

LSE The Inclusion Initiative

THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

Six Years of Impact

The Inclusion Initiative at LSE · 2020 – 2026

NOVEMBER 2026

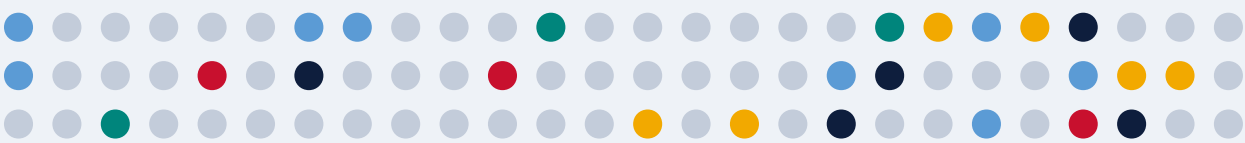
“

We started the work of The Inclusion Initiative at LSE in November 2020 which was at the height of the pandemic. … We are glad we stuck with it and we truly appreciate all of you that have supported our work.

Richard Nesbitt and Lucy Lawlor
Founding donors of The Inclusion Initiative







Every dot is someone's talent. In too many workplaces, too much of it stays grey.

“

The UK cannot afford to leave talent on the sidelines.

Professor Larry Kramer
President and Vice Chancellor, LSE, on the launch of Reach, 2026

“

No young person should have their life chances determined by their postcode.

Jacqui Smith
Minister for Skills, on the launch of Reach, 2026

“

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



Ruben Gnanalingam (left) and Shirieene Hajamaideen (right)

"We are delighted to be able to support the LSE in this quest to make the world a more inclusive place."

Ruben Gnanalingam
Donor and Advisory Board Member, The Inclusion Initiative



Dr Grace Lordan
Founding Director,
The Inclusion Initiative

FOREWORD

Six years on

Dear Friend of The Inclusion Initiative,

Six years ago, in November 2020, we launched The Inclusion Initiative (TII) at LSE with a mission to bring together teaching, research and practice to build more inclusive work environments. We could do so because of the founding gift from Lucy Lawlor and Richard Nesbitt, whose support has continued ever since. We launched at the height of a pandemic, with a small team and a big agenda. Six years on, I am proud to say that we have delivered on that mission... and more.

Since our three-year report, TII has grown in reach and in rigour. We completed *Diversity and Productivity: from Education to Work* (DaPEW), our £2 million programme funded by the Economic and Social Research Council (ESRC), and marked its close at the London Stock Exchange. With the continued support of Ruben Gnanalingam and his family, our Growth and Governance Hub is measuring race inclusion in the UK's largest listed companies from seven years of FTSE 350 annual reports, and reporting on it company by company. We gave firms new evidence-based frameworks: VOICE, for colleagues from lower socio-economic backgrounds, and RISE, for women in Canada's capital markets, which we launched by closing the market at the Toronto Stock Exchange. We concluded the four-year Accelerating Change Together programme with Women in Banking and Finance. Through our Generations research, funded by Protiviti, we have launched four global surveys of the multigenerational workforce. And at a time when inclusion is being questioned, our research showed that more inclusive firms achieve stronger long-term market value and innovation.

This autumn we began our next chapter. Reach, a £2.3 million programme funded by JPMorganChase and delivered with Be the Business, will test what works in inclusive hiring with 120 UK SMEs and help a further 1,740 businesses put the lessons into practice.

None of this would be possible without our donors, partners, Advisory Board and our remarkable team. Within these pages you will find the messages from our research, the highlights of our teaching and events, and a special thank you to the major donors whose generosity has made it all possible.

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

SIX YEARS OF IMPACT

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> Managers must also hold all colleagues to equal performance standards, reinforcing a true meritocracy.

Dr Grace Lordan
Advancing Women in Financial Services: Productivity and Merit, 2025

ABOUT US

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 productivity, merit and 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, and in sector to technology and, through our new Reach programme, the UK's small and medium-sized enterprises. 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 return on their investment.

TII's research agenda on productivity, merit and inclusion has three main aims

- Propose a viable proxy measure of inclusion.
- Quantify the direct relationship between 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 productivity, growth, merit and the 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 findings. We do this through project-based consultancy, advisory work, education offerings at LSE, public events, bespoke corporate training, legacy media and social media.

In our first six years, TII has delivered major projects with industry partners and through competitively funded research programmes, focused on the future of work and skills, measuring inclusion with data external to the firm, the progress of women and of colleagues from lower socio-economic backgrounds, and how five generations can work better together. We look forward to building on this success.

OUR MISSION

We use behavioural science to build more inclusive workplaces through research, executive education and consulting.



2020 – 2026

Six years in numbers

40+

research papers, reports and frameworks published

160+

legacy media features and mentions, from the Financial Times to Fortune

2 million+

online views of our events, talks and interviews

80+

public events, lectures and webinars

£4.3m

combined value of our two flagship programmes, DaPEW (ESRC) and Reach (JPMorganChase)

3

research hubs: Growth and Governance, Future of Work, and Inclusive Leaders

1,500+

inclusive leaders taught

50,000+

people attending our events in person

27

countries represented among our students

MILESTONES

Six years at a glance

2020

- **November:** The Inclusion Initiative launches at LSE under the directorship of Dr Grace Lordan, building on the *Inclusion in the City* report.
- **Open Door, Open City** conversations with leaders in the City begin.

2021

- The **GOOD FINANCE** framework with Women in Banking and Finance; the **TRANSPARENT** framework for Black women's progression; the **INCLUSION** framework for global teams.

2022

- **UTOPIA** and *100 Diverse Voices* on the future of work; the **HIRE** framework on AI in recruitment; investor expectations of ethical AI with HSBC Asset Management.

2023

- **£2 million ESRC grant:** *Diversity and Productivity: from Education to Work* launches with London Stock Exchange Group.
- The **ACCELERATE** framework with Level 20; *Skills That Pay* with Citi; *Three Years of Impact*.

2024

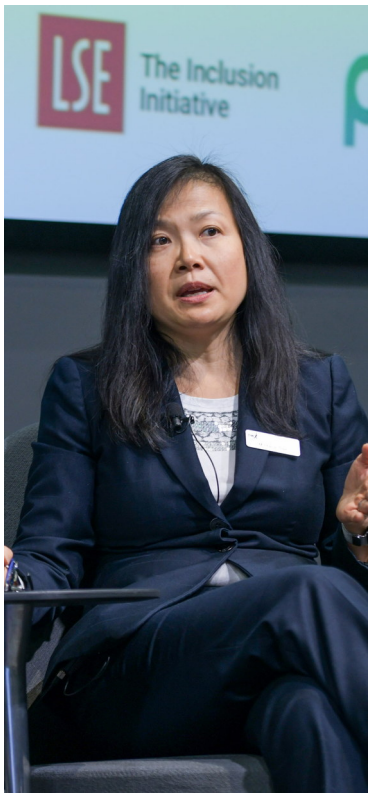
- Our **Generations** research launches, funded by Protiviti; *When GENERATIONS Meet* follows in October.
- *Women vs Men After COVID*; the **VOICE** blueprint with Progress Together; our study linking inclusion to long-term firm value.

2025

- The **RISE** framework with TMX Group; TII researchers **close the market at the Toronto Stock Exchange**.
- The four-year **Accelerating Change Together** programme concludes; *Bridging the Generational AI Gap*.

2026

- DaPEW concludes and the team **closes the market at the London Stock Exchange**.
- **Reach** launches: £2.3 million, funded by JPMorganChase, with Be the Business.
- *Beyond the Technology*, our third annual Generations report, launches at The Shard.



The launch of RISE at TMX Group in Toronto, April 2025



At 10 Downing Street



TII researchers and TMX Group close the market at the Toronto Stock Exchange to celebrate the launch of RISE, April 2025

SECTION ONE

Research

35%

of business meetings are unproductive, at an estimated cost of £50 billion a year in the UK

When GENERATIONS Meet, The Inclusion Initiative, 2024

"This research highlights that productivity gains can be made by investing in AI skills training across generations.

Matt Duncan
Managing Director, Protiviti, on *Bridging the Generational AI Gap*, 2025

RESEARCH HUB

Growth and Governance Hub

The Growth and Governance Hub brings together research, policy engagement and practitioner insight to explore how organisations can promote inclusive growth and build effective governance.

Initially established with generous support from the Gnanalingam family, the hub went on to win a £2 million grant from the Economic and Social Research Council (ESRC). We conduct systematic research into how factors such as race, gender and social class relate to firm-level productivity, and into how far organisational inclusion determines whether firms reap the benefits of diversity.

With the family's continued support, the hub is now measuring race inclusion in the UK's largest listed companies from seven years of FTSE 350 annual reports, and reporting on it company by company.

Inclusion goes beyond mere representation. Our research aims to build the evidence on inclusive cultures that value every individual and enhance firm-level productivity.

3.2m

Glassdoor reviews analysed across 945 UK and US listed firms

30%

approximate share of women in senior roles above which gender diversity raises innovation in growth sectors

Research co-authored by Dr Grace Lordan, cited in *Advancing Women in Financial Services*, 2025



The business case, tested

ACADEMIC ARTICLE 2024

Inclusion and Long-Term Firm Value

ALMEIDA, DAYAN, KRAUSE, LORDAN AND THEODOULOU · EVIDENCE FROM EMPLOYEE REVIEW DATA FOR UK AND US LISTED COMPANIES

Using more than 3.2 million Glassdoor reviews for 945 listed companies, we built a measure of inclusion from what employees themselves say. Firms that score higher see stronger long-term market valuation and innovation, while the measure is unrelated to short-term stock returns or profitability.

The effects are larger for growth-stage firms and stronger where senior management is more ethnically diverse. The study grew out of the inclusion measures we introduced in our three-year report, and shows how external data can measure organisational culture.

ACADEMIC ARTICLE 2025

Finite-Sample Bounds for Diversity and Firm Performance

LORDAN AND SALEHZADEH-NOBARI

A new statistical method for estimating effects from heavy-tailed firm data, applied to the causal effect of workforce gender diversity on firm performance.

ACADEMIC ARTICLE 2025

Gender Differences in Competition in China

WU, LORDAN AND NIKITA

An online experiment with university students in Shanghai compares men's and women's performance under piece-rate, risk-based and tournament incentives, extending research on competitiveness beyond Western samples.

ACADEMIC ARTICLE 2024

Who Makes It to the Top?

PERSONALITY, GENDER AND OCCUPATION IN THE UK

Using UK panel data, this study finds that agreeableness reduces men's chances of reaching the top income quintile more than women's in most occupations.

ACADEMIC ARTICLE 2024

Too Old to Be a Diversity Hire

CHOICE BUNDLING AND AGE DIVERSITY

Choice bundling, shown to increase gender-diverse hiring decisions, does not increase age diversity: a warning that one-size-fits-all nudges can leave older candidates behind.

ACADEMIC ARTICLE 2026

Stephen versus Stephanie?

DOES GENDER MATTER FOR PEER-TO-PEER CAREER ADVICE

UK students aged 15 to 16 recommend different subjects and careers to a peer depending on whether that peer is a boy or a girl.



Diversity and Productivity: from Education to Work

DaPEW addressed two pressing issues for the UK: stagnant productivity and a lack of diversity.

Funded by a £2 million ESRC grant and led by TII with the Institute for Fiscal Studies, the University of Sheffield, University College London, the University of Warwick and Discover Economics, the programme examined both the demand side (businesses) and the supply side (education and skills) to unlock the potential of high-quality workers from under-represented groups. **The programme was successfully completed in 2026.**

Four questions guided our work

- At what levels of seniority, and in which occupations, is diversity most strongly linked to productivity?
- What barriers to personal productivity do diverse professional workers in the UK face?
- To what extent is organisational inclusion necessary to reap the gains from diversity?
- How can we get diverse teams working better together? We tested this through large-scale online experiments with professionals.

£2m

ESRC grant, three years, five partner institutions

> “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 CBE**
> Co-founder, 10,000 Interns Foundation, on DaPEW









RESEARCH HUB

Future of Work Hub

With rapid change in labour markets driven by artificial intelligence, automation and new ways of working, it is crucial to understand the implications for the future of work, especially for diverse talent.

The Future of Work Hub explores how technological change and shifting labour markets are reshaping work and livelihoods. We analyse the impact of AI on hiring and productivity, evolving skill requirements and the automatability of jobs. Throughout, we prioritise the implications for inclusion, recognising its increasing importance in the future labour market.

4×

men are more than four times as likely as women to be among the top 1% of earners in UK financial and professional services

Women vs Men After COVID, 2024

63%

of talent acquisition professionals say AI has changed the recruitment process in their organisation

Will, Krpan and Lordan, *People versus Machines*, 2022

FUTURE OF WORK HUB · SINCE 2023

Who gets ahead as work changes?

REPORT 2024

Women vs Men After COVID

GENDER DIFFERENCES IN POST-PANDEMIC FINANCIAL AND PROFESSIONAL SERVICES

Using Labour Force Survey data from 2017 to mid-2023, we found that the pandemic stalled progress for women at the very top of financial and professional services. Women's share of the top 1% of earners slipped from 19.7% to 19.4%, the gender pay gap among the top 10% held at 20%, and men remain more than four times as likely as women to be ultra-high earners. The findings were covered by Bloomberg, Fortune, The Telegraph and Euronews.

FRAMEWORK 2024

The 'Beyond Workplace Wellbeing' Framework

BASED ON 100 INTERVIEWS IN FINANCIAL AND PROFESSIONAL SERVICES

Wellbeing perks are not the key to happiness at work. This framework argues firms will gain more by organising work around three areas: psychological safety, tackling ill-being caused by work itself, and employee autonomy.

ACADEMIC ARTICLE 2025

Does the Tendency for 'Quiet Quitting' Differ Across Generations?

HAMILTON, JOLLES AND LORDAN

Now published, our study estimates that over 55 million discretionary hours a year were lost to the UK labour market between 2019 and 2022, with Millennials accounting for 48.1%, interrupting the recovery of working hours to pre-pandemic levels.



EARLIER HIGHLIGHTS

Future of Skills

JOSTEN AND LORDAN, 2023

Rising demand and rewards for inclusive leadership skills, alongside data science.

Investors' Expectations of Ethical AI

CHOW, LEWIS AND WILL, 2022

With HSBC Asset Management.

People versus Machines: the HIRE framework

WILL, KRPAN AND LORDAN, 2022

How AI compares with humans in hiring.

UTOPIA

VIRHIA, BLAVO AND LORDAN, 2022

100 diverse voices on the future of work, with Women in Banking and Finance.

Generations

Large organisations now have up to five generations working side by side. Made possible by a generous donation from Protiviti, our Generations research gives organisations data-driven insight on productivity, inclusion, technology adoption and career development across multigenerational workforces.

YEAR ONE 2024

When GENERATIONS Meet: the productivity potential of multigenerational meetings

SURVEY OF 3,400+ PROFESSIONALS

Over a third (35%) of business meetings are unproductive, costing an estimated $259 billion a year in the US and £50 billion in the UK. Three-quarters of executive meetings include no Gen Z voices. Three inclusive behaviours (valuing all contributions, using everyone's insights to avoid groupthink and being open to new ideas) could cut unproductive meetings to 15%.

Preceded in January 2024 by a preliminary report on more than 1,400 employees linking generational tensions to lower productivity in the UK and US.

YEAR TWO 2025

Bridging the Generational AI Gap: unlocking productivity for all generations

NEARLY 3,000 WORKERS AND 240 EXECUTIVES

Employees who use AI save an average of 7.5 hours a week, roughly a working day, worth about £14,000 per employee per year. Yet 68% had received no AI training in the past year. Trained employees save 11 hours a week against five for the untrained, and a trained Gen X employee gains more than an untrained Gen Z colleague. Training, not age, is the deciding factor.

YEAR THREE 2026

Beyond the Technology: who really captures AI's gains at work

SURVEY OF 3,001 PROFESSIONALS

AI use at work has risen from 29% of employees in 2024 to 74%. Users save an average of 19% of their working week and put 72% of that time back into work. Yet 48% worry about being judged for not using AI enough, against 20% for using it. Among trained employees, 93% use AI; among the untrained, 50%.

Launched at The Shard, London.

35%

of business meetings are unproductive

7.5 hrs

saved each week by employees who use AI

74%

of employees now use AI at work, up from 29% in 2024



RESEARCH HUB

Inclusive Leaders Hub

The Inclusive Leaders Hub brings together our research on what helps or hinders leaders in being inclusive, and how those capabilities can be built.

Inclusive leaders actively include others, value different perspectives, create belonging and welcome challenge. Inclusion is key to boosting productivity: without it, there is a tendency towards conformity, which hampers innovation.

Our frameworks give leaders practical, evidence-based guidance on interventions that create more inclusive and productive environments, and on how to measure whether those interventions are succeeding over time.

> “
>
> Empowering women in financial services is both a moral imperative and a business necessity.
>
> **Dr Grace Lordan**
> *Advancing Women in Financial Services: Productivity and Merit*, 2025

OUR FRAMEWORKS TO DATE

2021

GOOD FINANCE

Inclusive cultures that empower mid-career women in finance (with Women in Banking and Finance).

2021

TRANSPARENT

Ten focus areas for the progression of Black women in finance, professional services and big tech (with Mastercard and The 30% Club).

2021

INCLUSION

Nine focus areas for leading diverse global teams, with insights from Singapore.

2023

ACCELERATE

Retaining and promoting women in European private equity (with Level 20).

2024

VOICE

Retaining and progressing colleagues from lower socio-economic backgrounds (with Progress Together).

2025

RISE

Advancing women in Canada’s capital markets (with TMX Group).

New frameworks for firms

FRAMEWORK 2024

VOICE: A Blueprint for Inclusion in Financial Services

NIKITA AND LORDAN · WITH PROGRESS TOGETHER

Working with Progress Together, we heard from colleagues from lower socio-economic backgrounds through 25 interviews, nine focus groups with 102 participants and a qualitative survey of 175 people across 19 firms. The resulting blueprint sets out five focus areas for retaining and progressing socially diverse talent: **V**oice and visibility, **O**pen-mindedness, **I**nclusion, **C**hance of success and **E**mpowerment.

REPORT 2025

Advancing Women in Financial Services: Productivity and Merit

LORDAN · WITH WOMEN IN BANKING AND FINANCE

This report concluded the four-year Accelerating Change Together research programme. In a randomised experiment, participants rated a fictitious 'Stephanie' as less competent than 'Stephen' despite identical performance, a bias that was strongest among male evaluators. Four recommendations follow: train managers in inclusive leadership; tackle groupthink (including the interruption of women); invest in networking and advocacy; build flexible work and leave policies across the organisation.

FRAMEWORK 2025

RISE: Accelerating the Advancement of Women in Capital Markets in Canada

THEUNISSEN AND LORDAN · SPONSORED BY TMX GROUP

Drawing on in-depth interviews with 26 women in income-generating roles across 11 Canadian capital markets organisations, RISE finds that inclusive cultures exist but are not yet the norm. Its four calls to action are: **R**edefine what good looks like; **I**nspire accountable leadership; **S**tart including, stop fixing; and **E**mbrace a new vision of the ideal worker.

19

firms took part in the VOICE research on socio-economic background

4 yrs

of Accelerating Change Together research with Women in Banking and Finance

26

women interviewed across 11 organisations for RISE



Measuring inclusion in people and teams

ACADEMIC ARTICLE 2026

Is It OK to Make Mistakes at Work?

LORDAN AND WILL

A survey of 1,485 UK financial services professionals found that women view workplace mistakes more negatively than men do, and that the gap is widest in teams where more than three-quarters of colleagues are men. In those teams, women were less comfortable admitting mistakes and less likely to see them as learning opportunities, even though they did not expect harsher penalties. Psychological safety, in other words, depends on who is in the room.

ACADEMIC ARTICLE 2025

What Makes an Individual Inclusive of Others?

JOSTEN AND LORDAN

We developed and validated the Individual Inclusiveness Inventory, a two-factor measure of how inclusive individuals are of others, capturing both belonging and challenge. Tested with UK working samples, it gives firms and researchers a reliable way to measure inclusive behaviour at the level of the individual.

REPORT 2024

The Inclusive Individual

WITH WOMEN IN BANKING AND FINANCE

Explores what inclusivity means for individuals, and how it shapes personal development and workplace culture.

IN MALE-DOMINATED TEAMS

5.46

women's comfort admitting mistakes

5.94

men's, in the same teams

Seven-point scale; teams more than 75% male. Lordan and Will, 2026.





New frontiers



CANADA

Women in capital markets

Our Canada work, sponsored by TMX Group, produced the RISE framework in April 2025, and TII researchers closed the market at the Toronto Stock Exchange to celebrate its launch. The study found that women in Canada's capital markets still report persistent sex discrimination, alongside real signs of progress: less tolerance for blatant sexism, more sponsorship and better support on return from maternity leave.







NEW FOR 2026

Introducing Reach

RESEARCH, EVIDENCE & APPROACHES FOR COMPETITIVE HIRING

Announced in October 2026, with a launch event on 5 November, Reach is a £2.3 million, three-and-a-half-year programme funded by JPMorganChase. It is led by TII and delivered in partnership with Be the Business, the SME productivity charity.

Reach will help small and medium-sized enterprises tackle technology and data skills shortages by widening recruitment to overlooked talent, particularly people from lower socio-economic backgrounds. The first six months focus on the barriers that keep people out of tech and data careers. Then 120 UK SMEs will take part in randomised controlled trials of inclusive hiring approaches, and the partners aim to support a further 1,740 businesses to adopt the practices that work.

£2.3m
funded by JPMorganChase

120
SMEs in randomised trials

1,740
more businesses supported

> "Many employers want to recruit more effectively but lack clear evidence about what works in practice."
>
> **Dr Grace Lordan**
> Founding Director, The Inclusion Initiative





SECTION TWO

Teaching

We offer cutting-edge teaching that empowers individuals and organisations to drive positive change through inclusion and inclusive leadership. Our offerings 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: knowledge gained from our programmes serves as a catalyst for meaningful action 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
Vice Chair, General Atlantic, and CEO of BeyondNetZero

Learning with TII

1,500+ business leaders empowered through our programmes

27 countries represented among our students



Inclusive Leadership Through Behavioural Science

ONLINE CERTIFICATE COURSE · EIGHT WEEKS · LED BY DR GRACE LORDAN

This online course shows how to apply behavioural science concepts to develop inclusive workplace practices. It promotes an experimental approach to leadership and teaches students to design and evaluate interventions that improve inclusion throughout the employee growth cycle and support collaboration and resilience. Students network and exchange ideas with professionals from diverse industries across the globe.

NEW

Creating High-Performing and Inclusive Organisations

IN-PERSON PROGRAMME · LSE EXECUTIVE EDUCATION

An in-person executive programme for leaders who want to build organisations that are both high-performing and inclusive.

Bespoke Training

FOR ORGANISATIONS

Training is fundamental to TII's mission to bring behavioural science insights to firms. We train large organisations on topics including inclusive leadership, behavioural science tools for decision-making and measuring inclusion, helping to foster inclusion and raise awareness.

NEW

LSE-UP International Programme

WITH UNIVERSIDAD PANAMERICANA

Our international summer school, run in partnership with Universidad Panamericana, offers students global perspectives and learning across cultures on LSE's campus.

Bloomberg LSE European City Leadership Initiative

FOR EUROPE'S MAYORS · WITH LSE CITIES

Dr Lordan contributes to this leadership programme for mayors and senior city officials across Europe, established by Bloomberg Philanthropies and LSE.



The next generation of inclusive leaders

NEW

Inclusive Leadership in Schools

TEACHING RESOURCE · 2025

Systems Transformation through Inclusive Leadership and Human Security is a booklet for Sixth Form students on leading systemic change, with classroom activities. We also ran an online taster session on inclusive leadership and psychological safety with Extend Education.

Student Engagement

TII actively promotes student learning and engagement, particularly within the Department of Psychological and Behavioural Science, and has guest lectured in other departments including Management and Economics. Our goal is to inspire and empower the next generation of scholars.

BE-Inclusive

Groups of LSE MSc students used behavioural science to support more inclusive workplaces, producing *Hybrid Working: A Dictionary of Behavioural Biases* and *The Return to Work: A Dictionary of Biases* with TII researchers.

Uggla Family Scholars

The Uggla Family Scholars Programme offers undergraduate scholarships to students from under-represented backgrounds, with financial support and mentorship throughout their studies at LSE.
Dr Lordan has led inclusion workshops for scholar cohorts, and TII researchers have provided individual coaching.

Internship Programme

We have hosted Uggla Scholars as interns, giving them practical research experience. Guided by our researchers, interns have published op-eds in LSE Business Review on topics including the cost-of-living crisis, inclusion and inequality.

> “
>
> It was an excellent experience offering ... 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, Inclusive Leadership course







SECTION THREE

Media

160+

legacy media features and mentions

60+

new features since our three-year report

100+

thought leadership op-eds in the Financial Times, Harvard Business Review, Fortune and more

COVERAGE HIGHLIGHTS SINCE 2023

2024 · FORTUNE, BUSINESS INSIDER

How generational tensions and managers who misunderstand younger staff weigh on Gen Z and Millennial productivity.

2024 · BLOOMBERG, FORTUNE, THE TELEGRAPH, EURONEWS

Our finding that women lost ground among top earners in UK finance after the pandemic.

2024 · THE TIMES

Gen Z's preferences for working in the office.

2025 · COMPUTERWORLD, HR DIVE, CFO BREW

AI saving workers the equivalent of a working day each week, and the training gap holding firms back.

2026 · PHYS.ORG

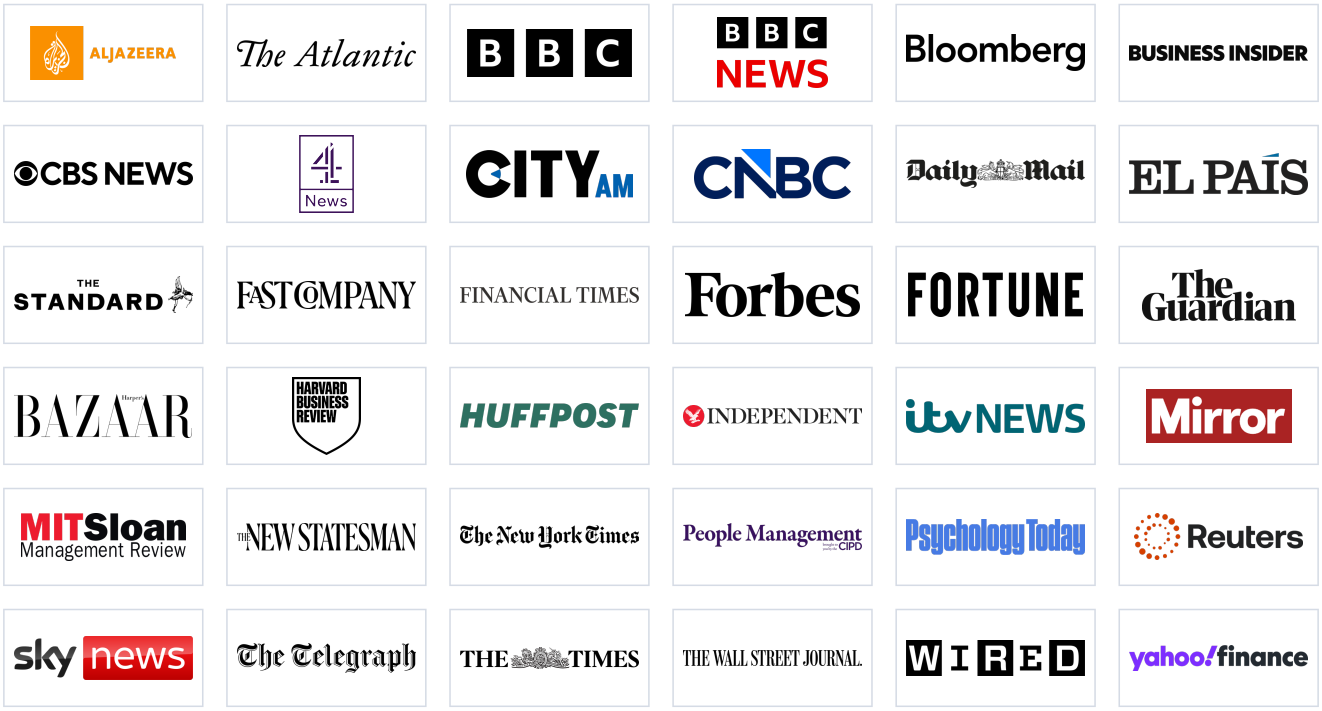
How male-dominated teams shape women's comfort with making mistakes at work.



MEDIA AND ORGANISATIONS

Our work in the media and beyond

A SELECTION OF THE MEDIA WE HAVE BEEN FEATURED IN



A SELECTION OF THE ORGANISATIONS WE HAVE WORKED WITH





SECTION FOUR

Events

80+
public events, lectures and webinars

2 million+
online views of our events, talks and interviews

85+
speakers

50+
countries represented through attendees

EVENTS · 2024 – 2026

Highlights of the last three years

MARCH 2024

What's funny about everyday sexism?

Comedian Cally Beaton joined Dr Grace Lordan to explore how comedy can both reinforce and expose everyday sexism.

APRIL 2024

The future-proof career: strategies for thriving at every stage

The FT's Isabel Berwick launched her book *The Future-Proof Career* in conversation with Dr Grace Lordan, chaired by Professor Connson Locke.

SEPTEMBER 2024

Shaping the future: AI in the workplace

Advisory Board members Richard Nesbitt and Belton Flournoy took part in a panel on how organisations implement AI, the ethical questions it raises and how to reduce bias at work.

FEBRUARY 2025

From the high seas to corporate boardrooms

Lady Suzanne Heywood in conversation with Dr Grace Lordan on a career that took her from life at sea to the boards of major companies.

MARCH 2025

Redefining inclusion: disability, advocacy and equity

Tiffany Yu, Praveen Kolluguri and Kate Nash OBE, chaired by Dr Anne Theunissen, on disability inclusion and accessibility.

NOVEMBER 2026

The launch of Reach

We launched Reach, our programme with JPMorganChase and Be the Business, at LSE and shared the first findings from our interviews with small-business employers on hiring in the age of AI.

CLOSING THE MARKET

We closed trading twice: at the Toronto Stock Exchange in April 2025, to celebrate the launch of RISE, and at the London Stock Exchange in April 2026, to celebrate the conclusion of DaPEW.



Toronto, April 2025



London, April 2026






10


The Inclusion
Initiative
Bringing together teaching,
research and practice to build
more inclusive work environments


THE
ANTI-ABLEIST
MANIFESTO
TIFFANY YU


Initiative



SECTION FIVE

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 leverages behavioural science and data-driven strategies to help organisations unlock the full potential of their diverse workforce.

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

> “Getting recruitment right can determine whether a business grows or stands still.

Anthony Impey
Chief Executive, Be the Business, on the launch of Reach, 2026

Our services

1 Inclusive Workplace Assessment

We assess your organisation's current workplace culture to identify strengths, weaknesses and areas for improvement, analysing key inclusion metrics and providing actionable insights to enhance inclusivity at every level.

2 Data-Driven Inclusion Strategies

We 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 challenges, with sound evaluation built in so strategies are cost-effective and efficient.

3 Inclusive Leadership Development

Customised leadership development programmes equip executives and managers with the skills and knowledge to champion inclusion. Through interactive workshops and coaching, your leaders learn how to build inclusive teams and nurture a culture of belonging.

4 Bespoke Engagement Sessions

Custom-designed sessions address your organisation's needs, from facilitated discussions on LGBT+, race, gender and age to corporate talks and educational experiences rooted in academic evidence.

5 Systematic Reviews and Case Studies

We review the latest behavioural science research and apply the insights to specific organisational questions. Our case studies show the theoretical and practical opportunities for using behavioural science interventions to build inclusion and inclusive leadership.



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

Contact us
TII@lse.ac.uk
lse.ac.uk/TII



SECTION SIX

Partners

Our partnerships let us test research findings in real organisations, so that our interventions have measurable impact, and turn evidence into strategies and resources that change workplaces.

> At JPMorganChase, we believe talent can be found everywhere, but often opportunity is not.

Hang Ho
Head of International Philanthropy, JPMorganChase, on the launch of Reach, 2026

Thank you to our partners

As we celebrate six years of TII, we want to take a moment to express our sincerest gratitude for the support and collaboration 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' belief in our mission has been a driving force behind everything we do. Together, we have worked to promote inclusive practices and inclusive leadership, and have witnessed their transformative influence on individuals and organisations, at times in the face of 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 complex challenges. Through our partnerships we have been able to test our research findings, ensuring our interventions have measurable impact, and 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. Thank you for being an integral part of our mission and for sharing our vision of a world where every person's talent is included and firms are more productive as a result.

With the utmost appreciation,

Dr Grace Lordan and The Inclusion Initiative Team

WITH THANKS TO PARTNERS INCLUDING

Be the Business
Citi
Deloitte
Discover Economics
HSBC
HSBC Asset Management
Institute for Fiscal Studies
JPMorganChase
KPMG
Level 20
London Stock Exchange Group
Mastercard
Progress Together
Protiviti
PwC
Standard Life
The Wisdom Council
TMX Group
Universidad Panamericana
University College London
University of Sheffield
University of Warwick
Women in Banking and Finance



WITH GRATITUDE

Thank you to our major donors

Six years ago, The Inclusion Initiative was an ambition: to bring the rigour of behavioural and data science to one of the most important questions facing organisations, which is how to make work inclusive and productive for everyone. Our donors turned that ambition into a research centre.

Philanthropy has given us something rare in research: the freedom to ask difficult questions, to follow the evidence wherever it leads, and to share what we learn openly with firms, policymakers and the public. It has allowed us to build a team, launch new research hubs, welcome thousands of people to our events and win the competitive funding that has taken our work further still.

Our research, events and interventions would not be possible without the support of our donors. To each of you: thank you.

Dr Grace Lordan
Founding Director, and The Inclusion Initiative Team



Richard Nesbitt (second from left)



The Gnanalingam family

OUR MAJOR DONORS AND FUNDERS

We are deeply grateful to the families, companies and funders whose generosity has made The Inclusion Initiative possible.

The Nesbitt-Lawlor family

FOUNDING DONORS

Richard Nesbitt and Lucy Lawlor made the creation of TII possible in 2020, and their continued support funds our research and impact work. Richard has championed TII personally from the very beginning and chairs our Advisory Board.

The Gnanalingam family

PHILANTHROPIC DONOR

Whose seed funding created the Growth and Governance research programme, measuring inclusion with data from outside the firm: the 'S' in ESG. The hub went on to win a £2 million ESRC grant, and Ruben Gnanalingam has since joined our Advisory Board. The family's continued support funds our reporting on race inclusion in FTSE 350 companies.

JPMorganChase

PROGRAMME FUNDER

For funding Reach, our £2.3 million programme with Be the Business to help UK SMEs widen access to technology and data careers.

Economic and Social Research Council

RESEARCH FUNDER

For the £2 million grant that funded *Diversity and Productivity: from Education to Work* (2023 – 2026).

We are also grateful to every individual, family and organisation who has given to TII. Your support makes our work possible.

Support our work
lse.ac.uk/tii/sponsorship/philanthropy
TII@lse.ac.uk

GOVERNANCE

Advisory Board



Richard Nesbitt
Chair of The Inclusion Initiative Advisory Board



Dr Grace Lordan
Founding Director, The Inclusion Initiative



Professor Lutfey Siddiqi
Co-investigator and Advisory Board Member



Tosin Akinluyi
Advisory Board Member



Elise Badoy
Advisory Board Member



Tamara Box
Advisory Board Member



Sophia Dancygier
Advisory Board Member



Belton Flournoy
Advisory Board Member



Alison Rankin Frost
Advisory Board Member



Ruben Gnanalingam
Advisory Board Member



Ashish Goyal
Advisory Board Member



Pam Jackson
Advisory Board Member



Wayne Lee
Advisory Board Member



Simone Verri
Advisory Board Member

Thank you to our Advisory Board



The team at The Inclusion Initiative would like to extend our deepest gratitude for the commitment and invaluable contributions of our Advisory Board members. Their role has been instrumental in driving positive change and fostering more inclusive work environments, and they have been unwavering in supporting TII to gain impact and funding.

Through their generous support, we have been able to carry out groundbreaking research, organise impactful events and develop strategic resources that empower organisations to create measurable and lasting change. Their dedication to the high standard of TII's research, strategy and impact is integral to our success.

We also thank former members of our Advisory Board, including Dr Christine Chow, Elizabeth Nyamayaro and Gurchaten Sandhu, for their contributions to our first years.

As we reflect on six years and look ahead to our next chapter, we know that the Board's continued support will be invaluable. 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







OUR PEOPLE

The Inclusion Initiative Team



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Business Manager

Sacha Ogosi
Public Affairs Manager

Damian Roberts
Operations Manager

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Research Officer in Behavioural Science

Dr Tim Holmes
Research Officer in Behavioural Science

Dr Daniel Jolles
Research Officer in Behavioural Science; leads our Generations research

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Gerald Wu
Visiting Research Fellow






The Inclusion
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Dr. Grace Lordan
Associate Professor, LSE
Behavioural Science, Econ
THE LONDON SCHOOL
OF ECONOMICS AN
POLITICAL SCIENCE


Diversity and Productivity: from Education to Work (DaPEW)
The Inclusion
nitiative
IFS





SECTION SEVEN

Get involved

> Please get in touch, get involved and stay in the loop!

Dr Grace Lordan
Founding Director, The Inclusion Initiative

GET INVOLVED

Join us for the next six years



Partner with us

Co-design research, test interventions in your organisation or work with our consulting team.

Learn with us

Join our online Inclusive Leadership course or an in-person executive programme, or commission bespoke training.

Join us at events

Sign up to our mailing list for public lectures, report launches and webinars.

Support our work

Philanthropic gifts fund new research and give it the independence to follow the evidence.

GET IN TOUCH

TII@lse.ac.uk
lse.ac.uk/TII

FOLLOW US

LinkedIn: The Inclusion Initiative at LSE
YouTube: The Inclusion Initiative
Mailing list: sign up for news and events





LSE The Inclusion Initiative

Using behavioural science to build more inclusive workplaces.

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