Education & Allyship

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ABOUT

This is an Education and Allyship **toolkit** that **empowers** organisations and individuals to take **immediate and meaningful** action that **progresses** them on the journey to **peak education and allyship** when it comes to **Black employees**, regardless of where the organisation is on their journey **today**
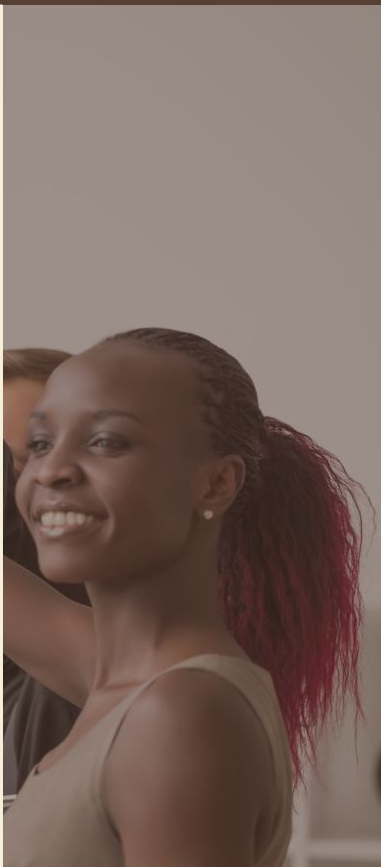
HOW TO USE THIS TOOLKIT

Who is this for?

This toolkit is for any individual in an organisation with the real or perceived responsibility to drive change, including:

- Business owners and leaders
- HR/People specialists
- Diversity & Inclusion (D&I) leads
- Hiring managers
- Learning & Development managers

How do I use this?

The topic of education and allyship is broad and transformation will not happen overnight. We encourage you to focus on action, start small and take incremental steps to progress. This means prioritising a change you can make today over planning a 12 month change programme. We've grouped the resources, activities and actions in the toolkit into four pillars to help you identify the direction in which your organisation needs to progress:

A: Learning and Development

B: Offer Support

C: Policy and Comms

D: Level the Playing Field

What is one thing you can start doing today?
Choose one and go to the details slide to learn how.

Get Started

EXPLORE

Find and share a reading list or glossary of terms to encourage self-learning about race-related terminology (page 6, action A1)

Accept that you are not an expert and engage external facilitators and consultants to help you (page 6, action A2)

Share a formal response with your team acknowledging what is happening and what you are doing about it (page 11, action C2)

Some help to get you started:

Here's a PDF glossary by Racial Equity Tools that you can use to start the education process:

https://www.racialequitytools.org/resourcefiles/RET_Glossary_Updated_October_2019_.pdf

CREATE

Create a safe, dedicated and sustainable space for employees to have open discussions and set guidelines (page 9, action B2)

Hold transformative listening workshops to enable your employees to have constructive, open, and non-defensive dialogue (page 7, action A3)

Create formal affinity groups for your Black employees, using mentors where possible to offer additional support (page 10, action B4)

How others are doing it:

While you don't need a fancy website to formalise your affinity group, you can get inspiration from Uber and Slalom on what an affinity group could look like:

https://www.uber.com/us/en/about/diversity/Black-at-uber/

https://www.slalom.com/who-we-are/diversity-and-inclusion/reach

SHARE

Acknowledge how privilege manifests in professional progress and encourage your managers to open up their professional networks to Black employees (page 13, action D3)

Review and revise policy documents to correctly reflect your values in company rules, processes and procedures (page 12, action C3)

Document where you are today, set yourself goals for the next 3, 6 and 12 months and share these publically to show your commitment and encourage others to do the same (page 12, action C5)

How others are doing it:

Here's how Fastly, a global software company with over 250 employees, is publically navigating their diversity and inclusion journey:

https://www.fastly.com/blog/reflecting-inclusion-diversity-journey

Education and Allyship is multi-faceted.

Understanding the different ways is part of the journey. Here is an outline of what they are and different actions to progress each.

EDUCATION   **ALLYSHIP**

THEME	A: LEARNING & DEVELOPMENT	B: OFFER SUPPORT	C: POLICY & COMMS	D: LEVEL THE PLAYING FIELD
What we're trying to do	Help **individuals** in your organisation learn to **change** and **do better**	Show **acknowledgement** of the size and difficulty of this challenge and create **safe spaces** and **support networks** for your Black employees and allies	As **leadership** and individuals in positions of power and influence, **challenge** and **change** the agreed **rules** and **ways of working**	Show **acceptance** of the reality that things are **not fair or equal**, and actively **push to level the playing field** for Black employees and the Black community, for the right reasons
Getting started	A1. Find and share a reading list or glossary of terms to encourage self-learning about race-related terminology	B1. Plan and communicate your commitment to creating safe spaces for Black colleagues to speak and be heard	C1: Review your company values and make your organisation's position on Equality clear	D1: Actively allow Black colleagues the space to speak in meetings and be vocal about agreeing with them, helping to amplify their voices
Taking your first steps	A2: Accept that you are not an expert and engage external facilitators and consultants to help you	B2: Create a safe, dedicated and sustainable space for employees to have open discussions and set clear guidelines for how those groups are facilitated	C2: Share a formal response with your team acknowledging what is happening and what you are doing about it	D2: Raise profiles of Black professionals and encourage team members and external mentors to tell their stories
Finding your feet	A3: Hold transformative listening workshops to enable your employees to have constructive, open, and non-defensive dialogue	B3: Carve out time to consciously check in with your team, help them reflect and treat them with respect and transparency	C3: Review and revise policy documents to correctly reflect your values in company rules, processes and procedures	D3: Acknowledge how privilege manifests in professional progress and encourage your managers to open up their professional networks to Black employees
Accelerating your efforts	A4: Organise training on understanding allyship and learning to recognise bias	B4: Create formal affinity groups for your Black employees with mentors where possible to offer additional support	C4: Review and revise your company onboarding process to ensure new hires add to and promote an inclusive culture	D4: Encourage leaders to create a platform and act to enable advancement of Black employees and the wider community
Reaching proficiency	A5: Train your leadership on how to engage with Black employees and build inclusive teams	B5: Deliver specific guidance and training for career progression for Black employees	C5: Document where you are today, set yourself goals for the next 3, 6 and 12 months and share publically to show your commitment and encourage others to do the same	D5: Publicise your Diversity & Inclusion statistics on a regular basis and share what you are doing to level the playing field

Action	Outline	Detail	Resources
A1	Find and share a reading list or glossary of terms to encourage self-learning about race-related terminology	People need knowledge and an understanding of the problem to truly be part of the solution. People must be prepared to do the work to understand the history and the issues. Get the organisation reading or Googling, encouraging them to delve deeper into terms like 'systematic racism', 'racial gaslighting', 'white privilege', 'cultural appropriation', and 'microaggresions'. Signpost curated reading and watching lists to help guide employees to educational content. Sharing a glossary is helpful so everyone has a collective understanding of terms like unconscious bias, systematic racism, microaggressions, privilege, and intersectionality. Many of these are new terms to people, but are core to conversations about racism. Creating a glossary that people could refer back to will help them become comfortable using these terms to educate others.	Listening: CIPD Podcast 161 - Challenging systemic racism in the workplace Reading: Black Lives Matter: A Letter For Your CEO On Racism Guide: Anti-racism resources for white people Guide: Curated list of anti-racism resources Guide: Glossary by Racial Equity Tools Booklist: An Essential Reading Guide For Fighting Racism Guide: Anti-racist Continuum Guide: Anti-racism Assessment
A2	Accept that you are not an expert and engage external facilitators and consultants to help you	Smaller companies in particular may want to try and deal with all of this themselves, when it would be more appropriate to bring in external help to educate and share a wider breadth of experience. It's incredibly important to the wellbeing of your Black employees and colleagues that you don't lean on them to lead and facilitate on topics on race. Not all Black people are D&I practitioners and consultants, don't rely on them for cheap labour as they have to focus on their day job. Unless the Black employee(s) is working in a People/HR role, the burden should not fall on them. The benefits for hiring someone external are as follows: • They can tailor D&I strategies for your organisations - they will help you define your goals and outcomes. • They can help set up D&I committees • They can help you with writing policies with a D&I lens • They can help you measure the D&I impact - they will demonstrate results and return on investments • Many consultants have knowledge outside of D&I so they can help with you assessment tools as well as communication techniques	Workshop: Career Progression and Inclusion Training by UpSkill Digital Company: The Diversity Partnership Company: The Clear Company Company: Fearless Futures Company: The EW Group

Helpful URLs
Listening: CIPD Podcast 161 - Challenging systemic racism in the workplace (https://www.cipd.co.uk/podcasts)
Reading: Black Lives Matter: A Letter For Your CEO On Racism (https://www.forbes.com/sites/sfrost/2020/06/19/a-letter-for-your-ceo-on-racism/#43a45c883c36)
Guide: Anti-racism resources for white people (http://bit.ly/ANTIRACISMRESOURCES)
Guide: Curated list of anti-racism resources (https://docs.google.com/document/d/1RcehuIYOrJ3k2frce4PomBBRjnf-W6eu0SXqqSgI1lo/)
Guide: Glossary by Racial Equity Tools (https://www.racialequitytools.org/glossary)
Booklist: An Essential Reading Guide For Fighting Racism (https://www.buzzfeednews.com/amphtml/ariannarebolini/george-floyd-amy-cooper-antiracist-books-reading-resources)
Guide: Anti-racist Continuum (https://racc.org/wp-content/uploads/buildingblocks/foundation/Continuum%20on%20Becoming%20an%20Anti-Racist.%20Multicultural%20Institution.pdf)
Guide: Anti-racism Assessment (https://collectiveliberation.org/wp-content/uploads/2018/10/Anti-Racist-Organizational-Assessment-for-comms-piece.pdf)
Workshop: Career Progression and Inclusion Training by UpSkill Digital (https://upskilldigital.com/career-progression-and-inclusion-training/)
Company: The Diversity Partnership (https://www.thediversitypartnership.org/)
Company: The Clear Company (https://theclearcompany.co.uk/)
Company: Fearless Futures (https://www.fearlessfutures.org/)
Company: The EW Group (https://theewgroup.com/)

Action	Outline	Detail	Resources
A3	Hold transformative listening workshops to enable your employees to have constructive, open, and non-defensive dialogue	Transformative listening is about truly hearing what the other person is saying and not just waiting for your turn to speak. If a Black colleague comes to you for support because they trust you as an ally, listen to them. Don't make assumptions about what action they want you to take (if any). It's likely that the first reaction of some people will be "I'm not racist so this isn't relevant", or listening to respond (waiting for someone to finish talking just so they can get their point across). Explicitly helping people to acknowledge defensive behaviours and how they can overcome these will make them more open to being educated. Support all employees within the organisation to start conversations. Encourage deep listening and learning, not defensiveness. Help individuals to know how to identify the harm without being defensive.	Guide: Let's Talk About Race: a pocket guide to getting conversations started Reading: How To Have A Courageous Conversation About Race Reading: How to Begin Talking About Race in the Workplace Reading: How Managers Can Promote Healthy Discussions About Race
A4	Training on allyship and learning to recognise bias	Making team members aware that they hold unconscious and conscious biases is key to them engaging in ways to unpick them. Testing could be carried out at the beginning of the programme and regularly thereafter. Undoing years of bias and discrimination towards underrepresented groups is a marathon not a sprint so one hour unconscious bias isn't going to fix it; this will need to be a concerted and sustained effort, leveraging external help to ensure the message is delivered as effectively as possible.	Guide: Guide to Allyship Workshop: Ally Skills Workshop by Frame Shift Consulting Case Study: Partnering to Educate All Employees on Unconscious Bias Ted Talk: How to outsmart your own unconscious bias Case Study: Harvey Nash: Creating an unconscious bias e-learning programme for these global recruitment experts Interactive Test: Implicit Association Tests

Helpful URLs
Guide: Let's Talk About Race: a pocket guide to getting conversations started (http://www.bitc.org.uk/wp-content/uploads/2019/10/Lets-Talk-About-Race_03012018.pdf)
Reading: How To Have A Courageous Conversation About Race (https://www.forbes.com/sites/hennainam/2020/06/04/how-to-have-a-courageous-conversation-about-race/#5e04e1dbfd20)
Reading: How to Begin Talking About Race in the Workplace (https://knowledge.wharton.upenn.edu/article/begin-talking-race-workplace/)
Reading: How Managers Can Promote Healthy Discussions About Race (https://hbr.org/2016/01/how-managers-can-promote-healthy-discussions-about-race)
Guide: Guide to Allyship (https://guidetoallyship.com/)
Workshop: Ally Skills Workshop by Frame Shift Consulting (https://frameshiftconsulting.com/ally-skills-workshop/)
Case study: Partnering to Educate All Employees on Unconscious Bias (https://cookross.com/ketchum/)
Ted Talk: How to outsmart your own unconscious bias (https://www.ted.com/talks/valerie_alexander_how_to_outsmart_your_own_unconscious_bias)
Case Study: Harvey Nash: Creating an unconscious bias e-learning programme for these global recruitment experts (https://theewgroup.com/case_studies/harvey-nash/)
Interactive Test: Implicit Association Tests (https://implicit.harvard.edu/implicit/index.jsp)

Action	Outline	Detail	Resources
A5	Train your leadership on how to engage with Black employees and build inclusive teams	Recognise that most leaders have had no meaningful education or training in diversity and inclusion. Provide training on privilege awareness for all senior leaders and build training into induction for all new joiners. Make education an ongoing journey not an event a one-off commitments. Introduce a learning pathway dedicated to privilege and privilege awareness. Start with the key decision-makers at the company. Get the senior leadership to spearhead the education process across the firm.	Reading: How to get more BAME on the Board (note: we do not advocate the use of the term BAME) Guide: Monzo's leadership privilege awareness training Reading: The Key to Inclusive Leadership Case Study: Inclusive Leadership at Berlitz US Case Study: BBC: Addressing chronic under-representation of BME staff at senior grades Reading: Normalise capitalising the "B" in Black when talking about race

Helpful URLs
Reading: How to get more BAME on the Board (https://www.linkedin.com/pulse/how-get-more-bame-board-hephzi-pemberton/)
Guide: Monzo's leadership privilege awareness training (https://assets.ctfassets.net/ro61k101ee59/7B7ga5Jb4LuJY1FTui9i4M/12ca95a207913ffe963fa4289f778617/Monzo_privilege_awareness_training_.pdf)
Reading: The Key to Inclusive Leadership (https://hbr.org/2020/03/the-key-to-inclusive-leadership)
Case Study: Inclusive Leadership at Berlitz US (https://medium.com/berlitz-us/case-study-inclusive-leadership-74c75ca45518)
Case Study: BBC: Addressing chronic under-representation of BME staff at senior grades (https://theewgroup.com/case_studies/bbc/)
Reading: Normalise capitalising the "B" in Black when talking about race (https://www.linkedin.com/pulse/normalise-capitalising-b-black-when-talking-race-abi-adamson/)

B

OFFER SUPPORT

Action	Outline	Detail	Resources
B1	Plan and communicate your commitment to creating safe spaces for Black colleagues to speak and be heard	Communicate the organisation's intentions to create a safe space for Black colleagues to speak and to be heard. Make sure you include Black employees in the planning so you take their guidance on what they would require from a safe space, and aren't making assumptions on their behalf. Be clear that this is optional. It is important to understand that the desire to engage in speaking and sharing will vary between your Black colleagues. Some colleagues may not want to engage, others just want to speak to express their feelings but may not want to share these feelings outside of the Black community in your organisation yet; or ever.	Reading: How to boost psychological safety
B2	Create a safe, dedicated and sustainable space for employees to have open discussions and set guidelines for how these groups are facilitated	Put formal structures in place. Set up virtual meeting spaces and virtual teams to allow a free flow of information. Invite your Black employees to take part, letting them know it is on their terms. Set the expectations you have – whether that is that there is no expectation of your employee or that you would like to understand the Black experience in your organisation. Confidentiality is important, and you may wish to make part of the process anonymous so people feel about to speak their minds without fear of repercussion. This should include a discussion aspect, so something like Slack or Teams would work (providing anonymity wasn't required). Leverage a tool that the organisation is already comfortable with and uses habitually would make it easier for Black employees to engage. Empowering team members with the ability to share their own resources will hopefully encourage less active members to do the same, or to digest what coworkers they respect have shared.	Tool: Slack Tool: Kialo.com

Helpful URLs
Reading: How to boost psychological safety
(https://medium.com/awaken-blog/managing-teams-in-times-of-political-trauma-what-to-do-what-to-say-to-boost-psychological-safety-b5782969d6fa)
Tool: Slack (https://slack.com/)
Tool: Kialo (https://www.kialo.com/)

OFFER SUPPORT

Action	Outline	Detail	Resources
B3	Carve out time to consciously check in with your team, help them reflect and treat them with respect and transparency	As managers, be proactive in checking in with your team and letting them know you care. Present yourself as an available and approachable point of contact in case your team needs support and encourage other managers to do the same. Leverage existing communication channels to check in with your team. - Ask if they need to take time off, or if you can support them in any additional ways. - Acknowledge how hard it might be to focus right now, and offer to shift deadlines. - Ask what you can take off their plate. When offering support, it's always most helpful to be specific: for example, look at your team member's calendar and offer to take a project off their plate or support them in an upcoming meeting.	Ways to check-in with your team and phrases you can use: - Do a group check-in at the start of meetings. You might say, "Let's do a quick check-in on how everyone is feeling. Name one emotion you're feeling and one thing we can do to support you this week." - Leverage your one-on-ones. You might start the meeting with a deeper check-in: "How are you really? How are you taking care of yourself this week with everything that's happening?" - Send a team-wide email or chat message. You can write, "In light of the BLM movement, I just want to check in with you all and let you know that I am here for you if you want to talk or need support. Schedule a meeting with me or come by to chat anytime."
B4	Create formal affinity groups for your Black employees with mentors where possible to offer additional support	Business resource groups or affinity groups were created in the 60s as a tool to address racial tensions in the workplace. Employees join these groups to feel present and comfortable being themselves in work environments that often strip individuality from what is deemed as "professional". Research has demonstrated that best practices in adult learning consistently identify the need for safe environments that allow employees to raise and navigate issues they may not feel comfortable exploring in general spaces. Consider creating a framework to allow employees to set up affinity groups to help underrepresented communities drive change to create inclusive environments where they can thrive in the workplace	Reading: [If you really want a diverse workplace, you have to build safe spaces](#) Example: [Black at Uber](#) Example: [REACH – Slalom's Black Affinity Group](#) Guide: [How to Build Affinity Groups](#)
B5	Deliver specific guidance and training for career progression for Black employees	According to a new survey of over 1,200 UK employees by the CIPD, one in three (29%) Black employees say that discrimination has played a part in a lack of career progression to date. This is almost three times as many as white British employees, Consider providing Black employees with additional training, career development opportunities, and managerial support to ensure that they are well-positioned to advance to more senior openings.	Company: [The Diversity Partnership](#) Company: [The Clear Company](#) Workshop: [Career Progression and Inclusion Training offered by UpSkill Digital](#)

Helpful URLs
Reading: If you really want a diverse workplace, you have to build safe spaces (https://qz.com/work/1160644/if-you-really-want-a-diverse-workplace-you-have-to-build-safe-spaces/)
Example: Black at Uber (https://www.uber.com/us/en/about/diversity/Black-at-uber/)
Example: REACH - Slalom's Black Affinity Group (https://www.slalom.com/who-we-are/diversity-and-inclusion/reach)
Guide: How to Build Affinity Groups (https://ethostalent.com/building-affinity-groups/)
Company: The Diversity Partnership (https://www.thediversitypartnership.org/)
Company: The Clear Company (https://theclearcompany.co.uk/)
Workshop: Career Progression and Inclusion Training offered by UpSkill Digital (https://upskilldigital.com/career-progression-and-inclusion-training/)

Action	Outline	Detail		Resources
C1	Review your company values and make your organisation's position on Equality clear	Every company needs a set of values that dictates how it operates and how its employees treat one another. In order for those values to succeed, a company needs to show it is committed to them. State a commitment to diversity and inclusion in the company mission statement, core values, and goals. Not only does this attract a more diverse array of employees, but it also makes your company accountable for its actions. Revisit your company values and ask yourself these questions: • Do our company values make clear the organisation's position on Equality? • Does everyone who works for the organisation and does business with the organisation understand them? • Do they form part of the organisation's everyday practices and behaviours?		Guide: A Guide to Defining Your Company Values Case Study: Why Core Values Are Crucially Important Reading: 5 Ways to Make Sure Your Employees Take Your Company's Values Seriously Reading: Why Diversity and Inclusion as a Core Value Leads to Successful Companies Guide: Signs a Company Values Diversity
C2	Share a formal response with your team acknowledging what is happening and what you are doing about it	Let your team know that as a company, you're paying attention to racial inequality and that you believe it's important to acknowledge it. Showcasing the acknowledgement builds trust and transparency. Get inspiration from other progressive companies taking a public stance on important issues affecting their workforce. Set clear expectations of what the organisation stands for and maintain zero-tolerance to racism. Call out the silver elephant in the room.		Example phrase to use: "I want to acknowledge what is happening in our country…" "I am devastated by what happened over the weekend…" "There's a need for acknowledgement of the Black Lives Matter movement right now…" Case Study: Peloton's Pledge Case Study: Medecins Sans Frontieres: How We're Tackling Racism

Helpful URLs
Guide: A Guide to Defining Your Company Values (https://cultureiq.com/blog/defining-company-values/)
Case Study: Why Core Values Are Crucially Important (https://www.entrepreneur.com/article/314476)
Reading: 5 Ways to Make Sure Your Employees Take Your Company's Values Seriously
(https://www.inc.com/robert-glazer/5-ways-to-make-sure-your-employees-take-your-companys-values-seriously.html)
Reading: Why Diversity and Inclusion as a Core Value Leads to Successful Companies
(https://www.hrtechnologist.com/articles/diversity/why-diversity-and-inclusion-as-a-core-value-leads-to-successful-companies/)
Guide: Signs a Company Values Diversity (https://www.diversityintech.co.uk/signs-a-company-values-diversity)
Case Study: Petaton's Pledge (https://blog.onepeloton.com/peloton-pledge/)
Case Study: Medecins Sans Frontieres: How We're Tackling Racism (https://msf.org.au/article/statements-opinion/how-were-tackling-racism)

Action	Outline	Detail	Resources
C3	Review and revise policy documents to correctly reflect your values in company rules, processes and procedures	Follow through on these commitments by creating a work environment reflecting these values, and demonstrate that your organisation values diversity by hiring a staff representing different races, genders, political affiliations, nationalities, and abilities. A team of volunteers passionate about tackling racism should be created and empowered to coordinate activities. They should be trusted by senior leadership and **given an appropriate budget and be allowed to carry out this work in normal working hours.** Health & Safety in the workplace is taken incredibly seriously, and even those that don't really care or aren't passionate about it need to comply. There will be people who are apathetic about fighting racism and they should be made to attend any training sessions or they'll likely opt out. Some people will be more resistant to anti-racism education than others, and will need more coaxing. It's important to meet them in the middle by educating them and then bringing them along from that point so they feel less attacked and therefore more open to being educated. The policy should include a statement on 'Educating not Berating' to bring people along.	Case Study: D&I Council Guide: Diversity and Inclusion Council Best Practices Example: How We Operate: Merck Global D&I Center of Excellence Reading: Diversity and inclusion: 8 best practices for changing your culture
C4	Review and revise your company onboarding process to ensure new hires add to and promote an inclusive culture	Onboarding is a pivotal moment for making employees feel included from day one. It sets the tone for a person's tenure at your company, laying the foundation for their knowledge of and experience working for the organisation. Educate new starters on how to be allies as soon as they start with the company and reiterate the commitment to stamp out racism and discrimination.	Reading: The Ultimate Guide to Avoiding Racial Discrimination in Hiring
C5	Document where you are today, set yourself goals for the next 3, 6 and 12 months and share publically to show your commitment and encourage others to do the same	Be open and honest about why you're doing this, what challenges you've faced, what's worked, and what hasn't. By being transparent about your intentions and efforts to your employees, you will increase the chances of their buy-in, support and participation in the journey. By sharing your journey publically, you may inspire other companies to engage in racial equality work themselves.	Example: Fastly - Reflecting on our inclusion and diversity journey Example: Linkedin - The Hard Lessons I'm Learning On Our Journey To Gender Equality Example: PWC - The ten valuable lessons we've learned on our [gender] diversity journey

Helpful URLs
Case Study: D&I Council (https://www.spectradiversity.com/2017/10/10/case-study-di-council/)
Guide: Diversity and Inclusion Council Best Practices (https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/attachments/2019/02/diversity_and_inclusion_councils.pdf)
Example: How We Operate: Merck Global D&I Center of Excellence (https://www.merck.com/about/how-we-operate/diversity/chief-diversity.html)
Reading: Diversity and inclusion: 8 best practices for changing your culture (https://www.cio.com/article/3262704/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html)
Reading: The Ultimate Guide to Avoiding Racial Discrimination in Hiring (https://i-sight.com/resources/the-ultimate-guide-to-avoiding-racial-discrimination-in-hiring/)
Example: Fastly - Reflecting on our inclusion and diversity journey (https://www.fastly.com/blog/reflecting-inclusion-diversity-journey)
Example: Linkedin - The Hard Lessons I'm Learning On Our Journey To Gender Equality (https://www.huffingtonpost.co.uk/josh-graff/the-hard-lessons-im-learning_b_18192264.html)
Example: PWC - The ten valuable lessons we've learned on our [gender] diversity journey (https://pwc.blogs.com/gender_agenda/2016/09/our-diversity-journey-.html)

Action	Outline	Detail	Resources
D1	Actively allow Black colleagues the space to speak in meetings and be vocal about agreeing with them, helping to amplify their voices	If you have confidence and privilege, you often don't think twice about getting your point across in meetings. Black colleagues may not feel the same, and may have to fight harder to be heard. Help out your Black teammates by using a technique called Amplification - when they voice an idea or opinion, reiterate it and immediately give your colleague credit. Be conscious about giving your Black colleagues the space and time to speak. Actively ask for their opinion; talk less, and listen more. Remember not to centre your own fragility around the narrative of your Black colleagues.	Reading: The amazing tool that women in the White House used to fight gender bias
D2	Raise profiles of Black professionals and encourage team members and external mentors to tell their stories	Endorse Black employees publicly, either in meetings, at events, or via your company's marketing and comms. Raise the profile of Black professionals in the organisation and highlight the good work they're doing. If they want to be active role models for young Black people considering entering your industry, actively support them in this. Encourage employees to tell their stories within the organisation via different mediums (e.g. videos, lunch and learns, podcasts etc). Bring in or promote external individuals and mentors so they can also share their experiences and learnings.	Reading: How to get more BAME on the Board
D3	Acknowledge how privilege manifests in professional progress and encourage your managers to open up their professional networks to Black employees	Privately or publicly acknowledge that progression isn't always based on merit, and reaffirm the value of networks in helping individuals progress. Ask all managers to reflect on 20 key people within their trusted network (usually our trusted network will look like us and have the same cultural background). Encourage managers to open their network up to a wider pool. When individuals are more conscious about their own inclusion personally, greater change should happen naturally.	Guide: Monzo's leadership privilege awareness training Reading: Escape the Echo Chamber – Embrace Diversity in your Sources and Networks Reading: Why it's Time to Break out of Your Personal Echo Chamber Guide: AT&T - Stepping Outside Our Echo Chambers

Helpful URLs
Reading: The amazing tool that women in the White House used to fight gender bias (https://www.vox.com/2016/9/14/12914370/white-house-obama-women-gender-bias-amplification)
Reading: How to get more BAME on the Board (https://www.linkedin.com/pulse/how-get-more-bame-board-hephzi-pemberton/)
Guide: Monzo's leadership privilege awareness training (https://assets.ctfassets.net/ro61k101ee59/7B7ga5Jb4LuJY1FTui9i4M/12ca95a207913ffe963fa4289f778617/Monzo_privilege_awareness_training_.pdf)
Reading: Escape the Echo Chamber – Embrace Diversity in your Sources and Networks (https://blog.anderspink.com/2016/08/escape-the-echo-chamber-embrace-diversity-in-your-sources-and-networks/)
Reading: Why it's Time to Break out of Your Personal Echo Chamber (https://www.matthewsyed.co.uk/why-its-time-to-break-out-of-your-personal-echo-chamber/)
Guide: AT&T - Stepping Outside Our Echo Chambers (https://about.att.com/content/dam/sitesdocs/stepping_outside_our_echo_chambers.pdf)

Action	Outline	Detail	Resources
D4	Encourage leaders to create a platform and act to enable advancement of Black employees and the wider community	Challenge leaders to use their voice, power, platforms and all available resources to enable the advancement of Black employees and members of the Black community. Encourage the leaders and influencers in your organisation and network to share their own learnings and advice in a format that works best for them. If they're short on time or aren't natural writers, short video blogs may be the most appropriate format for them, shared via LinkedIn or other social networks - wherever their audience is. Advise these individuals to share their platform with Black colleagues, giving them the opportunity to reach a new network or larger audience. To get started, why not ask leaders in your organisation to pledge to do three things each week: create one piece of content, highlight the work of one Black, and share another article that they've found inspiring or educational around tackling racism.	Case Study: ITV launches 'Black voices' platform to combat racism Example: What PwC is doing to stand up against racism Guide: Using Social Media Reading: Getting Over Your Fear of Talking About Diversity Case Study: Building Black representation in investment management
D5	Publicise your D&I statistics on a regular basis and share what you are doing to level the playing field	It's incredibly important to show that, as an organisation, your growth and journey are intrinsically tied to levelling the playing field and becoming a truly inclusive business. This will affirm your commitment to your ongoing fight to eradicate racial injustice. By publicly committing to sharing your D&I statistics and following through on this, not only will you be sharing your journey with other organisations and hopefully inspiring them, you'll also be holding your own business to account. You may find that the reality of sharing your development (or lack thereof) with a public audience prompts your team to double down on efforts to ensure your results are as progressive as you'd like. It's important to ensure you do this on a timescale that works for you and that you can commit to. If that means you can produce data every three months, great! However, if annual reports would be more sustainable, stick with yearly updates. You can always publish interim results via your company blog.	Reading: Meaningful Metrics for Diversity and Inclusion Reading: How to measure the progression and impact of a Diversity and Inclusion strategy Reading: Proving the ROI of Global Diversity and Inclusion Efforts Reading: How to Tell Inclusive-Economy Stories — Inclusively

Helpful URLs
Case Study: ITV launches 'Black voices' platform to combat racism (https://www.campaignlive.co.uk/article/itv-launches-black-voices-platform-combat-racism/1689222)
Example: What PwC is doing to stand up against racism (https://www.pwc.com/us/en/press-releases/what-pwc-is-doing-to-stand-up-against-racism.html)
Guide: Using Social Media (https://www.racialequitytools.org/act/communicating/using-social-media)
Reading: Getting Over Your Fear of Talking About Diversity (https://hbr.org/2019/11/getting-over-your-fear-of-talking-about-diversity)
Case Study: Building Black representation in investment management (https://www.theia.org/sites/default/files/2019-06/20190611-blackvoices.pdf)
Reading: Meaningful Metrics for Diversity and Inclusion (https://cultureplusconsulting.com/2018/10/16/meaning-metrics-for-diversity-and-inclusion/)
Reading: How to measure the progression and impact of a Diversity and Inclusion strategy (https://www.hays.co.uk/blog/-/blogs/how-to-measure-the-progression-and-impact-of-a-diversity-and-inclusion-strategy)
Reading: Proving the ROI of Global Diversity and Inclusion Efforts (https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/11_gdp_measurement.pdf)
Reading: How to Tell Inclusive-Economy Stories — Inclusively (https://medium.com/the-mission/how-to-tell-inclusive-economy-stories-inclusively-e01d646375cb)

ALLYSHIP

Allies recognise that though they're not a member of the underinvested and oppressed communities they support, they make a concerted effort to better understand the struggle, every single day. An ally might have more privilege and recognise said privilege, they are powerful voices alongside oppressed ones.

- Amelie Lamont: https://guidetoallyship.com/

OVERCOMING CHALLENGES

We hope that getting everyone onboard with your vision will be easy, but you may encounter obstacles along the way. Here are some of the challenges people face on their journey to peak education and allyship and our advice on how you can overcome them in order to progress.

"We don't have buy-in from Leadership"
Without gaining support from your organisation's Leadership, this programme is likely to fail. If employees don't see those in managerial roles taking this seriously, there is little incentive beyond personal interest for them to do the same. If you're struggling to get buy-in where it matters, focus your education efforts firmly on Leadership, and **don't move on until they get it**. There's plenty of data available online about the business case for diverse and inclusive organisations, so if you have a Leadership team that responds predominantly to facts and figures, start there.

"Team members aren't prioritising this work"
You may find that team members are full of good intentions, but fail to attend workshops or training sessions due to needing to focus on work. If this happens, it's worth looking at making key activities mandatory and discussing as a team how much time the business can reasonably commit to this. It's better to work at a pace that everyone can sustain and keep momentum up for the long term than to have half-empty workshops of people whose minds are on a deadline they're worried about missing.

"We haven't been given a substantial enough budget to deliver our programme"
If you're finding yourself low on funds, it's important to understand why - is it because you've not got enough support from Leadership (in which case, see the first point on this page), or is it because the company has already allocated all the money they can to your programme? If the latter, look at how you can lower costs. Are there free resources available online you could utilise if a training organisation is too expensive for every single session? Would you have the skills internally to carry out workshops yourselves?

### "White team members are saying some of the work makes them uncomfortable"
Unfortunately the nature of some of this education may make individuals feel defensive, insecure, or uncomfortable. In learning, they are forced to challenge long-held beliefs and question many of the things they previously took to be fact and took for granted. It's important to **listen** to individuals as they voice these feelings, then help them to understand that they will grow and learn through this discomfort. Remind them of why this education is important, and encourage them to see their discomfort as a sign of development - this work is being done to make organisations more equal for all people, and to make sure we build workplace cultures where everyone feels like they belong.

"People are concerned about how long this is going to take"
Years of systemic racism and a lifetime of bias will not be undone overnight. **It's important not to rush this work**, and to be patient with those that take more time to get onboard with the work you're trying to do. It's advisable to not see education and allyship as tasks that can be completed and simply moved on from; instead, focus on putting the building blocks in place early on and working out how you can bake tackling racism into the very core of your organisation as you would any other value.
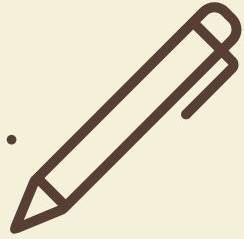
CREATE YOUR ORGANISATIONS EDUCATION & ALLYSHIP GOALS...
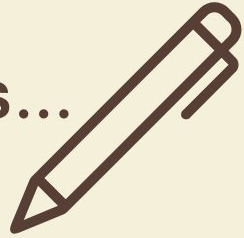
GOALS

This page is yours to fill in

WHAT CHANGES WILL YOUR ORGANISATION COMMIT TO...

PLEDGE

This page is yours to fill in

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Sei is a Product & Strategy Consultant with over 10 years' hands-on experience across product, strategy and operations, working directly with C-level executives and company boards. As a keen problem-solver, she helps startups and established companies overcome their technology challenges. She believes in the power of diversity and is passionate about the agenda of equality.

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Marika leads on the West Midlands Digital Skills Partnership, connecting industry to education. She is an experienced tech leader helping to build the Silicon Canal tech community in Birmingham and is passionate about the use of technology for civic and social good. Marika developed the Digital Shapers UK network and blog. Every day she is championing diversity and inclusion across the tech sector. #shapethefuture

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Ria works for Birmingham technology company Vanti, where she focuses on business improvement, organisational design, and supporting people. She's also accountable for the company's evolving D&I strategy, and has chaired committees for prominent Birmingham organisations in order to champion equality across the city's professional services sector.

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Abi is Co-founder of The Diversity Partnership – helping organisations build an inclusive culture and workforce. As an academic, her research is focused around race relations, colonisation and social justice. She is passionate about inclusion and belonging in the workplace and society. An experienced D&I moderator, she advocates for equality, facilitates forward thinking conversations about race and helps people overcome the silver elephant in the room.

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Gori is Founder and CEO of UpSkill Digital, a learning & digital empowerment agency, developing and delivering award-winning learning programmes for global brands to empower businesses and individuals to boost productivity and succeed in the digital age. He is an evangelical advocate for progression and inclusion, with a mission to support people of minority ethnic backgrounds, boosting their career progression and helping develop relevant skills for the future workplace.

WE WELCOME YOUR FEEDBACK

We recognise Education & Allyship for Black employees and leaders is a topic that is evolving and growing. Resources and practices are still being trialled and tested. We hope that you found this toolkit useful and welcome you to share your feedback and learnings.

If you have any feedback or further resources to share, please email: hello@techtalentcharter.co.uk

TECHTALENT CHARTER:

Making Organisations Inclusive for Black Employees
Hackathon brought to you by Tech Talent Charter

Sponsored by
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#InclusiveTech #DiverseTech #BlackLivesMatter #OpenPlaybook #Hackathon

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