



# Leaders for race equity

Improving racial and ethnic representation at the top  
of UK businesses through a race equity cross-company  
development programme

*Participant pre-read information pack by Moving Ahead*

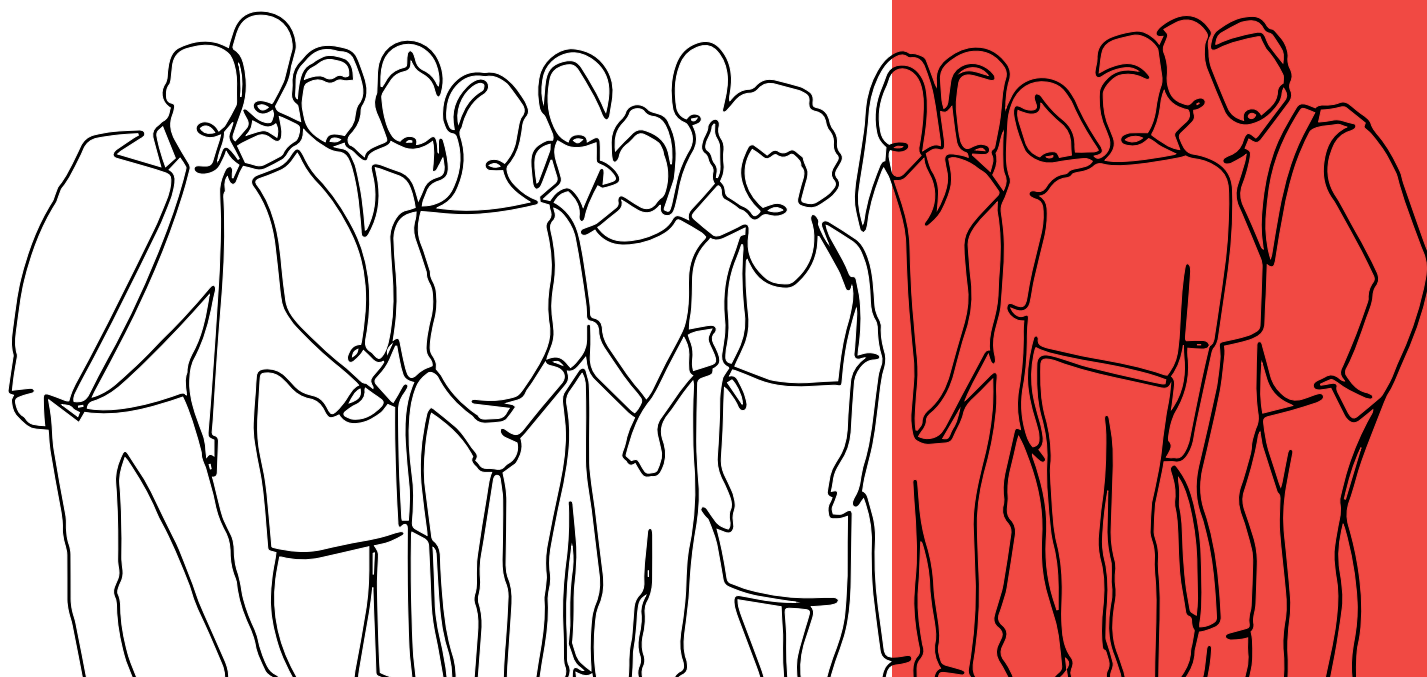


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Thank you for joining the inaugural year of the Change the Race Ratio cross-company development programme, which can help us to accelerate ethnic diversity in senior leadership, build a talent pipeline from diverse communities of future leaders and unlock the productivity potential of diverse teams.

The programme itself is nine-months and will provide opportunities for cross-company collaboration, insights and learning. Your minimum commitment is to join six short events throughout the nine-month programme.



# Welcome

from Liz Dimmock,  
Founder and CEO,  
Moving Ahead



“ I am delighted that you are joining the leaders for race equity programme and look forward to being with you at the launch event on 10th May 2022.

Whilst you will learn all you need to know by attending this event, this short document shares a bit more about the Change the Race Ratio campaign and its development programme in advance.

The campaign ultimately aims to increase racial and ethnic minority participation at the upper levels of UK businesses, while building a talent pipeline from diverse communities of future leaders.

The campaign is co-founded by the CBI with the support of 13 founders including Aviva, Deloitte, EY, Schroders and Unilever. ”



The campaign calls for **businesses to make four commitments to change:**

1. Set targets for racial and ethnic participation among Board members, in line with the Parker Review recommendations
2. Set targets to increase racial and ethnic participation in senior leadership
3. Be transparent on targets and action and publish ethnicity pay gaps within two years of joining
4. Create an inclusive culture in which all talent can thrive

# Welcome

from Lord Bilimoria, President, CBI



“ 100 leading organisations have signed up and pledged to increase racial and ethnic diversity in senior leadership, offer more transparency on targets, actions and ethnicity pay gaps, and create an inclusive culture in which all talent can thrive. While progress has been made, and businesses are voluntarily reporting their data, more needs to be done. We have seen the progress made on gender diversity; now it is time to do the same for racial and ethnic diversity.

This new Leaders for race equity programme is led by CBI in partnership with 30% Club. The programme itself is being guided by inclusion and diversity specialists, Moving Ahead.

## There are two parts to the programme as follows:

1. CEOs will be partnered with a talented executive level businessperson (Exco -1 to -3), from an underrepresented minority racial and ethnic background. Through these partnerships, carefully overseen and matched by Moving Ahead, leaders will come to understand and connect to the lived experiences of others outside their professional networks and echo chambers, with the aim of effecting systemic change.
2. Cross-company listening circles will bring opportunities for deeper insight and discussion on key topics that will support learning and development of stronger racial and ethnic diversity agendas.

I truly believe we can drive this change within business, and to quote from the Harvard Business Review: 'Diversity without inclusion is useless'.

I strongly believe this programme will achieve real results to benefit all of us. ”



# How the Leaders for race equity development programme works:

## Participants

- ▶ The Leaders for race equity cross-company development programme involves up to 20 organisations (consisting of Change the Race Ratio signatories and 30% Club signatories) forming cross-company learning partnerships.
- ▶ The participants from each organisation will be:
  - Head of D&I (the person accountable for DEI at board level)
  - The CEO or their deputy
  - One individual in the exco talent pipeline (minus 1-3) who is of a racial or ethnic minority background
  - Chair or vice Chair of ERG for race and ethnicity

## Duration

Nine-month programme

## Your commitments

- ▶ Attend six short events
- ▶ Be open, vulnerable, curious and willing to learn
- ▶ Share and reflect, with other participants and with Moving Ahead

## Structure of the programme

### A shared learning community will be formed through:

A launch event will set the scene for the programme vision and equip partnerships to start. The event will include brief training on key skills required to get the most out of the listening circles and learning partnerships and set out the core intention for the programme – being open, vulnerable, curious and willing to learn.

### Four listening circles

Listening circles where the participants from different organisations will be brought together in psychologically safe spaces to share experiences, ambitions and ideas. Listening circles will be centered on a core theme for discussion and begin with a keynote stimulus followed by group discussion.

There will be four, two hour listening circles, over nine months. Themes for discussion will include topics such as active allyship, respectful curiosity, intersectionality, stereotyping and the power of privilege.

### One-to-one learning partnerships

CEOs and ExCo talent pipeline participants will be matched into one-to-one cross-company learning partnerships. Both participants will meet for 60 minutes, over Zoom, after each listening circle to further reflect and discuss ideas from the listening circles.

A closing event, which will be an in-person event (Covid protocols dependent), will be an opportunity to reflect and build organisational specific action plans. Organisations will explore their “so what?” next steps cross-company and within their own organisation.

# Benefits

## For CEOs

- ▶ Provide CEOs with access to the ExCo pipeline so that they can develop an understanding of the challenges faced by racial and ethnic minority talent.
- ▶ Shine a light on personal blind spots.
- ▶ Confidence and capability to talk about race.
- ▶ Empowered to influence, drive, promote and deliver genuine change.
- ▶ Explore challenges (as leaders and at an organisational level) and create clarity on a future strategy and messaging for race, ethnicity, and wider inclusion.
- ▶ Develop better allies and opportunities to use their power in a sponsorship capacity.

## For Exco talent pipeline

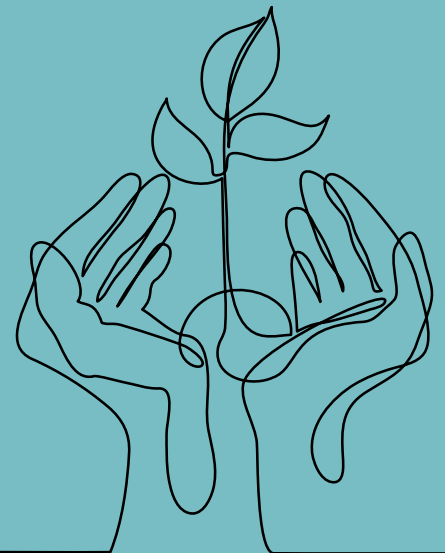
- ▶ Provide access to and the opportunity to develop connections with those at the C-Suite Level.
- ▶ Exposure to strategic thinking at the top level.
- ▶ Being a thinking partner to influence change for their own company and across other companies.
- ▶ Personal development growth and career strategy.

## For D&I and ERG Leads

- ▶ Equip with a clear plan for next steps to keep momentum and drive forward change within their organisations.

# Objectives

- ▶ To convene and support businesses to make progress together.
- ▶ Enable leaders to connect to the lived experiences of racial and ethnically diverse talent
- ▶ To create psychologically safe spaces for the sharing of experiences, ideas, vulnerabilities and ambitions
- ▶ Enable and empower diverse talent by providing access to a community of CEOs.



## Dates for your diary

All six events dates and times have been scheduled. [Click here](#) to add all of these to your diary via Eventbrite. Further information including the topic, speaker and pre-read material will be sent to you two weeks before each event.

Launch event

**10th May 2022**  
4-5pm

Listening circle one

**29th June 2022**  
9-11am

Listening circle two

**20th September 2022**  
3-5pm

Listening circle three

**1st November 2022**  
3-5pm

Listening circle four

**17 January 2023**  
9-11am

Closing event

**21 February 2023**  
4-6pm  
plus dinner (if guidelines allow)

### Location: Zoom

We hope to include one face-to-face circle session and the closing event, if guidelines allow. Face-to-face events will be held in London.

## Next steps

- ▶ Add all the event dates to your diary using [this link](#)
- ▶ If you are the ExCo talent selected for this programme, complete a short profile form (sent to you by your organisations programme partner)



# Thank you

Contact your organisations programme partner (usually your D&I lead)  
or [race.equity@moving-ahead.org](mailto:race.equity@moving-ahead.org) with any questions

