DIVERSITY AND WELLBEING ADVISORY AND TRAINING SERVICES

Business in the Community (BITC) offers 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.

This document lists BITC's suite of advisory services, including in-house research, strategy and action planning, programme support and design, and training delivery. We offer 'off the shelf' options as well as bespoke services tailored to your organisational needs.

Pricing model

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 half a day to deliver then at least half a day is required for design, preparation and follow up). Additional time may be required for bespoke training sessions.

How to access the services listed in this document

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, Age and/or Wellbeing Adviser. Partners of BITC's age, gender, race and wellbeing campaigns can access five days of advisory time per Champion Partnership and one day for each Core partnership. If you are not in partnership, please contact our Workplace Partnerships team to discuss your requirements and how we may be able to support you: call 07985 411117 or email Don.Cowper@bitc.org.uk

Advisory time allowances

- 1 day of advisory time per core partnership
- 5 days of advisory time per champion partnership

Royal Founding Patron: HRH The Prince of Wales
Chairman: Jeremy Darroch
Chief Executive: Amanda Mackenzie OBE

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IN-HOUSE RESEARCH

In-house research can provide valuable insights into barriers to inclusion, opportunity areas, and to ensure interventions are effectively targeted. We offer several in-house qualitative research options available to all partners including survey design, focus groups, and qualitative interviews.

Survey Design

Surveys are a useful way to gather insights into the composition of your workplace, the experiences of employees, and what is important to them. Support available includes:

- Support on survey design

- Advice on best practice questions

- Support with interpreting your results and best practice recommendations to address any issues uncovered

Duration: Variable

Focus Groups and Qualitative Interviews

Focus groups and interviews can be especially valuable to deep dive into issues identified via employee surveys, or to capture data from your employees in the absence of survey data. Our expertise includes:

- Compiling suitable question guides

- Bespoke recommendations to make the most appropriate selection(s) of participants

- Facilitation of focus groups and one-on-one interviews in such way to facilitate openness and quality of insights

- Analysis and recommendations: we will provide a written summary of findings and identified

trends, in the form of a summary findings, or full detailed report with detailed recommendations to aid your action planning. Full transcripts are available upon request.

Duration: Variable

As part of the diversity and inclusion work Hitachi is initiating across the business, BITC 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, Corporate Social Responsibility Specialist, Hitachi

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STRATEGY AND ACTION PLANNING

The realisation of inclusion and wellbeing goals relies on effective strategy development and action planning. Effective strategies and action plans foster greater awareness of organisational priorities, improved engagement and buy in, and ensure support is available to develop, strengthen or review strategies and action plans. These can include organisational inclusion and wellbeing strategies, employee network/resource group strategies, and communication strategies. We consult with, and lead your team through, a strategic planning framework to develop:

- Needs/gap analysis (participation in our performance assessment tool is advised as the first stage)

- Long-term direction

- Short-term objectives

- Required accountabilities to ensure support for your strategy

- Advice on impact measurement

Duration: Variable

PROGRAMME SUPPORT AND DESIGN

We support organisations to design and implement a wide range of inclusion and wellbeing related initiatives. These include training, mentoring, sponsorship, and awareness raising programmes.

We have particular expertise in the field of mentoring and reverse mentoring initiatives (1:1 and circles format). Support here spans:

- Advice on aims and objectives for the programme

- Assistance with materials for mentor and mentee selection; briefs, role descriptions and matching forms

- Induction session

- Mentee and mentor training to upskill participants on how to effectively utilise a professional mentoring relationship as either a mentor or mentee.

Support and advice are informed by best practice and insights emerging from Business in the Community's BAME Cross Organisational Mentoring Circles programme. Now in its sixth year, the programme is the largest of its kind in the UK and has seen hundreds of mentors and mentees from a range of major employers participate.

TRAINING AND WORKSHOPS

Getting Started with Race Diversity (R)

This session aims to raise awareness of key race diversity issues, the business case, and outline some key ways in which to get started on diversity and inclusion in your organisation. The training draws on Business in the Community's Race at Work survey, the largest study conducted in the UK on the experiences of BAME in the workplace, BITC Diversity Benchmark data and data from Harvard's Implicit Association Test, amongst other sources.

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, participants take part in real-life scenario exercises and group discussions. This makes a direct link between the issues discussed and the context in which participants work and fosters a nuanced understanding of the main race equality concepts, challenges, and opportunities.

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

Duration: 1.5-2.5 hours

Audience: All staff, People Managers, Human Resources, Diversity and Inclusion Teams

(A) Accessible to Age Partners

(G) Accessible to Gender Partners

(R) Accessible to Race Partners

(W) Accessible to Wellbeing Partners

Unconscious Bias (R) (G) (A)

Participants are supported to identify their own biases in a safe space. We explore how unconscious biases affect workplaces. Participants come to recognise their own unconscious biases and appreciate how managing unconscious biases can make them more effective and successful in their roles at work. Delegates will also be provided tailored and workable strategies to implement immediately to counteract bias. There will be strong focus on interactive learning, with participants taking part in a variety focus discussions and experiential learning activities. This is to make a 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.

Learning objectives:

• Understand what unconscious bias is

• Generate buy-in around unconscious bias and related concepts

• Learn how to manage unconscious bias at work, so that fair and effective decisions are taken

- Identify implicit biases in organisational processes and develop tools to mitigate them

This session can also be delivered as a short introductory session placing the emphasis on awareness raising.

Duration: 2.5-3 hours

Audience: All staff, People Managers, Human Resources, Diversity and Inclusion Teams, Recruitment Teams, Senior Leaders

BITC delivered an interactive lecture and workshop on cognitive bias for an afternoon in Bicester for 50 education officers (2nd Lt-Lt Col rank range). The delivery was excellent, it was well pitched, pertinent and was hugely successful. Our facilitator was able to really challenge the audience and give them further advice and guidance. 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

Inclusive Leadership R G

Informed by our trailblazing action research 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

BITC's Inclusive Leadership research saw us work closely with leading organisations and senior leaders in the private and public sectors, researching their learnings and experiences over a period of 18 months. What emerged is a road map for 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 establishing supportive relationships.

The training engages delegates to:

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

Duration: 2.5-3 hours

Audience: Current and future People Managers and Leaders

BITC has provided us with fantastic support and advice on inclusive recruitment. The guidance 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

Tackling Bullying and Harassment R G

BITC's flagship Project 28-40 and Race at Work research found that gender- and race-based bullying and harassment remains a persistent issue in today's workplaces. Based on the responses of 25,000 survey employees, these studies found that 52% of women had experienced bullying and harassment in the 3 years prior, while 32% of BAME employees had witnessed or experienced racial harassment or bullying from colleagues in the last 5 years.

This session upskills internal stakeholders to effectively address bullying and harassment in the workplace. The session centres on:

- The nature and wider context of harassment and bullying

- Employer best practice around bullying and harassment

- Practical actions to minimise instances of bullying and harassment

Duration: 1.5-2.5 hours

Audience: Harassment & Bullying Advisers, People Managers, Human Resources, Diversity and Inclusion Teams

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)
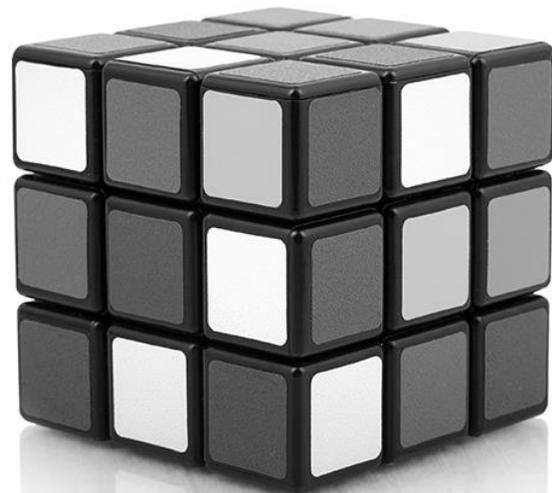
Upskilling Diversity Champions R G

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.

Equal Lives: at Home and at Work (G)

Business in the Community's Equal Lives research, in partnership with Santander UK, identifies the issues around balancing work and care for men and how addressing this can advance women's equality – both in work and at home. Over 10,000 people across the UK shared their experiences with us through the online survey, focus groups and interviews - the majority of whom were men. The research spanned different sectors and industries.

This session can be delivered as a presentation, or workshop, and covers:

- The key findings from the Equal Lives research on the barriers preventing men from caring more
- The business case and why it is crucial to keep men and women engaged at work
- Family-friendly policies men value and benefit from with regards to caring
- The impact men's involvement with care has on women's progress at work, including the gender pay gap
- Employer case studies

Duration: 1-2 hours

Audience: Any

Race at Work: The Experiences of BAME Employees in the Workplace (R)

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 just under 25,000 employees.

Delivered as either a presentation or workshop, this session covers the key research findings, relating these to the reality of your workplace, to support the raising of awareness amongst employees from all backgrounds. The session can be tailored to identify the specific issues that resonate most amongst your workforce. In a workshop format, this session would also include interactive exercises, to facilitation dialogue, and idea sharing.

Duration: 1-2 hours

Audience: All staff, People Managers, Senior Leaders, Human Resources, Diversity and Inclusion Teams, Employee Networks

Let's Talk about Race (R) (G)

A variety of data sources tell us that we are uncomfortable talking about race issues at work. This goes unaddressed in many workplaces and remains a major barrier to achieving greater race diversity and inclusion.

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 on BITC's pioneering Race at Work research, the largest

study conducted in the UK to date on the experiences of BAME employees in the workplace; 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 participants' everyday work environment.

Duration: 1.5- 2 hours

Audience: All staff (including at network events), People Managers, Human Resources, Diversity and Inclusion Teams, Senior Management Teams

I cannot praise the BITC facilitator highly enough. The 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 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 materials and we are piloting discussion groups to help us improve our understanding and confidence to talk openly about race.

Phillip Beecroft, UK Market Manager, Mercer

Improving Employee Network Performance and Capability R G A W

This training relates to the capability development of employee network and employee resource group Chairs and/or committee members,

enabling them to acquire the skills which will help them manage employee networks more strategically and in People with organisational objectives.

Duration: 1.5-2.5 hours

Audience: Network/resource group chairs and committee members

Wellbeing Training for People Managers W

According to the latest research, UK employees are working harder and with less control than any time in recent history. Work-related stress and mental illness now account for over half of work absences.

Line Managers have a crucial role to play in ensuring the wellbeing of their teams. Our research has found that 86% of People managers feel employee wellbeing is part of their responsibility, alongside their role to deliver business objectives.

This training provides an overview on workplace wellbeing, stress and mental health, explains the importance for managers to maintain their own wellbeing, provides a forum for managers to discuss their challenges, and provides skills and resources to support their people.

Duration: 1.5-2.5 hours

Audience: People Managers

Wellbeing Gap Analysis (W)

Using our exemplar Workwell Model, this workshop brings together the key stakeholders that your organisation needs 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

Duration: 3 hours minimum

Audience: Wellbeing Practitioners (including those with responsibility for Absence, Engagement, Learning & Development, Occupational Health, Health & Safety), Employee Networks, Wellbeing Champions

Mental Health at Work: Mental Wellbeing in the Workplace (W)

BITC's ground-breaking Mental Health at Work report highlighted how far we still must go to create open cultures that encourage positive mental wellbeing, and support those with mental health problems. We will present the findings of our survey and 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.

This session can be delivered as an awareness raising presentation, or interactive workshop.

Duration: 1-2 hours

Audience: Any

Publicly Reporting your Wellbeing Approach (W)

Using our Public Reporting Guidelines, we 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: 2.5 hours

Audience: Wellbeing practitioners, Communications and Marketing Leads, Public Relations, Corporate Responsibility Leads

Delivering Midlife Career Reviews (A)

Most older people want to work longer, for identity and status, financial considerations and, not least, social engagement. However, after 'midlife' (defined as 50+) employment is at greater jeopardy: age discrimination rises, health problems can cause premature exit from the workplace, caring responsibilities peak, causing some (especially women) to leave paid work, training declines and career progression stops for many. Midlife Career Reviews enable managers to respond most effectively to the wide variety of wants and needs of their older workers.

In this workshop, participants learn how to deliver successful midlife career reviews with older workers. They will increase their confidence in speaking to workers of all ages and be able to:

• Facilitate further utilisation of skills and experience of all generations in teams

- Identify training and development opportunities for all workers
- Map out career progression specifically for older workers
- Support employees in mid-later life transitions
- Identify the agile working environment that will support all employees. including older workers

Duration: 2.5-3 hours

Audience: Human Resources, Diversity and Inclusion Teams, People Managers

Getting Started on Age A

The case for employers to enable longer working lives has never been stronger. As people live longer and healthier lives, the fundamental age structure of the labour market is changing, and this reality drives a need for employers to put more thought and greater effort into promoting and enabling longer working lives.

In this workshop, participants gain a greater understanding of the impact of the ageing population on organisations, age biases and the issues facing older workers in the workplace. They will hear best practice from leading employers that are acting to retain, retrain and recruit a more age diverse workforce.

Duration: 1.5-2.5 hours

Audience: Human Resources, Diversity and Inclusion Teams, People Managers

Managing Multigenerational Teams A

An age diverse workforce has enormous potential; there is a wider breadth of talent in the workforce than ever before, and diversity of thought is good for business. Yet our society is becoming more age-stratified and ageism and stereotyping is affecting all generations. This can affect the way people communicate, develop relationships and manage others at work. Without understanding and facilitating age diversity properly, there is a risk of tension and conflict between employees.

Line managers play a crucial role in the development of an organisation's people. They have a significant impact on employee attitudes, commitment, motivation, and satisfaction - and these factors are key in determining an organisation's success.

Managers that attend this workshop will learn how to lead age diverse teams that are productive, innovative and inclusive. They will:

- Understand the key characteristics of different generations in the workplace and bust some commonly held myths
- Explore why intergenerational working is a business imperative for your organisation
- Develop practical strategies and techniques for managing high performing multigenerational teams

Duration: 2.5-3 hours

Audience: People Managers