



West Midlands Combined Authority

The uptake and impact of diversity and inclusion practices on the representation of minority groups in leadership positions in the West Midlands: evidence from the Workplace Employment Relations Study and the Labour Force Survey

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1. Introduction

This report explores a range of workplace-level factors relating to the ability of minority groups to attain leadership roles within organisations. Looking at both the West Midlands and Great Britain more widely¹, it explores the extent of adoption of diversity and inclusion policies and practices regard to gender, ethnicity, religion and belief, disability, age and sexual orientation that might be deemed important in enabling minority groups to attain leadership roles. It also identifies the types of workplaces that are more likely to have adopted diversity and inclusion practices. It then explores the extent to which minority groups have proved successful in attaining leadership positions in the West Midlands and in Great Britain more broadly, as well as exploring the influence of workplace diversity and inclusion practices on their likelihood of attaining such positions.

The report uses data from two sources; the 2011 Workplace Employment Relations Study (WERS) and the Labour Force Survey.

Where the WERS data are concerned, the analysis uses matched employer-employee data². WERS is widely regarded as an authoritative data source, being sponsored by the British government, the Economic and Social Research Council, the Advisory, Conciliation and Arbitration Service, and the Policy Studies Institute. The WERS employer survey comprises 2,680 observations with a response rate of 46.5 percent. The respondent is the workplace manager with primary responsibility for employment relations matters. Where the survey of employees is concerned, this was sent to a random sample of up to 25 employees in 2,170 workplaces where there was permission from the management respondent. The employee survey comprises 21,981 responses, with a response rate of 54.3 percent³.

WERS is designed to be nationally representative of British workplaces with five or more employees (a workplace being defined as a single branch within a bank, for example) in all industry sectors (with the exception of agriculture, hunting, forestry and fishing, and mining and quarrying) when probability weighted to account for the complex nature of the survey design. The analysis presented in this report is weighted throughout in accordance with standard WERS weighting procedures in order to ensure the provision of accurate population estimates.

Where the LFS data are concerned, we draw on the individual level data. Although collected for households, LFS data are often used to provide individual level estimates. An LFS quarter currently contains information from about 90,000 individuals, though due to the nature of the sampling, not all of these will be of working age. This study considers only

¹ The analysis compares the West Midlands against the other UK standard statistical regions. It is not possible to compare (for example) local authority regions within the West Midlands against each other as it is not possible to identify local authority regions within the WERS general release data, and also because there would be insufficient observations per local authority region for the purposes of statistical analysis.

² Department for Business, Innovation and Skills, Advisory Conciliation and Arbitration Service, National Institute of Economic and Social Research (2015). Workplace Employee Relations Survey, 2011. [data collection]. 6th Edition. UK Data Service. SN: 7226, <http://dx.doi.org/10.5255/UKDA-SN-7226-7>

³ van Wanrooy, B., Bewley, H., Bryson, A., Forth, J., Freeth, S., Stokes, L., & Wood, S. (2013). Employment Relations in the Shadow of Recession: Findings from the 2011 Workplace Employment Relations Study. London, England: Palgrave Macmillan.

those who are employees, which reduces the overall n to approximately 41,000, of which around 3,500 are from the West Midlands. LFS is the largest regular social survey in the UK and is conducted by the Office for National Statistics (ONS). It is designed for "providing good quality point in time and change estimates for various labour market outputs and related topics" (ONS, 2014)⁴. Its purpose is to provide information on the UK labour market which can then be used to develop, manage, evaluate and report on labour market policies.

The LFS contains numerous questions relating to individual characteristics as well as details about the work which individuals are doing. These questions are most relevant for the analysis presented below. Although the LFS collects data quarterly and it is therefore possible to produce estimates for each quarter, we want to include various control variables in the models which we present. Some of these variables are not included at each quarter and are asked only once per year. For that reason data are presented using the most recently available fourth quarter dataset which is for Q4 2016.

Unlike WERS, LFS does not contain detail about management practices which the individual might be subject to at their workplace, so it cannot be used to explore the incidence of impact of workplace equality practices. It does however contain a large range of individual level variables, which can be used for analytical purposes. Furthermore, using LFS, we are able to provide a more up to date picture than is possible using WERS.

LFS is designed to be a representative survey of the UK population. Weights take account of the sampling and non-response biases. Analysis presented below is weighted in line with recommended practice in order to ensure accurate population estimates. Although LFS does sample the whole of the UK, we present comparisons here with the rest of GB, in order to give better comparability with estimates from WERS.

In the results reported below, variations in means between categories are reported as different from each other based on tests of statistical significance. The tests for statistical significance reported in Tables 1 to 8 are calculated as the difference from the West Midlands once a range of workplace characteristics (size of the larger organisation to which the workplace belongs; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group) are controlled for. Results significant at the 10 per cent level are reported as providing weak evidence of difference.

⁴ ONS (2014) National Statistics Quality Review (NSQR) Series (2) Report Number 1: Review of Labour Force Survey

2. Extent of adoption of formal equal opportunities policies

The first stage of the analysis is to explore the extent to which workplaces both in the West Midlands and elsewhere have adopted formal written equal opportunities policies. Such policies might be deemed important in enabling people in minority groups to attain leadership roles.

As demonstrated by Table 1, **the uptake of formal written equal opportunities is higher in the West Midlands than in any other region of Great Britain.** 76.3 per cent of workplaces in the West Midlands have adopted a formal written equal opportunities policy that makes explicit reference to gender, 76.3 per cent have adopted such a policy with regard to ethnicity, 73.9 per cent with regard to religion and belief, 70.8 per cent with regard to disability, 70.5 per cent with regard to age and 70.2 per cent with regard to sexual orientation.

Two regions of the UK stand out as having particularly low levels of adoption of formal written EOPs relative to the West Midlands – East Anglia and the South West. There is weaker evidence that adoption of religion and belief and disability policies is lower in the North West and Wales than in the West Midlands, and that the adoption of gender policies is lower in Wales. Comparing the West Midlands against the rest of Great Britain as a whole, adoption of a formal written EO disability policy is higher, and the adoption of gender, ethnicity and religion and belief policies is slightly higher, in the West Midlands than across the rest of Great Britain.



Table 1: Uptake of formal written EO policies by region

Workplace (or the organisation of which it is a part) has a formal written policy on equal opportunities or managing diversity that explicitly mention equality of treatment or discrimination on the following grounds:						
	Gender	Ethnicity	Religion or belief	Disability	Age	Sexual orientation
North	66.0	66.0	65.7	65.1	60.3	59.5
Yorkshire	65.2	65.5	63.6	64.3	63.6	60.2
East Midlands	76.0	76.0	76.4	69.4	70.9	70.5
East Anglia	28.6***	28.8***	28.6***	27.5***	26.5***	26.4***
South East	57.1**	57.6**	55.5**	55.1***	52.1**	52.2**
South West	68.9	67.4	68.7	67.3	66.8	65.2
West Midlands	76.3	76.3	73.9	70.8	70.5	70.2
North West	63.7	63.7	62.0*	61.6*	59.3	57.6
Wales	57.8*	59.1	55.1*	56.6*	53.4	52.1
Scotland	69.9	69.9	66.0	66.0	68.4	60.1
Great Britain (excluding W. Mids)	61.9*	62.0*	60.4*	59.6**	58.0	56.4

Notes:

Base – all workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

3. Extent of adoption of equal opportunities practices

While the adoption of a formal written EO policy might be viewed as important in ensuring more people from minority groups are able to attain leadership positions, formal written EO policies have been previously identified as frequently being ‘empty shells’ that lack substance in the form of supporting EO practices⁵. As such, it is also important to explore the extent of adoption of the specific diversity and inclusion practices that workplaces with a formal written equality policy would be expected to implement.

This is addressed in Table 2. This table reports the extent of adoption of the following five EO practices in relation to gender, ethnicity, religion and belief, disability, age and sexual orientation:

- monitoring of recruitment and selection
- recruitment and selection procedures reviewed to identify indirect discrimination
- monitoring of promotions
- promotion procedures reviewed to identify indirect discrimination
- reviews of relative pay rates.

All of these practices might be deemed important in enabling minority groups to attain leadership positions. However, as Table 2 demonstrates, adoption of these practices is very limited across all regions of the UK. Where the West Midlands is concerned, workplaces have adopted, on average:

- 0.81 of the five gender practices
- 0.80 of the five equality practices
- 0.61 of the five religion and belief practices
- 0.76 of the five disability practices
- 0.70 of the five age practices
- 0.63 of the five sexual orientation practices.

Adoption of many of these practices is, however, higher in the West Midlands than in several other regions of Great Britain (in particular the North, the South East, the South West, the North West, Wales and Scotland). The average adoption of these practices is also higher in the West Midlands than across the rest of Great Britain as a whole.

⁵Hoque, K. and Noon, M. (2004) ‘Equal Opportunities Policy and Practice in Britain: Evaluating the “Empty Shell” Hypothesis’, *Work Employment and Society*, Vol. 18 (3), pp.481-506.

Table 2: Uptake of equal opportunity practices by region

Average number (min=0, max=5) of EO practices ¹ adopted on the following grounds:						
	Gender	Ethnicity	Religion or belief	Disability	Age	Sexual orientation
North	0.44***	0.43***	0.33**	0.42***	0.39***	0.34**
Yorkshire	0.86	0.70	0.54	0.73	0.73	0.47
East Midlands	0.61	0.58	0.50	0.59	0.59	0.50
East Anglia	0.40	0.40	0.32	0.40	0.41	0.31
South East	0.54**	0.51**	0.34**	0.51*	0.47*	0.36**
South West	0.47*	0.42**	0.35*	0.42**	0.39**	0.37*
West Midlands	0.81	0.80	0.61	0.76	0.70	0.63
North West	0.59*	0.52**	0.42	0.50**	0.49*	0.39*
Wales	0.45**	0.42**	0.35*	0.40**	0.39*	0.36*
Scotland	0.77	0.59**	0.51	0.63*	0.64	0.46***
Great Britain (excluding W. Mids)	0.58**	0.52***	0.40**	0.52**	0.50**	0.39***

Notes:

Base – all workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey poisson model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

¹EO practices (for each minority group): monitoring of recruitment and selection; recruitment and selection procedures reviewed to identify indirect discrimination; monitoring of promotions; promotion procedures reviewed to identify indirect discrimination; relative pay rates reviewed.

Table 3 explores the uptake of the individual equal opportunities practices asked about within the WERS survey. **Adoption of all of these practices is not particularly high in the West Midlands:**

- the adoption of recruitment and selection monitoring ranges from 16.5 per cent of workplaces for sexual orientation to 26.2 per cent for gender.
- the adoption of reviews of recruitment and selection procedures to identify indirect discrimination ranges from 19.3 per cent of workplaces for religion and belief to 26.9 per cent for ethnicity.
- the adoption of promotion monitoring ranges from 11.2 per cent of workplaces for religion and belief and sexual orientation to 12.1 per cent for gender.
- the adoption of promotion procedure reviews to identify indirect discrimination ranges from 14.5 per cent of workplaces for religion and belief to 16.7 per cent for age.
- reviews of relative pay rates are particularly uncommon, with just 2.7 per cent of workplaces conducting such reviews by religion and belief and sexual orientation, and 3.4 per cent conducting such reviews by gender.

The adoption of such practices (with the exception of reviews of relative pay rates) is, however, higher in the West Midlands than in the rest of Great Britain:

- recruitment and selection is slightly more likely to be monitored by gender and sexual orientation in the West Midlands than in the rest of Great Britain.
- recruitment and selection procedures is more likely to be reviewed in relation to all of the minority groups asked about (with the exception of religion and belief) to identify indirect discrimination in the West Midlands than in the rest of Great Britain, though the differences is small where age and sexual orientation are concerned.
- promotions are more likely to be monitored in relation to all of the minority groups (with the exception of gender) in the West Midlands than in the rest of Great Britain, though the difference is small where disability and age are concerned.
- promotion procedures are more likely to be reviewed to identify indirect discrimination across all minority groups, though the difference is small where gender is concerned

Overall, therefore, ***the general pattern of the findings suggests that the adoption of equal opportunities policies and practices is higher in the West Midlands than elsewhere.*** However, in the West Midlands, as elsewhere, while the majority of workplaces have formal written equal opportunities policies in place, **the adoption of equal opportunities practices to underpin these policies is not particularly high.** Hence, in many workplaces in the West Midlands, as in the rest of Great Britain, equal opportunities policies are likely to be little more than 'empty shells', or statements of good intent.

Table 3: Uptake of individual equal opportunities practices in the West Midlands

	Gender		Ethnicity		Religion or belief		Disability		Age		Sexual Orientation	
	West Midlands	Britain (exc. West Mids)	West Midlands	Britain (exc. West Mids)	West Mids	Britain (exc. West Mids)	West Midlands	Britain (exc. West Mids)	West Midlands	Britain (exc. West Mids)	West Mids	Britain (exc. West Mids)
Recruitment and section monitored	26.2	20.1*	24.4	18.6	16.6	12.6	23.2	19.0	20.6	16.5	16.5	11.5*
Recruitment and selection procedures reviewed to identify indirect discrimination	26.6	16.0***	26.9	15.5***	19.3	12.7	25.7	15.6**	21.7	15.2*	20.3	12.8*
Monitoring of promotions	12.1	8.1	12.0	7.4**	11.2	5.9**	11.5	7.4*	11.5	6.9*	11.2	5.8***
Promotion procedures reviewed to identify indirect discrimination	15.8	9.4*	16.6	8.8***	14.5	7.2***	15.7	8.9**	16.7	8.4***	15.2	7.3***
Relative pay rates reviewed	3.4	6.6	2.8	3.4	2.7	2.6	2.8	3.2	2.8	5.0	2.7	2.7

Notes:

Base – all workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

Special recruitment procedures to attract minority groups

Minority groups will not be successful in attaining leadership roles in organisations unless they are able to secure employment within the organisation in the first instance. Table 4 explores the adoption of practices relevant to this. WERS asks management respondents whether their workplace has special procedures when filling vacancies to encourage applications from minority groups. As Table 4 shows, ***adoption of these special recruitment procedures is low across all regions of Great Britain, and the West Midlands is no exception.*** In the West Midlands, such procedures are in place in: 3.4 per cent of workplaces for women returning to work after having children; 4.4 per cent of workplaces for women in general; 3.6 per cent of workplaces for ethnic minority groups; 2.5 per cent of workplaces for older workers; 3.7 per cent of workplaces for disabled people; and 0.9 per cent of workplaces for gay, lesbian and transgender communities.

There is, however, some evidence of regional variation, as follows:

- adoption of special recruitment procedures for women returning after having children is lower in workplaces in the West Midlands than in workplaces in Scotland (11.7 per cent), and slightly lower than in workplaces in the South East (9.7 per cent).
- adoption of special recruitment procedures for ethnic minorities is slightly lower in workplaces in the West Midlands than in workplaces in the North West (8.6 per cent)
- adoption of special recruitment procedures for disabled people is lower in workplaces in the West Midlands than in workplaces in Yorkshire (13.4 per cent) and Scotland (13.5 per cent), and slightly lower than in workplaces in the East Midlands (9.6 per cent). It is also slightly lower in the West Midlands than across the rest of Great Britain as a whole (7.9 per cent).
- again, East Anglia stands out as having particularly low adoption of these procedures, being less likely than the West Midlands to have adopted special recruitment procedures for women in general (0.1 per cent) and gay, lesbian and transgender communities (0.1 per cent).

Table 4: Uptake of special recruitment procedures for disadvantaged groups

Special procedures when filling vacancies to encourage applications from the following groups (per cent):						
	Women returning to work after having children	Women in general	Members of ethnic minority groups	Older workers	Disabled people	Gay, lesbian and transgender communities
North	5.9	3.6	5.1	3.7	9.6	2.4
Yorkshire	3.6	5.3	3.8	2.7	13.4***	1.1
East Midlands	3.1	2.5	5.8	2.7	9.6*	2.3
East Anglia	1.9	0.1***	1.2	4.4	2.0	0.1**
South East	9.7*	7.5	5.0	2.6	6.0	3.1
South West	1.9	3.8	2.1	0.4*	4.7	0.7
West Midlands	3.4	4.4	3.6	2.5	3.7	0.9
North West	6.4	3.9	8.6*	4.2	8.4	3.1
Wales	3.0	1.7	1.8	1.4	7.5	2.6
Scotland	11.2***	2.6	5.0	4.2	13.5**	2.6
Great Britain (exc. West Midlands)	6.7	4.7	4.7	2.8	7.9*	2.4

Notes:

Base – all workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

Workplace accessibility for disabled people

A key issue for disabled people in terms of whether they are able to attain leadership positions in organisations is likely to be whether formal assessments have been carried out of the extent to which the workplace is accessible to employees or job applicants with disabilities. This is explored in Table 5. As this table demonstrates, **54.9 per cent of workplaces in the West Midlands have carried out such assessments**. Although this is higher than in any other region of Great Britain with the exception of Scotland, the differences are not statistically significant with the exception of Wales, in which only 36 per cent of workplaces have carried out such assessments.

Table 5: Accessibility of the workplace for disabled people

Formal assessment carried out of the extent to which this workplace is accessible to employees or job applicants with disabilities (per cent)	
North	49.2
Yorkshire	52.5
East Midlands	54.4
East Anglia	46.1
South East	43.5
South West	38.2
West Midlands	54.9
North West	47.7
Wales	36.0**
Scotland	56.6
Great Britain (excluding West Midlands)	46.5

Notes:

Base – all workplaces

** significant at 5 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

4. Flexible working practices, maternity/ paternity pay and family friendly practices

Particularly important in enabling women with children and other caring responsibilities to attain leadership positions is whether the organisation has implemented practices that enable them to remain in the workplace after having children and enable them to balance their work and caring responsibilities. Tables 6 to 8 explores the extent of adoption of workplace practices relevant to this, focusing in particular on the adoption of flexible working practices, maternity/ paternity pay beyond the statutory minimum and work-life balance practices.

Flexible working practices

Turning first to the type of flexible working practices that might be helpful in helping women with caring responsibilities to attain leadership positions, the Table 6 demonstrates that, as elsewhere in Great Britain, there is considerable variation in the West Midlands in the adoption of the flexible working practices asked about in the WERS survey. In the West Midlands:

- 61.9 per cent of workplaces offer the ability to reduce working hours to any employees in the workplace, and 51 per cent offer the ability to change set working hours.
- only 26.7 per cent offer flexi-time, 26.5 per cent offer the option to work at or from home in normal working hours, 16.6 per cent offer term-only working, 13.2 per cent offer job sharing schemes and 11.7 per cent offer compressed hours working.

The adoption of such practices is statistically no different in the West Midlands than across the rest of Great Britain as a whole, with the exception of compressed hours working, which is available in just 11.7 per cent of workplaces in the West Midlands compared with 20 per cent of workplaces across the rest of Great Britain. The figures do, however, suggest that ***the West Midlands is lagging behind some other regions with regard to the adoption of flexible working practices***, with West Midlands workplaces being:

- slightly less likely than East Midlands workplaces to offer the option to work at or from home in normal working hours.
- slightly less likely than South West workplaces to offer flexitime.
- slightly less likely than workplaces in the South East, the South West, the North West and Scotland to offer job sharing schemes.
- less likely than workplaces in the East Midlands, the South West, the North West, Wales and Scotland (and slightly less likely than workplaces in the North) to offer compressed hours.
- by contrast, workplaces in the West Midlands are more likely than workplaces in Wales and East Anglia to offer the ability to reduce working hours.

Table 6: Adoption of flexible working practices

Working time arrangements in place for any employees at the workplace:							
	Working at or from home in normal working hours	Flexi time ¹	Job sharing schemes ²	The ability to reduce working hours ³	Compressed hours ⁴	The ability to change set working hours ⁵	Working only during school term times
North	24.0	23.4	19.4	56.0	21.2*	50.7	20.9
Yorkshire	24.2	32.8	16.6	66.2	14.8	52.3	19.7
East Midlands	36.4*	33.4	22.0	62.0	24.6***	52.1	19.7
East Anglia	15.0	17.7	11.6	25.7***	9.4	37.2	11.9
South East	39.3	36.8	15.6*	56.6	14.6	47.2	13.9
South West	27.8	43.0*	15.5*	48.3	21.9**	49.1	15.6
West Midlands	26.5	26.7	13.2	61.9	11.7	51.0	16.6
North West	29.4	36.7	18.0*	66.5	27.6***	50.7	16.1
Wales	23.3	34.5	16.6	40.9**	22.7**	42.3	27.6
Scotland	21.2	34.2	19.2*	59.8	31.5***	50.0	15.2
Great Britain (excluding W. Mids)	30.8	34.9	16.9	55.9	20.0***	48.3	16.4

Notes

Base – all workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

¹ where an employee has no set start or finish time but an agreement to work a set number of hours per week or per month

² sharing a full-time job with another employee

³ e.g. switching from full-time to part-time employment

⁴ i.e. working standard hours across fewer days

⁵ including changing shift pattern

Maternity/ paternity pay

As demonstrated by Table 7, maternity pay beyond the statutory minimum is provided in 24 per cent of workplaces in the West Midlands, while paternity pay beyond the statutory minimum is provided in 18.4 per cent of workplaces. ***There is very little evidence that provision is any different in the West Midlands than in other regions across the UK,*** the only exception being that maternity pay beyond the statutory minimum is more widely provided in the West Midlands than in Yorkshire.

Table 7: Provision of maternity/ paternity pay beyond the statutory minimum

	Maternity pay beyond the statutory minimum	Paternity pay beyond the statutory minimum
North	32.0	19.1
Yorkshire	22.3**	16.5
East Midlands	26.7	22.2
East Anglia	22.1	23.6
South East	28.4	19.6
South West	16.2	17.2
West Midlands	24.0	18.4
North West	26.8	25.0
Wales	32.5	23.7
Scotland	31.4	28.2
Great Britain (excluding West Midlands)	26.7	21.2

Notes:

Base – all workplaces

** significant at 5 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

Family-friendly practices

The adoption of family friendly practices that might be important in helping women attain leadership positions is explored in Table 8. The figures show that:

- 35.7 per cent of workplaces in the West Midlands offer financial help with childcare (e.g. childcare vouchers, loans, repayable contributions to fees for childcare outside the workplace, subsidised places not located at the workplace).

Beyond this, however, ***as is the case across Great Britain as a whole, the adoption of the other family friendly practices asked about in the WERS survey is low in the West Midlands:***

- 5.1 per cent of West Midlands workplaces offer a workplace nursery or a nursery linked with the workplace
- 0.2 per cent of West Midlands workplaces provide financial help with the care of older adults
- 7.5 per cent of West Midlands workplaces provide a specific period of leave for carers of older adults (in addition to time off for emergencies)
- 12.5 per cent of West Midlands workplaces offer a specific period of paid parental leave (in addition to maternity or paternity leave, and time off for emergencies).

There is, however, evidence that the uptake of several of these practices is higher in the West Midlands than in other regions of Great Britain, with West Midlands workplaces being:

- more likely than workplaces in Scotland, and slightly more likely than workplaces in East Anglia and the North West, to provide a workplace nursery or a nursery linked with the workplace.
- more likely than workplaces in Wales to offer financial help with childcare.
- more likely than workplaces in the North and the East Midlands, and slightly more likely than workplaces in Yorkshire, East Anglia and the South West to offer a specific period of paid parental leave.

However, workplaces in the West Midlands are less likely than workplaces in the North, East Anglia⁶, the South East and the South West to offer financial help with the care of older adults (although no regions of Great Britain offer this benefit widely).

⁶ Although the percentage figure is the same as in the West Midlands, differences emerge once workplace controls as outlined earlier are added.

Table 8: Adoption of Family Friendly practices

	Any employees at the workplace entitled to:				
	Workplace nursery or nursery linked with workplace	Financial help with child care ¹	Financial help with the care of older adults	A specific period of leave for carers of older adults ²	A specific period of paid parental leave ³
North	7.2	27.3	3.0**	5.0	5.6**
Yorkshire	3.5	27.9	0.1	5.4	6.4*
East Midlands	0.7	35.3	0.0	8.0	6.5**
East Anglia	2.0*	33.1	0.2***	2.4	4.6*
South East	2.7	32.4	1.0***	10.9	13.5
South West	2.1	29.8	1.1***	3.4	4.4*
West Midlands	5.1	35.7	0.2	7.5	12.5
North West	1.5*	33.1	0.0	8.3	12.0
Wales	7.0	15.7***	0.0	7.9	12.6
Scotland	0.4**	27.8	0.0	8.1	12.2
Great Britain (excluding W. Mids)	2.6	30.4	0.6	8.0	10.1

Notes:

Base – all workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Significance calculated as difference from the West Midlands once workplace characteristics are controlled for in a survey probit model (controlling for: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; national ownership; workplace age; public sector; union recognition; proportion of the workforce female, ethnic minority, aged 50 or over, part-time; proportion of workforce in each SOC major group).

¹ e.g. childcare vouchers, loans, repayable contributions to fees for childcare outside the workplace, subsidised places not located at the workplace

² in addition to time off for emergencies

³ in addition to maternity or paternity leave, and time off for emergencies

5. Summary of findings on uptake of diversity and inclusion policies and practices

Thus far, the analysis has found that workplaces in the West Midlands are highly likely to have adopted formal written equal opportunities policies (and indeed are more likely to have adopted such policies than several other regions of Great Britain). They are also more likely than workplaces in many other regions to have implemented equal opportunities practices with regard to the monitoring and reviews of recruitment, promotion and pay procedures that are typically seen as important in underpinning EO policies. They are also more likely to have family-friendly practices in place than workplaces in several other regions of Great Britain. At the same time, however, adoption of such practices in the West Midlands, while higher than elsewhere, is still not particularly high.

However, not all of the diversity and inclusion practices asked about in the WERS survey are more widespread in the West Midlands than elsewhere. Workplaces in the West Midlands are no more likely than most other regions of Great Britain to have carried out formal assessments regarding accessibility of the workplace to disabled people or to provide maternity/ paternity pay beyond the statutory minimum.

Some practices are less widespread in the West Midlands than elsewhere. Where special recruitment procedures to attract minority groups and flexible working time arrangements are concerned, these are less widely adopted in workplaces in the West Midlands than in several other regions of Great Britain, although the adoption of such practices is generally low across all regions.

It is unlikely that the types of diversity and inclusion practices explored in the analysis thus far are equally distributed across workplaces. The next section explores this issue, identifying the type of workplaces in both the West Midlands and the rest of Great Britain in which such practices are more likely to have been adopted.

6. What types of workplaces are most likely to offer diversity and inclusion practices?

Table 10 explores the types of workplaces in which diversity and inclusion practices are more likely to have been adopted, both in the West Midlands and the rest of Great Britain.

This table reports the analysis of a series of survey poisson regressions in which the dependent variable is a count measure for the number of diversity and inclusion practices adopted. Separate count measures are developed for

- gender (scale from 0 to 9; West Midlands mean=2.37; rest of Great Britain mean=2.05)
- ethnicity (scale from 0 to 6; West Midlands mean=0.82; rest of Great Britain mean=0.53)
- religion and belief (scale from 0 to 5; West Midlands mean=0.60; rest of Great Britain mean=0.37)
- disability (scale from 0 to 7; West Midlands mean=1.33; rest of Great Britain mean=1.02)
- age (scale from 0 to 6; West Midlands mean=0.72; rest of Great Britain mean=0.50)
- sexual orientation practices (scale from 0 to 6; West Midlands mean=0.62; rest of Great Britain mean=0.39).

Table 9 contains details of how these measures were constructed.

In order to identify the types of workplace in which the adoption of diversity and inclusion practices is higher, these dependent variables were then regressed onto a range of independent variables for:

- organisation size
- log of workplace size
- single independent workplace;
- Standard Industrial Classification major group
- foreign ownership
- workplace age
- public sector
- union recognition
- the proportion of the workforce female, ethnic minority and aged 50 or over (in the relevant equations).

Table 9: Content of diversity and inclusion count variables

Gender	Ethnicity	Religion and belief	Disability	Age	Sexual orientation
Recruitment and section monitored	Recruitment and section monitored	Recruitment and section monitored	Recruitment and section monitored	Recruitment and section monitored	Recruitment and section monitored
Recruitment and selection procedures reviewed to identify indirect discrimination	Recruitment and selection procedures reviewed to identify indirect discrimination	Recruitment and selection procedures reviewed to identify indirect discrimination	Recruitment and selection procedures reviewed to identify indirect discrimination	Recruitment and selection procedures reviewed to identify indirect discrimination	Recruitment and selection procedures reviewed to identify indirect discrimination
Monitoring of promotions	Monitoring of promotions	Monitoring of promotions	Monitoring of promotions	Monitoring of promotions	Monitoring of promotions
Promotion procedures reviewed to identify indirect discrimination	Promotion procedures reviewed to identify indirect discrimination	Promotion procedures reviewed to identify indirect discrimination	Promotion procedures reviewed to identify indirect discrimination	Promotion procedures reviewed to identify indirect discrimination	Promotion procedures reviewed to identify indirect discrimination
Relative pay rates reviewed	Relative pay rates reviewed	Relative pay rates reviewed	Relative pay rates reviewed	Relative pay rates reviewed	Relative pay rates reviewed
Special procedures when filling vacancies to encourage applications from EITHER: women returning to work after having children; OR: women in general	Special procedures when filling vacancies to encourage applications		Special procedures when filling vacancies to encourage applications	Special procedures when filling vacancies to encourage applications	Special procedures when filling vacancies to encourage applications
Any flexible working practices adopted ¹			Formal assessment carried out of the extent to which this workplace is accessible to employees or job applicants with disabilities		
Maternity pay beyond the statutory minimum					
Any family friendly practices adopted ²					

¹ Any one of the following practices adopted: working at or from home in normal working hours; flexi time; job sharing schemes; ability to reduce working hours; compressed hours; ability to change set working hours; working only during school term times (mean=0.80)

² Any one of the following practices adopted: Workplace nursery or nursery linked with workplace; financial help with childcare; financial help with the care of older adults; a specific period of leave for carers of older adults; a specific period of paid parental leave (mean=0.37)

The results, reported in Table 10, reveal the following:

- i) **Organisation size. The adoption of diversity and inclusion practices in both the West Midlands and in Great Britain more widely is strongly associated with the size of the organisation to which the workplace belongs**, with workplaces within smaller organisations with between 5 and 49 employees being much less likely to adopt these practices than workplaces that are part of larger organisations. Notably, workplaces that are part of medium sized organisations (with 50-249 employees) as well as workplaces that are part of larger organisations (with 250 or more employees)⁷ are more likely to have adopted diversity and inclusion practices than workplaces that are part of small organisations. These differences suggest that **the SME sector should not be treated as a homogenous group in analyses of diversity and inclusion**, given that small firms and medium-sized firms differ significantly in terms of the extent to which they have adopted diversity and inclusion practices. This is the case in both the West Midlands and in Great Britain more broadly.
- ii) **Workplace size. Although there is no evidence of an association between workplace (as opposed to organisation) size and the adoption of diversity and inclusion practices in the West Midlands**, there is nevertheless evidence that gender, ethnicity and disability practices are more prevalent in larger workplaces in the rest of Great Britain. However, unlike the rest of Great Britain, single independent workplaces as opposed to workplaces that are part of a larger organisation are more likely to have adopted ethnicity, religion and belief, age and sexual orientation diversity and inclusion practices in the West Midlands, and they are slightly more likely to have adopted gender and disability practices.
- iii) **Industry sector. The analysis does not identify any variation in the uptake of diversity and inclusion practices between industry sectors within the West Midlands**. Within the rest of Great Britain, however, the analysis suggests that:
 - all of the types of diversity and inclusion practices under observation are more widely adopted in the public administration and defence/ compulsory social security sector than in the manufacturing reference category.
 - gender practices are more widely adopted in the 'other' category, and they are slightly more widely adopted in human health and social work than in the manufacturing reference category.
 - ethnicity practices are slightly more widely adopted in the transport and storage sector than in the manufacturing reference category,
 - disability practices are more widely adopted in: education; human health and social work activities; arts, entertainment and recreation; and the 'other industry sectors' category than in the manufacturing reference category.

⁷ The definition of small and medium sized firms used here is in accordance with accepted conventions (see: Department for Business Innovation & Skills (2013). Business Populations Estimates for the UK and Regions 2013. Statistical Release URN 13/92).

- iv) **Public vs. private sector.** Where public and private sector differences are concerned, ***there is no evidence that the adoption of diversity and inclusion practices is any higher in the public than the private sector, either in the West Midlands or in the rest of Great Britain.***
- v) **National ownership.** The analysis reveals notable differences between foreign and domestically-owned firms ***in the West Midlands, with foreign owned firms being less likely to have adopted diversity and inclusion practices*** with regard to ethnicity, religion and belief, disability and sexual orientation. ***There is no evidence across the rest of Great Britain to suggest that foreign ownership is associated with a lower uptake of diversity and inclusion practices***, with the exception that foreign owned firms are slightly less likely to have adopted diversity and inclusion practices with regard to gender
- vi) **Unionisation.** The analysis suggests that ***in the West Midlands the uptake of diversity and inclusion practices is higher in unionised workplaces***, with the uptake of gender practices being higher, and the uptake of disability and sexual orientation practices being slightly higher, in workplaces with union recognition than in workplaces without union recognition. ***Across Great Britain more broadly, the uptake of all six categories of diversity and inclusion practices is higher in workplaces with union recognition*** than in workplaces without union recognition.
- vii) **Workforce characteristics.** The extent of adoption of gender-related diversity and inclusion practices is positively related with the proportion of the workforce that is female in both the West Midlands and in Great Britain more broadly. There is also evidence in the West Midlands that the extent of adoption of age-related diversity and inclusion practices is associated with the proportion of the workforce that is over 50 years old, and weak evidence that the extent of adoption of ethnicity-related and religion and belief diversity and inclusion practices are positively associated with the proportion of ethnic minority workers. This might be seen as ***evidence that these practices are effective in increasing the proportion of female, ethnic minority and older employees at the workplace.*** Where the rest of Great Britain is concerned, the adoption of gender-related diversity and inclusion practices is associated with the proportion of the workforce that is female. With regard to disability, unlike in the West Midlands, the extent of adoption of disability-related diversity and inclusion practices is associated with proportion of the workforce that is disabled.

Table 10: Workplace characteristics associated with the adoption of EOPs¹

	Gender practices				Ethnicity practices			
	West Midlands		Great Britain (exc. W Mids)		West Midlands		Great Britain (exc. W Mids)	
Organisation size (reference category 5-49 employees)								
50-259 employees	0.530	(0.249)**	0.424	(0.093)***	2.872	(0.574)***	1.128	(0.265)***
250-999 employees	0.826	(0.287)***	0.652	(0.116)***	3.614	(0.586)***	1.663	(0.319)***
1000-4999 employees	1.096	(0.247)***	0.594	(0.114)***	3.598	(0.616)***	1.351	(0.316)***
5000-9999 employees	0.603	(0.229)***	0.295	(0.139)**	3.568	(0.650)***	1.149	(0.334)***
10,000 or more employees	0.842	(0.262)***	0.371	(0.111)***	3.478	(0.727)***	0.988	(0.310)***
Workplace size	0.087	(0.058)	0.110	(0.022)***	-0.130	(0.133)	0.092	(0.046)**
Single independent workplace	0.405	(0.210)*	-0.040	(0.077)	1.928	(0.459)***	-0.279	(0.223)
SIC major group (reference category: Manufacturing)								
Wholesale and retail trade; repair of motor vehicles and motorcycles	0.186	(0.397)	-0.089	(0.121)	0.906	(0.913)	-0.440	(0.388)
Transport and storage	0.208	(0.355)	-0.075	(0.139)	-0.794	(0.961)	-0.767	(0.428)*
Public administration and defence; compulsory social security	-0.070	(0.455)	0.569	(0.131)***	0.058	(1.050)	1.007	(0.294)***
Education	-0.239	(0.432)	0.204	(0.129)	0.391	(0.917)	0.477	(0.309)
Human health and social work activities	-0.063	(0.411)	0.214	(0.128)*	1.020	(0.896)	0.441	(0.278)
Arts, entertainment and recreation	-0.120	(0.422)	0.268	(0.177)	0.381	(1.020)	0.315	(0.341)
Other ²	0.258	(0.376)	0.218	(0.100)**	1.040	(0.906)	0.291	(0.252)
Foreign owned	-0.243	(0.185)	0.198	(0.105)*	-3.141	(0.893)***	0.182	(0.249)
Workplace age (reference category: 0 to less than 5 years old)								
5 to less than 10 years old	0.043	(0.232)	0.097	(0.101)	0.598	(0.651)	0.161	(0.216)
10 to less than 20 years old	0.240	(0.214)	0.164	(0.099)*	-0.025	(0.540)	0.279	(0.231)
20 years old or more	-0.083	(0.188)	0.062	(0.089)	0.010	(0.506)	0.212	(0.191)
Public sector	0.063	(0.198)	0.125	(0.096)	0.431	(0.514)	0.003	(0.203)
Union recognition	0.592	(0.152)***	0.357	(0.103)***	0.546	(0.341)	0.898	(0.230)***
Proportion of workforce female	1.211	(0.330)***	0.236	(0.118)**				
Proportion of workforce ethnic minority					1.193	(0.685)*	0.180	(0.288)
F	9.03		36.71		5.83		29.97	
Prob>F	0.000		0.000		0.000		0.000	
N	179		2,155		181		2,141	



West Midlands
Combined Authority

	Religion and belief practices				Age practices			
	West Midlands		Great Britain (exc. W Mids)		West Midlands		Great Britain (exc. W Mids)	
Organisation size (reference category 5-49 employees)								
50-259 employees	3.792	(0.733)***	1.407	(0.329)***	3.195	(0.554)***	1.247	(0.270)***
250-999 employees	4.205	(0.813)***	2.034	(0.394)***	3.773	(0.591)***	1.619	(0.330)***
1000-4999 employees	4.470	(0.742)***	1.663	(0.387)***	4.546	(0.587)***	1.417	(0.326)***
5000-9999 employees	4.208	(0.747)***	1.269	(0.436)***	3.437	(0.607)***	1.114	(0.360)***
10,000 or more employees	3.376	(0.818)***	1.118	(0.385)***	3.608	(0.698)***	1.002	(0.310)***
Workplace size	-0.314	(0.225)	-0.043	(0.059)	-0.189	(0.141)	0.056	(0.049)
Single independent workplace	2.362	(0.632)***	0.010	(0.268)	2.694	(0.421)***	-0.195	(0.228)
SIC major group (reference category: Manufacturing)								
Wholesale and retail trade; repair of motor vehicles and motorcycles	1.140	(1.096)	-0.038	(0.478)	1.003	(0.733)	-0.321	(0.381)
Transport and storage	-2.860	(1.808)	-0.292	(0.517)	-1.188	(0.770)	-0.676	(0.443)
Public administration and defence; compulsory social security	-0.078	(1.337)	1.156	(0.416)***	0.194	(0.997)	1.008	(0.311)***
Education	0.275	(1.170)	0.609	(0.437)	0.405	(0.830)	0.407	(0.321)
Human health and social work activities	0.983	(1.081)	0.516	(0.390)	0.696	(0.747)	0.292	(0.296)
Arts, entertainment and recreation	-0.441	(1.733)	0.140	(0.506)	-0.260	(1.137)	0.186	(0.374)
Other ²	0.591	(1.085)	0.428	(0.358)	1.012	(0.745)	0.260	(0.257)
Foreign owned	-3.931	(1.186)***	0.123	(0.326)	-1.083	(0.984)	0.162	(0.272)
Workplace age (reference category: 0 to less than 5 years old)								
5 to less than 10 years old	0.910	(0.860)	-0.063	(0.282)	1.053	(0.614)*	0.015	(0.252)
10 to less than 20 years old	-0.634	(0.742)	0.333	(0.274)	-0.627	(0.575)	0.271	(0.237)
20 years old or more	-0.118	(0.691)	0.218	(0.241)	-0.359	(0.536)	0.084	(0.215)
Public sector	0.423	(0.773)	-0.016	(0.264)	0.524	(0.596)	-0.115	(0.238)
Union recognition	0.593	(0.420)	1.055	(0.277)***	0.111	(0.353)	0.855	(0.226)***
Proportion of workforce ethnic minority	1.495	(0.817)*	-0.059	(0.358)				
Proportion of workforce aged 50 or older					4.407	(1.040)***	0.519	(0.401)
F	4.52		22.42		5.59		21.53	
Prob>F	0.000		0.000		0.000		0.000	
N	182		2,164		186		2,193	



West Midlands
Combined Authority

	Disability practices				Sexual orientation practices			
	West Midlands		Great Britain (exc. W Mids)		West Midlands		Great Britain (exc. W Mids)	
Organisation size (reference category 5-49 employees)								
50-259 employees	1.481	(0.353)***	0.632	(0.154)***	3.270	(0.675)***	1.301	(0.312)***
250-999 employees	1.598	(0.455)***	1.036	(0.204)***	3.800	(0.747)***	1.881	(0.386)***
1000-4999 employees	1.799	(0.470)***	0.906	(0.196)***	4.337	(0.698)***	1.549	(0.355)***
5000-9999 employees	1.683	(0.430)***	0.850	(0.195)***	4.061	(0.773)***	1.218	(0.406)***
10,000 or more employees	1.400	(0.505)***	0.626	(0.183)***	3.037	(0.819)***	1.110	(0.375)***
Workplace size	-0.068	(0.102)	0.084	(0.036)**	-0.227	(0.198)	0.005	(0.054)
Single independent workplace	0.629	(0.346)*	-0.008	(0.136)	2.500	(0.583)***	0.002	(0.265)
SIC major group (reference category: Manufacturing)								
Wholesale and retail trade; repair of motor vehicles and motorcycles	0.773	(0.563)	-0.039	(0.242)	1.131	(1.040)	-0.171	(0.450)
Transport and storage	-0.733	(0.672)	-0.313	(0.266)	-2.914	(1.772)	-0.518	(0.519)
Public administration and defence; compulsory social security	0.915	(0.625)	1.029	(0.225)***	-0.400	(1.329)	1.204	(0.373)***
Education	0.734	(0.565)	0.704	(0.221)***	0.351	(1.055)	0.526	(0.402)
Human health and social work activities	0.797	(0.572)	0.624	(0.212)***	0.978	(1.009)	0.484	(0.343)
Arts, entertainment and recreation	0.139	(0.677)	0.567	(0.261)**	-0.313	(1.452)	0.172	(0.464)
Other ²	0.614	(0.568)	0.390	(0.195)**	0.908	(1.010)	0.482	(0.311)
Foreign owned	-0.823	(0.347)**	0.111	(0.163)	-3.560	(1.129)***	-0.012	(0.282)
Workplace age (reference category: 0 to less than 5 years old)								
5 to less than 10 years old	0.585	(0.463)	0.050	(0.149)	1.159	(0.802)	0.031	(0.267)
10 to less than 20 years old	-0.079	(0.393)	0.309	(0.145)**	-0.333	(0.698)	0.275	(0.247)
20 years old or more	-0.036	(0.368)	0.102	(0.129)	0.049	(0.640)	0.177	(0.238)
Public sector	0.110	(0.434)	0.015	(0.149)	0.326	(0.686)	0.032	(0.242)
Union recognition	0.507	(0.271)*	0.588	(0.167)***	0.768	(0.441)*	1.036	(0.241)***
Proportion of workforce disabled	0.257	(3.879)	1.122	(0.448)**				
F	5.29		32.42		5.59		22.92	
Prob>F	0.000		0.000		0.000		0.000	
N	180		2,125		186		2,223	

Notes:

All workplaces

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Survey poisson models. Coefficients given, standard errors in brackets.

¹ Dependent variables are count variables for the number of EO practices used (for each minority group): monitoring of recruitment and section; recruitment and selection procedures reviewed to identify indirect discrimination; monitoring of promotions; promotion procedures reviewed to identify indirect discrimination; relative pay rates reviewed.

² SIC Major groups: D (Electricity, gas, steam and air conditioning supply); E (Water supply; sewerage, waste management and remediation activities); F (Construction); I (Accommodation and food service activities); J (Information and communication); K (Financial and insurance activities); L (Real estate activities); M (Professional, scientific and technical activities); N (Administrative and support service activities); S (Other service activities). There are too few observations in these industry sectors within the West Midlands data for separate analysis.

See Table 9 for definition of dependent variables

7. Proportion of minority groups in leadership roles

Attention now turns to the extent to which minority groups have been successful in attaining leadership roles. This is explored using both the WERS data and the LFS. The analysis using the LFS is presented in sections 9 to 14 below. The analysis of both WERS and LFS explores the extent to which minority groups have attained leadership roles in the economy as a whole and in the public and private sectors separately, in both the West Midlands and the Rest of Great Britain.

Turning first to the analysis using the WERS data, Table 11 draws on linked data from the WERS management survey and the survey of employees to turn to the issue of the extent to which minority groups (defined here as women, ethnic minorities, disabled people, Muslims⁸ and LGBT people) have been successful in achieving leadership roles in workplaces in both the West Midlands and across the rest of Great Britain.

Leadership roles are defined in the analysis as roles in Standard Occupational Classification major group 1 (managers, directors and senior officials), or Standard Occupational Classification major group 2 (professional occupations). These groups are analysed *en masse* and separately.

In analysing the representation of minority groups in leadership roles it is instructive to compare the results in Tables 11 and 12 simultaneously. Table 11 analyses the raw data, providing figures for the percentage of employees in different minority groups that have attained leadership roles. While these figures suggest some notable differences, it is possible that they are skewed by the possibility that minority groups may differ from non-minority groups in terms of, for example, their qualifications or the extent to which they cluster into different industries, and it may be these factors that explain why they differ from non-minority groups in terms of whether they are in leadership roles.

As such, Table 12 repeats the analysis reported in Table 11, but rather than reporting means, it instead uses survey probit analysis⁹ to enable the characteristics of the workplace in which the individual works and their individual characteristics to be controlled for. The workplace factors controlled for in the analysis are: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. The individual characteristics controlled for are: marital status; highest qualification; age; tenure; part-time contract; union

⁸ Given recent concerns in relation to Islamophobia, Muslims are included in the analysis in order to provide a test of the effectiveness of religion and belief practices

⁹ Given that the structure of the data in which individuals are clustered within workplaces, hence there is the potential that assumptions of independent observations in multiple regression may be violated given that employees within a given workplace are not necessarily independent from each other, it is necessary to identify whether multi-level mixed effects models incorporating both fixed and random effects should be used. Such models are required in instances where the total variance attributed to differences between workplaces exceeds 10 per cent (see: Klein, K. J., Bliese, P. D., Kozlowski, S. W. J., Dansereau, F., Gavin, M. B., Griffin, M. A., Hofmann, D. A., James, L. R., Yammarino, F. J. and Bligh, M. C. (2000). 'Multilevel analytical techniques: commonalities, differences, and continuing questions'. In Klein, K. J. and Kozlowski, S. (Eds), *Multilevel theory, research, and methods in organisations*. San Francisco, CA: Jossey-Bass, 512–53.). In the analysis presented here, none of the between-workplace variation exceeds this threshold, hence the use of mixed effects modelling is not justified.

member; dependent children. The inclusion of these controls in the analysis is important in holding constant differences between minority and non-minority groups in terms of the types of workplaces in which they are located and differences in their individual characteristics, which might otherwise explain differences in their likelihood of being in leadership roles.

The analysis reported in Table 12 suggests the following, once controls are added:

- Leadership roles (columns 1 and 2 of Table 12):
 - o In the West Midlands, women and Muslims are slightly less likely to be in leadership roles than men and non-Muslims.
 - o In the rest of Great Britain, women, ethnic minorities and disabled people are all less likely to be in leadership roles than men, whites and the non-disabled.

Overall, therefore, a greater number of minority groups are under-represented in leadership roles in the rest of Great Britain than in the West Midlands.

Looking at management and professional roles separately, the results suggest the following:

- Management positions (columns 3 and 4 of Table 12):
 - o In the West Midlands, ethnic minorities are less likely to be in management positions than non-ethnic minorities.
 - o In the rest of Great Britain, not only are ethnic minorities less likely to be in management positions than whites, but disabled people are less likely to be in management positions than non-disabled people, and women and Muslims are slightly less likely to be in management positions than men and non-Muslims.
 - o In the rest of Great Britain, LGBT people are *more* likely to be in management roles than non-LGBT people
- Professional positions (columns 5 and 6 of Table 12):
 - o In both the West Midlands and the rest of Great Britain, women are less likely to be in professional roles than men.
 - o In the West Midlands, Muslims are slightly less likely to be in professional roles than non-Muslims.

Table 11: Percentage of minority employees in management/ professional roles

	Management or professional roles		Management roles ¹		Professional roles ²	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
LGBT	32.0	38.0***	6.1	14.1**	26.0*	24.0*
Non-LGBT	21.1	26.3	7.0	8.0	14.2	18.3
Female	21.2	23.3***	5.6*	5.9***	15.6	17.4
Male	20.7	29.5	8.3	10.3	12.4	19.2
Disabled	16.7	17.2***	5.4	4.9***	11.2	12.4***
Non-disabled	21.5	27.2	7.0	8.3	14.5	18.9
Ethnic minority	17.5	25.3	2.1*	5.6*	15.4	19.7
White	21.3	26.5	7.5	8.3	13.8	18.3
Muslim	10.2	24.7	5.4	3.8**	4.7	20.8
Non-Muslim	21.3	26.5	6.9	8.1	14.4	18.4

Notes: All employees

n= 21,366 (West Midlands n=1,772).

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

² Standard Occupational Classification major group 2 (Professional occupations)

Table 12: Minority groups in management/ professional roles (with controls)

	Management or professional roles		Management roles ¹		Professional roles ²	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
LGBT	0.077 (0.358)	0.157 (0.176)	-0.104 (0.511)	0.320** (0.151)	0.177 (0.278)	-0.045 (0.196)
Female	-0.251* (0.136)	-0.260*** (0.050)	0.036 (0.152)	-0.107* (0.059)	-0.492*** (0.160)	-0.249*** (0.057)
Disabled	-0.166 (0.223)	-0.236*** (0.071)	-0.232 (0.290)	-0.242*** (0.087)	-0.179 (0.287)	-0.111 (0.094)
Ethnic minority	-0.292 (0.181)	-0.192*** (0.072)	-1.283*** (0.450)	-0.235** (0.117)	-0.128 (0.198)	-0.119 (0.079)
Muslim	-0.622* (0.343)	-0.039 (0.137)	0.277 (0.605)	-0.427* (0.245)	-0.842* (0.459)	0.139 (0.147)
F	8.17	25.14	8.96	11.67	14.04	24.16
Prob>F	0.000	0.000	0.000	0.000	0.000	0.000
N	1,313	15,229	1,313	15,229	1,313	15,229

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification; age; tenure; part-time contract; union member; dependent children.

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

² Standard Occupational Classification major group 2 (Professional occupations)

8. Minority groups and leadership roles in the public vs private sector

Table 13 draws on the WERS data to explore whether the disadvantage minority groups experience in getting into leadership roles differs between the public and private sector. In this table, the equations reported in Table 12 are repeated but the variable for each minority group is interacted with the public sector variable¹⁰ to ascertain whether the association between membership of a minority group and the likelihood of being in a leadership role differs between the public and private sector¹¹. For example, a positive significant interaction effect in instances where the minority group is less likely to be in a leadership role than the majority group overall would denote that the extent of this disadvantage is lower in the public sector than the private sector.

The results show the following:

- **Minority groups in leadership roles in the West Midlands (Table 13, column 1):**
 - o **in the private sector:**
 - ethnic minorities are less likely to be in leadership roles than whites (-0.463)
 - women are slightly less likely to be in leadership roles than men (-0.274).
 - o **In the public sector:**
 - There is no evidence that ethnic minority people are less likely to be in leadership roles than white people (-0.463 + 0.836 = 0.373 (p = non-significant))¹².
 - Although the female x public sector interaction term is non-significant (0.116), females are nevertheless no less likely to be in leadership roles than males in the public sector (-0.274 + 0.116 = -0.158, p = non-significant)
 - Although the LGBT x public sector interaction term is non-significant (0.816), LGBT people are nevertheless *more* likely to be in leadership roles than non-LGBT people (-0.154 + 0.816 = 0.662, p<0.05).

Therefore, while there is evidence in the West Midlands that both women and ethnic minorities are under-represented in leadership positions the private sector, there is no evidence in the West Midlands that any minority groups are underrepresented in leadership roles in the public sector.

¹⁰ The Muslim x public sector interaction term is excluded from the West Midlands analysis, as there are too few Muslims (n=5) in the public sector.

¹¹ The analysis which looks at public and private sector representation separately here using WERS and later using LFS, necessarily considers smaller samples. As a result, there may be instances where there are significant differences at the aggregate level between minority and non-minority groups, which do not achieve statistical significance when these smaller cell sizes are considered.

¹² The post-estimation calculations relating to the public sector were estimated in Stata using the 'lincom' command which computes point estimates, standard errors, t or z statistics, p-values, and confidence intervals for linear combinations of coefficients after estimation commands.

- **Minority groups in leadership roles in the rest of Great Britain (Table 13, column 2)**

o **In the private sector:**

females (-0.306), disabled people (-0.238) and ethnic minorities (-0.269) are all less likely to be in leadership roles than are males, non-disabled people and white people

in the public sector:

- females are no less likely to be in leadership roles than males ($-0.306 + 0.215 = -0.091$, $p = \text{non-significant}$)
- ethnic minorities are no less likely to be in leadership roles than whites ($-0.269 + 0.334 = 0.065$, $p = \text{non-significant}$).
- disabled people are just as likely to be disadvantaged in terms of their ability to get into leadership roles as they are in the private sector ($-0.238 + 0.008 = -0.230$, $p < 0.01$).

In the rest of Great Britain, women and ethnic minorities are underrepresented in leadership roles in the private but not the public sector. Disabled people are underrepresented in leadership roles in both the public and the private sector.

- **Minority groups in management roles in the West Midlands (Table 13, column 3):**

o **In the private sector:**

- ethnic minorities are less likely to be in management roles than whites (-1.265).

o **In the public sector:**

- none of the ethnic minority people in the public sector in the West Midlands subsample ($n=23$) are in management roles.

There is a particular lack of representation of ethnic minorities in management roles in both the public and private sectors in the West Midlands

- **Minority groups in management roles in the rest of Great Britain (column 4, Table 13):**

o **in the private sector:**

- LGBT people are *more* likely to be in management roles than non-LGBT people (0.405).
- disabled people are less likely (-0.372), and women (-0.113) and ethnic minorities (-0.249) are slightly less likely, to be in management roles than the non-disabled, men and whites.

o **In the public sector:**

- LGBT people are less likely to be in management roles than non-LGBT people ($0.405 - 0.920 = -0.515$, $p < 0.05$).
- disabled people are no less likely to be in management roles than the non-disabled ($-0.372 + 0.508 = 0.136$, $p = \text{non-significant}$).
- although the women x public sector interaction term is non-significant, women are no less likely to be in management roles than men in the public sector ($-0.113 + 0.053 = -0.060$, $p = \text{non-significant}$).



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- ethnic minority people are no less likely than whites to be in management roles in the public sector ($-0.249 + 0.068 = -0.181$, $p = \text{non-significant}$).

In the rest of Great Britain, while several minority groups (women, ethnic minorities, disabled people) are underrepresented in management roles in the private sector, there is no evidence that these minority groups are underrepresented in management roles in the public sector. LGBT people are more likely to be in management roles than non-LGBT people in the private sector, but they are less likely to be in management roles than non-LGBT people in the public sector.

- ***Minority groups in professional roles in the West Midlands (column 5, Table 13):***
 - ***In the private sector:***
 - women are less likely to be in professional roles than men (-0.574).
 - ***In the public sector:***
 - women are less likely to be in professional roles than men ($-0.574 - 0.292 = -0.282$, $p < 0.10$).
 - LGBT people are *more* likely to be in professional roles than non-LGBT people ($-0.217 + 1.059 = 0.842$, $p < 0.05$).

Women are less likely than men to be in professional roles in both the public and private sector in the West Midlands. LGBT people are more likely to be in professional roles than non-LGBT people in the public sector.

- ***Minority groups in professional roles in the rest of Great Britain (column 6, Table 13):***
 - ***In the private sector:***
 - women (-0.293) and ethnic minorities (-0.213) are less likely to be in professional roles than are men and whites.
 - ***In the public sector:***
 - women are slightly less likely to be in professional roles than men ($-0.293 + 0.166 = -0.127$, $p < 0.10$).
 - Ethnic minorities are no less likely to be in professional roles than whites ($-0.213 + 0.383 = 0.170$, $p = \text{non-significant}$)
 - disabled people are less likely to be in professional roles than non-disabled people ($-0.010 - 0.308 = -0.318$, $p < 0.01$).
 - even though the LGBT x public sector interaction term is non-significant, LGBT people are slightly *more* likely than non-LGBT people to be in professional roles ($-0.141 + 0.398 = 0.256$, $p < 0.10$).

In the rest of Great Britain, there is evidence that women are less likely to be in professional roles than men in both the public and private sector. Ethnic minorities are less likely to be in professional roles in the private but not the public sector, whereas disabled people are less likely than non-disabled people to be in professional roles in the public but not the private sector. LGBT people are slightly more likely to be in professional roles than non-LGBT people in the public sector.

Table 13: Minority groups in management/ professional roles in the public/ private sector

	Management or professional role		Management role ¹		Professional role ²	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Public sector	0.098 (0.261)	0.133 (0.109)	0.094 (0.336)	-0.129 (0.137)	-0.111 (0.264)	0.194* (0.117)
LGBT	-0.154 (0.559)	0.147 (0.216)	-0.034 (0.618)	0.405** (0.164)	-0.217 (0.405)	-0.141 (0.253)
Female	-0.274* (0.164)	-0.306*** (0.060)	0.088 (0.168)	-0.113* (0.066)	-0.574** (0.223)	-0.293*** (0.070)
Disabled	-0.049 (0.271)	-0.238** (0.095)	-0.188 (0.325)	-0.372*** (0.111)	-0.001 (0.425)	-0.010 (0.124)
Ethnic minority	-0.463** (0.222)	-0.269*** (0.087)	-1.265*** (0.464)	-0.249* (0.131)	0.068 (0.252)	-0.213** (0.095)
Muslim	-0.368 (0.364)	0.041 (0.155)	0.281 (0.623)	-0.355 (0.265)	-0.659 (0.477)	0.244 (0.157)
LGBT x public sector	0.816 (0.635)	0.045 (0.256)	-0.348 (0.954)	-0.920*** (0.275)	1.059* (0.579)	0.398 (0.295)
Female x public sector	0.116 (0.247)	0.215** (0.088)	-0.403 (0.343)	0.053 (0.114)	0.292 (0.282)	0.166* (0.095)
Disabled x public sector	-0.374 (0.399)	0.008 (0.126)	-0.260 (0.631)	0.508*** (0.160)	-0.404 (0.510)	-0.308** (0.151)
Ethnic minority x public sector	0.836* (0.471)	0.334** (0.145)	(omitted) ⁴	0.068 (0.306)	0.307 (0.483)	0.383** (0.151)
Muslim x public sector	(omitted) ³	-0.347 (0.334)	(omitted) ³	-0.828 (0.545)	(omitted) ³	-0.391 (0.374)
F	9.66	23.247	8.18	11.52	13.94	23.25
Prob>F	0.000	0.000	0.000	0.000	0.000	0.000
N	1,308	15,229	1,290	15,229	1,308	15,229

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification; age; tenure; part-time contract; union member; dependent children.

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

² Standard Occupational Classification major group 2 (Professional occupations)

³ None of the Muslim respondents in the public sector (n=5) are in management/ professional roles

⁴ None of the ethnic minority respondents in the public sector (n=23) are in management roles

9. The representation of minority groups in leadership positions in the West Midlands: evidence from the Labour Force Survey

Sections 9 to 14 of the report draw on the LFS to consider the representation of minority groups in leadership positions in the West Midlands, in both absolute terms and also compared with other regions and the rest of Great Britain. As in the WERS analysis, we define minority groups as groups which have traditionally been marginalised in the labour market. The analysis considers gender, ethnicity and disability. Leadership roles are defined as comprising the first two major groups of the Standard Occupational Classification (SOC) Scheme. Standard Occupational Classification major group 1 comprises managers, directors and senior officials, and Standard Occupational Classification major group 2 covers professional occupations. The analysis presents separate estimates for the managerial and professional groups, as well as further estimates for the two groups combined.

The LFS regressions presented below control at the individual level for highest qualification; age; length of continuous employment; part-time contract; union member; dependent children. Workplace level controls are workplace size; Standard Industrial Classification major group, public sector and collective bargaining at workplace

10. Proportion of minority groups in leadership roles: individual level analysis using LFS

Similar to our analysis of WERS, we use LFS to provide estimates of the extent to which minority groups have attained leadership roles. LFS data allow us to investigate gender, ethnicity and disability. Leadership roles are defined as comprising the first two major groups of the Standard Occupational Classification (SOC) Scheme - Standard Occupational Classification major group 1 (managers, directors and senior officials), and Standard Occupational Classification major group 2 (professional occupations).

Where similar analyses are performed using LFS as were performed using WERS data, we might generally expect LFS and WERS estimates to be broadly in line with one another, even allowing for the time differences in data collection (we would expect changes to patterns of disadvantage to move at a slow pace) and the different methodology. Any differences between LFS estimates and WERS estimates could be a result of these factors.

Tables 14a-14c present the percentages of disadvantaged employees in leadership roles in the different regions of Great Britain. These figures are given for descriptive purposes to indicate the degree of variation across the country. Differences between regions may be attributable to both population differences (most likely when considering ethnicity) and also the occupational structure.

Tables 15a to 15c present raw data on the proportions of minority groups in leadership roles between 2010 and 2016 for the West Midlands and the rest of GB (excluding the West Midlands). [The information presented in table 15a is also presented in charts 1-3]. These tables are provided to indicate if there have been changes to minority group representation in leadership roles over time. For ease of comparison, the fourth quarter is given for each year. There are some discontinuities in the time series, reflecting changes to how some data were collected and recorded, which mean that direct comparisons over time should be treated with some caution. Specifically there is a discontinuity on the occupational classification variable between 2010 and 2011 and also for the disability variable between 2012 and 2013. However, even without these changes to recording some of the variables, it should be considered that the proportions of minority groups in leadership roles also reflect the overall employment structure, which itself is subject to change. Therefore, although the actual proportions are interesting and instructive to some degree, the most important matter addressed by the tables is the difference between the minority group and the non-minority group in terms of the extent to which they have attained leadership roles.

Table 16 shows figures for the Q4 2016 LFS of the percentage of employees in different minority groups that have attained leadership roles. Table 17 presents the regressions with the inclusion of controls. Table 18 gives probit regression coefficients and standard error terms when both controls and interaction terms are included in the regressions. The interaction terms are included to investigate whether there are different effects in the West Midlands by minority group membership as compared with the rest of GB.

The LFS regressions control at the individual level for highest qualification; age; length of continuous employment; part-time contract; union member; dependent children. Workplace level controls are workplace size; Standard Industrial Classification major group, public sector and collective bargaining at workplace. Controls are important in holding constant differences between minority and non-minority groups in terms of types of workplaces in which they work and their individual characteristics, which might otherwise explain differences in their chances of being in leadership roles. It is not possible to replicate the same control variables as in the WERS analysis, so some divergence in results may be a consequence of differently specified or omitted controls. The principal difference between the WERS and LFS regressions is that with LFS there are fewer workplace control variables available.

It is also important to note that, as with the analysis of WERS, our analysis is based on those who are already employed and explores the distribution of minority groups across different occupational classifications. **Our analysis therefore reveals nothing of whether or not minority groups have equal chances of becoming employees in the first instance.**

As for the analysis of WERS, results are presented which compare West Midlands with the rest of GB, rather than comparing the West Midlands with each other region in turn. While this may obscure some differences between regions, this method is preferred for reasons of both ease of interpretation – especially where interaction terms are considered – and also in order to ensure adequate cell sizes when running the regression analyses.

In table 16 for example, the tests of significance test for the differences in likelihood of achieving a leadership role for the minority group as compared with the non-minority group; the tests do not test for differences between the West Midlands and the rest of Great Britain. As in the analysis of WERS, the significance is indicated beside the estimate for the minority group. For example, the ** beside the estimate for Female in the West Midlands (column 1), indicates that women are significantly less likely to be in managerial or professional roles (at the 5 per cent level) than men, within the West Midlands.

Table 18 gives regressions which include the interaction terms. These regressions include a dummy variable for region, which indicates if there are differences in the likelihood of achieving a leadership role in the West Midlands as compared with the rest of GB. Interaction terms indicate whether the size of the association of minority group membership and the likelihood of being in a leadership role differs between the West Midlands and the rest of GB. For example, a positive significant interaction effect in instances where overall the minority group is less likely to be in a leadership role would indicate that the size of the effect is smaller in the West Midlands than in the rest of GB. The coefficients for female, disability and ethnic minority indicate the likelihood of these groups being in leadership roles in the rest of GB – i.e. they can be compared with the coefficients in table 17, columns 2, 4 and 6.

11. Proportion of minority groups in leadership roles for all GB regions

Tables 14a to 14c show the proportions of minority groups in the different leadership roles for all GB regions for Q4 2016. These tables show the percentage of employees in the different minority groups that have attained leadership roles. The estimates do not control for either individual or workplace characteristics.

The analysis shows the following:

Leadership roles

- Women are significantly less likely to be in a leadership role compared with men in the West Midlands, East of England, London, South East, and South West regions. For all other regions there is no significant difference in the likelihood of women being in leadership roles as compared with men.
- Ethnic minority employees are significantly more likely than white employees to be in leadership roles in the North East, East Midlands, East of England, South East and Scotland regions. In London ethnic minority employees are significantly less likely to be in leadership roles compared with white people. For all other regions, including the West Midlands, there is no significant difference in the likelihood of ethnic minority employees being in leadership roles as compared with white employees.
- Disabled employees are significantly less likely to be in leadership roles compared with non-disabled employees in all regions, including the West Midlands, with the exceptions of East of England and Scotland.

Therefore there is evidence in the raw data that women and disabled employees are under-represented in leadership roles in the West Midlands. There is no evidence in the raw data that ethnic minorities are under-represented in leadership roles in the West Midlands.

Management roles

- Women are significantly less likely than men to be in management roles in all GB regions.
- Ethnic minority employees are significantly less likely to be in management roles compared with white employees in the West Midlands, North West, East of England and London regions. For all other regions there is no significant difference in the likelihood of ethnic minority employees being in management roles as compared with white employees.
- Disabled employees are significantly less likely to be in management roles compared with non-disabled employees in the North West, Yorkshire & Humber, London, South East, and Wales regions. For all other regions, including the West Midlands, there is no significant difference in the likelihood of disabled employees being in management roles as compared with non-disabled employees.

Therefore there is evidence in the raw data that women and ethnic minorities are under-represented in management roles in the West Midlands. There is no evidence in the raw data that disabled employees are under-represented in management roles in the West Midlands.

Professional roles

- Women are significantly more likely than men to be in professional roles in the North East, North West, Yorkshire & Humber, East Midlands and Scotland regions. For all other regions, including the West Midlands, there is no significant difference in the likelihood of women being in professional roles as compared with men.
- Ethnic minority employees are significantly more likely than white employees to be in professional roles in the North East, North West, Yorkshire & Humber, East Midlands, East of England, South East and Scotland regions. In London ethnic minority employees are significantly less likely to be in professional roles compared with white employees. In the remaining regions, including the West Midlands, there are no significant differences in the likelihoods of ethnic minority employees being in professional roles as compared with white employees.
- Disabled employees are significantly less likely to be in professional roles compared with non-disabled employees in all regions, including the West Midlands, with the exceptions of the North East, Yorkshire & Humber and Scotland regions.

Therefore there is evidence in the raw data that disabled employees are under-represented in professional roles in the West Midlands. There is no evidence in the raw data that women or ethnic minorities are under-represented in professional roles in the West Midlands.

Table 14a Percentage of employees in management roles by GB region LFS Q4 2016

Management roles¹											
	West Midlands	North East	North West	Yorkshire & Humber	East Midlands	East of England	London	South East	South West	Wales	Scotland
Female	8.2***	6.4**	7.4***	6.8***	7.3***	8.5***	8.2***	9.0***	9.2***	8.7***	6.8***
Male	12.8	9.3	11.5	12.0	11.1	15.2	14.3	14.9	14.4	12.6	11.2
Disabled	9.7	6.4	6.7***	7.0**	7.6	14.3	8.1***	9.3***	10.0	7.0**	8.6
Non-disabled	10.9	8.1	9.9	9.9	9.6	11.8	12.0	12.5	12.2	11.4	9.1
Ethnic minority	8.4**	5.9	6.1***	7.1	10.7	9.3*	8.4***	12.7	8.9	12.3	10.1
White	11.3	8.0	9.8	9.7	9.2	12.4	13.4	12.9	12.4	10.7	9.0
N (max)	3,681	1,693	4,848	3,876	3,386	4,303	4,844	6,302	4,094	2,032	3,431

Table 14b Percentage of employees in professional roles by GB region LFS Q4 2016

Professional roles ¹											
	West Midlands	North East	North West	Yorkshire & Humber	East Midlands	East of England	London	South East	South West	Wales	Scotland
Female	17.3	19.8*	21.0**	20.1***	19.5**	19.8	27.5	22.2	19.8	19.2	22.4***
Male	15.8	16.6	18.4	16.3	16.1	19.9	25.7	21.9	18.7	16.3	18.4
Disabled	8.6***	14.6	15.7***	15.7	13.1***	14.8***	19.3***	18.2***	15.0***	13.7*	22.0
Non-disabled	17.5	18.8	20.3	18.5	18.3	20.6	27.3	22.5	19.9	18.3	20.2
Ethnic minority	18.1	34.2***	25.9***	22.4*	22.9**	29.7***	22.3***	28.3***	18.5	27.5	29.3**
White	16.8	17.4	19.1	17.7	17.1	18.9	29.0	21.4	19.3	17.4	20.0
N (max)	3,681	1,693	4,848	3,876	3,386	4,303	4,844	6,305	4,094	2,302	3,431

Table 14c Percentage of employees in leadership roles by GB region LFS Q4 2016

Management and Professional roles ¹											
	West Midlands	North East	North West	Yorkshire & Humber	East Midlands	East of England	London	South East	South West	Wales	Scotland
Female	25.5**	26.2	28.4	26.8	26.8	28.4***	35.7***	31.1***	33.1***	27.9	29.2
Male	28.6	25.9	29.9	28.2	27.2	35.0	40.1	36.8	29.0	29.0	29.7
Disabled	18.3***	21.0*	22.4***	22.7***	20.1***	29.1	27.4***	27.5***	25.1***	20.6***	30.6
Non-disabled	28.3	26.9	30.2	28.4	27.9	32.4	39.3	35.0	32.2	29.7	29.3
Ethnic minority	26.6	40.1**	32.1	29.5	33.6**	39.1***	30.7***	41.0***	27.4	29.8	39.4**
White	28.0	25.4	28.9	27.4	26.3	31.3	42.3	33.5	31.3	28.1	29.0
N (max)	3,681	1,693	4,848	3,876	3,386	4,303	4,844	6,305	4,094	2,032	3,431

12. Minority Groups in leadership roles 2010 to 2016

To give an indication of the extent to which disadvantage has changed over time, tables 15a to 15c show the proportions of minority groups in the different leadership roles between 2010 and 2016. Data are presented for the fourth quarter of each year. These tables show the percentage of employees in the different minority groups which have attained leadership roles. The estimates do not control for either individual or workplace characteristics.

The analysis shows the following:

Leadership roles

In the West Midlands

- The data indicate show that between 2010 and 2016 there has never been a significant difference between ethnic minority and white employees with regard to their likelihood of being in leadership roles
- The estimates for the proportion of women in leadership roles have been consistently lower than those for men, though these differences have not always been statistically significant (non-significant for 2011, 2012, 2014 and 2015)
- The estimates for the proportion of disabled people in leadership roles have been consistently lower than those for non-disabled people, and these differences have almost always been statistically significant. In raw terms the gap between disabled and non-disabled (e.g. 10.0 percentage points for 2016) is larger than the gaps between men and women and ethnic minority employees and white employees (3.1 percentage points and 1.4 percentage points respectively for 2016)

Therefore there is evidence in the raw data that ethnic minorities have consistently not been under-represented in leadership roles in the West Midlands. There is evidence in the raw data that women and disabled employees have been more consistently under-represented in the West Midlands.

In the rest of Great Britain

- The estimates for the proportions of ethnic minorities in leadership roles are regularly *higher* than the estimates for white employees. Often this difference is found to be statistically significant, the exceptions being 2010 and 2014
- The estimates for the proportion of women in leadership roles have been consistently lower than those for men, with these differences always being statistically significant
- As for the West Midlands the estimates for the proportions of disabled employees in leadership roles are consistently lower than those for non-disabled employees. These differences are always statistically significant.

Therefore there is evidence in the raw data that ethnic minorities have regularly been over-represented in leadership roles in the rest of Great Britain. There is evidence in the raw data that women and disabled employees have been continually under-represented in leadership roles in the rest of Great Britain.

Management roles

In the West Midlands

- The estimates for the proportion of women in management roles have been consistently lower than those for men, with these differences always being statistically significant.
- The estimates for the proportions of ethnic minorities in management roles are always lower than the estimates for white employees. Often this difference is found to be statistically significant (2012 and 2013 being the exceptions).
- The estimates for the proportion of disabled people in management roles have been consistently lower than those for non-disabled people, though the differences have not always been statistically significant (non-significant for 2010, 2012, 2013 and 2016)

Therefore there is evidence in the raw data that women have been continually under-represented in management roles in the West Midlands. There is evidence in the raw data that ethnic minorities and disabled employees have often been under-represented in management roles in the West Midlands.

In the rest of Great Britain

- The estimates for the proportions of ethnic minorities and women in management roles are always significantly lower than the estimates for white employees and for men.
- The estimates for the proportions of disabled employees in management roles are always lower than the estimates for non-disabled employees, though not always statistically significant (non-significant for 2011 and 2012).

Therefore there is evidence in the raw data that women and ethnic minorities have been continually under-represented in management roles in the rest of Great Britain. There is evidence in the raw data that disabled employees have often been under-represented in management roles in the rest of Great Britain.

Professional roles

In the West Midlands

- Since 2011 the estimates for the proportions of women in professional roles have been *higher* than those for men, though the difference is often not statistically significant.
- The estimates for the proportion of disabled people in professional roles have been consistently lower than those for non-disabled people; since 2014 the difference has always been statistically significant.
- The estimates for the proportions of ethnic minorities in professional roles are always *higher* than the estimates for white employees. Usually these differences are not statistically significant (significant differences were observed in 2010 only).

Therefore there is little evidence in the raw data to suggest that women or ethnic minorities are under-represented in professional roles in the West Midlands. There is evidence in the raw data that disabled people are under-represented in professional roles in the West Midlands.

In the rest of Great Britain

- Since 2011 the estimates for the proportions of women in professional roles have been significantly *higher* than those for men
- Between 2010 and 2016, the estimates for the proportion of disabled people in professional roles have been significantly lower than those for non-disabled people
- The estimates for the proportions of ethnic minorities in professional roles are always significantly *higher* than the estimates for white employees.

Therefore there is evidence in the raw data that women and ethnic minorities are over-represented in professional roles in the rest of Great Britain. There is evidence in the raw data that disabled employees are under-represented in professional roles in the rest of Great Britain.

The above analysis using LFS indicates how the patterns of disadvantage have changed over time. This cannot be shown using the WERS data, which provides findings for 2011 only. **The tables demonstrate that not only is there evidence of disadvantage along the lines of gender, ethnicity and disability, in 2016 in the West Midlands and in the rest of Great Britain, but also there is evidence that this disadvantage is long standing. There is no evidence either in the West Midlands or the rest of Great Britain that this disadvantage is reducing over time.**

Table 15a: Percentage of minority employees in leadership roles LFS Q4 2010 to Q4 2016

	2010		2011		2012		2013		2014		2015		2016	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Female	23.5***	25.3***	24.9	26.9***	25.9	27.8***	25.2*	28.2***	26.1	28.1***	26.4	28.7***	25.5**	29.7***
Male	31.0	34.0	26.9	31.3	27.9	31.8	28.1	32.4	28.4	31.7	28.0	32.2	28.6	32.9
Disabled	23.6**	26.4***	20.8***	25.5***	23.3**	26.1***	23.6	27.0***	20.7***	23.4***	19.6***	25.5***	18.3***	25.3***
Non-disabled	28.2	30.6	26.9	29.9	27.6	30.6	27.2	30.8	28.1	30.8	28.2	31.2	28.3	32.3
Ethnic minority	24.4	30.0	24.8	31.6***	27.6	32.4***	25.3	32.8***	27.0	31.0	24.6	33.2***	26.6	33.8***
White	27.9	30.0	26.1	29.0	26.9	29.7	27.0	30.1	27.3	29.9	27.7	30.2	28.0	31.5

Notes: Discontinuities to occupational classification (from 2011) and recording of disability (from 2013) preclude direct comparison over time.

N (max)= 42,145 (West Midlands n (max)= 3,986.

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Table 15b: Percentage of minority employees in management roles 2010 to 2016

	2010		2011		2012		2013		2014		2015		2016	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Female	12.2***	11.9***	5.7***	7.1***	7.0***	7.4***	5.9***	7.1***	6.0***	8.2***	7.5***	8.0***	8.2***	8.0***
Male	18.0	19.0	11.0	12.7	11.8	12.9	11.7	13.1	9.6	10.5	11.7	12.9	12.8	13.2
Disabled	15.0	14.3***	5.3***	9.6	9.5	10.1	8.0	9.5*	7.3***	7.3***	7.0**	9.6**	9.7	8.8***
Non-disabled	15.4	16.0	9.2	10.2	9.6	10.4	9.2	10.4	10.9	13.0	10.0	10.7	10.9	11.0
Ethnic minority	9.4***	12.8***	4.7***	8.0***	8.3	8.4***	7.2	8.4***	6.7**	8.8***	6.5***	9.2***	8.4**	9.3***
White	16.1	16.0	9.2	10.3	9.7	10.6	9.4	10.5	9.6	10.5	10.3	10.7	11.3	11.3

Notes: Discontinuities to occupational classification (from 2011) and recording of disability (from 2013) preclude direct comparison over time.

N (max)= 42,145 West Midlands n (max)= 3,986.

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Table 15c: Percentage of minority employees in professional roles LFS Q4 2010 to Q4 2016

	2010		2011		2012		2013		2014		2015		2016	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Female	11.3	13.4***	19.2***	19.8***	19.0**	20.4***	19.3**	21.1***	18.7	20.8***	19.0**	20.8***	17.3	21.8***
Male	12.9	14.9	15.9	18.6	16.1	18.9	16.3	19.3	17.5	18.7	16.3	19.3	15.8	19.8
Disabled	8.6***	12.1***	15.5	15.8***	13.9***	16.0***	15.6	17.5***	14.7**	15.2***	12.5***	16.0***	8.6***	16.5***
Non-disabled	12.8	14.6	17.7	19.7	18.1	20.2	18.0	20.4	18.5	20.3	18.2	20.5	17.5	21.3
Ethnic minority	15.0*	17.3***	20.1	23.6***	19.3	24.0***	18.1	24.4***	20.3	22.2***	18.1	24.0***	18.1	24.6***
White	11.8	13.9	17.0	18.6	17.2	19.1	17.7	19.6	17.7	19.4	17.5	19.5	16.8	20.1

Notes: Discontinuities to occupational classification (from 2011) and recording of disability (from 2013) preclude direct comparison over time.

N (max)= 42,145 (West Midlands n (max)= 3,986.

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Chart 1: Percentage of employees in leadership roles by sex: LFS Q4 2010 to 2016

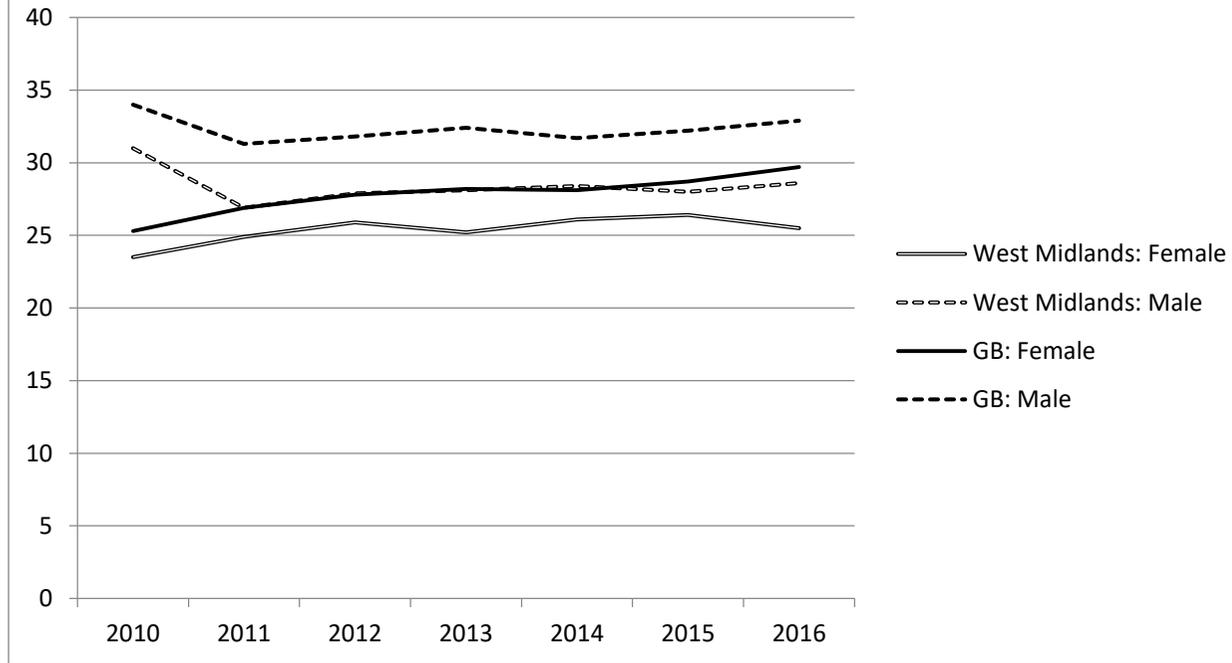
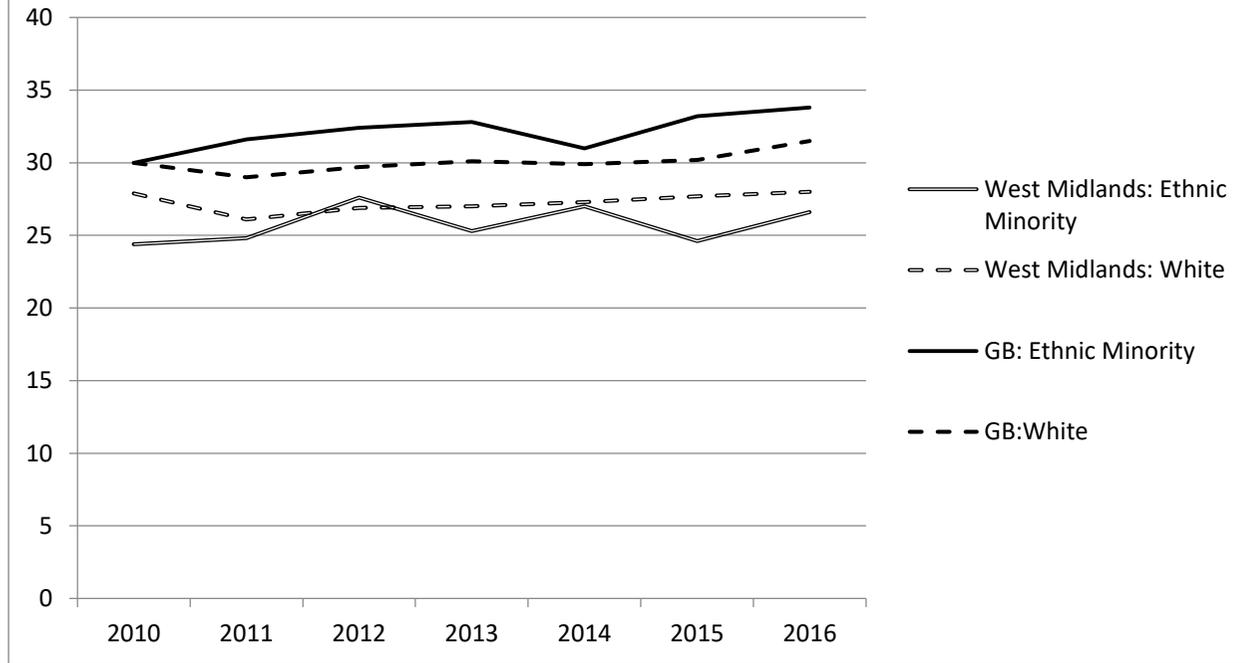


Chart 2: Percentage of employees in leadership roles by disability: LFS Q4 2010 to 2016



Chart 3: Percentage of employees in leadership roles by ethnicity: LFS Q4 2010 to 2016



13. Proportions of minority groups in leadership roles in the West Midlands 2016: Raw data and with controls

The analyses in tables 16 and 17 indicate the following patterns among the most recent data.

Table 16 presents the percentages of the minority group in the leadership roles; table 17 provides the probit regression coefficient when controls are introduced to the analysis. Taken together tables 16 and 17 show that:

Leadership Roles

In the West Midlands

- The raw data suggest that women (25.5 per cent) and disabled people (18.3 per cent) are less likely to be in leadership roles than men (28.6 per cent) and non-disabled people (28.3 per cent).
- Ethnic minority people (26.6 per cent) are statistically no less likely to be in leadership roles compared with white people (28.0 per cent).
- When controls are added women and disabled people remain less likely to be in leadership roles than men and non-disabled people. Ethnic minority people remain no less likely than whites to be in leadership positions once controls are added.

Therefore, there is evidence that women and disabled people are under-represented in leadership roles in the West Midlands. There is no evidence that ethnic minorities are under-represented in leadership roles in the West Midlands.

In the rest of Great Britain

- The raw data suggest that women (29.7 per cent) and disabled people (25.3 per cent) are less likely to be in leadership roles than men (32.9 per cent) and non-disabled people (32.3 per cent).
- Ethnic minority employees (33.8 per cent) are *more* likely than white employees (31.5 per cent) to be in leadership roles. This difference is driven by the higher proportion of ethnic minority employees in professional roles.
- When controls are added women and disabled people remain less likely to be in leadership roles than men and non-disabled people.
- When controls are added the finding in the raw data that ethnic minority employees are more likely to be in leadership roles than whites is reversed – with controls ethnic minority employees are *less* likely to be in leadership roles compared with white people.

Therefore, the evidence indicates that women, disabled people and ethnic minorities are under-represented in leadership roles in the rest of Great Britain.

Management Roles

In the West Midlands

- The raw data suggest that disabled people (9.7 per cent) are no less likely than non-disabled people (10.9 per cent) to be in management roles
- The raw data suggest women (8.2 per cent) are less likely to be in management roles compared to men (12.8 per cent), and ethnic minorities (8.4 per cent) are less likely to be in management roles compared to white people (11.3 per cent)
- When controls are added there is evidence that ethnic minorities are less likely to be in management roles compared to white people, though this relationship is only marginally significant
- When controls are added the difference between men and women is no longer significant, and the difference between disabled and non-disabled employees remains also non-significant (as it is without controls)

Therefore there is weak evidence that ethnic minorities are under-represented in management roles in the West Midlands. There is no evidence to suggest that either women or disabled employees are under-represented in management roles in the West Midlands.

In the rest of Great Britain

- The raw data suggest that disabled people (8.8 per cent), women (8.0 per cent) and ethnic minorities (9.3 per cent) are less likely to be in management roles compared to non-disabled people (11.0 per cent), men (13.2 per cent) and white people (11.3 per cent)
- When controls are added, the differences between women and men, ethnic minorities and white employees, and disabled and non-disabled employees remain significant at the 1 per cent level.

Therefore there is evidence to suggest that women, disabled people and ethnic minorities are under-represented in management roles in the rest of Great Britain.

Professional Roles

In the West Midlands

- The raw data suggest that women are no less likely than men to be in professional roles. Although non-significant, the estimate for women (17.3 per cent) is higher than for men.
- Ethnic minority employees are no less likely than white employees to be in professional roles.
- The estimate for the proportion of ethnic minority employees in professional roles is 18.1 per cent compared with 16.8 per cent for white employees, though the difference between the two estimates is non-significant.
- Disabled employees are less likely to be in professional roles than non-disabled employees; 8.6 per cent compared with 17.5 per cent
- When controls are added to the regression, women are less likely to be in professional roles than men. Disabled employees remain less likely to be in professional roles than non-disabled employees.

Therefore there is evidence that women and disabled employees are under-represented in professional roles in the West Midlands. There is no evidence that ethnic minorities are under-represented in professional roles in the West Midlands.

In the rest of Great Britain

- The raw data suggest that disabled people (16.5 per cent) are less likely to be in professional roles than non-disabled people (21.3 per cent)
- The raw data also suggest that ethnic minority employees (24.6 per cent) are more likely to be in professional roles than white employees (20.1 per cent). Similarly women (21.8 per cent) are more likely to be in professional roles than men (19.8 per cent).
- Once controls are added, ethnic minority employees are no more likely than white employees to be in professional roles.
- The difference between disabled and non-disabled people remains when the controls are added.
- There is a significant difference between the likelihood of men and women being in professional roles once the controls are added, though the direction of the effect is opposite from what was found with the raw data – once controls are added, women are less likely than men to be in professional roles.

Therefore there is evidence that women and disabled employees are under-represented in professional roles in the rest of Great Britain. There is no evidence that ethnic minorities are under-represented in professional roles in the rest of Great Britain.

Table 16: Percentage of minority employees in management/ professional roles LFS Q4 2016

	Leadership roles		Management roles ¹		Professional roles ²	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Female	25.5**	29.7***	8.2***	8.0***	17.3	21.8***
Male	28.6	32.9	12.8	13.2	15.8	19.8
Disabled	18.3***	25.3***	9.7	8.8***	8.6***	16.5***
Non-disabled	28.3	32.3	10.9	11.0	17.5	21.3
Ethnic minority	26.6	33.8***	8.4**	9.3***	18.1	24.6***
White	28.0	31.5	11.3	11.3	16.8	20.1

Notes:

N (max)= 37,437 (West Midlands n (max)=3,681).

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

² Standard Occupational Classification major group 2 (Professional occupations)

Table 17: Minority groups in management/ professional roles (with controls) LFS Q4 2016

	Leadership roles		Management roles ¹		Professional roles ²	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Female	-0.200*** (0.075)	-0.166*** (0.024)	-0.049 (0.091)	-0.133*** (0.029)	-0.222** (0.088)	-0.103*** (0.027)
Disabled	-0.249** (0.119)	-0.150*** (0.033)	0.048 (0.131)	-0.158*** (0.042)	-0.468*** (0.150)	-0.091** (0.038)
Ethnic minority	-0.143 (0.099)	-0.127*** (0.037)	-0.228* (0.128)	-0.196*** (0.047)	-0.014 (0.110)	-0.010 (0.041)
Wald Chi 2	546.32	4844.35	183.93	1580.18	530.07	4387.06
Prob> Wald Chi 2	0.000	0.000	0.000	0.000	0.000	0.000
N	2,266	22,291	2,189	22,291	2,252	22,262

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: workplace size; Standard Industrial Classification major group; public sector; collective bargaining at workplace. Controls for individual characteristics: highest qualification; age; length of continuous employment; part-time contract; union member; dependent children.

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

² Standard Occupational Classification major group 2 (Professional occupations)

14. Minority Groups in leadership roles: individual level analysis with interaction effects

The analysis thus far shows that there are some notable differences between minority and non-minority groups in terms of the extent to which they have attained leadership roles, both in the West Midlands and in the rest of Great Britain. This stage of the analysis demonstrates whether the extent to which minority groups experience disadvantage is greater, the same or less in the West Midlands than in the rest of Great Britain. It does so by including all observations (for both the West Midlands and the Rest of Great Britain) in the regression and inserting a 'West Midlands x [minority group]' interaction term into the equation.

The analyses in table 18 when interaction terms are included indicate the following:

- In the rest of GB, table 18 confirms the findings from table 4 that all of the minority groups are less likely to be in leadership roles than those not in the minority group. The only exception to this is for ethnic minorities in professional roles (as for table 17)
- **The majority of the interaction terms are not found to be statistically significant, which indicates that the effects for female, disabled and ethnic minority are not significantly different in the West Midlands compared with the rest of GB.**
- The significant negative interaction term for disabled x West Midlands in column 3 indicates that in the West Midlands disabled workers are even less likely to be in professional roles than elsewhere (**i.e. the negative implications of being disabled are significantly larger in the West Midlands than in the rest of GB in terms of access to professional roles**)

Table 18: Minority groups in management/ professional roles (with controls and interaction terms) LFS Q4 2016

	Leadership roles	Management roles	Professional roles
West Midlands	-0.033 (0.050)	-0.322 (0.059)	-0.008 (0.058)
Female	-0.166*** (0.024)	-0.129*** (0.029)	-0.107*** (0.027)
Disabled	-0.152*** (0.033)	-0.155*** (0.042)	-0.094** (0.038)
Ethnic minority	-0.127*** (0.037)	-0.195*** (0.047)	-0.012 (0.041)
Female x West Midlands	-0.022 (0.068)	0.068 (0.416)	-0.081 (0.078)
Disabled x West Midlands	-0.074 (0.124)	0.212 (0.136)	-0.332** (0.162)
Ethnic Minority x West Midlands	-0.029 (0.102)	-0.042 (0.136)	0.007 (0.951)
Wald Chi 2	5338.62	1701.96	4817.15
Prob> Wald Chi 2	0.000	0.000	0.000
N	24,562	24,562	24,531

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: workplace size; Standard Industrial Classification major group; public sector; collective bargaining at workplace. Controls for individual characteristics: highest qualification; age; length of continuous employment; part-time contract; union member; dependent children.

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

2 Standard Occupational Classification major group 2 (Professional occupations)

15. Public and private sector differences

Table 19 explores whether the disadvantage minority groups experience in getting into leadership roles differs between the public and private sector. In this table, the equations reported in Table 17 are repeated but the variable for each minority group is interacted with the public sector variable to ascertain whether the association between membership of a minority group and the likelihood of being in a leadership role differs between the public and private sector. For example, a positive significant interaction effect in instances where the minority group is less likely to be in a leadership role than the majority group overall would denote that the size of the effect is smaller in the public sector than the private sector.

Minority groups in leadership roles in the West Midlands (column 1)

- In the private sector, women are less likely to be in leadership roles than men (-0.272, $p < 0.01$).
- There is no evidence that women are less likely to be in leadership roles in the public sector ($-0.272 + 0.254 = -0.018$ ($p = \text{non-significant}$))¹³
- There is no evidence that disabled employees are any less likely to be in leadership roles in the private sector compared with non-disabled employees (-0.080, $p = \text{non-significant}$)
- In the public sector disabled employees are significantly less likely to be in leadership roles compared with non-disabled employees ($-0.080 + -0.518 = -0.598$, $p < 0.01$).
- There is no evidence that ethnic minority employees are any less likely to be in leadership roles in the private sector compared with white employees (-0.172, $p = \text{non-significant}$)
- There is no evidence that ethnic minority employees are any less likely to be in leadership roles in the public sector compared with white employees ($-0.172 + 0.090 = -0.082$, $p = \text{non-significant}$)

Therefore there is evidence that women are under-represented in leadership roles in the private sector, but not in the public sector, in the West Midlands. There is evidence that disabled employees are under-represented in leadership roles in the public sector, but not in the private sector, in the West Midlands. There is no evidence that ethnic minority employees are under-represented in leadership roles in either the public or private sector in the West Midlands.

Minority groups in leadership roles in the rest of Great Britain (column 2)

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¹³ The post-estimation calculations relating to the public sector were estimated in Stata using the 'lincom' command which computes point estimates, standard errors, t or z statistics, p-values, and confidence intervals for linear combinations of coefficients after estimation commands.



West Midlands
Combined Authority

- In the private sector women (-0.246, $p < 0.01$), disabled people (-0.123, $p < 0.01$) and ethnic minorities (-0.174, $p < 0.01$) are all less likely to be in leadership roles than are males, non-disabled people, and white people
- The positive significant gender x public sector interaction term indicates that the gender effect is smaller in the public sector than in the private sector. In the public sector women, are no less likely to be in leadership roles compared with men ($-0.246 + 0.281 = 0.035$, $p = \text{non-significant}$)
- The positive significant ethnicity x public sector interaction term indicates that the ethnicity effect is smaller in the public sector than in the private sector. In the public sector ethnic minorities are no less likely to be in leadership roles compared with white employees ($-0.174 + 0.163 = -0.010$, $p = \text{non-significant}$)
- In the public sector, disabled people are less likely to be in leadership roles than non-disabled people ($-0.123 + -0.077 = -0.200$, $p < 0.01$)

Therefore there is evidence that women and ethnic minorities are under-represented in leadership roles in the private sector, but not the public sector, in the rest of Great Britain. There is evidence that disabled employees are under-represented in leadership roles in both the public and private sectors in the rest of Great Britain.

Minority groups in management roles in the West Midlands (column 3)

- In the private sector women (-0.030, $p = \text{non-significant}$), disabled people (0.033, $p = \text{non-significant}$) and ethnic minorities (-0.159, $p = \text{non-significant}$) are all no less likely to be in management roles than are males, non-disabled people, and white people
- Post-estimation calculations confirm that there are also no significant differences between minority and non-minority groups for the public sector.

Therefore there is no evidence to suggest that women, ethnic minorities or disabled people are under-represented in management roles in either the public or private sectors in the West Midlands.

Minority groups in management roles in the rest of Great Britain (column 4)

- In the private sector women (-0.125, $p < 0.01$), disabled people (-0.152, $p < 0.01$) and ethnic minorities (-0.189, $p < 0.01$) are all less likely to be in management roles than are men, non-disabled people, and white people
- In the public sector women are less likely than men to be in management roles ($-0.125 + -0.046 = -0.171$, $p < 0.01$); ethnic minority employees are less likely than white employees to be in management roles ($-0.189 + -0.050 = p < 0.05$); and disabled employees are less likely than non-disabled employees to be in management roles ($-0.152 + -0.040 = -0.191$, $p < 0.1$)

Therefore there is evidence that women, ethnic minorities and disabled people are under-represented in management roles in both the public or private sectors in the rest of Great Britain. Minority groups in professional roles in the West Midlands (column 5)



West Midlands
Combined Authority

- In the private sector women (-0.371 , $p < 0.01$) are less likely to be in professional roles than are men. There is no evidence to suggest that ethnic minorities (-0.050 , $p =$ non-significant) or disabled employees (-0.233 , $p =$ non-significant) are less likely to be in professional roles compared with white and non-disabled employees.
- The positive significant gender x public sector interaction term indicates that the gender effect is smaller in the public sector than in the private sector. Women are no less likely than men to be in professional roles in the West Midlands ($-0.371 + 0.399 = 0.029$, $p =$ non-significant) in the public sector. Ethnic minority employees are also no less likely to be in professional roles compared with white employees ($-0.050 + 0.080 = 0.030$, $p =$ non-significant) in the public sector
- In the public sector disabled people are less likely to be in professional roles compared with non-disabled people ($-0.233 + -0.534 = -0.767$, $p < 0.01$)

Therefore there is evidence that women are under-represented in professional roles in the private sector, but not the public sector, in the West Midlands. There is evidence that disabled employees are under-represented in professional roles in the public sector, but not the private sector, in the West Midlands. There is no evidence that ethnic minorities are under-represented in either the public or private sectors in the West Midlands.

Minority groups in professional roles in the rest of Great Britain (column 6)

- In the private sector women (-0.196 , $p < 0.01$) are less likely to be in professional roles than are men. There is no evidence to suggest that ethnic minorities (-0.033 , $p =$ non-significant) or disabled employees (-0.041 , $p =$ non-significant) are less likely to be in professional roles compared with white and non-disabled employees.
- The positive significant gender x public sector interaction term indicates that the gender effect is smaller in the public sector than in the private sector. In the public sector, women are no less likely to be in professional roles than men ($-0.196 + 0.264 = 0.068$, $p =$ non-significant)
- In the public sector ethnic minority employees are no less likely to be in professional roles compared with white employees ($-0.033 + 0.074 = 0.041$, $p =$ non-significant)
- In the public sector disabled employees are less likely to be in professional roles compared with non-disabled employees ($-0.041 + -0.115 = -0.156$, $p < 0.01$).

Therefore there is evidence that women are under-represented in professional roles in the private sector, but not the public sector, in the rest of Great Britain. There is no evidence that ethnic minorities are under-represented in professional roles in either the public or private sectors in the rest of Great Britain. There is evidence that disabled employees are under-represented in professional roles in the public sector, but not the private sector, in the rest of Great Britain.

Table 19: Minority groups in management/ professional roles in the public/ private sector QLFS 2016 Q4

	Leadership roles		Management role ¹		Professional role ²	
	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)	West Midlands	GB (excl. W. Mids)
Public sector	0.130 (0.155)	-0.073 (0.048)	-0.226 (0.218)	-0.373*** (0.064)	0.148 (0.163)	0.105** (0.052)
Female	-0.272*** (0.088)	-0.246*** (0.028)	-0.030 (0.099)	-0.125*** (0.032)	-0.371*** (0.111)	-0.196*** (0.035)
Disabled	-0.080 (0.134)	-0.123*** (0.041)	0.033 (0.148)	-0.152*** (0.046)	-0.233 (0.180)	-0.041 (0.052)
Ethnic minority	-0.172 (0.122)	-0.174*** (0.044)	-0.159 (0.140)	-0.189*** (0.052)	-0.050 (0.145)	-0.033 (0.051)
Female x public sector	0.254 (0.158)	0.281*** (0.048)	-0.091 (0.209)	-0.046 (0.071)	0.399** (0.173)	0.264*** (0.052)
Disabled x public sector	-0.518** (0.258)	-0.077 (0.066)	0.071 (0.314)	-0.040 (0.109)	-0.534* (0.288)	-0.115 (0.075)
Ethnic minority x public sector	0.090 (0.205)	0.163** (0.079)	-0.402 (0.368)	-0.050 (0.128)	0.080 (0.220)	0.074 (0.085)
Wald Chi 2	562.38	4832.00	185.30	1567.07	547.12	4393.98
Prob>Wald Chi 2	0.000	0.000	0.000	0.000	0.000	0.000
N	2,266	22,291	2,189	22,291	2,252	22,262

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: workplace size; Standard Industrial Classification major group; public sector; collective bargaining at workplace. Controls for individual characteristics: highest qualification; age; length of continuous employment; part-time contract; union member; dependent children.

¹ Standard Occupational Classification major group 1 (Managers, directors and senior officials)

² Standard Occupational Classification major group 2 (Professional occupations)

16. Comparison between LFS and WERS analysis

As noted above the analyses presented using WERS data and LFS data are broadly comparable, though data were collected approximately five years apart. For the regressions, it was not possible to use exactly the same sets of controls, so some differences may result from this methodological difference. Nevertheless, it would be surprising were LFS and WERS to produce radically different results.

Comparing the individual level regressions we find:

Leadership roles in the West Midlands:

- The LFS analysis suggests that disabled people are less likely to be in leadership roles than non-disabled people. WERS does not find any significant difference between disabled and non-disabled people
- Both LFS and WERS suggest that women and ethnic minorities are less likely to be in leadership roles compared with men and white people

Leadership roles in the rest of Great Britain

- Both LFS and WERS suggest that women, ethnic minorities and disabled people are less likely to be in leadership roles compared with men, white and non-disabled people.

Management roles in the West Midlands

- Both LFS and WERS suggest that ethnic minorities are less likely to be in management roles compared with men and white people.
- LFS and WERS find no evidence of any difference between men and women and disabled and non-disabled people in terms of the likelihood of being in management roles

Management roles in the rest of Great Britain

- Both LFS and WERS suggest that women, ethnic minorities and disabled people are less likely to be in management roles compared with men, white and non-disabled people

Professional roles in the West Midlands

- the LFS analysis suggests that disabled people are less likely to be in professional roles than non-disabled people. WERS does not find any significant difference between disabled and non-disabled people with regard to this.
- Both LFS and WERS suggest that women are less likely to be in professional roles compared with men.
- WERS and LFS find no differences by ethnic group in terms of likelihood of being in professional roles

Professional roles in the rest of Great Britain



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- The LFS analysis suggests that disabled people are less likely to be in professional roles than non-disabled people. WERS does not find any significant difference between disabled and non-disabled people
- Both LFS and WERS suggest that women are less likely to be in professional roles compared with men.
- WERS and LFS both find no differences by ethnic group in terms of likelihood of being in professional roles

These comparisons of the results based on WERS 2011 and LFS Q4 2016 suggests a remarkable consistency between the two. This suggests that the patterns of disadvantage identified in WERS have not changed substantially in the time since the survey was conducted. It is notable that although there are some differences in the analyses where LFS finds a significant difference and WERS does not (e.g. professional roles by disability in the West Midlands), there are no examples of WERS and LFS providing directly contradictory findings (i.e. significant differences in opposite directions).

17. The influence of diversity and inclusion practices on the representation of minority groups in leadership roles

Tables 20 to 24 return to the WERS data to explore whether minority groups are more likely to be in leadership roles in instances where there is a greater usage of diversity and inclusion practices. In these tables, the equations reported in Table 12 are repeated but a variable for the number of diversity and inclusion practices¹⁴ that have been adopted is included, and then interacted with the relevant minority group. A positive significant interaction effect in instances where the minority group is less likely to be in a leadership role than the majority group overall would denote that the size of the effect is smaller in workplaces with a greater number of diversity and inclusion practices in place.

Turning first to the influence of gender diversity and inclusion practices on the representation of women in leadership roles, this is explored in Table 20:

- All of the ‘female x gender diversity and inclusion practices’ interaction terms in Table 20 are non-significant, suggesting that the representation of women in leadership roles is no different in instances where gender diversity and inclusion practices are more widely used than where such practices are less widely used.
- This holds across the West Midlands and the rest of Great Britain. It also holds across leadership roles in general, and when management and professional roles are explored separately.

¹⁴ These are constructed as count variables for the number of diversity and inclusion practices adopted as described in Table 9

Table 20: Influence of gender diversity and inclusion policies on the representation of females in leadership roles

Management/ professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
Female	-0.179 (0.139)	-0.390 (0.289)	-0.269 (0.052) ^{***}	-0.276 (0.097) ^{***}
Gender diversity and inclusion practices¹	-0.002 (0.038)	-0.040 (0.050)	0.045 (0.013) ^{***}	0.044 (0.017) ^{***}
Female x gender diversity and inclusion practices		0.058 (0.052)		0.002 (0.019)
F	8.14	7.85	25.81	25.68
Prob>F	0.000	0.000	0.000	0.000
N	1,254	1,254	14,270	14,270
Management roles				
	West Midlands		Great Britain (excl. W. Mids)	
Female	0.030 (0.511)	0.096 (0.485)	-0.098 (0.153)	-0.165 (0.104)
Gender diversity and inclusion practices¹	0.042 (0.155)	-0.184 (0.278)	0.058 (0.018) ^{***}	0.051 (0.023) ^{**}
Female x gender diversity and inclusion practices		-0.012 (0.061)		0.018 (0.024)
F	7.40	7.43	11.13	10.97
Prob>F	0.000	0.000	0.000	0.000
N	1,254	1,254	14,270	14,270
Professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
Female	-0.406 (0.158)^{**}	-0.524 (0.399)	-0.268 (0.059) ^{***}	-0.219 (0.114) [*]
Gender diversity and inclusion practices¹	0.001 (0.034)	-0.018 (0.054)	0.018 (0.014)	0.023 (0.017)
Female x gender diversity and inclusion practices		0.028 (0.069)		-0.012 (0.020)
F	12.07	12.37	22.92	22.58
Prob>F	0.000	0.000	0.000	0.000
N	1,254	1,254	14,270	14,270

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification; age; tenure; part-time contract; union member; dependent children; ethnic minority; LGBT; Muslim; disabled.

¹ Count variable. See Table 9 for the items included.

Table 21 explores the impact of ethnicity diversity and inclusion practices on the representation of ethnic minority people in leadership roles:

- In the West Midlands:
 - o The significant interaction term (0.202) in the second column of Table 21 suggests that ethnicity diversity and inclusion practices reduce the under-representation of ethnic minorities in leadership roles. However, even in workplaces where such practices are more widely used, ethnic minorities are still less likely than whites to be in leadership roles ($-0.684 + 0.202 = -0.482$, $p < 0.05$).

- In the rest of Great Britain
 - o The weakly significant (at the 10 per cent significance level) interaction term in the fourth column of the top panel of Table 21 suggests that ethnicity diversity and inclusion practices reduce the under-representation of ethnic minorities in management grades. However, as in the West Midlands, ethnic minority people are still under-represented in leadership roles in workplaces where ethnicity and diversity practices are more widely used ($-0.281 + 0.057 = -0.224$, $p > 0.01$).
 - o The results in the bottom panel of Table 21 provide weak evidence that ethnicity diversity and inclusion practices reduce the under-representation of ethnic minorities in professional roles (but not management roles) in the rest of Great Britain. However, ethnic minority people are still under-represented in professional roles relative to whites in workplaces where ethnicity and diversity practices are more widely used ($-0.216 + 0.056 = -0.160$, $p < 0.10$).



Table 21: Influence of ethnicity diversity and inclusion practices on the representation of ethnic minorities in leadership roles

Management/ professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
Ethnic minority	-0.290 (0.182)	-0.684 (0.244)***	-0.186 (0.073)**	-0.281 (0.091)***
Ethnicity diversity and inclusion practices¹	0.002 (0.045)	-0.016 (0.045)	0.040 (0.014)***	0.036 (0.015)**
Ethnic minority x ethnicity diversity and inclusion practices		0.202 (0.081)**		0.057 (0.032)*
F	8.40	8.03	26.23	26.30
Prob>F	0.000	0.000	0.000	0.000
N	1,295	1,295	14,654	14,654
Management roles				
	West Midlands		Great Britain (excl. W. Mids)	
Ethnic minority	-1.279 (0.444)***	-1.132 (0.490)**	-0.233 (0.116)**	-0.254 (0.134)*
Ethnicity diversity and inclusion practices¹	-0.008 (0.058)	-0.006 (0.058)	0.067 (0.020)***	0.066 (0.019)***
Ethnic minority x ethnicity diversity and inclusion practices		-0.120 (0.105)		0.014 (0.064)
F	8.27	9.07	11.71	11.62
Prob>F	0.000	0.000	0.000	0.000
N	1,295	1,295	14,654	14,654
Professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
Ethnic minority	0.133 (0.200)	-0.126 (0.295)	-0.114 (0.080)	-0.216 (0.104)**
Ethnicity diversity and inclusion practices¹	0.028 (0.042)	0.013 (0.044)	-0.002 (0.018)	-0.007 (0.018)
Ethnic minority x ethnicity diversity and inclusion practices		0.126 (0.097)		0.056 (0.034)*
F	12.82	11.70	23.15	23.97
Prob>F	0.000	0.000	0.000	0.000
N	1,295	1,295	14,654	14,654

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification; age; tenure; part-time contract; union member; dependent children; gender; LGBT; Muslim; disabled.

¹ Count variable. See Table 9 for the items included.



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Table 22 explores the impact of religion and belief diversity and inclusion practices on the representation of Muslims in leadership roles. There are too few Muslims in workplaces with any religion and belief practices in place in order to be able to conduct this analysis in the West Midlands subsample.

There are, however, enough observations to conduct an analysis on the rest of Great Britain. The negative interaction terms in the top panel of Table 22 shows (opposite to expectations) that religion and belief diversity and inclusion practices are weakly associated (at the 10 per cent level) with a *lower* representation of Muslims in leadership roles. However, the evidence also suggests that Muslims in workplaces where such practices are more widely used are no less likely to be in leadership roles than are non-Muslims ($0.079 - 0.140 = -0.061$, $p = \text{non-significant}$).

Table 22: Influence of religion and belief diversity and inclusion policies on the representation of Muslims in leadership roles

Management/ professional roles				
	West Midlands ^(a)		Great Britain (excl. W. Mids)	
Muslim			-0.043 (0.138)	0.079 (0.150)
Religion and belief diversity and inclusion practices¹			0.017 (0.016)	0.019 (0.016)
Muslim x religion and belief diversity and inclusion practices				-0.140 (0.085)*
F			25.17	24.70
Prob>F			0.000	0.000
N			14,673	14,673
Management roles				
	West Midlands ^(a)		Great Britain (excl. W. Mids)	
Muslim			-0.431 (0.245)*	-0.369 (0.249)
Religion and belief diversity and inclusion practices¹			0.045 (0.025)*	0.045 (0.025)*
Muslim x religion and belief diversity and inclusion practices				-0.089 (0.114)
F			11.26	11.04
Prob>F			0.000	0.000
N			14,673	14,673
Professional roles				
	West Midlands ^(a)		Great Britain (excl. W. Mids)	
Muslim			0.136 (0.147)	-0.264 (0.160)*
Religion and belief diversity and inclusion practices¹			-0.023 (0.020)	-0.020 (0.020)
Muslim x religion and belief diversity and inclusion practices				-0.143 (0.092)
F			23.40	22.97
Prob>F			0.000	0.000
N			14,673	14,673

Notes:

* significant at 10 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification; age; tenure; part-time contract; union member; dependent children; gender; LGBT; ethnic minority; disabled.



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^(a) Too few observations for analysis: only 4 Muslim respondents in the West Midlands are in workplaces with any religion and belief practices

¹ Count variable. See Table 9 for the items included.

Table 23 explores the impact of disability diversity and inclusion practices on the representation of disabled people in leadership roles.

- All of the 'disabled x disability diversity and inclusion practices' interaction terms in Table 23 are non-significant, suggesting that the representation of disabled people in leadership roles is no higher in instances where disability diversity and inclusion practices are more widely used than where they are less widely used.
- This holds across the West Midlands and the rest of Great Britain. It also holds across leadership roles in general, and when management and professional roles are explored separately.

Table 23: Influence of disability diversity and inclusion practices on the representation of disabled people in leadership roles

Management/ professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
Disabled	-0.149 (0.229)	0.041 (0.317)	-0.223 (0.074) ^{***}	-0.205 (0.129)
Disability diversity and inclusion practices¹	-0.031 (0.042)	-0.023 (0.042)	0.037 (0.013) ^{***}	0.037 (0.014) ^{***}
Disabled x disability diversity and inclusion practices		-0.089 (0.099)		-0.008 (0.034)
F	9.75	10.14	24.16	23.76
Prob>F	0.000	0.000	0.000	0.000
N	1,288	1,288	14,503	14,503
Management roles				
	West Midlands		Great Britain (excl. W. Mids)	
Disabled	-0.239 (0.298)	-0.046 (0.465)	-0.229 (0.089) ^{***}	-0.303 (0.139) ^{**}
Disability diversity and inclusion practices¹	-0.041 (0.053)	-0.034 (0.053)	0.078 (0.019) ^{***}	0.076 (0.019) ^{***}
Disabled x disability diversity and inclusion practices		-0.124 (0.221)		0.034 (0.037)
F	7.86	8.14	11.62	11.47
Prob>F	0.000	0.000	0.000	0.000
N	1,288	1,288	14,503	14,503
Professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
Disabled	-0.170 (0.293)	-0.023 (0.473)	-0.104 (0.097)	-0.016 (0.176)
Disability diversity and inclusion practices¹	-0.004 (0.038)	0.002 (0.039)	-0.012 (0.016)	-0.009 (0.017)
Disabled x disability diversity and inclusion practices		-0.057 (0.114)		-0.034 (0.044)
F	13.20	12.81	22.00	22.17
Prob>F	0.000	0.000	0.000	0.000
N	1,288	1,288	14,503	14,503

Notes:

*** significant at 1 per cent ** significant at 5 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification;

age; tenure; part-time contract; union member; dependent children; gender; LGBT; Muslim; ethnic minority.

¹ Count variable. See Table 9 for the items included.

Table 24 explores the influence on of LGBT diversity and inclusion practices on the representation of LGBT people in leadership roles.

- In the West Midlands:
 - o The negative interaction term in the second column of the top panel of Table 24 suggests that LGBT diversity and inclusion practices are (against expectations) associated with a *reduced* representation of LGBT people in leadership roles.
 - o This holds when professional roles are explored separately (bottom panel), and it holds at the 10 per cent significance level when management roles are explored separately (middle panel).
 - o In workplaces with a wider range of LGBT practices, LGBT people are no more likely to be in leadership roles than non-LGBT people ($0.900 - 0.510 = 0.390$, $p = \text{non-significant}$). This holds for both management ($0.511 - 0.458 = 0.053$, $p = \text{non-significant}$) and professional roles ($0.806 - 0.385 = 0.421$, $p = \text{non-significant}$).

- Rest of Great Britain:
 - o all of the interaction effects in the final column of Table 24 are insignificant. This suggests that the representation of LGBT people in leadership roles is no different in workplaces in which LGBT diversity and inclusion practices are more widely used than in workplaces where such practices are less widely used.

Table 24: Influence of LGBT diversity and inclusion practices on the representation of LGBT people in leadership roles

Management/ professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
LGBT	0.121 (0.352)	0.900 (0.392)**	0.176 (0.180)	0.207 (0.177)
LGBT diversity and inclusion practices¹	-0.065 (0.053)	-0.052 (0.052)	0.015 (0.015)	0.016 (0.015)
LGBT x LGBT diversity and inclusion practices		-0.510 (0.167)***		-0.026 (0.086)
F	8.98	8.77	25.17	24.74
Prob>F	0.000	0.000	0.000	0.000
N	1,295	1,295	14,654	14,654
Management roles				
	West Midlands		Great Britain (excl. W. Mids)	
LGBT	0.013 (0.497)	0.511 (0.530)	0.324 (0.152)**	0.331 (0.187)*
LGBT diversity and inclusion practices¹	-0.055 (0.058)	-0.046 (0.058)	0.046 (0.023)*	0.046 (0.023)**
LGBT x LGBT diversity and inclusion practices		-0.458 (0.263)*		-0.007 (0.090)
F	9.58	6.99	11.20	11.03
Prob>F	0.000	0.000	0.000	0.000
N	1,295	1,295	14,654	14,503
Professional roles				
	West Midlands		Great Britain (excl. W. Mids)	
LGBT	0.176 (0.277)	0.806 (0.338)**	-0.029 (0.199)	0.044 (0.209)
LGBT diversity and inclusion practices¹	-0.035 (0.055)	-0.025 (0.054)	-0.023 (0.019)	-0.021 (0.019)
LGBT x LGBT diversity and inclusion practices		-0.385 (0.147)***		-0.060 (0.074)
F	13.48	14.38	23.28	23.00
Prob>F	0.000	0.000	0.000	0.000
N	1,295	1,295	14,654	14,654

Notes:

*** significant at 1 per cent ** significant at 5 per cent * significant at 10 per cent

Controls for workplace characteristics: organisation size; log of workplace size; single independent workplace; Standard Industrial Classification major group; foreign ownership; workplace age; public sector; union recognition. Controls for individual characteristics: marital status; highest qualification; age; tenure; part-time contract; union member; dependent children; gender; disabled; Muslim; ethnic minority.

¹ Count variable. See Table 9 for the items included.

18. Summary

The analysis undertaken here has revealed a number of notable findings concerning the adoption of diversity and inclusion policies and practices in the West Midlands (and elsewhere) that have the potential to assist minority groups attain leadership roles, and the types of workplaces that are more likely to have adopted such practices. It has also revealed notable findings concerning the extent to which different minority groups experience disadvantage in terms of attaining leadership roles, and the extent to which diversity and inclusion practices are associated with the greater representation of minority groups in such roles.

Extent of adoption of diversity and inclusion policies and practices,

The analysis found that workplaces in the West Midlands are highly likely to have adopted formal written equal opportunities policies (and indeed are more likely to have adopted such policies than several other regions of Great Britain). They are also more likely than workplaces in many other regions to have implemented equal opportunities practices with regard to the monitoring and reviews of recruitment, promotion and pay procedures that are typically seen as important in underpinning EO policies, and they are more likely to have family-friendly practices in place than workplaces in several other regions of Great Britain. At the same time, however, adoption of such practices in the West Midlands, while higher than elsewhere, is still not particularly high.

Added to this, not all of the diversity and inclusion practices asked about in the WERS survey are more widespread in the West Midlands than elsewhere, and some are less widespread. Workplaces in the West Midlands are no more likely than most other regions of Great Britain to have carried out formal assessments regarding accessibility of the workplace to disabled people or to provide maternity/ paternity pay beyond the statutory minimum. Where special recruitment procedures to attract minority groups and flexible working time arrangements are concerned, these are less widely adopted in workplaces in the West Midlands than in several other regions of Great Britain, although the adoption of such practices is generally low across all regions.

In terms of the types of workplaces that are more likely to have adopted the diversity and inclusion practices discussed above, the analysis found that in both the West Midlands and elsewhere, these practices are more widely adopted in workplaces that are part of both medium-sized (50-249 employees) and larger organisations (250+ employees) than in workplaces that are part of small organisations (fewer than 50 employees).

It is also notable that foreign owned workplaces in the West Midlands are less likely to have adopted such practices than are domestically-owned workplaces, and that the uptake of such practices is also more widespread in unionised workplaces (in both the West Midlands and elsewhere).

Representation of minority groups in leadership roles

There is greater evidence of disadvantage in the attainment of leadership roles in the rest of Great Britain than in the West Midlands. In the West Midlands, there is weak evidence that

women and Muslims are under-represented in leadership roles, while in the rest of Great Britain there is stronger evidence that women, disabled and ethnic minorities are under-represented in leadership roles.

When managers and professionals (the two occupational groups comprising leadership roles) are analysed separately, the analysis reveals some notable findings. Where management roles are concerned, there is evidence that ethnic minorities are underrepresented in the West Midlands. In the rest of Great Britain, however, ethnic minorities and disabled people are under-represented, and there is also weak evidence that women and Muslims are slightly under-represented. The results also show, however, that in the rest of Great Britain LGBT people are *more* likely to be in management roles than non-LGBT people.

Where professional positions are concerned, the results show that in both the West Midlands and the rest of Great Britain, women are under-represented relative to men. However, in the West Midlands, Muslims are also slightly under-represented relative to non-Muslims.

The results also reveal some notable differences between the public and private sectors, with the underrepresentation of minority groups in leadership roles being generally greater in the private than the public sector in both the West Midlands and the rest of Great Britain.

The impact of diversity and inclusion practices on minority group representation in leadership roles

The results reveal a mixed picture with regard to this. There is some evidence that the disadvantage ethnic minorities experience is lower in workplaces making greater use of ethnicity diversity and inclusion practices, both in the West Midlands and in the rest of Great Britain. However, there is no evidence that women or disabled people are more likely to be in leadership positions in workplaces making greater use of gender or disability diversity and inclusion practices. Where religion and belief and LGBT diversity and inclusion practices are concerned, opposite to what would be expected, the evidence suggests these are associated with a lower representation of Muslims (in the rest of Great Britain) and of LGBT people in leadership roles (in the West Midlands).

Overall, therefore, the results suggest, with the exception of ethnic minorities, the adoption of diversity and inclusion practices within workplaces is not associated with the increased representation of minority groups in leadership positions. This is not to say that such practices are unimportant. Indeed, they may be important in ensuring minority groups gain employment in the first instance (the evidence above that the presence of diversity and inclusion practices is positively correlated with the representation of minority groups within the workforce as a whole suggests support for this argument), or in relation to other outcomes of importance to minority groups (equal pay, access to training for example). However, where the specific issue of the representation of minority groups in leadership positions is concerned, it would appear that, with the exception of ethnic minorities, diversity and inclusion practices have little bearing on the progression of minority groups into such roles.

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