



DIVERSITY PROJECT

BUILDING INCLUSION IN
INVESTMENTS & SAVINGS



HALSEY
KEETCH

'I' BEFORE 'D'

IS THE WAY

IT MUST BE...

Caroline Keetch, the co-Founder of Halsey Keetch and a Diversity Project Ambassador explores what inclusion in the workplace means and why, for modern investment and savings businesses, it matters now more than ever.

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INTRODUCTION

Alan Turing, one of the most brilliant, innovative thinkers of the last century, whose intelligence and dedication is acknowledged as having enabled the Allied victory against terrifying odds in the Second World War, died in 1954, having been labelled a 'criminal'. Convicted as a homosexual and treated terribly for the majority of his life post-war, this was far from the heroic accolades that, with hindsight, he obviously merited. Many years later, in 2009, Gordon Brown publicly apologised, saying: "We're sorry. You deserved so much better."

Today, the Turing Institute, the national institute for data science and artificial intelligence, puts inclusion and diversity at the core of all research activity undertaken there and at the heart of their organisational composition. The Institute states that 'diversity breeds creativity and allows knowledge, discoveries and innovation to flourish'.

Despite the bias, prejudice and narrow-mindedness of the post-war years, our country benefitted greatly from Alan Turing's neuro-diverse brilliance, and might well have suffered incalculably without it. Unfortunately, an absence of empathy and understanding, and certainly very little widespread appreciation of inclusion and diversity, both at work and in society more broadly, led to Turing's brilliance latterly being stigmatised. He was criminalised rather than recognised and celebrated. In a sign of how far society has come, The Turing Institute now additionally states that 'everyone has the right to be treated with dignity and respect and we strive to create a culture that is inclusive and free of barriers. We recognise the benefit of creating an environment that nurtures talent and allows every individual the opportunity to flourish and reach their full potential.'

Sadly, there are many stories throughout history that echo the experience of Alan Turing, and we are unable to turn back the clock. However, it is at least acknowledged, with increasing urgency and understanding, that inclusion and diversity matter. With the epochal events of the last twelve months in mind, this is clearer now than ever before. These reflections find me here, in late summer 2021, reflecting on the importance of inclusion to the investment and savings industry as we emerge from the global

Covid-19 pandemic, on British shores at least. The world looks fundamentally different to the one we left behind almost overnight back in March 2020; not just because of the ravages of the pandemic, but also because of the ructions in society over racial equality issues and the increasing acceptance of the need for radical changes to the way that we live, in order to combat climate change.

Earlier this year, in an attempt to contribute to a debate that lies at the heart of addressing such substantial challenges, I spoke to many leaders and professionals from across the investment and savings industry, whose views and perspectives are to be found embedded in this report.

As the founding director of a specialist executive search firm, I have a professional interest and a personal passion when it comes to making a positive difference to the industry that we serve. In this regard, this has been a truly fascinating project. Unsurprisingly, given the varied nature of the size and scope of the organisations which make up the investment and savings industry, opinion, experience, active engagement, progress and understanding vary hugely from firm to firm. For many organisations and leaders within them, the global pandemic has acted as a powerful catalyst for progress. Their focus on inclusion, belonging and an acknowledgement of the varying circumstances of employees from all levels has sharpened substantially, and has become a core business focus and priority over the past few months in order to enable people at all levels to keep operating professionally. Other firms evidently still have a long way to go; a key area for development is deepening organisational and individual appreciation

of the symbiosis between inclusion and diversity, how they differ from but reinforce one another, and why one simply will not stand the test of time without the other. Practical steps that might be taken in order to make meaningful progress quickly on these issues are still largely something of a work-in-progress, although progress is being made.

This is not a report full of facts and figures, data points, and statistics. There are many people and organisations out there better able to capture that information than me.

I confess to a weakness for conversation, anecdotes and shared personal experiences, so this is an exploration, based on one-to-one discussions, qualitative research and my own experiences, of what inclusion means and why it matters.

Instead, I will reflect on what inclusion means to the investment and savings industry at this point in the evolution of the debate and will outline a few suggested ways in which we can encourage an inclusive culture at work, in our teams and in our lives more generally. This topic is not without ambiguity, so I will also touch upon some of the obstacles that we may encounter along the way. I hope that the contents will provide some insights, inspiration and talking points and that it paves the way for further contemplation and conversation, both of which lie at the heart of all progress.

Caroline Keetch, September 2021

WHAT IS INCLUSION?

The Oxford English Dictionary defines inclusion as 'the action or state of being included within a group or structure.'

Interestingly, but perhaps not surprisingly, it is trickier than that simple statement implies to define what inclusion means when it comes to the modern workplace. This is due to a range of factors. Inclusion at work is a broad term and can mean different things to different people. It stands to reason that it will also mean different things to different organisations owing to variations in organisational design and culture. Inclusion will have further unique applications within the variety of cultures that exist across what remains a substantial and fragmented UK domestic and global investment and savings industry.

In order to compile a set of reflections on this definition and its real-life applications, I had fifteen conversations with investment industry professionals and everybody I spoke to provided their own definition of inclusion.

"Inclusion is about acceptance and celebration. You are part of the fabric... you are part of the value of the organisation. Your difference is sought out for its difference. The aim is not to take difference and make it like you. The aim is to take difference, feel okay with the discomfort of it and then to be able to mime the value of it in your organisation and in your life. This is something that is good for all of us, in business and in life."

Robyn Grew
Group COO & GC at Man Group

"If you strip it all back, inclusion is about feeling engaged, feeling safe, and feeling like you belong to something. The workforce must feel as if they are connected to something and, if they do, then this drives them forward."

Lynne Connolly
Global Head of Diversity and Inclusion at abrdn

Broadly speaking, and in a sign of the progress that is being rapidly made on this topic, inclusion is viewed as a necessity and a positive, both in terms of individual enablement and the impact it can have on organisational culture.

From my discussions, it was clear that the true meaning of 'inclusion' in this context lies in creating an environment in which an employee is encouraged to bring their real, 'authentic' self to work, whatever form that may take. For some people, inclusion is about sharing more of who they are as a person - being more open about their life experiences, past and present, and their perspectives on life, whilst in the workplace. For others

this might not be the case; they may be uncomfortable being open and may prefer to share less of their private life in the workplace. A truly inclusive culture allows a person to be whoever they uniquely are within the workplace, in order that they can realise their full potential in the organisation they work within. An inclusive culture allows all people to be part of the conversation and to have a say, and those views shape outcomes. An inclusive culture invites all people to take part, in meetings, plans, events and when sharing ideas, but does not judge or apply undue pressure if participation does not come naturally to some. An inclusive culture listens.

Human beings are pack animals, and we are hard wired to be social, so to belong is important for most people. Without a sense of belonging, we are more likely to be defensive, feel insecure, and perhaps unable to speak out on issues for fear of being judged in some way.

A few years ago, as part of a conversation published in my firm's annual magazine, 'In Conversation', Nicola Megaw, the General Counsel of an innovative, culture-led financial technology business said: 'if diversity is the desired outcome, inclusion must be the act.'

The clear benefit for an organisation embracing inclusion is the creation of a happy, productive workforce, free to collaborate and innovate by sharing a range of diverse ideas in a safe space. We seem to be reaching a collective understanding of the interplay between diversity and inclusion; inclusion allows for the attraction, engagement and retention of a diverse workforce, which in turn, leads to better businesses. I can remember feeling something of a 'lightbulb moment' at the time. Nicola was right - when it comes to inclusion and diversity, one cannot truly exist without the other.

This report will focus on inclusion, and naturally I will touch upon the relationship and symbiosis between inclusion and diversity repeatedly. Given the holistic nature of this subject, it is important



to mention the third leg of the stool in the I,D &E trilogy: equity. This is crucial, as whilst I do not explore equity in this report, we must acknowledge that we don't all start from the same place in life, we don't start from the same place in our careers, and we don't have access to the same quality of upbringing, education, resource or opportunity. Not only do these differences shape what we have access to but they shape what we perceive we have access to. Equity recognises this and seeks to address this imbalance.

Another word that came up repeatedly in my research was 'belonging'. Naturally, there is a strong link between inclusion and the experience of belonging, as to belong, an individual must first feel included. Human beings are pack animals, and we are hard-wired to be social, so to belong is important for most people. Without a sense of belonging, we are more likely to be defensive, feel insecure, and perhaps unable to speak out on issues for fear of being judged in some way. From an organisational perspective, there is a growing awareness that if an employee feels the need to alter themselves to be included, to change themselves to feel as if they belong, or to fit in with an organisational culture, then this is not true inclusion.

Herman Brodie, founder of Prospecta, a consultancy specialising in inclusion and diversity programmes for the financial services industry, said:

"An organisation must create a space for people to be themselves, they must give their people channels in which to express themselves. Over time, the organisation can then change organically, and as a result of the diversity within it."

Linked to this is a discussion regarding kindness in business, and how this enables the creation of an inclusive workplace.

Lynne Connolly commented:

"Naturally, financial services can be very cerebral, and the industry is known for deep introverted thinking. Figures matter. As an industry perhaps we could work on the balance between EQ and IQ. No matter the purpose of your company, be kind to your people, it can only reap benefits."

So, inclusion is about the act and about the experience. It is about a diverse range of people feeling as though they belong together within an organisational construct. An inclusive organisation allows people to be themselves. A truly inclusive organisation may require people to be themselves in order to inform the beneficial evolution of that organisation. Uniqueness of opinion, diversity of experience, education, background, race, sexual orientation, qualification, age, gender are all embraced and welcome in such organisations. Crucially, an inclusive culture does not require a person to change themselves in order to fit in.

WHY DOES INCLUSION IN THE WORKPLACE MATTER?

Inclusion and its relationship to diversity is now a leading priority for many organisations across the investment and savings industry.

CEOs and Boards are aware of the need to lead the way on this and are aware of the importance of 'tone from the top'. This must resonate to the extent that it infuses the organisation, makes it clear that these issues are top of the agenda, and drives awareness and accountability across the organisation. Workforces in turn must get past 'talking the talk' and move to act consistently in a way that creates lasting change. Whether you take a business or moral stance, there is no question that inclusion matters.

Some key considerations are as follows:

1. Firstly, without inclusion, diversity will not flourish.

In turn, without a diverse workforce, its tendency for innovation, its ability to manage risk, its reinforcement of brand power and the decision-making impact that cognitive diversity can enable, a business will struggle to succeed in the fast-moving modern world. If managers are finding it hard to make the leaps between inclusion, strategy and the tactical practicalities of day-to-day activity, this point is the bridge. Businesses need diverse workforces to thrive, and to thrive within those businesses, those diverse workforces require that the organisations they work for are inclusive or, simply put, they will leave.

2. Further, the expectations of the workforce have changed and continue to do so.

This is not simply about the clichéd expectations of younger generations, although it is important for businesses to evolve to suit their future leaders and future customers, as well as the ones of today.

Lynne Connolly remarked:

"The shape of the workforce of the future is very different to the shape of the workforce that the leaders of today know. It is about flexibility... If you are leaving a legacy as an industry and as a company, and the legacy does not fit what the generations coming through are looking for, then we will not attract the best talent."

To attract, engage and retain the best talent at all levels, across all functions, awareness around I, E&D is now a crucial aspect of an organisation's 'employer brand'. This is an example of how the industry is moving beyond diversity for diversity's sake. In theory, an organisation could temporarily move the dial by going on a diversity-led hiring drive, but it is accepted that this alone is a hollow move.

It is not meaningful or authentic; it is not enough. It will not stand the test of time. If employees arrive within an organisation, only to find that an inclusive working environment is not on offer, that workforce is highly unlikely to stay or to thrive. Both outcomes are problematic. Additionally, employees increasingly seek to understand the purpose of the organisation they are joining. They want to be part of high-performing teams and to represent a brand which they can be proud of.

A final point is transparency in the modern technological age. People seek transparency in the workplace and are more likely than ever to publicly shame a business whose actions don't match the glossy poster campaign. In short, if you want the best people to join your organisation, to stay, and to thrive, inclusion matters.

3. Where an organisation "gets I, E&D right", there is clear evidence that those organisations outperform their competition.

Where teams operate as part of an inclusive environment, they are more likely to be engaged with their work, to speak up and to contribute to cognitive diversity-driven discussions. Employees will be more innovative and creative, and more problems will be identified, discussed and solved.

Quoting an article from Deloitte on diversity and inclusion, it was stated that:

"A growing body of research indicates that diverse and inclusive teams outperform their peers. Companies with inclusive talent practices in hiring, promotion, development, leadership, and team management generate up to 30 percent higher revenue per employee and greater profitability than their competitors. Without a strong culture of inclusion and flexibility, the team-centric model comprising diverse individuals may not perform well."

However, it is important to be clear that business success should not only be measured in terms of profit. Alex Edmans, Professor of Finance at London Business School, warns that many of the studies 'proving' the link between diversity and financial success should be viewed with caution. In his experience, the application of rigorous academic research to such studies provides a far less clear view on whether there is a direct link between diverse leadership in an organisations and company profit. The need for prioritising inclusion and diversity is far more holistic

and not as simple as a focus on profit, as the purpose of companies in today's world goes far beyond the ideas of shareholder capitalism, and towards a bigger purpose to serve employees, customers and society at large.

4. A moment in time.

“Out of every crisis comes opportunity,” said Albert Einstein. At the risk of stating the painfully obvious, we find ourselves emerging from the grip of a global pandemic. Inclusion matters now more than ever for the investment and savings industry, given that every individual across the sector’s many companies will have been impacted in some way by the last year. Inclusion also matters in terms of surviving and thriving in the months and years to come. Back in March 2020, when Boris Johnson announced the first lockdown in the UK, our industry, alongside many others in the UK and around the world, went rapidly from debating the merits and pitfalls

of ‘working from home’ to switching on existing but previously dormant technology and implementing ‘working at home’ as a rule, more-or-less overnight. Whilst uncomfortable for some and arguably unsustainable on a permanent basis, it was widely acknowledged by the people consulted for this report that this was a quantum leap forward for inclusion and that there will be no return to ‘normal’.

Organisations are taking differing approaches but it is widely acknowledged that ‘hybrid working’ - partly at home, partly at the office - on a formal basis will be the solution that is welcome and that

lasts, and with this change will come a plethora of opportunities and challenges, both for businesses and individuals. To confront the challenges that come with change, organisations must look after their people now more than ever; they must make them feel included in decision-making and appreciated for their resilience and dedication.

Inclusive environments will be essential to fostering the loyalty, dedication, and cognitive diversity-driven innovation required to tackle the post-pandemic landscape.

5. Investors - your customers and shareholders - are watching.

Whilst their employees are undoubtedly a crucial consideration for investment business leaders, investors too are increasingly focused on associating with organisations who lead the way when it comes to promoting I, E&D within their companies. This applies to clients and customers of the industry, whether newbies opening their first ISA or sophisticated institutions, but it also means powerful, influential shareholders in the many publicly held investment and savings businesses listed in the UK and elsewhere.

In autumn 2020, Legal and General Investment Management, one of the

largest investors in UK plc, made the following statement:

“Our expectation is that companies set ambitions related to the ethnic composition of their organisation, throughout the workforce, with a particular emphasis at board-level, which generally sets the tone from the top. For companies that fail to meet our transparent and rules-based minimum expectations, there will be voting and investment consequences.”

6. Inclusion is a regulatory issue.

In a recent speech given at the launch of the HM Treasury Women in Finance Charter Annual Review, the new CEO of the Financial Conduct Authority, Nikhil Rathi, made his position clear.

“As an employer, we are determined to improve our own diversity and to work on our culture to ensure it is inclusive. As a regulator, we want the same from the firms we oversee and in the markets we regulate. Not because it is a social good – although, frankly, that should be enough. We care because diversity reduces conduct risk and those firms that fail to reflect society run the risk of poorly serving diverse communities. And, at that point, diversity and inclusion become regulatory issues.”

The full speech can be found on the FCA’s website, and the secure link is here: <https://www.fca.org.uk/news/speeches/why-diversity-and-inclusion-are-regulatory-issues>



7. A truly inclusive environment is beneficial for everyone and we thrive when we belong.

The 'moral' argument is a powerful one here. In my conversations as part of this project and through my experience of hiring at senior levels across the industry over nearly two decades it is clear that inclusion is good for everyone, not just for some. It is enriching and positive. It is personal and rewarding. It is about accepting and being accepted, welcoming people and knowing that you belong too, having opportunities to succeed and to grow and enabling those around you to realise their own potential, whatever form this takes. It facilitates other positive cultural developments in organisations, such as kindness in leadership and between peers, whilst also empowering individuals to take responsibility for their own actions and their own career paths.

Inclusion is also strongly linked to principles associated with a 'growth mindset'. In her book, 'Changing the Way You Think to Fulfil Your Potential', Dr. Carol Dweck, an American psychologist and Professor at Stanford University, summarises the tenets of a growth mindset beautifully, describing it as "a mindset in which intelligence can be developed", leading to "a desire to learn and therefore a tendency to embrace challenges, persist in the face of setbacks, see effort as a path to mastery, learn from criticism, and find lessons in the inspiration and success of others." As a result, a growth mindset allows people to reach ever-higher levels of achievement. It is clear to see the opportunities that an organisation sincere about and rich in this style of talent development / enablement would create for itself.

8. The world has changed and continues to do so.

Expanding on the 'working at home' topic mentioned earlier, the investment and savings industry has experienced first-hand that there is far less to worry about when the majority of a given workforce is not physically present in an office than was previously feared. Prior to the pandemic, there was a lot of talk but not very much action on flexible working and related topics. I understood from conversations with contributors that until the pandemic required people to work from home, requests for flexible working in many organisations were seen as potentially disruptive, and there were concerns that acceptance of such requests would lead to an 'opening of the floodgates'.

Now that our industry has experienced how effective a workforce can be when working remotely and how powerful it is when you trust your employees, team, and colleagues to get on and do what they need to do, the sense of liberation is palpable. For so many people, the traditional desk-based working day simply did not fit with the other demands of life. This was not limited to working parents, but to individuals with caring responsibilities for other family members, chronic health conditions of their own, expensive and time-consuming commutes.

The general sense of frustration that travelling to and from the office at set times of day, simply because that is 'what we had always done', was outdated and a waste of time, energy and money. This was heightened by the fact that the structure of the modern family has changed significantly in recent years, but the structure of the working day has not kept up. The willingness of companies to recognise that ways of working are changing, enabled by technology, is encouraging, although the end state remains up for discussion and will probably vary widely. In summer 2020 Peter Harrison, CEO of Schroders plc, said:

"The contract between society and business has changed forever," he said. "The office will become a convening place where you get teams together, but the work will be done in people's homes."

At the very least, creating an inclusive environment that allows for the individual circumstances of all employees, within reason, is now a clear requirement for any modern, employee-focused, I, E&D conscious investment and savings firm.

The contract between society and business has changed forever...

WAYS TO CREATE AND ENCOURAGE AN INCLUSIVE CULTURE WITHIN YOUR ORGANISATION

1. Make it THE priority.

“The variety of influences that we need to make sound decisions is exponentially larger now than it was in the past.”

Luba Nikulina, Global Head of Research at Willis Towers Watson.

The general consensus now appears to be that an attitude of ‘yet another thing to think about’ or ‘a tick box exercise’ are no longer acceptable when it comes to I, E&D. From my conversations, it was clear that for inclusion to become an embedded practice, the whole organisation must ‘get onboard’. For that to happen, inclusion had to become a business priority; indeed, for some of the organisations I spoke to, it had become THE business priority. This had required the involvement of the whole organisation: for everyone therein to understand and acknowledge the benefits of inclusion, to play their

part and to get behind the concept as a “business essential”.

Jon Terry, a former partner in HR and reward consulting at PwC, told me:

“To make progress, you have to be really clear about the ‘what’ and the ‘why.’ You must be active about it and senior leaders simply have to get behind this issue. To work, it must be a priority.”

Historically, diversity and inclusion have often been confused as being one and the same thing, or purely a ‘people issue’, therefore housed under HR, or squared off by business leaders as the responsibility of a couple of individuals, allowing them to concentrate on the ‘top line’. Nowadays, there is a clear emphasis on both the difference between the two

concepts, the mutual importance between the two, and the impact these can have on business results. Inclusion is the goal we want to achieve, and the creation and maintenance of a diverse workforce is the measure of success. Diversity within an organisation can and should be closely

measured. Leaders within the industry can and should stand up and be held accountable for hiring diverse workforces, promoting inclusive behaviours and generating related commercial results.

Amongst my interviewees, there was an acknowledgement that true progress here is difficult to achieve, especially within an industry with so many strategic challenges at hand, some hard-wired ‘non-inclusive’ behaviours engrained into its culture, and with a legacy focus on financial results above all else. To make a real change - to ‘turn the tanker’ - requires industry leaders to consciously stop, take stock and, as one put it, “take a long hard look at the business”.

One CEO I spoke to had taken this very approach, acknowledging that the culture he had inherited at his organisation, whilst not unpleasant, could not be described as inclusive. He described an ‘alpha male’ theme as dominant across the company and said that there had not been enough direct communication between the CEO and the workforce. In this case, a robust programme of change was put in place, including the following measures:

- *Small, agile operating committees were set up to communicate with the business more effectively, replacing I, E&D-related discussions taking place at ExCo-level whose findings weren’t tending to trickle down to the rest of the business;*
- *Physical and virtual ‘town hall meetings’ were established to bring people together regularly across the firm to discuss non-commercial but nonetheless pressing issues;*

■ *Reverse mentoring was introduced to allow for a more inclusive and innovative exchange of ideas between staff at various levels;*

■ *Virtual tours of the office were arranged for new employees joining the company during the pandemic, so they could feel more comfortable and aware of the context of their new roles whilst remaining physically distant from the office;*

■ *Social events were arranged, designed to appeal to a wide range of people at all levels within the company.*

This is the sort of commitment it takes to make a difference. This CEO is a white, British male. Far from feeling removed from the conversation around I, E&D because of his ethnicity and / or his privilege, he sees these as core reasons to embrace the debate, to ask questions, to be curious, to go the extra mile, to be educated and to avoid defensiveness or a sense of powerlessness. He sees himself as a major part of the solution and to me, sets a powerful example to follow.

My understanding from the above is that whilst designing strategies, setting targets, writing policies and articulating messages are all essential components of an organisation’s successful I, E&D programme, the message around inclusion must also come from a deeper, more personal place than that to have a genuine impact. For this to occur, the ‘personal’ must blur with the ‘organisational’ and leaders within the industry must tune into their own

experiences, positive or negative, to take an authentic leadership stance. Being vulnerable is OK. Being open-minded is essential. Consistent role-modelling will show the way. In practice this means embedding inclusion into hiring, performance management, succession planning, leadership development and learning. Diversity within an organisation should be closely measured and leaders within organisations must be willing to be held accountable for analysing the results, driving change where required, and promoting inclusive behaviours.

For a detailed look at the way in which organisations are tackling the need to make progress here, Teresa Boughey (M.A. FCIPD) has recently published the ‘Accelerating Inclusion Research Report’, providing the findings of a 3-year study carried out into Diversity, Inclusion & Belonging within organisations. Their global research has been carried out by over 500 companies worldwide and focuses on the key facets required to create a sustainable inclusive culture.

To download a copy of the report visit: <https://www.inclusion247.com/inclusion-research-report>

2. Focus on 'belonging'.

Belonging is fundamentally important. The word 'belonging' came up frequently in my discussions with industry professionals. It was notable that it came up early on in each conversation too. Belonging is a feeling; it is a strongly individual experience. Just because we seek to include people, it does not necessarily result in those same people feeling as though they truly belong.

To encourage a sense of belonging, there is a need to focus on the emotional connections between people. In the workplace, this can be created in many ways, but can be difficult given how different we all are. Ensuring a central purpose amongst a team or organisation in line with a broadly shared value system is a step in the right direction, hence the

importance of a clearly articulated mission statement or set of guiding principles. Creating opportunities for people to connect with each other in light of this mission is important too.

I have a personal example that I can share here. A few years ago, at a particularly challenging point in my life both personally and professionally, I was invited to attend a 'Women in Leadership' training course through an industry contact, who could tell that I needed some inspiration. The course was to take place over three days and was residential, involving overnight stays at a hotel in London. It happened to straddle my birthday and would mean I had to be away from home and from my son, who was four years old at the time. I was

reluctant to go. In truth, I simply felt out of my comfort zone, but I knew that it was too good an opportunity to miss.

I arrived at the hotel, checked in, and was shown to the conference room in which most of our learning would take place. The room was smart and professional but extra care had been taken to make it feel warm and inviting. Soon, there were twenty of us sat around the table, with a neat stack of papers and workbooks in front of each of us. None of us had met before, and polite conversation had been struck up as we all arrived in a flurry at around the same time. The course leader stood up to introduce herself. I expected the standard opening comments, including her name and professional biography, but instead she said something

quite different. The name and job title information was followed by a brief but powerful 'story', which told us about her life and career from her own personal perspective and what had motivated her and inspired her along the way. She shared personal anecdotes and a few experiences that had changed the course of her work at unexpected times - some of which were clearly quite personal - and explained why she had set up her training company. She then sat down and invited us all to do the same.

It only took around 40 minutes to get around the room, but the energy in the space was transformed. The forced, managed personality mode that accompanied sitting in a room full of strangers disappeared and was

replaced by a silent but tangible understanding and awareness of everyone present at that course. As a direct result of this style of introduction, the work was easier, conversation flowed in the coffee breaks and ideas were shared freely.

What we had experienced were the twin senses of being seen and heard by those around us, and the pleasure of seeing and hearing our peers. We were experiencing what it felt like to belong in a group, what it felt like to be truly included in a discussion. It was achieved so quickly and so simply, through a few sincerely expressed sentences from each person.

What does this tell us? A sense of belonging can be achieved in a professional setting, undoubtedly, but a clear intention must be set and action must be taken. Without this, belonging can become elusive and hard to achieve in the face of other common behaviours.



Belonging is a feeling; it is a strongly individual experience. Just because we seek to include people, it does not necessarily result in those same people feeling as though they truly belong.



The impact of these behaviours can vary. In some instances, an employee will become unhappy and defensive and eventually, it will become obvious that there is an issue that needs to be resolved.

3. Be mindful of microaggressions.

The study of microaggressions is emerging and increasingly important, not only in business but in society more broadly. Microaggressions often occur unintentionally, making dealing with them all the more sensitive. They can take the form of non-verbal or verbal signals that a person may not be aware they are conveying. The individual causing offence can be attempting to say something positive or pleasant but might instead do so in a clumsy way. For example: "She's actually really good fun, even though she's deeply religious."

Microaggressive behaviours are often small and repetitive and not the sort of thing an employee would make a fuss about, certainly not formally, for fear of looking over-sensitive or petty. Consequently, HR and line managers can often remain unaware of any issues. However, the recipient of these behaviours can feel frustrated and worn down over time. It is almost certain to impact their sense of belonging, even if to everyone else they are perceived as being a content and valuable member of a team or broader business.

The impact of these behaviours can vary. In some instances, an employee will become unhappy and defensive and eventually, it will become obvious that there is an issue that needs to be resolved. In these cases, there is at least an opportunity to put things right. However, the real danger is that talented people leave a firm and go elsewhere without a word, because quietly, and on their own, they have come to feel as if they don't belong.

On a recent group call with industry peers, I came across an example of this exact situation. A Diversity Project member firm had taken on an intern. He was a young black man and an instant success; a top candidate who had been offered placements by many firms. Smart, motivated, inspiring - a genuine talent with huge potential. Seemingly highly engaged in the business and the industry, the organisation noticed his talent during the internship and welcomed him, offering him a permanent role at the firm. Much to everyone's surprise and dismay, the offer was rejected. The reason? The young man didn't feel like he belonged

at the firm. It turned out that comments colleagues made to him made him feel more like an outsider - like someone who didn't 'fit in'. Comments such as "you sound like you went to a private school" and "you don't have a regional accent like I was expecting". There was no intentional malice attached; most likely it was intended to break down obvious differences. However, the feeling that he should have gone to a private school or he needed to be well spoken with a London accent to fit in pervaded his experience.

This smart, determined young man, with a wide range of options, felt in final analysis as though he wouldn't be his best, happiest and most fulfilled self if he tried to build a career in that specific team and firm. We can only hope that the experience hasn't put him off the investment and savings industry entirely. He was, to all intents and purposes, 'included', but that alone did not translate into a feeling of belonging.



4. A note on vulnerability and role modelling

“Daring greatly means having the courage to be vulnerable.”

Brene Brown, author, researcher, writer, speaker

Many people will remember the impact of Brene Brown's famous **TED Talk** on 'The Power of Vulnerability'. That talk is now ten years old but feels more relevant in business today than ever before.

Vulnerability in the context of inclusion is essential when it comes to role modelling the behaviours that will lead to change. Vulnerability in leadership is as much about listening as it is about speaking or sharing. When we listen to what people say, what they think and feel about their work, their role, and the culture they work within, we open ourselves up to criticism. The sum total of their opinions may be that we are doing a bad job, up to that point. This

is a difficult thing to do authentically and many of us naturally avoid circumstances where we might be subjected to uncomfortable truths.

However, there is a powerful opportunity here. Where leaders combine a willingness to open up about their own lives, views, successes and failures, as well as listening to those of others, they invite those around them to do the same. As Brene Brown says, "staying vulnerable is a risk we have to take if we want to experience connection". It doesn't have to be constant, but it does have to be consistent. Part of the challenge regarding the embedding of inclusion that was

acknowledged by those I spoke to was the fact that suddenly introducing a focus on inclusion, out of nowhere, can feel reactive rather than proactive. Stop-start rather than steady. Perhaps it really is time to pause, to the best of our abilities, and as far as our businesses and our busy lives will allow. By being open, and embracing vulnerability consistently, we can genuinely connect, inspire and innovate. In doing so, we might open up the door to an ongoing and truly inclusive environment.

5. Focus on creating a listening culture

“The biggest communication problem between people is that we do not listen to understand. We listen to reply.”

Stephen Covey, author of 'The Seven Habits of Highly Effective People'

In my conversations one topic came up over and over again: find a way to inspire people to listen to each other. To really listen. To not listen whilst waiting to speak, or listen whilst not actually hearing anything, or listen for a bit and then shout over people and their opinions and ideas, but really, truly, listen. Listen with intention, listen with an open mind. Listen to understand.

To listen does not come naturally to us. We don't seem to be naturally inclined to truly listen. If we think about our own, everyday conversations, whether work-based or not, we have never been taught how to actively listen and, honestly, I think it is something most schools should start to teach as standard. We regularly engage in conversations where we simply don't say anything for a period of time while someone else speaks, all the while thinking more about what we are going to say next, than on paying true attention to what we are being told. Likewise, we are all regularly on the receiving end of this behaviour, whether with friends, family or colleagues.

We all have experience of how exhausting and demoralising it is trying to communicate with people who are more interested in what they wish to say, than in really hearing and understanding our own point of view, but we are used to it, and we rarely call it out in others. This 'habit' can often result in frustrating conversations, a misunderstanding of perspectives, even a sense of dread at the thought of talking to certain people. More insidiously, it prevents the creation and maintenance of

an inclusive environment where people feel confident in the value of their opinions because they feel seen and heard by the people with whom they work.

In the workplace, a skill that is worth encouraging and investing in is Active Listening. I learnt the importance and transformative impact of active listening when I trained as a coach, at the same time as reflecting on how rarely I listen to others, or am truly heard by others, in everyday conversations. However, this is a loop which can be broken with awareness. Active Listening involves paying full attention to the speaker. It involves listening with all the senses and demonstrating an understanding of what is being conveyed via verbal and non-verbal signs. It also means paying true attention to what is said, rather than focusing attention inwardly and being preoccupied with how to respond. It is a skill and it needs to be taught and practised before it is mastered.

■ *In contrast to a dated, 'command and control' style of leadership, modern and progressive leaders inspire their teams by demonstrating through both their words and their actions that they care, and that they have heard what they are being told.*

■ *When individuals within organisations learn to listen to their own managers and colleagues, they quickly experience the benefits in terms of idea sharing, engagement, innovation, risk management, and deepening relationships, all of which move an organisation toward success.*

I spoke to Susan Martin, an executive coach and experienced Independent Non-Executive Director, who sits on the board of LGPS Central and also on the Advisory Board of the Diversity Project. She said:

“Listen to understand and to connect; a listening culture where you can sense people striving to connect so people feel comfortable in saying what they think is vital. It's about creating a feeling of security and safety. People must be confident in expressing a view, and an organisation should welcome different views.”

Susan also told me about a book, written by Nancy Kline, that she had read nearly twenty years ago, which had permanently changed her views on how to lead and get people from different walks of life to work effectively together. Our company, Halsey Keetch runs its own Book Club, so my ears pricked up and I duly purchased a copy of Nancy's book, 'Time to Think'. Published in 2002 but still highly relevant, this is a powerful book, very much about inclusion, respect, listening and not interrupting, which I would strongly recommend. There are so many quotes to choose from but here is one I find particularly powerful: "The quality of your attention determines the quality of other people's thinking."

6. Encourage a 'language of inclusion' and be mindful of testing assumptions.

Linked closely to the importance of listening, language has a huge part to play when it comes to making progress on inclusion. Mastering language within an organisation is powerful. We are what we think, and language has the power to change how we view ourselves, the people and world around us.

There is a growing realisation that we have often used language, in society and in the workplace, in a way that has left people out. Looking back over history, as we have all been doing in recent months, we can see that individuals and groups of people have been discriminated against, and marginalised due to race and ethnicity, gender, sexual orientation, and culture. Factors such as disability, whether visible or not, socioeconomic status, and even appearance, voice or personality type, have all provided ways to discriminate against one another through language. Inclusive language demands and expects a lot more of us. It asks us to think about what we are saying and how we are saying it, and it requests that we treat people with respect and with dignity. It seeks to bring people into a group, together, and to exclude no one.

Leyla Okhai, former Head of Equality, Diversity & Inclusion at Imperial College London, is now CEO of Diverse Minds, an inclusion and diversity consultancy which offers training, talent development, speech coaching, plus one-to-one and

group coaching on these topics. They were winner of the Podcasting for Business Awards' Best Diversity and Inclusion Podcast in 2021 and advise organisations to think about how language permeates workplace culture. Diverse Minds reminds organisations to think holistically and to consider marketing materials, social media posts, websites, internal communications, the use of imagery, and even the details on email footers and calendar invitations when it comes to inclusive language. In a recent blog on diverseminds.com, Leyla wrote:

"For communication to be effective, it needs to speak to all audiences for which it is intended. Inclusive language acknowledges diversity and conveys respect to all people. It is sensitive to differences and promotes equitable opportunities. Language is fluid, therefore meanings and connotations of words can change rapidly. In effect, it is more important to apply inclusive language principles rather than always learning specific appropriate phrases, as these may change in meaning over time."

When we think about language, we tend to automatically think and refer to English words, phrases, sounds and structures, but there are around 7000 languages spoken around the world.

Cognitive scientist and leader in the field of linguistic relativity, Professor Lera Boroditsky, has studied whether or not these languages truly shape the way we think, and the answer, resoundingly, is 'yes'. In a wonderful 2017 TED Talk, Boroditsky said:

"The beauty of linguistic diversity is that it reveals to us just how ingenious and flexible the human mind is."

With this in mind, we have a wonderful opportunity to make a big impact, quickly, if we can understand how to master inclusive language in life and at work.

A word of warning regarding our perception of language: it is worth reflecting on this and testing assumptions regarding what constitutes an inclusive word, tone or phrase. In a report recently published by a charitable foundation, The Centre For Ageing Better, and carried out by The Behavioural Insights Team, one of the world's leading behavioural science organisations, the language used on job adverts and through recruitment activities was studied and found to have a profound effect on both a candidate's perception of the likelihood of success, and also on the probability of their applying for roles.

The report focuses on the impact of language on an older population, but its findings highlight how easy it is to unintentionally send a message about a role or an organisation that is not

inclusive. For example, "The word 'innovative' had a negative effect on whether older jobseekers felt like they would 'fit' within the recruiting organisation. The phrase 'technologically savvy' had a negative effect on perceived likelihood of interview, job offer and fit."

Linked to the above, we must also reflect on the fact that, whilst it is tempting to focus only on the future, we are an industry responsible for a workforce spanning many generations. The industry must speak to a range of audiences - to speak to people in advanced stages of their careers now, who have not succeeded through working flexibility, whilst also appealing to an emerging generation coming through. These are very different audiences, and to be inclusive we must not prioritise one over the other.

Last but not least, language is about communicating. And to progress we must be brave. We must start talking and not stop talking. We must ask questions and keep asking questions. Inclusion can and should become a part of every conversation.



7. Embed inclusion in the organisation.

Tone at the top

We all know that 'tone at the top' is critical. Tone at the top defines and sets forth a company's values, its cultural environment and the strategic direction it is taking, and plays a crucial part in the management of and commitment to these behaviours. However, once that tone at the top has been established, it takes work throughout the organisation to live up to it. For inclusion to work for everyone, it must, as outlined, permeate that organisation and meaningfully reach all who work within it. Tone at the top is therefore crucial, but it is only one piece of the puzzle.

Ensure Line Managers are aligned and equipped to do a good job

In terms of embedding inclusion, the energy and commitment of line managers is extremely important. This came up repeatedly in conversation with the industry too. They play a dual role - they help spread messages from senior management / business leadership and reinforce culture, and they are also close enough to day-to-day behaviours and relationships between team members / less senior employees to see if there are any issues, cynical or fixed attitudes, microaggressions or other conflicts at play that need addressing.

Taking this into account, when it comes to inclusion, the role of 'line manager' comes with a healthy degree of responsibility, and requires that managers throughout the business are supported and equipped with the appropriate skillset - through specialist training and leadership support where necessary - in order to ensure that their teams are achieving their own full potential, and role-modelling inclusive behaviours themselves. Line managers need to be open-minded, positive and encouraging; they must be able to consider a range of perspectives and opinions in a balanced way; they must be approachable, analytical and impartial

and able to arrange and accommodate meetings, team events and one-to-one discussions, on top of their regular workload.

Getting this right within an organisation is a key to success. Not only will line managers be able to understand the needs of their team in order to encourage a sense of inclusion and belonging within that group, they and their teams will also be able to communicate that more broadly across the business and lead by example.

Recruit Inclusion Allies

Creating inclusive organisations does not happen without work, focussed energy and commitment, so 'Inclusion Allies' may be a good idea. These are employees, ideally with appropriate training and effective motivation, who advocate for inclusion across the organisation. There may already be a number of naturally inclined Inclusion Allies within your company who will know how to support their colleagues and will understand how to look out for individuals who might feel excluded, unhappy, or unwell or who might be going through a particularly challenging time, particularly in light of the events of the last year. There are of course crossovers with the work of Mental Health Allies in this regard, itself a growing focus and initiative within the industry. These Allies are potentially strong role models and help to embed inclusion across the organisation, so look out for them and think about how to develop the 'Inclusion Ally' concept within your firm.

To help get started, there are a variety of ways to implement this. Many of the larger investment management firms have established inclusion working groups with Inclusion Allies attached to each of these. Smaller firms are taking their own appropriate approach. Training is important and an increasing number of programmes are available, focusing on

recruiting and educating Inclusion Allies specifically, although there is often a useful link to mental health and wellbeing.

Inclusive Employers, established in 2011, is the first membership organisation for companies who are committed to prioritising inclusion and creating truly inclusive workplaces. They provide in-depth training across many aspects of I, E&D, and their Inclusion Allies training focuses on:

- Understanding what makes an Inclusion Ally in relation to three key areas: values, behaviours and actions;
- Exploring privilege, circles of influence, and the boundaries of being an Inclusion Ally;
- Frameworks and techniques to challenge exclusion and have challenging conversations;
- Creating an individual and group plan of action to make inclusion an everyday reality.

I sense that there is a growing awareness of the power of Inclusion Allies within the investment and savings industry. Alongside organisations like Inclusive Employers, an increasing number of individuals around the industry have become experts on this topic and are now offering external training as well as conducting this within their own firms.

Creating inclusive organisations does not happen without work, so 'Inclusion Allies' may be a good idea. These are employees, ideally with appropriate training and effective motivation, who advocate for inclusion across the organisation.

8. Measure Inclusion.

“That which is measured improves. That which is measured and reported improves exponentially.”

Karl Pearson, English Mathematician

This was an interesting topic of conversation. Measurement is a preoccupation of the financial services industry and important for businesses in general. Every organisation has measures of success when it comes to ensuring progress, and the investment and savings industry loves to measure things, such as performance over time. However, when it comes to inclusion, this is tricky. How do you truly measure inclusion? What parameters do you use for something so qualitative? And how do you capture, analyse, and act upon those measurements?

From my discussions, the answer seems to be that there are a variety of methods and factors that can be used, as long as they are suitable to the organisation in question. In the fullness of time, the true measure of success will be the ability of an organisation to attract, and then meaningfully retain, a diverse workforce, and to benefit from the cognitive diversity and employee engagement this should engender. In the short-term, any organisation can seek to ‘move the dial’ by recruiting diverse talent, and temporarily appearing to be an I, E&D success story. However, there was a healthy acknowledgment across my contacts that this is not sufficient; equally, as the argument around inclusion further evolves, firms will not be able to hide a lack of commitment or progress out of the view of discerning candidates, particularly during a comprehensive, two-sided recruitment process.

An important first step was to reach an understanding of where your business is right now. Stop, look around at the people in various functions today, ask them questions and listen to the answers. This could be via employee surveys,

ensuring that groups of individuals within various areas of the organisation and at various levels are asked specific questions, as it is perfectly possible for inclusion to be present and correct in one function or team and absent from another. Random temperature checks are helpful too, whether in the form of short surveys throughout the year, or anonymous surveys to randomly selected employees.

Luba Nikulina suggested that it can be helpful to have a large bank of questions to ask employees that touch upon different angles of inclusion. Consistently asking these questions and then comparing the quality of answers that come back from different people at different times is insightful. This way you also get a measurement of sorts, but with an emotionally intelligence assessment at the core of the measurement.

Another impactful suggestion came from a discussion which focused on the efforts of the CEO of a small investment manager, with around 70 staff. This leader was particularly concerned about the wellbeing of her staff during the pandemic and passionate about ensuring a sense of inclusion throughout the organisation, during a period in which people were physically distant from each other and the office. Given the size of the business, alongside conducting surveys, this leader made it her business to personally contact over twenty individuals that she felt would benefit from being asked, “are you okay?” Taking the time to connect for proper conversations with an authentic voice, she dug a bit deeper, invited open conversations, and sent a clear message that she cared. This is not rocket science, but it was seriously impactful, and is another example of how to demonstrate a commitment to

inclusion as an organisational priority, whilst at the same time communicating authentically with your people on an individual level.

The key lesson here is to be creative, and to tune in to what might / could / should work, as well as remembering the ‘human touch’. Ask your people how they are feeling, listen and respond. Further analysis will be to check that the personal conversations taking place echo the responses that come back via surveys.

Helpfully, given that the need to start measuring inclusion is high on the agenda for the industry, progress is being made in support of this action. In July 2021, the Financial Services Skills Commission launched an Inclusion Measurement Guide to improve and develop inclusion data metrics and analysis across the UK financial services sector, following in-depth research and discussions with FSSC members (who jointly employ almost a third of the FS workforce, over 300,000 workers). The guide is designed to:

- Measure inclusion in three priority areas including inclusive leadership, a safe and speak up culture and inclusive systems and processes;
- Analyse the behaviours and actions of employees, including employee experiences and perceptions alongside the structures supporting behaviours within organisations;
- Measure inclusion for the first time, as well as assist firms who are already using inclusion metrics to further develop their existing data and analysis.

For more information about the FSSC Inclusion Measurement Guide, please visit [here](#)

9. Role modelling the return to work in a post-pandemic environment.

Throughout all my conversations and research, it was highlighted that whilst the pandemic has acted as a catalyst for change when it comes to flexible working, and the opportunity this presents when it comes to offering a long-term inclusive and diverse workplace, there is a need to be extremely mindful regarding how this plays out as time passes, thinking through scenarios and adapting workplaces and practices accordingly. The world is opening up around us and as it does the pace of decision-making is picking up too. Many organisations recognise the need to protect the hybrid working environment that so many employees wish to maintain, and it would seem as though this is the way forward for a number of reasons. All firms will adjust their approach to suit their purposes. However, key areas to think about are as follows:

- It was clear that hybrid working should not be positioned predominantly as a cost-saving measure for a firm, even if this is a side-effect of the change;
- Firms should invest in remote learning, ensuring that employees are able to develop their skill-sets as effectively as they would have done pre-pandemic;
- There should be etiquette guidance and controls over the ways in which people are included over WebEx, Zoom and other platforms;
- Individuals going into the office regularly must not be seen as more important or subject to better treatment than people who don't;

- Linked to the above, leaders in organisations should actively and willingly role model hybrid working at these senior management levels;
- Some leaders, especially those who have not developed their own careers in a hybrid working industry, want to return to what they prefer, which is to be in the office full-time; the general consensus was that this needs to be managed, and that all leaders must do their bit, by working both in the office and remotely;
- Allocators and pension funds need to be vocal and say publicly that going backwards does not seem like the right response from the investment and savings industry moreover, we should use this momentum to change society for the better.

One of the few positive side-effects of the pandemic has been the opportunity to mould the workplace around the real-life needs of the talent of today and of the future, and perhaps to open the doors of the industry to a range of diverse talent that was not previously attainable.

I recently caught the end of a ‘Today’ show on BBC Radio 4 this morning, where Paul Swinney from the Centre for Cities was discussing their prediction that the 5 day office week could be the norm again, within two years. As part of his segment, Paul reflected on the issue of division within the workplace, quoting the Hamilton song ‘I want to be in the room where it happens.’ If you aren’t in the office, but your peers are, then what happens to your voice and your opportunities, and how do you remain included? He also mentioned Tim Cook, CEO of Apple, and his comments that ‘serendipity’ can’t be planned into schedules, and relies on people being together, suggesting that people could simply feel a slow but nagging pressure to return more regularly than they want to, and we could end up back where we were pre-pandemic, almost by accident.

Conversations like this are happening everywhere. It goes to show how deeply important the need to think carefully, role-model the return to work, role-model hybrid working, and consistently consider the silent issues that may develop over time and beyond, is going to be.

10. Run inclusive recruitment processes

Inclusive recruitment processes at all levels are essential if the investment and savings industry is to realise its ambitions around diversity and inclusion.

As an experienced head-hunter covering the industry, this is a topic that is close to my heart. In a sign of its importance to the industry, inclusive recruitment is also the focus of a busy working group organised by the Diversity Project. The working group has many initiatives in the pipeline, covering recruitment at entry-, executive- and board-level.

Given the huge range of roles for which the industry recruits and the variety of ways in which firms seek to attract and secure talent, the ways in which inclusive recruitment processes are and will be run in future vary widely. Companies are trialling methods such as anonymising CVs - removing all gender and background data - in order that

no judgements can be made prior to interview around age, gender, ethnicity or sexual orientation. Going even further, one company was described as having sought 'soft skills only' in relation to certain requirements, leaving aside the need for any level of technical knowledge. It is difficult to imagine this working across all roles, given how complex the industry can be within certain niches, but the results of these efforts were nevertheless described as promising.

As founders of a specialist search firm, my team and I feel a sense of responsibility to help individuals develop their careers and to improve the financial services industry through our activity. We specialise in coverage of the governance, regulatory and controls functions, placing leadership-level talent across the compliance, risk, audit and finance functions, and our mission statement is to enhance the

stability, resilience, and fairness of the industry. We also have a Board Practice, which gives us a complementary view of hiring and decision-making at this level. The consideration of inclusion and diversity factors underpins our research, networking, candidate engagement and client reporting, and we are not unique in this. Judging by our participation in the above-mentioned working group, this is clearly being taken seriously by the recruitment industry as a whole, on behalf of both clients and their present and future employees.

Based on our work and experience, please find some suggestions as to how to ensure an inclusive hiring process is run in practice.

■ **Ask your search firm detailed questions:**

We expect our clients to ask us why diversity and inclusion matters to us and to the industry, what inclusion means to us, and how we act on this in carrying out our work. Ask your search firm what credentials they hold in this arena, and how they engage in the debate. Your recruitment or search partner should be able to talk about what they are actively doing when it comes to I, E&D and crucially, how they embed this into their work. At Halsey Keetch, we don't see inclusion and diversity as boxes that can be ticked; we set an intention to enable inclusive search processes before commencing every assignment and this way of thinking infuses our processes. Executive-level recruiting is challenging enough at the best of times but acknowledging and paying heed to this element of our mission is motivational, especially when enabling truly inclusive hiring processes is demonstrably the end result.

■ **Trust the 'process':**

Once you have selected your search partner, take their advice and trust the search process. Typically, a retained search mandate will be managed to certain timescales, with reporting and client meetings at each stage of the project. We present a longlist / talent map after three weeks and the shortlist after a further three weeks (six weeks in total), and then manage the interview process through to the hiring outcome in close partnership with our clients. In our experience, it is hugely beneficial to stick to a framework, meet shortlisted candidates close together, provide feedback in a structured and well-organised way, and otherwise do everything possible to maintain momentum. This helps to ensure that all involved are considered in a similar way to each other, have the same opportunities to engage with the search process, and are treated in a fair and reasonable way.

■ **Ensure a diverse interview panel is in place and that all involved are respectful of the process:**

This sounds simple and as though it would be standard but in our new 'hybrid' working world, this is easier said than done. Zoom calls and Teams meetings are no longer a novelty and many senior professionals have back-to-back virtual meetings each day. This can mean that a critical stage interview for an important hire can feel like 'just another meeting'. As a consequence, the attention paid to curating a diverse interview panel of thoughtfully selected stakeholders, who clearly understand the search mandate, have detailed information on each candidate and who show up well-briefed and ready to engage in the interview, is compromised. It is essential that this aspect of each hiring process is carefully considered and that all interviewers go the extra mile to ensure that each potential candidate has a positive and similar experience where possible.

■ **Consider the importance of a recruitment 'ally':**

Having a neutral person instructed to check in with key stakeholders can be extremely valuable. Verifying that the recruitment or search firm is doing what it needs to do - providing detailed research on the talent market and providing diverse shortlists where possible - can help ensure that I, E&D is a priority throughout the lifecycle of the recruitment process. Equally, having that same individual check in with the search firm to see if the process is being run well on the client side - that candidate experiences are positive and in line with organisational values - can be hugely catalytic of inclusive recruitment outcomes. This ally can coordinate and communicate honest and transparent feedback and address issues in 'real time', rather than after the process has concluded.

■ **A note on data reporting and analysis:**

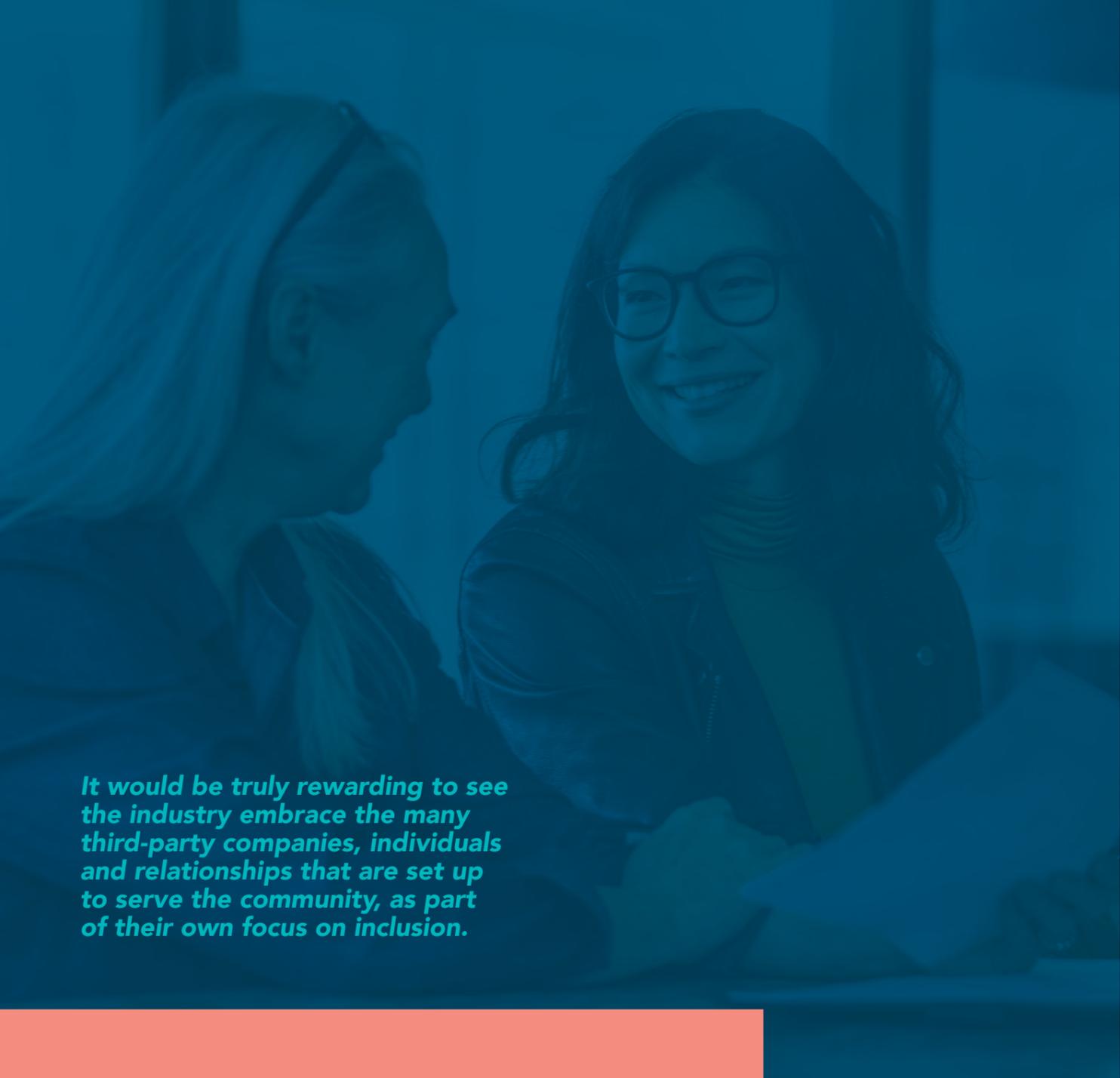
We ensure that we provide reporting and analysis of as much diversity data as we can gather, across all aspects of our work. For example, we analyse the lists we collate of recent moves in certain markets and the longlists of potential options for a given

role, discussing our findings with our clients after an initial phase of research. Analysing the data throughout the process allows us to keep clients posted on observations we are making and allows them to interrogate us. Are we being thorough enough? What trends are we seeing? Are we being creative enough, within the boundaries of what the client needs in relation to a particular hire? Are we missing a chance to offer an exciting career opportunity to someone from a minority group, who would in turn infuse the client organisation with a cognitively diverse outlook? Where else might we look? Our clients look to us for answers, but can often provide us with useful guidance, if they are willing and able to work with us collaboratively. Equally, our analysis shows us all where more work is needed to develop diverse talent pools, across certain disciplines at certain levels.

■ **Diversity in practice:**

Working within the boundaries of a heavily regulated industry, looking for highly capable, in-demand leaders within functions such as audit, risk and compliance, there is often personal liability attached to the roles we are aiming to fill. We confess that diverse hiring outcomes are not always possible. However, every process educates us and our clients and allows for progress to be made through awareness. Whatever the outcome, each and every person involved in the search process - including the recruiter or executive search consultant - deserves to be treated with courtesy, represented accurately, and given clear and detailed feedback, whether successful in the process or otherwise.

Again, depending on where a firm is in relation to the above guidelines, an initial step can be to pause and reflect on how existing processes are managed, appreciating that the issue at hand is complex, but the steps towards progress can be simple. Applied consistently, and with determination, change in recruitment processes for the better and more inclusive can be achieved.



It would be truly rewarding to see the industry embrace the many third-party companies, individuals and relationships that are set up to serve the community, as part of their own focus on inclusion.

11. Take an inclusive approach to the industries that support your business.

Arriving at my final point, I should acknowledge that this list of recommendations has ended up being rather long, and yet it is far from comprehensive. Like so many game-changing developments, I, E&D is a Pandora's Box, and as a collection of industries that work together and support each other, ultimately for the benefit of society as a whole, we are just getting started. To be authentic about changing the world for the better - to mean it, and to achieve it - you have to think big. And once you think big, there is nowhere to hide.

Admittedly, I have my own reasons for thinking about the ecosystem of businesses and sectors supporting the investment and savings industry, as I have spent my whole career working for and now running an owner-managed family business, whose core client base spans investment managers, wealth managers and financial planning networks. My team and I live and breathe the issues that concern our clients. We are charged with helping to address these same issues, and if the industry suffers, so

do we. When it comes to inclusion, and particularly in the aftermath of the shared experience of the pandemic, it would be truly rewarding to see the industry embrace the many third-party companies, individuals and relationships that are set up to serve the community, as part of their own focus on inclusion.

What does this mean? It means thinking beyond the interests of a single organisation when it comes to modelling inclusive actions and behaviours. For example, a greater recognition should be possible that cost containment measures come at a huge cost to an ecosystem of businesses that is reliant on the investment and savings industry for its own revenue, and that a pause, hiatus or move away from those third-party relationships can leave those companies and their own employees feeling unsure and insecure. In many cases, such businesses may feel unable even to ask for more information, for fear of overstepping the mark and damaging their prospects for business in the future.

Industry participants can solve this by communicating thoughtfully and in a spirit of kindness. A change of plans or a refined strategy can have implications for many individuals beyond the confines of a single firm. Responding to requests for information can be enormously helpful and can assist with planning, progress and peace of mind. Importantly, it can resolve

or avoid creating unnecessary stress. It also means acknowledging that there will likely be a time when those relationships will once again be of use. Maintaining lines of communication is a two-way process and doing so effectively can be enormously constructive for all.

Beyond this, there is a broader message, beautifully expressed by Robyn Grew, GC & COO of Man Group plc:

"Our role in asset management is not just within our own real estate footprint. Our role is to help change the world socially; that is our job. We have enormous positions of privilege in this industry. We can help societies and communities around us and we should. It isn't just about creating successful people in our own firm; it's about creating an environment of inclusion and belonging across asset management and then across financial services, and then it's about reaching further. Unless you set your goals that far, you are missing the point."

SUMMARY

I hope that this report is helpful and provides an opportunity to reflect on what inclusion means and how we might collectively make further progress. We are all experiencing a changing world in 'real time'. Change, or the need to change, can be intimidating and unsettling, although it can also be inspiring, offering the chance for a fresh start or a new look at problematic areas in our lives and organisations. If we and our businesses have historically been overly attached to outdated ways of thinking, or otherwise stuck in our ways and afraid to press reset, perhaps this is an opportunity to do so.

Having said this, we must be mindful of the challenges ahead, and move forward with clear plans and open, flexible lines of communication. Back in autumn 2019 - which I must say, feels like a lifetime ago - an article in Forbes Magazine stated that 'exclusion can occur unintentionally'. The author cited a combination of the 'digital age', in which people communicate via email and social media more than interpersonally, and the physical distance that remote working creates resulting in individuals feeling less connected with their colleagues, and less able to have a voice. These, combined with a 24 / 7 working culture where employees have

felt obliged to be connected to work all the time, presented real obstacles to the creation and maintenance of inclusive working environments. This article was published before the pandemic - before lockdowns sent us home to work yet more intensively from our kitchen tables, garden sheds and spare bedrooms, whilst juggling whatever family matters characterise our private lives - which has increased the intensity of these issues. Contrasted with this is our enhanced ability to think positively about the merits of hybrid working and how this could be a productivity booster in future.

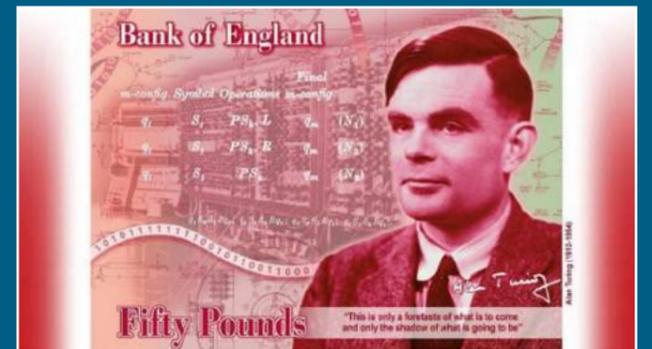
A balance must be struck. We must embrace technology whilst asking people how they feel. We must talk and connect and encourage the I, E&D conversation to continue. We must be flexible in providing what people need to succeed in order that the investment and savings industry can foster a powerful, innovative workforce, designed to make the best of future opportunities whilst navigating present challenges.

In short, the industry's goals should be to thrive in collaboration with its workforce, and to treat its people and customers well in the process. Can we do it? 'Again I refer to my conversation with Robyn Grew:

"In financial services generally we like to think of ourselves as being smart, and being good at doing difficult things. To be relevant to clients, we have to change and adapt. Can the investment management industry can do a better job at this? Yes, of course. Can we create a space where diverse candidates are welcome, are celebrated, are sponsored, are mentored, are embraced? Yes!... If we want to. We have to do something brave, which is actually to do something. Equality has never had a history of being simply achieved over time. It takes active engagement. You have to stand up, stand out, and say when something isn't right."

Progress will require energy and consistency. On the evidence I have gathered, these are available in abundance. But we do need to commit, together.

Thank you for reading.



The design of the Bank of England's new £50 note, featuring the computer pioneer and codebreaker Alan Turing, has been revealed. The highest denomination of frequently used banknotes in the UK, it will be the last of the Bank's collection to switch from paper to polymer. The banknote entered circulation in summer 2021 on 23rd June - the mathematician's birthday.

ON INCLUSION WITH STEVE BUTLER

Steve grew up in the New Forest in a happy middle-class family in the 1970s, and spent his teenage years enjoying rock climbing and mountaineering. He started his career at 18 as an office junior with AXA Equity and Law.

Steve has worked in financial services and investment management for over 30 years and was appointed CEO of Punter Southall Aspire in August 2015. He is a Chartered Manager and Fellow of the Chartered Management Institute and gained his Master's in Business Administration from Solent University. He is studying for a Doctorate in Business Administration at Winchester University. Steve lives in Richmond with his wife and has seven children / step children aged 17 to 23.

Steve recently published a book called 'The Diversity Project,' which recounts the progress of the initiative made to date, the progress that still needs to be made, and sets out practical ways of achieving it. 100% of the Steve's proceeds from the sale of the book will be donated to the Diversity Project Charity.

How would you define inclusion, as it relates to the workplace?

Personally, I think inclusion is hanging a sign outside the door saying 'all welcome', and building a culture within the business where everyone is valued and able to flourish. Ultimately, it is about people feeling safe and able to contribute to their full potential.

How does this relate to diversity?

Currently, making sure that a business's workforce is reflective of society is not easy and the lack of diversity in a business may put people off. Therefore, the start of the journey has to be about inclusion. Making all your staff feel safe and valued means they will share their feelings with others outside the business, attracting a wider group of people over time. Diversity is about recognising difference and valuing the benefit of people's varied backgrounds and experiences.

What is the difference between inclusion and belonging?

Building a diverse and inclusive culture is the start of the journey and if you get it right, all your staff will feel accepted and that their identity is closely linked to the workplace. Staff will start to feel that they truly belong within your organisation, rather than just work there.

How should an inclusive culture look and feel?

An inclusive culture will have many perspectives to it, but an open, honest, collaborative, and supporting theme running through all elements of day-to-day work is key. Ultimately, it will involve individuals from a broad cross-section of society working together to achieve a common vision, supporting and encouraging each other to be successful and to achieve the best they can. No one is excluded from the conversation and all opinions are valued.

Would there be common behaviours on display in an organisation with an inclusive culture?

Absolutely - these would include authenticity, openness, honesty, collaboration, supportiveness, sharing, storytelling, understanding, empathy, articulating and pursuing common goals and ambitions, and respecting ourselves and others.

How can an organisation ensure that inclusion is on display throughout an organisation, rather than simply taking a top-down approach?

An inclusive culture has to be organic, where everyone believes and engages in the behaviours and practices that make up the inclusive business culture. I have found that by celebrating diversity at

every possible opportunity - by congratulating individuals on related success stories, signing up to industry charters, winning awards, and seeking accreditation from IIP & BITC - this sets the tone within the organisation which others will follow. I have mentioned this before, but it also means embracing story-telling across the business as a way for people to better understand one another. Whether this is in project meetings, board meetings or company presentations, people need to be encouraged to take part and tell their personal story.

How do you assess or measure inclusiveness in your own organisation?

We conduct frequent staff pulse surveys on this topic and gather feedback on staff-produced newsletters to give us a qualitative feel for how things are progressing.

What steps have you taken, e.g. what policies or initiatives have been created, to encourage an inclusive culture in your own organisation?

I replaced the existing Executive Committee of eight senior male managers with seven operational committees (OpCos), which included representatives from all business areas. This led to more diverse, multi-generational teams

contributing to the leadership of the firm and business strategy. For example, participation from women at management level OpCo meetings increased from 0% to 38%.

Our team meetings are rather different now, too - not least the way we begin them. We kick off with all of the attendees taking a minute or two to update the others on what is happening in their lives, particularly updates on their personal development and wellbeing. After some initial hesitancy, it is an approach that has been really embraced by all of our staff, not least because it signals that our priority as a business is the welfare of our people.

It has undoubtedly improved team communication and increased openness and understanding. Critically, it has broken down the 'macho' approach common within so many financial services businesses where sales and profits are the beginning, middle and end of meetings.

For those women taking part in our newly-designed management meetings, it has opened a door to have their voices heard and valued. Gratifyingly, I have had a lot of feedback telling me that their involvement has increased their confidence, whilst participating in decision-making had broadened their horizons.

How successful have those steps been and have there been any key barriers to creating this?

I have alluded to the successes we have seen above and I am glad to reiterate that we are making real progress. There has been resistance to various initiatives, such as reverse mentoring of the senior management team, but these have been resolved by an honest airing of concerns and a public acknowledgement that whilst we may not get things right immediately, trial and error is our only way of learning. We have tried to develop a learning culture through all of this whereby we are constantly curious about new ways of doing things.



An inclusive culture has to be organic, where everyone believes and engages in the behaviours and practices that make up the inclusive business culture.

How does the pandemic impact the ability of your firm to provide an inclusive culture to your employees? And how might obstacles in this regard be overcome?

The lack of social interaction has been a challenge, although this can be managed by planning collaborative events and meetings with social interaction as the primary aim, rather than a focus on business matters. As an example, we introduced a company-wide series of online panel discussions on people's personal experiences through the pandemic. The first involved three of my female colleagues providing their insights into their experiences on gender

inequality. They come from three different age cohorts and it was particularly telling how their experiences had varied. Feedback after six months of these events was that people had never felt closer in the business, because geographical and personal boundaries had been broken down through these powerful discussions.

ON INCLUSION WITH TERRY MELLISH

Terry was brought up in a one parent family, and was the first person in his family to pass the 11+. He went to a Boys Grammar school, but left after A levels at age 18 to go to work as he felt the family needed a breadwinner.

Terry started his City career in 1971, and went on to manage a number of back office teams. For the last 25 years he managed businesses, sales teams, consultant relationships and RFP teams in the UK, Northern Europe, the US, Africa and the Middle East, and has overseen or directly managed client relationships in many of those markets.

In 2010, he joined Natixis Investment Managers, and in 2018, at the tender age of 65, decided he needed to slow down and seek new ambitions. Having already being involved in a number of Diversity & Inclusion and Public Policy initiatives for some time, he asked to change his career journey (and his life) and was made International Head of both those areas in 2019.

Terry formally retired from full time employment at the end of 2020, his 50th year in the City. He is married with two children, two grandchildren, and is a Manchester United season ticket holder!

How would you define inclusion, as it relates to the workplace?

Inclusion is the starting point for ensuring any firm or individual is diverse and supports the creation of the right culture throughout a firm. Inclusion is about creating the correct environment for people to work together to generate growth for a firm, to deliver excellence for clients and to support, respect and value each other. An inclusive culture is critical for a firm to achieve its goals and objectives on behalf of staff and partners. Inclusion is sometimes referred to as not only being invited to the party, but also asked to dance!

How does inclusion relate to diversity?

Diversity is about recognising the differences and similarities across people and communities. It should be reflected in the way any firm recruits and retains people, and in how they attract and form valuable relationships with clients. Attracting and developing diverse talent is crucial to a firm's long term success, so their commitment to advancing diversity and inclusion in their business and communities is an important part of a growth focus.

What is the difference between inclusion and belonging?

Belonging is the act of being part of something and feeling accepted by colleagues and others, thereby giving a

sense of security and worth, and being supported generally. Inclusion is the way that belonging is created; a firm should recognise that each employee brings their own unique capabilities, experiences and characteristics to the workplace, and that managing diversity benefits individuals, teams, and the whole firm or entity. Businesses are about people, and so the well-being of employees is critical to help create an environment responsive to different cultures and groups in all interactions.

How should an inclusive culture look and feel?

This can vary from firm to firm and no one idea or definition of inclusive culture will work for all firms. What is clear is that inclusion should mean that all employees can bring their real authentic selves to work, can therefore 'be themselves', and are valued and respected as the individuals they are. This approach will help create and foster a culture of openness and fairness, and acceptance of people and positive practices generally.

Would there be common behaviours on display in an organisation with an inclusive culture?

Yes. Any firm or entity wanting to build a strong inclusive culture needs to communicate in a transparent way, be engaged with staff and partners both internal and external, educate and train staff at all levels on what is good

corporate and individual behaviour, measure and monitor those behaviours and actions and develop a 'community' approach and spirit throughout the business. Each employee brings their own unique capabilities, experiences and characteristics to the workplace. The best firms believe in treating all people equally, and with respect and dignity, and foster a supportive and understanding environment in which all individuals realize their maximum potential within the company, regardless of their differences. An inclusive and diverse culture also promotes innovation and helps any firm to be more creative, flexible, productive and competitive.

How can an organisation ensure that inclusion is on display throughout an organisation, rather than simply taking a top-down approach?

To foster an inclusive environment, an organisation must encourage a shared understanding of common goals and objectives while still celebrating the differences of employees and therefore of the firm. To support that effort, key initiatives and plans need to be incorporated right throughout a firm, from the leadership team down to all staff. These include addressing and challenging unconscious biases and blind spots, as these are a barrier to true inclusion, instilling a culture based on respect, trust, openness, and behaviour, and ensuring that people count, and that the mix is therefore working.

How do you assess or measure inclusiveness in your own organisation?

Whilst at my previous firm, prior to my retirement, the company incorporated values-based leadership training into their global leadership development program, which helps managers to appreciate the differences in their cultures and use that knowledge to understand and avoid personal biases. The programme would be expanded to all staff, with an additional emphasis on ethnic / racial diversity. The programme uses a personal values assessment to help staff understand their own values and how they align with those of their peers and Natixis, encouraging mutual understanding and respect. Additionally, behaviour should be an element of annual assessments and reviews, and reward processes, and clear, constructive feedback is also important. Continuous learning through regular topical training is also necessary. Having correct diversity data and being able to monitor and assess trends within a firm is critical to ensure staff engagement, whilst HR processes need to be designed as a way to attract, develop and retain and the best talented people.

How successful have those steps been and have there been any key barriers to creating this?

I concluded a long career in the industry and retired at the end of 2020, before the impact of many of those developments was known for sure. However, progress was certainly being made. This included the Global CEO and his leadership team being actively involved in training and staff communication, creating and 'globalising' new Employee Resource Groups, introducing extensive values-based and unconscious bias training throughout the firm, holding regular discussions and events using external guests, on topics including overcoming LGBTQ+ inclusion and institutional racism, creating a global I, E&D calendar showing key events to be celebrated, and creating a global I, E&D charter setting out the firm's beliefs, mission and policies.



Having correct diversity data and being able to monitor and assess trends within a firm is critical to ensuring staff engagement, whilst HR processes need to be designed so as to attract, develop and retain and the best possible diverse talent.

How does the pandemic impact the ability of your firm to provide an inclusive culture to your employees? How might obstacles in this regard be overcome?

Many of the initiatives and policies above had to be actively pursued during the pandemic and through lockdowns. Much of the training was completed and delivered online, as were the events using external specialist speakers. A large number of the I, E&D calendar of events were conducted online too. Whilst not as beneficial as face-to-face gatherings, these platform-led online meetings were brilliantly organised and delivered, with large numbers of employees across the firm being actively involved.

BOOK TITLES ON INCLUSION

As read and recommended by attendees of the Spring 2021 meeting of the Halsey Keetch Book Club.

Diversity in the Workplace: Eye-Opening Interviews to Jumpstart Conversations about Identity, Privilege & Bias

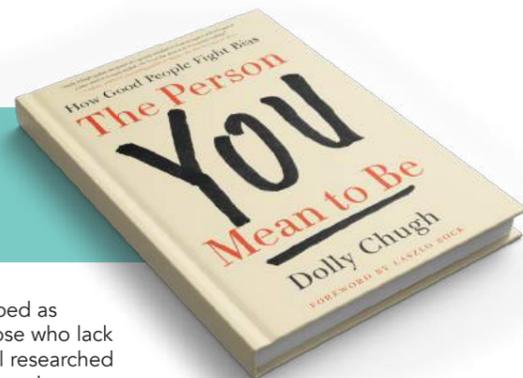
Bäri A. Williams



Explores the many faces of diversity in the workplace, via interviews with a series of people, asking them two core questions: 1) what is unique about your background 2) How has this affected your experience of work / life? Themes of acceptance and 'otherness.' Not too long, easy to access. Had a tendency to 'categorise' people, but a positive read.

The Person You Mean To Be: How Good People Fight Bias

Dolly Chugh & Laszlo Bock



Co-written by Google's former Head of Human Resources, this is a book described as seeking to battle biases, champion diversity and inclusion, and advocate for those who lack power and privilege. Readers enjoyed this. It was described as well written, well researched and an effective book when it comes to the building of a story and narrative. Growth mindset focus: it is not just about being good, it's about always striving to be better.

Why I am No Longer Talking to White People About Race

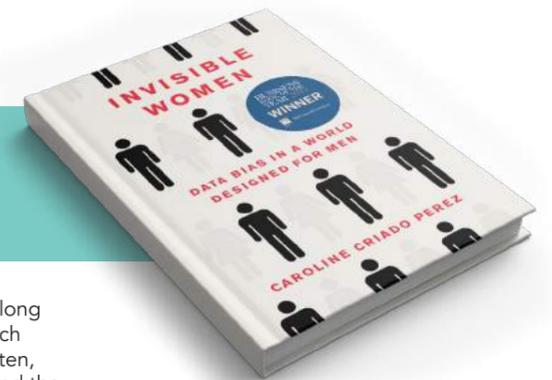
Reni Eddo-Lodge



A book that many people have heard of, and that is said to have become a part of a 'national conversation,' regarding race relations in Britain. Winner of many awards. Our readers were divided in their response to this book. Some felt it was highly effective in providing the reader with access to a language that allowed for easier conversations on a topic that some feel uncomfortable discussing. Others felt concerned even by the time they read the title given that 'conversation', however challenging, is widely believed to be the way to progress as a society.

Invisible Women

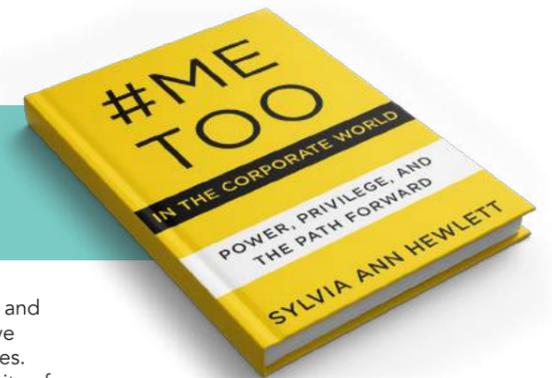
Caroline Criado-Perez



A book exploring the fact that we live in a world 'built for men.' Big data is and long has been all about men. This book features case studies, stories and new research from across the world that illustrate the hidden ways in which women are forgotten, and the profound impact this has on us all. Readers were all impressed, and found the book extremely eye-opening. Challenges the way we look at the world, intensively researched, hard hitting and difficult to forget once read.

#MeToo In the Corporate World

Sylvia Ann Hewlett



This books assesses the impact of the #MeToo movement in corporate America and provides concrete action to help executives and companies create more inclusive and safe work environments for women, people of colour, and LGBTQ employees. Described as a good book, but very much a one-shop view given that the majority of the research contained within is the author's own.

The Class Ceiling

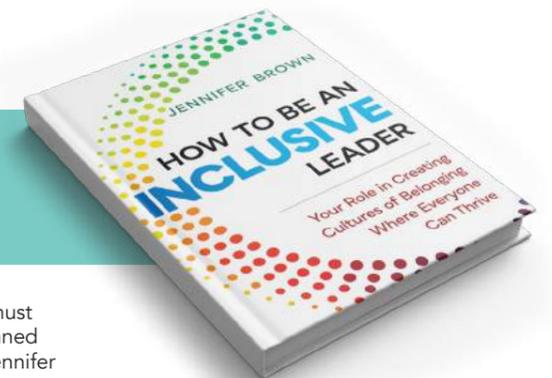
Sam Friedman and Daniel Laurison



This book draws on 200 interviews across four case studies - television, accountancy, architecture, and acting and explores the complex barriers facing the upwardly mobile. It also takes readers behind the closed doors of elite employers to reveal how class affects who gets to the top. Described as impactful but easy reading. A good book for exploring the question of privilege when it comes to diversity, which is often ignored. Also positive as it contains advice on how to make things better.

How To Be An Inclusive Leader

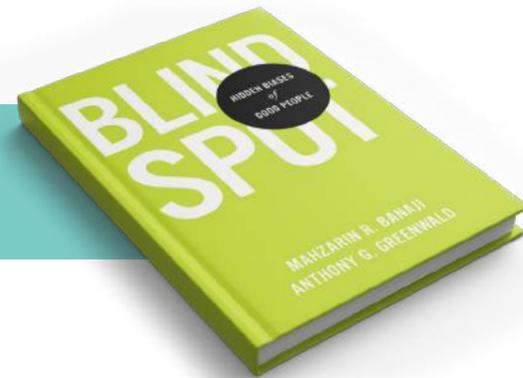
Jennifer Brown



Described as a step-by-step guide for the personal and emotional journey we must undertake to create an inclusive workplace where everyone can thrive, underpinned by the belief that human potential is unleashed when we feel like we belong. Jennifer Brown explores what leaders at any level can do to spark real change. She focuses on guiding readers through the 'Inclusive Leader Continuum', a set of four developmental stages: unaware, aware, active, and advocate.

Blindspot: Hidden Biases of Good People

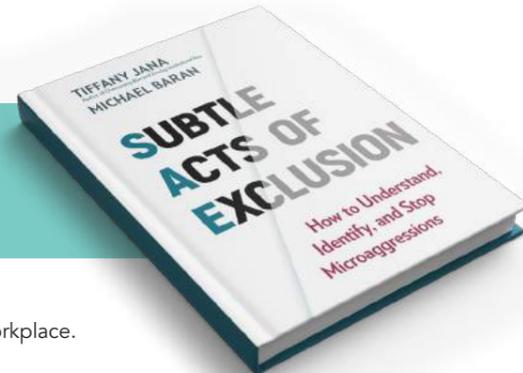
Anthony Greenwald and Mahzarin Banaji



"Blindspot" is the authors' metaphor for the portion of the mind that houses hidden biases. The authors question the extent to which our perceptions of social groups - without our awareness or conscious control - shape our likes and dislikes and our judgments about people's character, abilities, and potential. Described as easy access and conversational in style.

Subtle Acts of Exclusion - 'Our workplaces and society are growing more diverse, but are we supporting inclusive cultures?'

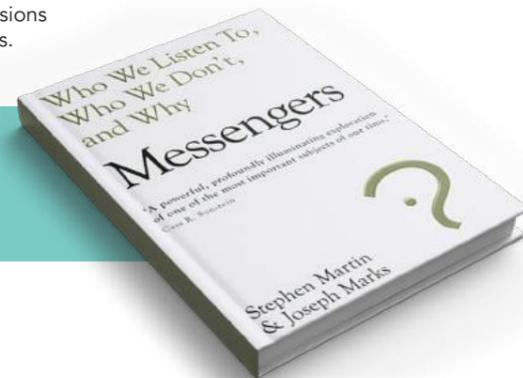
Tiffany Jana and Michael Baran



A handbook style of book – really focussed on awareness and prevention of microaggressions so that all employees can feel a sense of belonging in their workplace. Jana and Baran give tools to identify and address such acts, offering scripts and action plans for everybody involved. They believe that knowing how to have these conversations in an open-minded, honest way will help us build trust and create stronger workplaces and healthier, happier people and communities. Described as rather dry in style. Nonetheless, it does shine a light on the issue of microaggressions and inclusion, which many people in the book club agreed was critical to address.

Messengers - 8 Ways To Get Heard

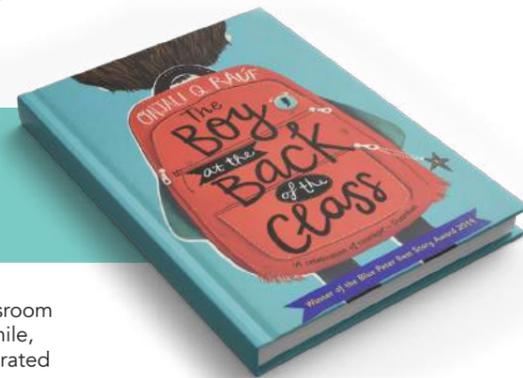
Stephen Martin and Joseph Marks



Stephen Martin and Joseph Marks explore the eight powerful human traits that help determine whether what we have to say gets heard or lands on deaf ears. They show how seemingly irrelevant details about our demeanour influence others' responses. They explain how trust is won, even when it may not be deserved. They show how the most trivial of signals - like the shape of our face, the shoes we wear or the car we drive - can influence how people respond to us. Described as a little superficial in tone, but with some thought-provoking points.

The Boy at the Back of the Class

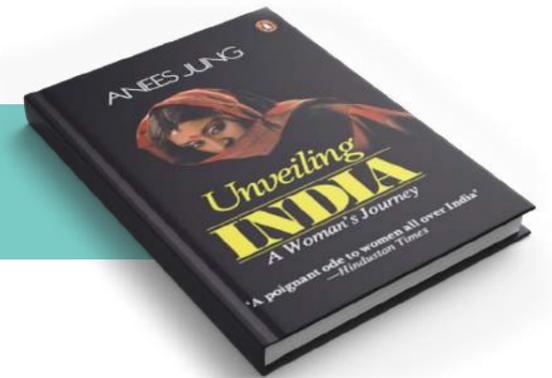
Onjali Q. Raúf



A children's fiction novel. Nine-year-old Ahmet, a Syrian refugee arrives in a classroom in London. The whole class is curious about this new boy. He doesn't seem to smile, and he doesn't talk much. But after learning that Ahmet fled a war and was separated from his family along the way, a determined group of his classmates band together to concoct the 'Greatest Idea in the World' - a magnificent plan to reunite Ahmet with his loved ones. A beautiful story, with a focus on what it means to be included and to feel as if you belong. The power of kindness and the many issues that we face when there is a sense of 'otherness' at play.

Unveiling India

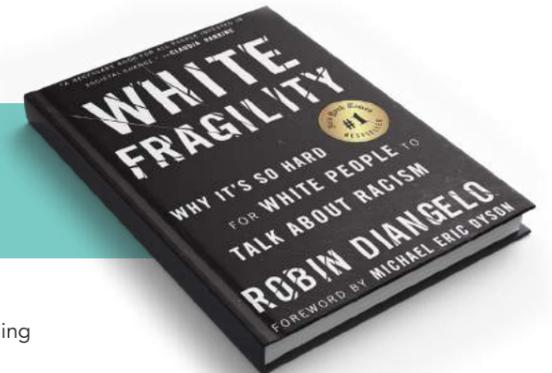
Anees Jung



Read by a new member to our club. Written in 1984 by an Indian journalist who talked to many women in India about their lives and experiences, about their roles vs the role of the men in their lives. Fascinating focussed discussion and exploration of diversity back in the 1980s.

White Fragility

Robin DiAngelo



'Anger. Fear. Guilt. Denial. Silence. These are the ways in which ordinary white people react when it is pointed out to them that they have done or said something that has - unintentionally - caused racial offence or hurt.

After, all, a racist is the worst thing a person can be, right? But these reactions only serve to silence people of colour, who cannot give honest feedback to 'liberal' white people lest they provoke a dangerous emotional reaction.' Described by those that read it as impactful, consumable, well-written.

It was published prior to the events of Summer 2020, so not as a 'response' to the death of George Floyd, but has gained a lot of attention since then. All readers recommended book, and found it highly effective in highlighting the racial framework in which we have all been raised - which leads to a raising of self awareness and a focus on 'you can't see what is hidden to you,' thinking.

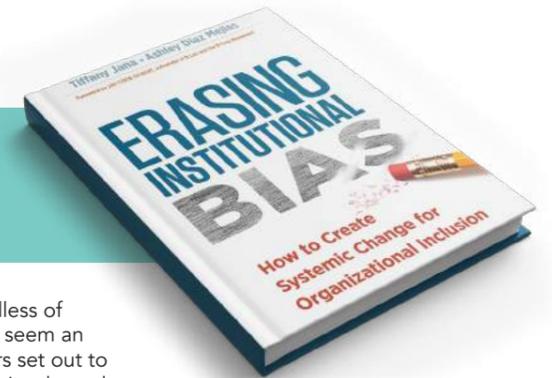
Interestingly, this book attracted many positive reader reviews online, but also some strong negative reactions from various sources in online reviews.

An example of which can be found here:

<https://www.theatlantic.com/ideas/archive/2020/07/dehumanizingcondescension-white-fragility/614146/>

Erasing Institutional Bias: How to Create Systemic Change for Organisational Inclusion

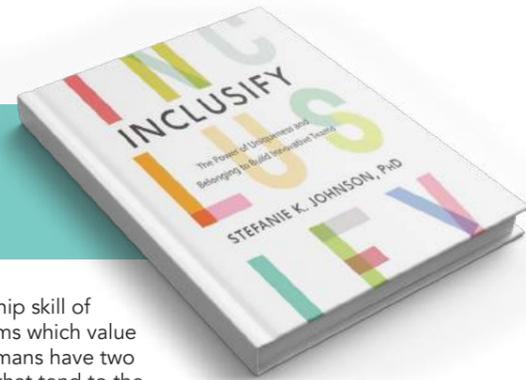
Ashley Diaz Mejias and Tiffany Jana



Erasing Institutional Bias was written to help people tackle structural bias regardless of their position / power. It starts by recognising that eliminating systemic bias can seem an insurmountable task from the vantage point of an ordinary individual. The writers set out to empower readers to recognise that each of us has the ability to affect systemic bias through a deliberate, coordinated effort. Among the types of institutional bias addressed in this book are hiring bias, gender bias, racial bias, occupational bias, and customer bias. The book focuses on bias in the workplace and give readers practices and activities to create organisational trust to challenge these implicit biases. Described as being like a text-book in style.

Inclusify: The Power of Uniqueness and Belonging to Build Innovative Teams

Stefanie K Johnson



Described as a guide, a management expert outlines the transformative leadership skill of tomorrow - one that can make it possible to build truly diverse and inclusive teams which value employees' need to belong while being themselves. The writer believes that humans have two basic desires: to stand out and to fit in. Companies respond by creating groups that tend to the extreme - where everyone fits in and no one stands out, or where everyone stands out and no one fits in. How do we find that happy medium where workers can demonstrate their individuality while also feeling they belong? Described as being well-structured, encouraging self-assessment as you read (there is a website readers can visit to partake in some self-assessment tests). It seeks to engage the reader beyond the words and core concepts.

What if I say the wrong thing? 25 habits for Culturally Effective People

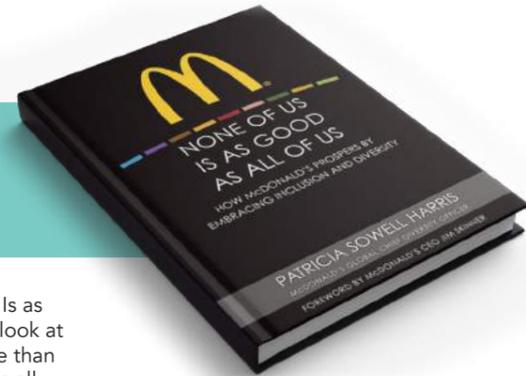
Verna Myers



Described as being a 'tip book' containing surprising ways to keep your personal diversity journey and the diversity commitment of your organisation moving forward. It is written to make this information bite-size and accessible, with quick answers to typical 'What should I do?' questions, like: 'What if I say the wrong thing, what should I do?' 'What if I am work and someone makes a sexist joke, what should I say?' A focus on the importance of language in the I, E&D conversation, an exercise book of sorts.

None of Us is As Good As All of Us: How McDonald's Prospers by Embracing Inclusion and Diversity

Patricia Sowell Harris



An inside account of how McDonald's turns diversity into success. In None of Us Is as Good as All of Us, McDonald's global chief diversity officer offers the first inside look at the company's philosophy of inclusion and diversity through interviews with more than 60 key employees and leaders. These accounts reveal how McDonald's embraces all races, creeds, and cultures to create unity and business achievement. Written by Patricia Sowell Harris, McDonald's global chief diversity officer.

Felt more like an advertorial for McDonald's, or a glowing review from a senior employee to her employee than a well-researched objective view of their success. However, some interesting stories contained within about an organisation that reaches out and translates as a brand successfully across the far-flung parts of our world.



HALSEY/KEETCH

TALENTED LEADERS. GOOD GOVERNANCE. EXCEPTIONAL BUSINESS.

About Halsey Keetch

Originally founded in 1988, Halsey Keetch is one of the most reputable executive and board search firms in the financial services industry.

We have an outstanding reputation as specialists in the essential fields of governance, regulation and controls. Through our work, we enable our clients to manage risk, meet their regulatory obligations, and seize opportunities for growth responsibly, frequently placing Chief Risk Officers, Chief Compliance Officers, Chief Auditors and CFOs across a diverse range of financial services businesses, along with talent mapping and succession planning advice across these functions.

We also provide world-class search services at board-level and specialise in the appointment of INEDs to FTSE100

and FTSE250 subsidiary boards, UK and international fund management companies, offshore entities and the UK-regulated subsidiaries of foreign-owned financial institutions.

Inclusion and diversity are acutely important to our company, as they are to our clients, the financial services industry, and society more broadly. We strongly believe in the importance of cognitive diversity to our clients' success and responsible stewardship and ensure this is reflected in every mandate handled, through our research and methodology. We keep clients closely informed on relevant developments during every

assignment and produce a detailed post-search diversity review after every mandate completed to clarify related findings and clearly outline how the eventual hiring outcome was reached.

Our Founding Director, Caroline Keetch, is an active Ambassador for the Diversity Project, and our firm is a founding member of the Diversity Project Charity, established in early 2020. We are early signatories of the Change the Race:Ratio campaign launched in late 2020 by the Confederation of British Industry (CBI).

www.halseykeetch.com



Caroline Keetch Behind the Biography

I founded Halsey Keetch in 2015. My company is an executive and board-level search firm with an exclusive focus on the governance, regulatory and controls functions across financial services.

I began my career in the City in 2003, when I joined my late father's executive search firm, Halsey Consulting. This was a difficult period in my life, as I was struggling with anxiety following the loss of my mother to cancer during my second year at university.

It took many years to understand the jargon and the nuances of the financial services industry, but I worked for the business over many years, learning and developing confidence and understanding along the way.

In early 2015, my father developed a sudden, complicated illness, combined

with sepsis, and died in hospital shortly thereafter. Despite the uncertainty and challenges this presented, my instinct was to keep going, and Halsey Keetch was born. My husband, also an executive search consultant, joined me in my quest and we have run the business together since then. Six months after we launched Halsey Keetch, my father-in-law also passed away suddenly. Somehow we kept going, and I discovered a determination and an ability to focus on a goal that I never knew I possessed.

Nevertheless, it was a worrying phase of our lives. We were deeply concerned that if anyone in our network knew how challenging a time we were having personally, we would not be trusted to handle search mandates. As a result, we did not tell anyone with whom we were working what we were going through at that time. We pressed on.

Many years later, here we are. We love our business, our many contacts across our network, and the investment and savings industry that we support. I am passionate about opening up the conversation regarding inclusion and its positioning as an essential priority for organisations and individuals. I am creative: I love to paint, I have been fascinated by interior design for many years, and I recently started making my own scented candles but, given that I forgot to include the wicks in the last batch I made, I won't give up my day job!

Above all, I am a mother to my kids, football and Minecraft-mad Ben, nine, and our little latecomer, Seren, who is just two years old.

SPECIAL THANKS...

Lynne Connolly - Global Head of Diversity & Inclusion, abrdn plc

Luba Nikulina - Global Head of Research, Willis Towers Watson

Richard Charnock - CEO, Aberdeen Standard Capital

Peter Horrell - Chairman, Fidelity UK

Robyn Grew - Chief Operating Officer & General Counsel, Man Group plc

Jon Terry - Business Advisor & former PwC partner

Susan Martin - Non-Executive Director, LGPS Central

Steve Butler - CEO, Punter Southall Aspire

Herman Brodie - Founder / Owner, Prospecta Ltd.

Terry Mellish - Diversity Project

Jane Welsh - Diversity Project

Linda Russheim - Diversity Project

Neil Scott - Bloc Design



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#Reset4Inclusion #BuildBackBetter



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