

The Big PROMISE™



SOLUTIONS FOCUSED

ONE OF WHICH IS A NEW INITIATIVE THE BIG PROMISE

Race Equality Matters is not a talking shop or gets stuck on focusing on what is not working.

It is ambitious and aims to inspire by creating solutions and working with organisations to implement them.



HOW TO DO IT RIGHT!

WHY THE BIG PROMISE - THE LOGISTICS

DEVELOPED IN COLLABORATION WITH

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Imagine the impact on tackling race equality in the workplace if everyone in an organisation made even just one promise

PURPOSE OF THE GUIDE

This guide is designed to help your organisation identify the BIG Promise Project Lead and support them in delivering your chosen promise(s).

The Project Lead is the individual who will lead and run the initiative on behalf of your organisation.

It outlines the practical steps the Project Lead can follow to set up and run the BIG Promise. We understand that all organisations are different and therefore this guide is not designed to be prescriptive. Feel free to adapt it to fit your organisation's needs.

The initiative is also supported by an online workshop in January 2020.



BENEFITS OF THE BIG PROMISE

- ✓ Transparent and measurable commitments
- ✓ Influences how an organisation focuses on race equality for the future
- ✓ The promises were set by ethnic minority colleagues and are therefore directly related to lived experience of individuals
- ✓ Opportunity to hold senior leaders to account
- ✓ A simple but effective approach
- ✓ Clear and transparent aims
- ✓ Clear accountability
- ✓ Opportunity for organisations to show real commitment to change
- ✓ Collaboration across corporate UK on race equality
- ✓ It will commit people to deliver something rather than just talking
- ✓ It will highlight whether or not people really care about race equality



85% of race experts said senior leaders did not know what ethnic minority colleagues wanted or required



75% of race network chairs said recent PR gesturing is meaningless if proper action is not taken

15 charters have been reviewed which have more than 200 commitments - where would you start?



THE BIG PROMISE - MAKING IT HAPPEN! 3 PHASES, 7 STEPS

PHASE ONE: Find the right people

STEP 1

Find your BP Project Lead

STEP 2

Secure a Senior Sponsor

STEP 3

Get Senior buy-in

PHASE TWO: Prepare and go live!

STEP 4

The Magificent 7

STEP 5

Build the BP Buzz!!

STEP 6

Make YOUR BIG Promise

PHASE THREE: Take Action

STEP 7

Keep your Big Promise



PHASE ONE – FIND THE RIGHT PEOPLE



STEP 1: Find your BIG Promise Project Lead

The Project Lead is the key individual who will lead and co-ordinate the BIG Promise in your organisation. Look for someone who is passionate about race equality and who can motivate others to join in. Here are some of the qualities you could consider when deciding who will lead this important work:

- Passion for race equality
- Motivated and driven to make change happen
- Engaged in race equality and/or diversity and inclusion work
- Resourceful and organised
- Persistent
- Trusted and respected
- Good with people
- Well-connected or able to build connections within your organisation

▾ PHASE ONE: Find the right people



Suggestion: Your Project Lead might want to set up a task and finish group to help them run the initiative. As well as helping out with the practicalities, a representative group can help raise awareness of the initiative.

Share information about the BIG Promise with your chosen candidate so they can make an informed decision about accepting the role.

For example, they will want to know:

- What is the BIG Promise?
- Why should the organisation run the initiative?
- How will it benefit the business?
- How does it fit with the organisation's D&I agenda?
- Why do you need their participation?
- What is expected of them?

▢ Key tasks for the Project Lead

- Secure a senior sponsor for the BIG Promise
- Arrange an initial meeting with the sponsor and gain their commitment by explaining what is expected of them. This will help them understand why their involvement is important from the beginning
- Work with the sponsor to gain buy-in from your senior leadership
- Decide when in Race Equality Week to have your BIG Promise Day
- Promote the BIG Promise
- Galvanise colleagues across the organisation to participate and provide support
- Liaise closely with key colleagues, for example from the race network (if applicable), Internal Communications, Human Resources, and the Diversity and Inclusion team
- Follow-up on and publicise progress made after your BIG Promise Day

PHASE ONE: Find the right people

STEP 2: Secure a senior sponsor

Research tells us that having a sponsor on board is a critical success factor to any initiative¹. They will champion the BIG Promise and help you engage with senior leadership and access resources if needed. They will demonstrate commitment and maximise success.

In many organisations, success in addressing gender, LGBTQ+ and disability issues has typically been a result of having a senior sponsor championing them. Here are some of the qualities you could consider when securing a sponsor:

- Passion for race equality
- Motivated and driven to make change happen
- Senior accountability for Diversity and Inclusion (desirable)
- Trusted and respected
- Able to influence at a senior level

Find a sponsor who can champion the BIG Promise and, critically, who can influence senior leaders to support and participate in the initiative. They might be one or more of the following:

- A member of the senior leadership team or Board
- A passionate advocate for race equality
- Someone who understands the importance of diversity and inclusion to a business
- Already involved in the organisation's D&I agenda and activities
- An influencer, able to engage with a wide range of stakeholders
- A change maker who wants to and can drive change

Key tasks for the sponsor

- Publicise and promote the BIG Promise throughout the organisation at senior level
- Make regular diary time available to discuss progress with the Project Lead
- Authorise any necessary resources for the Project Lead. For example, a budget for advertising
- Commit to their BIG Promise and speak about what they will be doing to take action
- Support the Project Lead with any issues they may be having

¹ The 2018 Pulse of the Profession, Project Management Institute, 15 February 2018, <https://www.pmi.org/about/press-media/press-releases/2018-pulse-of-the-profession-survey>

PHASE ONE: Find the right people

STEP 3: Gain senior leadership buy-in

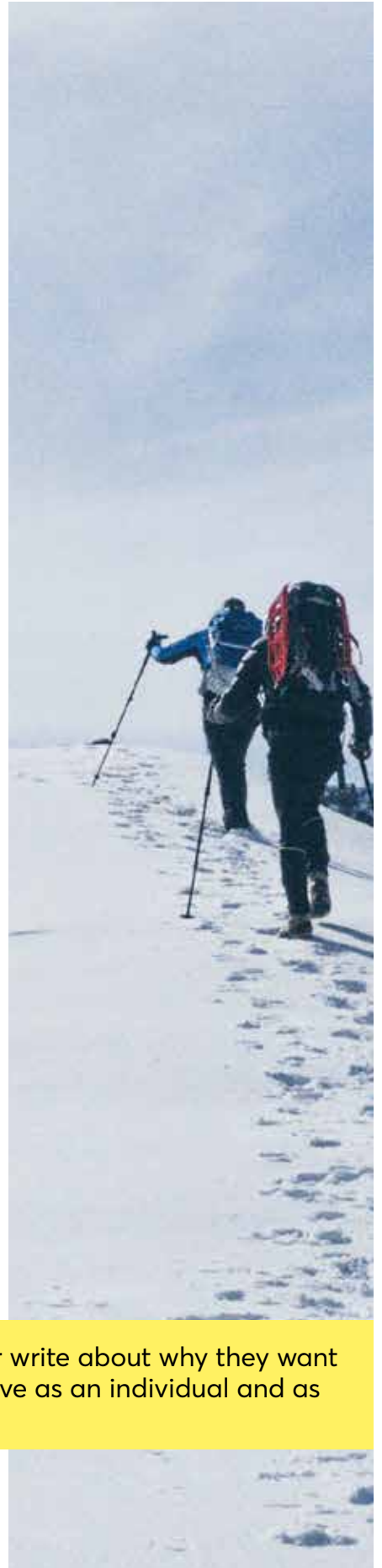
Your senior leaders have the power to make change happen. Encourage them to participate in and champion the BIG Promise.

They can:

- Commit to taking part in the BIG Promise
- Speak about the BIG Promise at all-staff meetings
- Visibly participate in the initiative on the day
- Commit to sharing progress on their promises

To gain senior leadership commitment, provide them with more information about the BIG Promise. For example, you could share with them:

- The benefits of running the BIG Promise (see page 4 for a list of benefits)
- What the BIG Promise is
- Names of other organisations involved in the BIG Promise
- What they need to do to participate
- A set of three or more objectives setting out what the BIG Promise is aiming to achieve, supported by a simple plan with tasks and timescales




Suggestion: You could ask senior leaders to speak or write about why they want to make a BIG Promise and what they hope to achieve as an individual and as an organisation through this initiative.

PHASE TWO – PREPARE AND GO LIVE

STEP 4: The Magnificent 7



The Big PROMISE



**RACE
EQUALITY
WEEK**
1-7 February 2021

START NOW WITH A PROMISE

NOW IS THE TIME FOR ORGANISATIONS TO BE PROACTIVELY ANTI RACIST


ALLY PROMISES

I Promise to..."

- call out and challenge racism/microaggressions
- take action more than just talk about race inequality
- learn and proactively act anti-racist
- expand and diversify my network with people from other backgrounds
- be a mentor/sponsor to an ethnic minority colleague
- use my privilege to benefit and support ethnic minority colleagues (and show how)
- Commit to achieve Race D&I targets and share results

Tick one or multiple

For allies



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START NOW WITH A PROMISE

NOW IS THE TIME FOR ORGANISATIONS TO BE PROACTIVELY ANTI RACIST


BOARD MEMBERS & EXECUTIVE PROMISES

I Promise to..."

- set a zero tolerance to racism and microaggressions policy, with published, clear consequences for those that do not adhere
- have the mechanisms to identify, develop and promote ethnic minority people to develop the talent pipeline
- annually publish ethnicity pay gap, set targets and set an action plan to meet them
- ensure all elements of reward and recognition, from appraisals to bonuses, are fair and reflect the racial diversity of the organisation
- actively sponsor ethnic minority (especially black) talent in our workplace
- to participate in Safe Space (a dialogue with EM colleagues to create change) and monitor outcomes
- set stretching targets and collate the following information: Board, and SLT Race targets; Breakdown of employees by Race and pay band.

For your Board/C-suite/EXCo





**RACE
EQUALITY
WEEK**

1-7 February 2021

START NOW WITH A PROMISE


NOW IS THE TIME FOR ORGANISATIONS TO BE PROACTIVELY ANTI RACIST

ETHNIC MINORITY COLLEAGUES

I Promise to..."

- Mentor and reverse mentor if asked
- Help develop opportunities for my peers
- Feedback my ideas and suggestions for improvement
- Be brave and speak out when I encounter racism
- Take part in Safe space (a dialogue with Senior Management to create change)
- Take up opportunities offered to me
- Share my data (in employee surveys) to help improve representation

For ethnic minority colleagues



**RACE
EQUALITY
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START NOW WITH A PROMISE

NOW IS THE TIME FOR ORGANISATIONS TO BE PROACTIVELY ANTI RACIST

SENIOR LEADERS

I Promise to..."

- set a zero tolerance to racism and microaggressions policy, with published, clear consequences for those that do not adhere
- encourage my senior managers to mentor and be reverse mentored
- ensure all elements of reward and recognition, from appraisals to bonuses, are fair and reflect the racial diversity of the organisation
- develop mechanisms to identify, develop and promote EM people within my division to ensure there is a pipeline of senior and management level capable candidates to reflect the importance of race diversity to my organisation
- actively sponsor ethnic minority (especially black) talent in my workplace
- run Safe Space (a dialogue with EM colleagues to create change) and will monitor outcomes
- set targets and have an action plan for EM recruitment, retention and promotion, and report on them

For senior leaders

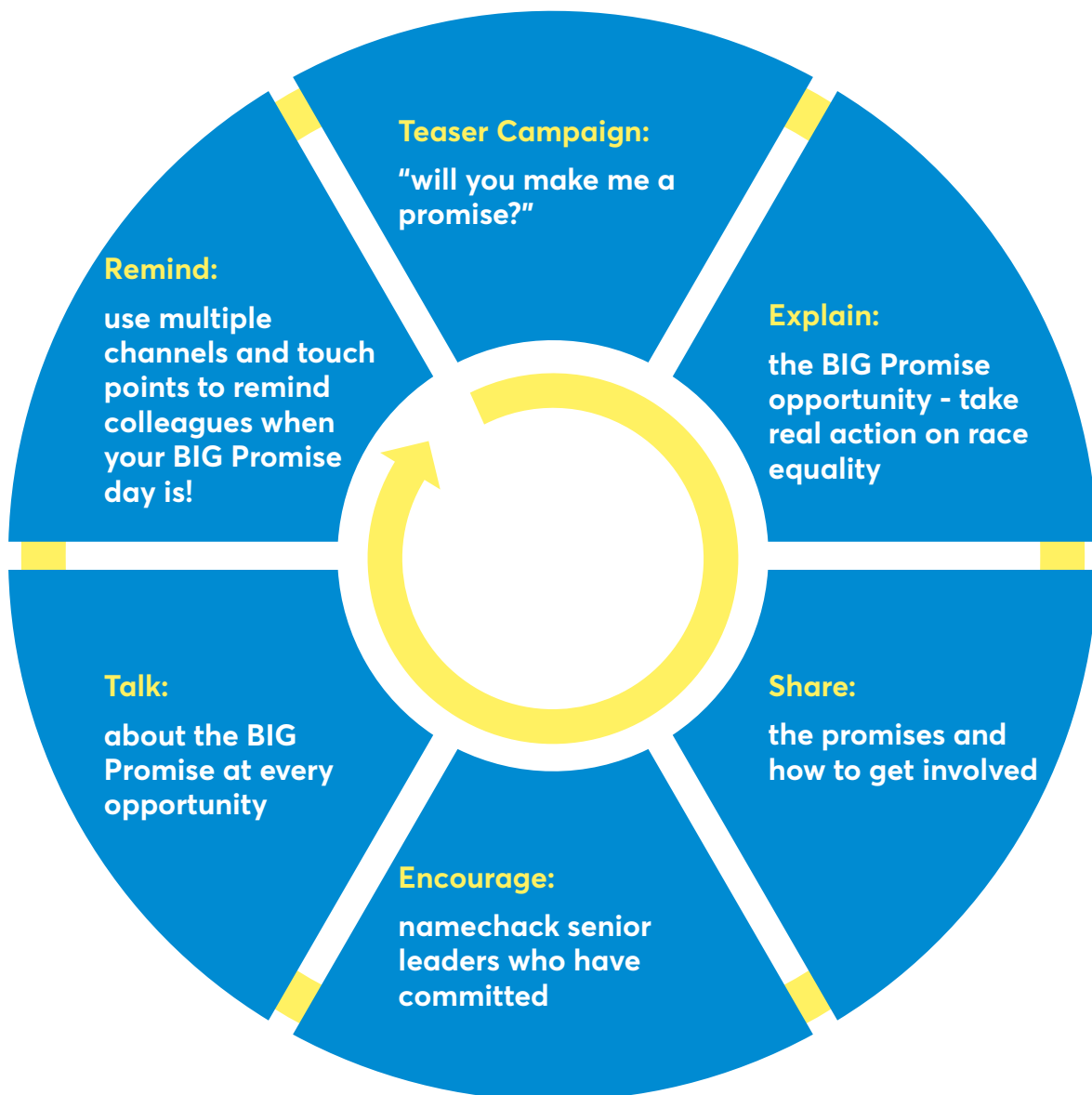


➤ PHASE TWO: Prepare and go live!

➤ STEP 5: Build the BIG Promise buzz!

Your aim is to get as many colleagues as possible to make a BIG Promise. On the day itself, you want everyone to know what they need to do and how to do it. That means building up awareness and understanding in the run-up to your BIG Promise Day.

The BUZZ cycle!





▾ PHASE TWO: Prepare and go live!

As you get closer to the BIG Promise Day, use multiple channels and touchpoints to remind colleagues when your BIG Promise Day is, why it's important they participate and what they need to do.

Think about how you'll communicate. Options could include your:

- Intranet – publishing blog posts, articles, videos or podcasts, and interviews with your senior leaders
- Social media – tweet about your organisation's participation in the BIG Promise using #BIGPromise
- Internal newsletter
- Premises – display posters in key locations
- All-staff meetings
- Team meetings
- Race network and other staff networks – ask for their support in spreading the word about the initiative through their communications and events



Suggestion: For a list of organisations involved in the BIG Promise visit www.raceequalitymatters.com or email info@raceequalitymatters.com

➡ PHASE TWO: Prepare and go live!

➡ STEP 6: Make your BIG Promise

Now that you have built momentum and everyone knows what they need to do, it's time to make your BIG Promise!

Go to

<https://www.raceequalitymatters.com/make-a-big-promise/>

Fill out the digital form

Select your promise

Be accountable. Publish your promise. Select: "Download the Big Promise Social Template"

Follow the instructions, take a photo of yourself and 'Hold Up Your Promise'

Share your postcard and promises internally on your intranet or social network.

Don't forget to tag us and use [#TheBigPromise](#)
[#HoldUpYourPromise](#)

Remember to tag us using [@RaceEquality_UK](#)

We strongly recommend sharing your promise on social media using the second 'Hold up your promise' method in the instructions due to the deeper personal connection this creates.



Suggestion: If you can, track the promises being made. It's a great way to identify if you can offer any additional support. For example, by signposting to further information or providing training.



PHASE THREE – TAKE ACTION

STEP 7: Keep your BIG Promise

This is the most important part of making the BIG Promise successful. We suggest you follow up with colleagues a few months after your BIG Promise Day to see what progress has been made. Here are some ideas for follow-up activities:

1. Encourage colleagues to share their original photos with a short paragraph on what they've done since.
2. Ask your sponsor and colleagues to write an article or blog post on their BIG Promise covering which one they chose, what they committed to do and how they are progressing.
3. Interview a range of colleagues about their experiences for your internal newsletter or record a short video or podcast with them.
4. Run a staff survey or poll to gauge the progress made.
5. Add promises to your objectives and talk about them in your one-to-ones or team meetings.
6. Set up buddies or small groups of colleagues to share updates and enable problem-solving.
7. Don't forget to obtain feedback from your sponsor and senior leaders about how the initiative is progressing. To maintain momentum, schedule your next BIG Promise Day.
8. Update Race Equality Matters on the progress you've made.

PHASE THREE: Take Action



Suggestion: Want to run a staff survey or poll? Here are some example questions to help you get started.



Have you kept your promise?

What happened as a result of you keeping your promise?

Can you share any evidence of what happened?

Did you learn something new as a result of your BIG Promise?

Will you do anything differently as a result of this experience?

Keep going! If you've achieved your promise, choose another one, two or more. As an organisation, think about running another BIG Promise Day later in the year.

This should not be considered a one-off. Over a period of time, your efforts will impact the culture of your organisation and race inequality.

We look forward to seeing your BIG Promises during Race Equality Week (1-7 February 2021)!



1-7 February 2021



1-7 February 2021

WHAT MAKES RACE EQUALITY MATTERS DIFFERENT



WE ARE:

SOLUTIONS-FOCUSED

We don't just talk. We believe in having meaningful discussions that lead to concrete action.

If it won't make an impact, we won't do it.

COLLABORATORS

We work with organisations, networks, individuals and experts to implement the change(s) our members and the community seek.

We bring people together to identify and understand the barriers to race equality, and to build and test concepts and solutions.

UK-WIDE

We work with organisations across the UK and across sectors.

We provide toolkits, solutions, information and expertise to accelerate meaningful change in the UK workplace.



www.raceequalitymatters.com
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