

included.



IMPACT REPORT 2020

BUILDING INCLUSIVE ORGANISATIONS

Diversity is a reality. Inclusion is a choice.

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

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Foreword

In light of the Covid-19 virus, and the impact it has had on Black, Asian and minority ethnic people, this report shows us that effectively inclusion is a choice. A choice that we have collectively failed to make for too long. But a choice that can bring profound and long-lasting benefits. The stories in this report show us that inclusion does not have to be viewed as a source of anxiety, or as a drain on our time or resources. Inclusion is something that can help to create more equitable outcomes for all of us – individually, within our organisations, and within our communities.

Ever since my son Stephen Lawrence was murdered in 1993, I have fought for justice. I have faced extraordinary challenges that should never have existed, but did. Whilst some progress has been made in the intervening years, 2020 has reminded us that the wider struggle for equality is nowhere near done. I often feel that I am having the same conversations now as I was 5, 10, or 25 years ago. Conversations about the need to understand each other better. Conversations about the importance of education and equal opportunity. Conversations about undoing all of the racial injustice and prejudice that continues to exist in our systems. The growth of the Black Lives Matter movement, in response to the murder of George Floyd, has increased awareness and intention. Now is the time to make good on that.

This year I was asked to lead the Labour Party's review into the disproportionate impact of Covid-19 on those from Black and Asian minority ethnic groups in the UK. Stephen Frost, Nick Basannavar and the *Included* team have contributed to the

review, and I have had the chance to understand the work they do and the experiences they have had. Whether it is Wellcome creating more equitable medical research cultures by embedding diversity and inclusion in their thinking, or the Bank of England taking action to improve the experiences of minority staff, the stories in this report reveal to us the benefits of inclusion.

After everything that I have seen and experienced over the last 27 years, we still have a long way to go. But there is hope. Hope that has been re-sparked by the energy, intention, and passion for change that so many have demonstrated in the face of adversity in 2020. I believe that the first impact report from *Included* paints a picture of what can be achieved with that energy, and reveals a path to better cultures, better systems, and better outcomes. For all of us.



*Baroness Doreen Lawrence of Clarendon OBE
December 2020*

“ *Diversity and inclusion don't have to be things we do just because we have to. They don't have to be things we do just because we should. They become things we do because we want to.* ”

STEPHEN FROST AND NICK BASANNAVAR

Welcome

As the Head of Diversity and Inclusion (D&I) at the London 2012 Olympic and Paralympic Games, Stephen Frost witnessed first-hand the courage, creativity and talent of the diverse, 200,000-strong team that delivered the Games. They showed the world what real inclusion looks like. It was that impact Stephen wanted to capture, distil, and recreate when he founded Frost Included after the Games.

Today, we look back and we look forward. We look back on some of the inspiring stories we have had the privilege to be part of over the last decade, and the measurable impact they have created. We hope those who pick up this report, whether lay readers, D&I experts, or leaders of organisations, find encouragement and guidance within.

And we look forward. Today we launch our new identity: *Included*. Our look might change, but our values will not. We believe that diversity is a reality, but inclusion is a choice. We will continue working to help leaders, individuals and organisations choose to be inclusive.

Seen through a particular lens, the glow of London 2012 looks a long way away. We seem, in 2020, to inhabit a divided, damaged world. One beset by ongoing political strife, inequality, instability, as well as a global health crisis that has upended the way we live and work, perhaps permanently. In these chaotic times, inclusion has never been more important.


The Black Lives Matter movement has taken us forward, showing us the good and the bad. The bad being the ongoing structural inequality that permeates our world, and the ongoing resistance to shifting that inequality. The good being the bravery and commitment of those leading the charge for change.

The stories featured in this report come from Wellcome, the Bank of England, the International Paralympic Committee, Music Masters, Cloudflare, and AlixPartners. They show us what is possible when we make the choice of inclusion and take the

practical steps to embed it, using strategy, data, and the power of inclusive leadership to create tangible change. Benefits such as more equitable health outcomes, stronger risk mitigation for the public's financial good, debiased and deracialised tech design, expanded opportunity in the arts for those who have been denied it, and much more. Benefits for individuals, organisations, and the wider world.

Diversity and inclusion don't have to be things we do just because we have to. They don't have to be things we do just because we should. They become things we do because we want to – because we can see, hear, feel or simply experience the extraordinary benefits that inclusion brings to all of us.

The space required to show our appreciation to all of the friends, colleagues, clients and mentors who have supported and worked with *Included* over the years would represent another report in itself. But we would like to close this introduction with a word on the author of this Report's foreword, and a flagbearer at London 2012, Baroness Doreen Lawrence. She is a woman who embodies and encapsulates fairness, dignity, equality and inclusion in the face of extreme adversity. She is an inspiration to the *Included* team and all who work in the field.



Stephen Frost, CEO and Founder
Nick Basannavar, Head of Impact
December 2020

Inclusion 3.0 and the Critical Role of Measurement

INTRODUCTION

Since its founding in 2012, Included has worked with more than 500 organisations to create positive, inclusive impact. We have written three books on building inclusive organisations, written more than 300 articles, and have worked with over 20,000 executives and employees.

As the case studies in this report show, we help organisations reframe inclusion as something that benefits their outputs and impact. We call this approach **‘Inclusion 3.0’**. One of the most common, and most critical, challenges we have found during this time is helping organisations to truly understand the distinction between diversity and inclusion. As well as other critical concepts such as equality, equity and belonging, we need to ensure both are applied successfully.

Diversity is a social and ethical imperative, but not necessarily an end game. Leveraging diversity successfully requires ensuring the organisation and its employees are being as inclusive as possible – that employees of all backgrounds and demographics feel comfortable bringing their entire selves to work. It’s about people having a sense of belonging, and

feeling respected, valued and seen for who they are.

In other words, diversity is about getting the right mix of people, with the right skills and competencies. Inclusion is about making sure the mix we have works.

It is only in those organisations that are both diverse and inclusive that these positive outcomes can be realised, and those benefits can be substantial. Inclusive and diverse organisations are more productive, generate more revenue, perform better on problem-solving and strategy tasks, think more creatively, are better at negotiating, and make enhanced decisions. Additionally, employees at these organisations report feeling increased engagement, motivation, trust, and well-being in the workplace.



SUMMARY

Measuring inclusion

Many organisations have become adept at measuring diversity, but very few are adequately measuring inclusion – and it is inclusion that ultimately improves organisational performance.

Organisational performance

Inclusion measurement provides a critical advantage in identifying evidenced-based areas for investment that stand most chance of forming successful D&I programmes.

Psychological safety

Included has found that psychological safety, transparency and objectivity in personnel decisions, and micro-behaviours are key indicators in building inclusive organisations.

The Inclusion Diagnostic

ABOUT

In our view, many organisations have become adept at measuring diversity, but very few are adequately measuring inclusion. Our Inclusion Diagnostic tool (the 'ID'), which we have introduced to many global clients over the last three years, measures inclusion. It's the level of inclusion in an organisation that determines the success of any D&I programme in the medium to long term.

Most organisations undertake engagement surveys and pulse surveys that offer limited insights and little that is actionable. A typical engagement survey may ask something like:

*'Do you feel this is an inclusive organisation?' or
'Do you think that your leaders role model inclusion?'*

The ID leverages insights from a thorough literature review of all the available research about behaviours that contribute to inclusion, and distils them into seven key areas of questioning. The ID instead tests critical behavioural aspects such as:

*'I am often interrupted in meetings' or
'I feel safe to offer a dissenting point of view' or
'My ideas are often attributed to somebody else'*

In doing so, the ID determines those behaviours that contribute to, or detract from, greater inclusivity, cut by geography, function, demographic and other categories. This allows organisations to allocate resources to areas that will have most impact. This benefits all colleagues in an organisation, not just those who identify as a 'minority'. However, by everyone gaining insights into behavioural adjustments they can make, it will disproportionately benefit those currently least included.

The quantitative nature of inclusion measurement provides data to either support or refute anecdotal evidence. When paired with qualitative measures gathered through staff and stakeholder engagement, the ID provides an idea of behavioural and experiential trends across the organisation.

WHAT HAVE WE FOUND?

Over the last three years, we have refined the ID, testing it in 27 countries and 19 languages. Our consolidated inclusion measurement work reveals some fundamental indicators that organisations should be aware of when embarking on D&I work. These aspects have a material impact on organisational performance, affecting productivity and retention, turnover and cost.

Where a low level of psychological safety exists, it manifests in a fear of dissenting, fear of being marginalised, embarrassed, and fear of being authentic. A state of strong psychological safety enables individuals to feel safe to dissent, to contribute authentically, and ultimately to feel included.

When organisations launch interventions intended to build more inclusion, they often do so without the data of what behaviours are making people feel more or less included. As such, these interventions often miss the mark and end up not

01. Psychological safety

Psychological safety is the most important factor in what makes people feel included in an organisation.

02. Transparency

To better retain talent, organisations need to ensure transparency and objectivity in their performance and reward structures.

03. Micro—behaviours

Micro-behaviours, often unconscious, sometimes unnoticeable behaviours such as language, tone, and gestures, have a significant impact on various organisational outcomes including team effectiveness and perception of company values.

producing the intended results. However, if we can diagnose more precisely what is broken in the system, we can intervene in a more targeted way. This is the effect of the ID, and as a result we have found that interventions are more likely to produce real results.

WHAT'S NEXT?

Now that we know many of the key aspects of what makes people feel included at work, we're beginning to use theory from other areas of statistics like system dynamics to understand the interactions between interventions on separate behaviours. For example, if we design a sponsorship programme targeted at Black women as a way to increase the perceived transparency and objectivity of personnel decisions, how might this affect the psychological safety of disabled staff (or any other group)? These are questions we are starting to answer, and as this methodology becomes more prevalent, we will be able to understand even more precisely what works, for whom, and for how long.

Additionally, as organisations are able to integrate the inclusion data gathered from the ID with their workforce data analytics, we will be able to see how changes in inclusive behaviours have knock-on effects on broader internal equity issues like pay gaps, feedback delivery, and team

allocation. This will also allow us to track the effect of interventions for inclusion internally on external equity issues like patient outcomes in medical centres, effectiveness of technical innovations for diverse groups, and publication rates for marginalised groups in academia.

Harvard Professor Iris Bohnet has often reflected that nothing was measured during the first 20 years of diversity training, so we couldn't easily ascertain what was working and what wasn't. But now, measurement of inclusion is advancing at a rapid pace. And at *Included*, we're excited to be at the forefront of this work.

FURTHER READING

- Stephen Frost and Raafi Karim Alidina, *Building an Inclusive Organization*, (London: Kogan Page, 2019)
- Iris Bohnet, *What Works: Gender Equality By Design*, (Cambridge, MA: Harvard University Press, 2016)
- Reni Eddo-Lodge, *Why I'm no longer talking to white people about race*, (London: Bloomsbury, 2018)



Case studies

ABOUT

These six case studies show us what is possible when we embed inclusion in our decisions. We have worked closely with these organisations over several years. They come from a diverse cross-section of geographies and sectors that touch the public sphere, finance, tech, sport, professional services, the arts, and medical research. We hope that this demonstrates a critical point: inclusive organisations are not restricted to any one industry or milieu.

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Wellcome

Working Towards Equal Health Outcomes

ABOUT

Wellcome, headquartered in London, is one of the world's largest (non-governmental) funders of medical research, second only to the Gates Foundation. With a workforce of around 800 people, it carries the profound public purpose of improving health for all. In the extraordinary year of 2020, Wellcome's expertise and medical contributions have never been more important.

SUMMARY

Embedded inclusion

In recent years, Wellcome has started the journey of embedding inclusion into research and research culture, both internally and externally. This will ultimately reduce inequalities in treatments and improve global health outcomes in the longer term.



Covid-19 response

Externally, Wellcome's Covid-19 response is to apply an international, inclusive and culture-led approach to tackling the pandemic, as well as a technical one. This reflects a significant development in the handling of epidemics, demonstrating that inclusive thinking is now central to its work.

Inclusion metrics

Internally, inclusion metrics have improved over time within Wellcome. Inclusion is high on the agenda at all board meetings and actively encouraged in the performance reviews of all colleagues at Wellcome as of 2020/21.



CHALLENGE

Sir Jeremy Farrar has been the Director of Wellcome since 2015. Upon assuming the role, he quickly identified D&I as critical areas for improvement both in Wellcome, and the broader field of medical research. This would, he told us recently, “allow ideas to thrive”. Ideas, after all, are the lifeblood of science.

If ideas thrive, health outcomes will ultimately improve and become more equal. In the wider

“
*Allow ideas
to thrive*
”

SIR JEREMY FARRAR
DIRECTOR OF WELLCOME

medical world, this includes tackling inequalities that, for example, see women suffer disproportionate morbidity rates in cardiology. Or that has tragically seen marginalised ethnic minority groups suffer more from the impact of Covid-19, both in the UK and globally. For Sir Jeremy and Wellcome, inclusion is therefore an imperative.

ACTION

Included and Wellcome partnered in 2016. We embarked on a series of interventions to help Wellcome paint a current-state picture of their D&I practice, and ultimately to embed inclusive thinking more tightly within the organisation.

In 2016 we supported the co-creation of a five-year D&I strategic plan. This was formed under the leadership of Wellcome’s Head of Diversity and Inclusion Lauren Couch and Kalaiyashni Puvanendran and was eventually approved with an overall investment of £12.5m. The fact that it was

positioned alongside Vaccines and Drug Resistant Infections, as one of only a few key focus areas, revealed the importance Wellcome attributes to D&I.

We first undertook an Inclusion Diagnostic (ID) in 2017 to gather insights and to quantitatively determine the behaviours that were contributing to, or detracting from, greater inclusivity. This helped us identify key areas of need on psychological safety, flexible work for disabled staff and macroaggressions experienced by Black and minority ethnic staff.

Senior leaders at Wellcome were largely male, largely white, and experts in their medical fields. On D&I, they increasingly ‘got it’ intellectually, rationally and commercially. However, often through no fault of their own, they had little or no lived experience (or even understanding) of what life might be like inside or outside of the organisation as, for instance, a Black and minority ethnic professional.

We facilitated an away day for the Executive Leadership Team (ELT) in 2017. We helped the ELT to position inclusion as a lens through which they could analyse the entirety of their work. We also conducted a multi-month Inclusive Leadership Programme (ILP) in 2018 for Sir Jeremy and the team. The aim was to support their understanding of the lived experiences of minority groups.

Through our work together, we were able to build on the base already created and to create advanced levels of understanding, empathy and leadership.

After inclusion measurement work and the ILP, and with the team having identified improvement areas for Black colleagues in particular, we helped Wellcome design a Reverse Mentoring Programme with Black and minority ethnic colleagues. This had initially been inspired by a 2017 meeting of the Equality, Diversity and Inclusion in Science Group (EDIS), co-led by Wellcome. The Reverse Mentoring Programme encouraged and supported the workplace journey in normalising conversations about race and ethnicity at senior levels.

IMPACT

We co-developed and ran the ID again in 2018, and results from the second ID revealed measurable progress. Scores for macroaggressions – overt and explicit derogatory comments and behaviours

directed towards those with certain characteristics – saw a 20% improvement for Black and minority ethnic staff. In the first year disabled staff gave inclusion scores 26% lower than non-disabled staff, in part due to the fact that they felt they couldn't use flexible working arrangements. Changing the policy as a targeted intervention meant that by the time of the second ID in 2018 there was no significant difference on flexible working between disabled and non-disabled employees.

Also, in the first year, there was a statistically significant difference showing team members scored 12% lower on psychological safety compared to Executive or Leadership members. By the second year, there was no statistically significant difference – likely thanks to the wider D&I programming in the organisation including inclusive leadership interventions and mentoring programmes.

Internally, Wellcome is working towards ensuring that inclusion is an assessment factor on each colleague's performance review. D&I are truly embedded and are discussed, Sir Jeremy says, at every board and executive leadership team meeting.

Externally, a critical measure of the wider inclusion work done within Wellcome can be seen in its response to Covid-19. Sir Jeremy has become a familiar figure in the UK during the pandemic, as a key member of the Scientific Advisory Group for Emergencies (SAGE). He told us that a lot of the Covid-19 work undertaken by Wellcome in 2020 has not been focused on the UK. They have taken a wider-lens approach, recognising early that some of the greatest negative impacts would be on lower-middle income countries, for example in Central and South America.

Sir Jeremy also told us how the difference in approach between SARS in the early 21st century and Covid-19 now is incomparable. SARS was seen as a technical issue that needed a technical, medical fix. But Ebola and SARS2 are more complex. There are technical solutions to Ebola, and SARS2, but unless they're part of a broader approach – trust, communication, culture, and inclusion – we won't be able to address them adequately. In this way, inclusive thinking has taken its place at the heart of Wellcome's Covid-19 work.

Other recent examples show Wellcome's investment in inclusion and improvements in representation and participation. One of these is

*A 20%
improvement for
Black and minority
ethnic staff*

the Research Enrichment Fund, which enables Wellcome grantholders to identify and tackle barriers to D&I in their work. Another is the 2017 launch of the Equality, Diversity and Inclusion in Science Group (EDIS), in conjunction with the Francis Crick Institute and GlaxoSmithKline, which works collaboratively to create equal and better health outcomes.

Of the work that *Included* and Wellcome did together, Sir Jeremy told us that it was “absolutely integral to moving the team and the whole organisation forward during a time of very exciting but also profound change.”

NEXT

The work undertaken on D&I has undoubtedly helped prepare Wellcome for 2020. They have built a strong technical foundation of inclusion infrastructure. Next on the agenda is further embedding inclusion into research culture and Wellcome's strategy. This will give the organisation the strongest chance of fulfilling the medical impact it wishes to create – and which will be so critical to us all as we reflect on changed global realities.

FURTHER READING

- D&I at Wellcome – bit.ly/3pEOIST
- Equality, Diversity and Inclusion in Science and Health – edisgroup.org



Bank of England

Deploying Inclusion Data to Create Opportunity for Black and Minority Ethnic Talent

ABOUT

The Bank of England is the UK’s central bank and one of its most venerable institutions, dating to 1694. Its mission is to maintain monetary and financial stability for the UK’s citizens. It does this through the monitoring and security of payments (e.g. creating banknotes and supervising credit card systems), regulating the rate of inflation, and monitoring banks to ensure they are operating prudently.

The Bank is an institution where risk mitigation is critical to outcomes. Diversity amongst leadership teams, when included correctly, has been shown in research and practice to be a highly effective means of tackling blind spots, managing risk, and improving performance. The benefits of D&I to the Bank in promoting the wider good of the people of the UK are therefore evidenced.

SUMMARY

Measuring inclusion

D&I are critical to the Bank’s remit of maintaining monetary and financial stability. Measuring inclusion was a critical step to surface issues within the Bank. It allowed us to amplify the voices of those whose experiences were not necessarily recognised as trends, but rather risked being seen as one-off cases or anecdotes.

Active sponsorship

By measuring inclusion, we were able to speak the Bank’s quantitative language and develop programmes to target specific human issues. In particular, we deployed sponsorship to increase progression of employees from marginalised groups.

Measurable impact

D&I work undertaken from 2017 to 2019 has had a measurable impact on ethnic minority (particularly Black) employees at the Bank both in terms of representation and inclusion, contributing to building a more inclusive organisation.

CHALLENGE

The Bank's aim is to create an environment where everyone, regardless of their background or identity, feels welcome and can thrive. While the Bank and its employees certainly understand the value of differing perspectives to avoid groupthink and improve decision-making, it has historically been a hierarchical organisation with a variety of well-established norms.

In the labyrinthine halls of the Bank, simply finding one's way to a meeting room can be an ordeal. The Bank is full of unique protocols and traditions that have been established over centuries. Some of these are helpful and inspiring. But other historical aspects can have a negative or damaging impact. To take one major example, Bank leaders have recently acknowledged and apologised for the links of former Governors and Directors to the slave trade.

In order to create a more inclusive environment, the Bank first needed to understand which of its common behaviours and traits were creating exclusion and which ones were not. Only then could we develop interventions that would actually be effective in creating a more inclusive culture without removing positive aspects of the Bank's culture.

ACTION

We began our partnership with the Bank in January 2018, with a steering group that oversaw the bespoke application of *Included's* Inclusion Diagnostic (ID) – a survey tool designed to quantitatively measure

the level of inclusion in the Bank's culture. By measuring employee perceptions and experiences of behaviours that we know contribute to or detract from inclusion, we can develop more specific interventions. In other words, the ID allows us to more precisely diagnose what groups are feeling excluded, why they feel that way, and what the effects of that are. As such, we can intervene in a much more targeted way.

The ID provided clear insights into inclusion by demographic group in the Bank. In January 2018, there was a statistically significant gap between Black (especially Black female) and White perceptions of inclusion. Black and minority ethnic employees scored the Bank lower than White employees across all categories of inclusion like psychological safety and perceived objectivity in decision-making. And Black women felt less included than White men across each inclusion category. We were also able to look at other aspects of intersectionality – such as Black women – to highlight gaps in experience, finding for example that race was more of a driving factor for exclusion than disability.

As another example, while there were some gender differences for inclusion, we found that this was moderated by seniority. That is, when holding seniority level constant the gender differences went away. Therefore, the gender differences we were seeing in the overall results were being driven by differences among seniority groups. Thus, again, to solve those gender differences we needed to first tackle differences by seniority.

The Bank decided to act on the findings and we

*The Bank is full of unique
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over centuries.*

Taking an insight-led approach has successfully built a more inclusive organisation.

launched a sponsorship programme to address Black and minority ethnic underrepresentation at Scale C and above. Sponsorship, where senior leaders open their networks to and advocate on behalf of their sponsees, has been shown to be much more effective than mentorship at actually increasing rates of progression for women and ethnic minorities. In the first phase of our sponsorship programme, we paired high-performing Black and minority ethnic talent with Executive Directors (ED). In the second phase, participation was extended to governors, including Governor Mark Carney. The idea was for the most senior people in the Bank to take personal responsibility for the career progression of brilliant, but under-represented Black and minority ethnic talent.

IMPACT

The Bank is a world leader in statistical analysis. By introducing statistical approaches to inclusion, we were able to resonate with existing thinking styles. This in turn helped senior managers and Governors understand more deeply the human issues in the Bank, including the Black and minority ethnic experience.

In implementing the sponsorship programme, we were able to measure promotion rates and ultimately to increase the Black and minority ethnic promotion rate to senior levels. The most valuable feedback from Black and minority ethnic participants was that they felt, often for the first time in their entire

career, that they had received candid, honest and helpful feedback on how to progress. Similarly, the sponsors valued the experience they had of engaging with people they might never have otherwise come into contact with.

More broadly, the Bank has made positive year-on-year progress on diversity. It is moving towards its 2022 targets of having 35% of senior roles to be female, 13% Black and minority ethnic representation in senior roles, and having met its 2020 target of 20% Black and minority ethnic representation below senior management level.

NEXT

The Bank has taken an insight-led approach to successfully build a more inclusive organisation, combining statistics, effective leadership and inclusive sponsorship. While the pandemic has required a postponement a re-run of the ID to see how the Bank's inclusion metrics have progressed over time, we will be looking to run this again in 2021. From there, we will help to prioritise the next set of work for the Bank to implement its continued journey to becoming even more inclusive.

FURTHER READING

- Building a Diverse Workforce – bit.ly/3LI6MZP
- Victoria Cleland speech – bit.ly/32W3mLX
- D&I at the Bank – bit.ly/32TOFsy

International Paralympic Committee

Growing the Movement and Preparing for this Moment

ABOUT

The Paralympic Games traces its origins back to a tiny village in rural England. Dr Ludwig Guttman was a German-born British neurologist who established the forerunner to the Paralympic Games in Stoke Mandeville, offering sport as a means of rehabilitation for injured soldiers returning from World War II. The IPC, headquartered in Bonn, Germany, was founded in 1989 to serve as the global governing body of the Paralympic Movement. Its purpose is to advocate social inclusion, deliver the Paralympic Games, and to support the 200+ Para sporting bodies that comprise its membership.

SUMMARY

Inclusive mission

The International Paralympic Committee (IPC) has worked hard to successfully close any gap between the natural inclusiveness of its external mission (what they stand for), and the internal reality of its culture and process (how they are).

Inclusion strategy

The introduction of an inclusion strategy, inclusive leadership interventions, and people-related systems reviews and adjustments has made the IPC an employer of choice for all.

Change agent

As the Paralympic Movement grows, the IPC is well positioned to make good on its powerful purpose and act as a credible role model to catalyse change in other organisations.



CHALLENGE

Given what the Paralympic Games stand for, the IPC needs to be a leader in D&I. But that hasn't always been the case. Whilst the IPC led ground-breaking work in breaking down barriers around disability, its own employment of disabled people lagged behind. There was also an under representation of women and ethnic minorities in senior decision-making roles.

The work of the IPC culminates in the staging of the Games every two or four years. However, in 2020 the world has changed as a result of the Covid-19 pandemic, and the Tokyo Games have been postponed until 2021. The moment is not as envisaged, but it is nonetheless historic. The postponement of the Games has allowed us to focus, in our joint work with the IPC, on these internal aspects of the organisation, and in turn for the IPC to consider and continue to deliver its powerful, inclusive external impact.

*The IPC
needs to be
a leader
in D&I*

ACTION

Included has supported the Paralympic movement in various ways since 2007 – technically in a Games environment, advocacy within the wider movement such as gatherings, and supporting leadership development in the IPC itself. Most recently we have worked with two-time Paralympian (United States) Dr Mike Peters (Chief Executive Officer of the IPC since 2019) and Craig Spence (Chief Brand

and Communications Officer), including sitting with them on the IPC's D&I steering committee during the Tokyo Games postponement period and beyond.

Having already written an inclusion strategy for the IPC in the aftermath of the London 2012 Paralympic Games, and reviewed governance and decision-making procedures, we undertook an Inclusive Leadership Programme in 2017. We went on to identify four workstreams that provided a formal outline for undertaking a review of all People related systems.

The target was to launch the new inclusive systems with a new HR Director. We undertook a SWOT analysis of current people systems. We facilitated two women's only focus groups, and an all staff D&I strategy workshop. In response to feedback received from 16 female staff, we decided that they would be an invaluable way of engaging staff who were reporting the challenges and identifying clear priorities for change.

Other work we have conducted has included:

- Internally, assisting the search for a new HR Director
- Externally, engaging marketing partners at a 2018 workshop in Bonn with follow up at the European Swimming Championships in Dublin. This helped position the IPC as a thought leader, influencing its key stakeholders with the transition from 'Diversity 2.0' to 'Inclusion 3.0'
- Reframing inclusion (as distinct from "integration") for Paris 2024 at the IPC Orientation seminar and the wider movement at the IPC Membership gathering in Madrid. We positioned inclusion for success at the Tokyo 2020 and Beijing 2022 organising committees and for the upcoming Los Angeles 2028 Games.

IMPACT

A report was produced on the back of our work in 2019 that included a list of recommendations, which have subsequently been concentrated down to two main deliverables:

- Helped define clear and shared IPC staff behaviours and related competency rankings for each grade, for assessing all potential and existing staff during recruitment, performance review, and promotion

The IPC can be an employer of choice for all

- Launch of an inclusive maternity programme which will take a proactive and structured approach to managing the careers of women (or men) taking significant parental leave

The IPC was one of the first sports organisations worldwide to include non-discrimination on the basis of sexual orientation in its constitution. Now it's going further by ensuring that whether it's gender, race or caring or flexible work requirements, the IPC can be an employer of choice for all.

Today the IPC boasts a diverse workforce of 131 employees, made up of 39 nationalities, and has a strong gender balance with 73 females and 58 males. 13 employees have a disclosed disability.

In terms of external impact, the IPC has recently launched a Paralympic Refugee Team to compete in Tokyo 2020(1). Led by Ileana Rodriguez, a former refugee from Cuba, the Team has been jointly formed with the UNHCR, the UN Refugee Agency.

The Tokyo Paralympic Games, when they take place, will have more than ten times the number of participants as there were in Tokyo 1964 (375 to 4,350). There will be more than three times as many medal events (144 to 539), almost eight times as many participating countries (21 to 160), ten times as many impairments included (1 to 10), and more than double the number of sports (9 to 22). The number of women competing in the Games will

also have increased by 20% compared to London 2012. Having had limited TV coverage 30 years ago, the Tokyo Games are expected to be broadcast in more than 160 countries, reaching a cumulative TV audience of 4.25 billion.

Such advancements are evidence that the organisation, alongside with the wider Paralympic movement, continues to grow and connect deeply with its fundamentally inclusive purpose.

NEXT

The IPC has successfully closed some of the cognitive dissonance that has existed between the growth of Paraspport and the IPC's lofty mission on the one hand, and its internal environment on the other. It continues to evolve as an organisation under its new CEO Mike Peters, with the emphasis now clearly on walking the talk when it comes to inclusion.

FURTHER READING

- History of Paralympic Movement – bit.ly/36MnUHB
- About the IPC – bit.ly/35FO4fN
- UNHCR/IPC Refugee Team – bit.ly/3kFwH33
- Tokyo 2020 Classifications – bit.ly/3kDUFfr



Music Masters

“I’M IN”! Baselining Inclusion & Creating Opportunity in Music

ABOUT

Music Masters (formerly London Music Masters) is a charity that was founded in 2008 by Victoria Robey OBE and Prof. Itzhak Rashkovsky. Its vision is truly inclusive: a world where every single child can benefit from the extraordinary power of music. Led by new Chief Executive Officer Roz De Vile, it works in schools and in orchestras to positively impact the lives of schoolchildren and early career musicians, providing access to build their talent that might sadly have been absent before.

SUMMARY

Inclusion

Music Masters’ launch of I’M IN in 2020 is a huge step forward for inclusion in the music sector, and is a reflection of the critical moment we are in. Music Masters’ work done in recent years has meant that the door was open at the right time.

Participation

Already the I’M IN campaign has had a fantastic signup across music and commercial organisations. The proof on change for D&I within music will be in the pudding in 12 months’ time and beyond.

Systemic & collaborative

I’M IN shows that for the first time, music seems to be taking a systemic and collaborative approach to systemic challenges, rather than working in siloes and piecemeal. Music Masters is at the forefront.



CHALLENGE

There is a big historical challenge to overcome in addressing D&I in the classical music sector. Because there is so much tradition and resistance, this is a unique challenge even when set against other artistic forms. Classical music in the West tends to lean on the same big composers, year after year: Beethoven, Bach, Brahms, Mozart, Wagner.

The overexposure to these composers, former Executive Director Rob Adediran told us, is astonishing. It cannot be possible that in the entire history of classical music, there have only been

ACTION

Included's first support for (London) Music Masters came in 2014, through our participation in a panel discussion at Southbank Centre entitled 'Class, Race and Classical Music'.

The *Included* team worked with academics, authors, and music professionals, and participated in a series of talks including the one at the Southbank Centre. We then worked with the team again in 2017 to start to imagine a practical diversity tool that might change the sector – and to imagine what an inclusive music sector could look like. Rob said of

It cannot be possible that in the entire history of classical music, there have only been a handful of genius white men.

a handful of genius white men. These terms of reference have led to a culture of marginalisation of different voices and talents. He says that music – as with other cultural access – is a universal human right, and if that's not happening, something's wrong. Moreover, the art itself will suffer. If we can build a more diverse workforce, talent pool and audience, the art will be enriched.

Music Masters has sought to help young musicians who were graduating from music schools out of their bubble, not being confident that they would be accepted for who they are. It has therefore taken on responsibility for shifting the sector and to increase comfort with the discourse of inclusion.

The major challenge in a purpose-led organisation like Music Masters has been to improve access and drive change. Rob observes that many of the actions taken on D&I in the sector have historically been at the individual or company level: 'given the amount of interconnection in a relatively small sector like ours, this approach is not sufficient to produce real change'.

our joint work together that "the *Included* team was tremendous. It was incredible what they did."

The work conducted with Rob and the team helped to contribute to the 2020 launch of 'I'M IN', Music Masters' inclusive music index, in conjunction with consulting firm AlixPartners (another subject of this report). A significant disruptor to the music sector, I'M IN is the industry's first truly accessible and affordable D&I strategy tool designed specifically for music organisations. One of its functions will be to audit music institutions on their D&I progress. This is the first step on the road to boosting marginalised-group participation in classical music, and ultimately to enrich artistic output.

IMPACT

I'M IN, years in the making, has arrived at a critical moment, and the work performed by Music Masters in recent years represents readiness for it. 2020 has proved to be the very moment for which Music Masters was founded – much like *Included*. The

widening of the Black Lives Matter movement has seen an increase in external pressure on the music industry, opening the door further for change. I'M IN marks a significant step forward for the music industry.

Already, organisations of all sizes have signed up to I'M IN – from small organisations with turnovers of £70,000, to the London Symphony Orchestra and the London Philharmonic Orchestra, to Conservatoires and 4-18 music hubs that represent the key to music education. Moreover, the commercial sector, not involved in these discussions, are now providing a voice at the table. Convening such a diverse group of stakeholders with a commitment to change is a huge step forward already. This first year's impact will be about creating key baselines that we can return to and measure progress by in the future.

More broadly, what we are seeing with initiatives such as I'M IN is a profound change in the music sector: away from siloed and uni-institutional action, towards the concept of inclusion as a systemic challenge which requires systemic (or system level) solutions.

As Rob has it, “we are now seeing, on a regular basis, music organisations using this language and engaging with programmes like ours which are designed to reveal underlying causes of inequality. This is new, certainly in my experience of the industry over the past 15 years.”

NEXT

Despite being a recent 2020 launch, I'M IN is already starting to be used at scale, with wide enthusiasm and sign-up across the sector. Time will tell what the D&I metrics are saying and what the meaningful impacts for the artform will look like. The tool will assess the level of and appetite for radicalism of its members. We look forward to checking in again on I'M IN with Music Masters in 12 months. The very fact of its name change in 2020 – dropping the ‘London’ to better reflect the charity's extended national reach and impact – is telling.

Of course, a lot still needs to change. Very little of how the music industry currently operates is compatible with inclusive working. But there's real hope that a corner has been turned, based on this year of all years. As Rob says, “for change to

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happen it has to happen everywhere: in education, in management, in ensembles, in the commercial sector, in festivals and in venues. We hope that the breadth of organisations who are taking part will inspire others to join us on this mission.”

New CEO Roz De Vile points out that I'M IN is not simply a thought-provoking exploration into D&I, but a practical, relevant and accessible tool that is already influencing real change within many organisations. She told us that “we look forward to working together with many more organisations to create a more inclusive music sector – a sector that genuinely welcomes, nurtures and appreciates diverse talent at every level and in every role.”

FURTHER READING

- About I'M IN – bit.ly/3f9orr7
- Music Masters rebrand – bit.ly/2L2CfbT
- Evening Standard: I'M IN – bit.ly/32WXoKv

Cloudflare

Helping to Build a More Inclusive Internet

ABOUT

Cloudflare is an Internet infrastructure and security firm, founded in 2009 by Matthew Prince, Michelle Zatlyn, and Lee Holloway. It has the ambitious mission of helping to build a better Internet through its work securing and improving the Internet presence of its global client base. Cloudflare currently has over 1,600 employees across 15 locations including San Francisco (HQ), Austin, TX, London, Lisbon, Singapore, and Beijing.

SUMMARY

New era

Cloudflare's work on inclusion in the last two years has been important preparation for the Covid-19 era in which the world is transforming at an accelerated rate, and is waking up – often via digital methods – to systemic racism and inequalities.

Debiased coding

By debiasing coding terminology and language and, soon, rethinking product design, Cloudflare is pushing the agenda to build leadership innovation. This will help to support their mission of helping to build a better Internet.

Global and diverse

Cloudflare has a diverse global leadership team, and are also making progress in their local locations. In the London office, for example, they have shifted from a small, nearly all-male team at launch in 2013 to a highly diverse workforce in 2020.





To innovate creatively, you need

CHALLENGE

In this context, inclusion takes on a key role both for Cloudflare and in the tech sector more broadly. As Cloudflare's Chief Technology Officer (CTO) John Graham-Cumming told us, tech businesses exist to innovate. But to innovate creatively, you need diversity of thought and experience. The benefits are therefore self-evident.

We know that when inclusive thinking is missing in tech, there can be damaging consequences. See driverless cars that bump into black people more often than white people, or automatic hand taps that don't detect darker skin tones, or the long-standing use of racially problematic coding language. The goal for Cloudflare is to help overcome these blind spots by building inclusive innovation into the fabric of what they do. And the first step to building an innovative tech company that's diverse and inclusive is to ensure the leadership team is the same.

ACTION

Included started working with Cloudflare's EMEA team in 2019 to help better embed D&I into the work of their leadership populations. Cloudflare

had already made great strides on their journey by looking at recruitment, internal targets, and creating effective ERGs. They wanted to go to the next level – reframing inclusion as a business imperative as well as a critical HR issue – to truly embed inclusion in the work they do, and ultimately to help create a better Internet.

With *Included* supporting, Cloudflare introduced a 3-month inclusive leadership programme for its EMEA leadership team, and inclusive leadership touchpoints for other layers of the organisation, to help leaders understand, lead, and deliver on inclusion. John told us that the personalised approach of the inclusive leadership work conducted with *Included* has been very well appreciated by the Cloudflare team.

IMPACT

Following the George Floyd tragedy in May 2020 and subsequent global protests for equality, Cloudflare ran a company-wide full day initiative in June featuring external speakers on race and inclusion. Almost every global employee attended or participated in some way.

The business has also taken the step of starting a

diversity of thought & experience

conversation about and then reforming their coding languages and terminologies, removing racial or offensive wording like 'whitelist', 'blacklist', 'master', 'slave', 'sanity check', 'blackhat', 'whitehat', 'guys', and 'kill' from organisational use. In this way Cloudflare have acted on debiasing and deracialising the actual engineering processes that sit at the core of what they do. These are great measures of the work that Cloudflare has conducted, and of the extent to which their global workforce is engaged on inclusion.

On representation within the business, Cloudflare has also taken enormous strides. John reflected on a photograph of the London office launch several years ago that showed the first 30 hires, all but one of whom were men. There was little tracking of diversity statistics. Now, there is wide diversity not only in the UK but across its global offices.

Had they not acted, the London office would likely have grown as an undiverse and less inclusive group. And whilst John thinks that internal pressure may have ultimately led to change, Cloudflare is in a much better place for acting proactively on D&I. Given the events of 2020, the importance of this has only increased.

NEXT

Whilst progress has been impressive, there are still more exciting times ahead for Cloudflare – both in general terms and in its journey to truly debias and embed inclusion in the fabric of its engineering work. One thing that is clear is that Covid-19 has further pushed the world towards digital, including home working and home schooling. For Cloudflare, more people actively using the Internet means even more responsibility, and even more incentive to get inclusion right. We're looking forward to checking in again with John and the team next year, to see how the steps taken on inclusive leadership have continued to impact their work.

FURTHER READING

- Cloudflare Inclusion Blog – bit.ly/3lJNBiu
- Cloudflare – ERGs – bit.ly/2IK5ijg
- Project Galileo 5 – bit.ly/2HjbSgo
- Project Galileo 6 – bit.ly/3fR6a26



AlixPartners

When it Really Mattered: Inclusive Impact

ABOUT

AlixPartners is a global consulting firm of 2,500 people, specialising in urgent performance improvement, complex restructuring, risk mitigation, and accelerated transformation. They apply behavioural science, strategy, and operational precision to help leaders transform cultures and bring value to their clients when they need it most—or ‘when it really matters’, to reference their brand.

SUMMARY

Return on investment

D&I work undertaken by the firm from 2015 to 2019 has paid dividends in many ways, and ensured a strong response to the extraordinary events of 2020.

New insights

AlixPartners has embedded inclusion to improve real understanding amongst its own people, and to create new insights to the work they do with clients.

Activism

Increased engagement from all levels through engaged leadership opening the culture (improving internal programmes and processes and integration of the firm’s eight employee resource groups) to address systemic inequalities and social cohesion.

CHALLENGE

AlixPartners has been a values-led consultancy since its founding in 1981, reflecting the beliefs of its founder Jay Alix. ‘Personal respect’ has been a core value in the firm since the start. When Simon Freakley assumed the role of CEO in 2015, he reinforced the principle of embedding D&I even more firmly into everything that AlixPartners does, for its people and in its work with clients.

Simon appointed Cindy Godwin in London as the firm’s first Head of Diversity, Inclusion, and Social Responsibility in 2017, to think deeply about D&I and to find the ‘permanent path’, and we caught up with her in the making of this report to understand the firm’s progress. Cindy has since recruited and passed the D&I role to Elton Ndoma-Ogar in New York, the firm’s first external hire in this space.

*AlixPartners
built a deeper
quantitative
dataset to
understand
experiences*

ACTION

Included began working with Cindy and the AlixPartners leadership in 2017, using an adapted model of ‘Understand – Integrate – Lead – Sustain’.

In the ‘Understand’ phase, we worked together to review D&I baselines and build on groundwork laid between 2014 and 2016. The firm’s goal was to make the firm a Top Place to Work, develop inclusive leaders, engage its employees, and serve its communities.

Included facilitated workshops with leaders throughout the organisation to more deeply understand how to recognise where bias might emerge and to mitigate the impact of bias in critical people processes such as performance management and promotion. D&I governance was strengthened, through a centralised, one-firm D&I framework, supported by taskforces and working groups around the world.

To add depth to the engagement, *Included* tested the job application process in different regions where AlixPartners has offices to understand the candidate experience at senior and mid-consulting entry points. As a result, The AlixPartners was able to make improvements to expand its diversity pipeline, increase pass-through rates for diverse candidates, and design a more intentional onboarding programme to support retention.

In the ‘Integrate’ phase, we conducted a deep dive into the perception of the firm’s employees, to assess progress since an initial D&I employee perception study in 2015. Applying our Inclusion Diagnostic, AlixPartners built a deeper quantitative dataset to understand experiences across its organisation, particularly in regard to psychological safety. This behavioural data, combined with the firm’s diversity demographics, supported leadership education, awareness, and advocacy to improve each employee’s feeling of pride in belonging and commitment to building their career at the firm. AlixPartners also reshaped its annual review, development, and promotion processes, with a particular focus on building D&I commitments into Managing Director roles.

In the ‘Lead’ and ‘Sustain’ phases, D&I commitments were added to employee development plans and embedded into the firm’s learning toolkits for key people processes. Subsequently, the firm’s

Grace, honesty, & dignity

new Chief People Officer created a D&I Centre of Excellence (CoE) led by Cindy, who added two permanent team members: Chad Schwarz, an internal promotion from the financial advisory team who leads the firm's eight ERGs, and Elton Ndoma-Ogar, an experienced D&I professional who was the firm's first external hire. As an example of intentional onboarding, Elton succeeded Cindy as Head of D&I after an eight-month programmatic culture integration. Most excitingly of all, AlixPartners' have moved the conversation on to include clients and other external partners in their work, through themes related to trust, emotional intelligence, and transformative leadership. Cindy, now the Head of Social Responsibility for the firm, has been able to turn her focus to the firm's role in society, and the impact it can have on driving sustainable change related to the inclusion and diversity challenges disrupting the world today. To support the firm's membership of the World Economic Forum, Cindy has joined its Global Future Council on Systemic Inequalities and Social Cohesion.

IMPACT

Engagement is up across the firm. After establishing its first ERG in 2016, AlixPartners now has eight thriving groups, and membership in these groups has doubled in three years. The ERGs are Asian Leadership Insights and Growth Network (ALIGN); PrideMatters; Black Professionals Network; Hispanics or Latinos of AlixPartners (HOLA); Women's Empowerment Matters (WE Matters); Working Parents; Military and Uniformed Services Team (MUST); and NextGen. Under Chad's guidance, the firm hosted its first ERG leadership

forum in early 2020, and every ERG subsequently created a 12-month strategic plan in partnership with the firm's marketing and communications, talent acquisition, and learning and development CoEs, as well as with external affiliations and charities (including London Music Masters, another subject of this report).

Cindy said the firm responded to the Covid-19 pandemic and social justice protests throughout the summer of 2020 with grace, honesty, and dignity, which she attributed to leadership and colleagues applying the D&I principles the firm has been embedding since 2015. Similarly, the ERGs, often working collaboratively with each other, drove cohesion through the firm's global community by organising events that fostered dialogue about these external events and their impact within the firm, including the Black Professional Network's ongoing Forum on Race series, which continues to evolve and deepen.

NEXT

AlixPartners aspires to continue to perpetuate itself as a values-led, people-focused, client-centric organisation, in keeping with the mission set out by its founder and the vision of its leadership. Inclusion is being embedded into the fabric of everything the firm does with the goal of building a workforce that is representative of the diverse world in which we live, and acting as a thoughtful change agent within responsible, committed societies.

FURTHER READING


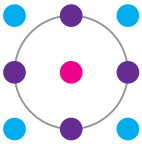
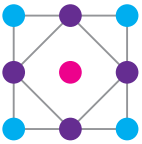

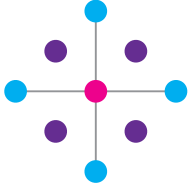
- About AlixPartners – bit.ly/2IOOuru
- AP 2019 D&I Journal – bit.ly/36FIWYk

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	DATA	GOVERNANCE	LEADERSHIP	SYSTEMS
				
We work directly with CEOs, HRDs and execs to make D&I part of corporate strategy.	We design, model and measure inclusion to permit more accurate interventions.	We observe and improve corporate decision making from Board to shop floor.	We deliver key-notes, labs and our full Inclusive Leadership programme to reframe inclusion as a personal leadership responsibility.	We de-bias critical business processes such as recruitment and procurement.

LATEST BOOK



Building an Inclusive Organization
Leveraging the Power of a Diverse Workforce
Stephen Frost & Raafi-Karim Alidina

Building an Inclusive Organization is a practical guide to creating an environment of real inclusion. It explains how to remove unconscious bias from company processes including recruitment and selection, how to make the case for diversity and inclusion to all stakeholders and how to embed inclusion into an organization's culture and overall business strategy.

This is the go-to book for inclusion 3.0 and how to truly have a culture of respecting and embracing difference in a positive way. This book will get you one step closer to organizational change and improve the 3 C's: our companies, cultures and colleagues.

— John Athanasiou, Director of People, HarperCollinsPublishers

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INFORMATION

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We've re-branded,
from Frost Included
to simply *Included*.

The lower case 'i' is
framed as an icon of
the human figure:
head & body,
authentic & proud.

Our brand identity is
dynamic, flexible &
responsive, allowing
us to adapt inclusively
to others.

Together, we are

included.

www.included.com