

## **Business in the Community's Diversity & Wellbeing Advisory and Training Services**

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**We offer a range of signature advisory services and bespoke training modules, delivered by our expert team of Diversity and Wellbeing Advisers. Partners can access these services free of charge through the advisory component of their partnership.**



# Contents

<b>Advisory Services</b>	<b>3</b>
Focus Groups	3
Strategy & Action Planning	3
Recruitment Process Auditing	3
Mentoring Circles	4
Network upskilling and development	4
Qualitative Research	4
<b>Bespoke Training &amp; Delivery - Diversity</b>	<b>5</b>
Equality & Diversity: rights, responsibility and the business case for diversity	5
Unconscious Bias training	5
Unconscious Bias: Now what? Eliminating bias from the workplace	6
Inclusive Leadership	6
Mentoring – What it's all about	7
Introduction to: Mentoring Circles – Mentees and Mentors	7
Introduction to: Networking	7
Upskilling: Harassment & Bullying Advisers	7
Upskilling: Diversity Champions	8
Managing Millennials	8
Project 28-40: the experiences of women in the workplace	8
Race at Work: the experiences of BAME employees in the workplace	9
Improving Employee Network performance and capability	9
Let's talk about Race	9
<b>Bespoke Training &amp; Delivery - Wellbeing</b>	<b>10</b>
Gap Analysis Workshop	10
Securing Senior Buy-In	10
Communicating your Wellbeing strategy	10
Strategy and Action Planning	11
Mental Health at Work: mental wellbeing in the workplace	11
Network and Champion upskilling and development	11
Publicly Reporting your Wellbeing Approach	11
<b>Bespoke Services &amp; how to access them</b>	<b>12</b>
<b>Endorsements</b>	<b>13</b>

# Advisory Services

## Focus Groups – spanning gender, race and wellbeing

Focus Groups can provide critical insights to a gap analysis, help identify priorities, and ensure your initiatives are effectively targeted. Our expertise in this area includes:

- Scoping suitable question sets for Focus Groups
- Bespoke recommendations to make the most appropriate selection(s) of participants
- Running Focus Groups in such way to facilitate openness and quality of insights
- Analysis and recommendations: we will provide full transcript, a summary of highlights and identified trends, and a follow up report with detailed recommendations to aid your action planning

## Strategy & Action planning

We can support you to develop, strengthen or review your Diversity and Inclusion and Wellbeing Strategies. We offer consultation and can lead your team through a strategic planning framework to develop:

- Needs/gap analysis
- Long-term direction
- Short-term objectives
- Required accountabilities to ensure sufficient support for your strategy

**We can help you develop a strong internal communication strategy that supports you to foster awareness of diversity & inclusion and wellbeing issues and secure positive engagement.**

## Recruitment Process Auditing

Many organisations struggle to identify their barriers to increase recruitment of under-represented groups. Without a clear understanding of where the barriers lie, effective solutions cannot be put in place. We can support your organisation and/or specific business units or teams to identify the barriers, using a range of techniques such as data and policy analysis, mystery shopping research and focus groups.

We are able to:

- Review your hiring practices and graduate and apprentice schemes
- Identify and address hidden barriers within recruitment
- Provide tailored recommendations and tools to eliminate unconscious bias from recruitment and other processes

**We recommend introducing ‘nudges’ and guiding principles to strengthen and provide consistency to your processes.**

## Mentoring Circles

Mentoring is known to help promote and advance career progression for ethnic minorities and women. Utilising Mentoring Circles provides an effective and resource-efficient approach to mentoring by providing:

- A forum for action learning and peer problem solving
- Access to a wide range of experiences, expertise and views
- Mutually supportive and sustainable intervention

**We support organisations to implement inter-organisational Mentoring Circles and/or internal Mentoring Circles – our Diversity Advisers can help you to identify the most suitable option for your organisation.**

## Network upskilling and development

We support Employee Network Groups (ENGs) with their strategic planning, to help them go from an affinity group to a clear business resource. This service includes the running of strategic planning and action planning sessions, guiding networks to establish their role and long/short terms goals. We also provide ENGs with the tools and best practice to engage stakeholders, communicate effectively and have a strong impact with their initiatives. In addition, we can facilitate networking opportunities with successful networks from other organisations/sectors.

## Qualitative Research

We carry out seminal research projects across age, gender, race and wellbeing, including the largest ever survey in the UK on the experiences of women in the workplace ([Project 28-40](#)); on the experiences of Black Asian and Minority Ethnic people in the workplace ([Race at Work](#)), on the experiences of the over 50s with returning to work ([The Missing Million](#)) and a ground breaking research with a line manager focus on [Mental health at work](#). Within each report we make evidence-led recommendations for employers.

Our partners gain competitive advantages from our research. For example, they can access:

- Expert support in applying recommendations
- Focus groups that explore the same research questions within the context of their organisation
- Opportunities to partner and/or sponsor major research projects

We also produce small research projects in response to partner queries. These shorter, bespoke projects can be a best practice review, data gathering or partner surveys with relevant and appropriate recommendations. This is a great way for partners to leverage the expertise that 350+ partnerships bring to the campaigns and access latest best practice and innovative approaches on a wide range of topics.

# Bespoke Training & Delivery - Diversity

## Equality & Diversity: rights, responsibility and the business case for diversity

With this training package delegates are supported to identify the business case for diversity, and presented with best practice and common challenges in this area. Delivered in an interactive and engaging format, it gives delegates nuanced understanding of main equality concepts, the current legislation and the rights and responsibilities that follow, as well as of the shared history that contributed to their establishment.

The session can be tailored to make it more relevant to the specific audience and learning objectives.

**Duration:** 2 hours

**Audience:** All staff, line managers, HR

## Unconscious Bias training

Participants are supported to identify their own biases in a safe space. We explore how unconscious biases affect workplaces. Participants come to appreciate how managing unconscious biases can make them more effective and successful in their roles at work. Participants are given tools and resources to action their learning moving forward.

### Learning Objectives:

- ✓ Understand 'what is unconscious bias?'
- ✓ Generate buy-in around unconscious bias and related concepts
- ✓ Learn how to manage individual unconscious bias at work, so that fair and effective decisions are taken
- ✓ Identify *Implicit Biases* in organisational processes and develop tools to mitigate them

**Research based content:** up to 30 research studies in the area of unconscious bias are presented and discussed to generate understanding about unconscious bias

**Interactive and experiential format:** participants take part in up to 10 different exercises, focus discussions and experiential learning activities. This is to make a very direct and actionable link between the concepts discussed and how they play out in participants' everyday work. This ensures the learning is tailored and relevant. The session can be tailored to make it relevant to the specific audience and learning objectives.

**Duration:** Tailored

**Audience:** All staff, and particularly, employees with recruiting/ promoting / appraising responsibilities, line managers, diversity champions. It has also been delivered to CEO and senior teams.

## Unconscious Bias - Now What? Eliminating Bias from the Workplace

This session focuses on the strategies to counteract bias. Delegates are required to have prior basic understanding of unconscious bias. We know from working with employers and our own research that unconscious bias training is invaluable in raising awareness, but in order it to be truly effective it must include or be supported by actionable strategies to eliminate biases from workplaces. The focus of this training is just that: to provide tailored and workable strategies for delegates to implement immediately to counteract bias. Delegates are guided through a framework and are supported to adapt best practices into actions that fit the context they work in.

The training provides strategies in these four main areas:

- ✓ Recruitment, progression and appraisal
- ✓ Everyday work life
- ✓ Actions that employees can take individually and be responsible for
- ✓ Processes and changes at the organisational level

**Duration:** Minimum 2 hours

**Audience:** Employees tasked with recruitment, induction, promotion, appraisal; Line Managers, HR, Senior teams, Networks / diversity champions.

(Delegates must have prior basic understanding of unconscious bias.)

## Inclusive Leadership

Benefiting from our exclusive action research project on Inclusive Leadership, this training features practical and proven tools developed throughout the project to help you embed inclusive leadership behaviours across your organisation and bring about significant benefits, including:

- Helping all their people reach their full potential
- Helping organisations to succeed in complex, diverse and global environments
- Increasing productivity, performance, innovation and engagement with staff and customers

We can support your leaders and managers to develop inclusive capabilities For 18 months we worked closely with leading organisations and senior leaders in the private and public sectors, absorbing their learnings and experiences. What emerged is a road map to increasing the inclusive leadership capability in an organisation. Developing inclusive leaders is not just about the skills managers and leaders should acquire, it is first and foremost about being able to establish supportive relationships.

The training engages delegates to develop tools to:

- ✓ Define what is inclusive leadership
- ✓ Identify the key elements to Inclusive Leadership
- ✓ Tackle the barriers and challenges to developing Inclusive Leaders in your organisation

**Duration:** 2.5 hours

**Audience:** Current and future leaders / managers

## Mentoring – What It's All About?

This training explores what mentoring is and isn't and helps delegates understand how they can utilise a professional mentoring relationship as either a mentor or mentee.

**Duration:** 1-2 hours, depending on learning objectives

**Audience:** All staff, senior staff, line managers, HR

## Introduction to Mentoring Circles – Mentees and Mentors

We recommend separate training sessions for mentees and for mentors explaining the key elements of a mentoring circle and the roles and responsibilities of the mentor and mentees:

- The mentee training has a particular emphasis on how mentees can maximise the benefit of this experience
- The mentor training has a particular emphasis on how mentors can maximise the benefit of this experience and manage the circles in the best way possible for all

**Duration:** 2.5 hours per session

**Mentee audience:** Any cohort who are being brought together to form a mentoring circle

**Mentor audience:** Leaders who have been identified to mentor a circle

## Introduction to networking

An interactive session designed to give delegates an experience of networking, understand the benefits and develop tools for effective networking.

**Duration:** 2-3 hours, depending on learning objectives

**Audience:** Junior staff, ENGs/ networks

## Upskilling Harassment & Bullying Advisers

This is an upskilling session for internal harassment & bullying advisers to gain an understanding of:

- ✓ The nature and wider context of harassment and bullying
- ✓ The harassment advisor role and its boundaries
- ✓ The key behaviours and skills that make harassment advisers effective
- ✓ Ongoing support needs for the harassment advisers group

**Duration:** 4 hours

**Audience:** Harassment & Bullying Advisers, HR

## Upskilling Diversity Champions

This training will help delegates to understand the role of a Diversity Champion, as well as diversity and inclusion values and behaviours and how these are linked to workplace practices. The session is interactive and includes exercises to help delegates gain practical skills which they can apply in their roles.

**Duration:** 1.5 - 2.5 hours

**Audience:** Diversity Champions, all levels

## Managing Millennials

This training was developed with the collaboration and consultation of our Youth Advisory Panel. The training takes advantage of thoughts and experiences of this diverse group of young people. The training explores the concepts of the '4G' workforce, identifying myths, perceptions and solutions to managing a multi-generational workforce.

**Duration:** 1-3 hours

**Audience:** Managers at all levels, HR, all staff

## Project 28-40: the experiences of women in the workplace

Our ground-breaking *Project 28-40* research investigated the experiences of women in the workplace. It is based on in-depth responses from 25,000 participants, 22,000 of whom were women. It was further developed through Focus Groups and by the thorough input from female and male leaders in a variety of sectors. The research was extended to comprehensively scan four sectors: Finance, Legal, STEM, and Uniformed Services.

This training relates the research to the experiences of women in your workplace. It supports raising awareness amongst women and men alike. It can be tailored to identify the issues that are most relevant to your workforce.

**Duration:** 2 hours

**Audience:** Senior leaders, all staff, HR, networks/ ENGs



## Race at Work: the experiences of BAME employees in the workplace

This pioneering research, the largest in the UK to date, investigated the experiences of BAME people in the workplace. It is based on in-depth responses from 24,457 workers.

This training relates the research to the reality of your workplace, supporting the raising of awareness amongst employees from all backgrounds. The training can be tailored to identify the specific issues that resonate most amongst your workforce.

**Duration:** 2 hours

**Audience:** Senior leaders, all staff, HR, networks/ ENGs

## Improving Employee Network Performance and Capability

This training relates to the capability development of Network/ ENGs chairs and/or committee members, enabling them to acquire the skills which will help them manage employee networks more strategically and in line with organisational objectives.

**Duration:** 1.5-2 hours

**Audience:** Network/ ENGs chairs and committee members

## Let's Talk about Race

A variety of data sources tell us that we are uncomfortable to talk about race issues at work. Yet, we know that just such unresolved issues are responsible for why employers still struggle to create a more diverse workforce.

This session explores generally avoided race issues. It aims to develop confidence around a common language and to stimulate and facilitate a real, honest constructive and respectful discussion about the hidden tensions within workplace cultures. The training draws from BITC Race at Work, the largest research about the experiences of BAME in the workplace; BITC Diversity benchmark data and data from Harvard's Implicit Association Test amongst other sources. Participants take part in real-life scenario exercises, focus discussions and forum theatre activities. This makes a very direct link between the issues discussed and the context in which participants work.

**Duration:** 1.5- 2 hours

**Audience:** Network events, Line Managers, all staff, HR

# Bespoke Training & Delivery - Wellbeing

## Gap Analysis Workshop

Using our exemplar Workwell Model, we can deliver a workshop that involves all the key stakeholders that you need to ensure a holistic wellbeing approach with strong buy-in. We will work with you to map your existing approach against the four quadrants of the Workwell Model, and we can also look at the Five Ways to Wellbeing.

**Duration:** 3 hour minimum / half day / full day

**Audience:** Practitioners, including those with responsibility for Absence, Engagement, Learning & Development, Occupational Health, Health & Safety, Employee Benefits, Employee Networks, Trade Union reps, Senior Wellbeing Champions

## Securing Senior Buy-In

This session follows a step-by-step process for developing a strategic approach to wellbeing and helps secure board and executive team buy in. It is useful for those who wish to develop a more strategic approach that has full buy-in from senior leadership. The workshop takes you through the following stages: understanding your internal drivers, gathering data, setting out your proposition, engaging stakeholders, identifying potential solutions and priorities and presenting your case.

**Duration:** 2 hours; can be tailored down to an hour

**Audience:** Practitioners, Employee Networks, Senior Managers

## Communicating Your Wellbeing Strategy

A good strategy is only effective if it is communicated well. This session aligns to our toolkit on the topic, and explores numerous good practice examples of successful campaigns to promote/tailor your wellbeing approach effectively to your diverse audiences.

**Duration:** 1-2 hours

**Audience:** Practitioners, Communications, Employee Networks

## Strategy and Action Planning

We can review your existing strategy, or help you start from scratch. This can be a stand-alone activity, or it can be undertaken as a follow up from the Gap Analysis Workshop. We recommend that this support be delivered as a combination of document review and in-person support, to ensure our feedback and recommendations fully reflect your wellbeing objectives. Strategy planning will include a strong focus on measurement of your strategy's impact.

**Duration:** Variable

**Audience:** Practitioners, Senior Wellbeing Champions

## Mental Health at Work: mental wellbeing in the workplace

Our ground-breaking *Mental Health at Work* report exploring mental wellbeing in the workplace shows how far we still must go in terms of creating open cultures that encourage positive mental wellbeing, and in ensuring that those with mental health problems are adequately supported. We will present the findings of our survey, and we can tailor the slide deck to share data that is particularly relevant to your sector and organisation. It can also be tailored to identify the issues that are most relevant to your workforce.

**Duration:** 1-hour presentation; preparation time - variable

**Audience:** Can be tailored to an audience of your choice

## Network and Champion Upskilling and Development

We can support you in upskilling and developing staff who lead on wellbeing, whether that is a Senior Champion, a network, or 'Champions' drawn from all levels of the business who promote wellbeing activity. If you have existing groups, we can support them to identify priorities, set goals and work effectively with the business.

**Duration:** Variable

**Audience:** Peer or senior champions/ networks

## Publicly Reporting Your Wellbeing Approach

Using our Public Reporting Guidelines, we can conduct a tailored review of what you are currently reporting on, and provide you with feedback on how you can enhance both your narrative and metrics to make real impact in telling your stakeholders about your wellbeing journey and the progress made.

**Duration:** 0.5 day

**Audience:** Practitioner, Communications, Public relations, Corporate Responsibility

## Bespoke Services

We are happy to tailor and develop training and advisory outputs to suit organisational needs. Please note that we follow a minimum of a 1:1 ratio of design time to delivery, factoring in follow up time (i.e. if a session will take ½ day to deliver then at least ½ a day is required for design, prep and follow up).

## How to Access These Services

To identify the most valuable advisory or training option for your organisation and the format in which you would like it to be delivered, please talk to your dedicated Diversity and / or Wellbeing Adviser. Champion Partners of Business in the Community's diversity campaigns are able to access five days of tailored support and Core Partners are able to access one day, as part of your partnership. If you are not in partnership, please contact our partnership team to discuss your requirements and how we may be able to support you: **Telephone: (0) 207 566 8745 or via email on [sabrina.bushe@bitc.org.uk](mailto:sabrina.bushe@bitc.org.uk).**

# Endorsements

“ Mo and his colleagues delivered a number of focus groups to our BAME staff to help us understand their views of us as an employer. I thought Mo and his team were great and allowed for the right amount of engagement and gave the staff the opportunity to express their views even when they went off on a tangent. The probing questions worked really well, and we managed to cover all of the questions. Mo's style was empathetic, and delivery was great. I was really pleased to have Mo's support on the journey and I would like to say thank you to him and his team. ”

**Arleen Brown, Equality Officer HR &**

“ Margherita delivered an interactive lecture and workshop on Cognitive Bias for an afternoon in Bicester for 50 Education Officers (2<sup>nd</sup> Lt – Lt Col rank range). The delivery was excellent, it was well pitched, pertinent and was hugely successful. She was able to really challenge the audience and give them further advice and guidance. I understand that the Army Officer Tutors are also interested in undertaking a session with Margherita if there's any scope to do so. From my point of view, this was exactly the kind of training we need to reinforce in the classroom and it is useful within many of the themes we are discussing at both Command, Leadership and Management and Junior Officer and Leadership Programme lessons. ”

**Major Clare Hamilton AGC(ETS), Army**

“ As part of the D&I work Hitachi is initiating across the business, Sabrina facilitated a series of **focus groups** on the topic of Inclusive Leadership. The focus groups have been **invaluable** in helping us **identify** the **opportunities** available to us to further embed the principles of inclusive leadership within our policies and practice. ”

**Abi Price, CSR Specialist, Hitachi**

“ Maria's session on Inclusive Leadership was a huge success, thought-provoking and yet gentle and encouraging in tone. Your speaking style was just inspirational. I know a lot of people in the audience engaged with what you said, and will almost certainly have taken your messages back to their own organisations. You've helped us take the first steps on our journey towards a more ethnically diverse and inclusive IP community. ”

**Andrea Brewster, IP Inclusive leader  
Immediate Past President, The Chartered  
Institute of Patent Attorneys**

“ Patricia has provided us with fantastic support and advice on inclusive recruitment. The guidance she provided was invaluable and we used it to develop a more modern, inclusive approach to business as usual recruitment and selection and a national campaign for 200 posts. As a result, our adverts are better worded, the criteria are clearer, and assessors are taking my advice to focus on the skills required to do the job, rather than using their 'old favourite' assessment exercise. ”

**Jennifer Spencer-Lee  
Equality, Diversity and Inclusion Business  
Partner, Environment Agency**

“ I cannot praise Priya, our BITC facilitator, and the quality of the discussion highly enough. Delivery, passion for the subject and level of knowledge were all excellent. Talking about Race and Ethnicity takes courage; the attendees were made to feel able to discuss the topic openly, to consider the impact of the discussion on our own workplace and the impact they can have as leaders to tackle issues discussed. Since the training session we have been supported by BITC to develop our own Let's Talk About Race materials and we are piloting lunch time discussion groups with colleagues to help us improve our understanding and confidence to talk openly about race. ”

**Phillip Beecroft, UK Market Manager, Mercer**