



# PRACTICAL STEPS TO LEVEL THE PLAYING FIELD AND CREATE A SENSE OF BELONGING



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## HIGH LEVEL SUMMARY

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**"CULTURE STARTS FROM THE TOP. AN INCLUSIVE CULTURE IS ABOUT TRUST, FAIRNESS AND DIVERSE PERSPECTIVES. IT IS WHERE EVERYONE THRIVES. I INVITE CEOs TO USE THIS BEHAVIOURAL SCIENCE-BASED GUIDE TO REVIEW AND DEVELOP THEIR INCLUSION PLAYBOOKS TO TRULY SHIFT THE DIAL."**

Jayne Styles, former CEO MS Amlin Investment Management.

# INCLUSIVE CULTURE

Corporate culture is how we function as a group within an organisation. In an **inclusive culture** there is trust, fairness, and diversity.

**"CULTURE EATS STRATEGY FOR BREAKFAST"**

Peter Drucker, Business Consultant.



Inclusive culture trust

**Fair**

Level Playing Field

**Diverse**

Perspectives

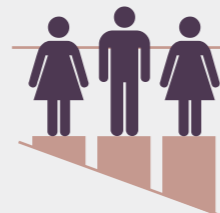
An inclusive culture does not mean that everybody is involved in everything. This can lead to a harmful 'always on' mentality. It does mean that everybody **feels** they belong, that they:

- Are respected and valued;
- Are treated fairly;
- Are listened to;
- Have choices;
- Are informed.

**Inclusive systems** meet the needs of each person as they really are. Everyone feels that they can be their authentic selves. There is a level playing field, a fair and equal chance of succeeding.



**Equal Treatment**  
Everyone given the same support



**Equitable Treatment**  
Different support to give equal access



**Fairness**  
No barriers

Source: adapted from [Deloitte Insights](#)

**93%** of leaders agree that inclusion and diversity are a top priority. They help to attract, develop, and retain diverse people with varied perspectives. Creating a true meritocracy, a **collective intelligence**.

An inclusive culture is not zero-sum. It is a **better** place to work for everyone. It is **associated** with higher engagement, productivity and profitability, as well as improved wellbeing, fewer sick days and lower burnout.

Our perspectives come from the sum of our parts, some of which are more important than others in shaping who we are, and some change over time. This is wider than intersectionality.

An inclusive culture does not dilute our different perspectives by expecting us to align our views with others'. However, for an organisation to be truly successful, colleagues' **values**, their compass, do need to align with the organisation's.

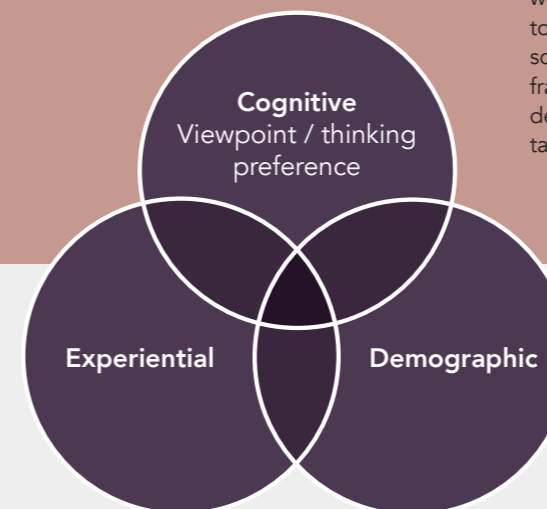
The inconvenient truth is that our predispositions run counter to inclusion, fairness, and diversity (IF&D). We do not always make rational decisions but are overconfident about our decision-making abilities. We do not instinctively trust people who are different to us. We instinctively want to preserve the status quo (of the Don Draper leadership stereotype).<sup>i</sup>

The good news is that these predispositions are predictable, so we can establish systems and frameworks to help our decision-making. Behavioural science, widely used in investment frameworks to facilitate good investment decision-making, can also be used for talent decisions.

No matter the starting point, small steps applied consistently and built upon progressively can make a meaningful difference. This guide is designed as an aid to developing your playbook and deciding the steps you will take.

**Inclusion is for everyone, by everyone...**

**it starts with hello.**



**"LIVING OUR VALUES, EMBRACING DIVERSITY AND CLEARLY SHARING OUR BELIEFS AND EXPECTED BEHAVIOURS STARTS WITH THE LEADERSHIP TEAM. BUT IT'S OUR PEOPLE WHO MAKE OUR CULTURE A REALITY. FOR THIS TO HAPPEN THEY NEED TO TRUST, FEEL SAFE AND INCLUDED, AND SEE OUR CULTURE REFLECTED IN EVERYTHING WE DO AND EVERYTHING THEY EXPERIENCE."**

Oliver Morley, CEO Pension Protection Fund.

<sup>i</sup> In 'The Fix', Michelle P King refers to the Don Draper stereotype. He is the lead character in the TV show Mad Men, which is set in a US marketing agency in the 1960s.

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# Inclusive culture guide for CEOs

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Introduction  
High Level Summary ▶



Part 1  
Deciding the steps to take ▶



Part 2  
Digging deeper... if you want to ▶



Part 3  
Recap and resources ▶



[www.diversityproject.com](http://www.diversityproject.com)

#Reset4Inclusion #InclusiveCulture #Belonging #LevelPlayingField

