

Four steps to create a more inclusive culture

Equality, Diversity, Inclusion and Belonging (EDIB) has never been more important



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Author's profile

Melisaan Foster

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Melisaan is an experienced consultant in employee experience and engagement with a demonstrated history of working across a variety of sectors and regions and a passion for creating inclusive cultures. She has a depth of experience in internal communications and led 'Communicate for Success' in 2018 – the thought and action group that focuses on communications under the Engage for Success banner. Melisaan was awarded the Mark of Excellence, Outstanding Young Communicator award at the CIPR Excellence Awards in 2018, was recognised as an Inspiring Leader by Inspiring Workplaces™ in 2020 and judged the IoC (Institute of Internal Communication) Awards in 2020/21.

Viewpoint profiles



Priya Bates

As president and owner of Inner Strength Communication, Priya Bates builds strategic internal communication, engagement, branding and transformational change plans that enable, engage, and empower employees to deliver business results. As co-founder of A Leader Like Me, Priya creates an empowered community for women of colour to help them build skills, define strategies, and find support to grow in their careers.



Advita Patel

Advita Patel, a chartered comms practitioner, is the director of CommsRebel, co-founder of A Leader Like Me, and a co-host for an award-winning podcast, CalmEdgedRebels. She's also an experienced speaker and often shares her thoughts on how to overcome self-doubt, uncovering your confidence, how to unleash your inner rebel and topics around internal communication and diversity. Advita has worked within internal communications and change management for 17 years and has gained experience in various industries, including education, energy, healthcare, and transport.

Four steps to create a more inclusive culture

Equality, Diversity, Inclusion and Belonging (EDIB) has never been more important. It's been thrust to the front of our conversations and many employers are rapidly putting in place strategies to ensure EDIB is improved in their organisations.

The big question for many employers – and even for us as individuals – is where to start with EDIB? This guide gives you a very practical four step model to follow to create a more inclusive culture.

What is EDIB?

- Equality** Fairness, equal rights, and opportunities for all
- Diversity** Recognising and celebrating the differences seen across people
- Inclusion** People feeling welcome and valued
- Belonging** A culture where people feel able to be their true selves at work

Many significant events have raised awareness, and shifted how we view and talk about EDIB. We have a rich history of campaigning and fighting for equal rights – from Stonewall, #MeToo, to Black Lives Matter and the Stop Asian Hate movement – there are always groups that are oppressed and need to fight for fair and equal treatment. These communities are openly speaking about their struggles and sharing stories that provide a roadmap to success for other marginalised groups. 'Newer', or more recently identified groups can often use these experiences to plan how to carve their place in society, and advocate the rights and inclusive language we should use to ensure their feeling of belonging.

It's clear that we have to face into challenges that are beyond our control. There is an increased tension from oppressed groups who are sharing their experiences and breaking behaviours learned over centuries. As an example, in many cultures, the societal norm has been that men are higher earners in more senior roles due to their ability to access education, fit in with the hiring culture, and typically not need to take breaks

in their career for caring or childcare responsibilities. This is just one example. While individuals and organisations are absolutely capable of driving change, it's also important to understand the wider environment you're living and working in, as it will take time to improve EDIB and shift societal norms that have been created over years, decades, and centuries.

We're witnessing a huge cultural shift – pushed by more connected younger generations who are open and more accepting of people's rights to define themselves. With this brings opportunity and challenge – the future workforce will expect EDIB as an essential from their employers, not the 'nice to have' approach that currently exists. This is your opportunity to make a change in four simple steps.

Beware of the EDIB expert

No one can be a true master of all things diversity, it's just not possible to know about all the singular and cross-sectional elements that make human beings unique and diverse. So as an individual, or as an organisation, you have to start your own journey, and by using this model, you'll quickly be able to identify how to develop.



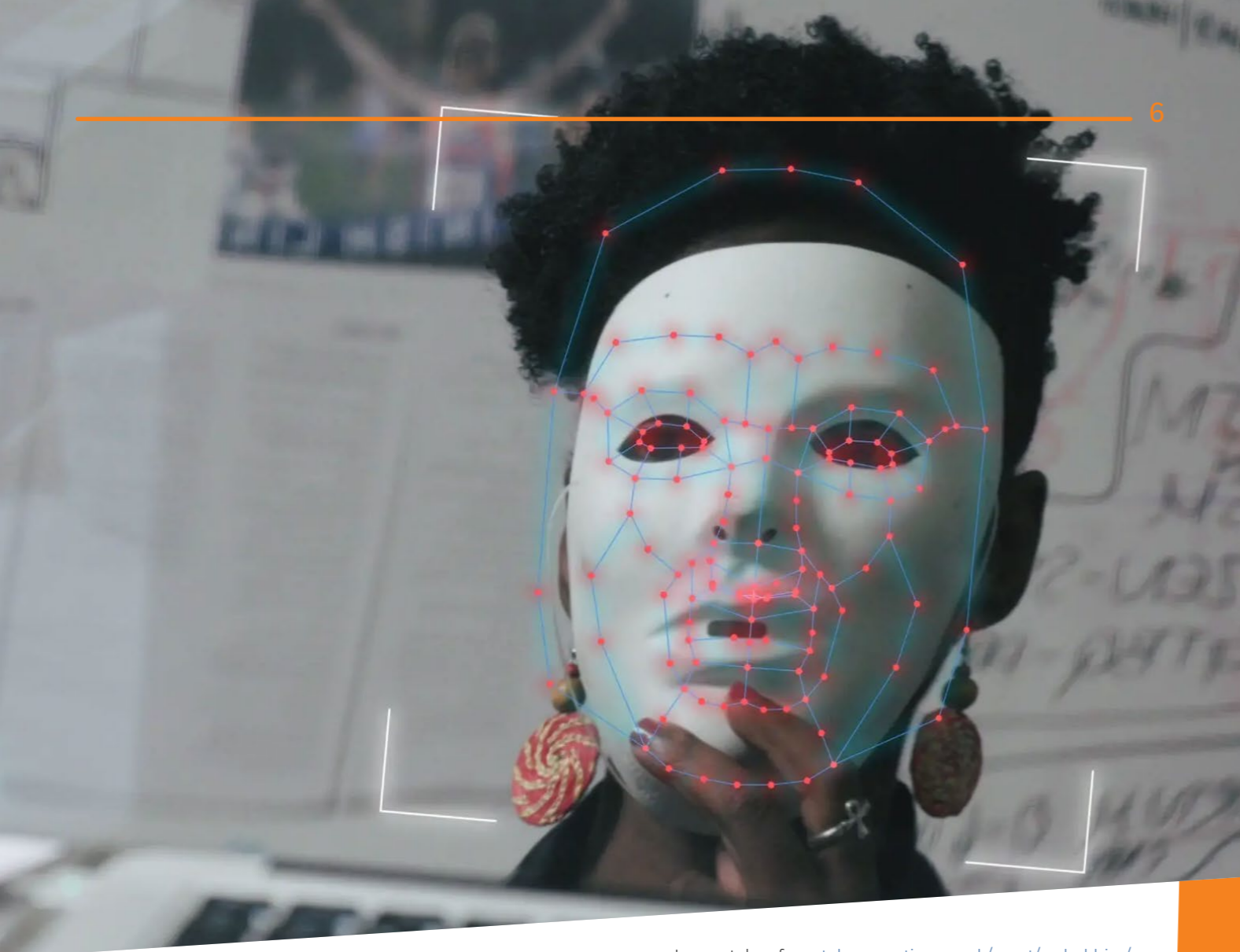


Image taken from takeoneaction.org.uk/event/coded-bias/

The importance of EDIB is clear – people now expect organisations they buy from, interact with, and work for, to make a stand and support movements that matter. As individuals, we can check our own language and manage our own biases, be vocal and openly support movements and other people, which will contribute to making the world a more positive and accepting place. For organisations, if employees feel they are valued, respected, included, and belong at an organisation, it creates a more positive culture which will support the business

in achieving its goals. Moreover, inclusive cultures help prevent organisations from falling down some significant potholes. It's as simple as ensuring your organisation reflects the diversity and values of your current and future customer base. You'll be able to overcome challenges like those documented in Coded Bias (Netflix) where Joy Buolamwini [uncovered biases in the development of artificial intelligence systems](#) – due to them learning from non-inclusive examples in their programming.

EDIB has a clear impact on driving organisational success.

The studies are clear – diverse teams are more likely to succeed.

- **Top team diversity is strongly correlated with profitability**
- **Inclusive leaders can drive a 17% increase in team performance and a 29% increase in team collaboration**
- **76% of jobseekers and employees say that a diverse workforce is an important factor when evaluating companies and job offers**
- **Organisations that focus on disability engagement are growing sales 2.9x faster and profits 4.1x faster than their peers**
- **1 in 10 LGBTQ workers have left a job because the environment was not very accepting of LGBTQ people**

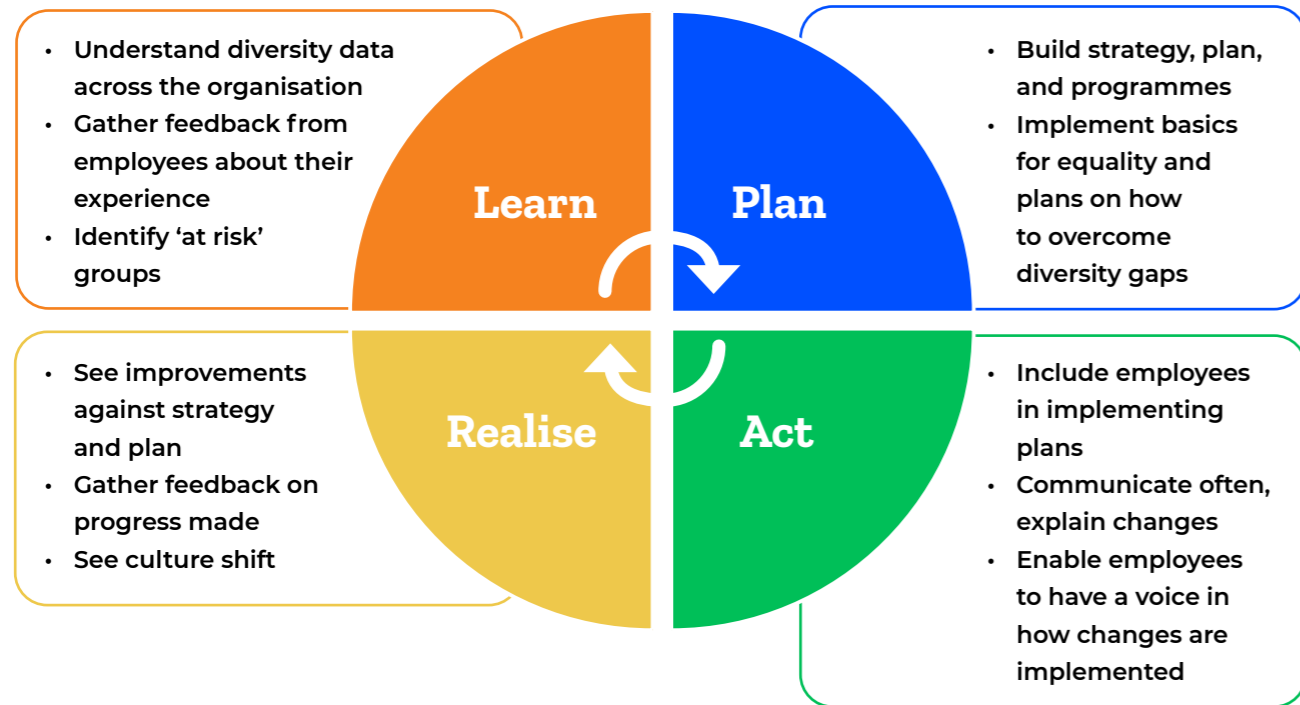
But how do you make your organisation successful in EDIB?

For some, it's about the accolades or awards that you can find in the market, but that doesn't create a truly inclusive culture that will be sustained and successfully inclusive over time. For most, it's about learning more about their current culture to explore where gaps exist and creating a vision of a successful EDIB culture for their organisation – as much like individuals, no two organisations are alike.

That's the difficulty with EDIB. Every organisation – and every individual – are at different stages of a journey with different needs to fill, so there is no one-size-fits-all solution, and no 'final state' to aim for; it should be a continuous journey.

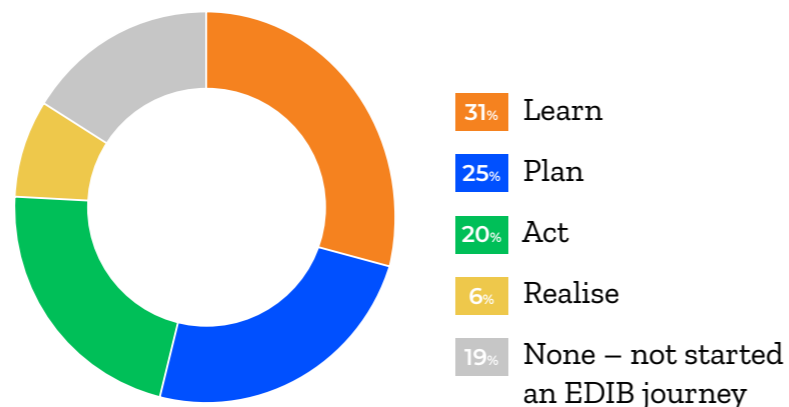
The most important thing you can do is begin by following these four steps and using this model to review where you are to continue (or reset!) your plans and continue to progress your own, unique journey.

Learn, Plan, Act and Realise Model



While the model details the elements of each stage, it's all about keeping it simple. **Learn** – gather data, listen to your people; **Plan** – use that information to create the way your organisation will move forward; **Act** – keep your promises and involve employees in taking action; **Realise** – witness and celebrate the change you have made and gather feedback from employees to confirm your journey (and start it all over again)! After all, to create an inclusive culture, you have to continuously develop it and not see it as a one-off exercise.

In a recent poll of over 350 HR and communications professionals, WorkBuzz found that 19% had not started their journey, and only 6% had reached the 'Realise' stage of the cycle:



This eBook explores each stage in more detail.

Viewpoint from Leaders in this space



Priya Bates and Advita Patel
Co-founders, A Leader Like Me



We can all agree that 2020 and the protests following the murder of George Floyd in the United States of America fundamentally shifted the global conversation on **Equality, Diversity, Inclusion and Belonging.**

There was something about that video that said to many organisations and individuals that we've had enough. We no longer can ignore what is going on. We can no longer ignore the voices asking for help. We can no longer ignore the systems that create inequities. We can no longer ignore the role we play as bystanders that stay silent.

Although it's important to acknowledge that these conversations and cries for help have gone on for centuries, what feels different this time is the unifying forces of diverse communities working together to drive change and the empowered voices of individuals willing to give up personal privilege to fight for justice.

What is also clear is that performative gestures like black boxes, hashtags, and thoughts and prayers are no longer enough. What the public is looking for is facts, actions, and true performance from organisations and individuals. And, in this day and age of social media, the empowered voices are willing to speak up publicly and point out discrepancies and disconnects.

We talk about divisions being sowed and people being forced to take a side. This is true even in this space. As the white supremacist voices get louder that create fear of a loss of entitled privilege for those who will listen and support, so too are those voices on the other side, fighting for a fair and just society based on truth and facts. There no longer seems to be a happy medium and for many, this forced choice means moving further to the side of EDIB.

There are not many out there who have not reflected on their own behaviour and privileges. Their own understanding, and their own roles in supporting inequities consciously or unconsciously. That's why we believe the Learn, Plan, Act, Realise model works well for individuals as well as organisations as they navigate their personal journeys.

Learn – Learning is about acknowledgement and awareness. Acknowledging first that inequities do exist in our societies, at work and at home, and seeing what we may not have seen before more clearly. The truth is that there are a number of studies, reports, books, articles and movies that tell a story of the past through a factual versus fictional lens. Stories that explore both sides and perspectives of issues. Facts and numbers that tell a real story of where we are today. It's our job to ask what happened, why it happened, who benefited, and how we got here. We recommend hearing from diverse speakers, authors and producers who will reflect stories lived and stories told more accurately from different perspectives. Even in your own professional and personal circles, it's important to explore the perspectives you don't normally hear.

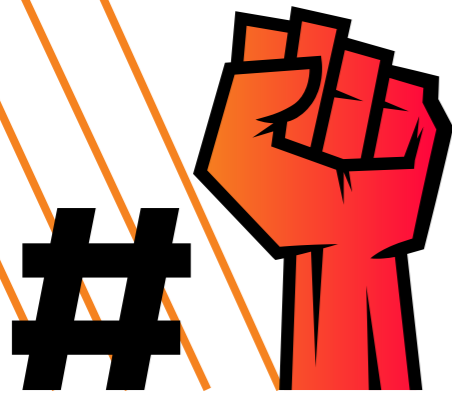
Plan – Once you have learned about the systems and the facts about where you are today and why, take the time to really think of where you want to be. What is the goal? What does success look like for you personally? With that, create a plan on how to get there. How you plan to close the gaps that exist for you personally.

Act – A plan is just a wish without actions to get there. Identify your priorities and start making a concerted effort to change behaviour and language. Know that you will make mistakes along the way and when you do, apologise, acknowledge the error, and commit to doing better next time. Effort is more important here versus fear that keeps you from moving forward.

Realise – As you hold yourself accountable to results, you will gain confidence in becoming an ally and advocate who can bring others along. Being part of a movement will help accelerate change. As an early adopter, your role is critical.

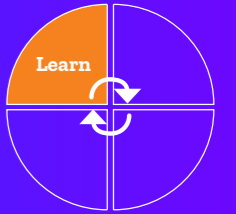
With A Leader Like Me, we strive to create an empowering community to build courage and confidence. Although we have started with women of colour in our career building and community programmes, our plans are to evolve to include groups with other protected characteristics to drive more diverse leadership in organisations. Our global online conferences empower voices and stories that are rarely told. Our role is to build a community of leaders who can drive change in organisations around the world.

What is clear is that the George Floyd murder wasn't a moment that will be forgotten. The hashtags were not simply a trend. We are at the beginning of a change movement, a revolution if you will, that will take us all to a society where everyone can feel they belong.



Step one

Learn – gather data, listen to your people



To create a more inclusive culture, you must start by learning more about your organisation.

First of all, you have to understand your organisation's diversity make-up and how well it represents the communities or customers you serve, as well as the geographical talent. It's all about using data to understand if you have any gaps in representation which can and would benefit from being filled – by office, team, and job role.

Some organisations have vast amounts of data to enable them to compare to their market quickly, but others may have to gather diversity data and explain to employees how it will enable them to learn about ways they can become a more inclusive employer.

A diversity data capture can be viewed as a one-off event in an employee lifecycle. Where laws allow this and people are open to sharing, the best practice is to capture data as an employee joins an organisation. However, many organisations aren't set up to do this and

face resistance from employees about sharing this information as they join. So, the next best thing is to ask for it as part of a wider EDIB survey so people can understand why their view matters and should be compared depending on their diversity make-up.

Data characteristics you can capture include:

- ▶ Age
- ▶ Gender or gender identity
- ▶ Sexuality
- ▶ Ethnicity and/or race
- ▶ Religion
- ▶ Disabilities
- ▶ Neurodiversity
- ▶ Caring responsibilities
- ▶ Socioeconomic background or social mobility
- ▶ Veteran status

Please note: this list is not exhaustive and local laws should be checked before capturing protected characteristics.

What can you include in an EDIB survey?

It's a good idea to have questions that measure if your employees believe your organisation is committed to EDIB, their views on how fair and equitably people are treated, how representative leadership is, how able they are to have a voice and feel heard and feel like they can be themselves.



[WorkBuzz](#) runs employee engagement surveys for hundreds of organisations, and has been able to collate benchmark data for these three core questions.

By learning more about the diversity of your employee-base and getting their direct feedback, you'll quickly be able to align this insight to business reporting tools and other data points within your organisation such as gender pay gap reporting, promotion, and performance review data.

It will also give you a sense about what's going well and what you need to focus on to improve – by segmenting data by diversity demographics you can quickly understand any turnover risks and focus on groups that have the lowest opinion on your EDIB efforts. By engaging them and learning from them, you're already on the pathway to becoming a more inclusive employer.



81% of survey respondents say that everyone is treated fairly in their organisation

84% can be themselves at work

76% believe their organisation values the diversity of its employees

Organisations who learn about their journey will often find that over three quarters of employees will believe that the organisation values diversity, are confident that people are treated fairly, and feel like they can be themselves at work.

As you embark on this journey, it's important to note that the 'Learn' phase is continual – you'll dip in and out of it as you progress through the cycle. By measuring employee sentiment alongside the KPIs you may set in 'Plan', you can demonstrate the progress made against your goals.

CASE STUDY What's involved in an inclusive campaign?

We asked Amrit Nijjar, Inclusion and Belonging Manager at Tarmac, to tell us more about what a successful inclusive campaign can look like in the workplace:



Amrit Nijjar Inclusion and Belonging Manager – Tarmac

"One of the first steps I took before I created the inclusion and diversity campaign, at Tarmac, was to understand and learn what was happening in the business. We didn't have access to appropriate data, so we began our research by reviewing our inclusion index and undertaking some focus groups.

Our inclusion index actually showed that many of our colleagues did feel included. But when we looked at the demographics of the people who answered, we realised that most of the answers were from an overrepresented group. So, the focus groups allowed us to dig deeper and understand truly what support our workforce needed.

We knew we wanted a campaign that was inclusive to everyone, regardless of personality and background. Often some diversity campaigns can be really specific and can exclude people rather than include – which can be problematic.

Once we gathered this information, we started to plan what we needed, and what success looked like to the organisation. From this, we took action, and we developed the Proud to be me campaign. This wouldn't have been possible if we didn't listen to our colleagues. The feedback and being able to understand the data helped us create a meaningful campaign, that colleagues embraced."

We then asked Amrit how she involved everyone from leaders to frontline colleagues?

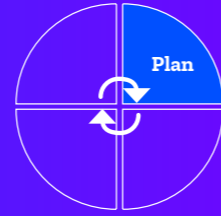
"We involved as many people as we could, from leaders to frontline staff. We also started slowly by creating templates and sending out a few posters to some teams. We wanted people to embrace the campaign and realise the importance of inclusivity themselves. We didn't want to force this campaign onto anyone.

But it was important that every person was involved and felt included in the conversation, regardless of their background. Proud to be me allowed people to open up more and talk about the things that made them who they were.

We used the feedback from the campaign to expand to other areas of the business, like climate change and sustainability, which demonstrates the impact this campaign had on our culture overall!"

Following the principles of the Learn, Plan, Act, Realise framework, Amrit and the team at Tarmac created an inclusive campaign that added value across the business.

Step two



Plan – use what you’ve learned to create the way your organisation will move forward

By learning, you’ll now understand how your employees currently perceive your organisation in its EDIB efforts and where they believe you should be.

This is critical for setting out a clear strategy and overarching vision for EDIB for your organisation – having a clear statement that defines what type of employer you want to be regarding EDIB will help you and all employees in the organisation speak the same language and drive your culture to the same place.

By setting a clear vision with simple bullet points that can help you explain what it means and why it’s important for your organisation, you’ll be able to share and communicate it easily with employees. A good EDIB vision should be unique to your organisation and resonate with every employee because of its simplicity and purpose.

This diagram demonstrates what an EDIB strategy should contain, and it is broken down into three key elements:

- EDIB Vision and supporting communication points
- EDIB Strategic pillars – these are three to five key topics which focus on overcoming the main EDIB challenges you face. These are linked to your wider business plan
- EDIB Activity with clear, measurable objectives underneath each pillar



Your EDIB Strategic pillars should focus on how you’ll overcome challenges and go hand-in-hand with your wider business plans. They shouldn’t draw away from business goals and objectives, but instead be the powerful part that underpins them.

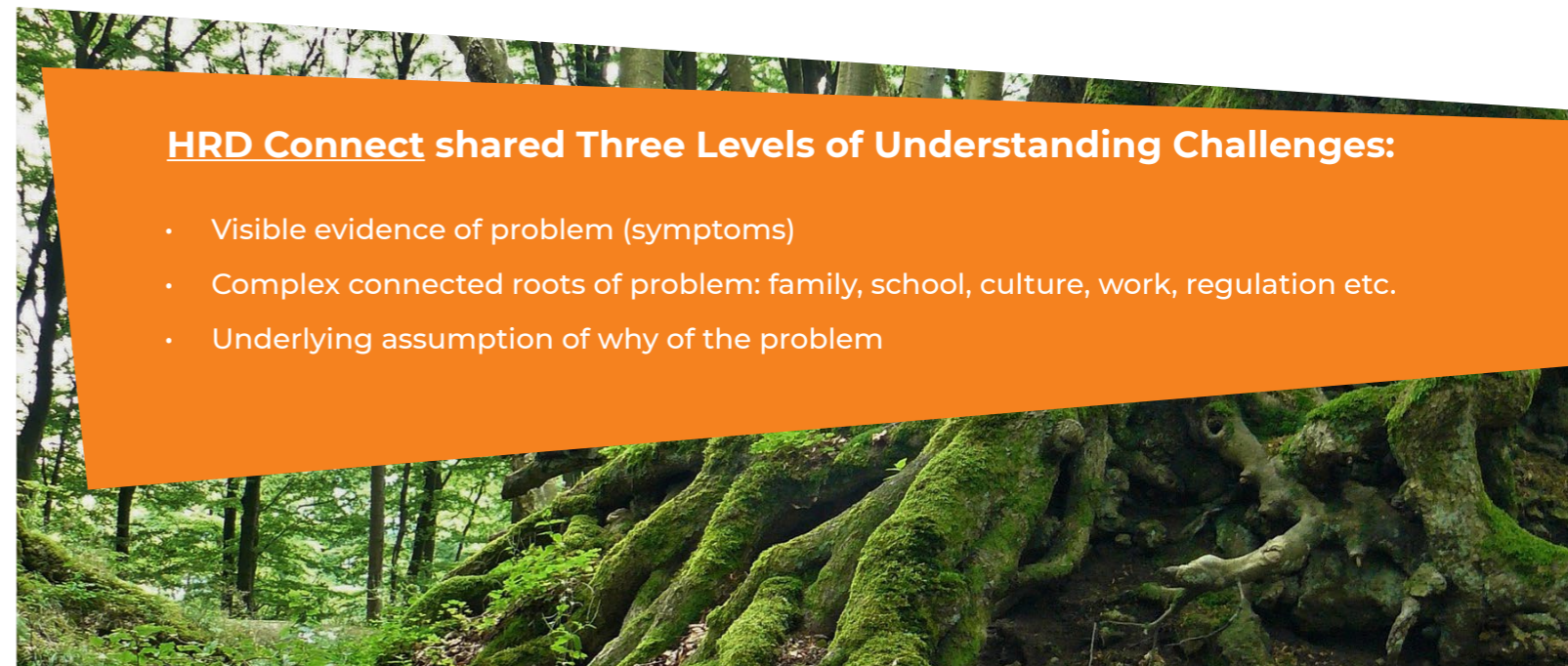
A good example of this is ensuring representation at a leadership level. If your leadership team isn’t representative of the workforce, you could quickly promote or add a leadership role for someone that gives the underrepresented a leader like them to look up to – but that’s just a sticking plaster.

The linkage into business objectives can be wide-ranging — from improving talent attraction of specific demographic groups, or improving customer satisfaction levels by ensuring an inclusive approach to customer service, to improving productivity by enabling employee voice and improving processes based on their ideas.

You need to get into the roots of the issue – why haven’t you already got a representative leadership team? Where are you hiring from? Is everyone able to progress and be themselves in your organisation? Are the same opportunities for development open to all? By understanding more about the roots and why the problem is happening, you can then address it through actions to improve those root causes to ensure a pipeline of talent succession for the future.

Start by looking at what your business is trying to achieve and aligning your EDIB activity to those goals.

All too often, it’s clear what the symptoms are – but to tackle these, your EDIB plan will need to take action to address the roots of the problem and why it exists, rather than placing sticking plasters over larger issues.



HRD Connect shared Three Levels of Understanding Challenges:

- Visible evidence of problem (symptoms)
- Complex connected roots of problem: family, school, culture, work, regulation etc.
- Underlying assumption of why of the problem

Of course, if you haven't already, you will need some hygiene factors in place – the basic elements of EDIB practices begin with ensuring policies, handbooks, communities, forums, and communications channels are ready to support your wider EDIB activity.

By completing a learning phase, you'll be clear on which gaps are most important for you to overcome within your organisation. Your employees will have shared which elements of their experience matter the most to make them feel more supported.

Examples include:

- flexible working
- celebrating cultural events
- unconscious bias training
- improved succession planning
- hiring and attracting key talent
- more transparent promotion processes
- improved access to learning and development opportunities
- mentoring and buddying schemes
- more frequent social events

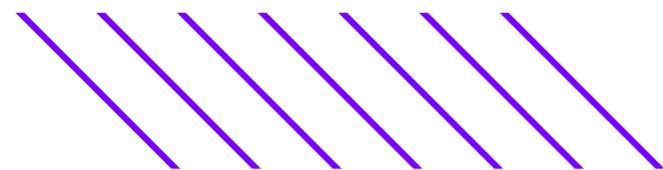
Whatever your current challenge in EDIB, there is bountiful research or networks you can find to help you know where to start:

- Research into strategies for [narrowing the gender pay gap in 2021](#)
- A blog on how you can [address under-representation](#)

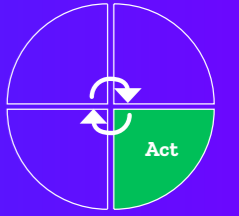
By asking your employees, you'll quickly unearth activity that will shift the culture to feeling, and therefore becoming, more inclusive.

Take time to use these best practices, but always rely on your internal learning and employee feedback about what will work for your organisation before including it in your EDIB strategy.

Most importantly – communicate, communicate, communicate! The EDIB strategy should begin with top leadership working hand-in-hand with EDIB leaders within the organisation and the messages should always include endorsement, support and ideally shared experiences from the top tiers of your organisation.

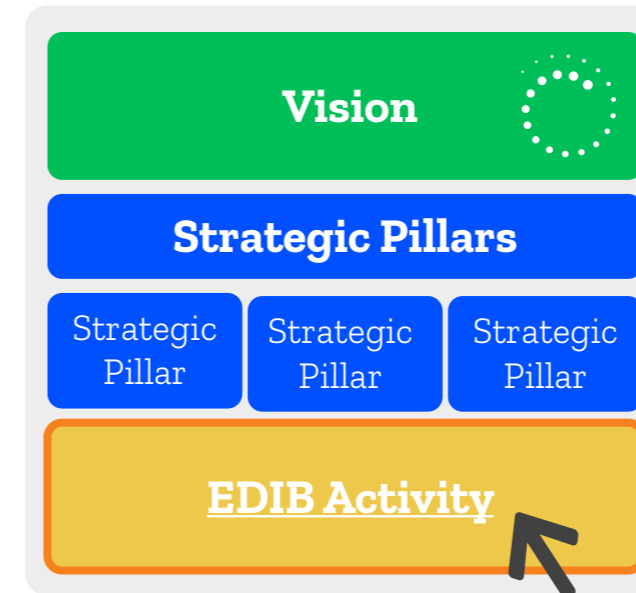


Step three



Act – do what you said you would and involve employees in taking action

Once you've set out your EDIB strategy, it's critical to track progress against the activity mapped underneath each pillar.



By clearly communicating your strategy and providing regular updates against the items you've promised to deliver against, your culture will begin to shift, and employees will see the benefits of the changes being made. Utilise your communication channels to provide updates against the strategy in clear and visual ways — from notice boards and intranet posts, to EDIB focus groups or open forums, it's critical you keep sharing

progress made and reminding people that this is a continuous journey, rather than a one-off exercise.

Employee voice is a critical aspect of people feeling included and that they can belong. As employees see changes being made, it's important to continue asking for their feedback about the activity – how well it was delivered, what could be changed or improved, and any other ideas they have that would contribute to the strategic pillars. Checking-in regularly with employees enables you to measure progress and ensures you're on the right track in nudging your culture to become more inclusive.

It's critical to keep inviting feedback from employees and demonstrating how your employees' input is used to make change in your organisation.



By demonstrating you are acting on feedback, employees will be more comfortable voicing their ideas and feel that they can actively champion or advocate EDIB. With 84% of employees saying they can be themselves at work, it's critical to consider the other 16% of people and how well they are represented in decisions being made in your organisation. Depending on your challenges, you may be able to introduce heightened listening activity to specific underrepresented groups and utilise initiatives like meeting quotas, reverse mentoring, and training to support those voices in being heard.

The following case study from Premier Foods demonstrates how a leading organisation can still refresh their view and focus on ensuring every voice is listened to and valued.



CASE STUDY PREMIER FOODS



Premier Foods is currently in the 'Act' stage of the cycle – they've learnt about the organisation and identified gaps and ways to overcome their inclusion and diversity (I&D) challenges going forward. They have a 2030 vision for their I&D goals and are consciously shifting their culture – beginning with raising awareness and helping leaders to better understand their I&D landscape.

Premier Foods recently focused on a common challenge – a gender imbalance as you move up the hierarchy, with a lower representation of women in senior leadership roles. They decided to conduct a short survey in June 2020 to understand where women were underrepresented, why that may be, any barriers to progression, and what they could do to improve this. The survey focused on mid and senior management levels and invited all genders to share their views in order to understand commonalities for all genders or challenges unique to each.

The data showed that there were shared challenges for employees around realising their career potential and the appetite to see more inclusive leadership. It also highlighted a need for flexible working to better enable those with caring responsibilities and more support in returning to work after periods of leave.

Moreover, the survey identified clear differences between men and women at Premier Foods whereby the women felt less confident to speak out in front of senior management and challenge their thinking. This was compounded by the lack of representation in the senior leadership roles and an underlying feeling that females were less able to be their authentic self at work.

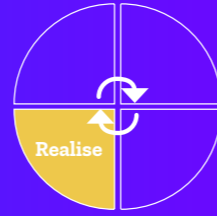
After learning about the challenges and inviting people to share ideas on how to overcome them in follow-up focus groups conducted by external consultants, Premier Foods rolled out several initiatives:

- ▶ **Hosting speakers to share learning about how to hold the room and offering Gravitas workshops**
- ▶ **Reverse mentoring scheme**
- ▶ **Reviews of policies and procedures for working parents**
- ▶ **Recruitment without bias working party**
- ▶ **Changing career conversations: training for line managers and creating I&D referees who are responsible for calling our behaviour that isn't inclusive**
- ▶ **Leveraging storytelling: #oktobeme stories shared across the organisation about bringing your authentic self to work**
- ▶ **Shifting ownership of I&D — functions at Premier Foods are now driving I&D forward using diversity data, and learning more from their people about how they can further improve**

These initiatives have been positively received at Premier Foods and have demonstrated the appetite for certain skills development – such as the Gravitas workshops which were fully booked within 30 minutes of release! Premier Foods continues to listen and adapt its approach in line with the needs of its employees.



Step four



Realise – celebrate the change you have made, gather feedback from employees to confirm your journey (and start it all over again)!

As you progress against objectives within your EDIB strategy, it's important to share and communicate your successes, and if there are any setbacks or adjustments needed – sharing updates and explaining why items are reprioritised.

By completing the EDIB pillars and delivering against your strategy, you'll experience cultural shifts in your organisation – from how people talk about EDIB, how open they are to learning about other experiences and sharing their own, and in time lifting cultural understanding across your workforce. These shifts will enable people to be more open, honest, and ultimately be themselves at work – which is what an inclusive culture is all about!

A key way to learn how to build an inclusive culture is to discover other people's journeys. So, we interviewed Bryan Vermes, Senior Manager, Employee Experience and Social Impact at Mimecast, to gain some insight and understanding about how Mimecast has built a strong, inclusive culture – and been recognised as an exceptional workplace.



Bryan Vermes, Senior Manager,
Employee Experience and Social Impact
at Mimecast

CASE STUDY Creating an inclusive experience: An interview with someone who's been there and done it!



We asked Bryan what it takes for an individual to be successful in EDIB:

"You have to have personal and professional experiences to give you a strong internal compass in EDIB.

My unique personal experiences as a mixed race, gay man and early professional experiences working with children from urban areas of the US gave me an ideal grounding in EDIB that drove my path to working in employee experience. Everyone is able to build their own compass, but you'll often find it's easier for people that grow up with diverse backgrounds and real-life experiences to understand the complexities that come in the EDIB space."

We then asked him what it takes for an organisation to be successful in EDIB:

"Lots of organisations have positive intent, but where do you place that energy?"

It's not just about creating a strategy or ERPs to fill gaps that you know other organisations will have in place. It's all about starting conversations with your people – sharing and learning about views on what is happening in the world right now, what role you want to play as an employer, and having clear buy-in from leadership – giving everyone permission to jump in the conversation.

Changes in the environment will often change where you need to start as an organisation.

It can be as simple as just having informal conversations with people that identify with different groups and asking what's good and what's bad? Enable people to share more personal and emotional stories and help them be honest and transparent. Audit what you have in place and treat it like a scale-up, focus on each life cycle event and create a plan and KPIs against those. It's important to measure but focus initially more on internal rather than external benchmarks. You need to measure the areas of EDIB that matter the most to your unique organisation. Utilise performance frameworks that not only focus on what is achieved, but as importantly – how. Behaviours are a critical part of creating an inclusive culture and should never be undervalued.

Only apply for external recognition when you are there internally – you have to have a level of comfort that your foundations are strong, and effort and attention has preceded an application for an award."

As Bryan mentions – as time progresses and you continue your work, you can enhance your employer brand and attract key talent. But awards and external recognition should never be the primary driver for EDIB efforts – these rewards should come with time and only after significant inroads have been made on your journey.

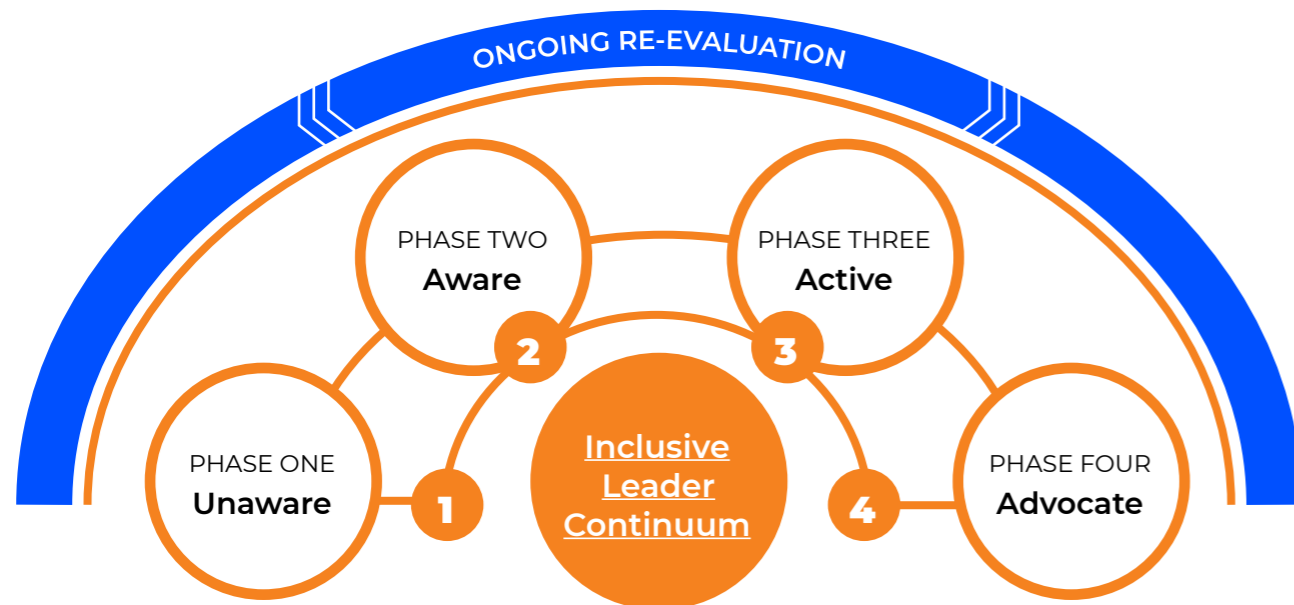


Jennifer Brown's *Inclusive Leader* book introduces a concept that describes a continuum of learning from Unaware through to Advocate.

This concept explains that at any point you can be at several points on the continuum and can move into different stages, so you must re-evaluate your position and where you are in relation to different EDIB groups or activity, and always take strides to revisit your learning.

This openness to learning is critical to following our model too – we will only be able to build more inclusive cultures if we understand that there will always be more people with new differences and areas of diversity we've never learned about, or experienced before. We have to keep learning and reinventing our own selves, our organisations and cultures to push for inclusivity as societal culture continues to progress. We all have a role to play.

Organisational Perspective



UNAWARE

You think diversity is compliance-related and simply tolerate it. It's someone else's job – not yours.

AWARE

You are aware that you have a role to play and are educating yourself about how best to move forward.

ACTIVE

You have shifted your priorities and are finding your voice as you begin to take meaningful action in support of others.

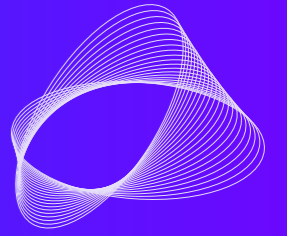
ADVOCATE

You are proactively and consistently using your privilege to the advantage of others. You consider their issues — your issues, and stand in solidarity with them.

Private // Low Risk // Individual Perspective

Public // High Risk // Organisational Perspective

Summary and Recommendations



Every EDIB journey is unique to the individual, or organisation. When we talk about creating more inclusive cultures, it demonstrates the need to define what one actually is. What does an inclusive culture look like from the basepoint you've begun from? How does this flow in to the future aspirations and EDIB strategy you've laid out?

The **Learn, Plan, Act, Realise** cycle is all about giving you simple steps to follow that should be tailored and tempered to your situation. It works as a continuous improvement model that doesn't prescribe fixes that may not matter to your people. Remember to focus your energy on the areas that will give you most return and help to further your journey in becoming more inclusive.



Finally, we'll leave you with these three recommendations as simple principles to guide you:

1.

Be clear on how people should behave, but create a safe space where people can speak openly about their experiences and ask questions.

2.

There's always more to learn – diversity continues to diversify, so we need to keep measuring and monitoring ourselves and our organisations to reinform our plans.

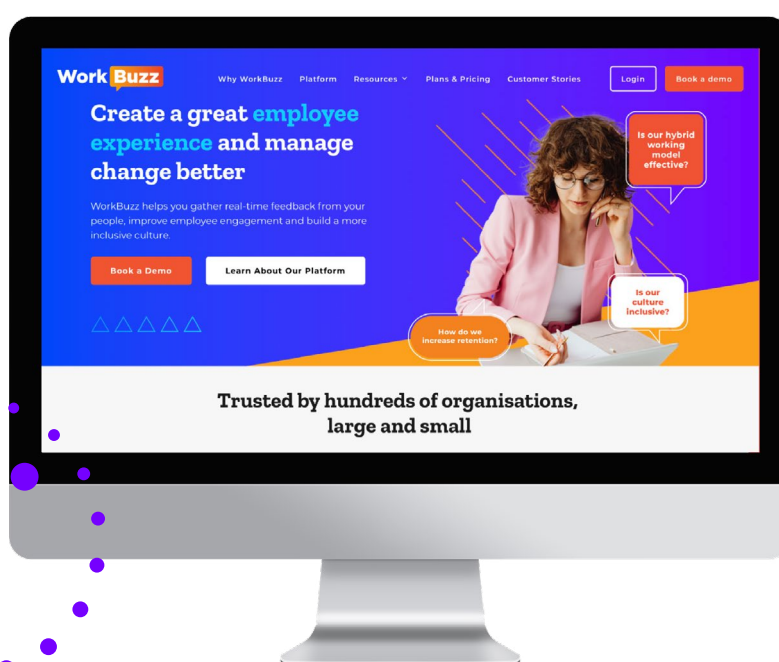
3.

All EDIB journeys are unique – learn from other experiences but, remember your journey will be different — and always do what feels right for you and your organisation.

About WorkBuzz

Work **Buzz**

HR's secret weapon to navigate the changing world of work



WorkBuzz provides an agile employee engagement platform and expert consultancy to help you make data-driven people decisions and manage change better

- Give all your employees a voice
- Put HR in the hot seat
- Improve employee engagement
- Fast, simple, and flexible
- Measurable return on investment
- More than just software

