

included.



IMPACT
REPORT
2022

Introduction

Work needs to change.

Work is failing to keep up with people's needs and marginalised groups continue to be excluded. The pandemic has already shifted ways of working for many, but this has not been felt equally. In the US, [44% of Black and 61% of Hispanic individuals](#) experienced job and wage loss. 87% of candidates are looking for flexible ways of working, but only [11% of UK job vacancies](#) are advertised as flexible.

Included's research found that Disabled employees consistently felt the lowest levels of inclusion at work, regardless of sector. Women are still paid less than men in the workplace, and Black women are typically paid the least and experience the lowest levels of [psychological safety](#) at work.

Positive steps are being made in some areas, resulting in [women's representation on boards](#) doubling since 2007 and more young adults than ever [being comfortable sharing their LGBTQ+ identity](#) in the workplace.

Yet there is still a long way to go. Polarisation and bias are still prevalent in our local and global communities. Instances appear around the world and across intersections – for example:

- The overturning of [Roe v Wade](#) marked a reversal in reproductive healthcare rights, in turn laying bare moral, political, and legal fault lines in US discourse.
- The support for Ukrainian refugees across Europe in the face of the Russian invasion has been seen as starkly contrasting with [the way Syrian refugees were received](#). Furthermore, some sources show that the British welcome of Ukrainian refugees may have been [represented in an overly positive light](#).
- There is fierce ongoing [debate](#) between some transgender rights activists and some radical feminists that derails progress and conversation.

Each issue is deeply complex in its own right. They indicate how polarisation and issues of inclusion are permanent features in our lives, across a range of intersections.

In a void of political leadership, businesses are the new centre ground. Many spaces are contested territory, such as [bathrooms](#), [sports](#), [Pride events](#), and [school curriculums](#). In the workplace, people from different, intersecting demographics must work together in order to get stuff done. Organisations are strongly placed to progress the work of deconstructing inequalities for all. For example, IBM has created an [open-source tool](#) to detect and remove bias in machine learning algorithms. Wellcome, along with other healthcare charities, has [pledged a move towards](#) 'narrative CVs' to diversify talent pipelines. Work is a space where real impact can be made with inclusion.

However, we also [need to be mindful](#) about what we are including people in. If our systems and workplaces structurally perpetuate harm towards marginalised groups, inclusion might need to give way to something more radical. But, on the flipside, if we can get leaders and teams pulling in the same shared direction, the workplace can be a constructive space for bringing people together and making real progress towards inclusion. This makes it a great starting place for civic discourse.

This is where [Included's work](#) can make a real difference. At *Included*, we're proud to partner with clients at any point in their inclusion journey to create impact and drive steps forwards for inclusion everywhere.

No matter what sector we work in, or the organisation's size and purpose, inclusive impact is at the heart of what we do. The world we live in, full of multifaceted challenges, requires a change in organisational perspective. That change is to start centring impact.

Inclusive Impact

Included was [founded](#) ten years ago out of the London 2012 Olympic and Paralympic Games. Building on this legacy and the work covered in the previous [Impact Report](#) and [Impact Bulletin](#), this Impact Report shows how delivering impact is essential for improving inclusion both within and beyond organisational environments. Impact has also now become tangible and measurable with the launch of the Included Impact Index, introduced in this report.

At *Included*, we are led by impact. But impact must be active. For example, in the context of the climate crisis, organisations like [B Corporations](#) look beyond simply achieving neutrality and avoiding net drain to instead ensure positive benefits to communities and the planet. In the context of diversity and inclusion (D&I), *Included* supports organisations beyond merely meeting legal requirements around protected characteristics, helping them to create environments where people are able to thrive and experience true belonging. This thinking is in line with [Angela Davis' statement](#) that 'in a racist society, it is not enough to be non-racist. You have to be actively anti-racist.'

Included's work targets six spheres that our research and experience show are best placed to bring about a net positive impact on inclusion. Described collectively as SECMED, these key areas are driving positive impact with a wide reach: Social, Environmental, Cultural, Medical, Economic, and Digital. Each sector has its own challenges and successes. This report spans from anti-racist work in the [Social](#) sphere to an examination of the link between the Environmental climate crisis and inclusion work, increasing visual representation in the Cultural sphere, clinical trial diversity in the Medical space, the disparate impact of Economic strain, and using data to improve inclusion in the Digital space. This Impact Report shares achievements, ambitions, and the significance of each area.

Data and measurement are essential in understanding the reach and progress of impact. *Included* is also pleased to launch our Impact Index. This tool deepens our measurement of impact work with our clients and offers inclusion benchmarking across industries. Understand the critical role of data in driving inclusion and take your inclusion journey to the next level with the thought leadership and case studies in this Impact Report.





Impact Index: Measure your inclusion journey

Organisations often publicly share diversity statements or workforce demographics statistics to demonstrate where they are on their inclusion journey. But how can you move beyond these actions to tangibly measure your D&I progress? What does ‘good’ look like? How do you fare against your competitors?

Included has recently unpacked these questions and delivered an evidence-led answer.

Based on the *Included* [Maturity Model](#), the [Impact Index](#) measures the impact of our work with organisations across a range of sectors. The Index demonstrates clear ‘before and after’ change.

Now, we can tangibly track and monitor what progress and impact are possible when a commitment to D&I leads to practical, targeted steps across the five key pillars of Strategy, Data, Governance, Leadership, and Systems.

Our Impact Index is designed to measure progress across those five pillars, calculating D&I maturity through a series of diagnostic questions. The data emerging from our Impact Index will ultimately enable intra-sector and cross-sector maturity benchmarking, as well as evaluation of year-on-year progress with our clients.

Specifically, this data provides *Included*’s consultants and clients with a benchmark of what inclusion looks like across multiple organisations and sectors. The data also assists us in the development of curated and targeted solutions, enabling us to meet clients wherever they are on their D&I journey. None of our clients’ journeys are linear, and the results of our analysis allow us to map these context-specific D&I trajectories.



Take a look at Figure 1, which shows sample data gathered from numerous clients. It compares four anonymised clients (Client 1 in blue, Client 2 in pink, Client 3 in magenta, and Client 4 in purple) across the key pillars of Strategy, Data, Governance, Leadership, and Systems.

• **Score below 50 – Foundational:**

The organisation is at the foundational stage of its D&I journey. This means D&I work is likely still a ‘side-of-desk’ project and targeted initiatives are not yet in place.

• **Score between 50 and 79 – Developing:**

The organisation is developing beyond introductory work and finding momentum.

• **Score between 80 and 100 – Embedded:**

The organisation embeds D&I into both its internal day-to-day work and its outward-facing business purpose. Regular D&I efforts are in place to ensure that inclusion is at the heart of everything the organisation does.

The organisations in this sample are in the developing stage, scoring between 50 and 79 across all five pillars.

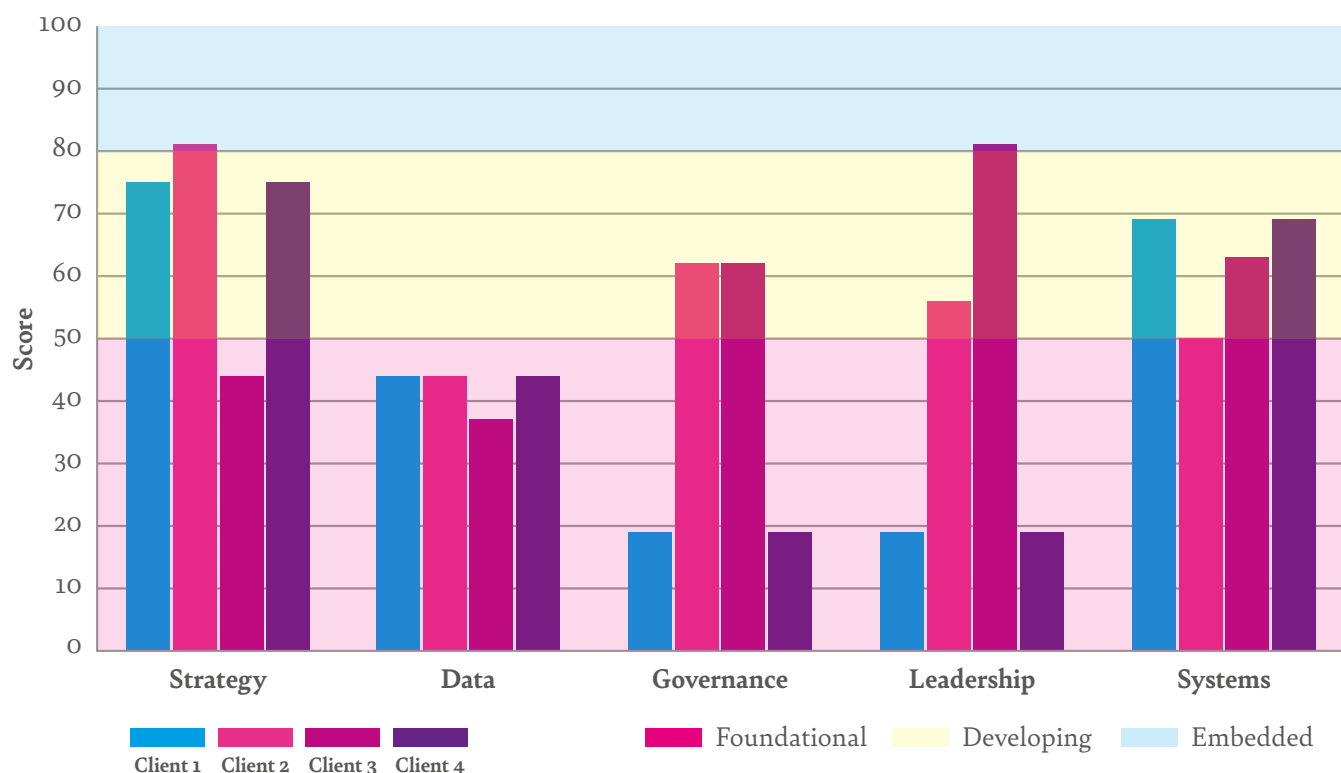


Figure 1 Anonymised sample of clients who completed our Impact Index questionnaire.

Clients 1, 2, and 4 score highest in Strategy. These organisations have progressed past what is often the first step in D&I engagement: establishing a strategy to position D&I alongside their core business purpose and impacts.

Across all four clients, Data has currently remained foundational. This is significant because without gathering clear data on inclusion within an organisation, it is not possible to make targeted interventions. After (or alongside) Strategy, Data is the next highest priority pillar for organisations that want to make progress in D&I, as it often offers a pathway to understanding key gaps and potential focus areas that need immediate attention.

Client 3's scores reinforce the notion that no client's D&I path is linear. While scoring in the foundational range across most of the pillars, including Strategy and Data, this client has a high embedded score in Leadership. In the case of this particular client, the Leadership score demonstrates embedded inclusive behaviour but the other pillars have not reached the same level of D&I maturity. Further interventions might be shaped by the successes of inclusive leadership and the integration of embedded behaviours across the other pillars.

Now let's focus on another client, featured in Figure 2. We assessed this investment company using the Impact Index across Strategy, Data, Governance, Leadership, and Systems. By working holistically and embedding inclusion into each of the key pillars, we were able to support the client to significantly improve their Impact Index score after the launch of our partnership. The company's ranking rose across each pillar by at least 10 points (see Figure 2). Strategy climbed 45 points, moving to within touching distance of 'embedded'.

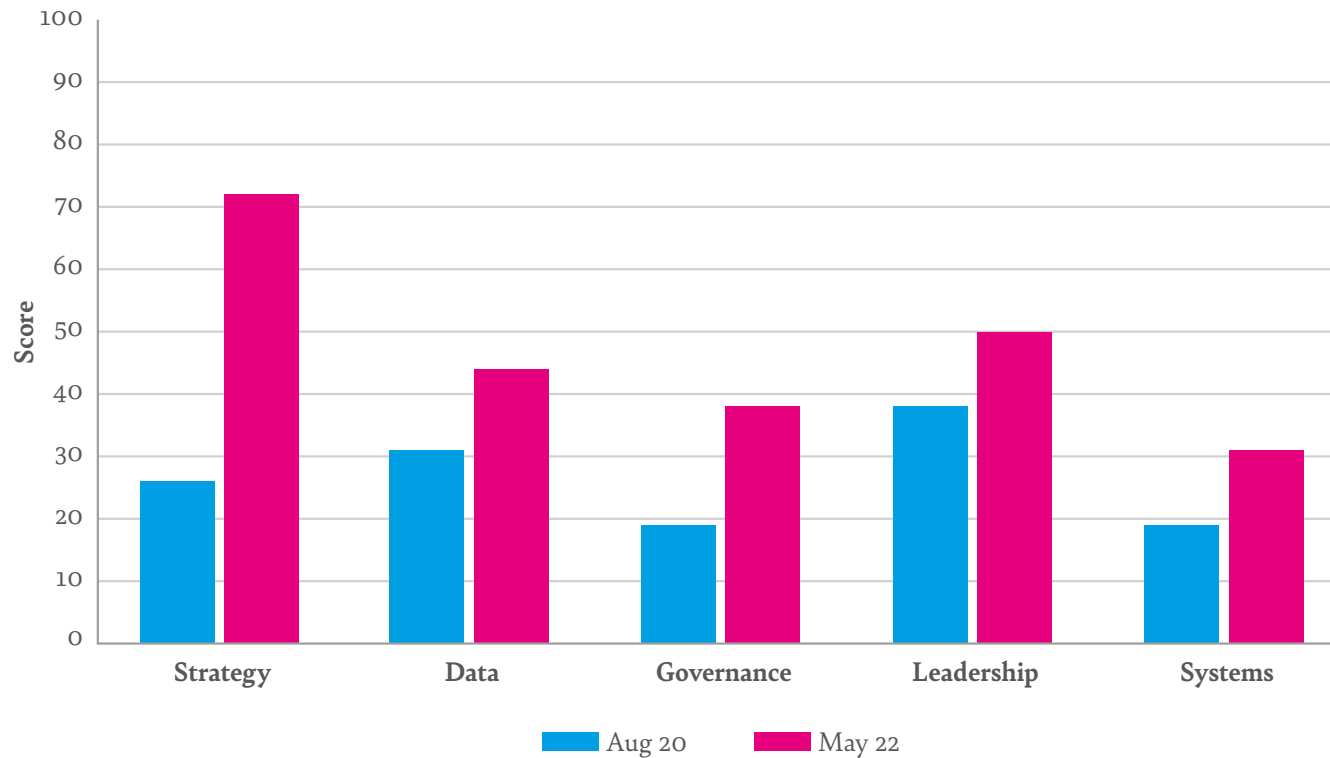


Figure 2 The journey of one of *Included*'s clients on the Impact Index from August 2020 to May 2022.

Included partnered with this client on:

- D&I strategy design and implementation
- Governance review
- Advising on the development of employee resource groups
- Development of a RACI model to plot D&I accountabilities
- Engagement and stakeholder management
- Communications advice

Our impact-led approach brings about tangible, measurable change to inclusion at work. Partnering with clients across the five key pillars of Strategy, Data, Governance, Leadership, and Systems drives significant and lasting results.

[Find out more about our services](#)

Whenever a client lands, we can take them on a journey of increased scope and depth.

The Impact Index tangibly tracks where your organisation is on its inclusion journey and its progression. This is the future of measurement in workplace diversity and inclusion.



Social

We believe an inclusive social sphere is one in which every individual has the chance to participate fully in their communities. Unfortunately, such a space has only ever existed in the imagination.

Around the world, every location has historically disadvantaged marginalised groups for reasons relating to race, ethnicity, gender, sexual orientation, disability, religion, socio-economic background, or other characteristics. This has led to unequal outcomes in health, wealth, education, working conditions, and political franchise.

CHALLENGE

Social inequity has always been a facet of human life. However, our current age seems to provide particularly fertile ground for [polarisation](#). Catastrophic examples in recent years have seen populations of the Global North riven by hateful, oppositional rhetoric and action, be it the UK's [self-damage](#) caused by Brexit or the US allowing the accession to the presidency of the [dangerous Donald Trump](#). Russia's appalling invasion of Ukraine has caused a [refugee crisis](#) and threatens to [reshape](#) the geopolitical axis.

The COVID-19 pandemic [widened wealth gaps](#), leaving a situation where the richest 10% of the global population own 76% of the wealth. The conversation between [some trans activists and gender-critical feminists](#) has been vitriolic and polarising. These social divides have created echo chambers and isolation, damaging the possibility of understanding between those in different groups.

At *Included*, we purposefully seek out and work with organisations that seek to forge greater understanding, reduce the aforementioned gaps, and ultimately create a positive impact. This means helping people to participate more fully in social life, leading connected, happy, and fulfilling lives no matter their demographic group, background, or characteristics.

Let's look at race. A [2021 race review](#) by the UK Government, launched after the Black Lives Matter protests following the death of George Floyd in the US, denied the existence of institutional racism despite [reams of evidence](#) to the contrary from almost every facet of the UK's social life. Moreover, after many companies rushed to social media to post black squares in support of Black Lives Matter in 2020, not all followed this performance with genuine commitment to anti-racist change. In fact, as of 2021, there was [not a single Black CEO, chair, or CFO](#) (historically the three most important senior roles in organisations) across the entire FTSE100 list of companies.

ACTION AND IMPACT

Included desperately wants to challenge these damaging paradigms. We have developed a critically acclaimed [anti-racism programme](#) which explores the concept of anti-racism and what it means to be an anti-racist organisation. It helps organisations to develop anti-racism strategies within organisations and to embed them into the overall strategy. This helps to create deep change, rather than superficial or marketing-led platitudes.

Starting in 2021, we partnered with the [Joseph Rowntree Foundation](#) (JRF) and [Joseph Rowntree Housing Trust](#) (JRHT) to put the programme into action. JRF is an independent social change organisation whose aim is to eradicate poverty in the UK and JRHT is a housing association and care provider. One of the main premises of our work together was that such a high aim can never be achieved without taking a systemic inclusion lens to the work. We can't solve poverty in the UK without thinking about racism in the UK. By cascading our anti-racism programme through all 800+ of JRF and JRHT's staff (starting with the executive leadership team in 2021), we are excited to truly engage on embedding anti-racist right across the purpose-driven work of the charity. Anne Mwangi, Head of Diversity and Inclusion, told us that 'inclusion is central to JRF's mission and embedding anti-racism into all elements of our practice is essential. An intersectional and fully informed approach is crucial for solving poverty in the UK and delivering services to our residents. We are really excited about the roll-out of the anti-racism learning and reflection programme which has been received very positively by our staff.'

Since 2020, *Included* has also been proud to partner with the [Black Business Institute](#) (BBI), a unique body that aims to tackle social and racial injustice and to redress appalling [imbalances](#) in UK entrepreneurship experienced by minoritised groups. Led by Darren Miller and with an advisory board chaired by Lord Michael Hastings, BBI is creating impact through workstreams including education, culture (such as music, food, and art), architecture, business, and more. *Included's* CEO [Stephen Frost](#) and *Included's* Head of Consulting [Nick Basannavar](#) are also active members of the [BBI advisory board](#). BBI has also launched an award-nominated podcast, [You're On Mute](#), which has welcomed hosts and guests such as June Sarpong (Director of Creative Diversity, BBC), Nelson Mandela's jailer (and then friend) Christo Brand,

Vinod Kumar (CEO, Vodafone), and *Included's* Stephen Frost (forthcoming).

Darren told us that 'since the UK's abolition of slavery in 1833, there has been a common misconception that the passage of time means the after-effects of this barbaric practice are historical and no longer impactful. Unfortunately, related issues are still current. It is not widely known that reportedly the [last transatlantic slave](#), Sylvester Magee, died as recently as 1971. In addition, many systems, structures, customs, and attitudes from the days of empires still remain. BBI believes that removing any community's ability to generate wealth, from generation to generation, spanning more than five hundred years, will obviously have a detrimental effect on

the impacted demographic, making the case for equity. Overcoming this legacy is the direct challenge facing many Black communities around the globe today. Rarely, Stephen and the *Included* team possess an innate understanding of these issues and deeply appreciate why diversity, equity, and inclusion is a priority.'

Race, of course, informs and intersects with other critical

social issues. For example, people from minority ethnic groups are [dramatically under-pensioned](#) in the UK, on average £3,350 worse off than other pensioners. We have worked with [The Pensions Regulator](#) to rethink its D&I strategy to help make pensions more equitable for all. We have also worked with Ofcom to help them ensure that communications really do work for all, so that everyone can culturally participate. This has been measured by work done to [assess progress](#) on diversity in the broadcast sector over recent years.

These examples tell a story about how *Included* engages organisations in facing up to differences and deficits, and tackling challenges in social divides. In this way, we seek to drive social impact in the world.

*“An intersectional and fully informed approach
is crucial for solving poverty in the UK”*

ANNE MWANGI, HEAD OF DIVERSITY AND INCLUSION, JRF



Culture and Media

CHALLENGE

The media is an important way for us to [feel heard and celebrated](#) particularly for groups that rarely see their stories reflected back on screen. Mainstream, and positive, representation is a key part of creating a more inclusive world.

Authentic and diverse representation in the media is critical, particularly for [young people](#) from marginalised groups or groups that are discriminated against. Characters of different ethnicities, sexualities, genders, or those with disabilities being featured in popular media can educate others and tell their stories. Because of this, the media sector is uniquely placed to shape the future of inclusion. By getting diversity and inclusion right in their own organisations, media producers and broadcasters can tell a wider range of stories with authenticity, as well as realise the benefits of true inclusion internally. For UK broadcasters this is also commercially important in order to attract and retain a global audience, and compete with global streamers such as Netflix and Disney+.

The [Creative Diversity Network's 2020 survey](#) found that only 1.6% of TV writers in the UK identified as Black, and that overall off-screen contributions from underrepresented ethnic groups has also decreased in the last year. Additionally, [Ofcom's report on the BBC's performance across 2020 and 2021](#) showed that viewing time among young adults was falling, and audiences from ethnic minority backgrounds were not being effectively reached. In *Included's* [research](#) into TV diversity from 2017-2021, we found that TV broadcasters have become more diverse across disability, race, and sexual orientation but more homogenous by gender, age, and religion.

“Only 1.6% of TV writers in the UK identified as Black”

THE CREATIVE DIVERSITY NETWORK'S
2020 SURVEY

ACTION

There is a clear moral and ethical case for improving the inclusion in media. Changes such as the [casting of Ncuti Gatwa](#) as the first Black ‘Doctor Who’ and ITV reporting increased proportion of people of colour in lead roles since 2019 are movements in the right direction. It’s crucial, however, that this change is long-lasting and centres true inclusion and representation rather than tokenism.

There’s also a business case for getting diversity and inclusion right in TV.

“Attracting and retaining a diverse talent pool ensures you get the best people for your workforce. Diverse teams with different life experiences lead to a broader number of ideas which connect with wider numbers of the public. Research shows that diverse team make better, more efficient decisions, and can be more creative in their thinking. Attracting higher ratings through appealing to a broader audience, ultimately leads to greater profitability through

more commissions.” - Anjani Patel, Pact, in [The Key to Inclusion](#).

Broadcasters are sharing their commitments to the cause of diversity and inclusion. For example, Clare Welch, Group Head of Resourcing, All3Media, told us that:

“As part of All3Media’s commitment to building a diverse and inclusive workforce, we were very pleased to work with *Included*, who undertook a mapping exercise across all the production companies in the All3Media Group – both in the UK and overseas. *Included's* Mapping Report provided us with an in-depth insight, with a challenging lens, and an action plan to inform and support us in creating a truly inclusive company.”

Broadcasters can intentionally create space for Black and underrepresented voices regularly. This would set the tone that fair, reflective representation needs to be the new norm. This should be backed by practical change and perhaps cultural shifts within the organisation to move towards inclusive behaviours and practices.

For example:

- **Ensuring that representation and inclusion is not seen as a separate problem which marginalised groups must bear the burden of. Instead, it is one that everyone in the industry needs to play an active role in.**
- **Ensuring that leaders from all backgrounds are trained on inclusion & allyship.**
- **Reviewing and debiasing recruitment processes and systems to ensure that Black talent is fairly assessed on an ongoing basis.**
- **Sufficient support routes in place to not just attract – but also sustain Black talent and ensure they have an equal opportunity to progress throughout their careers in broadcasting.**
- *Included has worked with Kudos, a British film and production company, to effect behaviour change.*
[Find out how this worked in practice.](#)

It's important that this effort centres inclusion and avoids tokenism. There's value in initiatives such as Channel 4's Black to Front. This was a 24 hr schedule filled programmes, created and delivered by Black presenters, actors, writers, and programme-makers. Online audience reception of the project has varied; some have been impressed by the active effort and commitment and others have questioned the impermanence of the initiative. [Gal-dem](#), in response to Channel 4's [Black to Front](#) programming initiative challenged the tokenism of representation in isolation and raised the importance of authentically championing marginalised voices. [Racist reactions](#) to the Sainsbury's Christmas advert that featured a Black family celebrating together show that there's still a long way to go for genuine inclusion among UK audiences.

In *Included's* work with [Ofcom](#), there were six key barriers to inclusion identified in UK broadcasting. These were: a lack of focus on senior progressing, the need for more targeted regulations, a lack of industry collaboration, an unclear commercial imperative, often narrow definitions of content, and senior accountability.

Focusing on these key drivers across the industry holds potential for wide, positive impact. Supporting data is a key element of realising this impact. For example, while the [Doubling Disability](#) initiative saw an increase in the hiring of Disabled people in UK TV from 2018 to 2021. *Included's* [data projections](#), however, saw that the proportion of Disabled talent in UK TV was likely to decrease by 2026 if current trends held.

In addition to using industry and organisational data to effectively target interventions, broadcasters will be part of delivering this impact through engaging their leadership teams, hiring and casting inclusively, and ensuring inclusion is embedded across all process. Treating inclusion as an essential part of broadcasting will allow broadcasters to see impact through telling a wider range of stories and reflecting our world as well as realising the commercial benefits of engaging global audiences.



Economic

CHALLENGE

Slow economic recovery from the COVID-19 pandemic has coincided with war in Ukraine, placing supply-side inflationary pressure on food and commodity prices globally. [Across the OECD countries](#), inflation rose an average of 9.6% in the year to May 2022, with the [UK seeing](#) food and energy prices increase by 8.7% and 52.6% respectively compared to the previous year.

Without support from the state or local networks, inflation will have a disproportionate impact on households with lower levels of income. These households spend a larger proportion of their income on essentials, such as food, shelter, and fuel, and are therefore more vulnerable to spikes in costs than households in higher income brackets. [The poorest 20% of households](#) in the UK now spend over half of their income on essentials. This trend is set to continue in 2023–24, [as it is estimated](#) that this spending level will also become a reality for the next quintile up. The outcome will be more households facing insecurity and an increased risk of people falling into poverty.

“The poorest 20% of households in the UK now spend over half of their income on essentials”

Certain ethnicities are vastly over-represented in the bottom two income quintiles. If there were no correlation between ethnicity and income, we would expect to see approximately 40% of each ethnic group spread across these two quintiles. However, [all ethnic groups other than white and Indian](#) exceed this 40% figure. Most troublingly, [73% of Pakistani, 67% of Bangladeshi, and 57% of Black people](#) fall into these quintiles.

This is, at least in part, driven by variable levels of employment between ethnic groups. While [76% of the working-age public are employed](#), this figure drops to 56% for Pakistani and Bangladeshi people. We can further break this down for gender,

where [73% of men and 39% of women](#) are employed across these groups.

Employers are beginning to recognise the financial pressures their staff are under and are offering various forms of aid to support them. Many have shied away from directly increasing wages, in line with advice from the [Bank of England](#), which fears that this could cause an inflationary wage spiral. Instead, employers have looked to [alternatives](#) such as changing pay periods to help employees manage expenditure, providing financial education seminars, and offering company discounts.

Arguably, these forms of financial assistance do not alleviate the underlying problem of inflation vastly outstripping salary increases. They can also be seen as paternalistic, suggesting that individuals struggling with their finances do so due to poor household management rather than genuine financial constraints.

PwC is a notable exception, having provided [pay rises of 9% to thousands of staff](#).

ACTION AND IMPACT

In 2020, *Included* contributed to the [Lawrence Review](#), which analysed the unequal effects of the pandemic on Black, Asian, and minority ethnic communities. The report concluded that people from minority ethnic backgrounds were among those most negatively affected by COVID-19. Many factors play into this, including housing, where people from ethnic minorities are more likely to live in overcrowded conditions and less likely to have outdoor space, both of which are [risk factors](#) for the spread of the virus.

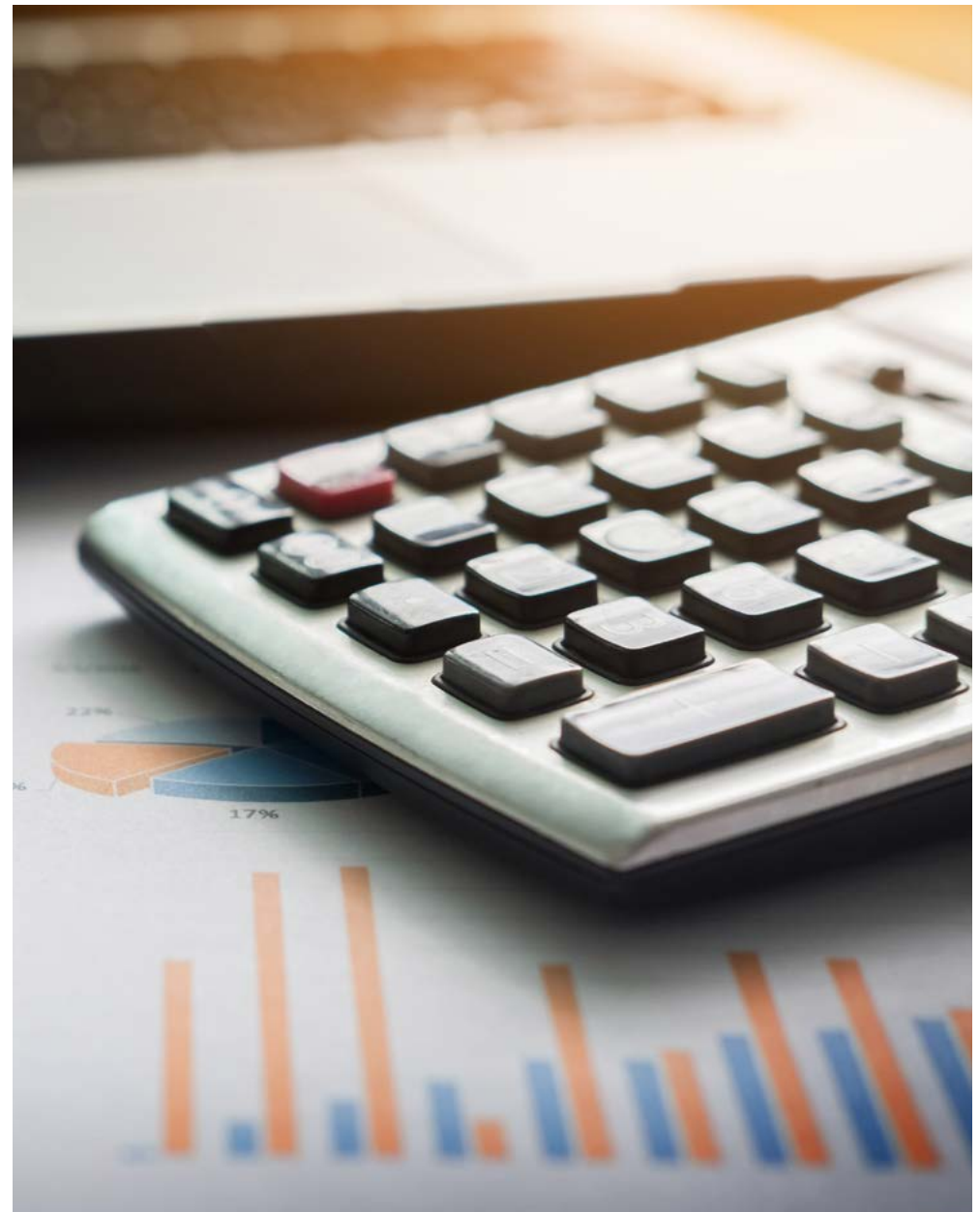
In addition, minority ethnic groups are [over-represented](#) both in sectors that were especially impacted by lockdowns, such as hospitality, and those with increased exposure to the virus, such as healthcare.

In a diverse country like the UK, this can have a global impact. Individuals may have to reduce, or stop altogether, the amount that they are able to remit overseas to family, leading to negative outcomes for education, health, and repayment of debts.

There is also a significant knock-on effect on economic growth potential in developing countries, which may face reduced demand for exports due to weak economies in the Global North. This sits alongside the existential threat of climate change and the issue of lower rates of vaccination increasing vulnerability to [new strains of COVID-19](#). Global employment is set to be 207 million in 2022, which is a 21 million increase from 2019. Employment growth in low- and middle-income countries is below that of richer countries. [The ILO states](#) this is the impact of lower vaccination rates and tighter fiscal space in these countries.

When these statistics on income and employment, and indicators of poverty such as housing, are examined together, it becomes clear that individuals from ethnic minorities (particularly when the data is intersected with gender) are particularly at risk of being economically marginalised. On the household level, this leads to vulnerability to macro-economic shifts such as inflation. Widening the lens to an international level, we can see that there is more work to be done to include those in the Global South and empower them to partake in the global inter-connected economy equitably.

To tackle these issues, major playmakers such as governments, businesses, and non-governmental organisations must ensure that D&I is embedded in their decision-making. Whether creating new policies, offering new services, or reviewing the status quo, organisations should make it a priority to redress the balance in economic inequity, using an intersectional approach that looks at whether any group (whether based on ethnicity, gender, disability, socio-economic background, or any other characteristic) is disproportionately impacted or excluded. While the current cost-of-living crisis and COVID-19 have shone lights on poverty, these problems have existed for a long time and are entrenched so deeply that it will take a systemic and sustained effort to enact change.



GO WELL

GO WELL

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Restrictions on Use

Not intended for use by persons under 16 years of age to whom access is restricted.

Operating Instructions

Select nozzle for grade required.
Place in tank and fill as required.
Remove nozzle in holster.
Check display and pay cashless.

Medical

Included has partnered with a number of learning pharmaceutical firms, including [AstraZeneca](#) and [GSK](#), as well as research organisations such as [LifeArc](#) and research funder [Wellcome](#). There are gross inequalities in medical care on a global level. The COVID-19 pandemic compounded suffering on those who were already economically, socially, or medically vulnerable. [By August 2019](#), only 12.6 million of the 4.46 billion COVID-19 vaccine doses had been administered in low-income countries. Additionally, cardiovascular disease is the biggest killer of women worldwide, yet women remain [vastly underrepresented](#) in cardiovascular trials. The reality of this inequality, and the incoming changes from Industry 4.0 require the pharmaceutical industry to tackle these problems at their root and take an inclusive, global view to change.

CHALLENGE

At *Included*, we break down complex challenges using a simple but powerful intervention model that has helped leaders to categorize and catalyse diversity and inclusion work for more than a decade. This mutually exclusive, collectively exhaustive framework is constituted of strategy, data, governance, leadership, and systems work. Ideally, these are approached sequentially, starting with strategy which is addressed here.



The prize is great. Pharmaceutical bodies continue to have a huge role to play in our communities. We know that accessible products and services are better for everyone. We know that accessible products and services are better for everyone. We know that diverse and inclusive teams are happier and stronger performing. Indeed, it is inclusion that could be the path through the staggering changes the world is undergoing. Pharma can interact with Industry 4.0 from a position of calm strength, rather than stress, to unlock the vast potential of our teams.

ACTION

In the era of Industry 4.0, the uncomfortable reality for many organisations is that top-down purpose statements and strategies often fail to inspire. Many workers in large organisations wouldn't even be able to say what their company's stated purpose is. Instead, purpose and happiness in a work context is derived from their immediate, fast-shifting organisational neighbours, environments, and touchpoints: their boss, their colleagues, their team. It is in digitally enabled teams that corporate workers spend most of their time.

[Wellcome](#), the world's second largest funder of medical research has shown how inclusive strategy in Industry 4.0 might look. It has positioned D&I not only as an internal 'employer' issue, but as a critical enabler of '[better science and more equitable health solutions](#).' For science and non-science teams, this means they think about D&I in everything that they do. Wellcome actively funds research that looks at the intersection of Industry 4.0 and better science research, including AI in the clinic and governing AI safety in healthcare. In 2019, it [announced](#) a £75 million fund to look at how everybody could benefit from AI and data advances and innovations in health. This means that every team in Wellcome, regardless of function or seniority, can connect with the organization's purpose in a highly specific way.

The Wellcome example suggests that by putting inclusion at the core of our purpose and strategy, we can enable teams to find their own diverse, localized meanings. This has important implications for those leading on inclusion strategies. AstraZeneca, one of the world's leading pharmaceutical companies, has found success by crafting strategies with the input of their people, asking the whole organisation what the future should look like in the face of a likely innovative upheaval. D&I itself became

a central theme of the strategy.

Further inclusive impact is seen in the work of Loughborough University and the Healthcare Safety Investigation Branch in [using artificial intelligence](#) to reduce health risks to pregnant Black women, who are [four times](#) more likely to die in pregnancy than white women. This AI research invention used machine learning to understand what factors contribute to risk, and how those factors interact with each other to enable more effective care approaches.

IMPACT

New technologies can both help and hinder the strategy process. Once we have both broader and localized strategic directions clearly set, empowering local teams to forge their own paths, we can ensure that any Industry 4.0 interventions in our organisation are meaningful and supportive. Don't implement new technologies for implementation's sake. Consider why it is that we are introducing this technology and what they can do to help. There are difficult challenges, such in-built tech bias, reinforced inequalities, and ethical considerations. Yet, there is also comfort in that there are approaches we can take to be successful. By breaking it down across the five key pillars, starting with strategy as we have examined here, we can see how organisations in the healthcare space are already getting ahead of Industry 4.0 to build inclusively and empathetically for success.



Environmental

CHALLENGE

Now or never.

With each passing year, the climate crisis [continues to intensify](#). Activists keep pushing for change, bringing to the forefront the painfully harsh reality of our actions but remaining confident that there is much we can retain and restore. A powerful few at the top of corporate hierarchies sit back and watch the flames. Most of us sit somewhere in the middle, talking about metal straws and [smol dishwasher tablets](#).

But, as economic anthropologist [Jason Hickel](#) says, the climate crisis is ‘a crisis of inequality as much as anything else’. It [disproportionately impacts](#) those from lower socio-economic backgrounds, and solutions are often exclusively sought from groups that [do not reflect these demographics](#). We see this at both an individual level and a country level through the divide between the Global North and South. The issue also extends to the topics of gender and race. Black and minority ethnic staff represent [just 4.8% of employees at environmental bodies](#), compared with more than 12% in all professions. [A report from the UN](#) found that women form 80% of people displaced by climate change. So why, when under-represented voices are raised, are these perspectives dismissed?

ACTION AND IMPACT

For climate efforts to be truly effective, sustainable, and just, inclusion is key. In this way, the sector can leverage the benefits of diversity in problem-solving, teamwork, and innovation, as well as ensure that the voices of those most heavily impacted by climate change are heard. [Sofia Romero Campbell](#), environmental policy graduate, describes the example of [Acequias](#), a community-based non-profit that seeks to offset water scarcity through communally managed systems of ditches.

“True climate justice demands that we work towards collective liberation and create spaces for BIPOC [Black, Indigenous, and people of colour] organizers to be in community with each other and heal together. Instead of recreating the corporate and capitalist dynamics that we’ve been fed, we need to create sustainable, anti-oppressive methods of contributing to the movement”

SAVITRI ANANTHARAMAN

Local people's expertise about their region, combined with the autonomy to make decisions about an issue heavily impacting their community, has resulted in a unique solution that can be used to tackle the problem.

Speaking more broadly, there are at least two approaches that organisations in this sector can take to support movement towards more inclusive change:

- 1. Embed inclusion into the heart of strategy:** Given that inclusion and the effects of the climate crisis are inextricably linked externally, organisations should ensure that this is reflected in their internal strategy. This could include highlighting inclusion as part of the organisational purpose, developing a specific D&I strategy, or embedding inclusion in the broader organisational strategy. In 2021, *Included* partnered with an environmental consultancy to develop a five-year strategy, providing recommendations and action points across the [key five pillars](#). This will enable the consultancy to build a diverse and inclusive environment for its employees, feed its core purpose, and radiate this effect outwards through the advice it provides in this sector.
- 2. Evaluate and develop recruitment practices:** [Hiring and developing diverse talent](#) brings wider perspectives and experiences into the organisation. This can help to capture the voices of those impacted by the climate crisis more accurately, while boosting innovation and problem-solving in the team. *Included* recently conducted a recruitment audit for a research-based climate charity. This involved analysing how the charity might improve everything from its job adverts through to its shortlisting, interviewing, and selection processes.

The climate crisis is one of the defining urgencies of our time. It will cause [irreversible shifts](#) in the way we work, shaking up industries from finance to health. An inclusion lens is essential in addressing the crisis, both inside and outside the workplace. To ensure effective problem-solving and innovation that produce intersectional, informed solutions, it is necessary to embrace D&I.



*“Tech can be used by everyone,
so it should be created by everyone...”*

*Diversity, equity, and inclusion are powerful
concepts that should be on our radar at all times.
In a fast-paced startup or high-growth company,
it’s easy to be distracted by the day’s
pressing deadlines, issues, and meetings.
But it is imperative that we carve out space
to improve DEI in technology.”*

JANELLE GORMAN, CFO AT YORK IE



Digital

Ensuring that tech products are inclusive of everyone starts with ensuring the companies that build those products are inclusive of everyone. *Included's* work with fast-growing tech companies has helped to ensure that inclusion is embedded in the way the companies carry out their day-to-day work so that innovation and creativity are amplified in this extremely dynamic industry.

CHALLENGE

Included partnered with a rapidly expanding global technology company for which D&I was already a critical part of enabling the business to grow successfully. Its rate of growth meant that D&I was even more important in the case of recruitment and inclusion of new hires. While the organisation had already launched a number of initiatives, there were a few gaps within its approach and some employees had raised concerns around particular issues they were facing themselves.

The organisation requested support in gathering the right diversity data to get an understanding of its current structure and what this might mean for its future diversity. In particular, it was keen to investigate how this structure varied according to seniority levels. This diversity data would subsequently enable the organisation to define the most targeted, effective interventions. It also needed help in gathering baseline data on inclusion to gain a clearer understanding of which groups were feeling most excluded and how to most efficiently implement measures to improve inclusion levels.

ACTION

We first ran a [Diversity Projection Model](#) to establish what the company might look like from a diversity standpoint in one, three, and five years under different scenarios. For example, what would happen if the company continued its existing actions with no change? What would happen if it changed particular strategies around recruitment or promotion?

We then ran our [Inclusion Diagnostic](#) to understand how different groups experienced inclusive or exclusive behaviours at the organisation. We then analysed the data to reveal key insights, such as which demographic groups felt more or less included, which behaviours were key drivers of inclusion, and the extent to which organisational outcomes were affected through particular behaviours.

Finally, we ran focus groups to delve more deeply into the findings of the Inclusion Diagnostic and Diversity Projection Model. We specifically focused on the behaviours that our research found to be most important for inclusion and the demographic groups that were most disproportionately being affected by these behaviours.

IMPACT

This data-based work led to increased understanding among the leaders, and indeed the entire organisation, about where the company was lacking D&I. The analysis showed which specific demographic groups were the most affected by each behaviour that the survey measured. For example, female colleagues and LGBTQ+ colleagues scored lower inclusion points (i.e. they felt less included) across all areas: microaggressions, transparency, psychological safety, diverse recruitment, and personal characteristics. Those who identified as members of minority groups also gave statistically significantly lower scores, across all workplace settings, for each area of inclusive behaviours. The analysis also showed the key drivers of the results and the extent to which they were impacting specific organisational outcomes.

This allowed the organisation's leaders to set both achievable and stretch targets for diversity in an informed way. Moreover, the inclusion data allowed them to set priorities for what interventions they wanted to introduce. For example, one of their focus areas was improving inclusion levels for women, who were not experiencing the same levels of psychological safety as other groups. As a growing firm, the organisation had limited resources to spend on D&I initiatives. This data ensured that it was allocating those resources in the most efficient way to create impact on inclusion.

In similar organisations, these interventions have resulted in more diverse hiring practices as the organisations have grown, and feedback from candidates has indicated that part of why they joined the organisation was the company's commitment to D&I. The collected data ensured that the commitment the companies had stated – both internally and externally – was backed up by evidence and appropriate actions.



Inclusion Diagnostic

Why measure?

Organisations are becoming more and more vocal about publishing their diversity metrics. These include the gender and race compositions of their leadership board, and the representation of different demographics (such as disability, age, or socio-economic background) across their organisation.

But, without an understanding of how people feel, organisations are missing the most important part of the picture. Inclusion is critical for diverse teams to succeed. It is about making sure the mix of people in the organisation can thrive. *Included's* [Inclusion Diagnostic](#) provides a measurement of inclusion in the workplace. Gathering data points addressing statements such as 'I am often interrupted in meetings' or 'I feel safe to offer a dissenting point of view', the Inclusion Diagnostic empowers organisations to specifically target the areas of their culture and practices that need intervention in order to improve inclusion. This benefits organisational performance, staff retention, productivity, and cost. The Inclusion Diagnostic is statistically validated, meaning that it has been proven to be an accurate and consistent way of measuring inclusion within organisations. It has been run in 20 languages and in over 30 countries, and has helped over 19,000 individuals to have their voices heard.

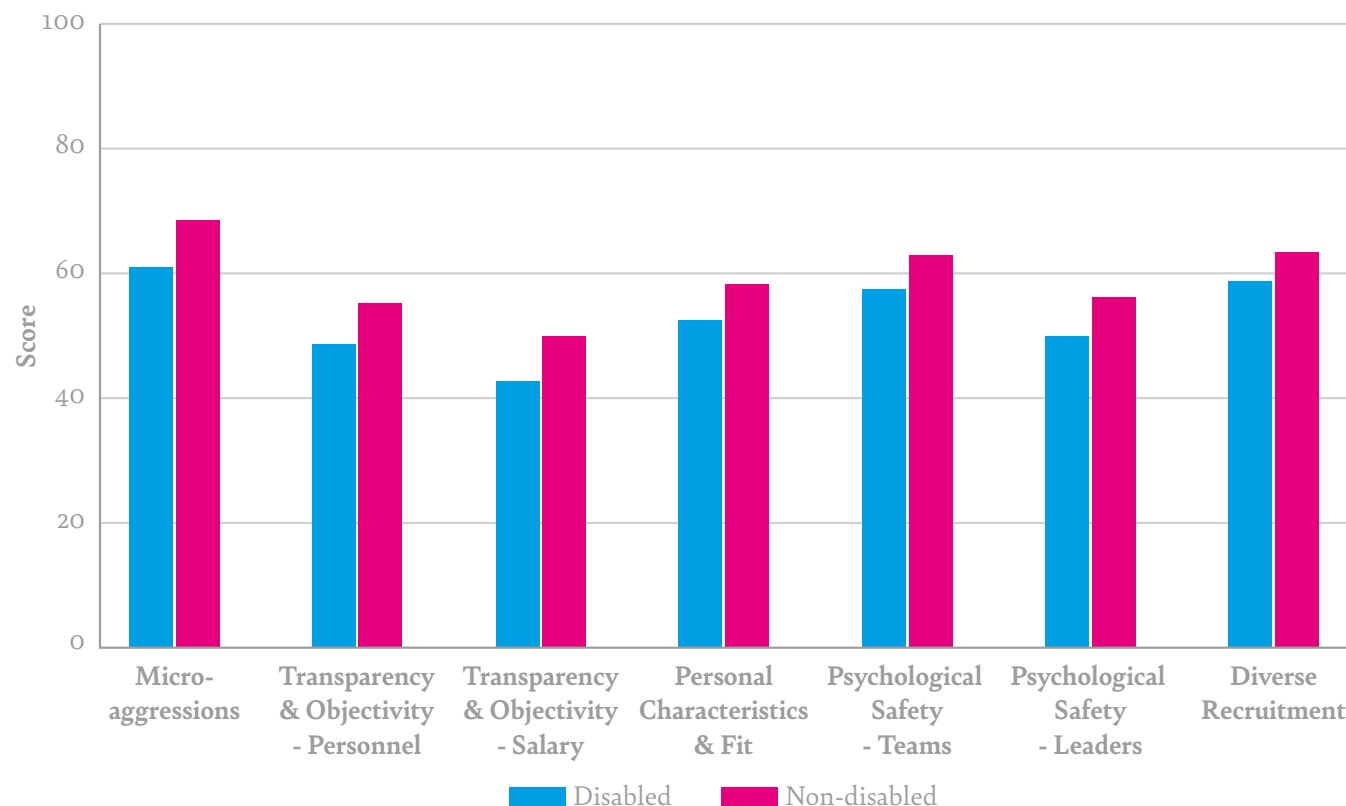


Figure 3 Inclusion scores of Disabled versus non-Disabled people.

KEY TRENDS

Two consistent findings have arisen from this data across a range of industries, types of organisation, and countries.

Disabled employees are – in almost all cases – less included across every metric of inclusion that we have (see Figure 3). Disabled people are increasingly being discussed as a group who should be given more support, but they have historically been left behind or left out of the conversation when it comes to real action on D&I.

Black women, in particular, are less included than all other groups in most organisations, particularly when it comes to psychological safety (see Figure 4). This is true even when controlling for socio-economic background, indicating that race and gender are more of a driving force in inequity than socio-economics in many workplaces.

Additionally, since the onset of COVID-19, we have found that perceptions of transparency and objectivity in salary decisions have become less important in people feeling included. Conversely, personnel decisions, microaggressions, and psychological safety have become more important. Based on this information, D&I professionals, HR practitioners, and business leaders can make evidence-based decisions about where to target their inclusion efforts. This data supports organisations in thinking more widely about workplace D&I and moving beyond representation alone to tackle the real issues that shape an employee's experience at work: psychological safety, transparency, team dynamics, and micro-behaviours.

At *Included*, we're excited to be at the forefront of inclusion measurement. Our work is equipping organisations with the information they need to make targeted impacts and monitor their progress year on year. [Find out more](#) about how inclusion data and measurement can drive your organisation forward.



Figure 4 Inclusion scores by gender and race (Black vs white)



Conclusion

An inclusive world starts in the workplace. When we embed inclusion into our decision-making, it's possible to make a significant impact beyond the walls of the organisation.

Included is driven by impact. Our research and experience show us that thinking deeply about impact across the Social, Cultural, Economic, Medical, Environmental, and Digital spheres will give us a systematic lens on creating inclusive change. The case studies and analysis featured in this report demonstrate the impacts our clients are already making as well as the potential of each sphere.

In the financial year commencing in April 2021, *Included* drove forward new ways to deliver impact and measure progress. From our Inclusion Diagnostic to our Impact Index, we've been able to tangibly measure our clients' progress on their inclusion journeys. Organisations can better target their inclusion initiatives with the trend findings and learn more through bespoke analysis of their own culture and people.

Benchmarking and measurement of inclusion, rather than simply diversity, can provide organisations with new insights.

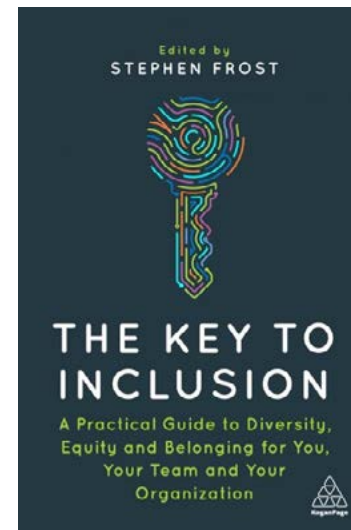
Partnering with our clients, *Included* seeks to move them through their inclusion journey along the [Maturity Model](#) (see Figure 5). This model maps where organisations sit on their D&I journey, from a focus on compliance (Diversity 101) to a focus on PR and reputation (Inclusion 2.0), genuine and systematic embedding of D&I in decision-making (Inclusion 3.0), and system change (Inclusion 4.0).

[Get in touch](#) to take the next step in your journey.

Latest Book

[**The Key to Inclusion:**
A Practical Guide to Diversity,
Equity and Belonging for You,
Your Team and Your Organization](#)

Recognising the importance of diversity, equity, and belonging is not enough. This book contains practical guidance to help you think differently and make true inclusion a reality.



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