



# Equip Pillar

## Impactful inclusion training

The Inclusive Employers Standard is built upon six pillars of inclusion, which serve as its framework. These pillars—Engage, Equip, Empower, Embed, Evaluate, and Evolve, determine the success and impact of inclusion efforts within the workplace.

To support organisations at all stages of their inclusion journey we host a panel event series focusing on one pillar at a time. Out of these events we have produced a suite of resources sharing insights and experiences on a specific topics.



**The equip pillar explores how you upskill and equip your people with the knowledge, experience and understanding to apply inclusive behaviours and practices to their roles and across the organisation. In this resource we will focus on all staff inclusion training.**

There are many different challenges you may face when trying to design and implement impactful inclusion training across your organisation. Here are the top tips for ensuring your training works for you.

### **Tailor your training to your need**

Before delivering training, take a moment to assess the needs across your organisation. Your 'why' is just as important as your 'what.' Start by reviewing existing training and inclusion initiatives to ensure any new training will align with your strategic objectives and organisational values. A learning needs

assessment, for employees, managers, and leadership, can help identify gaps in knowledge, skills, and confidence around practical inclusion. Understanding these pain points will guide you in selecting the right content and format. It's also important to think intersectionally, sometimes starting with inclusive behaviours like allyship or challenging discrimination can be more effective than diving straight into specific characteristics or groups. Regardless of the topic, the most impactful inclusion training is relevant to your organisation's unique context, incorporating real-world examples, case studies, or practical

activities to help participants apply the knowledge they gain to their day-to-day role.

### **Choose the right delivery method**

A common training challenge faced by many organisations isn't choosing the topics to cover, but determining the most effective method of delivery. As a result, many organisations are using training methods that don't fully meet the needs of all their staff. This can lead to lower confidence, engagement, and knowledge around inclusion topics. To decide what is right for your organisation:

- Think about your workforce's preferences and needs when it comes to learning styles. e.g. front-line staff might benefit more from in-person or interactive group-based training rather than online modules.
- Choose a method that can accommodate your workforce's availability and a suitable amount of flexibility. Online modules can be great for flexibility, but if your employees have limited computer access, in-person or group workshops might be a better fit.
- Consider a combination of online resources, workshops, and in-person activities to maximise engagement and effectiveness. For example, online courses for foundational knowledge combined with in-person role-playing or group discussions to deepen understanding.

### **Consider training duration and frequency**

According to the Ebbinghaus Forgetting Curve (a theory developed by psychologist Hermann Ebbinghaus) people typically forget about 50% to 80% of the information they learn within 24 hours if there is no reinforcement or review. Ongoing training or follow-up sessions are important to reinforce learning and sustain

momentum. One-off training sessions are unlikely to create lasting change, but regular check-ins and refresher sessions help embed inclusion into the company culture. This is where bitesize or micro-learning can be helpful to re-enforce topics and make more complex subjects easier to engage with.

### **Think about scalability and sustainability**

If your company is growing or has multiple locations ensure your training is accessible to all employees and is designed in a way that is sustainable for the future. External speakers are a fantastic way to bring in expertise on specific topic areas, but if you are in an industry with high turnover this can get costly quickly. A train the trainer approach could be a good compromise, allowing you to bring in external speakers and insights whilst simultaneously upskilling your own L&D team to create a sustainable and scalable training programme.

### **Understand your impact and ROI**

Understanding the reach and impact of training is crucial to understand its effectiveness, make improvements, and ensure it delivers the desired outcomes. Make sure you consider:

- Tracking your engagement and attendance to all mandatory and optional training to understand your reach and identify groups who may need additional support.
- Use a knowledge transfer model and staff feedback to understand your wider impact and identify areas for development e.g. Thalheimer's Learning-Transfer Evaluation Model or Kirkpatrick's Four-Level Evaluation Model.
- Measuring your ROI to make a stronger business case for future training, by comparing the financial gains (e.g., improved productivity or reduced staff-turnover) with the cost of the training.

# A Journey from Ideas to Impactful Training



Harriet Harbidge  
Diversity & Inclusion Manager

In 2021, Trans Pennine Express did the Inclusive Employers Standard and we got the committed status, we have recently submitted again in the last cycle and achieved silver, which is quite a significant increase, which we're really proud of. In 2021, we didn't score that well across quite a few of the pillars, which is good because it gave us the feedback and the strategic focus to make improvements on that journey. One of the most substantial changes was on the equip pillar where our score went from just over 10% to 75%.

There have been a number of changes we have implemented to see this improvement, including training for all staff, specific training for managers and a suite of inclusion guidance documents. To get all staff off to a good start, every single person that joins TPE has to go on a corporate induction which lasts 3-4 days, and as part of this they attend a diversity and inclusion session which covers the basics of diversity and inclusion, inclusive behaviours, bias and being an inclusion role model, along with what inclusion means at Trans Pennine Express and how does it apply to their role. We also introduce our diversity and inclusion strategy. So right as people are joining TPE, they are already aware of the strategy and what we are trying to achieve.

We have a wide range of other solutions including our 'Express Inclusion' suite of bitesize sessions (10-15 minutes) on a wide range of inclusion topics such as allyship, privilege and inclusive language, which means that people can access them around their day or their busy week. They've been really popular, especially with our frontline colleagues who might not be able to get the release to do in person half day or full day training.

To understand our wider impact there are a few different ways we have measured success including feedback surveys, attendance tracking, session engagement monitoring and individual feedback on how people have found each session. We are seeing the impact in a number of ways for example, this year our senior leadership team came to me and asked to set diversity and inclusion objectives for their direct reports, as a direct result of the training I delivered to them.

**“If we had not received the ‘Committed’ status in 2021, we would not have received the feedback that helped to drive the progress we have made over the last few years. With the support of the Inclusive Employers Standard, we have been able to focus on our inclusion and diversity goals and achieved so much for TransPennine Express to be proud of, in a short space of time.”**

Harriet Harbidge, Diversity & Inclusion Manager  
Trans Pennine Express

## Helpful Resources

- [How training supports your I&D strategy](#)
- [What drama based training can do for your workforce](#)



Want to learn more?

Email us at [standard@inclusiveemployers.co.uk](mailto:standard@inclusiveemployers.co.uk)