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## Impact of Beyond Barriers Inclusive Mentoring Programme

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### Executive Summary

The paper attached discusses in detail the performance, delivery and impact of Beyond Barriers delivered from January 2022-July 2022.

Beyond Barriers, HCPC’s first inclusive mentoring programme has been successfully delivered. Throughout the programme, we have shared experiences through our social channels, internal and external and our internal communication channels e.g. presentation at all employee event, intranet articles and Park Life. The attached evaluation report highlights the impact the programme has had on the individuals involved. The organisation’s brand is also positively impacted by such programmes because it supports career development of our staff and shows our commitment to attract, develop and retain talented individuals. From a strategic perspective this supports workforce and succession planning as we improve our internal capabilities and skills and build our talent pipeline.

Take away’s: Positive impact of Beyond Barriers on the individuals involved and the organisation more widely

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Previous consideration	ELT have reviewed the findings set out in the report
Decision	The Committee is to note and discuss the report.
Next steps	Internal and external communication will be beneficial to share the impact with the internal and external audience - Tehmina in touch with Communications – blog to be published on Monday 10 October 2022.  Planning for a future Beyond Barriers programme in the next financial year, to include in HR workplan
Strategic priority	Beyond Barriers is a strategic development activity that is aligned to contribute towards the achievement of:  •People Strategy – Strategic Theme 1 - Strategic workforce planning, 2 - high performing, capable and skilled organisation, 4- Develop and embed an organisational culture where morale is high

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•Strategic priority – Build a resilient, healthy, capable and sustainable organisation

•Corporate plan - Establishing an agile, compassionate and inclusive culture

Financial and resource implications Programme has been successfully delivered – the impact on time for external led and internal led events is considered in the paper alongside financial costs for the external led EDI element.

EDI impact Beyond Barriers supports greater diversity and representation of EDI categories further up the chain in the management population and support professional career progression at HCPC.

This programme contributes towards these objectives in the EDI action plan:

Objective 6 - Continue to ensure, promote and harness the rich diversity of our colleagues ensuring a diverse workforce and representation at all levels

Objective 7 -Develop and embed an inclusive culture, that encourages and values diversity and the uniqueness and experiences of our colleagues and partners, enabling them to be themselves and bring their whole self to work.

EDI data is in appendix 4 of the evaluation paper attached.

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# Beyond Barriers Mentoring Programme

## Evaluation Report

### 1. Introduction

This report provides an evaluation of the Beyond Barriers mentoring programme under general headlines on activity, performance and delivery, application and impact, conclusions and recommendations. The programme was launched in National Inclusion Week in September 2021. An expression of interest process, shortlisting and panel decisions were made by November 2021. Bespoke, in-house training was provided for mentors and mentees separately and the programme i.e. mentorships commenced from January 2022-July 2022.

### 2. Context and Business Need

We have a diverse workforce and under-represented/ethnic minority groups are less well represented higher up the organisation. Mentorship helps to challenge those beliefs, remove barriers, tackle inequalities and it also provides tangible pathways for upward mobility.

By taking positive action, we can ensure that those people have improved access to opportunities for professional development and progression within HCPC, thereby increasing our chances of being a more representatively diverse organisation at all levels (EDI action plan strategic objective). Beyond Barriers is a key workstream in our EDI work– to show all our stakeholders – internal and external- how we're addressing the challenges. It's another way to attract potential employees and position ourselves as an employer of choice

Our People strategy's key strategic theme is to become a **high performing, capable and skilled organisation/workforce**. Beyond Barriers is one of the approaches we are using within this strategic theme to develop talent internally, retain talent and skills for a longer period of time and help the HCPC make progress against its equality objectives.

The aim of the programme is to support individuals in building and progressing their careers with particular emphasis on equipping those colleagues from under-represented, ethnic minority backgrounds to progress their careers within the workplace.

Application for mentor and mentee positions were based on eligibility criteria where priority was first given to:

- Ethnic minority employees, LGBT+, Disability
- Parents returning from leave
- Under-represented groups
- Number of previous unsuccessful applications at HCPC, passed probation

This positive action initiative gives those from these groups an opportunity to be paired with a senior mentor to encourage perspective taking and deeper understanding of the challenges faced at work and spur personal and professional development and growth.

14 participants were successfully placed into mentorships, made up of seven mentors and seven mentees.

### 3. Review of Activity

- Briefing sessions took place in National Inclusion Week w.c. 27 September 2021 (all employee presentation launch in September 2021)
- Presented at EDI forum 6 October 2021
- Application period for expression of interest 1-29 October
- Shortlisting and selection by panel on Friday 12 November
- Speed dating events took place by Friday 26 November
- Final pairings were decided by 30 November
- 1x bespoke Mentee training and 1x Mentor training delivered internally by L&D Manager
- Pairings commenced from January 2022-July 2022
- Three reflect and learn sessions were delivered for mentors and similarly for mentees by L&D
- Five training events were delivered by Inclusive Employers to support learning on diversity and inclusion
- Three internal training events were delivered by the L&D Manager on impact and influence, CV and job application writing and interview skills
- Session was delivered by HR operations on 'recruitment at HCPC' and one session by John Barwick on 'Journey to CEO'
- All employee presentation delivered by L&D Manager and 4 mentees on 22 June 2022 to demonstrate impact of programme
- End of programme reflection event held on 14 July with participants to celebrate stories, successes and progress (also attended by John Barwick, CEO and Alastair Bridges, Executive Director of Resources and Business Performance)

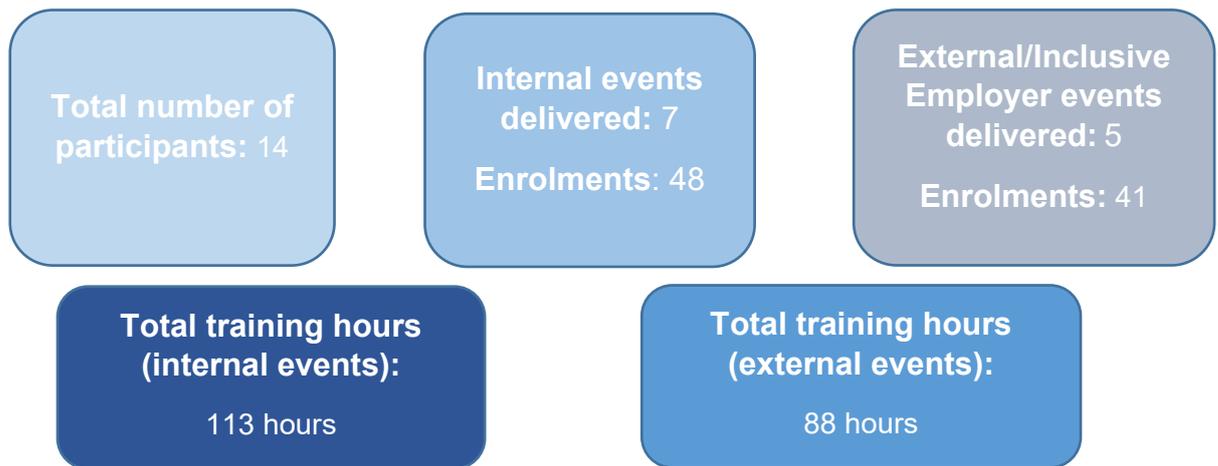
### 4. EDI impact of Beyond Barriers

Appendix 4 shows the composition of the mentor and mentee pool in relation to equality, diversity and inclusion. We successfully managed to recruit a diverse mentor and mentee pool which is representative of the brand of Beyond Barriers, being an inclusive mentoring programme, that crucially supports individuals in underrepresented groups in their career development, progression and workplace success. Of gender, 79% of the entire pool were female, 21% male. Of sexual orientation, 71% are heterosexual, 7% gay man, 7% lesbian and 15% prefer not to say. Of ethnic origin, 29% are white, 21% black/black British, 15% Asian/Asian British, 7% not known, 7% other white background, 7% other mixed background, 7% prefer not to say and 7% other ethnic group.

### 5. Performance and Delivery

In order for us to achieve our EDI vision and People Strategy, the programme has been designed to ensure we embed and develop an inclusive workplace and culture, providing people with opportunities for growth and promote and harness diversity and representation at all levels. Feedback from participants shows that we have made a positive difference on their professional development and mentors have felt that it is a programme that advances our EDI priorities.

Targeted development was provided to mentees and mentors. Specific, bespoke internal and external L&D interventions for the Beyond Barriers Programme ran alongside the mentorship meetings (see Appendix 1). Here are some performance statistics:



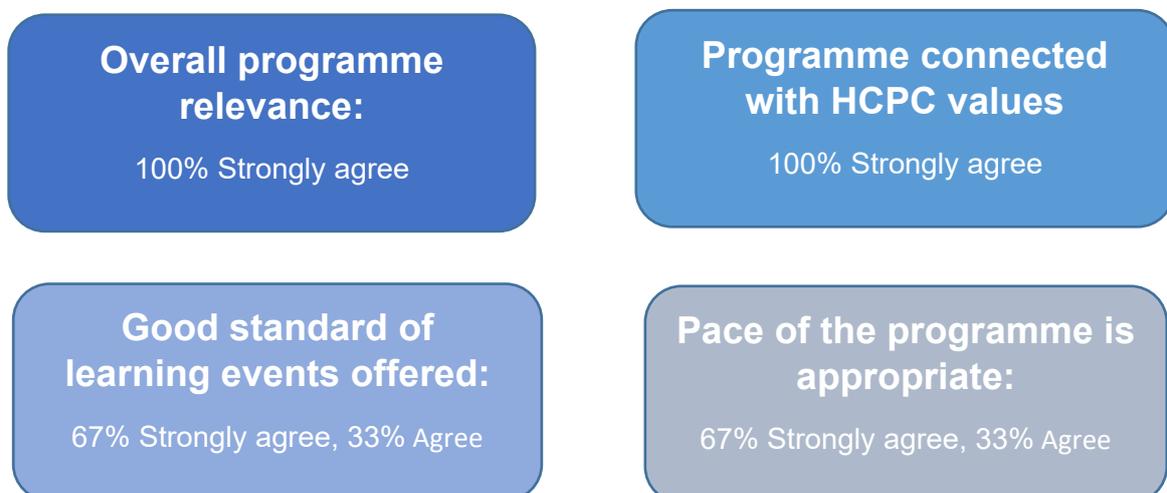
Inclusive Employers were selected to be the provider for the EDI learning element of the programme and designed the course content. The focus was on developing people's confidence and behaviours in relation to equality and diversity matters, specifically to develop a more inclusive culture internally and externally in relation to our stakeholders. The sessions were well received. Bespoke internal training workshops were provided to mentees to supplement their learning focused on professional growth and careers (see Appendix 1).

Mentorship meetings took place for the duration of the six-month programme, with pairs meeting at least once a month with a meeting lasting between 1 -1.5 hours. Alongside the learning programme and mentorship meetings, reflect and learn sessions were also delivered as part of the programme for mentees and mentors to catch up separately in their groups to discuss progress and achievements. This was not part of the formal learning programme.

## 6. Evaluation (Reaction & Learning)

### Satisfaction scores

The information in this section is based on completed Mentee Self Reflection Questionnaires. All scores out of Strongly agree, agree, disagree and strongly disagree.



Evaluation form scores – Maximum 5, Minimum 1

<b>Mentee Self-assessment criteria (end of programme)</b>	<b>Overall Satisfaction Score – Average</b>
I develop effective relationships with others who support my work towards personal learning goals.	4.3
I keep commitments with others by doing what I say I will do and showing up for meetings on time and prepared.	5
I create specific learning goals and action steps to work on during the mentoring relationship.	4.7
I set aside time to reflect on lessons learned from experience.	3.3
I apply lessons learned from experience to future situations.	4.7
I have improved in my confidence since the mentorship began	4.7
I have expanded my professional circle of contacts/networks	4.7

## **7. Evaluation (Application and Impact)**

### **Overall impact**

Beyond Barriers has made a positive impact on the participants and on the organisation. This is evidenced from the response to the all-employee event presentation. We have achieved all of the benefits we set out before the programme launched, as evidenced from participants' feedback via surveys and the all-employee meeting presentation.

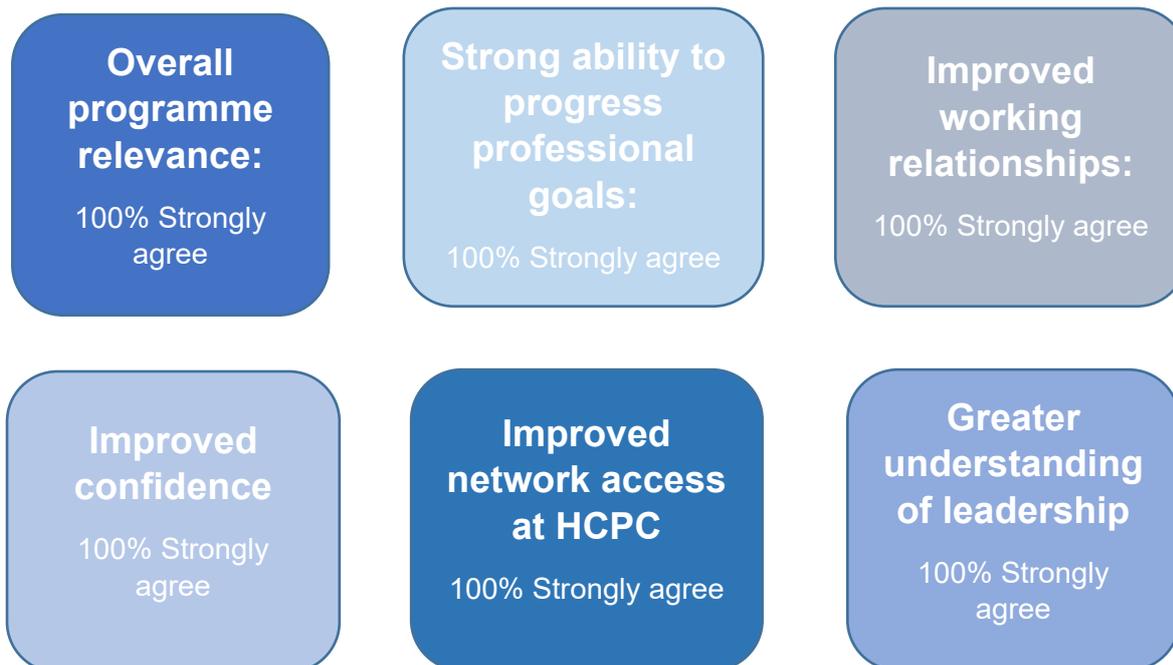
Mentees report that the specific benefits of being mentored include:

- ✓ encouraged and empowered in personal development
- ✓ identifying and achieving career goals
- ✓ identifying and correcting gaps in generic skills and knowledge
- ✓ building relationships and access to a wider network of people and meeting people from different business areas
- ✓ increasing confidence and self-awareness
- ✓ developing resilience and taking on challenges with energy and optimism
- ✓ developing and maintaining a broader perspective on career options and opportunities (enhanced skills and knowledge to develop their careers)
- ✓ having access to a senior role model and understanding leadership and influence
- ✓ gaining insight into HCPC culture
- ✓ developing mentoring/coaching skills

It follows that with these achievements, employee engagement and job satisfaction and motivation is high amongst the mentees.

### **Line Manager Feedback on Impact**

Line managers were asked their feedback and observations on the impact Beyond Barriers has had on their team members. The feedback has been overwhelmingly positive confirming that the mentees have made progress in many areas:



### Three-month impact

Participants (mentors and mentees) have identified a number of benefits of the programme (as mentioned in the 'Impact' section of this report). At three months' mid-point review (via a survey) for a HCPC intranet article here are what some of the mentors said:

- "I've found the process of mentoring hugely rewarding, and I've learned so much about my mentee and the ways in which I can support someone to find new angles to tackle long-standing issues. The most surprising thing for me has been the extent to which we all experience so many of the same concerns and worries about our careers, and our relationships at work. I know my mentee is driven and passionate about their development, and I'm so pleased to have had the chance to support them." --- **Employee 1, Mentor***
- "I'm really enjoying my mentoring journey – it is fascinating to get an insight into the work of a colleague in a different area, and a real privilege to be part of my mentee's journey of growth and discovery. The support from the Learning and Development team has been fantastic and I'm really enjoying seeing my mentee take on new challenges." --- **Employee 2, Mentor***
- "I have thoroughly enjoyed the experience on Beyond Barriers so far. The meetings with my mentee are fun and stimulating and there is never a dull moment! It is inspiring to hear of my mentee's stories and realities she has had to face. The mentorship is making a difference already building confidence in being a better leader, by providing a greater understanding of the barriers people from different backgrounds can face at work. Yes, it does demand time and energy from both parties and it's extremely rewarding to support a colleague to meet their goals. As mentor I want to provide the proper amount of structure and support and ensure the relationship is mutually beneficial." --- **Employee 3, Mentor***

Here are what some of the mentees said:

- "The programme has really increased my confidence in a short space of time – I'm more willing to put myself out there and ask to get involved, even beyond my current department. My mentor has been supportive and encouraging since our first meeting. I know I can trust my mentor to have an honest conversation with me, and we can formulate clear steps forwards". ---- **Employee 4,***

## **Mentee**

- *"Making connections and sharing experiences has been the highlight of the programme. It's been really great to be able to vocalise some feelings that I have internalised for a very long time. The programme has offered a safe space to do this. It has enabled me to challenge myself rather than just isolate myself due to a lack of confidence. I feel very grateful to be a part of it." --- Employee 5, Mentee*
- *"Beyond Barriers has had a more positive impact than expected. My mentor's genuine and approachable character immediately stood out. I feel like his guidance is extremely trustworthy and it has pushed me to invest time in myself. My mentor has created a very trusting, safe and open environment for us to have meaningful and insightful conversations and I am able to see things in different perspectives. He has been a great sounding board." --- Employee 6, Mentee*

There is further feedback from the mid-point review session held by Inclusive Employers in March 2022. The feedback suggests improved relationships, understanding role better, what others do, meeting new people and doing things out of the comfort zone. This is in Appendix 2.

## **Six-month impact**

At the end of the programme in June 2022, participant mentees presented feedback at the All-Employee Event (detailed feedback in Appendix 3). Overall themes emerging from people's comments are that Beyond Barriers gave an opportunity for:

- networking and expanding comfort zone
- developing practical skills such as reviewing and updating CV and cover letter writing and learning to better identify skills and potential
- building personal brand on LinkedIn
- feeling more comfortable, speaking up and participating in meetings, discussions and sessions, sharing views

## **Job moves during the mentorship**

- **Promotion:** One mentee applied for a promotion by submitting her CV for an internal application for a job move from Case Manager to a Senior Decision Maker role and she was successful. She is grateful that the programme gave her an opportunity to excel.
- **Internal secondment:** A mentee switched job role during the programme as an internal secondment from her team as Registration Advisor in the Registrations department to Transaction Analyst in the Finance department. The programme supported her move developing her confidence, ability to take on new tasks and learn new skills quickly.
- **Extension of fixed term:** A mentee who initially was acting up into a senior role was successful in securing a 1 year extension in a Team leader role.

## **Participants' challenges**

- Mentee participants reported in the mid-point reflection session and at reflect and learn sessions that workload and capacity in their day jobs had an impact on their ability to conduct mentoring activities therefore added further pressure. The expectations and number of hours commitment was set out initially in the communications to all staff provided via our article, briefing sessions and FAQs. To mitigate this in future, messaging and expectations of the programme and what

people are signing themselves up for will be made clear to line managers and future applicants.

- Mentees and mentors feel the programme could be spaced out from six to eight months to allow more time for implementation of learning stemming from learning and mentoring sessions into the workplace.

## **8. Longer-term impact**

The longer-term impact of Beyond Barriers remains to be evaluated such as following mentees career moves (lateral or upwards moves or promotion), higher retention of staff and reduced turnover, positive employee engagement scores, positive exit interview feedback of the organisation from leavers. For many of these measures of success, Beyond Barriers will be a contributing factor and not the single factor in improved success measures, as other factors will also play a role.

## **9. Conclusions**

The mentorship meetings, training and learning activity undertaken during the Beyond Barriers mentoring programme has been hugely successful and positively impacted participants (as evidenced from participants' feedback). Following the all-employee event presentation, there was overwhelming support for the participants future prospects, and the organisation came together to celebrate their success and progress which was seen from the online reactions of colleagues and positive messages of appreciation for the programme.

The success of the programme can be measured by the feedback that the participants have given (through surveys, reflection meetings, all employee event and the final reflection event) and by colleagues in the organisation. We have received seven expressions of interest from prospective mentee applicants for a future Beyond Barriers programme.

## **10. Recommendations**

We will use feedback and learning to further improve the programme. Overall recommendations are:

- Post programme internal and external communication regarding impact and results via social channels
- As per feedback from participants, to run the next programme for 8 months
- Clear communication (via all channels) to managers and prospective mentees of the time commitment involved in a development programme, capacity and workload issues should be discussed before application to the programme
- To brief managers to ensure they provide an appropriate level of support to team members before applying for a future mentoring programme to ascertain if this is the right activity for them and they provide an appropriate level of support during and after the programme – L&D would endeavour to have a monthly catch up scheduled with line managers of mentees in future

## Appendix 1: Learning events information

Activity	Numbers	Further information
Total expenditure on external training (Inclusive Employers, Learning partner)	£4500	This is the only financial cost associated with the programme
Ave. Expenditure per Employee	£321	
Total No. of workshops/events delivered internally	7	Sessions included: <ul style="list-style-type: none"> <li>• Mentor training (by TA, 3.5hrs)</li> <li>• Mentee training (by TA, 3.5hrs)</li> <li>• Recruitment at HCPC (by HR, 1 hr)</li> <li>• Journey to CEO (by JB, 1 hr)</li> <li>• Personal impact and influence (by TA, 3.5hrs)</li> <li>• How to succeed at CV and job applications (by TA, 3.5hrs)</li> <li>• How to succeed at interviews (by TA, 3.5hrs)</li> </ul>
Total No. of workshops delivered by Inclusive Employers	5	<ul style="list-style-type: none"> <li>• Sponsorship and being an ally (mentors only, 2hrs)</li> <li>• Courageous conversations (2hrs)</li> <li>• Building inclusive teams and mid point circle (2hrs)</li> <li>• Understanding and avoiding microaggressions (2hrs)</li> <li>• Understanding privilege (2hrs)</li> </ul>

## Appendix 2: Mid-point review session with Inclusive Employers feedback (all participants)

### What impact has the programme had on you so far? Has anything surprised you?

- More positive impact than expected
- Built my **confidence** to apply for roles, I now realise I meet person specs I wouldn't have gone for before
- Bit sceptical at first, but surprised at the impact it's had
- Feel more confident, I've seen progress in my thinking which I haven't seen in a long time
- **Challenged my preconceptions** about what I'm capable of
- Been able to **get to know** my mentee, understanding the realities of my mentee, their lived experiences & challenges we can address.
- Being able to listen, giving mentee that time and space, has allowed me to support my mentee. It's allowed me to be open about my experiences too.
- I've been stepping **out of my comfort zone**. Knowing I'd have to be accountable to my mentor if I didn't drive me to take action!
- Mentor is inspiring, I want to prove myself to them.
- Came without expectations, found that it was a very **trusting and open environment**.
- If you work to create an open safe environment, be vulnerable, it enables the mentee to see themselves in a different light. Incredibly valuable to just be a sounding board for those things. I wish more people could have this opportunity; it just requires listening. Really rewarding.
- Programme itself has given opportunity to **get to know other people & depts**, what opportunities are out there. Getting to know the organisation and how it functions.
- We hit the ground running very quickly – very practical tangible actions taken
- I'm learning to grab **opportunities** and not wait for them to come along.

### What has worked well? (e.g. structure of programme)

- Organising simple agendas for each meeting is really helpful = direction and structure.
- Crux of relationship is the important part. Communication & updates is important – being open about where they're at with actions etc.
- Split across sessions works well – some are mentees only, some were mixed.
- Knowledge sessions have been really useful – rest of org would benefit from learning the knowledge topics! Really beneficial to hear from everyone in the training
- Lot of trust and safety in the sessions for discussions – worked really well.
- Being able to connect with and reach out to other departments – I feel like part of an organisation and feel more connected to it.
- Helpful to share challenges, helps to not feel alone.
- Planning and time management has been critical, being organised.
- Really enjoyable, positive experience away from the day-to-day. Notes are helpful for commitment and being prepped.

### How could we improve the programme?

- Juggling workload and mentoring activity – this is due to workload and capacity to take on development activity
- Requirements of the programme be reiterated to line managers/Heads of dept e.g. awareness that there will be time set aside to work on this, reiterate expectations of programme and what they signed their team member up for

- Length of the programme could be longer at 8 months to allow for training sessions and implementation of learning

## **Appendix 3: Mentee Presentation Feedback at All Employee Event – June 2022**

### **Question 1 - What have you learnt and how are you applying it?**

Employee #

“I would like to take this opportunity to thank you Tehmina, for all the effort and ideas you put into making this happen for all of us. I have learned a lot from the programme and I’m very grateful for the experience of learning but also networking and expanding from my comfort zone as I’m speaking right now at this event. I have improved a lot of practical skills such as CV and cover letter writing but also learned to better identify my skills and potential, this has enhanced my confidence and given me more motivation to continue growing professionally and personally.”

Employee #

“I came out at a young age and it was unaccepted so I’ve always sort of struggled to like let myself go or be my whole or authentic self particularly in more kind of formal environments like at work and so being on this programme, working with my mentor, the other mentees and having external training sessions with Inclusive Employers has given me a safe space to challenge and express myself which is really and actually honestly help my confidence and self-belief to grow. I’ve learned skills like building my brand on LinkedIn which I would never even have thought about doing before and I’ve also learned reflection and visualisation techniques. By practicing these I feel more comfortable and participating in meetings, discussions and sessions and sharing my views rather than just sitting around worrying about how I come across or that I’m doing everything wrong which if anyone does that is really exhausting. My mentor Tehmina recommended a video for me to watch and a quote from that: ‘you have to be yourself because how else are the people who are looking for you going to find you’, and I think about that quote every day before I start work. I’m really grateful to Tehmina for the time, advice, tools and great conversations that we’ve had over the past six months and hopefully that continues.”

Employee #

“A really viable part of the programme for me has been reviewing and updating my CV with my mentor. Prior to the programme I had not had anyone review my CV before so this was really useful for me and I feel confident in my CV now. I would definitely like to thank my mentor for that as it’s not something that I’ve been able to do before so I’m really grateful for that. I submitted my CV for an internal application. When I began the programme I was a case manager and I’ve been successful in my application and I’m now a Senior Decision Maker.”

Employee #

“Through the programme I learnt and realised that I needed to have more confidence in myself. The training sessions that we’ve had on how to write covering statements and create your CV have helped a lot. My mentor encouraged me to experience new things and to make sure that I learn as much as I can when opportunities have been given to me. I was in the Registration department at the time the programme started, I applied for a role which I was not successful, but then I was given the opportunity to do a secondment in Finance and I’d already started with the programme so everything that I’ve learned, the message and the conversations I had actually helped a lot in the way I approached the secondment.”

### **Question 2 - Where has the programme made the biggest impact on you personally or professionally?**

Employee #

“It’s definitely been the confidence, to reach out and become involved and so I’ve asked to be involved in several different projects around the organisation since being on the programme. I’ve attended a registrations board meeting, a professional bodies’ meeting last week which was really interesting with some external stakeholders. The confidence to be involved in projects outside of FTP

has really been valuable and of course to meet colleagues outside of FTP who I may not have spoken with or worked with as much previously.”

Employee #

“The biggest impact of the programme was the relationship of support and trust with my mentor. She was a great inspiration to me as someone who in her busy and demanding role has found time enthusiasm and patience to help someone else and to invest herself in that. I feel I have learned from all the aspects of the programme but the inspiration I found in my mentor and in Tehmina and others who were involved in this was something that perhaps I had not anticipated when I first joined the programme.”

Employee #

“Like a lot of us I joined the HCPC during in lockdown and while it was easy to connect with my team it was a bit harder to get a sense of the bigger picture and so participating in Beyond Barriers has given me that sense of connection and I understand a lot more about the HCPC as a whole organisation rather than just the individual focus of my department. It has been great having sessions with my fellow mentees and understanding different viewpoints and experiences and hearing about the work that goes on on a daily basis and not just the end result or outcome. I’ve had so many great discussions with my mentor and with other mentors particularly in the sessions we had with the Inclusive Employers which really challenged my own perceptions and beliefs about a lot of things and I’ve gained the confidence to reach out to other people across the organisation and to have informal chats about what they do and how that fits into the wider objectives so I think for me building connections in community has really increased my sense of belonging here. Having that foundation has allowed me to now start thinking more about my own growth and development.”

Employee #

“I’ve learnt that making assumptions about others, particularly senior managers is not helpful especially when you don’t know about them fully. Once I read the mentors’ statements about their background, and meeting them in the speed networking sessions taught me not to judge anyone by what you’ve experienced until you know about them. I have more respect for each and every one of the mentors which made me think that it’s not only the mentors, but other managers or the other people in the organisation who for whichever reason didn’t put themselves forward for the programme but may have years of experience, skilled, knowledgeable and experienced in their own ways.

Personally, for me I want to emulate our mentors’ level of experience, skills and knowledge and be someone who others will appreciate in the future. Until I got onto this programme, I didn’t realise that my behaviours and actions could impact on others inadvertently. The learning from the programme (unconscious bias) has helped me take steps. I started tracing my steps back with some conversations, some relationships with some colleagues in the organisation and then I started to consciously measure what I say, how I say it and how my body language is perceived by my colleagues so that has helped me a lot. These have been the biggest impacts on me both professionally and personally.”

### **Question 3 - What would you say to a potential future applicant to the programme?**

Employee #

“Do not miss this opportunity or I’ll be joining for the next round! I would tell them that really no matter how busy the schedule, they will be surprised to find out that they can find time for the meetings, workshops, assignments and as that happens they will place more value into their own development and that is something not just rewarding but something that we bring into our everyday work.”

Employee #

“Do not miss this opportunity - it doesn’t matter what background you have or where you are in the organisation – the Beyond Barriers programme has been put together for you so take the opportunity now. Even if you think that you might not stay in the HCPC forever, you can still take advantage of this opportunity - you don’t know where it’s going to take you, you can just apply the skills and learning to anything you want really. You will not be disappointed and the mentors are skilled, knowledgeable and worth listening to. They give you opportunities, discuss your career and experiences with you and guide you in whatever is it that you need so take this opportunity, do not miss out.”

Employee #

“Ahead of the programme to think about your goals and what you want to get from the programme and mine personally were understanding of project management and the recruitment process which comes in really useful when you're speed networking and meeting with the mentors. You also need to be prepared to be flexible and so a lot can change and things can come up in six months that might pique your interest so you may want to re-prioritise and become involved in newer projects. So, be prepared but also be flexible.”

Employee #

“Go into this programme with an open mind and know that what you put in is what you'll get out so even if you aren't looking for a new role specifically but if you want to build confidence or have the space to evaluate where you are and where you want to be. I honestly do believe that the programme will help you find something more within yourself if you're prepared to be challenged and maybe a little bit uncomfortable at time. Your mentor will guide you and share tools and techniques with you to help you reach your goals but ultimately it's up to you to make the commitment and see it through. Before this programme I would never ever have volunteered and or had the confidence to share my personal experiences at an all-employee briefing but here I am today, so for me Beyond Barriers really has made a big difference.”

## Appendix 4: Mentor and Mentee EDI data

