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Annual State of
the Nation Race
Report

Moving the Dial
on Representation



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"Despite my knowledge, my experience, and my position as a CEO and more recently as an ex-CEO, **I was never approached for a board position on a FTSE company.**"

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FORMATION LAP

INTRODUCTION

WELCOME FROM THE GOVERNOR

OUR JOURNEY THUS FAR

Like many other leaders in the Black community across the UK, the murder of George Floyd caused a shift...no, not just a shift but a seismic shift that we'd individually and collectively been working towards for decades!

Working in the governance space and in particular, governance in sports, and whilst the global protests continued, I got together with several professional footballers in July 2020 to talk about how to improve diversity in the boardroom and significantly impact leadership across the football sector. However, with the snowball effect across the globe, it became increasingly necessary to widen our reach beyond football and sports, to represent all areas of society.

To this end the No Excuses Campaign, which started in football, was expanded to the private, public, and voluntary sectors where I pulled together key individuals to form a Race Code Steering Committee. Some of these individuals had worked on; the Parker Review, the McGregor-Smith Review, Workforce RACE Equality Standard (WRES) in the NHS and coupled with various business, government, and academic organisations we were able to pool our collective experiences of recommendations, pledges, promises and reports.

After months of meetings, drafts and re-drafts, the first offering of the very first RACE Equality Code was ready for launch as an initial pilot and consultation during Black History Month (October 2020). The quality and reach of this Code was such that it was recognised by the Prime Minister's Office with the Special Advisor on Race at No.10 and senior executives across the Labour Party, not to mention many other organisations and influencers nationally.

As the consultation phase began rolling out, we agreed to target particular areas where the greatest impact could be made – the NHS, as the fifth largest employer in the world, would be our first 'stop' on the journey as the Code could impact in excess of one million employees through the NHS Providers, NHSIE and the NHS WRES team, plus the Mary Seacole Group.

Alongside the NHS, the UK Housing Sector is also having a large impact, especially on an individual's lived experience and to this end, the Code

was unequivocally embraced and adopted by the Chartered Institute of Housing whilst the National Housing Federation (NHF) have referenced the RACE Equality Code in their most recent NHF Governance Code.

As the months began to pass and we delivered increasing numbers of RACE Code Assessments, I continued to reach out to organisations in the Charity Sector. We carried out a number of assignments in this sector and it was considered in advance of their revision to the Charity Governance Code where I personally contributed as an external stakeholder.

Local authorities began to come on board too and by the Spring of 2021 the West Midlands Combined Authority, Birmingham City Council (the largest local authority in Europe) and Coventry City Council became Early Adopters too.

Not to be left out, organisations within the private sector and their Chambers of Commerce also joined the movement of Early Adopters to the Code, with many completing the assessment process to be awarded with a Quality Mark.

After launching the pilot process of the Code (How to Adopt the Code) in January 2021, we wanted to expose it to as many people as possible therefore outside of those who have adopted it, there are thousands more who have downloaded the Code and are working their way through the process in their own way. In fact, the methodology behind the Code

has been requested and provided to at least 50 organisations with a collective 5,000 employees.

We've received circa 98% positive feedback on the Code itself and how it is making a difference in RACE Equality.

Since October 2020 we've had the following successes:

- 30 Early Adopters going through the assessment process.
- Six newly trained and highly experienced RACE Code Consultants
- 11 organisations achieving the bespoke Quality Mark to publicly evidence their commitment to change.

But that's not the end of it as we've continued to collect and analyse the data to produce a unique benchmark process where every organisation going through the process, must commit to the 10 MUSTS in order to adopt the Code.

“

...the NHS, as the fifth largest employer in the world would be our first 'stop' on the journey as the Code could impact in excess of one million employees through the NHS Providers...



LEARNING AND CHANGING

As we conclude our 12-month consultation period we've learnt new things and organisations have adopted the required changes that this process has flagged up:

1. We started with 20 MUSTS and 30 SHOULD and COULDS, however these have now been streamlined to be more manageable and focused with just 10 MUSTS – leaving the should and could but made them on a comply or explain basis.
2. We learnt that there was an explicit need to ensure that the whole agenda of the RACE Code sits within the EDI strategy of an organisation AND links directly to the organisation's ESG (Environmental, Social and Governance) responsibilities.
3. Organisations began to change the way they looked at things and began to look at everything through the lens of race, which resulted in policy changes, updating of terms of references and a review of role/job descriptions. In essence changes to documentation across the organisation whether it be objective, target or criteria focused.
4. Working together with the Early Adopters, we have created a Maturity Index in relation to documentation which has been narrowed down to 10 governing documents across strategy, culture, operations and education.
5. In creating actions that organisations need to be accountable for, we've been able to develop a race equity process covering 3 specific areas:
 - **Stage 1** – Being aware of the root causes of issues and not just focusing on the symptoms.
 - **Stage 2** – On recognising awareness and acknowledging the change required, the focus is on demonstrating concern and commitment by being open, transparent and communicating what the organisation is aiming to do to achieve change.
 - **Stage 3** – Organisations are to commit to educating themselves and have the resolve to do what needs to be done, which must be grounded in strategic objectives around EDI, race and targets for achievement.



EXCUSES
EXCUSES
EXCUSES

WHERE NEXT



After this year-long journey, we now have the final version of the [RACE Equality Code](#) (and I can truly say that the journey has been more than worthwhile but where do we go next?

What we do recognise is that an organisation would find it difficult to go through the full process on their own in terms of trying to diagnose the challenges in moving the dial on representation. The process we go through, when supporting an organisation means we are able to check the culture of the leadership team through our unique survey, lend a helping hand to look at documentation using our Maturity Index and provide feedback on missing, or areas requiring amendment. In addition, we become a sounding board and where needed, challenge the leadership team, as we explore governance and high-level strategic solutions, before comparing their practices with the provisions in the RACE Equality Code.

It is evident and obvious that not all organisations will be able to have a facilitated self-assessment however, at the same time we want organisations to be able to adopt the Code – therefore we recommend those not able to carry out a full diagnostic process, should [become an Subscriber](#). Becoming a Subscriber means that you can still create actions based on

our 10 MUSTS, and use that as a starting point for creating a much wider review of the overall symptoms of inequality you are trying to address, and to complement the activity whilst working on your 10 MUSTS. We suggest watching our [DRIVERS video](#) and crafting apply and explain statements against our 4 RACE Principles.

Remember, although this route does not include the Quality Mark you will have at least started the journey of the race equity process that we described. We recommend that all organisations should adopt the RACE Equality Code whether it be as a Subscriber in the first instance, then seeking to achieve the Quality Mark by adopting the Code.

Individuals who want to be part of this movement, can support the RACE Equality Code Big Promise by [registering on our website](#), you will be able to show what you are doing individually to help us move the dial on RACE Equality.

WATCH THE DRIVERS VIDEO

REGISTER FOR THE BIG PROMISE

HOW TO ADOPT THE CODE

INTRODUCTION

The RACE Equality Code 2020 is a governance Code. In order to demonstrate compliance with the Code there are a number of procedures that should be followed. The aim is to provide organisations of all sizes and maturity, and across sectors, with a robust framework for developing a RACE Equality Action Plan and then to ensure accountability. It is then presented to stakeholders of the organisation.

The Code has 4 Principles which they are expected to apply and explain and 55 provisions which they are expected to comply or explain. Any actions that arise from carrying out the diagnostic should then be used to create an action plan.

APPLY AND EXPLAIN

This approach to governance finds its origins in the King IV Report on Corporate Governance for South Africa and assumes that organisations will already be in compliance with the Principles and they should move beyond a "tick box" approach by them describing how their practices achieve compliance with the Principles.

COMPLY OR EXPLAIN

This approach rejects the view that "one size fits all" and was first introduced after the recommendations of the Cadbury Report of 1992. This is a regulatory approach that allows for the organisation to explain publicly why they do not comply with a provision of a Code.

WHAT YOU NEED TO DO

1. Read and discuss the DRIVERS with your Board and Senior Leadership Team. These are the key concepts around RACE Equality and are found on the website www.theraceCode.org. Also take some time to consider some of the key terminology by reviewing recommended books, articles and videos on the subject. The aim is to get some consensus around the key concepts that drive this Code.

2. Create (or use an existing group if you have one), a small team or Committee, with representation from your Board and include the CEO, plus an executive colleague with responsibility for Diversity and Inclusion. This Committee will take the necessary time to consider each of the 4 Principles of the RACE Code and the 55 provisions that have been identified.

3. APPLY AND EXPLAIN - Once the 4 Principles have been discussed and the questions answered, the Committee should draft a robust statement (to be approved by the Board), as to how your organisation will apply these Principles. This statement should also identify any actions that arise as a result of your discussions.

4. THE MUST PROVISIONS - You can complete our diagnostic questionnaire to determine how close you are to full compliance of our 10 MUST actions. Once this is done, the steering group will record which actions you commit to doing in order to fully comply with the 10 MUSTS.

5. By completing the further 45 Should and Could provisions by recording whether you will comply or not, will lead to further actions.

To receive the Quality Mark and publicly evidence your commitment to RACE Equality, contact <http://theraceCode.org>. Our specialist RACE Consultants will explore and review your organisation's practises against the full framework.

QUESTIONS

Write comments to the extent that you agree with the following statements and provide as much evidence as you can to back up your comments and how you will apply the Code's 4 RACE Principles.

Reporting

A clear commitment to be transparent and to disclose required and concise information and updates on the progress of Race initiatives across the organisation.

Openness and transparency for all stakeholders will be valued and actively pursued in order to create the environment for change.

More narrative required which covers the fact that this is about where and how an organisation reports on Race. In its website, annual report, focus groups, targets. This is about transparency.

Action

A list of the measurable actions and outcomes that contribute to and enable a shift in the organisation's approach to, and success in, delivering change.

Without a set of targets and detailed plans for their achievement, change will not happen, and organisations will not be accountable.

More about this is time to act. If we don't act, nothing will change. There needs to be accountability. If you don't measure it you can't manage it. Clear about how to gather data to ensure it is digestible and relevant for all stakeholders. We are clear about which actions will have the most impact.

Composition

Identifying the key indicators that will make a real impact over the long-term, creating tangible differences to the existing landscape around race diversity of the board and senior leadership team.

The narrative around what is acceptable needs to change through dialogue, and this may lead to uncomfortable but necessary decisions which the organisation is committed to having, hearing and making.

This is about getting the right data, not just collective targets, but being specific since different groups have different experiences. We must also say what should be measured from recruitment measures, to performance measures and the ethnic pay gap. Targets are employed around improving diversity. Note there needs to be an urgency now.

Education

Developing a robust education framework that develops the ethical and moral reasoning behind a programme of development for every organisation (using the Principles).

Perspectives need to be challenged and prejudices and systemic and institutional practices acknowledged.

What are the plans around education? Not just unconscious bias training and not just safe place chats but a real commitment to educating workforce and all stakeholders. Ideas here around reverse networking, sponsoring employees and developing networks and shadow boards.



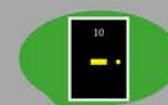
No Excuses campaign launched July 2020 – first mention of the RACE Equality Code



Launched and developed Code Steering Group September 2020



The RACE Equality Code 2020 launched in October 2020 for consultation



Conversations with the Special Advisor to the Prime Minister on race. Letter to No. 10



Meetings with MPs and Office of Labour Government

EXCUSES
No Excuses Event 30/6, 28/7 & 7/10



Our first Early Adopters group session was carried out in May 2021 with several workshops of collaborative groups sharing best practise. The next one was planned for 7 Oct 2021

EARLY Adopters

29 organisations have signed up as Early Adopters – including BCC, WMCA, GBCC, WMPCC, CIH, Housing Associations, NHS Trusts, Charities, Private Sector Orgs

1000

Over 1000 downloads of the Code



Working nationally with NHS WRES team



NHSI West Midlands are recommending that NHS Trusts all adopt the RACE Equality Code and 6 NHS Trusts have signed up to be Early Adopters



Over 400 people attended our "How to Adopt the Code Event" and 98% said the Code would make a difference to race equality

The RACE Code presentation has been delivered to a dozen conferences and more than 50 individual organisations.

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RACE Code training delivered to more than 20 organisations and impacted more than 5000 employees



The National Housing Federation included the Code as a resource in the NHF Code 2020



The newly elected Chair of West Midlands Police Crime Commission included the RACE Code in the manifesto



Liam Byrne MP included the Code in his manifesto for Metro Mayor



Official Launch
RACE Equality Code
1/12/21

Employers Toolkit

The first phase of consultation finished in November 2021 then the full Code was launched with an Employer's toolkit



We have a Quality Mark for those organisations that complete the process



5 RACE Code Consultants have been trained to deliver the consultancy process as licensed assessors



MUST MUST MUST MUST MUST MUST MUST MUST MUST MUST

The 10 Musts have been developed in a more targeted description and we have benchmarking of all early adopter responses

MUSTS

SUMMARY

1.
Publish information on racial diversity and include relevant data in annual reporting.

R

2.
Take positive action to improve ethnicity reporting rates and collection of data.

A

3.
Identify board and executive level sponsors/champions for race and accountability in governance.

A

4.
Ensure all elements of rewards and recognitions are fair and reflect racial diversity.

A

5.
Include diversity objectives and in particular race objectives, in the board evaluation process.

A

6.
Grow diverse talent through the support of employees and the talent pipeline, to reach the top of the organisation.

A

7.
Capture the relevant data required to report effectively on racial diversity.

C

8.
Set clear race diversity objectives and relevant/appropriate targets.

C

9.
Explain the legal equality framework and the benefits of capturing data on ethnicity, to all employees appropriate to their role and responsibilities.

E

10.
Build psychological safety in boards and throughout the organisation to create a positive culture and educational framework around race.

E



The **RACE**
Equality
Code



What is the RACE Equality Code?

In essence, this single Code uniquely provides one set of standards, applicable to every organisation irrespective of size or sector, which has been endorsed, robustly reviewed and **is ready for immediate adoption** and application. By reporting, tracking, educating and creating accountability at the top, we expect to see change at the top that will resonate throughout the organisation.

Why is this different?

- There have been enough reports, charters and recommendations.
- Now is the time to take measurable and sustained **ACTION**.
- This Code **does not create new obligations**. It provides **one set of standards** based on existing laws, codes and best practice.
- **It draws together 200+ recommendations** outlined in reports, charters and pledges, which aim to tackle diversity and inclusion challenges, and synthesises them into a succinct **Accountability Framework** and quality mark.
- It has an accountability framework and quality mark.
- The RACE code not only recognises legislation such as the Equality Act 2010, it also adopts a simple yet robust **'apply and explain'** approach housed within its four key principles:

- **REPORTING** - it's time to report on race,
- **ACTION** - it's time to demonstrate accountability from the top,
- **COMPOSITION** - it's time to get to define the right targets and
- **EDUCATION** - it's time to educate and provide psychological safe places

- M → MUST
- S → SHOULD
- C → COULD

It highlights the **MUST SHOULD and COULD** amongst the 41 provisions.



Why is this so important and what is the governance forum?

The **stubborn lack of change over many decades of racial inequity** is representation in Board and senior leadership teams, equities that we do something different, innovative and strategic compared to what we have been doing in the past. To do Boards in promoting race equality in their organisations, leading governance experts, early adopters from the private, public and voluntary sectors and proponents of race equality have joined with the governance forum right, a niche consultancy specialising in corporate governance solutions, to establish the **RACE Equality Code**.



What will happen if we do nothing?

Doing nothing creates conditions for a perfect storm of litigation and tribunals, falling behind the competition in terms of innovation, adaptability and resilience, demotivated employees and stakeholders, and other reputational risks like a loss of credibility.



Find out more at: theracecode.org



DOWNLOAD THE RACE EQUALITY CODE THERACECODE.ORG

JUMP START

EARLY ADOPTERS

EARLY ADOPTERS

**JOHN COTTON**CABINET MEMBER FOR SOCIAL
INCLUSION, COMMUNITY SAFETY
& EQUALITIES**DEBORAH
CADMAN**CHIEF EXECUTIVE
BIRMINGHAM CITY COUNCIL

Our commitment to the RACE Equality Code is championed by the Executive Leadership and Members of Birmingham City Council and supports our wider approach to equality as set out in our Council Plan, five Equality Objectives and comprehensive strategic action plan; Everyone's Battle, Everyone's Business, which together, cements our corporate commitment to anti-racism and tackling discrimination.

Working with the governance forum has enabled us to take a focused look at ourselves as a large local authority and our approach to and representation of race diversity in senior positions at the

City Council, and the related importance of the accessibility of development opportunities and mentoring that often support and underpin progression.

At Birmingham City Council, we are committed to making real and sustainable change and will continue to work across Birmingham with our partners and stakeholders, to meet head-on the cumulative challenges of RACE Equality, diversity and inclusion. We know there is work to do and our efforts begin in earnest as 'Early Adopters' of the RACE Equality Code and delivering on our 'must do' actions.

EARLY ADOPTERS

JOHN MORRIS AND DR CHRIS DERBY

TRIDENT GROUP



Why did you think it was important for Trident Group to become an Early Adopter of the RACE Code?

We chose to be an Early Adopter to help the organisation to take action to impact RACE Equality within the workplace.

We are keen to demonstrate our commitment to Equality, Diversity and Inclusion (EDI) and to race equity. We have always worked tirelessly in the community for the disadvantaged and the Code ties in with our philosophy of helping to address inequality. By becoming an Early Adopter, we could influence the development of the RACE Code and also become credible ambassadors.

How did the process help with your overall EDI strategy and action plan?

We found that the detailed and comprehensive process that we went through as a Group with involvement and representation

Board level in achieving the quality mark from the RACE Equality Code, was pitched at the right level to give us the confidence in tackling inequality.

We were already in the process of reviewing EDI across our Group including developing an EDI strategy, action plans and re-establishing our EDI steering group. The focus on race served to complement our overall EDI strategy and we are proud to be the first housing association to have achieved the quality mark and committed to join the campaign of moving the dial on representation.

This process has been invaluable in getting this right and in a timely manner.

Can you see any movement or report any wins since doing the RACE Code diagnostic?

We have just finished our first non-executive director

and committee membership recruitment campaign since signing up to the Code. The RACE Code process has added to an appreciation in recognising the diversity of application and how the applicant's experience, can enrich our board and committees. We are pleased that having advertised these positions through our networks including the governance forum, we have been able to interview from a much more diverse pool, and as a RACE Code Adopter, our awareness and attitude towards recruitment in this area has increased as a result of going through the process.

What difference do you expect to see in 3 years-time?

In three years' time Trident Group will have embedded race objectives that will provide a good data set that will be rigorously monitored against. We will have greater communication mechanisms in

place and a culture where our workforce will feel confident to disclose their race/ethnicity. We continually review processes and our appraisal process will be no different, it will hopefully be one where we are able to develop a talent pipeline to grow diverse talent. Where opportunities arise, we will take positive action and have a diverse Board, Leadership and Senior Management Team, reflective of our values.

“

The focus on race served to complement our overall EDI strategy and we are proud to be the first housing association to have achieved the quality mark and committed to join the campaign of moving the dial on representation.

ENDORSEMENTS

In the Midlands we launched our Workforce RACE Equality and Inclusion Strategy in May 2021 with a strong focus on moving from conversation to action. NHS England and Improvement believes that we need to make radical changes in the way we hold each other to account in demonstrating the necessary actions in tackling racism. Without a clear accountability and governance structure embedded in our system, we simply will not make progress in eradicating racism in the workplace. It is for that reason that we fully support the Principles of the RACE Equality Code. The RACE Equality Code compliments the regional strategy and underpins the approach of challenge, educate and support. We encourage organisations to embed the Principles of the Code and use the framework which we hope will help them implement the actions of our own 2021 Midland strategy"

KUVY SEENAN

WORKFORCE AND OD DIRECTORATE
NHS ENGLAND AND NHS IMPROVEMENT



EARLY ADOPTERS

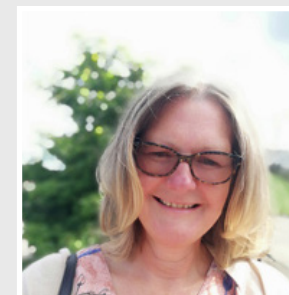
**HAYLEY
CHAPMAN**
ACTIVE ESSEX

The RACE Equality Code is important for organisations as the robust and supportive process, provides a framework to proactively tackle the racial inequalities that exist within leadership positions. Active Essex has found the process extremely beneficial, and it will help us create sustainable and lasting improvements.



**ALISON
SMITH**
GREATER BIRMINGHAM
CHAMBERS OF
COMMERCE

In my view the RACE Equality Code works because it makes you think differently. In the past two years #blacklivesmatter and other equality campaigns have reinforced the need for us to step up the delivery of diversity and inclusion within the workplace. As an organisation, we embrace and promote equality and fair treatment for all, by fully supporting diversity and inclusion. However, the RACE Equality Code has made me examine how we can make a real difference.



really listening to everyone at all levels. It must be about bringing policies to life and constantly talking about what can be done differently to make a positive difference.

How can we best advertise to attract more applicants from diverse backgrounds, and work with agencies and organisations to aim jobs at specific groups and backgrounds? Just one of many questions rightly provoked by the Code and an area in which we will work even more determinedly.

The RACE Equality Code has made me realise it's not just about HR having policies in place. It's about having open and difficult conversations to ensure we have a culture where people can be honest without fear of it being held against them. It's about Equality and Diversity being at the core of the business from the top down, as well as


The RACE Equality Code can only improve businesses. When employees come from different ethnic backgrounds, they will attract a far more diverse community to the business - people who understand their needs and in turn will make the organisation and its stakeholders far more diverse and inclusive.

**SHABIR
ABDUL**
THE DUDLEY GROUP NHS
FOUNDATION TRUST

Here at the Dudley Group, we are committed to improving the working lives of all our colleagues and delivering high quality care to our patients. We believe signing up to the RACE Equality Code will enable us to robustly review our processes and procedures, and support us on our journey to tackle race inequality and discrimination within our organisation and within healthcare, using best practice standards to inform our ambition and action.



EARLY ADOPTERS



‘working through the assessment process has helped us identify the actions we need to take to create transformational, sustainable and lasting change in how we deal with racial inequality in the boardroom and senior leadership team.’

HELEN WHITE

CHIEF EXECUTIVE
TAFF HOUSING

EARLY ADOPTERS

DR BRIAN MCKAIG AND ALLAN DUFFELL

THE ROYAL
WOLVERHAMPTON NHS
FOUNDATION

The RACE Equality Code has helped us to not only hold a mirror up to ourselves and our performance on RACE Equality, but gives us the practical steps and insights into how we can better support our diversity of staff, and in turn our patients. We are also very aware of the need to broaden the diversity of our senior leaders across the organisation.

To change the dial on representation in the board and senior leadership team, we need to develop a wide and inclusive representation across our pipeline. This is going to be key for growing our talent pool, so that more BAME staff have the skills, experience, and opportunities to take on senior management roles.



DR BRIAN MCKAIG



ALLAN DUFFELL

ANITA GRAY AND BURNELL RICHARDS

WORLDLINE



ANITA GRAY



BURNELL RICHARDS

Firstly, it is fantastic to see how the RACE Equality Code is being adopted and the word is spreading. I do hope that myself and my colleagues at Worldline can be part of a movement to encourage many more organisations to adopt the Code.

The RACE Equality Code is needed to uncover hidden and often unconscious, invisible challenges to help bring about equal opportunities for all, regardless of skin colour. A published register of those accredited with the RACE Equality Code will act as an industry driver to increase representation across the board. It makes a difference by

providing a strategic approach with a robust framework of accountability and tangible actions, based on proven best practice. Undertaking the assessment and becoming accredited is key as “you only know what you know”. What is needed is the courage to take actions rather than words, along with the conviction that we have the resources and skills to bring about positive change towards racial equity. Given the right opportunity and support, we will move the dial on representation in the board and across the leadership team.”

JACKIE BRENNAN, JUDE TAYLOR, TOYIN HIGGS, MALCOLM ARMSTRONG

TOGETHER ACTIVE

The RACE Equality Code is ensuring that Together Active takes a rigorous approach to our Board, senior leadership, governance, structures, and processes. It is definitely not a tick box and file Code.

- We have had to ask ourselves some challenging and uncomfortable questions.
- We have committed to setting tangible actions and targets.
- We are accountable to an external respected governance organisation with a passion for bringing about change.
- We have committed to transparency in our approach by regular outward facing reporting.



JACKIE BRENNAN



JUDE TAYLOR



TOYIN HIGGS



MALCOLM ARMSTRONG

EARLY ADOPTERS



An inclusive economy where everyone can thrive, and nobody is left behind, is fundamental to our vision for the West Midlands. Embracing and promoting equality, diversity and inclusion are the only ways to achieve this - both in how we deliver our work and how we operate as an organisation. The West Midlands is one of the most diverse regions in the country (second to London), yet racial and other inequalities remain a significant challenge, having an impact on people's access to opportunities and life outcomes. The RACE Code was designed to help organisations take action and

improve RACE Equality in the workplace. We are committed to taking action to address regional inequalities in the region, so it was only right that we also take steps to do the same within our own organisation. The process itself involved an internal assessment which encouraged us to really discuss the issues, enabled us to identify key barriers and helped us develop an action plan which has then been embedded within our corporate priorities and objectives. While we are still early in the process of implementing the action plan, the RACE Code helped raise the visibility of the agenda

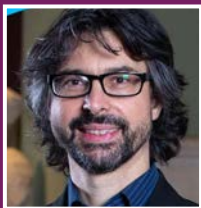
across the organisation, improved accountability levels and is now recognised as an organisational priority at the most senior levels. Our current focus (in line with action plan commitments) is on awareness, development and positive action initiatives. We have also developed metrics to help evaluate their impact over the next 12 months.



LAURA SHOAF
CEO
THE WEST MIDLANDS
COMBINED AUTHORITY

ENDORSEMENTS

“There have been so many reports, charters and recommendations. It is time to move from words to action! We chose to collaborate with the Race Code as it does not create new obligations but provides one set of standards and an overarching accountability framework based on existing laws, Codes and best practice.”



JAVED THOMAS

CO-FOUNDER OF RACE EQUALITY
MATTERS AND CEO AND FOUNDER
OF THE COLLABORATORY



RACE Equality Matters exists to accelerate meaningful and positive change for ethnic minorities in the UK workplace. It does this by creating impactful solutions in collaboration with experts and those with lived experience. One of its solutions, The Big Promise, is a commitment to action, not just words - senior leaders and employees across the organisation commit to a measurable promise and are held accountable. They choose from a set of Magnificent 7 Promises that will make a real impact, and there is a set for Board, ExCo and C-suite, Senior leaders, Allies and Ethnic minority colleagues. The promises were created by utilising the Governance Forum's Race Code.

Find out more <https://www.raceequalitymatters.com/the-big-promise/>

**SABRINA
RICHARDS**
**WALSALL HEALTHCARE
NHS**


The RACE Equality Code is needed because I think it is a great tool to hold boards and organisations to account to ensure RACE Equality is as the forefront of any organisation's strategic priorities. The Code can make a difference as it acts as an accountability framework to hold boards and organisations to account to improve on their approach to embedding RACE Equality. It is different to previous or similar

Codes as the focus is on Board Governance and accountability in regard to improving senior level representation at Board level in relation to ethnic diversity. To change the dial on representation in the board and senior leadership team, a robust Board RACE Equality accountability framework is needed that is intrinsically linked to organisation performance and board evaluation.


SUZY BRAIN ENGLAND OBE
**CHAIR DONCASTER AND BASSETLAW
NHS TEACHING HOSPITALS
FOUNDATION TRUST**

1. I think the great thing about the RACE Equality Code is it provides a framework that the board can monitor.
2. This Code can make a real difference because it moves away from just hoping and expecting that people will take the right view of Equality and Diversity.
3. I think the important point is that the Code allows us to see where we've got gaps in the way we organise recruitment, promotion, training, and development, and how we meet with, communicate, and talk to our staff.
4. If we can see any gaps, that means that some people might be receiving an unfair service, and we will be able to see that by measuring ourselves against the RACE Equality Code.
5. We know that boards try to operate to Codes i.e. the UK Corporate Governance Code or the Health Service and Housing sectors have Codes developed as the right way for their boards and organisations to operate and to self-assess. However there hasn't been a governance Code that has been so focused on Equality, Diversity and Inclusion in the past.
6. The RACE Equality Code provides a true opportunity for us to look at the way we manage our staff ie the way we interact with those whom we serve - in my case that's with patients, to know that we're giving the most equal, inclusive and diverse service, we possibly can.
7. This Code is different because it specifically focuses on those interactions which may be deemed unfair or inappropriate by some members of our population.
8. This Code is a real opportunity for us to improve what we do in relation to that broad spectrum of Equality, Diversity and Inclusion.
9. When you have a Code like the RACE Equality Code, it gives you an opportunity to look at the way you run the organisation. It will reveal any gaps that you have in the diversity across all levels of leadership, from the board and the senior leadership.
10. Within the organisation itself the Code doesn't rectify things, it's, about us taking the required action and ensuring that we positively engage every member of our staff in the opportunities available within the organisation.
11. The Code encourages organisations to cast the net widely when looking to recruit people to senior posts.
12. There's much more that we can all do to get more diverse boards and more diverse senior leadership and the Code, I think, casts that light on trying to make us see what we need to do.





PIT CREW

RACE CODE CONSULTANTS

THE TRIPLE D EFFECT

Unlocking hidden intelligence through diverse data
by Joel Blake OBE



The very idea of forced change often invokes a feeling of uncertainty, nervousness, and apprehension for many organisations. However, for organisations and firms within the financial services sector, the level of disruption caused by the impact of the global pandemic, has created an opportunity for truly innovative change, especially for forward-thinking firms.

Such firms are those who decide to truly embrace inclusion as an internal driver for long-term and sustainable growth, based in the better use of data, in a post-pandemic world.

I passionately believe that the combined and innovative use of data, diversity, and digital technologies will play a crucial role in accelerating inclusion within the financial services sector.

I call this The Triple D Effect

Whilst there will always be historical elements of traditional and historical ways of lending, investing, and consulting that can be more easily adapted to ride the wave of change, the stark reality is that a reliance on the ways of old, are no longer applicable for survival in a post-pandemic economy.

Finance providers traditionally focus on a recipe of historical analysis of past portfolio performance, human judgements that may have worked, sprinkled with a hint of customer credit information, to influence decision-making. Therefore, over time, the best lending, investment, or consulting meals often follow historical trends of best practice that have been cooked over time.

Such methods will always include bias, on the very basis that financial services firms seek to refine the best customer profile they can, to provide the best level of return for themselves and for the customer. To support this, the creation of internal benchmarks becoming essential to assess present and future finance applications, and thus, the cycle continues.

Unfortunately, the naturalised data models used to compose internal business cases for finance, can create more exclusivity, over inclusivity. This can open cultural groupthink within the organisation, resulting in norms that become harder to break down.

However, with a much wider and inclusive pool of data, financial services can generate a richer and diverse level of intelligence, that when applied with innovative digital technologies, will enable them to unlock even deeper insight. This will enable them to not only inform how to improve sustainable access to finance for all, but to also accelerate inclusive culture development.

I believe that having a portfolio made up of diverse businesses, run by people from diverse backgrounds, is fairer and more inclusive and representative of society. But, by having the diversity of data which involves combining all the business health and performance information gained from those individual businesses, in your portfolio, you understand better the ecosystem they are all a part of and how they are positioned to survive within it, fuelled by the real-life insight of their collective journeys.

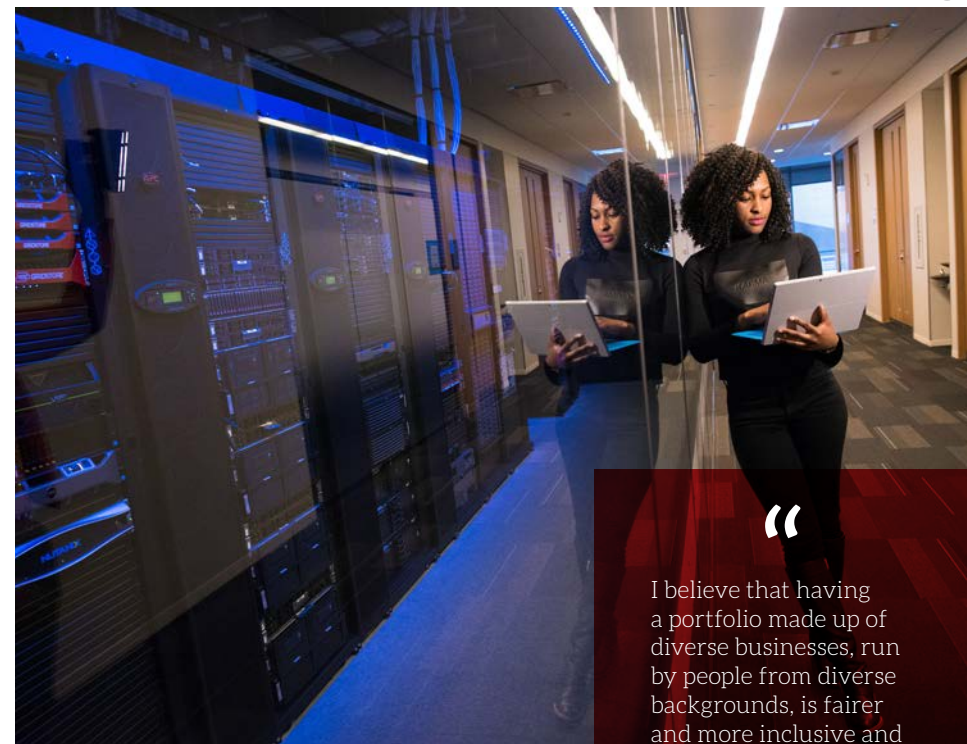
Your collective use of inclusive intelligence goes up, as your insights will highlight differences and unique trends that were previously hidden. This gives you more confidence to take more risks and diversify your client base.

In a post-COVID world, where you need to have a deeper insight of who to invest into and divest from, such insights are going to be essential for long-term growth.

In my day job as Founder and Chief Executive of the GFA Exchange, I see this become an increasing reality. We initially set up as a B2B fintech platform to help businesses that lenders have already said 'no' to, who should have received a 'yes'. In other words, underserved SMEs that were not getting fair access to finance, because they did not fit the box!

What I felt was missing was a niche focus on the diversity of financial and business data, that finance providers use to understand what a good business looks like now, and in the future, based on the actual health and performance vs credit risk or human bias alone.

The result is our award-winning technology that can be used by any financial services sector firms,



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which will benchmark, rate, and monitor their own B2B customers likelihood for growth at a peer analysis level and portfolio level. This helps our partners to better understand their own customers' challenges, helps them identify which are likely to grow or not, and gives them the insight as to why.

I believe that this intelligent use of data will help set the foundation for a world of inclusive impact – unlocking hidden intelligence through diverse data at scale, will itself become a key strategic driver for change!

Whatever the new normal looks like to you, it will be disrupted by the composition of

data and level of diversity that underpins that composition, regardless of what market you are in, making inclusion the active tool for change.

The real question is, has your organisation truly assessed how ready you are for inclusive change?



SWEAT THE SMALL STUFF - MICROAGGRESSIONS

By Olivea Ebanks
RACE Code Consultant and Author

'Brief and commonplace daily verbal, behavioural, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward people of colour'.

- Derald Wing Sue at Columbia University

We all navigate micro behaviours minutely, from an affirming smile to a quickly unconsciously raised eyebrow when we hear a bit of juicy gossip. Positive micro behaviours or 'micro affirmations', gestures of

caring and inclusion, validate us by communicating we are accepted, heard and valued. Micro aggressions as thinly veiled instances of discrimination, send entirely opposite messages.

Micro aggressions as a terminology gained prominence in Critical Race Theory (CRT) – an academic field that originated in the US around 40 years ago. CRT began as an attempt by legal scholars to understand why Black communities experienced discrimination in the criminal justice system, even though they were legally and constitutionally guaranteed equality.

The theory argues that race, as a way of putting human beings in a hierarchy, is not a natural, biological process but a socially constructed ideology that is used to exploit people of colour. Critical Race theorists claim that the ideology of racial hierarchy is interwoven into the law and informs the way institutions operate to create and maintain political, economic, and social inequalities between white people and people of colour as whole and distinct

communities. Whilst advantages and disadvantages can vary between individuals i.e. a Black middle-class person may have more advantage than a white working-class person, the social and economic inequalities between the wider Black and white communities are profound, distinct and perpetual.

In order to understand how these distinctions between the groups are maintained and how they manifest, Critical Race theorists looked at behaviours between the groups and determined that many instances of racist behaviour, experienced by Black people, took the form of "microaggressions," or verbal/behavioural slights, that were largely subtle unintentional or unconscious actions, that communicated negative beliefs, attitudes or a racial stereotype.

Microaggressions may be small like consistently mispronouncing or shortening names, talking over certain individuals, or rolling your eyes when certain people are speaking, but their effects are huge. Racial microaggressions can have a devastating cumulative effect on Black people, leaving them with feelings of non-acceptance, insult and abuse.

Given the proliferation of these behaviours, once an organisation understands these negative effects, they should engage in restorative practice to rebuild the trust that has been damaged. When people are hurt, before they can fully commit to new initiatives designed to improve inclusion, they need freedom to safely express the harm that racism in the workplace has caused – it is a necessary part of the healing process. Restorative practice like 'listening and response' forums will enable (a) staff to gain a sense of being heard and (b) the organisation to gain insight into situations and behaviours that are considered harmful/offensive to staff. Left unchecked microaggressions can create a hostile working environment leading to complaints, grievances and even litigation.

We do need to 'sweat the small stuff' because if the small stuff is micro-aggressive, behaviour studies repeatedly show it affects productivity, innovation and the capacity to problem solve at work, as well as contribute to poor mental health of individuals on the receiving end. They are harmful to business and harmful to staff. Educate yourselves so you understand subtle and overt microaggressions, be an upstander, create a psychologically safe workplace and normalise conversations about negative behaviours. Let's take our responsibility to foster healthy inclusive workplaces further by addressing microaggressions and consciously uplifting those around us.

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We all navigate micro behaviours minutely, from an affirming smile to a quickly unconsciously raised eyebrow when we hear a bit of juicy gossip. Positive micro behaviours or 'micro affirmations', gestures of caring and inclusion validate us by communicating we are accepted, heard and valued.

NOTES:

¹Almost British by Olivea M Ebanks. An autobiographical account of what led the Black British author to representing herself in court for 15 days to win rulings for direct racial discrimination, harassment on racial grounds and victimisation in the Prison Service.



A CULTURALLY INTELLIGENT [CQ] APPROACH TO BIAS

by Rob Neil OBE

CQ is the capability to function and relate effectively in culturally diverse situations and contexts. To get under the skin of bias, we need to give innovative thought to creating a workplace which promotes safety, openness, trust and prepares individuals to challenge the status quo.

So, how do we support people on that journey in meaningful action and real behaviour change? At Krystal Alliance we believe in prioritising attention to our cultural intelligence [CQ]. We need to build on our brave conversations by nurturing safe spaces at work, gracious, forgiving and more compassionate spaces. We need a culturally competent approach which encourages positive actions, innovative ideas and a change in culture.

When we help individuals improve their CQ, it enables them to consciously identify their biases and determine effective strategies for managing them. As we build our collective CQ, we learn to move from reacting unconsciously to taking more conscious, intentional actions aimed at progressive cultural change. There are three essential stages which help increase CQ and create a healthy environment for positive cultural change.



1. Creating a safe space - This may sound basic, but if we are to encourage, support and inspire healthy conversations at work, people need to feel they can share openly without backlash.

conversations in the shadows. Let's involve ourselves in the same safe, open, trusting journey, in order that we evolve the ways in which we work together effectively.

2. Acknowledging any fears - Too many of us remain worried about saying the wrong thing or appearing biased. We need to learn how to own those legitimate concerns and move past them. Yep, we need to 'feel the fear and do it anyway'.

3. Naming It - Sometimes we create taboos and herd elephants in the room. This avoidance often leads to increased toxicity and unnecessary

ABOUT KRYPSTAL ALLIANCE:

We are a team of; fabulous, magnificent, experienced and dedicated friends committed to working with progressive organisations who really want to encourage, support and inspire greater equity in their workplace.

Contact via our website - www.krystalalliance.co.uk

VISIT KRYPSTAL ALLIANCE

THE ETERNAL SEARCH FOR EQUITY IN THE WORKFORCE

by Jacynth Ivey



The fifth largest employer in the world is right here in the UK. The NHS employs 1.7 million people with approximately 21% coming from a Black and/or diverse ethnic background. The representation ends there.

2015 saw the launch of the NHS Workforce RACE Equality Standard (WRES) which was born out of capturing the experiences of the workforce, and a recognition that the workforce was not representative at all levels, with diverse staff being disproportionately disciplined and less likely to be recruited from shortlisting, compared to their white colleagues.

With all its HR policies and practices, the wealth of training and development and as an organisation founded on the values of social justice, the inequity remains decidedly marked. NHS organisations are now mandated to collect this data, and to engage with their diverse colleagues to co-create solutions that will have a significant impact in changing the culture of their workplaces, which ultimately change their experiences and increase representation at all levels. Despite knowing the moral, legal, and financial impact that a lack of diversity brings, many NHS Boards are not ethnically diverse.

The responsibility for 'fixing' this inequality and finding a solution is frequently, the responsibility of the Human Resources Director and the lone, often inadequately resourced, lead for Equality, Diversity, and Inclusion (EDI).

Race Equity in the Workforce is an accredited programme designed to support individuals to work in their respective organisations and network across the system. Race is the one

protected characteristic common to all, and the one protected characteristic that sends people into a state of panic, stasis, disbelief, and a host of other emotions including declarations stating 'I'm not racist'. Angela Davis said it best when she said, "In a racist society, it is not enough to be non-racist. We must be antiracist".

Race Equity in the Workplace is designed to give the participants a language to begin progressive conversations about race. Our philosophy is that we need to begin with ourselves and our racial identity before we can begin to appreciate another person's perspective, deconstruct implicit biases and preconceived notions about race. We understand race equity requires culture change across the whole organisation, and that institutional and structural racism is central to the debate to remove the barriers that impede the progress of diverse employees.

This unique accredited programme, designed and delivered by Inspiring Hope, has been successfully delivered to a diverse participant group spanning a range of professional groups, beyond the traditional HR or EDI responsibility. Race equity will be achieved when a person's race does not impact how they are treated or promoted in any way.



PRIVILEGE

By Karmah Boothe

Why does the word 'Privilege' evoke negative emotions? Privilege is described as a special right, advantage or immunity granted or only available to a particular person or group. The current social construct of the word privilege has negated what is a positive word to be negative. Why is it that we do not celebrate our advantage? As a Black woman I am privileged. I am privileged to be a 3rd generation settler who has been guarded from overt racism that impacted my parents and grandparents. I have been granted immunity being a token where I accessed higher education at a red brick university. However, the covert systemic and entrenched racism within and across our system has become a reality as I have climbed the ivory towers to get to Senior positions and hit the glass ceiling.

In climbing the ladder, I have been privileged to have white allies – those who told me that I will have a double power bind that would hold me back. Those who have mentored, sponsored and advocated for me to ensure that I had a seat around the table to make a difference. So rather than privilege being negative I see the positive sides and use this advantage to elevate and support organisations to dismantle their biases that hold skilled and talented people from moving forward. What privileges do you have? How can you be an ally to lean in, notice and support the elevation of those who may be placed at a disadvantage?

About Karmah

Karmah is passionate about people. Her mission is to catalyse people and organisations to achieve their full potential. An award winning professional, she holds 23 years' experience working with people across all sectors. As a certified behaviour consultant specialising in thought leadership Karmah is keen to see services be more inclusive and accessible.

Karmah provokes people to explore who they are at work, rest and play and integrate the best parts to become the person of their dreams. She applies her skills of strategic thinking, training,

mentoring & coaching to support people and organisations to move forward.

Services Karmah provides includes:

- Strategic Planning
- Service Reviews and Audits
- Coaching and Mentoring including accredited DISC profiling for teams and individuals
- Learning and Development
- Facilitation



RACE STEWARDS

STEERING GROUP

WATCH THE INTERVIEW

THE ANTON FERDINAND

INTERVIEW



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The RACE
Code gives
organisation
no way out,
it makes
them
accountable.

WATCH THE FULL INTERVIEW

BARONESS DOREEN LAWRENCE OBE

INTERVIEW

Q - What have you been working on over the last 12 months and do you think we still have the momentum to carry on since George Floyd was murdered?

The last 12 months have seen significant Government cuts which continue to affect ordinary people. It's clear that the Government doesn't understand although they often state they didn't "come from privilege". Since George Floyd's murder and the work of the Black Lives Matter movement, people were moved to action as the impact of the murder tugged on heartstrings and helped to focus those who wanted change. Unfortunately, that seems to have dissipated at Government level and we are not hearing much about it anymore. It is those who are most impacted by racism that are still moving forward and with the brilliant RACE Equality Code, which is about to launch, it will enable us to get straight to the point of where things need to change. The Code will challenge employers in a positive way, and we can use it to wake

people up across industry and focus on moving forward.

Q - Why is the RACE Equality Code so important?

It's something that is needed, and it is different to the other documents and reports that just sit on the shelf or skirt around the edges with no implementation. With this Code you can't hide from it, and it can be used. I want to take it into my work and especially work in the Party as it is something we need to do. We often talk about race relations but what does it mean in practice? The RACE Equality Code is a standard that organisations can hold up and actively state they are anti-racist.

We should use it to challenge those companies that don't want to do the work to show them what it means to be anti-racist and how they can reflect this in practice.

Q - What are your thoughts on representation in senior leadership positions?

This is really simple - how can people of colour progress without representation? It's difficult. Having representation in leadership positions reflects those like you and gives individuals the confidence to progress. It also helps those in leadership positions who have made it through to support those coming behind them... 'you can make it too because I did'.

Q - What keeps you going and what would you say to the audience to stay the course and not give up?

I want to see the world become a better place. I want my grandchildren to be more accepted and for people to be more accepting of them. I am not alone on this journey so without the support of family and friends it would not be possible to do what I do - I do not walk alone.

Q - What are you reading, watching or listening to at the moment?

I love watching things to provide an escape so most things on TV I don't even remember. My work in the House of Lords requires me to stay abreast of politics which I do enjoy and I listen to world news as much as possible to ensure I can provide informed opinions when needed. I listen to Radio 4 and have read Stuart's [Lawrence] book. My hope is that I can find some time to delve into the Promised Land by Barak Obama.

These are the things that give me energy, people who want to make a difference not just around race but around humanity.



by **Simon Osborne**

ALLYSHIP

Speaking in the House of Commons in 1999 in connection with the report of The Stephen Lawrence Inquiry, the then Home Secretary, Jack Straw, said that “Any long-established, white-dominated organisation is liable to have procedures, practices and a culture which tend to exclude or disadvantage non-white people”.

As that was found to be true of the Metropolitan Police Service by Sir William Macpherson’s inquiry, Jack Straw’s statement can be applied to other organisations more than 20 years after the publication of that ground-breaking report.

The organisations which I want to focus on in this piece are boards of directors of quoted companies, because Jack Straw’s words in 1999 are just as applicable to them. At an event on 15th September 2020, put on by the Next Generation NED Network and hosted by London Business School’s Leadership Institute, one of the panellists, Professor Kathleen O’Connor, said, “The temptation is for boards to recruit the mirror of themselves: birds of a feather do flock together... By exchanging information and truly diverse views, boards can solve the puzzles of how to balance the interests of their different stakeholders”.

My experience in this area derives from my work as a board evaluation specialist. In the 19 years that I have been involved in the sector, I have never interviewed a single Black director. The number of Asian directors whom I have interviewed can be counted on fewer than the fingers of both hands. When asked what the board is doing to foster a pipeline of Black talent or to make the boardroom diversity friendly, interviewers often say their focus is on “background”. A few express regret at the lack of diversity. But no one has spoken up positively about the importance of really driving needed change.

This is an area where the public sector leads the way and the RACE Equality Code is making its mark. It has been my privilege to work with Dr Karl George MBE in refining the Code. I am proud to be associated with its development and wish it deserved success. Over time, change

will come in the For Profit sector but how sad, as another panellist, Emer Timmons, said at that event in September 2020: “There’s a disconnect between the challenges of the right here and now, the Fourth Industrial Revolution, digitalisation accelerated by the pandemic, technology and much more, and the time taken to develop diverse and inclusive pipelines of senior management for the medium term”.

That disconnect is unnecessary and wasteful. A current advertisement by a major bank says, “Ethnicity should never be a barrier to opportunity”. I agree; but shamefully it still is.

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“The temptation is for boards to recruit the mirror of themselves: birds of a feather do flock together... By exchanging information and truly diverse views, boards can solve the puzzles of how to balance the interests of their different stakeholders”.



GARY ELDEN OBE

INTERVIEW

By Sharon Warmington

I'd heard about Gary Elden via the Governor (Karl George) and instantly googled him to find out more about his journey, just because I like interesting people. For this reason, it was my absolute pleasure to be able to interview Gary recently for this, our very first No Excuses eZine. I only asked Gary four questions but the wealth of knowledge he shared left me in overflow. I've tried to streamline the key messages and I hope you enjoy his wisdom as much as I did.

Tell us about your background and journey to date

I spent 29 years in the same company which now has more than 3,000 staff globally and a turnover of £1.2bn annually, and having climbed the ranks, my last six years at SThree (a publicly listed company), were spent as the CEO. I'm semi-retired now although that's more on paper than in reality. I am Co-Founder of Recbid, an online bidding platform and Hire Genius a new CRM platform, and have several Non-Executive Chair roles, with a particular emphasis around Diversity and Inclusion. I am also a trustee of the Aleto Foundation, a charity that focuses on supporting young people from disadvantaged backgrounds who have the capability to become the

leaders of tomorrow. We take the best of the best, and tap into their entrepreneurial and/or academic achievements, with the aim of developing their natural leadership abilities, and we put them on the path to becoming future CEOs, Managing Partners, Judges, Cabinet Ministers, Head teachers etc.

You've been part of the journey of the RACE Equality Code since last year – why is this Code different?

I've been involved in Diversity and Inclusion all my life and a lesson my Dad taught me was that it doesn't matter how dark (or light) your skin is, you are always judged as somebody of colour. I'm very passionate about the work that I do and over the last five years I've seen a lot of talk and read a lot of data

and statistics that evidence the lack of diversity and inclusion across sectors. We are presented with that data all day long, whether it's through the Government or various independent reports, they all say the same thing - there is a serious lack of Black people at a senior level in any/all sectors.

Quite frankly I'm fed up of reports and this, the RACE Equality Code makes it very clear that we don't need any more reports. We don't need any more data. The issue of race sits in one of two camps:

- 1. There are those individuals or organisations who want to make a change and know how to make that change, and**
- 2. There are those that don't give a damn!**

Those that sit in the middle want to make the change but don't know how and that's where the Code comes in.

I've never come across a Code like this before – it's something that people can hold in their hand, take an assessment of their business, and know exactly what they need to do to make a change.

I get approached all the time concerning the issue of diversity and inclusion, but now I can refer people directly to the RACE Equality Code which is a guide of how to do it. There are a high proportion of people and organisations who don't know how to do it, and this Code can make a difference.

Over the last 10 years there hasn't really been significant change in this area and unfortunately it won't naturally change because it can't just rest on being passionate about race. There has to be impact and in the private sector in particular, that impact has to be on the bottom line because there are still many organisations that won't change if it doesn't directly and detrimentally impact their income.

You are an experienced FTSE CEO so have you ever been asked to sit on a FTSE board?

Despite my knowledge, my experience, and my position as a CEO and more recently as an ex-CEO, I was never approached for a board position on a FTSE company. I think there was a lot of naivety on my part to the way things work and although I now sit on various boards, the reality is that if the recruitment of Non-Executive Directors falls solely on the Chair, then change will be slow. Naturally, Chairs will go to their networks and usually return to the Executive Search company that found them their job, so the cycle continues.

In essence Chairs have a little black book full of white people!

When it comes to the discussion regarding diversity, the first thought is always gender rather than any of the other protected characteristics under the Equality Act. They operate as a 'closed shop' and things need to change so, in my

opinion, the Chair should not decide who is appointed and the whole process should be independent and based on the needs of the organisation going forward not just where it's at. Where recruitment companies are used, they should be made to evidence how they are finding prospective candidates and that they are choosing from a much, much wider pool than they may have done in the past. The system needs to change for listed companies and there must be a criterion that demonstrates that they have diversity at the heart of their organisation and the RACE Equality Code can support them in this.

Why is it harder for organisations in the private sector to commit and what can we do to convince them?

I'm a romantic socialist and I do believe the public sector have more of a willingness to make change, but this is still taking too long. Having accountability and quotas, whilst restrictive, helps the public sector more than the private sector. However, the top jobs do not reflect the diverse workforce as it's still made up of white males.

In the private sector, the ratio of non-whites at senior level has not changed much over the last 10 years. Data is not so readily available, and it is difficult to hold the private sector to account. I believe, to drive real change in my opinion, it has to impact companies in the pocket - unless they are held

accountable then there will be no real change. We need to put the emphasis on the senior team to demonstrate what they have done around Diversity and Inclusion, and reward or penalise them based on clear KPI's. We can see this happening around carbon footprint, compliance, and audited accounts, why not on RACE?

We have to pick our battles and there are leaders and companies that:

1. Are genuinely making changes.
2. Don't believe there is a problem and do want to make a change (but pretend because they acknowledge "Black History" Month).
3. Want to make a change but don't know how to.

We need to focus on 1 and 3 and No.2 will follow once they see their business fall behind.

Ultimately, we need to demonstrate how we can help them, help themselves.

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**SIR KENNETH
OLISA OBE**
HER MAJESTY'S LORD-
LIEUTENANT OF GREATER
LONDON



For me (as you have heard me say before) the answer to the question:

“Why should we worry about this?”

should never be

“Because it’s a regulation/best practice/etc”.

Nor should it be

“It’s a matter of social justice”

though it is.

Rather, the answer to the why should be:

“Because it gives you competitive advantage.

Any company which doesn’t empathise with its customers, supply chains, employees, recruitment pools, communities in which it operates and its regulators is at a competitive disadvantage to those that do.”

Ken Olisa

DR YVONNE THOMPSON CBE

It was a privilege to be selected to work with the NHS Tavistock & Portman Trusts as the group to respond to their tender RACE Equality Review. Bringing together a blended group called Colour Brave Avengers EDI experts which included the governance forum, RACE Equality Week, YouGov, Flair and 7 Traits Leadership Learning. It was considered a brave move but proved to be the perfect collection to produce just what Tavistock & Portman were looking for.

Going through a tested process but with a unique approach of quantitative, qualitative research followed by specially designed approaches to focus groups and one to one interviews - The Colour Brave Avengers also hosted some "safe spaces" for further discussions and "collaboratories" to produce the focused recommendations to The Tavistock & Portman Trusts.

These recommendations were selected and presented by the governance forum who brought the overarching wisdom of The Race Code to complete the submission. I have been involved with a number of strategic initiatives set up to address race inequity including the Parker Review over the years. The RACE Equality Code provides a straightforward approach to creating the required actions to address inequalities and draws on the work done, in not just the private sector like Parker but I saw first hand how it has been implemented in the NHS, complimenting the work of the Workforce RACE Equality Standard. My passion for tackling inequality and promoting talent stretches over three decades now and my involvement with the RACE Equality Code steering group gives me hope that we can finally make organisations accountable for the change that we want to see.

Feeding back to workforce online meant that the voice of the Black staff was heard and acknowledged and both Black and white staff had the opportunity to ask questions, discuss and understand and learn more about each other.

The Colour-Blind Avengers will be working to support the NHS Tavistock & Portman Trusts to implement the recommendations submitted.

ENDORSEMENTS

“The RACE Equality Code will make a difference because it focuses on action rather than words. It is offering a clear, easy to implement route to combatting racial discrimination.”

CHARLOTTE VALEUR
GLOBAL GOVERNANCE GROUP



THE PADDOCK

OTHER RESOURCES



AN AMBASSADOR'S JOURNEY

By Gilbert George
Interim Director of
Corporate and Legal
Affairs, University
Hospitals of Leicester NHS
Trust

In my first 15 years in executive positions, I was the only Black person in the board and executive meetings I attended. I am pleased to say that today, things are changing. Like in society, organisations are becoming more inclusive and diverse, though this may not be as fast as we would all like to see.

I currently work in an interim role as a Director of Corporate and Legal Affairs at University Hospitals of Leicester NHS Trust (UHL), one of the largest and busiest Trusts in the country that serves over one million residents of Leicester, Leicestershire, and Rutland; with 17,000 employees and with an income in excess of £1billion. Leicester is hugely multicultural and was identified as the first city in the UK where the majority of residents identify as BAME British.

As an executive governance lead, one of my goals, working with the Chair of a board is to influence public board membership, one that encompasses diversity of thought, and is inclusive and representative of the local communities they serve. My previous organisation, Black Country Healthcare NHS Trust, was one of the first to be recognised as having the most diverse board membership in the NHS.

In addition to my day job, I serve as a Specialist Adviser and Ambassador to the National RACE Code Steering Committee, currently advising on the UK's first RACE Equality Code 2020, which seeks to address the inequalities in boardrooms and senior leadership teams in this country. The stubborn lack of change over many decades of racial inequity requires that we do something different, innovative and more strategic to what we have been doing in the past, to realise a more diverse representation in Board and senior leadership teams. For me the RACE Code is not a Code of words, but a Code of action.

I act as an ambassador on the RACE Code by engaging with fellow executive governance leads in the NHS, keeping them up to date with developments and encouraging them to keep their respective Chair, CEO and HR and EDI leads updated.

In addition to the above I have engaged with NHS provider and NHS Confederation on taking this agenda forward.

There is no doubting the diversity agenda ball is rolling in the right direction and picking up momentum by the day. There is still lots and lots to do but for the first time in my professional career, I believe this agenda has touched not only organisations but society's consciousness, for the good of all.

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Sharon Warmington
Diversity Trainer
and Consultant

LET'S FOCUS ON 'CULTURE ADD' RATHER THAN 'CULTURE FIT'

The uniqueness of the education system in the UK is that every single professional person in whatever sector, has likely passed through primary, junior and secondary school, with many students going on into further and higher education, before ultimately coming out and joining the various professions they will have studied towards.

"Students cannot be what they cannot see" and I have spent 12-18 months working with schools and academy trusts across the country, with the aim of diversifying their strategic boards, especially in relation to race and age.

"We bring our difference to make a difference and it's not just about fitting in with the existing culture, it's about adding new experiences and value to the current culture for the benefit of all"

Governors and trustees in the education sector are the largest volunteer network in the UK with some 350,000 volunteers taking part in weekly activities and monthly or termly meetings and events.

However, this volunteer network

requires a complete overhaul. Surveys and reports commissioned by the DfE, the NGA (National Governance Association) and other networks and organisations supporting the recruitment of governors, continually find a serious lack of diversity of race at this level. The average age of a school governor or trustee is 65 to 70 years old making up circa 95% of the strategic governance population. It is no surprise then that circa 93% of Head Teachers across the 30,000 schools in the UK, are also white British, because it is the strategic/governing board that recruit and appoint the Head Teachers.

The National Black Governors Network (NBGN) created in 2017, delivers training and support to both schools/academies seeking to become more diverse, and support

to Black professionals to assist them in navigating this new space.

Along this journey it became evident that the student voice was also missing from the strategic table and with Gen Z being the most racially diverse generation ever, it makes absolute sense for schools and academies to proactively recruit from this naturally diverse generation. As Gen Alpha continue to move through the education sector (all primary school children are Gen A with the current Year 7s being the first to join secondary schools) it is vitally important for the student voice of those born and living within the digital age, to be heard around those decision-making tables.

It is NBGN's mission to continue to support the work being done through the RACE Equality Code and to use its Principles to assist the education sector top down, not just bottom up, in becoming truly diverse.

To become a school governor/trustee or to support those from diverse communities in becoming governors, get in touch with NBGN today - www.nbgn.co.uk

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NOTES:

Gen Z – Generation Z or Zoomers were born between 1996 and 2010. They are the demographic cohort succeeding Millennials and preceding Generation Alpha. Most members of Generation Z are children of Generation X.

Gen Alpha - Generation Alpha are those born between 2010 and up to 2024. They are/will be the most materially endowed generation ever, the most technologically savvy generation ever and they will enjoy a longer life span than any previous generation. They will stay in education longer, start their earning years later and so stay at home with their parents later than even their predecessors, Gen Z and Gen Y.



WHAT IS REVERSE MENTORING?

By Herman Stewart
The Mentor's Mentor

Reverse Mentoring is not mentoring that is done within a car, even though this is not the impression you may have hearing the word 'reverse'. Reverse mentoring which may sound dangerous is actually one of the best things that can be delivered within your organisation to create equality, understanding, cohesion and strategic development of your Diversity and Inclusion aspirations to help the rubber hit the road.

Mentoring is as old as people when we consider people have been mentored through Greek Mythology, to Alexander the Great, Beethoven and Moses mentoring Joshua, mentoring is well established in human relationships so what is the difference with Reverse Mentoring? Typical mentoring is guided by a more experienced, senior person and the beneficiary is usually a less experienced person in hope of gleaning knowledge, experience, insights and 'hacks' to accelerate their progress and career development and in many cases their networking experience from introductions made by the mentor.

Now this is where traditional career development mentoring differs from Reverse Mentoring, the lead in Reverse mentoring is the lesser experienced in professional circles

yet their experience or area of exposure and insight is their context, and they bring lived experience that is not privy to the more experienced leader. In Reverse mentoring what happens is you have a formal mentoring relationship that is developed solely for the furtherance of cultural or generational understanding and even better if both! By reversing the mentoring and creating a structured approach, framework and standardisation so all beneficiaries across your organisation, group or departments can have similar experiences and this also helps organisations to then develop meaningful contextual data to complement their D & I findings and ultimately implement strands of their equality strategy.

Reverse Mentoring is such a great relational strategy that enables

all stakeholders to deliver greater understanding of a demographic of professionals that naturally would not cross such 'intimate' paths where more deeper and searching conversations can take place. Although this is a great strategy, it also has to be managed well to ensure that personnel dynamics, leadership vulnerabilities and Reverse Mentor deployment is not tokenistic and has been created to achieve an end that complements and reinforces efforts by employing a PR flavour of the month. In such cases this could backfire and create more issues if your risks are not mitigated by thoughtful planning, programme development and the conscientious development of professional boundaries.

All things considered, and risks aside, Reverse Mentoring delivered professionally will yield great results, encourage trust and promote an empowering culture that flows from the top. What organisation in this time of suspicion or where the vision statement of all are equal, is not aligned with the reality. Reverse Mentoring is a powerful tool to have in your organisational arsenal (no football jokes here) to address the multifaceted challenge of perceived and inherited inequality.

No cars were crashed in this column yet hopefully leaders will be brave enough to take the driving seat to establish Reverse Mentoring opportunities to shift organisational learning and culture.

COMPANIES THAT USE REVERSE MENTORING

Government Statistical Service (civil service)
Ernst & Young
General Motors
Citibank
Johnson & Johnson
Mars
Bar standard Board

This scheme is run in a legal environment to pair Bar Students with junior barristers from ethnic groups with Senior Barristers.

FOR MORE INFORMATION VISIT:
WWW.BARSTANDARDBOARD.ORG.UK

THE FOLLOWING COMPANIES AND WEBSITES ARE ALSO HELPFUL AND USE THIS METHOD OF REVERSE MENTORING

Parliament.uk
Rhianoncollins.home.blog
Virgin.com

Herman Stewart, 'The Mentor's Mentor' is known globally as a leading mentoring expert, consulting and providing advice for the professional services sector. Herman is an author, TEDx speaker, award-winning consultant and the founder of Every Child Needs a Mentor which is the United Kingdom's leading mentoring organisation. Herman's mentoring expertise has been sought by government, businesses and education establishments. Herman is also the host of Finding Your Path podcast, where he interviews leaders on how they found their paths. Herman can be contacted at: herman@hermanstewart.com.



Funmi Onamusi
Director of EDI, King's
College London

AN INTERVIEW WITH FUNMI ONAMUSI

By Karl George

Funmi Onamusi was appointed to the newly created substantive role of Director of Equality, Diversity, and Inclusion (EDI) at King's College Hospital NHS Foundation Trust (King's College), and I was keen to hear about the Foundation Trust's decision in creating this senior role, whereby Funmi reports directly to the CEO.

Funmi joined King's College in June 2021 as a core member of the leadership team, and she has overall responsibility for accelerating King's College's ambitious Equality, Diversity, and Inclusion (EDI) agenda. Funmi also leads the way in inspiring and delivering sustainable cultural change and ensuring King's College is an exemplar in all its people practices. Prior to joining King's College, Funmi worked in various consulting and industry roles, and brings additional expertise in talent management, leadership development, and change strategy and implementation.

Carving some time out of her extremely busy day, I was pleased to be able to ask Funmi just three specific questions and below are excerpts from her very thought-provoking responses.

Based on your wide and varied experience of EDI across different organisations, what are the key differences in your current role?

In my experience and in almost every organisation that I've worked

in (or been in contact with), EDI has always been the responsibility of the general workforce or overseen by the HR Department in some way.

The main challenge with that is that most EDI practitioners are not at a decision-making level and are therefore often unable to actually drive the change that we need and expect to see.

I remember when working in consultancy, a change proposed to organisations was to have the EDI function operating outside of HR and reporting directly to the CEO, which back then seemed radical! When I saw this role, directly reporting to the CEO was fundamentally important to my consideration in applying for the role. I needed to know I would be supported to do the things needed, without being restricted and limited in access to the C-suite.

I was thoroughly excited about taking on this role because King's College is world renowned for breaking clinical and medical advancements, and whilst it's also

had some negative press around its people, we now have a fantastic executive team ready to tackle issues promptly and decisively, so I feel really, really proud to be coming in at this time.

King's College Hospital was the first Foundation Trust in the UK to appoint, at an executive level, an individual to lead on EDI, reporting directly to the CEO and in addition to have a non-voting role at strategic Board meetings. In itself, this is quite remarkable and it does mean that King's College Hospital are not just 'talking' about diversity and inclusion, but they are leading the way by investing time and resources into this area.

Why is this Code important in your opinion, for moving the dial on representation?

The RACE Equality Code is significantly important for many of the reasons mentioned above. The Code sits at the heart of strategy, at Board level to provide that top-down approach to governance. It helps by providing quite detailed guidelines

to help organisations who have made the decision to make the change with its representation by following four simple steps which are: reporting, action, composition and education. Each of those then have specific steps that must, should and could be done.

Those four areas fall directly in line with the Code's 4 Principles of Reporting, Action, Composition and Education, do you agree that they are all interlinked?

A recipe for failure is in only doing one part of the whole equation and we have (and need) 'equations' for a reason. If some people jump straight into accountability, without knowing what they are measuring, the results will leave them frazzled and others who are only measuring and not doing anything with those measurements, will become frustrated without focus.

What we do need is to be able to identify what we are responsible for, take ownership and accountability for it, measure it, report on what we are doing, benchmark, improve and then settle back on that equation again.

This process must be continuous to make sure we are not losing out on any part of that loop and that's what helps us to actually know that we are making progress. As I always say, even if it's on the smallest thing, we need to be able to know this is what we're doing. Measure it because if we don't measure, how do we know if it's working?

We need to be able to move from just saying "we are doing this great thing on EDI" and challenge ourselves to answer the question of "and it is making this impact". If we're not testing its effectiveness, how do we know if we need to change it?



BREATHE AND FLY...

Take no longer
Any thought of the fear that formally imprisoned you
Choking courage
Suffocating expression
Restricting creativity
Breathe and fly...

Fill your lungs with excitement of the new dawn
Adjust to the light and
Imagine endless possibilities that
Leave you breathless
Expel desperation and all sense of inadequacy
And unpreparedness
Inhale adventure
Breathe and fly...

Shut out self-defeating prophecies
Dull your ear to sounds of disapproval
And refusals to de-colonise the Board
Do not eat the trail of breadcrumbs
Leading to further intransigence
Spread your wings in determined fashion
Flap and run with passion
Breathe and fly!

Tap into all of your senses
Give yourselves permission
To be unapologetically innovative
Involve to evolve, and solve the problem
Of underrepresentation
With the reiteration of adoption and accountability
Take a moment...
Breathe and fly

No more excuses!
No more knees on necks!
No more hesitation borne of uncertainty,
Diversity fatigue and threat!
Working with a range of experiences
Will lead to systemic change
The wise do not wait for a reckoning before they commit to act—
They know that destiny has got their backs

We will be brave in the exploration of institutional systems
Disrupting every variant form of
Inequality with such efficacy, such justice—
It can never again re-form

Shake up the infrastructure from within
We have the blueprint
We have the builders
And now we need the will

Come now and let us give life to inclusivity
And listen for those first cries of birth
Affirming worth and belonging
Let us build and share our journeys
Whether we stumbled or suffered loss
We will learn together!
A connected interwoven framework of elevated discussions
And humble curiosity
And with the rustle of a thousand pair of wings
The single-minded mumuration of flight
Will be the most awe-inspiring sight
As we make our way to healing's abode
Adopt the Code
Let your noble purpose not be slowed
Tell someone about the Code
Then breathe...and fly!

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