland have equitable opportunities to thrive, contribute, and lead in every sector of the economy.

Black Professionals UK:
Harnessing Talent

KEY FINDINGS

At Black Professionals UK, we see these findings not just as data points but as a reflection of the lived experiences of our community within a wider societal framework. They highlight both progress and persistent challenges that demand collective action.

Demographics

Our members represent a highly skilled and globally experienced community, yet their professional outcomes often fail to reflect this potential. The data paints a clear picture of talent, diversity, and ambition, and raises critical questions about why these strengths are not translating into equitable career progression.

Minority Ethnic Population in Scotland

According to Scotland's 2022 Census, **12.9% of the population identifies as minority ethnic**, up from 8.2% in 2011. The largest non-White groups include Pakistani (1.3%), Indian (1.0%), African (1.0%), and Chinese (0.9%). Black communities represent around 1.2% of the population, while mixed or multiple ethnic groups account for 1.1%.

Education Attainment by Ethnicity

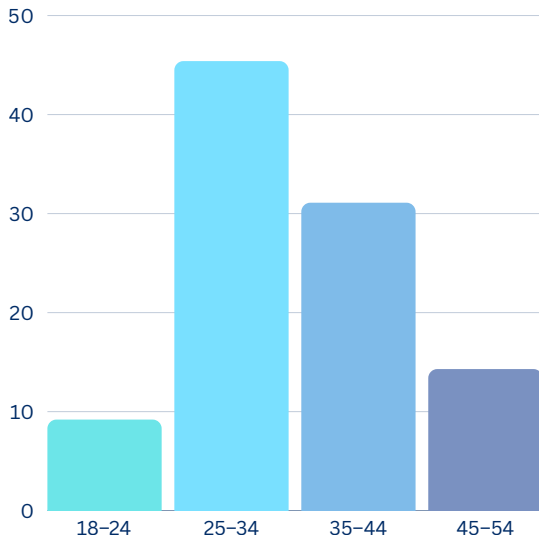
Educational achievement among minority ethnic groups is strong. National data shows that **26.1% of people aged 16+ hold a university degree or professional qualification**, but among Black and Asian communities, postgraduate attainment is significantly higher than average. For example, survey data from our members shows **73.1% hold a Master's degree**, compared to the national average where most ethnic minority groups outperform White Scottish peers in higher education entry and completion rates.

Migration Trends

Migration remains the primary driver of Scotland's population growth. In the year to mid-2024, Scotland recorded **net migration of +56,400 people**, with international migration contributing +42,600 and migration from other UK regions adding +13,800. Although this is down from +77,500 the previous year, inward migration continues to offset Scotland's natural population decline (more deaths than births for nine consecutive years).

Black Professionals UK:
Harnessing Talent

AGE PROFILE



The majority of respondents are in their prime working years:

- 25–34 years: 45.4%
- 35–44 years: 31.1%
- 45–54 years: 14.3%
- 18–24 years: 9.2%

This means over three-quarters of our members are between 25 and 44, the age range typically associated with peak productivity, career advancement, and economic contribution. From a societal perspective, this group represents the backbone of the workforce, yet underemployment here signals a loss of innovation and competitiveness for the Scottish economy.

GENDER & SEXUAL ORIENTATION

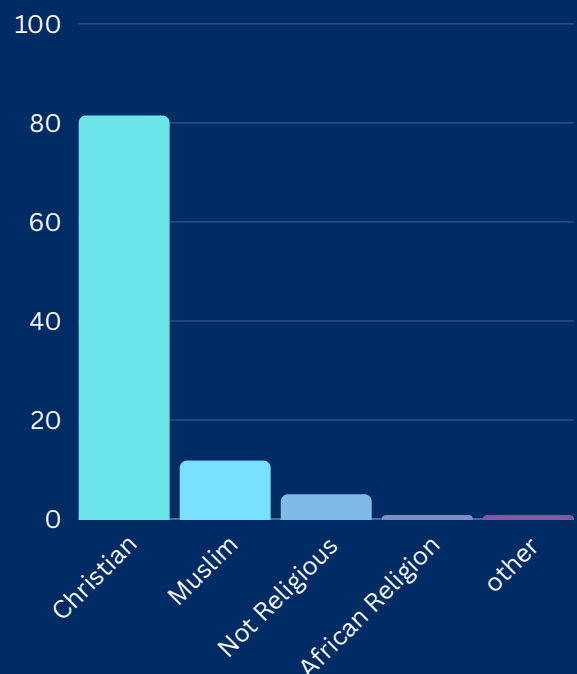
52.1% 
Female Members

47.9% 
Male Members

Gender representation is balanced (**Female: 52.1%, Male: 47.9%**), and sexual orientation is predominantly heterosexual (**95.8%**), with small proportions identifying as bisexual or other orientations. Our data shows that less Black female talents are in their desired role (28%), compared to their male counterparts (49%). This supports the current knowledge of the extra layer of challenges faced by females on their career journey.

RELIGIOUS AFFILIATION

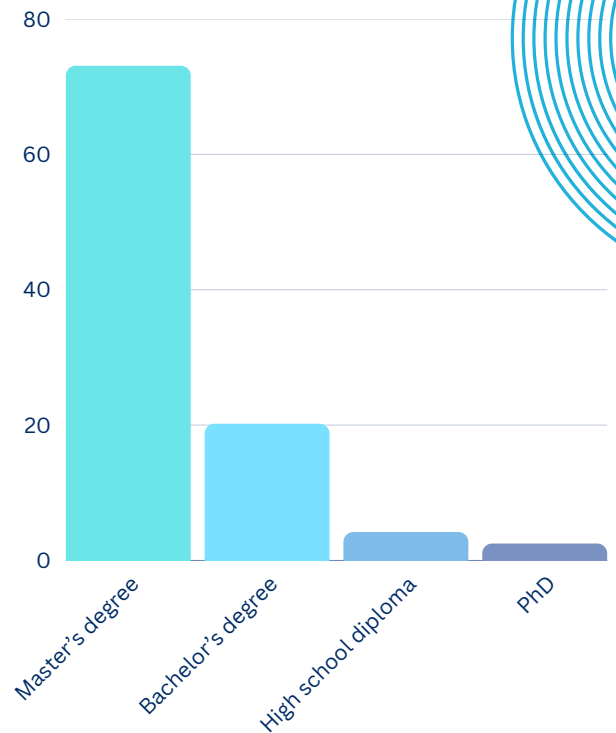
Faith communities are strongly represented: **Christian (81.5%), Muslim (11.8%)**, and smaller groups identifying as non-religious or other faiths. This diversity reflects cultural richness, which, if embraced, can enhance organisational creativity and global outlook.



EDUCATION LEVELS

Academic achievement is striking: **73.1% hold a Master's degree, over 20% a Bachelor's**, and a small proportion hold PhDs. These figures underscore that lack of qualifications is not the issue, our members have the credentials to lead.

When such talent is underutilised, it signals inefficiencies in recruitment and progression systems.



IMMIGRATION STATUS & GLOBAL EXPERIENCE

A significant **58% are first-generation immigrants**, bringing international perspectives and skills.

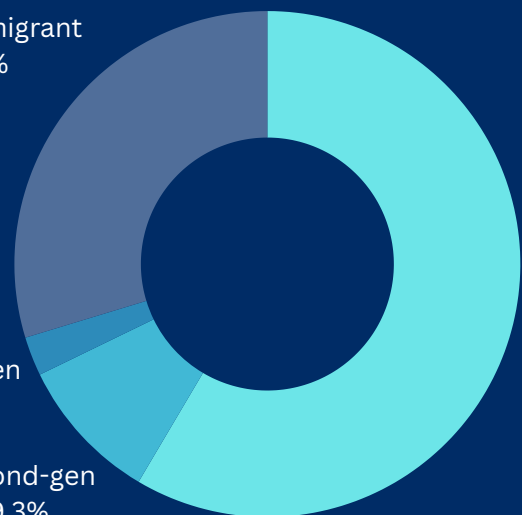
Respondents have lived in countries such as Nigeria, Ghana, Kenya, Ethiopia, Uganda, Zimbabwe, Jamaica, and Cameroon, an asset for organisations seeking global competitiveness. Yet, systemic under-recognition of overseas experience from these nations remain a barrier.

Not an immigrant
29.7%

Third+ gen
2.5%

Second-gen
9.3%

First-gen
58.5%



FAMILY STRUCTURE & SETTLEMENT PATTERNS

Family structures vary: **36.1% live with families of 3–5 members, while 33.6% live alone**. Nearly half (**47.1%**) have lived in Scotland for fewer than three years, while 5% are long-term residents (21+ years). This mix of newcomers and established residents highlights the need for tailored integration and career support strategies.

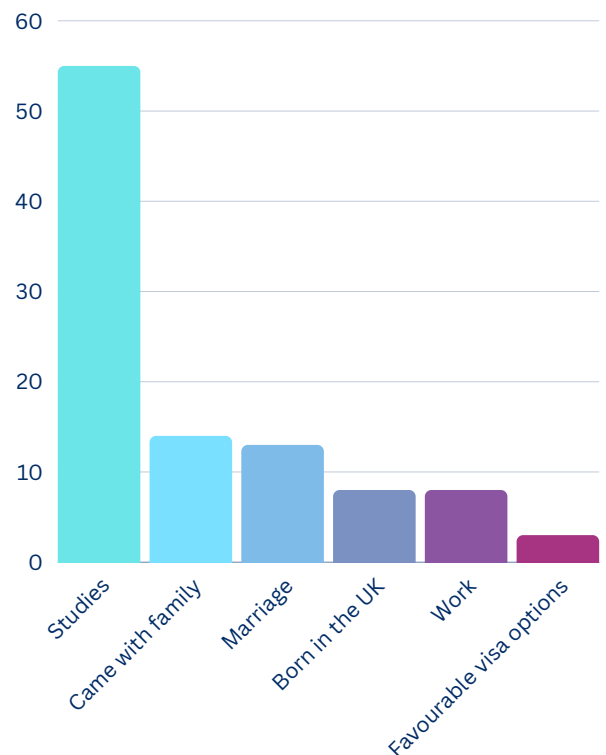
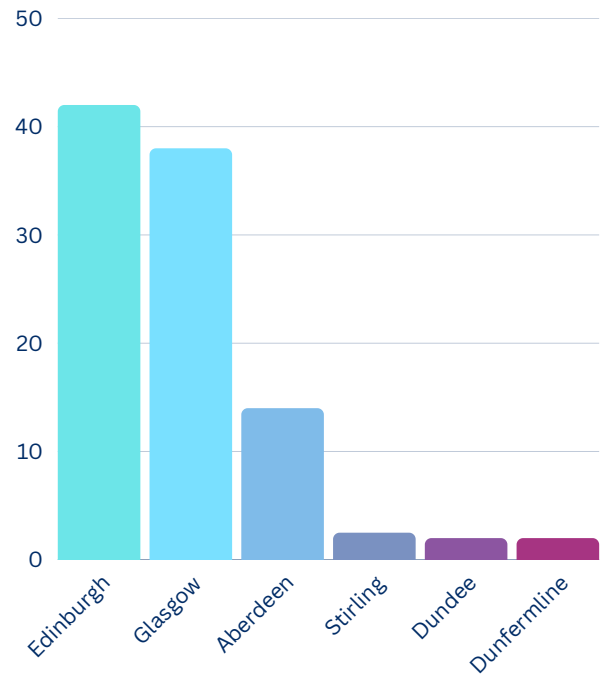
CITY OF RESIDENCE

Respondents are concentrated in Scotland's economic hubs: **Edinburgh (37%)**, **Glasgow (32.8%)**, and **Aberdeen (11.8%)**, with smaller numbers in Stirling, Dundee, and Dunfermline. These cities are centres of opportunity, yet the data suggests that access to those opportunities remains uneven.

REASONS FOR COMING TO THE UK

Motivations include **studies (47.9%)**, **family (12.6%)**, **marriage (10.9%)**, and **work (6.7%)**. The dominance of education-driven migration reflects ambition and investment in skills, which should translate into strong employability, but systemic barriers often prevent this.

This demographic profile underscores a critical truth: talent is not the issue. The question is why such highly qualified Black professionals, many with postgraduate degrees and international experience, remain underrepresented in leadership roles. In a society that prides itself on fairness and opportunity, these figures should prompt employers and policymakers to examine systemic barriers preventing equitable career outcomes.



Black Professionals UK:
Harnessing Talent

EMPLOYMENT & CAREER BARRIERS

Despite their qualifications, many respondents report being underemployed or unemployed. Common barriers include cultural differences in recruitment practices, and limited access to influential networks. These challenges are not unique to our members; they mirror national trends where ethnic minority professionals face systemic obstacles to starting their career and progression. The under-recognition of overseas qualifications and unconscious bias in hiring processes continue to restrict opportunities. This is not just a personal setback for individuals; it is a societal loss of potential and productivity.

Experiences of Racism & Mental Health

Racism remains a lived reality for many respondents, with **16.1% reporting that their children have experienced racism** and 47.5% having personally experienced racism.

These experiences erode confidence and wellbeing, adding layers of stress to professional challenges. While many respondents rated their mental health as moderate to high, the underlying anxiety caused by discrimination and job insecurity cannot be ignored. In a modern, inclusive Scotland, racism, whether overt or subtle, should have no place in or outside workplaces. Yet, these findings remind us that structural inequalities persist and must be addressed through education, accountability, and cultural change.



Engagement with BPU Services

Members value our events, networking opportunities, and career support services. These initiatives provide practical support and a sense of belonging. However, feedback indicates that more support can be provided to continue to remove barriers. This insight is vital as we strive to make BPU a hub for all professionals, whether in finance, healthcare, technology, the creative industries or any other industry.

Black Professionals UK:
Harnessing Talent

INSIGHTS & THEMES

The survey findings reveal patterns that go beyond individual experiences, they expose structural issues that continue to shape the professional landscape for Black talent in Scotland. These insights demand urgent attention from employers, policymakers, and society at large.

Underemployment Despite High Qualifications

One of the most striking observations is the disconnect between qualifications and employment outcomes. Our members are highly educated, many hold Master's degrees and bring international experience, yet a significant proportion remain underemployed or unemployed. This is not a reflection of capability; it is a reflection of systemic inefficiencies.

Importantly, this challenge mirrors a wider Scottish trend: international talent is consistently underutilised across sectors. Government and labour market reports highlight that Scotland attracts skilled migrants to offset demographic decline, yet many face barriers to securing roles that match their qualifications. When a society fails to utilise the skills of its workforce, whether Black professionals or other globally experienced migrants, it loses innovation, productivity, and competitiveness. The underemployment of Black professionals is not just a personal setback; it is an economic and social failure that perpetuates inequality and wastes human capital.

Barriers to Career Progression

The barriers identified, lack of access to influential networks, under-recognition of overseas qualifications, and cultural biases in recruitment, are deeply entrenched. These are not isolated challenges; they mirror national trends documented in government reports and academic research. In Scotland's meritocratic narrative, talent should determine success. Yet, the reality for many Black professionals is that structural barriers, rather than ability, dictate career trajectories. This raises uncomfortable questions about fairness and inclusion in our workplaces and calls for systemic reform, not tokenistic gestures.



Black Professionals UK:
Harnessing Talent

INSIGHTS & THEMES

Value Derived from BPU Membership

Amid these challenges, the role of Black Professionals UK emerges as both a lifeline and a catalyst for change. Members consistently highlight the value of networking events, career support services, and community support. These interventions do more than provide practical assistance, they restore confidence and create spaces where ambition is nurtured. However, the feedback also signals a need for evolution: broader sector representation, and stronger outreach for flagship programmes. **In a society where access often determines success, BPU's work is not optional, it is essential.**



RECOMMENDATIONS

The findings of this survey highlight systemic challenges that cannot be solved by individuals alone. They require coordinated action from employers, policymakers, and community organisations like BPU. Below are targeted recommendations designed to dismantle barriers, promote equity, and unlock the full potential of Black professionals in Scotland. These recommendations align with the **Equality Act 2010**, which protects nine characteristics (including race, religion, gender, age, and disability), and advance global commitments under **SDG 8: Decent Work and Economic Growth** and **SDG 10: Reduced Inequalities**.

FOR EMPLOYERS

• **Embed Inclusive Recruitment Practices**

- Review job descriptions and selection criteria to eliminate bias.
- Implement structured interviews and diverse hiring panels.
- Recognise overseas qualifications and experience as valuable assets. (Equality Act: Race, Age, Religion; SDG 10)

• **Invest in Career Progression**

- Establish transparent promotion pathways and mentorship schemes.
- Provide leadership development programmes tailored for underrepresented groups.
- Monitor progression data by ethnicity and publish annual diversity reports. (Equality Act: Race, Gender; SDG 8 & 10)

• **Create Safe and Supportive Workplaces**

- Introduce zero-tolerance policies on racism and microaggressions.
- Train managers on cultural competence and inclusive leadership.
- Offer mental health support that acknowledges the impact of discrimination. (Equality Act: Race, Disability; SDG 10)

• **Build Networks and Sponsorship Opportunities**

- Facilitate access to senior leaders through sponsorship programmes.
- Partner with organisations like BPU to connect Black professionals with industry networks.
- Support employee resource groups and fund initiatives that foster belonging. (Equality Act: Race, Gender; SDG 10)

RECOMMENDATIONS FOR POLICY MAKERS

• Strengthen Equality Legislation

- Enforce compliance with the Equality Act through regular audits.
- Introduce mandatory ethnicity pay gap reporting for large employers.
- Incentivise organisations that demonstrate measurable progress on diversity. **(Equality Act: All nine characteristics; SDG 10)**

• Address Structural Barriers

- Fund programmes that support skills recognition for internationally educated professionals.
- Expand access to affordable childcare and flexible working to enable career progression.
- Invest in community-led initiatives that tackle unemployment and underemployment. **(Equality Act: Race, Gender, Age; SDG 8 & 10)**

• Improve Data Transparency

- Require public bodies and major employers to publish workforce diversity data.
- Commission research on ethnic disparities in recruitment and progression.
- Use data to inform targeted interventions and allocate resources effectively. **(SDG 10)**

• Champion Representation

- Set targets for ethnic diversity in leadership roles across public and private sectors.
- Support pathways into high-growth industries such as technology and finance.
- Promote inclusive procurement by prioritising suppliers with strong diversity credentials. **(Equality Act: Race, Gender; SDG 8 & 10)**



RECOMMENDATIONS FOR BLACK PROFESSIONALS UK & OTHER COMMUNITY ORGANISATIONS

- **Enhance Programme Visibility**
 - Increase awareness of flagship initiatives like Big Career Conference, #BlackInterns and #BlackSkilledPathway through targeted campaigns.
 - Use digital platforms and partnerships to reach underrepresented sectors.
- **Expand Mentorship and Sponsorship**
 - Develop structured mentorship programmes with clear onboarding processes.
 - Introduce sponsorship initiatives that connect members with senior leaders in multiple industries.
- **Broaden Sector Engagement**
 - Move beyond corporate roles to include healthcare, education and creative industries.
 - Host sector-specific events and webinars to diversify opportunities.
- **Advocate and Influence**
 - Use survey insights to engage policymakers and employers on systemic change.
 - Publish annual impact reports to demonstrate progress and accountability.
 - Position BPU as a thought leader on racial equity and professional inclusion.
- **Support Member Wellbeing**
 - Offer mental health resources tailored to the experiences of Black professionals.
 - Create safe spaces for dialogue on racism and resilience.
 - Provide practical tools for navigating UK workplace culture.

WHY THESE RECOMMENDATIONS MATTER

These actions are not just about fairness, they are about unlocking economic potential and fostering innovation. When Black professionals thrive, businesses gain diverse perspectives, communities prosper, and society moves closer to genuine equality. Employers, policymakers, BPU and other community organisations must work together to ensure that talent is not wasted and ambition is not stifled by systemic barriers.

CONCLUSION

The findings of this report are clear: Black professionals in Scotland possess exceptional talent, ambition, and resilience. Yet, systemic barriers continue to limit their opportunities and undermine their potential. Underemployment despite high qualifications, persistent career progression challenges, and experiences of racism are not isolated issues, they are symptoms of structural inequities that demand urgent attention.

This is not just a matter of fairness; it is a matter of national progress. When highly skilled individuals are excluded or undervalued, businesses lose innovation, communities lose economic strength, and society loses the richness of diverse perspectives. The cost of inaction is too high, for individuals, for organisations, and for the nation.

The time for incremental change has passed. We need bold, coordinated action.

- **Employers** must move beyond diversity statements and embed inclusion into every stage of recruitment, progression, and leadership development.
- **Policymakers** must strengthen legislation, improve data transparency, and invest in programmes that dismantle structural barriers.
- **Black Professionals UK** will continue to lead from the front, providing support, amplifying voices, and advocating for systemic change.

We call on all stakeholders, business leaders, government agencies, and community organisations, to join us in building a future where talent is recognised, ambition is rewarded, and opportunity is truly equitable. Together, we can create a Scotland, where every professional, regardless of background, has the chance to thrive.

The question is not whether change is possible. The question is whether we are willing to act now.

CONTACTS

This report and related resources are available on our website. We welcome your feedback and questions. Please contact us via [this link](#).

Stay connected with our latest news, events, and initiatives by registering on our website via [this link](#).

You can also follow us across our social media channels:

[LinkedIn](#)

[Instagram](#)

REFERENCES

- Scottish Government. (2016). Race Equality Framework for Scotland 2016–2030. Retrieved from <https://www.gov.scot/publications/race-equality-framework-scotland-2016-2030/>
- Scottish Government. (2022). A Fairer Scotland for All: An Anti-Racist Employment Strategy. Retrieved from <https://www.gov.scot/publications/fairer-scotland-anti-racist-employment-strategy/>
- Close the Gap. (2019). Still Not Visible: Research on Black and minority ethnic women's experiences of employment in Scotland. Retrieved from https://www.closethegap.org.uk/content/resources/1557499847_Still-Not-Visible.pdf
- Equality and Human Rights Commission. (2023). Is Scotland Fairer? Equality and Human Rights Monitor 2023. Retrieved from <https://www.equalityhumanrights.com/our-work/equality-and-human-rights-monitor/equality-and-human-rights-monitor-2023-scotland-fairer>
- Scottish Parliament Equalities and Human Rights Committee. (2020). Race Equality, Employment and Skills: Making Progress?. Retrieved from <https://bprcdn.parliament.scot/published/EHRiC/2020/11/15/Race-Equality--Employment-and-Skills--Making-Progress-/EHRiCS052020R3.pdf>
- National Records of Scotland. (2024). Scotland's Census 2022: Demography and Migration. Retrieved from <https://www.scotlandscensus.gov.uk/2022-reports/scotland-s-census-2022-demography-and-migration/>
- UK Government. (2022). Inclusive Britain: Government response to the Commission on Race and Ethnic Disparities. Retrieved from <https://www.gov.uk/government/publications/inclusive-britain-action-plan-government-response-to-the-commission-on-race-and-ethnic-disparities>
- The King's Fund. (2020). Inequalities and inclusion in NHS providers. Retrieved from <https://www.kingsfund.org.uk/insight-and-analysis/projects/inequalities-inclusion-nhs-providers>
- The King's Fund. (2015). Making the difference: Diversity and inclusion in the NHS. Retrieved from https://assets.kingsfund.org.uk/f/256914/x/6e2054c949/making_the_difference_december_2015.pdf

REFERENCES

- Scottish Government. (2025). Scotland's Labour Market Insights: October 2025. Retrieved from <https://www.gov.scot/publications/scotlands-labour-market-insights-october-2025/documents/>
- Scottish Government. (2025). Labour Market Trends: September 2025. Retrieved from <https://www.gov.scot/publications/labour-market-trends-september-2025/>
- Scottish Government. (2025). Scotland's Labour Market Insights: April 2025. Retrieved from <https://www.gov.scot/publications/scotlands-labour-market-insights-april-2025/>
- UK Government. (2017). Race in the Workplace: The McGregor-Smith Review. Retrieved from <https://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review/race-in-the-workplace-the-mcgregor-smith-review-report>
- Civil Service. (2014). Identifying and Removing Barriers to Talented BAME Staff Progression in the Civil Service. Retrieved from https://assets.publishing.service.gov.uk/media/5a74b356e5274a3f93b48174/Ethnic_Dimension_Blockages_to_Talented_BAME_staff_Progression_in_the_Civil_Service_Final_16.12.14_1.pdf
- UK Government. (2015). Equality Act 2010: Guidance. Retrieved from <https://www.gov.uk/guidance/equality-act-2010-guidance>
- UK Government. (2010). Equality Act 2010 (Legislation). Retrieved from <https://www.legislation.gov.uk/ukpga/2010/15/contents>
- United Nations. (n.d.). Goal 8: Decent Work and Economic Growth. Retrieved from <https://sdgs.un.org/goals/goal8>
- United Nations. (n.d.). Goal 10: Reduced Inequalities. Retrieved from <https://sdgs.un.org/goals/goal10>
- United Nations Sustainable Development. (n.d.). Goal 8: Economic Growth. Retrieved from <https://www.un.org/sustainabledevelopment/economic-growth/>
- United Nations Sustainable Development. (n.d.). Goal 10: Reduce Inequality Within and Among Countries. Retrieved from <https://www.un.org/sustainabledevelopment/inequality/>