

included.

IMPACT BULLETIN



2021 EDITION

Diversity is a reality.
Inclusion is a choice.TM

An impact-led consultancy,
bringing together smart people
who care about diversity and
inclusion to establish more
inclusive organisations.

included.

www.included.com

Introduction

Included is a global, impact-led diversity and inclusion consultancy. Founded by Stephen Frost after his work as Head of Diversity and Inclusion at the London 2012 Olympic and Paralympic Games, *Included* exists to build inclusive organisations and a truly meritocratic workplace. Our tried and tested theory of change, in partnership with our clients, achieves measurable change both in organisations and in the wider world.

Our inaugural [IMPACT REPORT](#), published in December 2020 featured a number of our clients who had demonstrated what is possible when a commitment to inclusion is made, and supported by practical, targeted steps across strategy, data, systems, leadership, and governance. In this IMPACT BULLETIN, we revisit featured clients the [International Paralympic Committee](#) and [Music Masters](#), and share our work with [Ofcom](#), the UK's regulatory and competition authority for the broadcasting industry. This Ofcom report marked a landmark moment for the industry.

With impact including improved representation, the launch of products designed to dismantle racism, amplifying employee voices and engagement, to starting a global movement, this report shares a range of insights and actions that resulted in benefits for our organisations and communities.

Ofcom

The Power of Media

INTRODUCTION

Global online content consumption now averages around [7 hours a day](#). In the UK, almost 27 million households own a television and 9 in 10 people listen to the radio at least once a week. The reach — and power — of the media is phenomenal.

When it comes to inclusion, media has the power to not only provide a platform for a diverse range of voices, but to actively influence our perception of particular topics. It's a reflection of the population beyond our individual networks. Consistent exposure to media that's not inclusive can contribute towards the development of biases and discriminatory behaviours. Similarly, inclusive storytelling can support mitigation of these biases. For example, when we talk about allyship, consuming media that portrays the experiences of marginalised groups is often recommended as a way to build empathy and understanding of different points of view.

The impact of this sector goes beyond just its final outputs. We must consider both on and off-screen talent, including writers, crew members on set, producers and even operational and IT support teams. End-to-end inclusion is key for maximum impact.



CONTEXT

- Ofcom is the UK’s regulatory and competition authority for its communication industries. It identified diversity and inclusion as a key priority for the broadcasting industry in 2016, and has since begun encouraging initiatives across the sector. 5 years into this effort, the goal of this project was to provide insights from the last five years of diversity data, to set a blue print for what factors drive change in the sector, and to creatively imagine a more diverse and more inclusive sector in the future.
- *Included* conducted a deep dive of the existing data – developing benchmarks, casual analysis, and future projection models. We also carried out 28 one-to-one interviews with a range of CEOs, D&I delivery teams, and independent production representatives across in the sector. The combined quantitative and qualitative analysis provided us with a number of key findings.

IMPACT

As Ofcom has noted, this report is a ‘landmark moment’ for diversity and the broadcast sector. The key findings above give us a critical measure of impact, positive and negative, over the last five years. As a result of the analysis conducted, broadcasters and regulators are gaining a better understanding of where to prioritise efforts, energy, and resources to make the most impact for a more diverse and inclusive sector . This will not only save time and money around how D&I resources are used, but will also be more likely to increase effectiveness, and accelerate progress for the groups who need it most. Anna Thomson of Directors UK noted that ‘*Included’s* report offers vital learnings for those in positions of power to ensure we retain and promote talent already working in the industry. We must take action now.’

Included and Ofcom’s approach to this type of impact reporting also sets a methodological example for individual organisations within the broadcast sector and the wider media industry, as well as for other sectors. Longitudinal impact studies which look into the past, present, and future to explore

KEY FINDINGS

OVERALL

The UK broadcast landscape is mixed, with progress on diversity slower than hoped for. We have more diversity data now than ever before, but there are still gaps on what we know, including the critical metric of inclusion.

PROGRESS

There have been some improvements in representation for disability, race and sexual orientation (television) and religion and race (radio). Interview respondents to the project felt that there had been positive progress in the form of a more open discourse, better safeguarding, and on-screen diversity.

GAPS

The broadcasting industry compares well with other sectors in terms of gender diversity, although is slightly worse in terms of minority ethnic representation. Overall, it could be argued broadcasting should perform significantly better, given the important role it plays in our cultures. Diversity in senior positions is still exceptionally poor, with some gaps widening. For example, disability representation in senior management

DRIVERS

Most felt that Ofcom had a powerful role to play in convening the sector and moving it towards change. Data was seen as a key way of ensuring transparency, accountability, and impact.

BARRIERS

However, they felt that there were still clear barriers to change including a lack of senior progression, the need for more targeted regulation, and collaboration.

correlational (and, ideally, causal) shifts can help us to continually rethink and reframe diversity and inclusion work to identify the most meaningful interventions. The ‘Ofcom effect’ already seems to be spreading.

- At *Included* we are working with a major global film production company (made up of over 75 smaller companies) to create annualised quantitative and qualitative impact reporting on diversity and inclusion.
- With a global pharmaceutical company, we have helped to design and build a tech-enabled, ground-breaking ‘real-time’ measure for diversity, equity, and inclusion (DEI) through a management [dashboard and organisational DEI index](#).
- In the finance sector, UK regulators such as the [PRA](#) and the [FCA](#) are taking a highly consultative and collaborative approach to better measurement of diversity and, critically, inclusion. We expect to see important impact in 2022 in finance and other sectors.

Ofcom’s work in driving a collaborative approach to impact on diversity and inclusion is proving to be an example for others. When it comes to diversity and inclusion, competition and siloed work is not a helpful approach, though unfortunately has been a reality in the broadcast sector for some time. As one respondent to the project put it, ‘sometimes we are more bothered by our own progression than that of the industry’.

Babita Bahal, now the Group Head of Diversity, Equity and Inclusion at the major production company Fremantle, told us that ‘I always said that this is one area of work that is NOT competitive. We need to refer talent and cross-promote talent’.

We couldn’t agree more. When it comes to diversity and inclusion, we are all in the same boat, trying to get to a better place. Collaboration, whether through Ofcom’s convening of the sector, or the [Creative Diversity Network’s](#) focus on cross-sector working and data collection, is going to be a critical tool to keep driving impact.

The Director-General of the BBC Tim Davie told us that a lack of progress on diversity at senior levels represents ‘a profound failure of creative

*Directors UK know
the importance
of diversity and
representation in
storytelling —
without it, we miss
out on opportunities
for innovation that
come from hearing
underrepresented
voices.*

ANNA THOMSON
DIRECTORS UK VICE CHAIR

imagination’ in the sector. Given the extraordinary creative minds in the broadcast sector, the opportunity is now there to turn that observation on its head to create meaningful impact.

FUTURE

The data available allowed us to do very useful analysis, not just showing the trend in diversity over the past 4–5 years across different demographic groups, but also use joiner and leaver data to build models that project how diverse the industry might get over the next 4–5 years. This can be extremely helpful as it can show the effect of increased inclusion (and so increased retention) as well as increased effort on diverse recruitment on long-term diversity. For Ofcom, and for other industries and organisations for whom we have built these models, this can help us see how recruitment or inclusion should be prioritised.

However, what we were not able to build a projection model for was diversity at senior levels. As mentioned earlier, one of the findings was that diversity among senior leaders remains lacking across the industry, and that hasn't changed much over the past 4 years regardless of the demographic group we're focusing on. In the future, we hope to acquire data on the diversity of promotions into senior leadership in the broadcast industry, as well as joiner and leaver rates at senior levels, so that we can build that into our models and see not just how diversity long-term might be impacted but also how diversity specifically among leaders might be improved.

HOW

One of the biggest impediments we often hear from our colleagues in HR roles within organisations is that they don't have the time or resources to collect more data. Their employees have "survey fatigue" and they don't have the capital – human, financial, or political – to run more surveys anyway. However, most organisations already have a ton of data that they just aren't leveraging – either because they don't know how, or they haven't realized that they have it. According to [research](#) by data solutions company Splunk, on average 55% of data the companies collect is unused. For over a third of the companies they surveyed, more than 75% of their data is unused. D&I data is no exception to this.

Most organisations we work with collect at least some diversity data in their HR systems – often at

onboarding, organisations collect data like gender and date of birth (which gives us age data). They then also have data about who gets promoted and when, and who leaves the company and when. Just with that data, an organisation can use that data to build projection models similar to those *Included* built with Ofcom.

However, what most organisations don't realise is that they likely also have at least some inclusion data as well. Often, questions that are asked in employee engagement surveys – questions like, "do you feel your voice is heard" or "do you feel you can speak up". These types of questions are extremely important for inclusion as they get at issues of psychological safety, one of the most critical sets of behaviours contributing to an inclusive workplace culture. If we can link those questions to team outcomes, or disaggregate them by demographic groups, we can identify the impacts that inclusion is having and the groups that might be feeling the least included. It also means we can likely add more inclusion-related questions to future engagement surveys.

It's great if we can do specific surveys or other data collection on D&I, and that's not always possible. But there's still so much we can do with the data we already have – it's just about viewing what we have with an inclusion lens so that we can understand how to analyse it differently.

CONCLUSION

The arts and media sector is unique and powerful. A lack of DEI progress here impacts those working within the industry, but also all of us who consume media. The stories and people we see in television, film, and radio [shapes biases and sense of belonging](#) in us as an audience. Our practical experience and academic research tells us that the arts and media sector is a crucial place for us at *Included* to operate in to support our primary aim of delivering impact.

What impact does your industry have on the wider world? Thinking about the wider influence DEI work can have outside of your organisation and how you can positively maximise this can help direct your strategy. Your industry will have unique challenges and opportunities.

Our work with Ofcom combined quantitative

It's not just about recruitment policies, it's about removing barriers, making broadcasting organisations places where disabled people feel valued and not an afterthought.

NATASHA MORRIS
NUJ LEGAL & EQUALITY OFFICER

and qualitative data to produce a clear vision of the future, if no DEI action was taken by the regulator. This allows targeted interventions to be executed, and effective change carried out. With more data, the potential of this work and the level of insight can be expanded to include seniority levels.

What data do you already have access to in your organisation? You likely already have

diversity data about your company available to you. Carrying out surveys focused on gathering inclusion qualitative data will provide you with a fuller picture of your organisation, allowing you to identify and prioritise areas for improvement.

This work with Ofcom is part of our continued commitment to help leaders, individuals, and organisations choose to be inclusive.



Revisiting our stories from 2020

Following our 2020 IMPACT REPORT, we revisited some of our clients to share the DEI work that has taken place since we last shared their stories with you. MusicMasters, the International Paralympic Committee, and new movement WeThe15 have provided their insight into the ongoing DEI work inside their organisations.

Music Masters

Driving systemic change within the music sector

CHALLENGE

Founded in 2008, Music Masters seeks to improve the musical access, experiences and opportunities of young people around the UK through delivering inspiring teaching and creative music-making in state primary schools in areas of disadvantage, supporting promising young musicians from underrepresented backgrounds to pursue their musical potential, and training music teachers to transform standards of music education on a national scale.

ACTION

Included worked closely with Music Masters on the development of its I'M IN (Inclusive Music Index) D&I audit tool; which was designed to dismantle racism, encourage organisational accountability and drive systemic change within the music sector. Music Masters launched the full version of I'M IN in celebration of National Inclusion Week 2021 in an upgraded format, accessible through two route options:

- The I'M IN Independent Route is entirely free, removing financial barriers to allow for greater accessibility of the milestone audit tool within the music industry. This route, comprised of the tool and guidance resources, also gives music organisations complete autonomy in how they convert their discussions into action
- The I'M IN Supported Route, which for a reasonable cost provides any music entities who can dedicate budget to the tool with tailored support from an I'M IN Advisor, who will help identify, work through and address any diversity and inclusion challenges that the tool illuminates.

IMPACT

Integrating feedback from trial participants, the upgraded tool now features new and improved statements to work through, written guides to support good conversation around diversity & inclusion including group facilitation advice and coaching questions, and refreshed language for clarity and relevance to a wider range of organisations.

Speaking of the launch of I'M IN, Music Masters' CEO Roz De Vile said: "Music Masters is committed to long-term, sustained change to make the music sector a more diverse and inclusive place, not only for now, but for future generations of aspiring young musicians, teachers, sound engineers, artistic directors, producers and so many others who will shape the soundtrack to our lives for years to come. I am therefore thrilled to launch our diversity and inclusion audit tool, I'M IN — the [Inclusive Music Index](#). Following a pilot with over 60 organisations across the UK music sector and thanks to expert input from consultancy Included and funding from AlixPartners, Music Masters has created a tool



that can support, challenge, and encourage music organisations to identify, explore and understand areas of inequality within their own structures, cultures, processes, and programmes, enabling them to take deep and meaningful action from the inside out. The pandemic has exacerbated inequality of access to music for so many, and the music industry has suffered hugely. But there has never been a

better time to build our organisations to be stronger and more inclusive, and so we have decided to offer free access to the I'M IN tool for any organisation working in and with music. Through I'M IN, we aim to build a community of like-minded organisations who will stand together with us to drive positive change.”

WeThe15

Sport's biggest ever human rights movement

ABOUT

Launched ahead of the Tokyo 2020 Paralympics, WeThe15 aims to end discrimination towards the world's 1.2 billion persons with disabilities.

CHALLENGE

WeThe15 has three main goals:

1. Increase global awareness that 15% of the world's population has a disability
2. Place persons with disabilities at the heart of the inclusion agenda
3. Maximise impact through partnerships and value in kind support

ACTION

The International Paralympic Committee (IPC) brought together 20 international organisations spanning sport, human rights, civil society, business, to support WeThe15.

Using the Tokyo 2020 Paralympics as a hook, the campaign launched with a targeted media relations push in 9 countries, a TV campaign in 50 countries, and a comprehensive digital media and influencer programme. The main touchpoints of the launch were:

- Creation of a WeThe15 identity representing the world's 15% with disabilities
- Illuminated 225 global landmarks purple the colour of WeThe15
- Media coverage, commercial partners and promotional partnerships with Facebook, Twitter, Google and TikTok
- Production of a 90-second hard hitting campaign

film that was promoted across digital platforms and global TV stations free of charge

- WeThe15 featured in Tokyo 2020 Paralympic Opening and Closing Ceremonies
- Athletes acted as the spokespeople for the campaign during the Paralympics

IMPACT

- For the first time in history, 20 international organisations including IPC, International Disability Alliance, UN, UNESCO, UN Human Rights, Special Olympics, Invictus Games and Deaflympics are working together on a decade-long campaign to advance the human rights of persons with disabilities
- Significant global media coverage of the launch reaching more than 6.2 billion people and widespread political support from world leaders including the UN Deputy Secretary General, UNESCO Director General, UN High Commissioner for Human Rights and the Duke of Sussex Prince Harry who all featured in a film within the Tokyo 2020 Paralympic Closing Ceremony



International Paralympic Committee

The disability ERG raising awareness

ABOUT

The International Paralympic Committee (IPC) Disability ERG was created in 2019 and works across various departments and in 2020 had 11 members.

CHALLENGE

The Disability ERG has four main objectives:

1. Support in implementing the IPC’s mission to “Make for an inclusive world through Para sport” and focus on the staff value of inclusion.
2. Support IPC staff with a disability by providing targeted resources and information.
3. Raise awareness and support the development of training to all IPC staff on matters related to disability inclusion and awareness.
4. Ensure the IPC is providing relevant tools related to matters of disability and inclusion e.g. onboarding, interview process, technology.

IMPACT

Having a Disability ERG allows all of us to contribute to the well-being of employees with a disability in the work environment and it helps the IPC to drive forward inclusion. Inclusion is at the core of the IPC and the disability ERG materialises this value internally. With a diverse group comes diverse views and fruitful discussions. For the Disability ERG to succeed in its objectives, it is crucial to have the executive office support. IPC CEO Mike Peters, himself a Paralympian, has shown great acceptance and encouragement of our work.

ACTION

The ERG provided an educational resource covering available government support through to how you can get your German disability ID card. Practical advice is included, such as details on accessible restaurants and bars in Bonn, considerations for planning meetings, and what to do if a Governing Board member needs to repair his or her wheelchair.





Conclusion

We want to thank our colleagues and clients for collaborating with us for this IMPACT BULLETIN and our original IMPACT REPORT. The stories shared here, and that we continue to work on with our clients, are those of organisations and individuals committed to changing the working world and embedding inclusion into their practice. We hope those reading this report, as those at the beginning of their D&I journey through to leaders and experts, are able to find inspiration and guidance.

The year since our inaugural IMPACT REPORT has seen further lockdowns across the globe and continued momentum for diversity and inclusion in the working world. Over the next year we are further developing impact measurement frameworks to provide greater depth of measurement in our future reports and work. This will enable intra-sector and cross-sector benchmarking, year-on-year progress and a tangible view of what successful diversity and inclusion should look like in practice. We look forward to the next year and having the privilege of leading change and creating impact in collaboration with our clients.

included.

ABOUT

We build inclusive cultures through developing leadership and re-engineering systems and processes. We positively disrupt the Boardroom to create inclusive impact. We achieve measurable change — greater representation (diversity) and more conscious decision-making (inclusion) to benefit individuals, organisations and the wider world.

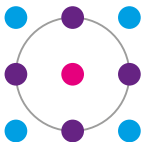
Included has world-class capabilities in designing and implementing programmes in the public, private and third sectors. Founded by Stephen Frost as a legacy of the London 2012 Olympics and Paralympics, we are passionate about benefitting the clients we work with. They range from government agencies, to world-renowned tech and finance companies, to universities, charities and TV companies. We are a global consultancy, and the services we provide are:

STRATEGY



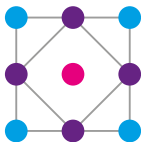
We work directly with CEOs, HRDs and execs to make D&I part of corporate strategy.

DATA



We design, model and measure diversity and inclusion to permit more accurate interventions.

GOVERNANCE



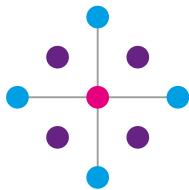
We observe and improve corporate decision making from Board to shop floor.

LEADERSHIP



We deliver key-notes, labs and our full Inclusive Leadership programme to reframe inclusion as a personal leadership responsibility.

SYSTEMS



We de-bias critical business processes such as recruitment and procurement.

EDITORIAL

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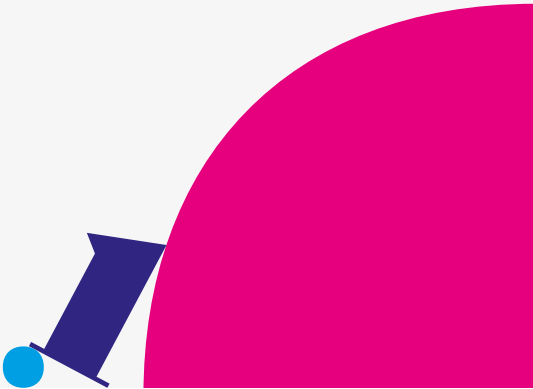
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Join our community and receive our weekly newsletter, including:

- Case studies from our clients
- Topical insight into diversity, equity, & inclusion news stories
- Research and thought leadership from our expert consultants
- Updates about events and our work

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organisation

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