



International
Wellbeing Insights
People, Culture & Wellbeing



Stress Management Society
from distress to de-stress

Skills For Security

EQUALITY, DIVERSITY & INCLUSION

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skills for security
tomorrow's engineers *today*

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WHAT IS EQUALITY, DIVERSITY & INCLUSION?

EQUALITY

According to the Equality and Human Rights Commission, equality is “about ensuring that every individual has an equal opportunity to make the most of their lives and talents”. It means that everyone should be treated fairly and not discriminated against.

DIVERSITY

Diversity refers to “the variations of different characteristics in a group of people.”

INCLUSION

The Cambridge Dictionary definition of inclusion refers to “the quality of trying to include many different types of people and treat them all fairly and equally.”

A workforce which embraces diversity and where all employees feel included, equal and valued, is ultimately a successful one. To get the most out of your people, it is vital that no-one feels excluded and that everyone has the same equal opportunities.

Our aim has always been to work with our clients to create an open and supportive culture for all of their employees, through all of our activities, where people can connect and create commonality, discuss and explore shared experiences/challenges and work together to create a unified culture of wellbeing. For your organisation to truly thrive, now is the time to embed and drive a culture of diversity, inclusivity and equality as part of your wellbeing strategy and show your commitment to ALL employees.

THE BUSINESS CASE FOR EQUALITY, DIVERSITY & INCLUSION

Not only is driving IDE the right and ethical thing to do for your people, but it also has numerous benefits to your organisation – it strengthens your organisation's reputation as an employer of choice, attracts a wider range of talent, enables creativity to flow in your workplace and improves the employee experience. Ultimately, it results in greater employee satisfaction and contributes to your employees' wellbeing, engagement, sense of purpose and achievement leading to higher productivity levels, performance and organisation success.

One of the many benefits of having diverse teams is that it offers new and different perspectives, which can greatly help in decision-making. For example, one study found that when it comes to decision-making, diverse teams of three or more individuals outperform individual decision makers by up to 87% of the time. Not only this, by the study also revealed how diverse teams make faster decisions than those who are making decisions on their own. All in all, this research demonstrates the need for diverse teams in your workplace for effective decision making to take place.

Research from management consulting firm McKinsey has also shown the financial benefits of a diverse workforce. Their research revealed how companies ranking high on gender, racial or ethnic diversity benefit from financial returns above industry medians.

In the UK, The Equality Act 2010 exists to protect people from discrimination related to the 9 protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation), however, we must go beyond this framework to tackle the challenges we are facing that are still clearly evident in our society and workplaces.

EQUALITY, DIVERSITY & INCLUSION EXERCISE

It may be helpful to begin breaking down what Equality, Diversity & Inclusion actually means to arrive at a formula that we can apply to our teams.

1. WHAT DOES EQUALITY, DIVERSITY & INCLUSION MEAN TO YOU?

2. IS IT IMPORTANT? WHY?

3. HAVE YOU HAVE AN EXPERIENCE WHERE YOU WERE DISCRIMINATED AGAINST?

4. HOW DID THIS MAKE YOU FEEL? WHAT DID YOU DO?

5. WHAT MAKES YOU NERVOUS ABOUT THIS SUBJECT?

6. WHAT WOULD MAKE YOU MORE CONFIDENT AROUND THIS SUBJECT?

SKY: CREATING A CULTURE OF WELLBEING

ORGANISATIONS THAT INVEST IN WELLBEING AND EQUALITY, DIVERSITY & INCLUSION

When thinking of good examples of workplace wellbeing, what companies do you think of?



GOOGLE

If you look at Google, for example, who are well-known for their employee engagement and culture of wellbeing, you will see that they are consistently in the top 10 or top 5 of The Sunday Times Top 100 list of Best Companies

Rather than viewing diversity and inclusion as a one-off gesture, Google continues to implement initiatives and programs that promote a sense of belonging for employees; they encourage people to 'bring their whole selves to work', they measure and produce a report on it annually, and develop a range of long-term strategies, and an overall commitment to positive change.

However, it could be argued that sometimes Google go 'too far in the right direction' – where mistakes can be met with 'cancel culture'.



SKY

You might think a big organisation like Sky would have a large inclusion team, but they don't, because they believe a sustainable approach is empowering every team to understand any inequality and take action.

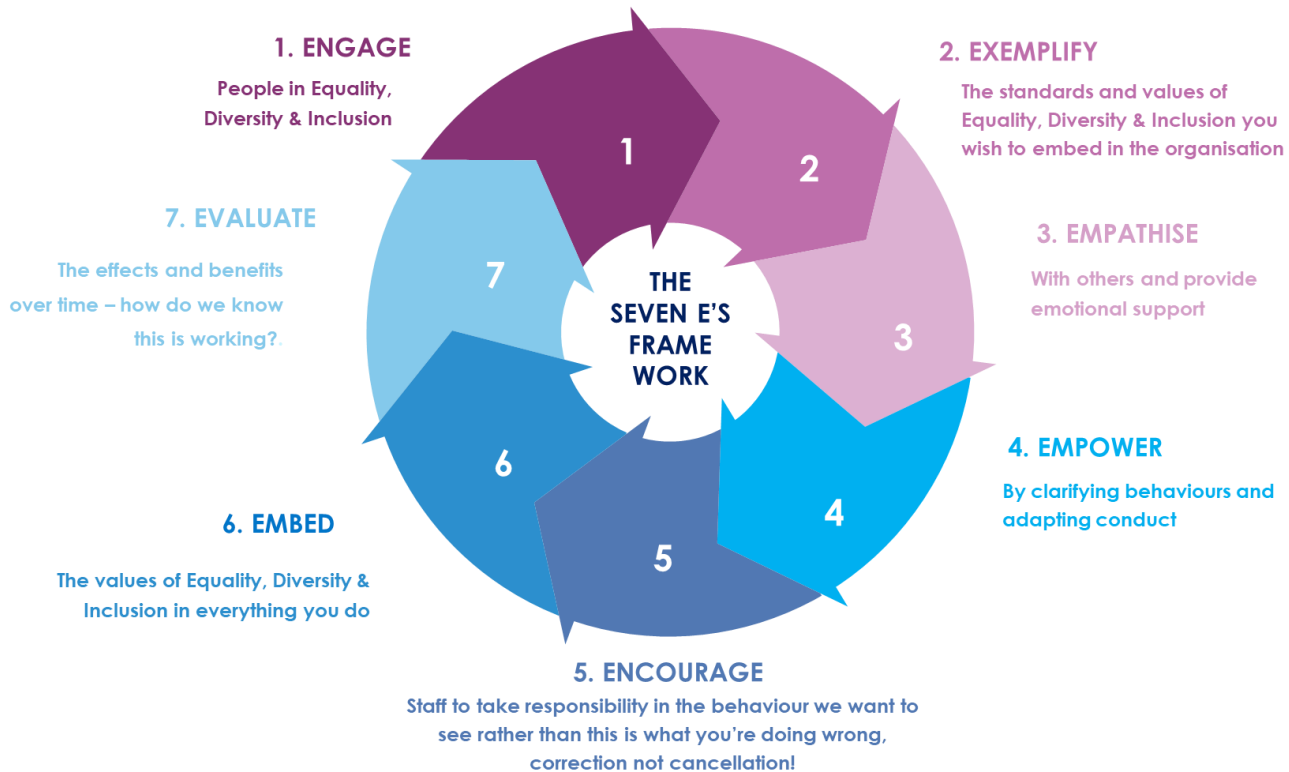
Sky have used their own history as a business and the times they've felt excluded or have been vilified in the press (treated as nouveau-riche, down market) to connect their people with purpose and make the changes needed both today and in the future.

Sky has six thriving employee networks, each with an executive sponsor who guide them to focus on what matters most. These volunteer led communities have the freedom to push boundaries and agitate for change through the creation of bottom up pressure and a collective voice, to make life at Sky better for everyone. At Sky, they see inclusion as everyone's responsibility.

But what if you don't have the budget for all of this? Where on earth do you start? The good news is that you've started already!

THE 7 Es FRAMEWORK:

PROACTIVE MEASURES TO CREATE A CULTURE OF EQUALITY, DIVERSITY & INCLUSION



1) ENGAGE

Engaging in positive dialogues, reaching out and creating platforms and spaces to have uncomfortable dialogues is imperative.

2) EXEMPLIFY

Lead by example and be the role model for the positive behaviour and change you want to see.

3) EMPATHISE

Empathetic leadership is key for an organisation's success and viewing employees as individuals also fosters strong working relationship and a sense of belonging. It is important to be able to put yourself in someone else's shoes and see things from their perspective.

4) EMPOWER

Power literally means the 'ability to do or act'. What can you do as an organisation to take action and make a difference when it comes to EDI?

5) ENCOURAGE

Continually educate your employees when it comes to EDI. Provide them with the tools, skills and resources to create a much more creative and innovative workforce where everyone feels they can participate without fear of judgement or discrimination. Make people feel valued for any efforts they make.

6) EMBED

It is essential to not only implement an effective EDI strategy in your organisation, but to embed your ongoing commitment to promoting it so it becomes the norm for your organisation's culture, and ultimately help you organisation to thrive.

7) EVALUATE

The final E in our framework is evaluate – how do we know if what we are doing is successful? In order to ensure what we are implementing is having the right impact is essential to monitor progress and adapt accordingly along the way.

THE 7 Es FRAMEWORK

ENGAGEMENT

Engaging in positive dialogues, reaching out and creating platforms and spaces to have uncomfortable dialogues is imperative.

UNCONSCIOUS BIAS

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Although as humans we like to believe that we also think rationally, objectively and make the best decisions based on logic, this is unfortunately not always the case.

Psychologist Daniel Kahneman's research demonstrates how many of our human decisions can be biased and even they we may not think we are doing so; our unconscious biases can easily influence our everyday interactions and it is important that we try to overcome these biases in order to not bring them into the workplace.



There are four kinds of unconscious bias:

1. AFFINITY OR INGROUP BIAS

Our tendency or preference for people like ourselves. Studies show that, in general, people extend not only greater trust, but also greater positive regard, cooperation, and empathy to in-group members compared with outgroup members. This preference for people like ourselves is largely instinctive and unconscious.

- Affinity bias manifests not only as a preference for ingroup members, it may also manifest as an aversive tendency towards outgroup members. E.g., we are more likely to withhold praise or rewards from outgroup members.

2. HALO EFFECT

The Halo Effect occurs when we perceive one great thing about a person and let the halo glow of that one thing colour our opinions of everything else about that person.

- E.g., if we notice that someone went to a highly regarded college where they received a certain high grade, or that someone had received a prestigious award, we tend to let this achievement influence how we see everything else about that person.

3. HORNS EFFECT

The Horns Effect is the direct opposite of the Halo effect and occurs when perception of someone is unduly influenced by one negative trait.

- E.g., if we do not like the way someone dresses we might assume they are also lazy and unprofessional, even though professionalism and competence are not related to attire.

4. CONFIRMATION BIAS

Confirmation bias is the tendency to search for, interpret, focus on and remember information that aligns with our preconceived opinions.

- E.g., Recruiters have to be very careful regarding this bias. When making a judgement about a candidate, they could subconsciously look for evidence to back up their own opinions. The danger of confirmation bias in recruitment, is that our own judgement could be inaccurate and result in the loss of a great candidate for the job.

THE 7 Es FRAMEWORK

EXEMPLIFY

Lead by example and be the role model for the positive behaviour and change you want to see.

**HAVE YOU EVER BEEN AMAZED AT HOW COMMUNICATION CAN GO BADLY WRONG?
HOW EASY IT IS FOR THE SLIGHTEST GESTURE TO BE TAKEN THE WRONG WAY?**

MICRO-BEHAVIOURS

Micro-behaviours are tiny, often unconscious gestures, facial expressions, postures, words and tone of voice which can influence how included (or not included) the people around us feel. In a 10-minute conversation there might be 50 micro-messages transmitted between two people; psychologists call these positive and negative micro-behaviours.

The term 'micro-behaviours' was coined by psychologist Mary Rowe in the early 1970s and relates to the concept of micro-inequities or micro-aggressions; the ways in which individuals may be singled out, overlooked, or ignored based on an unchangeable characteristic such as race or gender.

Consider Professor Albert Mehrabian's communication model, which states the following percentages when communicating feelings or attitudes:

- **BODY LANGUAGE /FACIAL EXPRESSION ACCOUNTS FOR 55% OF MEANING**
- **TONE OF VOICE ACCOUNTS FOR 38%**
- **WORDS ACCOUNT FOR JUST 7%**

MICRO-BEHAVIOURS ARE:

- **Verbal and non-verbal**
- **Very subtle**
- **Habitual**
- **Usually unconscious**
- **Influenced by our biases**

MICRO-AGGRESSIONS

The words are saying one thing but overall you are communicating something entirely different. The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalised group membership.

WHAT ARE THE VALUES AND STANDARDS OF EQUALITY, DIVERSITY & INCLUSION THAT YOU ARE WILLING TO EXEMPLIFY?

HOW CAN YOU MORE EFFECTIVELY AND MORE REGULARLY EXEMPLIFY THE VALUES AND STANDARDS THAT YOU WISH TO SEE, E.G. IN A MORE INCLUSIVE WORKPLACE?

THE 7 Es FRAMEWORK

EMPATHISE

SYMPATHY: feelings of pity and sorrow for someone else's misfortune.

EMPATHY: the ability to understand and share the feelings of another.



KEEPING AN OPEN MIND

Being open-minded means you're willing to acknowledge that you don't know everything and that *gasp* you might, could, possibly, maybe even...be wrong!

Being open-minded leads to better and less judgmental listening. It means viewing differences in thoughts, cultures, genders, and lifestyles as opportunities rather than dismissing them as incorrect or "other."

WHEN WAS THE LAST TIME YOU TOLD SOMEONE "YOU WERE RIGHT. I WAS WRONG"?

When the car needs fuel, when we have a toothache, or even when the Laptop or PC needs an update, we don't argue with or ignore the signs—we simply accept the signals and follow a new course of action based on new information. The only thing that makes admitting error any different is our ego.

Most of us have lashed out in frustration more recently than we've said "You were right. I was wrong." Punching a wall can hurt us less than admitting to being in the wrong! But punching a wall will always hurt. Unlike walls, our ego will soften over time so saying those magic six words in that order becomes less painful and easier with practice.

WHAT COULD YOU DO TO BE OPEN TO ADMITTING THAT SOMETIMES EVEN YOU COULD BE WRONG?

WHAT IS THE BENEFIT OF BEING ABLE TO ADMIT THAT YOU WERE WRONG?

WHAT STRATEGY COULD YOU USE TO REMIND YOURSELF OF THIS?

THE 7 Es FRAMEWORK

EMPOWER

Power means the 'ability to do or act'. What can you do to take action?

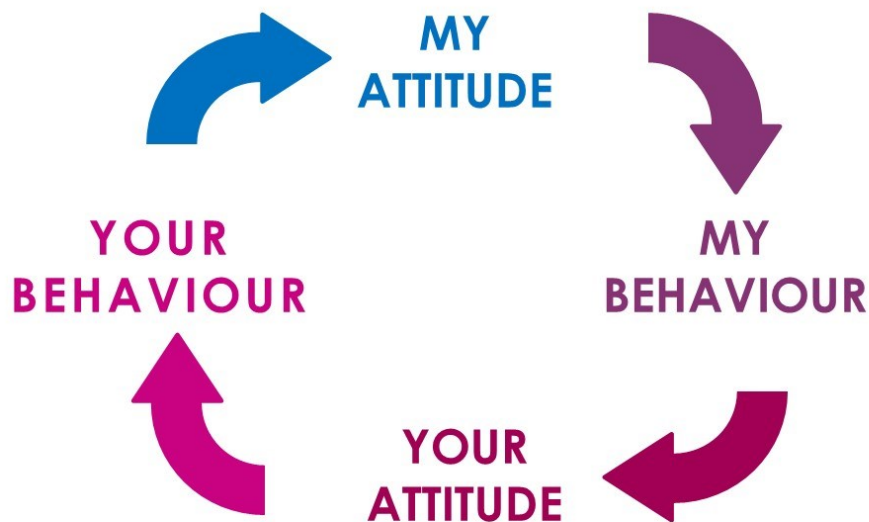
GOOGLE: ANNUAL EQUALITY, DIVERSITY & INCLUSION REPORT

Why do you think Google does this? What is their goal with publishing their annual report?

<https://diversity.google/annual-report/>

- To show that they are listening, learning and taking actions - by being honest about where they are now and where they want to be
- To show their people that they have direct input into the Equality, Diversity & Inclusion Strategy and the culture at Google
- To identify and clarify accepted behaviours and adapt conduct accordingly

BETARI'S BOX



Betari's Box is psychological model that illustrates how our attitudes and behaviours directly affect the attitudes and behaviours of people around us.

When we're stuck in an old, stale or negative cycle, then we have the power and the responsibility to stop that cycle by changing our attitude, which improves our behaviour. This will positively impact those around us, break the cycle and improve the culture that we live in.

If we keep doing what we always done, we'll get what we've always got!

WHO'S RESPONSIBILITY IS IT TO CALL OUT POOR BEHAVIOUR?

WHO HAS RESPONSIBILITY TO SUPPORT A CULTURE OF EQUALITY, DIVERSITY & INCLUSION?

THE 7 Es FRAMEWORK

ENCOURAGE

Our brains can capture 11 million bits of information in one single moment, but we actually can only process 40 at a time. Therefore, we often take unconscious shortcuts to reach a quicker conclusion - it's a part of human nature. When meeting new people, we assess them on factors such as gender, ethnicity, sexuality and class. These rapid-fire judgements often happen before we're even aware of it.

How someone looks, speaks and presents themselves will cause us to make a snap judgement as to the type of person we believe they are. As the brain often operates on a 'business as usual' mode, we automatically condition the mind to view others in this way which therefore forms our environment.

So, how can we over-ride this programming? **We need to support and encourage learning.**

Some thoughts...

Encourage Personal Evaluation

Look at your contacts list, phonebook, LinkedIn network or Facebook friends and calculate the overall diversity. Is it a bit one-note, all the same flavour? Reviewing your contacts is something you can do privately and nobody has to see it. You get a window into your behaviour.

Acknowledge Differences

It's OK, and necessary, to admit that people are different from one another, whether it be race, gender, religion or even personality and management style. The freedom of expression without fear also empowers us to not just listen, but also actively embrace diverse viewpoints.

Update, Don't Cancel

The number one barrier to progress is a breakdown in dialogue. We are human, everyone makes mistakes - so will you. It doesn't mean that you are bad, perhaps you didn't get the memo! Inclusive means that everybody can have a place and a voice.

Ask Questions and Make connections you might not normally make.

Think of it as an experiment or gathering data - how can we make informed decisions without honest and accurate information? This also means that there will be a period of trial and error. When you actively encourage a culture of learning, you are more likely to see people connecting with and appreciating people outside of the groups they normally interact with. This is especially valuable in the era of remote work and the eventual return to a physical workplace.

Help Colleagues Feel Comfortable Expressing Themselves

To effectively promote diversity, it's vital to create an environment where people feel free to express themselves based on their unique perspectives. Regardless of age, gender, race, religion, sexual preferences or background - we all matter.

WHAT CAN YOU DO TO MORE EFFECTIVELY AND MORE REGULARLY ENCOURAGE A CULTURE OF LEARNING AROUND EQUALITY, DIVERSITY AND INCLUSION?

THE 7 Es FRAMEWORK

EMBED

INSTILLING WELLBEING VALUES IN EVERYTHING YOU DO. CREATE POLICIES AND INFRASTRUCTURES TO MAKE SUSTAINABLE CHANGE POSSIBLE.

HAVING A PLAN CARRYING IT OUT EVERYDAY ENCOURAGING OTHERS MAKE IT THE CULTURE

- WHAT ARE YOU GOING TO TAKEAWAY FROM THIS?
- WHAT ARE THE QUICK WINS?
- WHAT ARE THE LONGER TERM GOALS?

EXAMPLES

- CREATE A POLICY AND MAKE SURE IT IS IMPLEMENTED
- DON'T LET STANDARDS AND POLICIES SLIP OVER TIME AND HAVE A PERIODICAL REVIEW OF THE POLICY TO REMIND YOURSELF AND OTHER STAFF ABOUT WHAT IS EXPECTED OF THEM TO KEEP STANDARDS HIGH.

WHICH SKILLS, ACTIONS & PRACTICES ARE YOU GOING TO USE?

- FROM INTERNATIONAL WELLBEING INSIGHTS?
- FROM ANY OF THE GOOD PRACTICE YOU HAVE WITNESSED?
- FROM ANYTHING THAT YOU USED TO DO (BUT STOPPED DOING) THAT WORKED?

HOW CAN YOU EMBED THESE ACTIONS IN TO PRACTICE?

THE 7 Es FRAMEWORK

EVALUATE

Assessing the effects and benefits of the framework over time.

3 SOURCES OF DATA

1. ANECDOTAL: NEGATIVE CHANGES IN THE INDIVIDUAL

Your perceptions are important. This includes seeing or hearing negative changes and whether those changes persist over time.

- Personal Observation
- Instinct & Intuition
- Thoughts & Feelings
- Memories & Reflection

2. QUANTITATIVE: NUMERICAL INFORMATION RELATED TO THE IMPACT OF STRESS ON THE TEAM/INDIVIDUAL

Looking at whether there are measurable effects such as changes in efficiency or absence

- Facts, Figures & Numbers
- Percentages, Sizes & Dimensions
- Stats, Trends & Benchmarks
- Frequency

3. QUALITATIVE: NON-NUMERICAL INFORMATION

Others' perceptions are also important so make sure to explore how other people describe their experience. Data like this can come from chance remarks, one-to-ones or perhaps most importantly from FOCUSED team meetings.

- Detail, Theories & Reasons
- Characteristics & Context
- Helps Form Hypotheses
- Meetings, Interviews & Focus Groups

HOW CAN WE EVALUATE PROGRESS IN THE AREAS YOU WISH TO IMPROVE?

HOW DO YOU KNOW YOU HAVE ACHIEVED SUCCESS?

MY ACTION PLAN — 30 DAY CHALLENGE

S.M.A.R.T.O

- SPECIFIC** WELL-DEFINED AND CLEAR
- MEASURABLE** KNOW IF THE GOAL IS OBTAINABLE AND HOW FAR AWAY COMPLETION IS
FIND OUT WHEN YOU HAVE ACHIEVED YOUR GOAL
- ACHIEVABLE** AGREEMENT ON WHAT THE GOAL SHOULD BE AND IF IT IS REALISTIC
- REALISTIC** WITHIN THE AVAILABILITY OF RESOURCES, KNOWLEDGE AND TIME
- TIME-BASED** ENOUGH TIME TO ACHIEVE THE GOAL, NOT TOO MUCH TIME WHICH CAN HINDER PERFORMANCE

...AND MUST HAVE

- OWNERSHIP** WHO IS DOING THIS?

THE 30-DAY CHALLENGE WILL MAXIMISE YOUR CHANCES OF TURNING USEFUL KNOWLEDGE AND TECHNIQUES INTO POSITIVE BEHAVIOURAL CHANGE.

IT TAKES 30 DAYS TO TURN ACTIONS INTO HABITS, WHICH IS WHY THIS IS A MONTH-LONG PROGRAMME

ACTIONS

30 DAYS

BUDDY SYSTEM

FEEDBACK

THE 30 DAY CHALLENGE IS AN OPPORTUNITY FOR YOU TO HAVE ACCOUNTABILITY AND SUPPORT FROM YOUR BUDDY TO PROGRESS AGAINST YOUR 7 Es ACTION PLAN

MY 30 DAY ACTION PLAN

EQUALITY

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

DIVERSITY

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

INCLUSION

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

BUDDY SYSTEM SUPPORT

To implement positive behavioural change, we must form new habits - it takes at least 28 days to form a new habit. We must decide our actions, carry them out, support and be accountable to ourselves and each other.

Who will you make yourself accountable to over the next 30 days?

How will you stay in touch? How many times over the next 30 days?

SUPPORT RESOURCES

Samaritans

The service is available 24 hours a day for people who are experiencing feelings of distress or despair, including those which may lead to suicide

116 123

www.samaritans.org

Mind

Mind provide advice and support to empower anyone experiencing a mental health problem.

Call: 0300 123 3393 (9.00-18.00)

Text: 86463 www.mind.org.uk

Elefriends

A supportive online community where you can be yourself, share and be heard

www.elefriends.org.uk

Shout

Shout is the UK's first 24/7 text service. It's a place to go if you're struggling to cope and need immediate help.

Text: Shout to 85258 (free on all major mobile networks)

<https://www.giveusashout.org/>

Anxiety UK

Call: 08444 775 774 (9.30-17.30)

Text: 07537 416 905 www.anxiety.org.uk

Hub of Hope

Visit the website and type in your postcode to see what support resources are readily available and close by <https://hubofhope.co.uk/>

CALM (Campaign Against Living Miserably)

For people in the UK who are down or have hit a wall for any reason, who need to talk or find information and support

Call: 0800 58 58 58 (17.00 – midnight)

<https://www.thecalmzone.net/>

Rethink Advance & Info Service

Call: 0300 5000 927 (9.30-16.00)

SaneLine

Leading UK mental health charity. They work to improve quality of life for anyone affected by mental illness

Call: 0300 304 7000 (18.00 – 23.00)

Email: info@sane.org.uk www.sane.org.uk

Support Line

Provides a confidential telephone helpline offering emotional support to any individual on any issue. The Helpline is primarily a preventative service and aims to support people before they reach the point of crisis. It is particularly aimed at those who are socially isolated, vulnerable, at risk groups and victims of any form of abuse

Call: 01708 765 222 Email: info@supportline.org.uk www.supportline.org.uk

Take personal responsibility to get the individual support you need

ABOUT INTERNATIONAL WELLBEING INSIGHTS

Stress is a much used (and abused) term these days. You frequently hear people say “I’m stressed” or “I’m depressed”, yet there is still much confusion about what these terms actually mean and how best to tackle them. This is where we can help. We are the UK’s leading authority on stress management issues, which is why you will regularly hear us talking about this topic in the media.

International Wellbeing Insights is an organisation dedicated to leading effective universal change by maximising your resilience, happiness, productivity and success with our passionate approach to reducing stress and promoting wellbeing. Our extensive knowledge of stress and wellbeing and our cutting edge interventions have made us the primary organisation dealing with work-related stress reduction and wellbeing promotion in the UK since 2003.

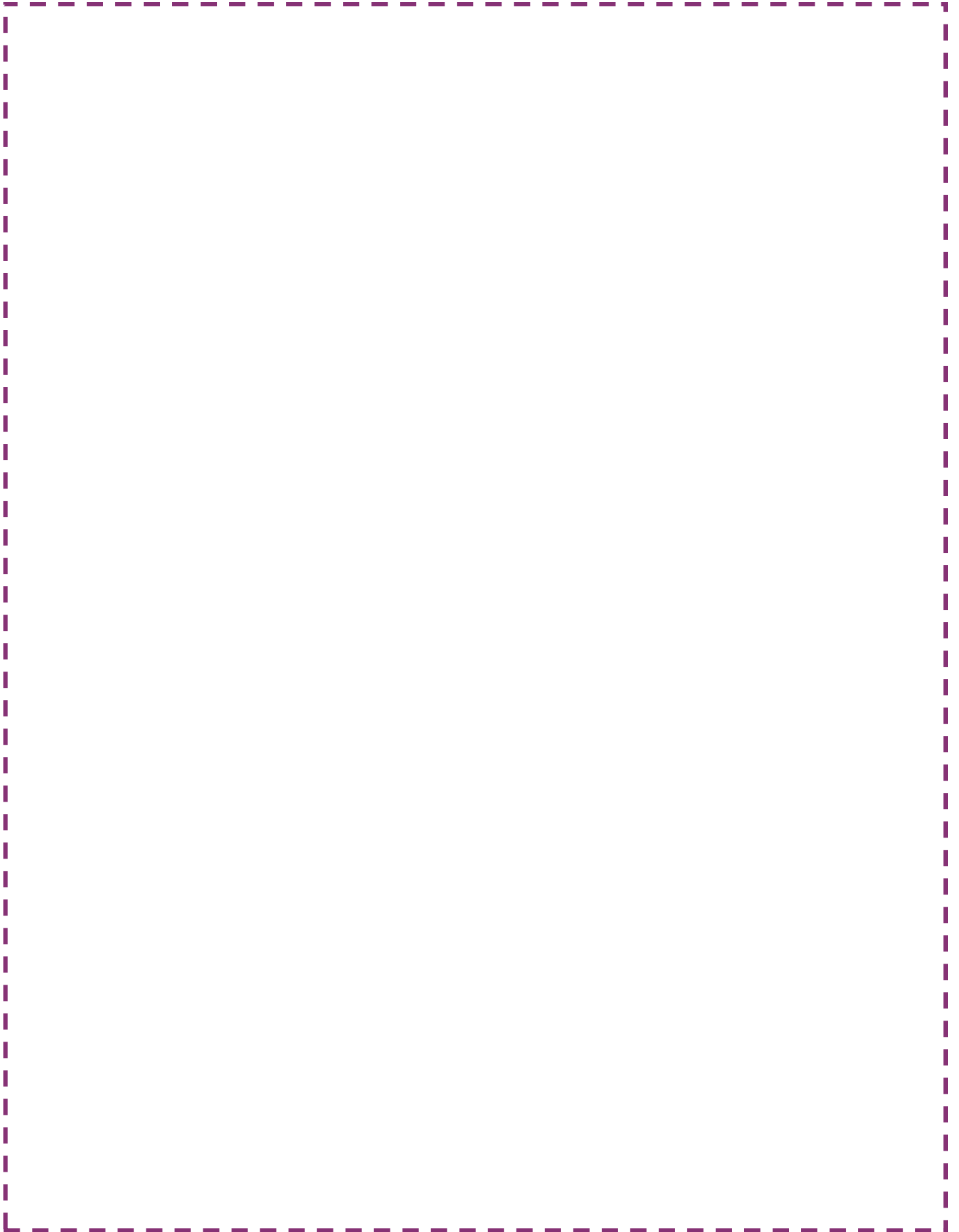
For years, we’ve been empowering individuals to take charge of their wellbeing through our workshops, guides and regular updates. We also act as a trusted advisor for many companies such as SMBC, Garrett, Dragados, DHL, and the NHS—guiding them through the wellbeing solution maze.

For more information or to book a workshop or a coaching session see www.wellbeing.work or call 0203 142 8650 or email info@stress.org.uk

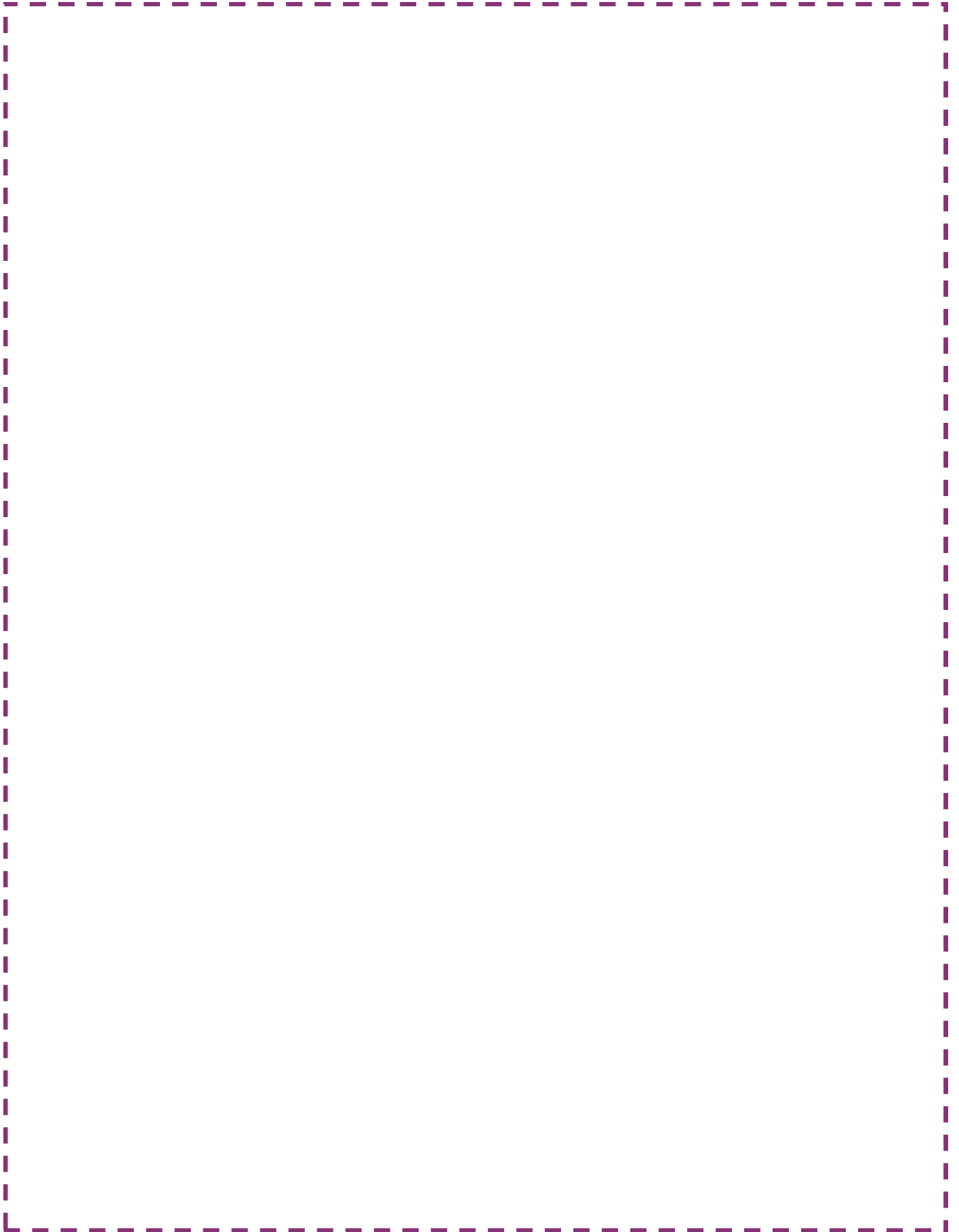
If you want to promote wellbeing in your company using branded stress management products, go to www.stress.org.uk.



NOTES



NOTES





We provide a range of services across the UK and internationally. We are always happy to discuss how we can support you.

We look forward to supporting your wellbeing journey.

Find Us Here:

The Lighthouse
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Email Us On:

info@stress.org.uk

Visit Us On:

www.stress.org.uk
www.wellbeing.work

We have supported many organisations, including:

