

A network diagram with white nodes and lines on a teal background, forming a complex web of connections. The nodes are represented by small white circles, and the lines are thin white lines connecting these nodes. The overall shape is irregular and fills the left and bottom portions of the image.

# Increase Organisational value- Roadmap to Develop, Promote & Retain Black employees

 **TECHTALENT  
CHARTER:**

# ACCESSIBILITY STATEMENT

## Accessibility

Did you know that 1 in 5 people in the UK has a disability? In the United Kingdom (UK) alone:

- 11 million people have hearing loss
- Almost 30% of disabled people have dexterity problems
- 5 million adults struggle to read and write
- 2 million people live with a visual impairment

BUT 1 in 4 disabled adults have never used the internet. Why?

- Expense, hardware, software & broadband
- Lack of skills/training for disabled people
- Need for assistive technology

And when they do get online, 70% of websites in the UK are inaccessible.

# ACCESSIBILITY STATEMENT

## What steps we have taken to make this presentation document accessible?

The Tech Talent Charter Thought Leadership Team “TTC Team” (named on page 34), have actively worked to increase the accessibility of our Roadmap document, to make it user-friendly to all people and adhere to many of the Web Content Accessibility Guidelines 2.1 standards. We have sought advice from Shaun Conner NHS Front End developer and Accessibility Advisor.

We outline some of the steps we have taken to make our presentation document accessible and inclusive:

- The overview slides on pages 8-10 act as the executive summary and are referred to on the overview slide 7
- Fully accessible colour contrast
- Descriptive slide headers
- Logical reading order for assistive tech
- Additional context for links for screen readers
- Clicking on a hyperlinks will open to a new web page
- Alt text on images, to provide additional context to images used
- Page numbers and page reference inserted for easy navigation (Page = P)

01

LENS DEFINITION &  
OVERVIEW

P.5 - 10

02

DEVELOP

P.11 -17

03

PROMOTE

P.18 - 25

# TABLE OF CONTENTS

04

RETAIN

P.26 -32

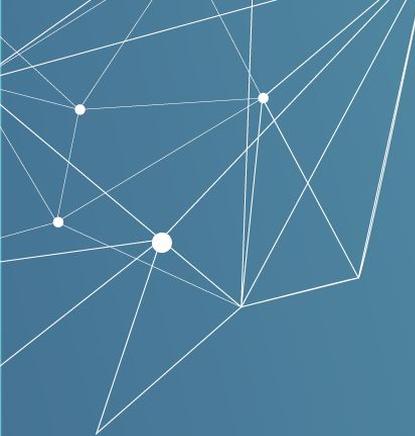
05

TTC TEAM

P.34

# 01

## LENS DEFINITION & OVERVIEW



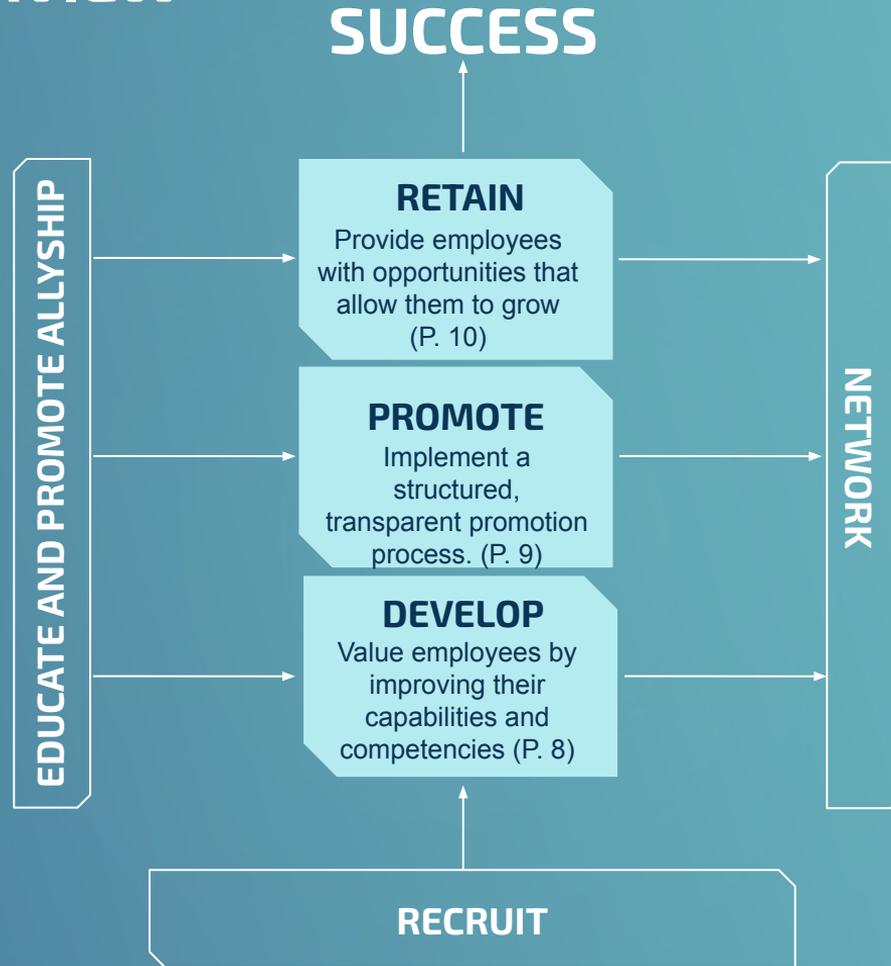
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# 01 LENS DEFINITION

**'Black' = African and Afro-caribbean background  
including Black LGBTQ+ people, disabled Black people  
and Black people of different genders**

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# 01 OVERVIEW



# DEVELOP

Value employees by improving their capabilities and competencies:



P.12

## MENTORING

Programmes  
Feedback  
Unlock potential  
Self-directed mentoring  
Training  
Improvements



P.13

## ROLE MODELLING

Dialogue  
Remove racism  
Identify barriers  
Various seniority  
levels



P.14

## NETWORKING

Sponsored and well-resourced  
Work plans  
Peer to Peer  
Buddy system



P.15

## COACHING

Feedback  
Personal  
Development Plan  
Empower  
Be curious



P.16

## SPONSORSHIP

Leadership  
Networks  
Senior Executive



P.17

## TRAINING

Line management  
Range of Skills  
Leadership

# PROMOTE

Implement a structured, fair and transparent promotion process:



P.19

## WHERE ARE WE NOW - DATA?

Collect, Monitor and Publish Data  
Purpose for Data Collection  
Update and Measure  
Routine



P.20

## WHERE ARE WE NOW - AUDIT?

Policies and practices  
Rates  
Investigate  
Implement action  
Improvement



P.21

## PROMOTION PROCESS - POLICY

Simple process  
Fair and Inclusive  
Ethnicity targets  
Job descriptions  
Feedback  
Reward and Benchmarking  
Self Affirmation



P.23

## PROMOTION PROCESS - PANEL

Diverse panels  
Sponsorship  
Feedback  
Reward  
Case studies



P.24

## HAS THE PROCESS WORKED- DATA?

Leadership accountability  
Publish data  
Review progress  
Progression barriers



P.25

## HAS THE PROCESS WORKED- AUDIT?

Evidence  
Decision making  
Ethnicity (ROI)

# RETAIN

Value employees by improving their capabilities and competencies



P.27  
**NURTURE**

Employee Mentoring Programme  
Talent Pipeline  
Wellbeing



P.28  
**LEADERSHIP  
ENGAGEMENT**

Race Equality Leader  
Focus Groups  
Diversity Management



P.29  
**BELONGING**

Beyond Diversity & Inclusion  
Cultural Intelligence Training  
Employee Resource Groups



P.30  
**LEADERSHIP  
DEVELOPMENT**

Succession planning  
Sponsorship  
Programme  
Relatable Role Models



P.31  
**PEOPLE  
ANALYTICS**

Pay Gap  
Baseline  
Evidenced-based  
reporting



P.32  
**SHARE  
KNOWLEDGE**

Diversity Case Studies  
Internal & External  
Communications  
Social Forums  
Showcase



**02**  
**DEVELOP**  
**IN DEPTH**

**Value employees by  
improving their  
capabilities and  
competencies**

# MENTORING



Establish formal **mentorship programmes** to make sure each employee feels they are being developed and understand the process for progression. Include reverse mentoring to increase knowledge and reduce silo mentality, and include 360 **feedback** to offer a wider-ranging perspective.

Refer to: [List of various Case Studies including Mentorship and Sponsorship](#)

Hold one to one or group mentoring sessions on specific topics, such as negotiating for oneself, career advancement, all aimed to empower participants to **unlock** their **potential**, explore and develop their skills, areas of interests and their future capabilities.

Refer to: [From the viewpoint of the HE organisations a leadership pipeline for BAME staff.](#)

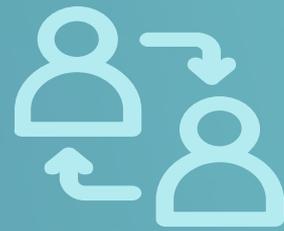
Promote **self directed mentoring** to advance diversity throughout the organisation and employee grades to increase empowerment and equality, as well as providing senior leadership sponsorship and people management support.

Refer to: [\[PDF\] Advancing Faculty Diversity Through Self-Directed Mentoring](#)

**Training** mentors and mentees so both understand their role and get the most out of their mentoring relationship

Follow up with colleagues to see how effective and successful mentoring programmes are; create feedback loops so that **improvements** can be incorporated.

# ROLE MODELLING



Encourage line managers and senior colleagues to have open and frank **dialogue** about Race

Refer to: [Explores and debates viewpoints around terminology and the use of BAME labels](#)

Encourage line managers and senior colleagues to explore systemic racism and identify practical approaches to **remove racism** from the organisation.

Refer to: [Explores some practical approaches to removing systemic racism.](#)

Use evidenced-based research to **identify barriers** to progression for Black colleagues and make informed recommendations to facilitate change.

Refer to: [The capture and use of data including a discussion around BAME employees viewpoint on discrimination holding back their careers and pay gap review](#)

Identify and facilitate role models of **various seniority levels** and showcase their contributions to the workplace community.

Refer to: [Explores barriers and provides some recommendations for employers and policy makers](#)

# NETWORKING



Set up **sponsored and well-resourced** networks with colleagues of different seniority and function.

Refer to: [What support helps staff to feel they belong at work?](#)

Develop **work plans** with the colleague networks to explore barriers and how to overcome them.

Refer to: [Explore the barriers and build some approaches to creating a more ambitious approach to developing BAME talent.](#)

Support colleagues within the internal **peer to peer** networks to have a voice and encourage transformational change.

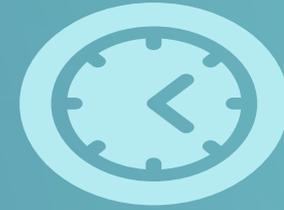
Refer to: [How can businesses use networks to support employee growth?](#)

Connect colleagues by creating a **buddy system** and encourage peer-to-peer learning.

Refer to: [What are the benefits of staff networks in creating development and supporting belonging at work?](#)

And: [How can buddy systems support black colleagues?](#)

# COACHING



Invest in Black colleagues and facilitate 360 **feedback** to support employees in developing rich **personal development plans**

Refer to: [What does inclusion look like in practice, and how can people professionals and the wider business be more inclusive?](#)

Provide coaching for success and progression. **Empower** Black colleagues to really target areas they may have previously struggled with and address them.

Refer to: [List of various case studies of law firms which have progressed racial equality](#)

**Be curious** about the experiences of Black culture, educate other races and drive equality through this feedback.

Refer to: [Case study of the Talent Accelerator framework covering coaching and feedback](#)

# SPONSORSHIP



Deliver sponsorship programmes, investing in Black colleagues aimed at developing, promoting and retaining talent within the organisation.

Refer to: [Black employees are more likely to be promoted if referred by another employee](#)

And: [Atos Sponsorship Programme to support BAME employees](#)

Facilitate **leadership** and promotion pathways by providing formal sponsorship programmes for Black colleagues.

Refer to: [Exploring leadership development including link to Cracking the concrete ceiling: Tracking the impact of the Diversifying Leadership programme](#)

And: [Launch of a new development programme for BAME people at UCL](#)

Support Black employees to have **network** contacts, such as **senior executives**, who have influence and power over their own and other's careers, so that they have access to opportunities.

Refer to: [House of Commons BAME leaders programme](#)

And: [How can organisations support better progression for BAME employees?](#)

# TRAINING



Incentivise, train and equip **line managers** and other people-oriented roles (HR included) to create equity at work through representation and diversity policies. Educate line managers to play a pivotal role in changing behaviour and creating balanced workplaces; their actions are decisive in the success or failure of efforts to create balance. Good managers champion change, bad managers block it.

Refer to: [What can employers do to address BAME inequality in the workplace?](#)

And: [A range of barriers and interventions to overcome these barriers to promotion of BAME colleagues are explored.](#)

Training is required for Black colleagues across a **range of skills**; developing soft and technical skills (departmental, organisational and functional) providing them with experience and opportunities to help secure promotion.

Refer to: [Recommendations to develop BAME staff and gives examples of three organisations that are driving change.](#)

And: [Stepping Up](#) and [Ready Now](#) - Programmes within NHS

Hold **Leadership** accountable to equip colleagues (regardless of function, role or department) with clarity around the process of progression, providing access to support and training where necessary.

Refer to: [UK based case studies showcasing how BAME employees can be developed at work Approaches to providing access to leadership roles](#)



# 03

## PROMOTE

IN DEPTH

Implement a  
structured, fair and  
transparent  
promotion  
process

# WHERE ARE WE NOW - DATA?



**Collect, monitor and publish** ethnicity diversity **data**. Be transparent at every level of the organisation. Aim to **monitor** ethnicity at every stage of the employment cycle.

Refer to: [Explores and suggests the approach to secure relevant data before developing the strategy.](#)

Be clear and transparent about the **purpose of** ethnicity **data collection**.

Refer to: [BITC Capturing Ethnicity Data – What should employers monitor in terms of ethnicity? \(factsheet 2 of 3\)](#)

Study the data, check that it make sense and gives the real picture, **update** regularly **and measure** progress.

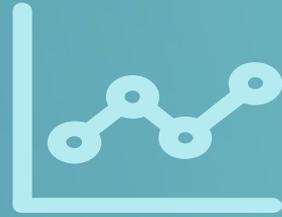
Refer to: [Practical data collection toolkit](#)

Make data collection **routine** and part of the DNA culture to address the stigma and fear of self-reporting.

Refer to: [Babcock International people and potential diversity case study](#)

And: [Benchmarking for success. Make D&I part of your corporate DNA](#)

# WHERE ARE WE NOW - AUDIT?



Undertake a full audit of promotion and development **policies and practices** (not just the policy but what happens 'on the ground').

Refer to: [Audit the employee lifecycle for bias](#)

Check that progression **rates** with ethnicity lens are transparent and regularly reported

Refer to: [Case Study - Accenture inclusion diversity/culture equality](#)

**Investigate** all possible reasons where progression rates are disproportionately low and unequal - analyse the root cause.

Refer to: [Explores ethnicity pay gap](#)

And: [Case Study - how Patreon want to get to Promotion parity across race](#)

Devise corrective **action** to **implement**.

Refer to: [Case Study - CIPD race inclusion](#)

Implement the continuous **improvement** action plan to increase progression rates and aid succession planning

Refer to: [Practical steps to create an inclusive succession planning programme.](#)

# PROMOTION PROCESS - POLICY



Run a transparent, **simple** and structured promotion, talent and reward **process**. Publish the process and policies so that they are available to all and easy to follow with auditable outcomes. Give clear communication on the timing and frequency of promotion cycles, which is fully integrated and inclusive.

Refer to: [How to run a transparent talent and reward process](#)

**Fair and inclusive**, policies, processes and opportunities support companies to ensure they reach parity across race. Embedding these in the organisation's DNA will help to reach racial parity in the promotion process. For example, are they allowing all employees to have a level playing field without negative or positive bias? Create corrective action to eradicate ethnic bias.

Refer to: [Learn how the level playing field is needed to help black employees travel up the career ladder - cross sector case study](#)

Set **ethnicity** promotional **targets** alongside inclusion and equality targets and monitor progress.

Refer to: [Case Study - NHS communicating their positive action approach to promoting and retaining BAME employees](#)  
And: [Case Study - KPMG workforce and student recruitment diversity data](#)

# PROMOTION PROCESS - POLICY



Create clear business cases, **job descriptions** with competency skills matrix including Intelligence Quotient (IQ) and Emotional Quotient (EQ). Use unbiased language with every aspect relating to the promotion process

Refer to: [Explores and debates viewpoints around terminology and the use of BAME labels](#)

And: [Approaches to providing access to leadership roles?](#)

Utilise 360 degree **feedback** include senior leadership feedback for all candidates to form future development plans. Plus, include feedback from regular development conversations to support “personal” promotional plans.

Refer to: [Recruiting, retaining and promoting culturally different employees](#)

Be explicit and transparent about salary and **reward** schemes and include **benchmarking** data.

Refer to: [The Science and Value of Diversity: Closing the Gaps in Our Understanding of Inclusion and Diversity](#)

Promote the practice of **self-affirmation** as it has broad benefits in aiding the development of self-confidence and self-identity. Limiting detrimental effects of identity threats like negative stereotyping & overt discrimination.

Refer to: [Success come from affirming your potential as well as sponsorship](#)

# PROMOTION PROCESS - PANEL



Use a **diverse panel** for promotion decisions. Match the background of the candidate to obtain a fair judgment.

Refer to: [Case Study - Intel working mothers](#)

Promote formal **sponsorship** & support throughout the promotion process.

Refer to: [Diverse Decision Making in promotion process](#)

Give **feedback** after process & build ongoing development into the new role objectives & outcomes.

Refer to: [Case Study - Example of showcasing Black employee appointed CDO](#)

Link promotion to fair pay **reward** for the promoted role.

Refer to: [PWC on D&I including succession planning and promotion taking into account ethnicity](#)

Share **case studies** of Black colleagues progressing throughout their career.

# HAS THE PROMOTION PROCESS WORKED- DATA?



Ensure there is **leadership accountability** on reporting the correct ethnicity data for every grade of employee.

Refer to: [Increasing Black Representation](#)

Regularly **publish data** and **review progress** with ethnicity lens. Where **progression rates** are disproportionate, analyse the potential reasons (e.g. track if health issues impact promotion).

Refer to: [CIPD: Addressing the barriers to BAME employee career progression to the top](#)

Be aware of intersectionality and examine **progression barriers** through multiple lenses.

Refer to: [Case Study - Bank of England release data on their progress to date](#)

# HAS THE PROMOTION PROCESS WORKED - AUDIT?



Audit and monitor **evidence** that people processes are unbiased in their decision outcomes and outputs e.g. managing performance, succession planning, promotions and making redundancies.

Refer to: [Case Study - Understanding the Difference Diversity Makes.](#)

Document **decision making** on promotions and career progression - Who, what, when, why and how?

Refer to: [An approach to positive action](#)

Audit **ethnicity Return on Investment (ROI)** by the amount of effort put into a promotion opportunity and how they are valued as employees. Use both quantitative and qualitative analysis so that the return on investment (ROI) and social return on investment (SROI) data is complete.

# 04

## RETAIN

### IN DEPTH

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Value employees  
by improving their  
capabilities and  
competencies

# NURTURE



Implement an **Employee Mentoring Programme** for Black colleagues ensuring they have a clear understanding of how they can progress their chosen career path.

Refer to: [B-Mentor Programme Case Study](#)

Build a **talent pipeline** for Black colleagues to enable representation at all levels within your organisation.

Refer to: [A blog on positive actions to stamp out racism and progress equality in workplace](#)

Introduce a specific **wellbeing** programme for Black colleagues that understands and addresses mental health issues such as bullying and harassment.

Refer to: [HBR - What ERG's need right now](#)

And: [Looking at mental health through the lens of Race](#)

# LEADERSHIP ENGAGEMENT



Become a **Race Equality leader** organisation ensuring Black colleagues feel supported by senior leaders.

Refer to: [BITC - Tips for becoming a race Equality Leader](#)

Run regular manager **focus groups** not tick box surveys to ensure commitment to racial equity is adhered to at all managerial levels.

Refer to: [Case Study - Whirlpool introducing Manager Focus Groups](#)

Introduce **diversity management** practices for all people managers. To ensure that all people managers are committed to inclusive leadership practices.

Refer to: [Race in the workplace case studies](#)

And: [CIPD: Diversity Management that works](#)

# BELONGING



Initiate a belonging policy as an integral aspect of a **“Beyond Diversity & Inclusion”** organisation programme to ensure Black colleagues feel both seen and heard.

Refer to: [Fostering Belonging at Work](#)

Introduce **Cultural Intelligence Training** for all employees to raise awareness of Black cultural background and understanding.

Refer to: [Case Studies - Cultural Intelligence from CulturalQ](#)

Set-up relevant **Employee Resource Groups** enabling Black colleagues to have safe spaces to share experiences and express themselves.

Refer to: [Case Study - Sky inclusivity resources](#)

# LEADERSHIP DEVELOPMENT



Implement robust **succession planning** processes ensuring transparency for progression.

Refer to: [Case Study - introducing successful succession planning](#)

Introduce executive **sponsorship programme** for Black colleagues so that they are both championed and supported by Senior Leadership.

Refer to: [BITC - Executive Sponsorship for Race Toolkit](#)

Develop showcases for **relatable role models** to inspire confidence in the ability to progress to positions of seniority in the organisation and or industry.

Refer to: [Celebrating Senior BAME Leaders in Tech](#)

# PEOPLE ANALYTICS



Annually Report on ethnicity **pay gap** to ensure transparency and foster a sense of trust from employees.

Refer to: [Explores the disparities in pay](#)

Conduct a **baseline** diversity audit to ensure any gaps are identified and therefore can be addressed and progress can be measured.

Refer to: [American resources on assessing current race equality](#)

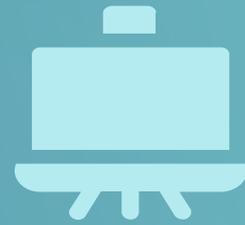
Use **evidenced-based reporting** to support diversity management within the workplace.

Refer to: [CIPD investigates using evidence based reporting on racial equality](#)

And: [CIPD - Survey on addressing disparities in BAME progression](#)

And: [Leading businesses commit to reporting on black employee inclusion commitments](#)

# SHARE KNOWLEDGE



Proactively share **diversity case studies** across organisation showcasing commitment to change.

Refer to: [Case Studies - Royal society best practices](#)

Audit impact of diversity **internal & external communications** building trust and showcasing organisational commitment.

Refer to: [Fortune Newsletter on Race Equality](#)

Create inclusive **social forums** to encourage dialogue on race.

Refer to: [DiversityQ - Lets talk about Race](#)

**Showcase** networking groups & their purpose in the organisation to increase awareness.

Refer to: [Sky - effective use of social media hashtag to showcase networks](#)

The background is a solid teal color. It features several white network diagrams consisting of interconnected nodes and lines. One large network is on the right side, and a smaller one is on the bottom left. A thin white vertical line is positioned on the left side of the page.

**05**

**THANK YOU**

# Thank you to those who collaborated and co-created the TTC Roadmap to 'Develop, Promote and Retain' Black employees.

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