


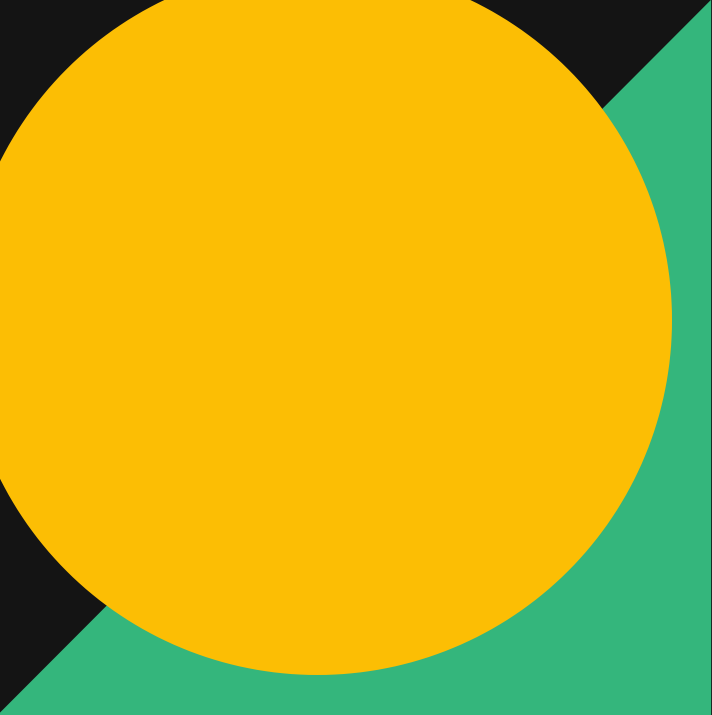

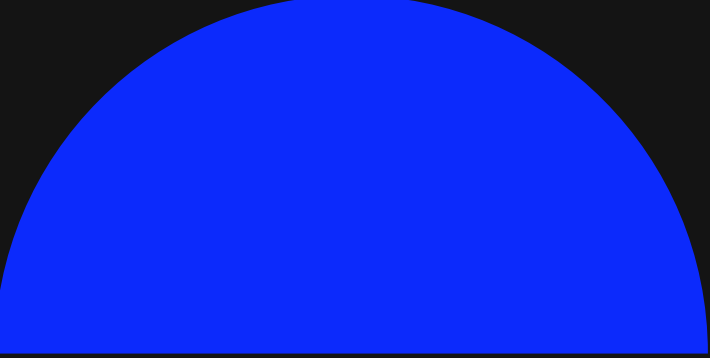

# Black Employee Networks

TTC Open Playbook Roadmap



**Companies know that  
discrimination, whether overt  
or subtle, is bad for employees  
and bad for business**

**Daryl Herrschaft**



# Considerations and benefits of establishing a Black Employee Network

**"The benefit with joining the network is that it gives me the opportunity to converse positively with like-minded people who are working hard to ensure that our voices are heard. The University is committed to making the learning experience a positive one for those on the fringes, to feel a part the decision process."**

***Student member of the University of Gloucestershire's BAME Network***

Provides valuable viewpoints on corporate diversity & inclusion policies and initiatives.


Support the organisation's Inclusion & Diversity Strategy.

Creates cultural awareness and understanding.

Increased productivity levels and overall team morale through support of high potential leaders growth via network.

Further reading:

- [What black employees resource groups need right now](#)
- [Fix the Race Problem](#)



**BENEFITS FOR**  
**AN**  
**ORGANISATION**

Aid in the recruitment of Black employees by tapping into their network (community outreach); acting as advocates of the employer brand; helping the organisation to gain perspective on techniques that appeal to target populations.

Support career development, sponsorship and mentoring for its members, helping each individual build upon their own personal network for success.

A network will provide those at a junior level with direct visibility of Black middle /senior managers.

Further reading:

- [How to Set Up an Employee Network](#)
- [The Business Case for Diversity is Overwhelming](#)

# BENEFITS FOR EMPLOYEES

# CONSIDERATIONS FOR AN ORGANISATION

Emotional overload for the employees taking part in a black employee network

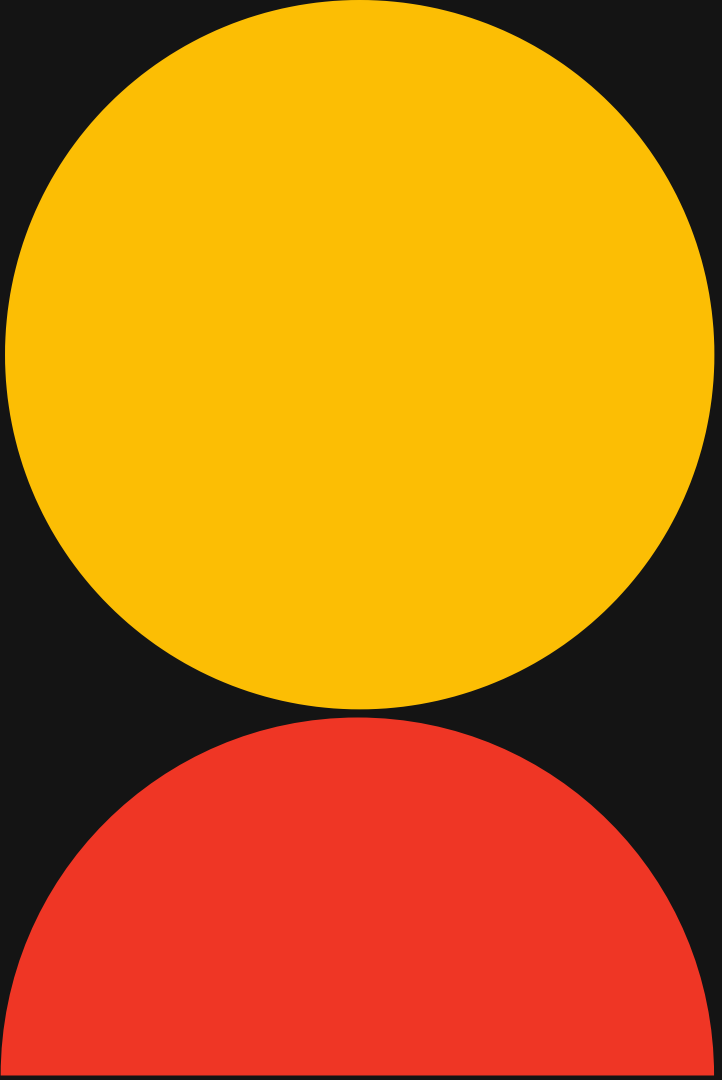
Address reward and recognition for employee contributions via the Network

Understand the importance of increases in revenue or innovative ideas being provided from recruiting a more diverse workforce

Good practice needs to be around infrastructure and the expectations put on that network

Further reading:

- Supporting DEI
- Active Promotion



# How to get started



1. Mission statement
2. Set network objectives
3. Find someone to chair your network
4. Formulate a steering committee with defined roles such as communications, events, intersectionality with other networks
5. Set expectations for the network on how often they should interact with employees through events and comms

Further reading:

- [How to start an ERG](#)

# KEY POINTS FOR STARTING A NETWORK



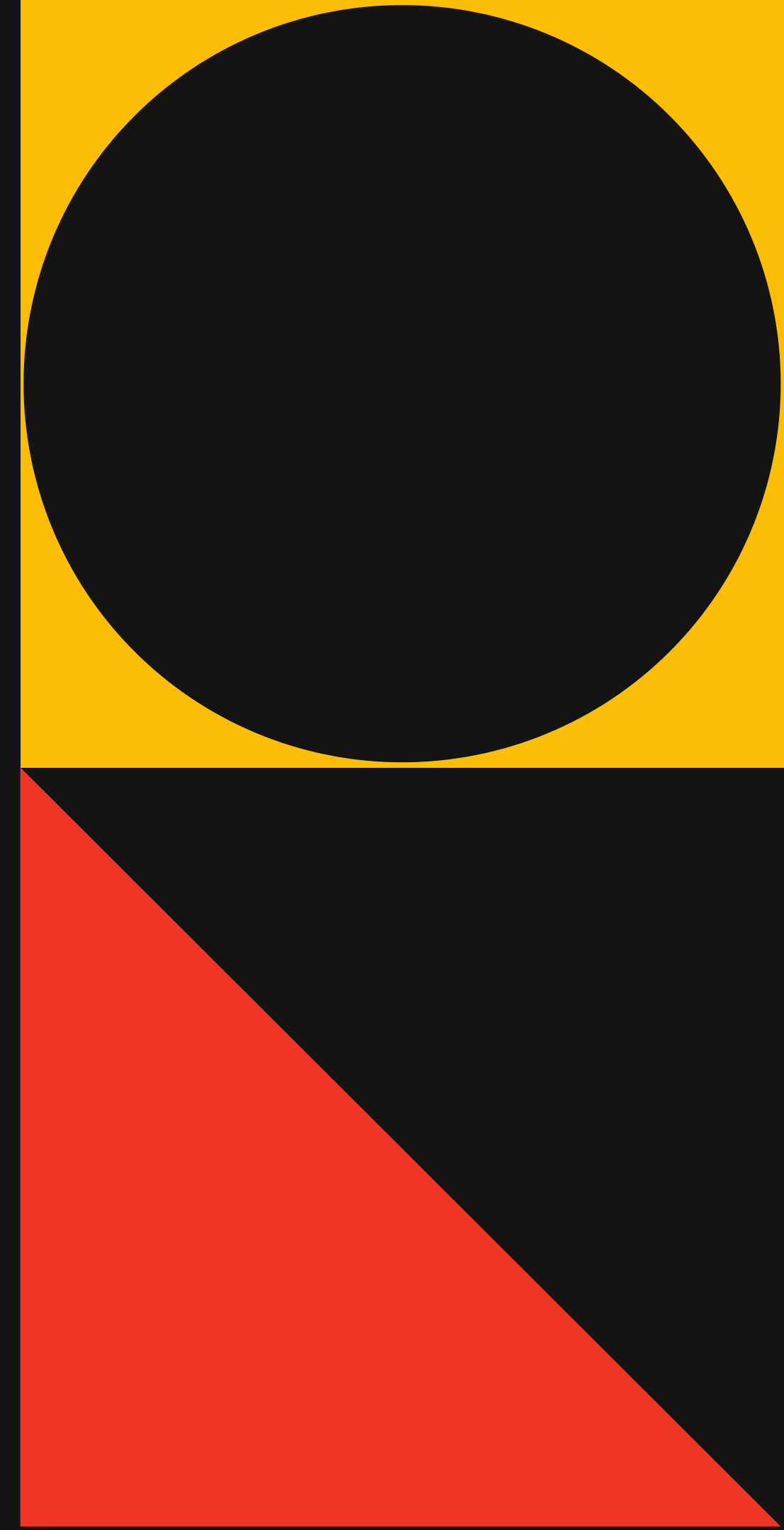
# Good Practice

# COMMITMENT AND DIRECTION

Offer a strong message of commitment from the CEO/ Executive Leadership Team that is clear, consistent and communicated throughout the organisation.

Further reading:

- [The Powerful Link Between the C-Suite and ERGs](#)
- [Understanding Employee Resource Groups: A guide for Organizations](#)
- [How to engage employees in diverse cultures](#)
- [Allyship video](#)
- [Welcome to the Allyship](#)





# ACTIVE PROMOTION

Active promotion and transparency of the resource groups mission fed from the top down. Clear recognition of the ownership of the work. This needs to be included in employee appraisal and not be the “invisible” burden.

Further reading:

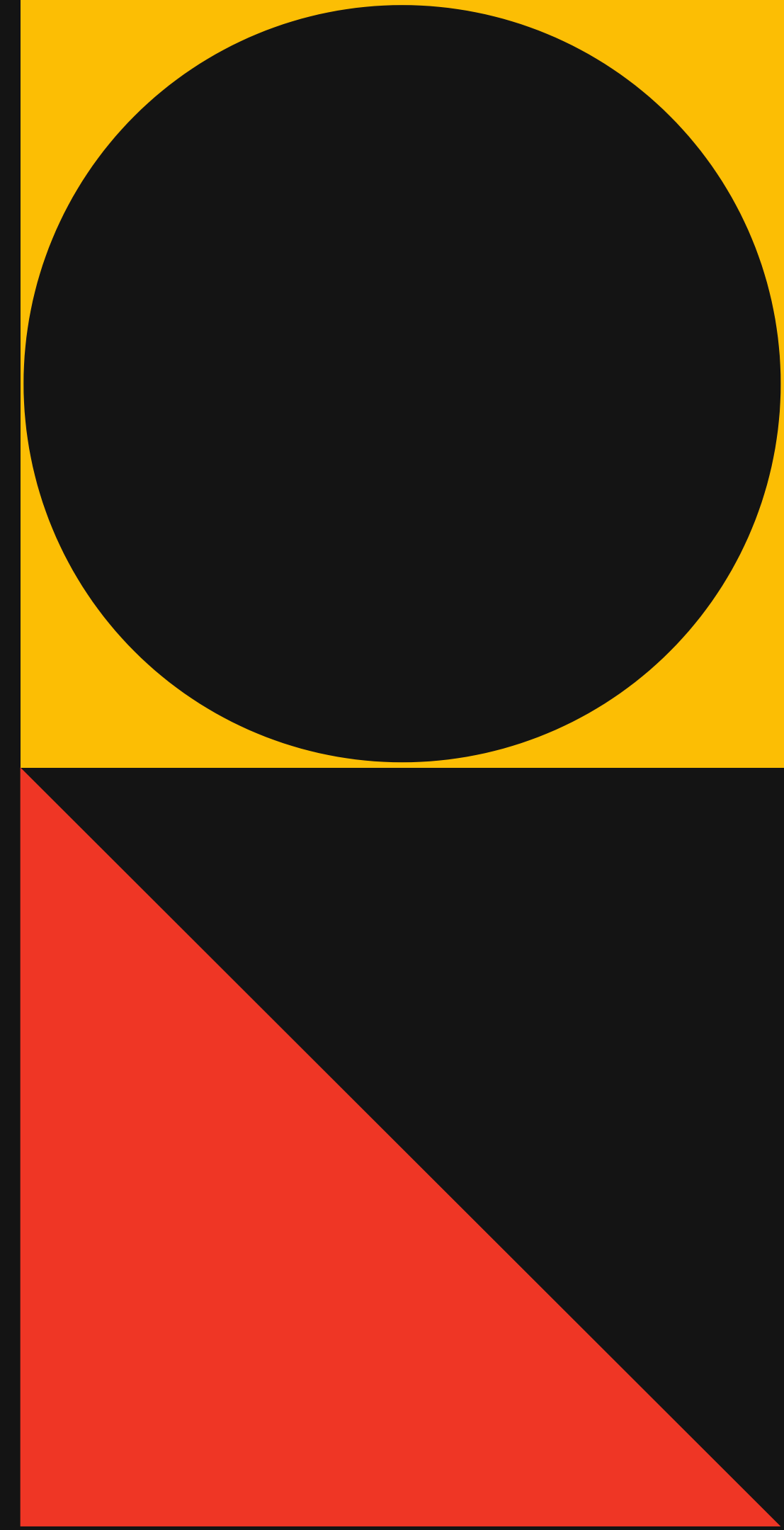
- [How to encourage diversity and inclusion with employee resource groups](#)


# BUSINESS CASE

Articulate and communicate the business case and purpose of the network (for the business and for the members). For eg; to act as a “voice” for Black employees; actively attract, develop, and retain talent; develop new business opportunities; promote the Brand; community outreach.

Further reading:

- [The business case for diversity in the workplace is now overwhelming](#)
- [What Black Employee Resource Groups Need Right Now](#)
- [Employee Resource Groups: A Strategic Business Resource for Today's Workplace](#)






# EXECUTIVE SPONSORSHIP

Communicate who the executive sponsor is. It's critical this senior leader champions the importance of the network and makes it a central feature of the organisation's Diversity and Inclusion strategy.

Further reading:

- [Executive Sponsor Job Descriptions](#)
- [Executive Sponsors Fuel High-Performing ERGs \(slides\)](#)
- [Executive Sponsors Fuel High-Performing ERGs \(video\)](#)



**"Having the right executive sponsor can elevate your network to the next level. It's important that they truly believe in the mission of the network."**

**Bami Kuteyi,  
Founder Bam Bam Boogie  
(ex-Googler)**

# STRUCTURE

Follow a recommended network structure, for e.g. Executive Sponsor, Senior Ally Sponsors, Chairs/Co-Chairs, Treasurer, Events Lead, Communication Lead, Secretary.

Further reading:

- [A Toolkit for establishing and maintaining successful ERGs \(section 7\)](#).

**"At Leidos, our Young Professionals Network ERG follows a formal, hierarchical structure that allows for 4 pillars to report to the Chair and Vice-Chair. As we are a UK Chapter, the Chair is responsible for reporting to the U.S ERG. This format has enabled us to get more employees involved whilst keeping accountability and transparency across the teams."**

**Emma Digby, People & Culture  
Co-ordinator Leidos**



# GOVERNANCE

Networks must have corporate governance in place with guidelines and operating agreements and formal leadership selection.

A terms of reference document can be a really helpful way to ensure the network is operating strategically and effectively

Further reading:

- [The UK Corporate Governance Code](#)
- [Example terms of reference \(NHS\)](#)



# BUSINESS ALIGNMENT

Networks must actively engage in driving business goals: talent recruitment/ retention; employee engagement, professional development; marketing; and being the “face” of the company in the community.

Further reading:

- [Executive Sponsor White Paper](#)





# MEASURE SUCCESS

Data is crucial to gain insights on the value of the network. some of the metrics that can be used are: awards and benchmarking; culture - measured through engagement; best practice and information sharing; cost savings from the network attracting new talent compared to 3rd party recruiters; retention – review retention rates and attrition data; survey of membership; feedback from new recruits.

Further reading:

- Meaningful Metrics for D&I
- Everything you need to know to measure success at work

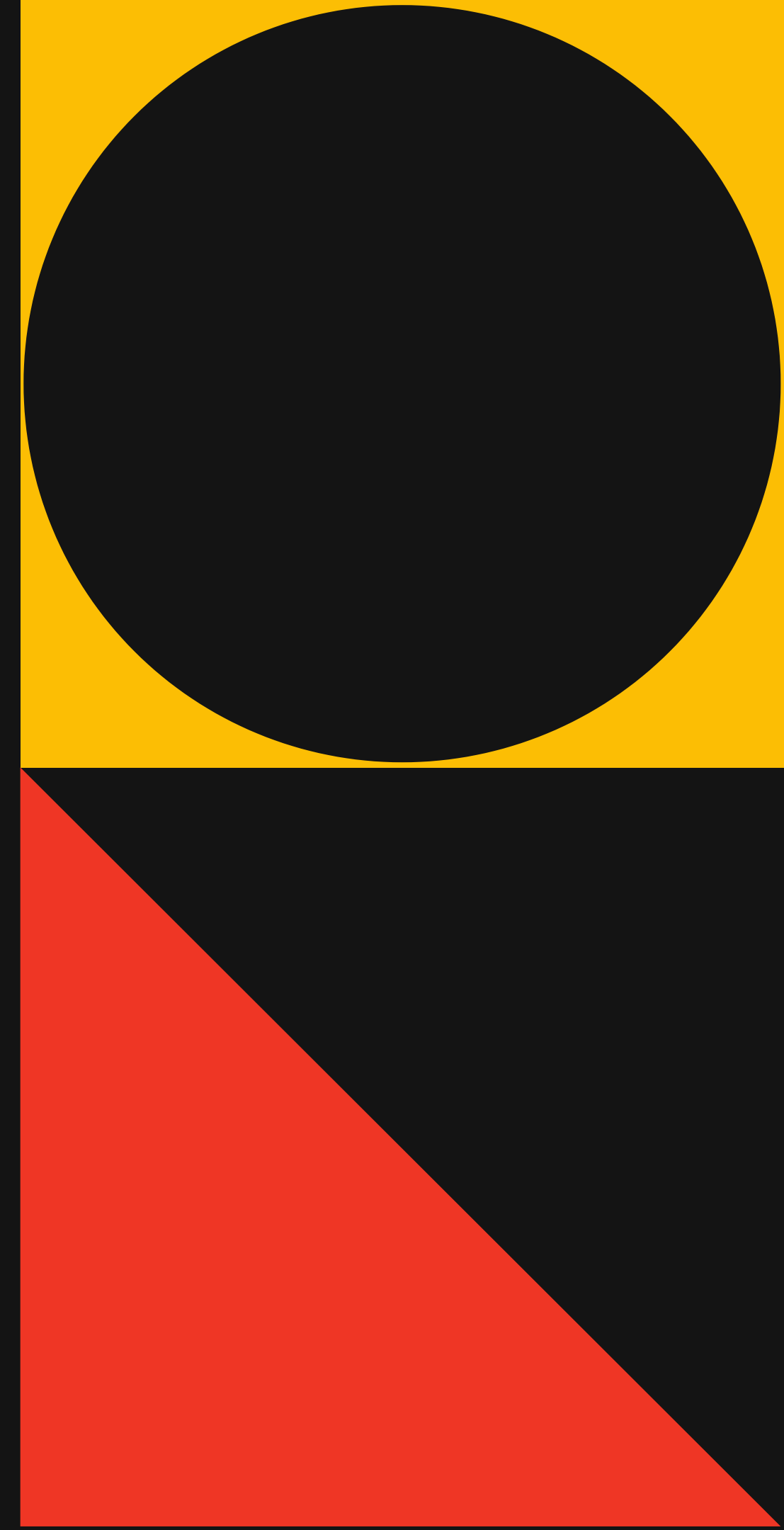
# REGULAR COMMUNICATION

Hold regular meetings and consultation with network members. Invite representatives from D&I and HR and senior representatives from your organisation.

Make sure people understand the value of your network by telling them the great things you've been up to

Further reading:

- [Communciations and visibility](#)
- [A template for an ERG Branding and communication strategy](#)
- [TripBuilderMedia](#)



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# INCLUDE EVERYONE

While networks are usually for one subsection of employees, in order to achieve wider, embedded change, engaging anyone who is interested in greater Black workforce representation will help to make wider systems change.

Intersectionality is important for Diversity networks - you can be black and LGBT+ and have a very different experience

Further reading:

- [Support from allies](#)
- [Cross collaboration between networks](#)
- [Case study on leading an ERG with an intersectional lense](#)
- [Case study on intersectional networks](#)

# NETWORK LEADERSHIP

A person/people trained in leadership and inclusion with a focus on results, with those in network executive roles committed to action.

Strong groups have a purpose and a plan. They give advice and counsel to the company and to the D&I lead.

Senior business leaders have to believe in the network and what they are saying

Further reading:

- [Employee Network and Affinity Groups](#)
- [Read about Mission and Vision here](#)
- [How leading an ERG at Asana accelerated my career \[LGBT lense\]](#)
- [8 things I wish someone had told me about being an ERG leader](#)

# INTEGRATION

The network activities must play an integral role in the inclusion and diversity strategy; and active partnership with business units.

Further reading:

- [Case study on how a BME network supported a mentoring programme at BT](#)
- [ERGs in D&I Strategies](#)

At Atos our D&I networks are 1 of the 8 pillars of our strategy. They have direct influence over the development and improvement of policies and processes and sit on our Diversity steering committee. They are integral to our Diversity & Inclusion work.

***Rachel Edwards***  
***Head of D&I Atos***

# FUNDING

Government innovation schemes, lead for funding for companies to improve and nurture diversity among its workforce.


In addition there are apprenticeship schemes that look to attracting more diverse individuals through various funding schemes.

Further Reading:

[Skills Funding](#)

[UK diversity & inclusion](#)



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Leidos has various inclusion and diversity resources available to employees on the company resource site, these help inform and update start on steps that Leidos are taking to support and nurture diversity and inclusion

***Luke Rainbow***  
***Graduate Project Manager***

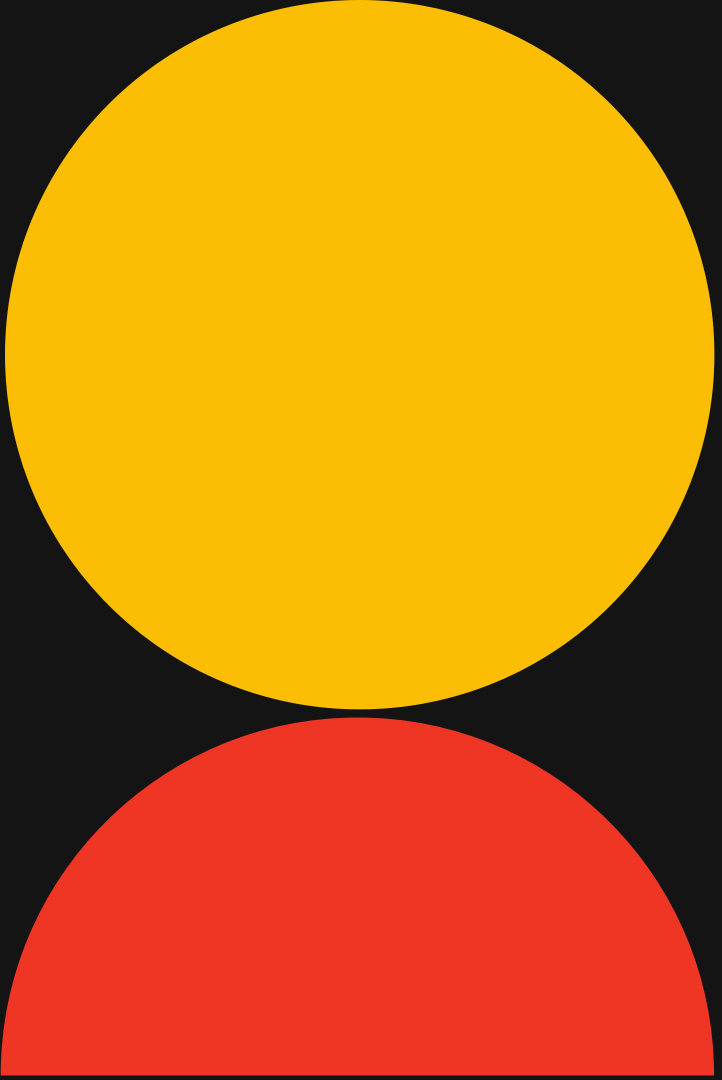
## RESOURCES

The network should have a dedicated contact in the D&I team and have access to corporate functions, resources and facilities; with the corporate website highlighting the network group and their contributions

Further reading:

- [Case study on how a BME network supported a mentoring programme at BT](#)
- [ERGs in D&I Strategies](#)





Further reading

# USEFUL LINKS



[Chapter in a book on D&I networks](#)



[Starting your employee networks](#)



[What Black Employee Resource Groups need right now](#)



[Role during a crisis](#)



[ERG Leadership](#)



[Getting started with ERGs](#)

# CASE STUDIES OF BLACK/BAME EMPLOYEE NETWORKS

Atos

Adobe

Lloyds

5 examples

SAP

