



The Inclusion  
Initiative

# Three Years of Impact

## The Inclusion Initiative

November 2023



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## The Inclusion Initiative



The complexity of DEI issues continues to evolve in a dynamic business environment, which makes the The Inclusion Initiative is an outstanding research center with recommended actions that will deliver tremendous benefits for inclusion. ”

**Dr Christine Chow**

Managing Director at Credit Suisse Asset Management, Head of Active Ownership at UBS Asset Management, Advisory Board Member of TII



The analysis from The Inclusion Initiative at LSE powerfully demonstrates the lack of diversity in terms of ethnicity and race and how this gets translated into sizeable pay gaps. It also highlights the pressing need to give more voice and opportunities specifically to black women, as the group who are the furthest behind in earnings. ”

**Minouche Shafik,**

LSE President and Vice Chancellor 2017-23



“

I firmly believe that inclusion not only produces highly, motivated engaged employees but also delivers a more innovative culture which in turn drives better financial results. The Inclusion Initiative is a superior piece of work with recommended actions that will deliver all the tremendous benefits of inclusion. ”

**Diana Brightmore-Armour**  
CEO at Hoare & Co

“

Inclusion is a pressing issue for all organisations, and rightly so. We need to understand and reflect the society we serve. Yet, all of us have experienced the frustration of well-intended initiatives that do not achieve their aims. I welcome the work by LSE’s The Inclusion Initiative which should help us to improve our ability to tackle inclusion. ”

**Andrew Bailey**  
Governor of the Bank of England



# Foreword

## Dr Grace Lordan



Dear Friend of The Inclusion Initiative,

As we reflect on the incredible journey of The Inclusion Initiative (TII) over the last three years, we are immensely grateful for the unwavering support we've received. Launched at LSE in November 2020, TII embarked on a mission that centred on bringing together teaching, research and practice to build more inclusive work environments. I am proud to say that we have achieved this... and more!

In the last three years TII has weathered the storm of the pandemic and exceeded my expectations in terms of research delivered to our community. This research has allowed us great impact through working directly with firms, executive teaching and publicity received. Within the pages of this report you will learn of the messages from our innovative research, our many accomplishments and meet the amazing team that makes it all possible.

Looking ahead, we are incredibly excited about the future and eagerly anticipate new research projects, collaborations, and events that will further our mission. Together, we will explore and champion inclusive leadership. We invite you to join us on this remarkable journey of learning and growth. Please get in touch, stay in touch and get involved!

Thank you for your continued support and dedication to TII's vision. I look forward to seeing you in the months ahead.

Sincerely,

**Dr Grace Lordan**

**Founding Director of The Inclusion Initiative**

# Foreword

## Richard Nesbitt



We started the work of The Inclusion Initiative at LSE in November 2020 which was at the height of the pandemic. Many people were focused on their own personal adjustments to life and of course most people were required to work from home. We did not know what the overall impact of the pandemic would have on our fledgling TII but what can be more important than people and their roles and involvement in our communities at a time of fundamental social change. We are glad we

stuck with it and we truly appreciate all of you that have supported our work.

TII lead by our director Dr Grace Lordan has exceeded our expectations in terms of impact and accomplishments in the field. We have created a team of research staff at TII that provide new thought on how to help people fully realise their potential. We are operating in Europe, Asia and North America providing value to organisations that only LSE can provide. We have been fortunate to obtain funding around the world from individuals, corporations and governments in order to conduct our work. Dr Lordan has become a recognised expert in the area and is changing the direction of every organisation she is involved with on behalf of TII.

The Inclusion Initiative is leading all UK universities on the impact we are having in changing the way people think about our workplaces and communities. We are embarking on our next three years at a time when, post-pandemic, the involvement of all people is even more important to our economic success. We welcome everyone to join us in advancing this important work.

Sincerely,

**Richard Nesbitt**

**Chair of The Inclusion Initiative Advisory Board**

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Regardless of whether you are a big organisation, or a small to medium enterprise it is imperative that you equip anyone who leads people to be an inclusive leader. ”

**Virhia, Blavo, Lordan**, 100 Diverse Voices:  
a framework for the future of work in financial  
and professional services, 2022



# Background

The Inclusion Initiative (TII) launched at the London School of Economics and Political Science (LSE) in November 2020 under the directorship of Dr Grace Lordan. TII leverages behavioural and data science insights to advance the understanding of the factors that enhance inclusion at work. We bring industry, academics and other stakeholders together to exchange ideas, highlight new findings and build meaningful partnerships. For TII, the business of inclusion involves ensuring that all voices are heard, and that efforts are also made to include voices that are notably missing.

The first industry of focus for our research was financial and professional services in the City of London. We have since expanded in geography to Canada, Singapore, the United States and the wider UK. We also consider sectors beyond finance, particularly technology and professional services. TII insists that all proposed interventions be rolled out and examined in a company specific context. This ensures that interventions are directly linked to outcomes firms care about, so firms are confident there is a positive result to their investment.

## **TII's research agenda has three main aims:**

- Propose a viable proxy measure of inclusion.
- Quantify the direct relationship between diversity and inclusion and core business outcomes, such as creativity, innovation, and behavioural risk, within and across firms, demonstrating the potential improvements in productivity.
- Propose an inventory of cost-effective interventions for firms that could improve inclusion of all talent from pipeline to boardroom.

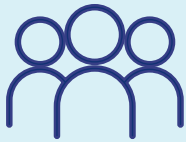
Along with publishing in academic journals, TII regularly converses with firms to both determine its research agenda and disseminate its research findings. We do this through project-based consultancy, advisory work, education offerings at LSE, public events, bespoke corporate training, legacy media and social media.

Overall, TII has had many successes in its first three years working on major projects with a number of partners. These projects have focussed on the future of work and skills, measuring inclusion using data external to firm and the progress of women in our society. We are looking forward to repeating this success and more in the years to come.

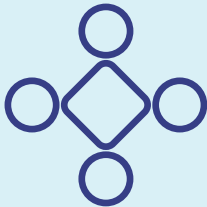
# Three years in numbers



**16**  
COLLABORATIVE  
RESEARCH PROJECTS  
WITH INDUSTRY PARTNERS



**50,000**  
EVENT ATTENDEES



**27**  
TEAM MEMBERS  
AND GROWING



MORE THAN **1,000+**  
INCLUSIVE LEADERS TAUGHT



ALMOST **100**  
MENTIONS IN MAJOR  
PRINT PUBLICATIONS

# Research



We should focus on leveraging the talent of all women in the UK as they are, without a doubt, grossly under-represented. We should focus specifically on black women as the group that is right now most left behind for reasons that have nothing to do with their ability. ”

**Denise Wilson**, Chief Executive, The FTSE Women Leaders Review, (formerly Hampton-Alexander and Davies Review)

Independent

**25%** OF SKILLS  
REQUIREMENTS FOR JOBS  
HAVE CHANGED SINCE 2015

**Chow, Lewis, Will**, Investors' Expectations of Ethical Artificial Intelligence in Human Capital Management, 2022



## Inclusive Leadership Hub

The Inclusive Leadership Hub is committed to empowering managers with the tools necessary to become inclusive leaders. Inclusive leadership allows managers to nurture a welcoming workplace culture where every employee feels psychologically safe and has a voice.

Inclusion is key to boosting productivity. Without it, there's a tendency toward conformity, which hampers innovation. Our resources offer leaders practical guidance on effective interventions to create more inclusive and productive environments. Additionally, they help assess the long-term success of these interventions.



Until inclusive leadership is embraced by managers at all levels, we are stuck in a compliance phase where audits and monitoring can help ensure that black women aren't left behind because of mirrortocracy. ”

**Dr Grace Lordan**, Founding Director of The Inclusion Initiative, Associate Professor, Department of Psychological Behavioural Science, LSE  
People Management

## **GOOD FINANCE Framework and Manual**

**Lordan, 2023**

Gathering insights from women in financial and professional services through interviews, roundtables, and 1700 surveys, we developed the GOOD FINANCE framework. This transformative framework is designed to promote inclusive workplace cultures, with a specific focus on empowering mid-career women. We then created The GOOD FINANCE Manual, which offers practical instructions for firms to implement the GOOD FINANCE framework and provides guidance on measuring progress within the framework.

[The GOOD FINANCE Framework and Manual](#)

## **TRANSPARENT Framework**

**Brodnock and Lordan, 2021**

The TRANSPARENT framework offers a comprehensive approach to promoting the inclusion of Black women in the Finance, Professional Services, and Big Technology sectors. Informed by the experiences of 44 Black women, this framework identifies key challenges and opportunities they encounter in their careers. It comprises 10 core focus areas, supported by behavioral science evidence and accompanied by specific actionable steps for effective implementation. The framework underscores the importance of reporting and monitoring mechanisms to address the unique challenges faced by Black women and drive meaningful cultural change.

[Transparent Framework](#)

## **ACCELERATE Framework**

**Lordan and Nikita, 2023**

The ACCELERATE framework addresses the retention and promotion of talented women in Private Equity across Europe. Based on the experiences of 62 women in investment roles, significant challenges and solutions were identified. The resulting “ACCELERATE” framework blended this experience with evidence from behavioural science and proposes solutions in ten actionable focus areas, emphasising advocacy, inclusive cultures, transparency, and more. With a focus on practical strategies and evaluation, it seeks to increase the representation of women in senior investment roles.

[ACCELERATE](#)

## **INCLUSION Framework**

**Lordan and Siddiqi, 2021**

The INCLUSION framework, developed through qualitative research with senior leaders in Singapore’s Financial and Professional Services sector, serves as an inspirational guide for global financial firms looking to embrace inclusive practices. It encompasses nine focus areas, each underpinned by behavioural science evidence, addressing challenges identified by these leaders in managing diverse teams. This framework places emphasis on cultural transformation beyond compliance, offering practical guidelines for creating inclusive organizations that empower diverse talents to thrive and contribute to overall success.

[INCLUSION Framework](#)

## Future of Work Hub

With the rapid changes in labour markets driven by automation, technological innovation, and the COVID-19 pandemic, it's crucial to understand the implications for the future of work, especially for diverse talent. The Future of Work Hub at TII is dedicated to enhancing our understanding of the future. We're conducting analyses on the impact of artificial intelligence on hiring, evolving skill requirements, and predicting job automatability. Throughout these projects, we prioritise the implications for inclusion, recognising its increasing importance in the future labour market.



63% of talent acquisition professionals indicate that AI has changed the recruitment process in their organisation. ”

Will, Krpan, Lordan, People versus machines: introducing the HIRE framework, 2022.

## Future of Skills

**Josten and Lordan, 2023**

Skills demands and rewards are evolving rapidly due to automation and changing job tasks. In our research, we analysed a vast dataset of job advertisements to track changes in skill demand and rewards over the past decade. Our findings highlight the increasing demand and rewards for inclusive leadership skills, alongside data science skills. It's encouraging to see more firms emphasizing skills that foster inclusive leadership.

 [Future of Skills](#)

## Investors' Expectations of Ethical AI

**Chow, Lewis, Will, 2022**

"To understand the causes of things, for the betterment of society." This was the guiding principle when drafting the investors' expectations of ethical AI report. TII explored the different aspects of how ethical artificial intelligence principles and practices can be integrated into human capital management. Together with HSBC Asset Management and Macfarlanes, TII published a paper for investor engagement with companies on the responsible use of AI in workforce management.

 [Investors' Expectations of Ethical AI](#)

## People vs Machines

**Will, Krpan and Lordan, 2022**

The use of Artificial Intelligence for hiring is becoming increasingly popular. AI has, however, been criticised for perpetuating existing biases or dehumanising the hiring process. In a systematic literature review, we developed the HIRE (Human, (Artificial) Intelligence, Recruitment, Evaluation) framework. The study provides insights on AI's performance compared to humans, specifically in terms of efficiency, performance, diversity enhancement, and candidate/recruiter perception.

 [People vs Machines](#)

## UTOPIA

**Virhia, Blavo and Lordan, 2022**

In partnership with Women in Banking and Finance (WIBF), we set out on a journey to uncover the unique stories of 100 financial and professional service workers from diverse backgrounds and career stages to better understand their vision for the future of work. The UTOPIA framework serves as a guide for firms navigating changes to the workplace related to the COVID-19 pandemic and beyond. UTOPIA encourages leaders to experiment with different modes of working and emphasises the importance of leaders trusting employees more to support productivity and enhance inclusion.

 [UTOPIA](#)

## Growth and Governance Hub

The Growth and Governance Hub, initially established with generous support from the Gnanalingam family and later awarded a £2 million ESRC grant, conducts systematic research into the impact of diversity and inclusion on firm productivity and governance. We explore how factors such as race, gender, and social class relate to firm-level productivity and assess the importance of organizational inclusion in maximizing the benefits of diversity. The Growth and Governance Hub emphasizes that diversity and inclusion go beyond mere representation, striving for an inclusive culture that values every individual and enhances firm-level productivity. Our research aims to contribute to the broader conversation on firm growth and governance, offering valuable insights for businesses in today's evolving landscape.



This landmark study will bring hundreds of teams together online to collaborate. We are excited to discover what enables these diverse teams to work better together.

**Dr Daniel Jolles**, Behavioural Science Research Assistant, The Inclusion Initiative

## Inclusion Index

In collaboration with Citi, TII is creating an Inclusion Index. This is an innovative tool that quantifies firm-level inclusivity. By harnessing multiple external data sources, TII will create an index that circumvents access issues to firm data and presents a measure of an organisation's inclusivity. We will create a general index, and another that speaks to inclusion specific to race. The index, thus, captures perspectives of various stakeholders and reflects the true nature of an organisation's culture. Future plans for the index involve incorporating news articles, social media commentary, and other pertinent data to enhance its effectiveness in measuring and promoting organisational inclusivity.

## Does Inclusion Pay? Using Employee Reviews to Measure Inclusion and its Relationship with Firm Performance

**Almeida and Lordan, Forthcoming**

Diversity, Equity, and Inclusion (DEI) are strategically significant for organizations, but assessing their impact on firm performance is challenging due to limited data access. To address this challenge, we propose innovative inclusion measures derived from textual analysis of over 2.8 million employee reviews from Glassdoor, covering 978 US and UK companies. We employ long-term data analysis techniques to assess their predictive capabilities for a company's financial and innovation performance. This study contributes to the ongoing conversation about utilizing external data sources to measure facets of organisational culture.



The talent pipeline is facing kinks in the hosepipe of life, and I think this project is going to look at that. One of the things I am fascinated by and I am excited to see is how this project will give us real evidence. 

**Dawid Konotey Ahulu**, 1000 Black Interns and Founder

# Diversity and Productivity: from Education to Work

Diversity and Productivity: from Education to Work (DaPEW) addresses two pressing issues in the UK: stagnant productivity and lack of diversity. The project aims to explore the potential benefits of Diversity and Inclusion (D&I) on firm productivity. DaPEW focuses on both the demand side (businesses) and the supply side (education and skills) to unlock the untapped potential of high-quality workers from under-represented groups.



**DAPEW  
PROJECT 1.4**  
LARGE-SCALE ONLINE  
COLLABORATIONS  
WITH PROFESSIONALS

**500**  
TEAMS

**2,500**  
PARTICIPANTS

## **At what levels of seniority and across which occupations is diversity strongly linked to productivity?**

This project explores the link between diversity and firm productivity. Using Revelio Labs data, we analyse diversity across different seniority levels and job types within companies. To measure productivity, we use accounting and market data for financial insights and patent data for innovation levels. This comprehensive analysis helps us assess both market and monetary productivity. Our study includes US and UK firms, aiming to provide recommendations for enhancing productivity through diversity.

## **What are the barriers to personal productivity, as perceived by diverse professional workers in the UK?**

This project aims to uncover barriers to personal productivity among diverse professional workers in the UK. Through 90-minute interviews with 200 professionals, we focus on those with lower trajectories in the labour market or limited coverage by firm policies. We prioritise two types of diversity: demographic and mental/physical health conditions. This innovative study reveals valuable insights often overlooked, contributing to a comprehensive research database.

## **To what extent is organisational inclusion necessary to reap the gains from diversity?**

This project explores how organisational inclusion affects the impact on diversity. While diversity can spur innovation, it can also lead to conflicts without an inclusive culture. An inclusive culture ensures that everyone, regardless of background or identity, feels valued. We will develop an "Inclusion Index" (II) using data from external sources like Glassdoor employee reviews, firm diversity and inclusion commitments in annual reports, and Revelio Labs' workforce statistics. By incorporating the II into our analysis, we aim to understand how inclusion influences the connection between diversity and productivity.

## **How can we get diverse teams working better together?**

We investigate how diverse teams enhance productivity through experiments with 500 diverse professional workers. Two interventions are tested: one promoting inclusion and diversity in meetings, the other offering coaching in inclusive leadership. Participants are assigned leaders, discuss specific problems, and propose solutions. We measure outcomes based on proposed solutions and overall group productivity. The most effective intervention will be validated in at least two large companies for real-world impact.



## Recent Project Highlights

### Gender differences in competition in China

This empirical investigation explores gender differences in the propensity to compete among Chinese individuals. It utilises an online survey distributed to Shanghai university students to assess performance under various incentive structures for both Chinese men and women. This study pioneers research on competitive behaviour within the Chinese population, contrasting with the predominant Western-focused body of research. Please note that this work has not been published yet.

**Working paper: Wu, Lordan, Nikita**

### Luck vs Ability

This review systematically summarises evidence on whether people attribute the success of others to luck or ability, and whether this differs as a function of gender or race. The perception of the success of others from different sociodemographic groups, and how it is attributed, is a crucial leverage point for inclusion and diversity, particularly as women and ethnic groups continue to be systematically disadvantaged in the workforce. While decades of research point to individuals making systematic attribution errors in success by gender and race, this review only narrowly supports the view that those believed to be the most talented in society may merely be the luckiest. We add to the evidence that context matters.

[!\[\]\(0b0636dbae614f97346d733ac650473d\_img.jpg\) Luck vs Ability](#)

**Hamilton, Lordan, 2023**

### Quiet Quitting

This novel quantitative paper looked at the extent of the post-COVID-19 phenomenon of “quiet quitting” in the UK, with a primary focus on generations. Given that unpaid overtime has been a key contributor to business productivity since the 2008 global financial crisis, “quiet quitting” was thought to be especially problematic for the UK’s economic growth. Our findings equate to over 55 million discretionary hours lost to the UK labour market per year between 2019-2022, 48.1 per cent of which is accounted for by Millennials. Thus, we showed that quiet quitting has interrupted the recovery of working hours in the UK to pre-pandemic levels, and lost hours are especially attributable to younger cohorts.

[!\[\]\(88a5e4f6c254719c7dd48d7c0e964cdd\_img.jpg\) Quiet Quitting](#)

**Hamilton, Jolles, Lordan, 2023**

### Who Loses Out? Demographic Disparities in Tech Layoffs

This empirical study examines whether recent layoffs in the technology industry have disproportionately impacted individuals across demographic groups based on race, age, gender, or educational attainment. The study investigates employment trends within technology sector occupations across these demographic groups. The research aims to uncover potential disparities in layoff decisions, assessing whether underrepresented groups have been affected more severely. The findings will shed light on current diversity and inclusion challenges facing the technology sector and whether layoff decisions introduce or exacerbate existing labour market inequalities. This research is yet to be published.

**Almeida, Garg, Lordan, Forthcoming**

## The Inclusion Initiative Research Expansion

The Inclusion Initiative is embarking on an ambitious research expansion to further our mission of promoting diversity, inclusion, and productivity in workplaces and societies worldwide. Building on the success of our foundational research hubs, we aim to broaden our impact and influence through the diversification of our research.

The two new hubs, Generations and Canada, aim to significantly contribute to advancing diversity and inclusivity in these realms of study. The establishment of these hubs signifies an exciting new chapter in TII's journey, and we welcome and encourage anyone who wishes to get involved in the hubs to reach out to us. We are excited to be a part of your diversity and inclusion journey.



We do what it says on the tin: initiate inclusion. After only three years our amazing team has debunked myths, created frameworks, and lead from the front in the cultural change that will lead to increased productivity. Bravo! 

Karina Robinson, CEO at Redcliffe Advisory Ltd

## Generations Hub: Launching January 2024

We are excited to announce the launch of our Generations Hub, made possible through a generous donation from Protiviti. This hub is dedicated to the study of enabling five generations to work better and more inclusively together in the workforce.

In collaboration with Protiviti, our first project focuses on understanding the intersection of age and diversity in the workplace. TII recognises the importance of creating inclusive environments that value the unique perspectives and contributions of individuals from different age groups. Through interdisciplinary research, this project aims to uncover age-related biases and challenges in the workforce while proposing solutions that promote generational inclusivity, productivity, and collaboration.

**Jolles and Lordan**

## Canada Hub: Launching early 2024

In collaboration with the Toronto Stock Exchange, our first project focuses on the inclusion of women within capital markets, with a lens on intersectionality. Our findings will offer valuable insights into how firms can better support a diverse workforce in capital markets. We will produce an action-based report, providing firms with tangible steps to enhance inclusivity and drive real change.

**Virhia and Lordan**



# Teaching

We offer cutting-edge teaching that empowers individuals and organisations to drive positive change in the realm of diversity and inclusion. Our offerings are designed to provide practical insights and actionable strategies to create inclusive work environments and foster a culture of belonging. We firmly believe in the transformative power of learning, and knowledge gained from our programs serves as a catalyst for meaningful actions that can lead to lasting impact.

“

Delivering more effective inclusion interventions is critical to organisations if they are to make a more meaningful impact to their bottom lines.

We welcome this research and the progress it can make towards defining best practice. ”

**Lance Uggla**, Global Head of Climate and Sustainability investing at General Atlantic and co-founder of BeyondNetZero



STUDENTS  
FROM **27**  
COUNTRIES

EMPOWERED **1,000+**  
BUSINESS LEADERS THROUGH OUR  
VIRTUAL TRAINING PROGRAMME

### Inclusive Leadership Virtual Course

This exciting online course demonstrates how to apply behavioural science concepts to develop inclusive workplace practices. It promotes an experimental approach to leadership and provides opportunities for students to learn how to design and evaluate interventions. The interventions provided by the course aim to improve inclusion throughout the employee growth cycle and support collaboration and employee resilience. Over eight enriching weeks, students have the unique opportunity to network and exchange ideas with professionals from diverse industries across the globe.

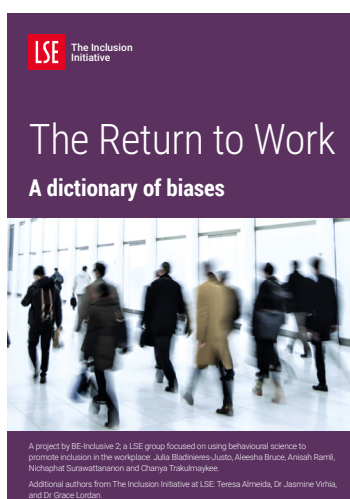
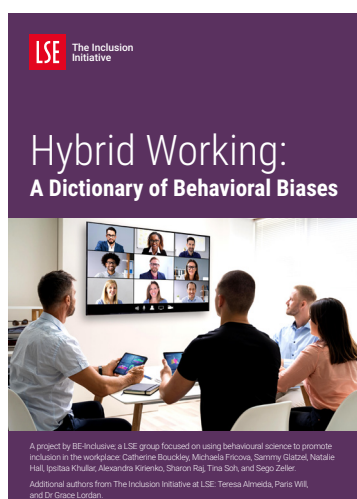
[!\[\]\(eec44b55fcb53be17d8251e3a4971e0b\_img.jpg\) Inclusive Leadership Virtual Course](#)

### Bespoke Training

Training is a fundamental aspect of TII's mission to bring behavioural science insights to firms, enabling them to enhance the inclusion of all talent while conducting rigorous academic research. We provide training to numerous large organizations on various topics, including inclusive leadership, behavioural science tools for decision-making, and measuring inclusion, among others. Our training has had a significant impact in fostering inclusion and raising awareness within these organisations.

### Be Inclusive Group

In 2021, BE-Inclusive was formed as a group of MSc students at LSE, dedicated to using behavioural science research to support organisations and individuals in fostering more inclusive work environments. Their first project, **Hybrid Working: A Dictionary of Behavioural Biases** resulted in a dictionary of cognitive biases related to the shift towards hybrid working. The second cohort in 2022, known as BE-Inclusive-2, expanded on this work by creating **The Return to Work: Dictionary of Biases**. This edition highlights inclusion issues that may arise as working practices continue to evolve, offering context-specific examples of biases in different work settings (office, hybrid, or remote).





## Uggle Scholars

The **Uggle Family Scholars Programme** offers ten undergraduate scholarships annually to students from underrepresented backgrounds, providing financial support and mentorship throughout their studies at LSE. All 20 Uggle Family Scholars have interacted with TII. Dr Lordan has conducted two Inclusion workshops for each cohort, while three of the TII team provided individual coaching.

## Student Engagement

TII actively promotes student learning and engagement, particularly within the Psychology and Behavioural Science (PBS) department. Our dedication to teaching extends beyond our home department, as we've had the privilege of guest lecturing in various **other departments**, including Management and Economics. This interdisciplinary approach allows us to share insights and perspectives that transcend disciplinary boundaries, enhancing the academic experience for students in various fields. Our goal remains unwavering: to inspire and empower the next generation of scholars, equipping them with the knowledge and skills to navigate the challenges of our evolving world.

## Internship Program

We've had the pleasure of hosting seven Uggle Scholars as interns, providing them with practical experience in our research and initiatives. Our collaboration with the Uggle Family Scholars Programme focuses on promoting diversity and inclusivity in higher education. During their time with us, guided by our researchers, the interns produced thought-provoking written op-eds published in LSE Business Review. These op-eds covered topics such as the widening cost of living inequality and its impact on vulnerable populations, as well as discussions on inclusion, inequality, and responses to the cost-of-living crisis.



It was an excellent experience offering deep knowledge research documented on diversity and inclusion, practical tools for personal development and a holistic approach for business growth and performance improvement in organisations. I highly recommend it to all leaders. ”

Previous student on Inclusive Leadership course

# Media

OVER **100**  
THOUGHT LEADERSHIP  
OP-ED'S IN THE FINANCIAL  
TIMES, HARVARD BUSINESS  
REVIEW, FORTUNE AND MORE

**100+**  
QUOTES IN MAJOR  
LEGACY MEDIA

**34,000**  
PAGE VIEWS ON UGGLA  
SCHOLAR LSEBR PIECES



**Bloomberg**

**businessmole**

**Chartered Banker**

**CITYA.M.**



**COMPUTERWORLD**



**Forbes**

**FORTUNE**

**BAZAAR**

**Harvard Business Review**



**INDEPENDENT**

**iNews**

**Banker**

**INVESTMENT WEEK**

**MarketWatch**



**moonshot.**  
FT & Media news

**MSNBC**

**The New York Times**

**PM**  
People Management

**Psychology Today**



**Raconteur**

**The Register**

**S&P Global**  
Market Intelligence

**\sifted/**

**THOMSON REUTERS FOUNDATION**

**VANITY FAIR**

**WIRED**

**WORLD ECONOMIC FORUM**

**yahoo!**

# Events



**55,000**  
ONLINE VIEWS



**85**  
SPEAKERS



**55**  
PUBLIC EVENTS



**50**  
COUNTRIES  
REPRESENTED  
THROUGH ATTENDEES





There are still battles to fight, glass ceilings to smash and I hope that the stories of some of these women in this book will inspire a new generation of women starting out in their careers to think what is possible and also to give everybody a broader Insight of what economics can do and can achieve. ”

Rachel Reeves, Shadow Chancellor of the Exchequer, [The women who made modern economics](#)



## Top Five Events

### The women who made modern economics

November 2023

During this event, Rachel Reeves, the Shadow Chancellor of the Exchequer, delved into overlooked stories of exceptional women in economics. Leveraging her dual identity as a woman and economist, she highlighted the challenges they faced and the broader societal impact of undervalued contributions. Attendees gained insights into Reeves' vision for an inclusive economic future, fostering inspiration for action towards a more equitable economy.

[The women who made modern economics](#)

### AI disruption in the job market: navigating future skills and relevance

November 2023

The job market is in constant flux; industries change or become obsolete and new technologies emerge and disrupt. Never before has this been more salient, with the recent progress of AI. In this public event the panel explained just how AI is now and will continue to disrupt the labour market. They also discussed strategies you can put in place to make sure you hone the skills necessary to keep you relevant in the workplace in the future.

[AI disruption in the job market: navigating future skills and relevance](#)

### Inclusion in Global Markets

November 2022

This event discussed the idea of a global inclusion framework for firms with an all star panel including Dawid Konotey Ahulu, Ida Liu, Beatriz Martin, Philip Fernandez, Lutfey Sidiqqi and Dr Grace Lordan. The event marked the launch of the inclusion framework – a new behavioural science based framework to create inclusive global organisations.

[Inclusion in Global Markets](#)

### The Authority Gap

September 2021

At this event, Mary Ann Sieghart talked about her book *The Authority Gap*, chaired by Grace Lordan. *The Authority Gap* provides a perspective on the unseen bias at work in our everyday lives, to reveal the scale of the gap that still persists between men and women. Marshalling a wealth of data and including interviews with pioneering women such as Baroness Hale, Mary Beard and Bernadine Evaristo, this is a fresh feminist take on how to address and counteract systemic sexism in ways that benefit us all.

[The Authority Gap](#)

### Let's Talk Careers in a Post-COVID World

February 2021

The impacts of COVID-19 on career prospects will differ across individuals. In this session, our panel discusses the groups of people who have advanced and those who have been left behind during the pandemic, and how those who have been left behind, can adapt in a post-pandemic world.

[Let's Talk Careers in a Post-COVID World](#)



# Consulting

Backed by rigorous research, we partner with organisations to create inclusive work cultures that value diverse voices, respect talent, and drive business outcomes.

Our consulting services leverage the power of behavioural science and data-driven strategies to help organisations unlock the full potential of their diverse workforce and drive business success.

Our team of multidisciplinary experts specialise in big data, behavioural science, economics, and psychology, employing a range of methodologies to address the critical aspects of workplace inclusion.



## Our Services

### 1 Inclusive Workplace Assessment

Our team conducts comprehensive assessments of your organisation's current workplace culture to identify strengths, weaknesses, and areas for improvement. We analyse key diversity and inclusion metrics and provide actionable insights to enhance inclusivity at every level.

### 2 Data Driven Inclusion Strategies

We collaborate with organisations to design, implement, and evaluate interventions that level the playing field for all talent. Leveraging big data and behavioural science, we develop evidence-based inclusion strategies tailored to your organisation's unique challenges. Our experts offer theoretical, methodological, and practical expertise to ensure sound evaluation, resulting in cost-effective and efficient strategies for fostering inclusive workspaces. Utilising a data-driven approach empowers organisations to make informed decisions that drive positive change and foster an inclusive workplace.

### 3 Inclusive Leadership Development

We offer customised leadership development programs that equip your executives and managers with the skills and knowledge to champion inclusion. Through interactive workshops and coaching sessions, your leadership team will learn how to build inclusive teams and nurture a culture of belonging. Similarly, our online certificate course, "Inclusive Leadership Through Behavioural Science," led by Dr Grace Lordan, imparts tools and strategies to overcome bias and prejudice, empowering leaders to build inclusive teams where every voice is valued.

### 4 Bespoke Engagement Sessions

Our custom-designed engagement sessions address your organisation's unique needs. From facilitating discussions on relevant topics like LGBT+, race, gender, and age, we offer corporate talks and educational experiences rooted in academic evidence.

### 5 Systematic Reviews and Case Studies

We conduct systematic reviews of the latest behavioural science research, applying insights to specific organisational inquiries. Additionally, our case studies provide a comprehensive understanding of theoretical and practical opportunities for using behavioural science backed interventions to enhance diversity and inclusion.

Our consulting services provide the expertise and guidance needed to create an inclusive workplace where every individual can thrive and contribute to the organisation's success.

If you are interested in exploring how our consulting services can elevate your organisation's inclusivity journey, we invite you to reach out to us.

Together, we can build a workplace culture that celebrates diversity, fosters innovation, and drives sustainable growth.

**Contact us:** [TII@lse.ac.uk](mailto:TII@lse.ac.uk)

[lse.ac.uk/TII](https://lse.ac.uk/TII)

# Partners



The Accelerating Change Together research program is more than a project; it's a statement of our shared vision.

With TII by our side, we're not just imagining a brighter, inclusive future – we're building it. ”

Anna Lane, Founder and CEO of The Wisdom Council



## Thank you to our partners

As we celebrate three years of TII, we want to take a moment to express our sincerest gratitude for the unwavering support and patronage of our partners. Their commitment to driving positive change and fostering inclusive work environments has been integral to our success.

Since our inception, our partners collaboration and belief in our mission has been a driving force behind everything we do. Together, we have dedicated relentless efforts to promote diversity and inclusion practices and witnessing their transformative influence on individuals and organisations. These efforts have left a lasting imprint on the cause we passionately champion, at times dealing with resistance.

Our partners dedication to creating more inclusive working environments has inspired us to push the boundaries of our work and explore innovative approaches to tackling complex challenges. Furthermore, through our partnerships we have been able to test our research findings, ensuring our interventions have measurable impact. With their support, we have been able to develop evidence-based strategies and resources that empower organisations to drive real change in their workplaces.

As we continue this journey together, we are excited about the opportunities that lie ahead. We look forward to furthering our partnerships and working hand in hand to create a more productive and inclusive future of work.

Thank you for being an integral part of our mission and for sharing in our vision of a world where diversity is celebrated and leveraged to improve firm level productivity.

With the utmost appreciation,

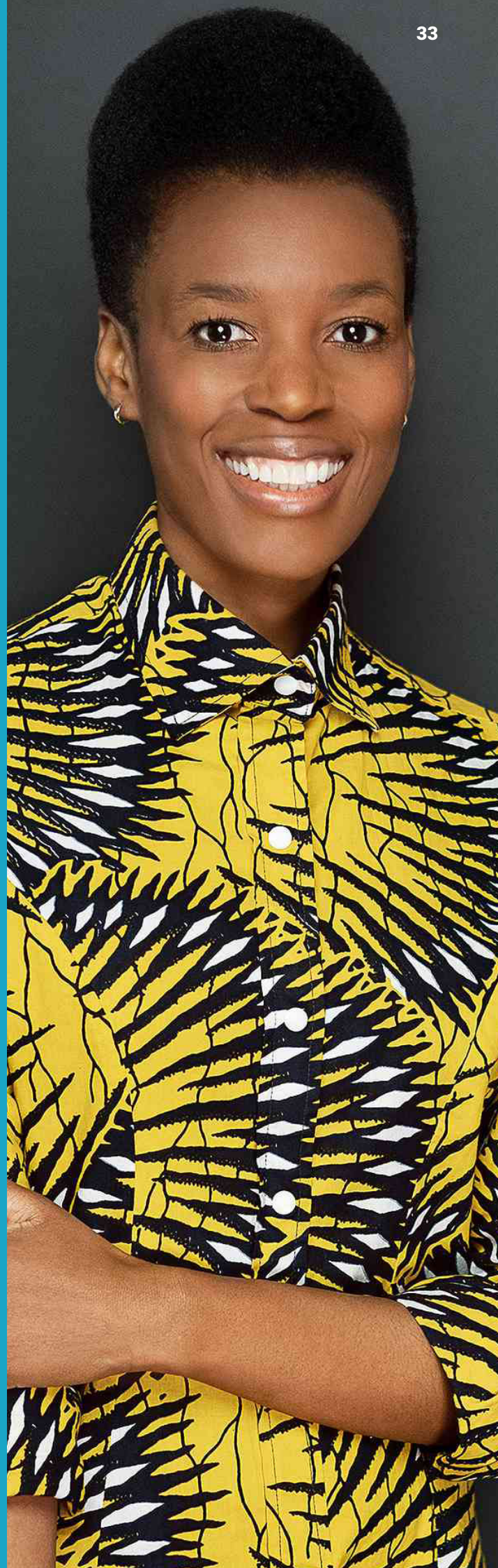
**Dr Grace Lordan and The Inclusion Initiative Team**

# Words From Elizabeth Nyamayaro

“

Having spent the past nine years advising Fortune 500 companies on their DEI efforts, it is my firm belief that building a truly inclusive workplace isn't just a moral imperative but a strategic advantage that fuels innovation, collaboration, and business growth. ”

Elizabeth Nyamayaro when joining  
the Advisory Board



# Advisory Board



**Richard Nesbitt**

Chair of The Inclusion Initiative  
Advisory Board Adjunct  
Professor of the Rotman  
School of Management,  
University of Toronto



**Dr Grace Lordan**

Founding Director of The  
Inclusion Initiative, Associate  
Professor, Department of  
Psychological Behavioural  
Science, LSE



**Tamara Box**

Managing Partner EME,  
Reed Smith



**Dr Christine Chow**

Head of Active Ownership,  
Credit Suisse Asset  
Management, Appointed Adviser,  
Accounting and Financial  
Reporting Council (AFRC)



**Sophia Dancygier**

Leader in Finance



**Belton Flournoy**

Managing Director in  
Protiviti's Technology and  
Digital Consulting Practice



**Ashish Goyal**

Portfolio Manager, Balyasny  
Asset Management L.P.



**Pam Jackson**

Non Executive Director,  
Level 20



**Elizabeth Nyamayaro**

Keynote Speaker, The Harry  
Walker Agency



**Gurchaten Sandhu**

Director of Programmes,  
ILGA World



**Professor Lutfey Siddiqi**

Visiting Professor-in-  
Practice (IDEAS), Board of  
Systemic Risk Centre,  
Emeritus Governor

## Thank you to our Advisory Board

The team at The Inclusion Initiative would like to extend the deepest gratitude and appreciation for the unwavering commitment and invaluable contributions of our Advisory Board members to our mission. Their role as esteemed members of the board has been instrumental in driving positive change and fostering more inclusive work environments. In addition, they have been unwavering in supporting TII in gaining impact and funding, enabling us to continue.

Through their generous support, we have been able to carry out ground-breaking research, organise impactful events and develop strategic resources that empower organisations to create measurable and lasting change.

The researchers at TII would like to express their gratitude to the advisory board for their continued support. Their hard work and dedication to enabling the high standard of TII's research, strategy and impact is integral to our success.

As we reflect on our achievements and look ahead to the future, we know that their continued support will be invaluable for all that is to come next. Their dedication and advocacy for inclusivity have left a long-lasting impact on not only our work, but the team as individuals.

We look forward to continuing this journey together, forging new paths, and making a real difference in the lives of individuals and organisations striving for inclusivity and excellence.

With heartfelt appreciation and warm regards,

**Dr Grace Lordan and The Inclusion Initiative Team**



# The Inclusion Initiative Team



**Teresa Almeida**  
Behavioural Science  
Research Officer,  
The Inclusion Initiative



**Gemma Astbury**  
Research and Impact Officer  
in Behavioural Science,  
The Inclusion Initiative



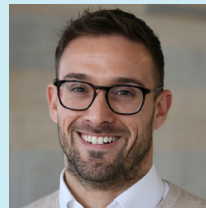
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**Giorgia Cecchinato**  
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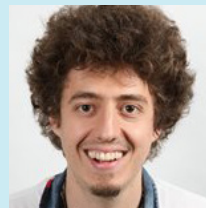
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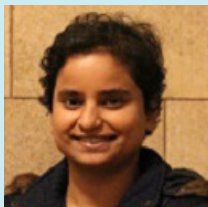
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**Dr Cecily Josten**  
Visiting Research Fellow,  
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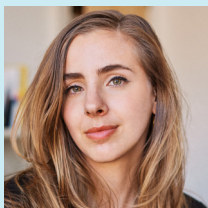
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**Nikita**  
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Initiative



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**Angelica Puzio Ferrara**  
Postdoctoral Research  
Fellow, The Inclusion  
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**Aliya Rao**  
Assistant Professor,  
Department of Methodology,  
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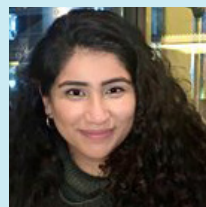
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**Karina Robinson**  
Co-director, CEO at Redcliffe  
Advisory Ltd



**Gerald Wu**  
Visiting Research Fellow,  
The Inclusion Initiative



**Dr Jasmine Virhia**  
Postdoctoral Researcher in  
Behavioural Science,  
The Inclusion Initiative

## The next three years



The mission of The Inclusion Initiative revolves around a fundamental truth – the experiences of people in workplaces significantly shapes the health and vitality of those organisations. Happy staff members are not just an end in themselves, but rather the cornerstone of an effective and thriving workforce.

As we look back on the impact of the last three years, we find ourselves truly inspired. The dedication and hard work of our researchers, the innovative suggestions they've brought forward, and the organisations that have embraced our principles and methods have all contributed to a growing wave of positive change. The connection between an inclusive, diverse, and content workforce and business success has never been more evident, thanks to the influence of our thought leadership, media engagement, and event participation.

As we stand on the threshold of the next three years, we are filled with excitement. We eagerly anticipate all that we will achieve, the lives we will positively impact, and the wealth of knowledge we will gather. The journey ahead promises more growth, new experiences, and continuous learning. Together, we will forge a future where inclusivity is the cornerstone of workplace culture, and where every individual, regardless of their background, has the opportunity to thrive.

Sincerely,

**Sacha Ogosi**

**TII Public Affairs Manager**



In today's highly disruptive world inclusive leadership and true employee engagement is a business imperative. The insights and practical tips from The Inclusion Initiative are important to achieving competitive advantage. 

**Teresa Parker**

President EMEA, Northern Trust





The Inclusion  
Initiative

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